

# ASPIRING GROUP HRD

## PROGRAMME LEADER

Nick Holley, Director of CRF Learning

## MODULE ONE

20-21 September 2022: Central London

## MODULE TWO

7-8 December 2022: Central London

## MODULE THREE

1-2 February 2023: Central London

## ABOUT THIS PROGRAMME

CRF, and our sister organisation Strategic Dimensions, have been listening to HRDs and CEOs for over 20 years about what they want from an effective HR leader and their function. This gives us a unique insight into the role of a 'board-level HRD' and what differentiates the great from the average.

Building on CRF's exclusive research and experience, this programme delivers a highly-tailored learning experience.

It will help experienced HR professionals take the next step in becoming a Group HRD, or become more effective having recently moved into the role. Participants will be able to shape the content of the course to suit their development requirements.

## BENEFITS OF ATTENDING

Incorporating the insights of current board-level HRD's, we will deliver a programme tailored to develop participants capability in the areas most required.

A great HR function builds people and organisational capability to deliver business strategy. CEOs expect their HR leaders to have functional expertise, but also require their HRD to be a commercially focused business leader.

Book your place to benefit from:

- Support in making the transition into a board or executive team HRD role, within a FTSE listed or similar size organisation
- The tools and skills required to move beyond your core HR role and become a holistic business leader
- An alumni network of peers and experts to support you through your career
- The ability to deliver external business insights to ensure you become an effective HRD
- Sustained development through a six-month programme of learning, implementation, reflection and analysis.

## WHO SHOULD ATTEND?

This programme is suited to those looking to progress to Group HRD roles. Candidates will likely already be HRDs of a business unit, region or function or Centre of Excellence (CoE) Leaders. It is also recommended for newly appointed Group HRDs looking to increase their effectiveness.

There are limited enrolment slots, in order to facilitate a supportive learning environment. In 2019 attendees comprised one newly appointed Group HRD, five HRDs and two CoE heads.

## PROGRAMME LEADER



**Nick Holley**, Director of CRF Learning, will lead the programme. He has carried out extensive research on what CEOs and businesses look for from their HRDs. After 25 years working in large organisations including Merrill Lynch, Prudential, Arthur Andersen and Vodafone, he has worked for the last ten years as an advisor and personal coach to business and HR leadership teams in over 80 global businesses in more than 30 countries. This commercial experience combines theory with a deep practical understanding of what actually makes a difference.

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### LOCATION AND COST

The programme will be held in Central London.

The cost of the programme is £8,000 (+VAT) for CRF members and £15,000 (+VAT) for non-members.

To register for all programmes, please contact **Melissa Bates** at [melissa@crforum.co.uk](mailto:melissa@crforum.co.uk) or on **+44 (0) 20 3457 2640**.

## THE PROGRAMME IN DETAIL

### MODULE 1

#### DAY 1: Setting the Scene

The programme will involve inputs from an unrivalled panel of senior practitioners and experts, including business and HR leaders, headhunters, governance experts and futurologists.

The first day will cover conversations including:

- Setting the scene: A manifesto for business-focused HR
- The view from FTSE Group HRDs: "What I wish I'd known"
- The executive search view: "What have we seen that's worked and what hasn't?"
- The RemCo view: The strategic compensation and RemCo elements of the role
- The Future of HR: The impact of technology on the workforce and the implications for HR.

#### DAY 2

- Reflection and individual presentations based on a personal 360 assessments and the inputs from day one
- Synthesis of common and individual learning themes
- Planning the way forward as a team
- Individual commitments.

### MODULE 2-3

- Four days of tailored sessions, based on the common themes identified in module one, delivered by senior practice area experts from our network of associates.
- Two networking dinners with guest speakers including an experienced CEO and Chair.
- We will establish a WhatsApp group to network, and will prompt conversation with daily insights.
- There will be additional opportunities to benefit from coaching, mentoring and a mock interview for a Group HRD role from one of our search Directors.

The programme is designed around participant needs, therefore the details of these sessions will emerge after the first module.

*Thank you so much again for everything you have done, organised and contributed to make our programme such a success. I am so glad I have done it – absolutely invaluable insight, knowledge and networks gained. You have been so generous in sharing your knowledge, perspectives and contacts. I hope to put it into practice in a new role soon!*

Emma Rose  
Group HRD, Travis Perkins

