

crf learning

DELIVERING BUSINESS IMPACT

PROGRAMME

2022

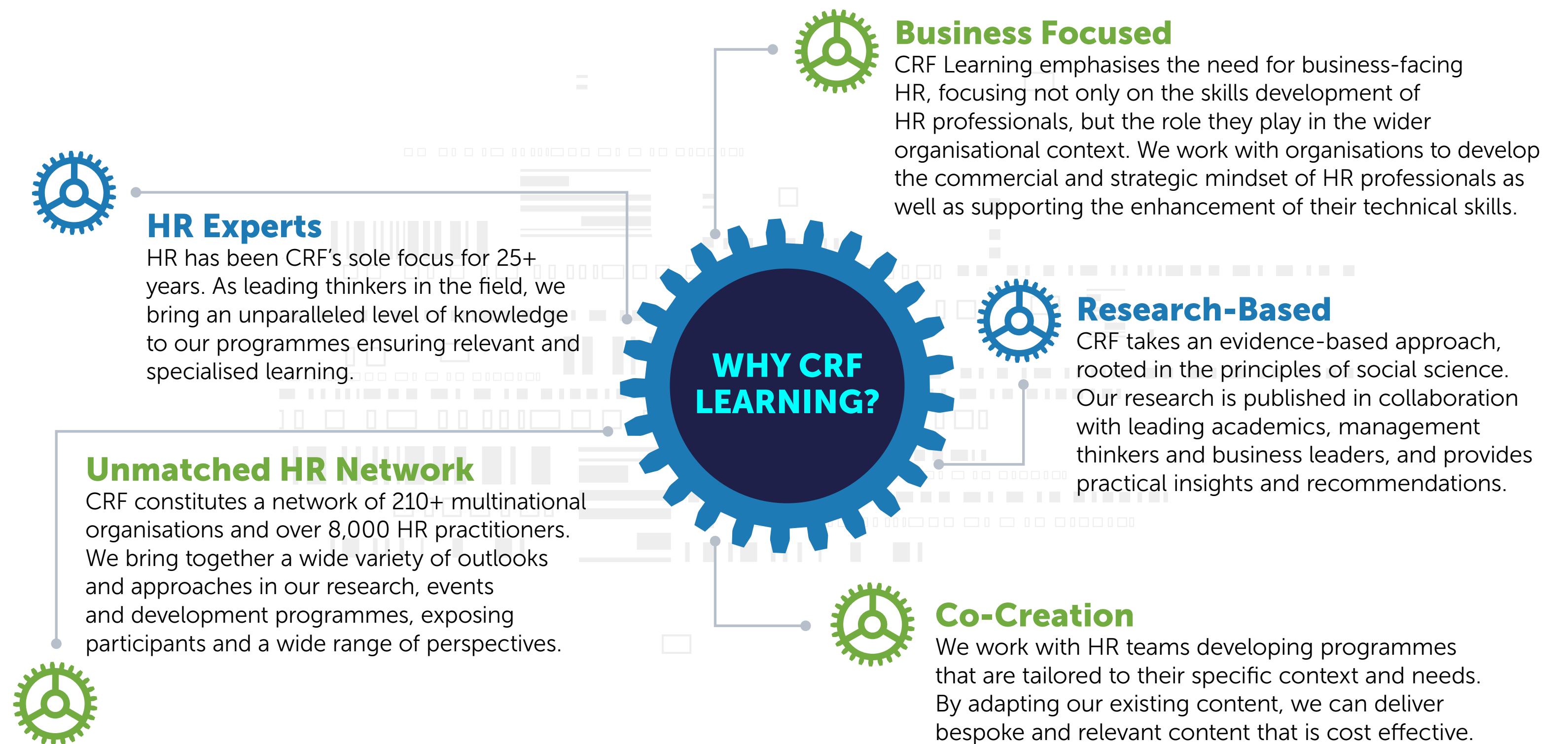


CRF LEARNING PROGRAMME 2022

CRF Learning delivers On Demand, bespoke and open development programmes designed to enhance the capability of HR leaders to drive organisational performance.

Backed by over 25 years' experience in the field of HR research and practical application, CRF's learning programmes are business-focused, evidence-based and rooted in the principles of social science.

Through interactive sessions, they foster both individual and organisational development to meet the immediate issues facing businesses today, and the strategic dimension needed for tomorrow's people challenges.



CRF LEARNING OFFERING



ON DEMAND

CRF Learning On Demand is a library of online courses for individuals interested in building their careers, and organisations looking to upskill teams together as a cohort. Our syllabus takes a 'business first' approach with insights from globally renowned experts and leaders and flexible learning paths. Participants can tailor the curriculum to their interests and enrol in up to six courses including Effective Business Partnering, Integrated Talent Management: The Essentials, Leading Organisational Change, and Workforce Analytics.



