

BUILDING HR CAPABILITY IN 2027



AT A GLANCE

Main Programme	JAN	Transforming HR: Purpose, Capability and Technology	London
	FEB	Transforming HR: Purpose, Capability and Technology	Zurich, Stockholm, Amsterdam
		Planning and Preparing for HR Transformation	Online
		Delivering HR Transformation in Practice	Online
	MAR	Evidence-Based Selection for Better Business Outcomes	London, Online
	APR	Leading Teams in the Age of AI	Lausanne
	MAY	Transforming HR: AI, Capability and Growth	Abu Dhabi
		Behaviour Change in Organisations	Stockholm
	JUN	Beyond Culture: Creating the Conditions for Performance	London, Amsterdam, Zurich
		Beyond Culture: How Behaviour Drives Performance	Online
	JUL	Beyond Culture: Aligning Organisational Systems to Drive Performance	Online
	OCT	International Conference: Competitive Advantage in a Changing World	Amsterdam
Work Psychology Network	NOV	Driving Value Through Talent	London, Stockholm, Amsterdam, Online, Geneva
		Effective Leadership Development: Navigating AI and Uncertainty	Abu Dhabi
	DEC	HR Leaders' End of Year Dinner	London
ER/IR Network	FEB	Psychological Wellbeing at Work	London, Online
	MAY	Evaluation of Learning Interventions	London, Online
	SEP	Assessing Job Performance	London, Online
Open Programmes	JAN	Emerging Issues in Trade Union Strategies	Online
	MAR	The Second Wave: What's Next on the Employment Rights Act	London
	MAY	Case Management in the Age of AI	London
	SEP	Approaches to Pay Claims and Movement	London
	DEC	Year Ahead Planning	London
Open Programmes	JAN	From AI Readiness to AI Roadmap: A Playbook for HR Leaders	London
	FEB	Strategic Learning for Business Impact	London
	MAR	Reimagining HR Business Partnering	Online
	APR	Reimagining HR Business Partnering	Geneva
	MAY	Becoming an Effective Talent Partner	Abu Dhabi
		Becoming an Effective HRD	London
	JUN	Mastering Strategic HR: Driving Organisational Performance	London
	SEP	Aspiring Group HRD	London
		Reimagining HR Business Partnering	London
	OCT	Creating a 'Win-Win' Employee Relations Strategy	London
	NOV	Future-Ready Talent Management: Adapting Approaches to a New Reality	Online
		HR Business Partnering Accelerator	Abu Dhabi

THANKS TO OUR PARTNERS



WELCOME

We are pleased to present CRF's 2027 programme of research, events and learning.

The way organisations create value is changing. AI is becoming a practical force in how work gets done, decisions are made and organisations compete. Yet the organisations that benefit most will not be defined by technology alone, but by how well they build capability, redesign work and lead change. HR therefore has a critical role in shaping the people and organisational conditions for competitive advantage.

Our 2027 programme focuses on where HR can contribute most to competitiveness: transforming the function, helping leaders create value in the age of AI, improving selection and creating the conditions for higher performance.

CRF helps HR leaders address these challenges by building the capability and effectiveness of their function, enabling stronger business focus, better people decisions and a greater contribution

to organisational performance. We provide leaders and their teams with trusted insight, senior peer intelligence and research-led development to build judgement, capability and confidence in applying ideas in ways that fit their own organisation.

Our approach combines high-quality research and external evidence with practitioner expertise, independent expert challenge and a senior network of peers. We promote evidence-based practice and critical thinking: helping HR practitioners assess the evidence, learn what others are doing, evaluate their practices and decide what will work in their own context. Research, events, learning programmes, communities and technology make this support accessible across the HR function and relevant at different stages of experience.

We look forward to working with you in 2027.



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How CRF supports you

Research & Events

Original research, in-person and online events addressing the critical issues shaping HR and business performance.

Specialist Networks, Peer Networks & Communities

Exchange ideas with peers and experts facing similar challenges.

Learning Programmes

Open programmes and on demand courses for all experience levels in the HR function.

Custom Development

Tailored solutions designed around your organisation's context.

CRF gives your whole HR team access to trusted research, events and peer communities that strengthen capability, improve decision-making and support greater business impact. You also receive preferential access to CRF learning programmes and specialist networks.

