

# crf international conference - Barcelona 2009

CORPORATE RESEARCH FORUM



e.g. sheppardmoscow



## AN INVITATION

TO JOIN CRF IN BARCELONA.  
EXPLORE, SHARE AND LEARN FROM EACH OTHER AND EXPERTS  
FROM MAJOR INTERNATIONAL BUSINESSES.

7TH & 8TH OCTOBER 2009

Leading the way in Talent, Change & Performance  
An integrated approach



Our style is to create a high degree of interaction and debate



## This Conference is about the future - yours and your organisation's

CRF's 2009 research report on 'configuring HR for the future' created a consensus among 40 thought leaders and top HR practitioners that the HR function should be re-shaped and focused on organisational effectiveness. Everything it does should be designed to help meet the business needs of today and tomorrow, and to enable future re-invention.

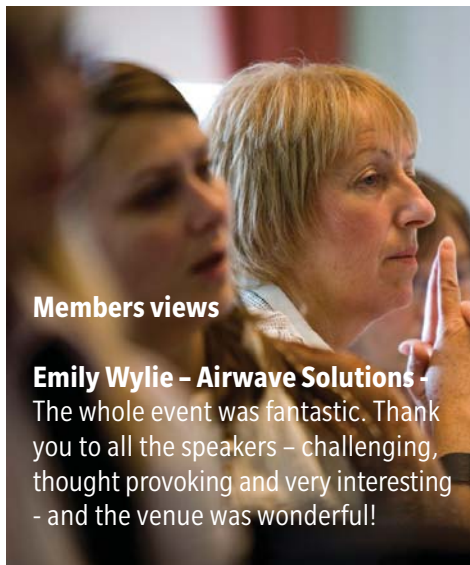
**That means concentrating energies on priorities** – the activities and initiatives that really make a difference, and cutting out 'nice-to-haves'. These, for example, are essentials for any organisation to tackle in order to be effective and to differentiate itself.

- **Leadership and talent** – growing and retaining the distinctive capabilities you need to succeed
- **Performance** – the clarity of direction, collaborative teamwork, and engagement that stimulates discretionary effort and commitment
- **Change** – developing the flexibility and agility to anticipate and adapt, given a turbulent and unpredictable operating environment

HR's own reputation depends on how well it provides organisational 'edge' in these areas – which is why they are our chosen conference themes.

**This conference is about the future - yours and your organisation's.**

## We are the platform in Europe for senior HR executives to confer and learn



### Members views

**Emily Wylie – Airwave Solutions**  
The whole event was fantastic. Thank you to all the speakers – challenging, thought provoking and very interesting – and the venue was wonderful!

**Derek Bruce – News International**  
Content excellent, style of presenters was very good and very different – all very relevant

**Penny Lee – Boehringer Ingelheim**  
Great mix of people, good buzz, just the right length to go into detail and think about content

**For 14 years, CRF has delivered interactive, member-driven events, noted for the high level of both intellectual and practical content – very different in style from conventional commercial offerings. We are the platform in Europe for senior HR executives to confer and learn, to develop both themselves and their organisations, to build self-reliance and reduce the need for consultancy.**

Now is the time when such cost-effectiveness makes maximum sense!

We are staging our first international conference because we feel the time is right to help HR set a new course, and to seize its opportunity out of a time of adversity. **Leadership, talent, change** and **performance** lie at the heart of any People Agenda. These areas are where HR must demonstrate the value it adds to organisational effectiveness. Company examples and in-depth discussion will be used to drill down into the ‘what’ and ‘how.’

### How is it distinctive?

The conference design builds on **CRF’s deep knowledge of the challenges for HR**, derived from long-term relationships with over 100 major global organisations and a rich catalogue of research work. **Our purpose is not to run a conference so much as to help HR reach another level.**

Our style is to create a high degree of interaction and debate, to maximise learning from peers as well as expert contributors, and to facilitate networking. Meanwhile, our distinguished roster of speakers reflects the wide international experience that is essential in a globalised context for organisations and people.

**So join us in Barcelona to explore, share and learn from each other and the experts.**

### Your investment?

**CRF Members** – 2 free places as part of your annual membership. Log in at [www.crforum.co.uk](http://www.crforum.co.uk) to register.

**Non-members** - £895/€995 per person. Call +44 (0) 20 7470 7104 or email [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) to reserve your place. If at a later date you decide to join CRF, we will discount your membership to recognise payment for the conference.

## Expert input - Faculty for the event

A World-class gathering of experts, academics and practitioners



**Graham Prentice**

HR Director - Nestlé Nutrition



**Tim Miller**

Director, People, Property and Assurance - Standard Chartered Bank



**Herminia Ibarra**

Cora Chaired Professor in Leadership and Learning - INSEAD



**Laurence Barrett**

Director of Resourcing & Development - Prudential



**Bill Pasmore**

SVP for Global Organization Learning Development - Center for Creative Leadership



**Nigel Hurst**

SVP HR, HEI (former SVP HR Unilever)



**Colonel (retired) Louis Csoka**

Founding Partner, APEX Performance



**Lieutenant Colonel Carl Ohlson**

Director, USMA Center for Enhanced Performance, US Army



**Lieutenant Colonel Nate Allen**

National Defense University, US Army

...this conference is different - it is not a 'sit back and listen event.' We will ensure that participants are informed, engaged, involved and have some fun discussing the key issues with like-minded peers.