BESPOKE

For those requiring a bespoke service, we leverage our existing content from the On Demand and Open programmes to develop custom team solutions tailored to the specific requirements of your organisation. Working with global multinationals, medium-sized and public sector organisations, CRF Learning has developed a flexible and cost-effective approach to delivering impactful solutions in both face-to-face and online environments.



OPEN PROGRAMMES

Our Open offering is an annual programme of courses, delivered both face-to-face and online, for intermediate and senior HR professionals. Topics include Becoming an Effective HRD, HRBP Business Catalyst, Impact Through People Analytics and Integrated Talent Management. Each course delivers rich content from leading experts, with the added value of learning alongside peers from other organisations.

CRF LEARNING ON DEMAND

CRF Learning On Demand is a library of online courses designed for HR professionals to learn at their own pace, in their own space. The courses are available to individuals and organisations.

COURSES ENDORSED BY:



PROF. PATRICK WRIGHT
University of South Carolina

Prof. Pat Wright is Chair in the Darla Moore School of Business at the University of South Carolina, and Founder and Director of the Centre for Executive Succession. Previously he was at Cornell, Texas A&M, and Notre Dame. A prolific writer, Pat's main areas of interest are strategic human resource management, the changing nature of the Chief HR Officer role and the challenges and best practices in CEO succession.

Our syllabus is intended for those ambitious about building their own careers. It takes a 'business first' approach with insights from globally renowned experts and leaders and flexible learning paths.

Participants can tailor the curriculum to their interests and enrol in up to six courses (see overleaf) for 2022. Topics include integrated talent management, leading organisational change, and workforce analytics. Each course combines videos, exercises, quizzes and assignments to develop participants' capability to become influential in their businesses.

Learning On Demand is available to both individuals interested in building their careers, and organisations looking to upskill teams together as a cohort. Packages available to organisations offer additional resources to contextualise learning and deliver the greatest return on investment.

Contact **Clive Steer**, Business Development Manager, on clive@crforum.co.uk to discuss pricing and additional value for multiple participants from your organisation.



ONLINE FACULTY



KAREN CLARK
PARC and SD Director



NICK HOLLEY
Director of CRF Learning



NICK KEMSLEY
CRF Associate



GILLIAN PILLANS
CRF Research Director



CARMEN VON ROHR
Content and Digital Manager



JOHN WHELAN MBE
CRF Director



PHIL WILLS
PARC Director

ON DEMAND COURSES

The programme is designed for HRBPs and other HR professionals with around three to six years' experience. Each course will develop participants' business acumen and capability to become influential in their business. They can be taken as standalone modules or combined for a richer learning experience.

There are six courses available all delivered on a bespoke learning platform.



EFFECTIVE BUSINESS PARTNERING

- Understand how to shift conversations from an HR-centric to a business-centric position to build credibility
- Develop business acumen as an HRBP
- Learn how to apply HR expertise in an HRBP role, to drive business performance
- Develop the strategic and commercial skills needed to make a practical link between business strategy and HR activity.



INTEGRATED TALENT MANAGEMENT: THE ESSENTIALS

- Build an integrated talent management approach rooted in business need and context
- Bring your talent philosophies up to speed with talent trends
- Stress-test your talent practice against new perspectives
- Gain insights, ideas and tools to enhance your organisation's talent management ROI.



BUILDING A HIGH-PERFORMANCE CULTURE

- Understand what constitutes performance for an organisation
- Apply a practical model for a systematic approach to improving organisational performance, examining:
 - » Strategy and direction
 - » Performance culture
 - » People and capability
 - » Review and evaluation
- Learn how to demonstrate your contribution in providing the catalyst for enhanced performance – from organisational to individual level.



A STRATEGIC APPROACH TO REWARD

- Understand what is meant by 'Reward Strategy'
- Learn how to recognise the characteristics of a 'good' and 'bad' reward strategy
- Understand the positioning of the reward strategy and its link to business and talent strategy
- Gain experience in applying a practical model to develop reward strategy at any level of organisational structure.



LEADING ORGANISATIONAL CHANGE

- Learn how to manage change effectively as an HR leader via a combination of theory, practice and insights from seasoned professionals
- Understand strategies for avoiding the problems that hamper most change programmes
- Gain practical tools and understand relevant models and frameworks
- Assess your strengths and weaknesses in becoming a successful change practitioner.



WORKFORCE ANALYTICS AND STORYTELLING

- Understand the benefit of business-focused analytics over HR-centric reporting
- Gain the practical tools to drive insights around business issues
- Expand your approach to analytics through storytelling, influence and action
- Reflect on case studies from leading organisations.