Interested in joining the network?

...and understanding how CRF can build the capability and effectiveness of your function, please email melissa@crforum.co.uk

Transforming HR: Purpose, Capability and Technology

As businesses respond to new opportunities, competitive challenges, geopolitical shocks and technological advances, HR must evolve with them. This event explores how to assess whether the function is equipped for future business needs, where existing services need to change and how AI can both reduce cost and enable new forms of HR delivery. Participants will examine what to strengthen, simplify, redesign, outsource or stop, and consider the skills, systems, data and roles required to make transformation work. They leave with a practical approach for translating changing business priorities into a clear and deliverable plan for HR.

21 January, *London*
2 February, *Zurich*
4 February, *Stockholm*
5 February & 18 February, *Online*
11 February, *Amsterdam*
6 May, *Abu Dhabi*



Evidence-Based Selection for Better Business Outcomes

How much of your hiring process is genuinely evidence-based – and how much is habit?

Poor selection decisions affect performance, morale and customer outcomes, yet many processes rely on inherited job descriptions and inconsistent interviews. This event explores how to define what success in a role really requires, choose assessments that provide valid and reliable evidence, decide where AI strengthens or weakens judgement, and connect hiring to onboarding, development and longer-term outcomes.

11 March, *London*
18 March, *Online*

Leading Teams in the Age of AI

What happens to leadership when AI becomes part of the team? As AI takes on more analysis, advice and execution, leaders must rethink where human judgement adds most value and how accountability works when decisions are AI-supported – often while adoption across their teams is uneven or invisible. Led by IMD Professor José Parra Moyano, this 1.5-day immersive event uses exercises, simulations and peer discussion to explore how AI changes team dynamics, decision-making and leadership itself.

26-27 April, *Lausanne*

Beyond Culture: Creating the Conditions for Performance

Many culture programmes articulate values but rarely change how work actually gets done. Culture comes from repeated patterns of behaviour, shaped by what leaders reward, tolerate and prioritise and by the systems and incentives in place. This event examines why culture change fails, how culture enables or obstructs strategy execution and how to identify the behaviours that matter most. Participants will leave with a practical approach to diagnosis and a focused set of levers to apply in context.

10 June, *London*
17 June & 6 July, *Online*
24 June, *Amsterdam*
29 June, *Zurich*

International Conference: Competitive Advantage in a Changing World

Where will your organisation's next source of competitive advantage come from?

Technological change, new global competitors, resource constraints and a more fragmented international order are reshaping how organisations create and sustain advantage. Established strengths can erode quickly and, as powerful technologies become widely accessible, having the tools alone is rarely enough to differentiate an organisation. The challenge is to understand where distinctive value is created today, where that advantage is vulnerable and how it can be renewed as conditions change.

Organisations may need to revisit strategy, business models and customer value, use AI to enable reinvention rather than simply making existing activity more efficient, and build the ability to sense change, make decisions and execute at pace – with sufficient agility to adapt when assumptions no longer hold.

Examining both the external and internal dimensions of competitiveness, this conference will help leaders strengthen performance today while renewing their organisation's advantage for the future, with implications for leadership, organisation design, talent, culture and workforce capability.

11-13 October, *Amsterdam*

Speakers include:

Arturo Bris (*IMD*), Mark Esposito (*Northeastern University*), Michael Jacobides (*London Business School*), Christiane Prange (*Caralan Global Advisors*)

Driving Value Through Talent

Most organisations can identify their top talent. Far fewer can say whether those people are in the roles where they make the greatest difference to business performance. Succession, career planning, performance management and workforce planning often operate separately, fragmenting the view of where value is created. This event explores how to identify the roles and capabilities that matter most, deploy critical talent more dynamically as priorities shift and measure the business impact of talent decisions.

9 November, *London*

11 November, *Stockholm*

18 November, *Amsterdam*

23 November, *Online*

25 November, *Geneva*

Effective Leadership Development: Navigating AI and Uncertainty

What leadership capabilities will Gulf organisations need for their next phase of growth?

National transformation agendas, international expansion and rapid technological change are increasing the demands on leaders, who must set direction amid uncertainty, execute at pace and operate across markets and cultures. This event explores what effective leadership looks like in this context, how AI is reshaping leadership and decision-making, and how to accelerate national talent into senior and international roles.

18 November, *Abu Dhabi*

By Invitation: HR Leaders' End of Year Dinner

Our annual invitation-only HR Leaders' Dinner is an opportunity for members to network with fellow senior practitioners as the year comes to a close. We will give an update on CRF's plans and progress, before sharing perspectives on current issues over dinner.

7 December, *London*



WORK PSYCHOLOGY NETWORK

Every organisation needs to shape the behaviour of its people so they can contribute effectively to its success.

Work psychology forms the foundational knowledge base about behaviour at work and should therefore always be used to inform how organisations identify, design, implement and evaluate effective people practices.

However, decisions about people practices are often driven by fads, received wisdom or opinion rather than the fundamental work psychology principles grounded in scientific theory and evidence.

The Work Psychology Network was created to bring work psychology to practitioners who work in people practice areas. It develops their capability to work in a more systematic and evidence-based way so they can more effectively diagnose problems and opportunities, identify effective interventions and evaluate their impact.



Prof. Rob Briner
Associate Director Research
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The Work Psychology Network (WPN) helps experienced practitioners apply evidence from work psychology, including behavioural science, to make better-informed decisions in order to improve people practices and deliver better business outcomes. Through participating in the network, you will:

- Gain access to an exclusive research library of clear, practical guidance based on reviews of the best available work psychology evidence.
- Work through important workplace questions with experts and fellow practitioners in interactive in-person and online sessions focused on application.
- Learn from others tackling similar organisational challenges, exchange experiences and test your thinking with a community committed to evidence-based practice.

Psychological Wellbeing at Work

Wellbeing spans moods to clinical conditions: work mostly helps, sometimes harms, and shapes performance unpredictably.

9 February, London

24 February, Online

Evaluation of Learning Interventions

Most evaluation measures reactions, not learning or behaviour. Better evaluation starts with goals and transfer.

18 May, London

25 May, Online

Assessing Job Performance

Performance is more than tasks. Current appraisal is unreliable – so what should we measure instead?

14 September, London

16 September, Online

EMPLOYEE AND INDUSTRIAL RELATIONS NETWORK



Employee and Industrial Relations has become a board-level risk. From the UK's Employment Rights Act and European Works Council reforms to a shifting union landscape and AI-driven workforce change, ER/IR leaders are facing greater complexity and scrutiny.

CRF's ER/IR Network helps leaders and their teams respond with confidence, build capability and manage regulatory and industrial risk more proactively. Our approach combines exclusive events, original research, expert legal and practitioner input, structured learning and a confidential network of senior peers. The network helps practitioners stay abreast of change, learn how others are responding, test their thinking and make better-informed decisions in their own context.



John Whelan MBE

Director
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Nick Dalton

ER/IR Network Lead

Through the network, you will:

- **Stay ahead of legislative change, case law developments and policy trends** to support more proactive decision-making.
- **Exchange solutions with senior peers** during closed-door in-person and online events, free from commercial or reputational risk.
- **Gain direct access to legal expertise** and Strategic Dimensions' ER/IR Interim Talent pool when you need specialist support fast.
- **Benefit from one free place** on CRF's 'Creating a 'Win-Win' Employee Relations Strategy' 2 day open Programme.

Emerging Issues in Trade Union Strategies

Trade unions are evolving their tactics and testing new legislative powers. This session looks at what that means in practice and how organisations can respond effectively.

28 January, *Online*

The Second Wave: What's Next on the Employment Rights Act

The next stages of the Act are taking shape, bringing fresh challenges through implementation. We consider how organisations are adapting their ER strategy in response.

17 March, *London*

Case Management in the Age of AI

Case volumes are rising and AI-generated grievances are becoming more common. This session examines how to handle the workload and address the root causes driving it.

27 May, *London*

Approaches to Pay Claims and Movement

Pay claims are harder to navigate in a low-growth, high-cost environment. We examine pay compression, multi-year deals and alternative reward approaches.

21 September, *London*

Year Ahead Planning

An end of year dinner to discuss topical issues in a confidential environment.