CRF LEARNING BESPOKE

Looking for something more personalised?
Our bespoke offering provides custom solutions tailored to the specific requirements and context of your organisation.

Over the past five years, CRF Learning has co-created more than 40 bespoke programmes for multinational organisations and FTSE 100 members. Delivered in both face-to-face and online environments, they have been attended by over 1,000 professionals in 13 countries. Clients include: Avanade, Bank of England, BBC, Computacenter, Croda, HSBC, Kier, GVC, Legal and General, NATS, PZCussons, Rolls Royce, SABIC, Thomson Reuters and Whitbread.

In addition to our in-house team of experienced former HR practitioners and advisors, CRF Learning engages with thought leaders and subject experts from our extensive network to provide a faculty best suited to your particular requirements.

Our bespoke programmes leverage CRF's unique catalogue of research, models and learning tools to meet the specific needs of your organisation, minimising protracted and costly design phases. This means they offer the greatest return on investment possible.

CRF Learning Bespoke offers an adapted, custom version of our existing open programmes alongside additional capability development on a wide array of challenges including:

ORGANISATIONAL CHALLENGES

 Developing a Commercial HR Function

 HR Business Partnering

 Value Creation

 Strategic Workforce Planning

 Leveraging Data and Analytics

 Talent Management

 Talent Planning

PERSONAL CHALLENGES

 Sophisticated Influencing

 Political Savvy

 Strategy Thinking

 Dealing with Ambiguity

 Prioritisation

 Effective HR Leadership

 Measuring Impact

CRF Learning have proved to be an essential partner to me as I look to build the capability of my HR team. They have been a collaborative partner in co-designing a bespoke cost-effective solution which has evolved from face-to-face sessions to a purely digital experience run for nearly 250 participants from Australia to the US in five sessions per week spread over eight weeks. The impact of both has been immense and I look forward to continuing into the next phase of our partnership.

Caroline Fanning
Chief Human Resources Officer, Avanade



For more information on CRF Learning's bespoke solutions please contact **Clive Steer**, Business Development Manager, on clive@crforum.co.uk.

CRF LEARNING OPEN PROGRAMMES



THE PROGRAMME	DATES AND LOCATION	WHAT'S COVERED?	BENEFIT TO YOU AND YOUR ORGANISATION	COST PER ATTENDEE
HRBP BUSINESS CATALYST	<i>Two-days</i> 16-17 March 2022: Online <i>Two-day residential</i> 19-20 October 2022: Ware	<ul style="list-style-type: none"> • Demonstrating credibility • Developing confidence and courage • Understanding the organisational context • Enhancing commercial acumen • Building capability to deliver business strategy 	Increase your impact through deeper commercial / strategic thinking, faster and more effective delivery skills and greater influence.	£1,450 / £2,900 CRF members / Non-members £1,800 / £3,600 CRF members / Non-members
STRATEGIC REWARD SKILLS	<i>Two-day residential</i> 11-12 May 2022: Windsor 26-27 September 2022: Windsor	<ul style="list-style-type: none"> • Developing a 'grounded' reward strategy aligned with business strategy • Reviewing, assessing and contributing to RemCo effectiveness • Reviewing and assessing the effectiveness of longer-term incentive arrangements • Designing and conducting a risk audit of reward 	Develop a set of strategically focused reward skills in the areas most frequently reported by RemCo Chairs as essential to effective performance.	£2,250 CRF members £4,500 Non-members
BECOMING AN EFFECTIVE HRD	<i>Two-day residential AND action day</i> 22-23 June 2022: Weybridge AND 14 July 2022: Central London	<ul style="list-style-type: none"> • HR's role in building organisational capability and the strategy process • How value is created in an organisation and the HR implications • Planning and implementing an HR strategy • Managing key relationships 	Enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.	£2,750 CRF members £5,500 Non-members
IMPACT THROUGH PEOPLE ANALYTICS	<i>Two consecutive days AND follow-on</i> 28-29 June 2022: Online AND 9 September 2022: Online 1-2 December 2022: Online AND 8 February 2023: Online	<ul style="list-style-type: none"> • How people analytics can support a business-centric approach to HR • The shift from reporting to more persuasive insights • Storytelling: communicating complex messages with clarity and influence • How to become a more credible data-based HR practitioner 	Increase your understanding of how to effectively leverage data in HR and how analytics can provide insights that support strategic objectives and demonstrate business impact.	£1,350 CRF members £2,700 Non-members
ASPIRING GROUP HRD	<i>Three two-day modules plus networking dinners</i> 20-21 September 2022, 7-8 December 2022, 1-2 February 2023: Central London	<ul style="list-style-type: none"> • What a CEO wants from their Group HRD • The business and political context for HR • Governance and the RemCo • Creating a strong alumni network • Includes insights from senior HR and business leaders, and a bespoke 360 assessment 	Prepare you to be an effective board and / or executive team member contributing to the overall performance of the organisation.	£8,000 CRF members £15,000 Non-members
INTEGRATED TALENT MANAGEMENT	<i>Three consecutive mornings AND follow-on</i> 22-24 November 2022: Online AND 1 February 2023: Online	<ul style="list-style-type: none"> • Building a framework to help develop business-focused talent thinking • Engaging your business leadership in the importance of the talent agenda • Developing personal capability, confidence and influencing skills to effectively communicate and create engagement around the talent agenda 	Build your capability to design, refine and deliver impactful talent management strategies and develop the personal skillset for effective implementation.	£1,450 CRF members £2,900 Non-members

HRBP BUSINESS CATALYST

PROGRAMME LEADER

Nick Holley, Director of CRF Learning

PROGRAMME ONE

16-17 March 2022: Online

PROGRAMME TWO

19-20 October 2022: Fanhams Hall, Ware

ABOUT THIS PROGRAMME

This programme goes beyond developing skills to shifting mindsets. It will shift your focus from bureaucratic HR towards delivering business impact, building organisational capability, and creating sustainable value.

With an emphasis on practical implementation, the programme will increase your impact within your organisation by:

- Developing deeper commercial and strategic thinking
- Ensuring faster and more effective delivery
- Improving influencing skills.

BENEFITS OF ATTENDING

This programme will examine the attitudes that differentiate great HRBPs and, by working through CRF's Strategic HR Framework, will enhance your capabilities in a range of areas. Specifically, you will:

- Gain greater understanding of how your organisation operates, delivers value and drives success, thereby enabling you to be a more effective business partner
- Increase your credibility with customers by developing greater commercial acumen, business understanding and influencing skills
- Grow in confidence to challenge existing thinking through a robust model for effective HR
- Evaluate where you can add greater value to the organisation
- Build your overall capability ensuring you optimise your business impact.

Attendees will receive digital copies of all programme materials, relevant CRF research and a workbook to explore concepts, models and plan a programme for ongoing development.

WHO SHOULD ATTEND?

Attendees will be existing HR Business Partners, specialists moving into the role, or HR Managers preparing for a more strategic position. We expect all attendees to be technically proficient in HR.

PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. Nick has carried out extensive research into effective business partnering and how to have a sustainable impact on the business. He has advised over 20 organisations on how to implement this and run HRBP development programmes in over 40 organisations in 20 countries.

Catherine Taylor, People Director at British Sugar, will join dinner on the first night to share her experiences. Catherine has worked as HRD for a range of highly successful, multinational companies including Marston's plc, Unilever, RS Components and Mercedes-Benz. Catherine was named *HR Magazine's* 2011 HR Director of the Year.

PROGRAMME CO-DESIGNED WITH:

Duke
CORPORATE EDUCATION

HRBP BUSINESS CATALYST

LOCATION AND COST

Programme One will be held online.

The cost of the programme is £1,450 (+VAT) for CRF members and £2,900 (+VAT) for non-members.

Programme Two will be held at Fanhams Hall, Fanhams Hall Road, Ware SG12 7PZ.

The cost of the programme is £1,800 (+VAT) for CRF members and £3,600 (+VAT) for non-members.

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

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

THE PROGRAMME IN DETAIL

Prior to the programme you will be required to:

- Carry out a high-level organisational analysis using CRF's Strategic HR Framework, to be worked on during the programme
- Agree a learning contract with your HR line manager and business leader to link individual learning to organisational impact. This will be reviewed after the programme to evaluate sustained changes.

DAY 1

AM – The Role of the HRBP

- Clarity of HR's purpose, vision and values
- Explore the core purpose of the HRBP: the role of the HRBP versus where most time and effort is spent
- Identify key attitudes of great HRBPs.

PM – CRF's Strategic Framework for HR

- You will simulate a senior management meeting to explore your organisational analysis and understand key business inputs – business imperatives, external environment, internal climate, resources, etc.
- You will look at perspectives from other members of the management team to explore how HR can add value to these conversations and not simply respond to HR-related questions.
- You will then look at how to influence decision making and manage expectations to generate greater impact.


DAY 2

AM – CRF's Strategic Framework for HR (continued)

- In the second half of the simulation you will explore the business analysis carried out on day one and its implications for HR.
- This will include:
 - » The assessment of capability versus organisational challenges
 - » The necessity of evidence in decision making
 - » The value of communication, involvement and ownership
 - » The importance of prioritisation and measuring business outcomes, versus HR processes.