2 December, *London*



PEER NETWORKS AND COMMUNITIES

HR Leaders' Community (By Invitation)

A community exclusively for HR Leaders operating at Group, Regional or Divisional level with responsibility for shaping and delivering the people strategy. This network brings senior leaders together in person for the conversations that matter most, in an environment built on trust, candour and mutual challenge.

- Regular in-person meetings with peers from across the network
- Detailed, honest discussions that go beyond surface-level exchange
- Shared insight and real-world perspective on the issues shaping the people function and the wider business
- Lasting relationships that build over time and extend well beyond individual events.

A place to step outside the day-to-day, have the conversations you don't always have elsewhere, and return with sharper thinking.

Talent, Leadership and Learning

A community for senior talent, learning and leadership professionals with responsibility for the attraction, development and retention of talent in the organisation.

HR Business Partnering

A community for mid to senior level business partners, to discuss the capabilities, challenges and approaches of being an effective business partner.

Advisory Support & Peer Exchange

Connect with HR peers. Share experiences. Gain new perspectives.

CRF creates purposeful opportunities for members to connect with and learn from one another through:

- HR leader lunches and intimate peer discussions
- Curated introductions connecting you with relevant HR professionals
- Access to our research team – including calls to explore your priorities and discuss relevant research and thinking.

A trusted network for honest conversations, fresh thinking and practical ideas.

GCC Communities

Our invite-only GCC communities bring together senior HR leaders and specialists to explore our latest research, participate in peer discussions, and build a trusted network of peers to gain outside thinking and perspective.

Chief People Officer



Talent and Learning Leaders



Financial Services



CUSTOM DEVELOPMENT PROGRAMMES

Your people challenges are specific to your organisation. CRF's custom programmes draw on 30+ years of research, frameworks and learning design, creating solutions applicable to your context. You start from proven thinking rather than a blank page, enabling your people to develop faster with a more impactful outcome.

We can adapt established CRF programmes with validated content and faculty, reframed around your strategy, structure and objectives or design something entirely new with you. Or combine both.

Custom learning is the optimum approach when the organisation needs to shift capability at scale, when the content must reflect your strategy, operating model, and/or when the challenge demands applied, contextualised work rather than individual skills development.

Delivered by a blended faculty of CRF's in-house experts alongside carefully selected external specialists and senior HR practitioners, our approach combines commercial insight and practical experience based on current research.

A first conversation is exploratory and without obligation. We'll talk through your challenge, explore options and approaches, and come back with an outline solution and indicative investment.

Contact Rosanna Neary at rosanna@crforum.co.uk to discuss in more detail.

Deep Expertise:

Building Business Partnering Capability

In 2026, we worked with more than 25 organisations in building HR business partnering capability. Programmes can focus on specific skills such as commercial acumen, influencing, stakeholder management and consulting skills or develop the full range of critical Business Partnering capabilities identified through our research. Our approach is modular and scalable ranging from small, in-person workshops to multicohort, blended, global programmes with facilitated virtual sessions, on demand courses, AI powered simulations and expert led masterclasses.

What clients have used Custom Learning for:

- A FTSE 100 energy business needed a consistent standard of HR business partnering across multiple regions. We built a multi-year global online programme for 200+ HRBPs.
- A leading international professional services firm wanted its HRBPs and COE to operate as internal consultants rather than service providers. We delivered an in-person programme developing a consulting mindset.
- The HR leadership team of an international financial services organisation needed to align on people strategy. We designed and facilitated a two-day planning workshop.
- One of the UK's leading universities needed to develop Heads of, high potentials and OD partners at different levels at once. We built a blended programme combining facilitated sessions and e-learning.
- A luxury retailer was reimagining its people partnering strategy. We supported the shift through a combination of formal and on-the-job learning.