PM – Future and on-going development

- We will work with you to create a longer-term and developmental career agenda for yourself and colleagues.



I thoroughly enjoyed the course and thought the content was just right. I particularly enjoyed the practical sessions where we could put some of the tools to use and I will be using these with my Business Partners.

Clare Booth
Head of Reward and People Services, Mercedes-Benz



STRATEGIC REWARD SKILLS

PROGRAMME LEADER

Karen Clark, PARC and SD Director; Drew Matthews, Global Compensation and Benefits Director at BT and Phil Wills, PARC Director

PROGRAMME ONE

11-12 May 2022: Oakley Court, Windsor

PROGRAMME TWO

26-27 September 2022: Oakley Court, Windsor

ABOUT THIS PROGRAMME

The content of the Masterclass is founded on those areas most frequently reported by RemCo Chairs as essential to effective performance as the Group HR Director or Head of Reward in major companies.

The proprietary content encompasses:

- The ability to develop a 'grounded' reward strategy – aligned with business strategy
- The ability to review, assess and contribute to RemCo effectiveness
- The ability to review, assess the effectiveness of longer-term incentive arrangements aligned to sustainable, long-term performance
- The ability to design and conduct a risk audit of reward.

WHO SHOULD ATTEND?

The Masterclass is aimed both at prime succession candidates to current Heads of Reward in major listed companies, and also at newly-promoted, or aspiring Corporate HR Directors, who are seeking to develop a more strategically focused set of reward skills. Attendees particularly value our simulated Remuneration Committee session, focused on stakeholder management and the interface role with the RemCo and Main Board.

PROGRAMME LEADERS



Karen Clark is a Director of PARC and SD. Within PARC she is instrumental in the Reward Masterclass and our On Demand learning programmes. She has an interest in the development of HR talent and capability, encompassing reward, performance and wellbeing.



Drew Matthews is Global Compensation and Benefits Director for BT. Previously, he was a Partner at Aon Hewitt New Bridge Street, most recently Head of Reward at Micro Focus and also formerly Personnel Director at Tesco where he was accountable for reward, global mobility, share schemes, and occupational health and wellbeing for over 500,000 employees in 14 countries.



Phil Wills advises PARC in the development of its programme of events. His previous corporate roles included Global Head of Reward for Reed Elsevier (RELX), for ICI, and for Diageo. Since 2010 he has established an independent consultancy business to provide strategic reward support, focused on the delivery of business strategy and organisational performance. He is also a coach to newly appointed (or aspiring) Corporate HR Directors on all areas of reward strategy and delivery.

STRATEGIC REWARD SKILLS

LOCATION AND COST

The Masterclass will be held at Oakley Court, Windsor Road, Water Oakley, Windsor, Berkshire SL4 5UR.

The cost of the programme is £2,250 (+VAT) for CRF members and £4,500 (+VAT) for non-members.

This does not include accommodation. CRF can facilitate booking accommodation for both the connecting and previous nights of the programme at additional cost.

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

THE PROGRAMME IN DETAIL

Prior to the programme delegates will be asked to review their organisation's strategic business objectives, including as outlined in the Annual Report, and to assess the alignment between these objectives and their organisation's:

- approach to talent strategy;
- reward values and principles; and
- major group-wide reward plans.

It is important that anyone who attends will have the opportunity to discuss their organisation's strategic business objectives (and performance model) with relevant members of senior management.

Additionally, under the guidance of the programme leaders, each attendee should be set clear actionable objectives linked to the Programme deliverables, which they can share in a pre-Masterclass discussion at least three weeks before the Masterclass.

DAY 1

Develop a 'grounded' reward strategy – aligned with business strategy

- Clarify what is meant by 'reward strategy' (and its link to business strategy and talent strategy)
- Provide a simple practical model for developing a reward strategy
- Avoid confusion and duplication in the use of reward terminology
- Compare 'performance management' with 'reward strategy'.

Review, assess and contribute to RemCo effectiveness and the Regulatory and Investor Environments

- Define the RemCo activities and processes that can lead to enhanced RemCo effectiveness
- Understand the RemCo dynamics – and how 'influence' is achieved.

- Explain how/why the regulatory framework has developed – and its role in shaping UK corporate governance
- Clarify the roles of the key regulatory bodies – and how their agendas are developed.
- Explain the role of institutional investors and proxy agencies in shaping the corporate governance framework
- Highlight and explain the 'red lines' that cannot be crossed – and why they are sacred.

DAY 2

Review and assess the effectiveness of longer-term incentive arrangements

- Clarify the role and purpose of long-term incentives in creating focus on sustainable long-term performance
- Clarify the most common types of plans – and how they relate to the diversity of business needs and circumstances
- Clarify the checklist of strategic design issues – and how they link to LTI objectives.
- Examine the definition and purpose of key performance measures – and the reasons for choice and change
- Establish the pitfalls inherent in target-setting – and how they might be avoided.

The ability to design/conduct a risk audit of reward

- Identify the different elements of a risk audit of an organisation's major reward plans and practices
- Identify the major reward risks – and how they could best be mitigated.

BECOMING AN EFFECTIVE HRD

PROGRAMME LEADER

Nick Holley, Director of CRF Learning

MODULE ONE

22-23 June 2022: Weybridge

MODULE TWO

14 July 2022: Central London

ABOUT THIS PROGRAMME

The purpose of HR is not simply to 'do HR' but to build the capability of the organisation to deliver its strategy and create value. Building this capability as an HR Director requires a blend of technical HR, business and interpersonal skills. This programme takes a business-centric approach to enhance your understanding of how HR delivers value. It will improve your capability in planning, implementing and evaluating HR initiatives and support you in managing key organisational relationships.

You will develop the skills to drive conversations that go beyond 'what do you want HR to do?' to 'how HR can best deliver value to you'.

BENEFITS OF ATTENDING

Becoming an Effective HRD will focus on the high-level behaviours and skills that CRF's research has identified successful HR Directors have and display. Building on your technical competence, the programme will increase the impact you have on organisational performance.

It will provide practical tools covering key concepts including:

- A deep understanding of value creation – how HR can create sustainable value, balancing the short-term needs of shareholders with the long-term needs of a broader set of stakeholders
- Applying your understanding of HR theory and practice to commercial and strategic imperatives, creating credibility within the business
- When, where and how to use evidence in decision making versus relying on 'gut instinct' alone
- Understanding the importance of delivering HR's foundations efficiently and flexibly
- Ensuring managers and leaders take their responsibility seriously
- Bringing fresh new thinking from the outside world into your organisation

- Measuring what we do against business outcomes, not against HR activity
- Being 'politically savvy' to deliver initiatives in complex and ambiguous organisations
- Creating integrity and balance in all aspects of the role.

You will develop your capability to plan, implement and evaluate HR initiatives, alongside your strategic and commercial thinking to increase your personal impact as part of the leadership team.

WHO SHOULD ATTEND?

Attendees will typically be the Head of an HR Centre of Excellence / Expertise, Head of an HR Shared Services Operation or a Senior HR Business Partner. You should be aspiring to your first HR Director role, be new in position as HR Director or be looking to significantly increase your effectiveness and business impact as an existing HR Director.

PROGRAMME LEADER



Nick Holley, Director of CRF Learning, will lead the programme. Nick has run HR programmes on every continent, building on his experience working in senior HR roles in global organisations including Arthur Andersen and Vodafone. He has worked on HR transformations with large corporate clients, and has conducted 10 years of research into what differentiates great HRDs.

The programme includes inputs from practitioners and other experts including HRDs, Line Leaders and Reward Experts.

BECOMING AN EFFECTIVE HRD

LOCATION AND COST

Module One will be held at Brooklands Hotel, Brooklands Drive, Weybridge, Surrey KT13 0SL.

Module Two will be held in Central London.

The cost of the programme is £2,750 (+VAT) for CRF members and £5,500 (+VAT) for non-members.

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

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

THE PROGRAMME IN DETAIL

Prior to the programme you will be required to:

- Read analysts' reports on your own business to understand the commercial challenges it is facing
- Agree a learning contract with your HR line manager and business leader to link individual learning to organisational impact. This will be reviewed after the programme to evaluate sustained changes.

MODULE 1

Day 1: Creating Value

- Setting the scene: HR's purpose
- What CEOs want from HR
- The deliverables and tensions of being an HRD
- HR's role in the strategy process
- Building organisational capability
- How value is created in organisations
- Role-playing strategic conversations

Day 2: Delivering Value

- Using the analysis to define what HR needs to deliver
- Planning and implementing your agenda
- Evaluating and learning
- The use of data, analytics and metrics


MODULE 2

Managing Key Relationships

- Working with your leadership team
- What it means to be a personal confidante
- The nature of being 'politically savvy'

Throughout each day learning will be supplemented by conversations with experts and practitioners to explore its practical application.

You will receive all programme materials for future use, as well as a workbook enabling you to explore the key concepts, models and exercises during and after the programme.