OPEN PROGRAMMES

From AI Readiness to AI Roadmap: A Playbook for HR Leaders

25-26 January, *London*

Strategic Learning for Business Impact

1-2 February, *London*

Reimagining HR Business Partnering

1-2 March, *Online*

28-29 April, *Geneva*

27-28 September, *London*

Becoming an Effective Talent Partner

3-4 May, *Abu Dhabi*

PARC Strategic Reward Skills Masterclass

11-12 May, *Greater London*

Becoming an Effective HR Director

17-18 May, 28 June, *London*

Mastering Strategic HR: Driving Organisational Performance

21-22 June, 12 July, *London*

Creating a 'Win-Win' Employee Relations Strategy

20-21 October, *London*

HR Business Partnering Accelerator

15-16 November, *Abu Dhabi*

Future-Ready Talent Management: Adapting Approaches to a New Reality

15-17 November, *Online*

Flagship Programme: Aspiring Group HR Director

Now in its 10th year, Aspiring Group HRD is a six-month development journey for experienced HR leaders preparing to step into a Group HRD role or increase their impact at enterprise level.

Each year, the curriculum is personalised and co-designed with the cohort, ensuring a learning experience that is timely, highly relevant and tailored to the specific needs of the group. Our faculty of academics, CEOs, NEDs, CPOs and subject-matter experts collaborate to deliver stimulating sessions that enrich participants' knowledge, understanding and capability, ensuring they are well prepared to step into the Group HRD role.

Participants leave better equipped to:

- Shape enterprise decisions, not just HR priorities
- Advise and challenge CEOs and boards with greater authority
- Navigate complex, multi-business and transformation environments
- Lead strategic conversations on organisation, talent, technology and AI
- Understand the personal shifts required to succeed at Group HRD level
- Build a trusted peer network of senior HR leaders.

13-14 September
1-2 November
10-11 Jan 2028
London

To date over 70% of participants have moved into a Group HRD role following completion of the programme.



ON DEMAND PROGRAMMES

LEARNING

**Self-paced online learning available
as suites or individual courses**

AI in HR

AI is changing how organisations make decisions and get work done. HR can help connect its use to business value while keeping people, judgement and accountability central. Explore where AI adds value, improve your own work, coach managers to use it well, and redesign work and capability responsibly.

- Understanding Where Value is Created
- Enhancing Individual Productivity and Judgement
- Redesigning Work and Capability
- Enabling Line Manager Effectiveness

HR Business Partnering

Our research shows that the core capabilities of effective HRBPs are being strategic, change agents, data-oriented, digitally enabled, commercially astute and agile. Build capability in each of these areas with our HRBP suite of 6 On Demand courses.

- The Strategic Role of an HRBP
- Persuasive Analytics
- Commercial Acumen in HR
- Change Management Mastery
- Agile HR Practices
- Digital HR

Technical HR Capabilities

HR's credibility rests on deep expertise in the disciplines that underpin every people decision. These courses build professional depth and understanding in the areas where rigour and commercial impact matter most.

- Workforce Analytics and Storytelling
- Project Management
- Evidence-Based HR
- Organisation Design for Agility
- Strategic Approach to Reward

Change & Transformation

Most change efforts still fall short of their objectives. Success depends on the quality of diagnosis, the strength of consulting skills, and how well change is led at every level. These courses address different dimensions of this challenge – from building essential change management capability to advanced OD practices, organisational diagnosis and consulting skills.

- Developing the OD Practitioner
- Organisation Analysis and Diagnosis
- Change Management: The Essentials
- Advanced Practices in Change Management
- Building a High-Performance Culture
- Consulting Skills: Diagnosis and Stakeholder Engagement
- Consulting Skills: Turning Insights into Action

Talent Capabilities

Getting the right people into the right roles – and developing them – remains an issue at the top of the CHRO agenda. These courses address different facets of this challenge, from integrated talent management and strategic learning to coaching for business impact and building future-ready skills.

- Future Ready HR
- Impactful Employee Experience
- Building Effective Teams
- Reskilling for Sustainable Growth
- Integrated Talent Management: The Essentials
- Coaching: Maximising Business Impact

THIRTY YEARS OF CRF RESEARCH. ONE POWERFUL AI ENGINE.



The **CRF Research Tool** delivers clear, evidence-based answers to your toughest business and people challenges – in seconds.

Ask a question, get concise, tailored responses grounded in CRF's exclusive insights. Building a business case, writing a board paper, exploring new initiatives or deepening your understanding of HR strategy? Our Research Tool is your thinking partner, available anytime.

crforum.co.uk/crf-research-tool

Clear, research-backed responses
to complex questions in seconds



Pick up where you left off
– revisit past conversations any time



Access linked source citations
to explore CRF's full research