It was extremely thought-provoking and made me think about my organisation in a very different way. The use of models and real-life examples was a highlight for me as it helped to embed the learning and gave me some key tools to assess my organisation and my approach as an HRD.

Marcus Millership
HR Director, People Services and Solutions, Rolls-Royce Plc



IMPACT THROUGH PEOPLE ANALYTICS

PROGRAMME LEADER

Dave Millner, CRF Associate

PROGRAMME ONE

28-29 June 2022: 09.00-17.00 both days, and 9 September 2022. All Online

PROGRAMME TWO

1-2 December 2022: 09.00-17.00 both days, and 8 February 2023. All Online

ABOUT THIS PROGRAMME

HR is under increasing pressure to demonstrate business impact. It is critical to prioritise the things we can do to make a difference to business performance. Taking an analytical approach and using evidence, rather than relying on gut instinct alone, is a massive opportunity. The HR function has access to more data than ever before as the digital revolution continues to grow across many organisations. Using HR data can help build the credibility of the function and improve the quality of decision making, enable employees to be more engaged, and optimise the impact of business and people-based processes.

In the past, a lot of HR data has been put into charts and tables as part of corporate reporting processes but in the current era of analytics, organisations can turn their data into insights to predict when employees will leave, where to recruit the most suitable candidates from, and how to keep them more connected to the organisation once they become employees.

This is where the idea of data-driven HR comes from as this change of emphasis can enable the function to have a huge impact on an organisation's ability to achieve its strategic aims.

Data-driven HR focuses the function on adding value and driving improved performance across the organisation on an ongoing basis. It's about thinking like a proactive profit centre rather than focusing on being a reactive cost centre.

As part of this journey, analytics is becoming an increasingly important topic area within the HR community. Based on Dave Millner's experience and CRF's ongoing research into people analytics, this programme aims to take a commercial, HR-centric view of data and analytics, assisting HR practitioners in how to leverage data to deliver tangible business impact. It is not about turning HR people into data scientists but about giving participants the confidence to work with data, not just to drive better reporting, but to provide more persuasive analysis that ensures HR is making a real impact on business performance.

BENEFITS OF ATTENDING

- Understand the increasing importance of data when addressing business problems as an HR practitioner.
- Demystify the subject of using data and analytical insights and gain an understanding of key principles and good practice.
- Develop the confidence to use data and people analytics to address key commercial and strategic challenges.
- Convince business leaders to act on people issues based on the language that they understand: numbers, value and data.
- Practical guidance on using data and analytics, informed by case studies, key models and diagnostic tools.
- Understand how to work with experts and analysts to drive relevant HR actions.

WHO SHOULD ATTEND?

The programme is aimed at HRBPs and HRDs as well as heads of shared services or heads of a centre of expertise/excellence. It is aimed at helping HR professionals understand how analytics can help them move beyond gut instinct to diagnose the real issues and facilitate the delivery of high-impact solutions.

PROGRAMME LEADER



Dave Millner has over 30 years' consulting experience working with global clients on performance and organisational development-based demands. His focus is to ensure that organisations are able to unify their talent practices while dealing with the ever changing demands of technology and the challenges of the future workforce. Dave is known through social media channels as [@HRCurator](#) and is passionate about the role that HR can play in the transformational challenges facing all organisations, with data analytics at the heart of the evolving function.

IMPACT THROUGH PEOPLE ANALYTICS

LOCATION AND COST

The programme will be delivered online over two consecutive days. It will conclude with a follow-on session two months later.

The cost of the programme is £1,350 (+VAT) for CRF members and £2,700 (+VAT) for non-members.

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

THE PROGRAMME IN DETAIL

DAY 1

Context and People Analytics

There will be an overview of data and analytics and how it can support a business-centric and evidence based approach to HR. This will include high levels of group participation to ensure shared learnings and insights are discussed.

- Context
 - » Changing mindsets in HR, especially a more commercial and evidence-based approach.
- People Analytics
 - » Being commercial in HR
 - » Using data and analytical insights to drive different approaches in HR
 - » The role of HR metrics, reporting and persuasive analytical insights
 - » Aligning business, HR strategy and activities to key data and evidence-based activity
 - » Case studies and practical examples of good practice in using data to shape analytical insights and change
 - » Identifying quality data sources.

DAY 2

Storytelling and Implementation

- Storytelling
 - » Building analytically-based business cases for HR interventions
 - » How to use data and present evidence to mobilise key stakeholders to act on business-driven insights
 - » Communicating complex messages with clarity.
- Implementation
 - » Highlighting participants' key role challenges when using data and analytics approaches
 - » Bringing together quantitative (data based) and qualitative (opinions based) research methods
 - » Planning on how to credibly use data-driven approaches in your organisation
 - » Focusing on possible quick wins
 - » The future of data and people analytics.

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.

ASPIRING GROUP HRD

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 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



INTEGRATED TALENT MANAGEMENT

PROGRAMME LEADER

Nick Kemsley, CRF Associate

PROGRAMME

22-24 November 2022: 09.00-12.30 each day,
and 1 February 2023. All Online

ABOUT THIS PROGRAMME

At CRF, we like to ensure that our content is as relevant and up-to-date as possible, so we have remodelled the focus of the content in this talent programme, to recognise and react to one of the key challenges in the talent space emerging from the past 18 months. Covid has exposed needs which will leave a permanent mark on how we attract, retain and get the best out of talent in a hybrid working world.

Talent continues to be vital to current and future business performance. Yet research and experience consistently suggests that our talent management approaches are not delivering the business outcomes we want, in the timescales we need, and at a cost we can afford.

Three principles are fundamental to making talent management work:

- Talent needs must be firmly rooted in the context of the business strategy and operating environment.
- Solutions should be integrated, with different elements prioritised and aligned around talent needs.
- Data should be used to develop and apply insights and to evaluate the effectiveness of talent management approaches.

This programme builds on these principles, pulling them into an Integrated Talent Management Framework.

BENEFITS OF ATTENDING

You will:

- Build a framework to help you develop more business-focused talent thinking
- Update your knowledge of talent trends, and exchange learnings with your peers
- Acquire a means of engaging your business leadership in the importance of the talent agenda
- Receive advice and support to develop your confidence and influence in talent discussions.

Your organisation will:

- Receive input and tools to test, validate and challenge existing talent management approaches
- Develop strategies to segment, prioritise and align HR activity to best support business outcomes
- Learn how to better develop talent insights and demonstrate talent management effectiveness
- Improve strategy execution through more business-focused and effective talent management.

WHO SHOULD ATTEND?

Heads of Talent, Senior HR Business Partners and senior generalists with a talent interest. If you are working at talent strategy level, are actively involved with talent, and/or interact with senior business stakeholders across more than one people process area, this programme will inform, challenge and develop your talent thinking and practice.

PROGRAMME LEADER



Nick Kemsley brings a wealth of experience in the HR arena. His career spans many sectors and combines 20 years' corporate experience as a senior HR leader and in wider business roles. He has also spent several years in organisational consulting and HR capability development and research. Nick splits his time between working with c-suite teams and HR leadership teams around the world. He specialises in aligning organisation to strategy and increasing HR functional and individual effectiveness in the context of the new economic landscape. He has a passion for partnering HR functions and individuals to deliver real value to business.

INTEGRATED TALENT MANAGEMENT

LOCATION AND COST

The programme comprises of three three-and-a-half-hour sessions, delivered online on consecutive mornings. It concludes with a follow-on day three-months later.

The cost of the programme is £1,450 (+VAT) for CRF members and £2,900 (+VAT) for non-members.

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

THE PROGRAMME IN DETAIL

You will be introduced to the *Integrated Talent Management Framework* and guided through a series of stages.

- An introduction to 'Integrated Talent Management' thinking.
- Part 1: Need – explore how integrated talent management thinking is anchored in business need and informed by external context. Understand how these create implications for people capability and talent segmentation. Identify talent dependencies for effective strategy execution early on.
- Part 2: Plan – understand talent capability gaps. Identify talent strategy priorities and develop segmented talent propositions and approaches to address them.
- Part 3: Activity – create and implement integrated talent activity across the employee life cycle and people process areas aligned to strategic talent priorities.
 - » How do we talk about talent?
 - » Critical talent and talent reviews
 - » How do we assess talent?
 - » How do we develop talent?
 - » How do we retain talent?
- Part 4: Talent Climate – how does the environment we create around our talent approaches help or hinder their effectiveness?
- Action Planning – draw together and distil critical insights collected over the three mornings. Evaluate against your current talent strategy and prioritise actions to work on before the follow-on day.

BETWEEN SESSIONS

You will be encouraged to share your insights with HR colleagues and business stakeholders when you return to your organisation. You will have the opportunity to develop conversations and identify any potential changes in talent management approaches based upon your learnings.

FOLLOW-ON DAY

Today's work environment has exposed needs which will leave a permanent mark on how we attract, retain and get the best from talent in a hybrid working world. Three-months after the three initial mornings, you will return for a fourth follow-on, action day. The aim of this day will be:

- How has the nature of work changed and what are the observed impacts?
- What new challenges are seen in recruitment, retention and performance enablement; and what new approaches are these challenges driving?
- How do we see things developing moving forwards and what does this mean for how we approach talent?



crf learning

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