## Day one - 7th October 2009


**For members** - you have 2 free places, book on line at [www.crforum.co.uk](http://www.crforum.co.uk) **Non-members** please call +44 (0) 20 7470 7104 or email [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk) to reserve your place

Time	Timetable	Outline	Sponsors
12.00	<b>Welcome and Logistics</b> Graham Prentice, HRD Nestlé Nutrition		 <p><b>The Center for Creative Leadership</b> is a global educational institution devoted to leadership development and behavioural science research.</p> <p>CCL was founded in 1970 and has its headquarters in Greensboro (North Carolina), its European office in Brussels, Belgium, and its Asian office in Singapore. Other locations include Colorado Springs (Colorado), San Diego (California), and Network Associates in 18 different locations around the globe.</p> <p><a href="http://www.ccl.org">www.ccl.org</a></p>
12.15	<b>Set the scene - Chairman's comments</b> Tim Miller, Director People, Property & Assurance Standard Chartered Bank		
12.40	<b>KEYNOTE ADDRESS - LEADERSHIP</b> <b>Talent, transition and transformation</b> <b>Herminia Ibarra</b> , Professor of Leadership, INSEAD	<p>Most organisations today use competency models in leadership development. Despite much time and energy devoted to creating and deploying these models, the 'return on investment' is often disappointing because they do not address fundamental questions about how and why people change.</p> <p>Transitions into new and different leadership roles require much more than adding new, often intangible, competencies to a manager's 'toolkit.'</p> <p>This session argues that a fundamental re-think of our leadership development models is needed based on a new, identity-based perspective. Addressing three transformation principles - motivation, practice and feedback - participants will learn how to help leaders play a more active role in managing their own transitions and transformation.</p>	
13.30	<b>Questions &amp; answers</b>	<b>Herminia Ibarra and Graham Prentice</b>	
13.50 - 15.20	<b>Lunch - buffet</b>		
14.00 <small>Optional Lunchtime Masterclass</small>	<b>LEADERSHIP MASTERCLASS - CCL</b> <b>Transforming Organisational Culture</b> <b>Sabina Spencer Bill Pasmore Kim Lafferty</b>	<p>An exploration of culture using 'Metaphor Explorer' – a new tool from the Center for Creative Leadership.</p> <p>Dialogue on emerging collective leadership behavioural patterns.</p> <p>A highly interactive Masterclass where participants will have the opportunity to work with some of the new tools from CCL's research and practice.</p>	



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Time	Timetable	Outline	Sponsors
14.40  Optional Lunchtime Masterclass	<b>TALENT MASTERCLASS – YSC</b> <b>Identifying Potential in a Global Organisation</b> <b>Ken Rowe</b>	YSC's Model of Potential is outlined and the challenges involved in translating this into tools that can be integrated in performance management processes are discussed. The focus will include discussion of the challenges involved in giving line managers the necessary understanding and skills to judge potential. Cross-cultural issues will be explored as well as the organisational challenges involved in realising potential.  <b>CASE EXAMPLES:</b> AstraZeneca, Cadbury, Tesco	 <p>YSC is a global firm of corporate psychologists whose mission is to help organisations release the power of their people by helping them identify and develop their talent, articulate their sense of purpose and build a culture that helps them achieve their strategic goals. We are thought leaders in the identification of potential, the growth of leaders to meet the challenges of the 21st century and the challenges organisations face engaging their workforces in a meaningful way. We work with over 40 of the FTSE 100 businesses and have offices in Asia, Africa, North and South America and Europe.</p> <p><a href="http://www.ysc.com">www.ysc.com</a></p>
15.20	<b>TALENT THEME - MAIN SESSION</b> <b>Securing the Future</b> <b>Laurence Barrett,</b> Director of Resourcing & Development Prudential	This session will explore how the Prudential Group: <ul style="list-style-type: none"> <li>• uses talent management to manage business risks</li> <li>• tests succession hypotheses, matching individual potential with organisational requirements</li> <li>• builds insights and targeted development plans</li> <li>• builds internal assessment capability</li> </ul> <p>The session will be participative with some opportunity to practice some of the tools/approaches Prudential uses.</p>	
17.00	<b>Finish and comments</b>	<b>Herminia Ibarra and Tim Miller</b>	
17.30	<b>Explore Barcelona time</b>		
19.30	<b>Drinks</b>		
20.00	<b>Dinner</b>		



## Day two - 8th October 2009


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Time	Timetable	Outline	Sponsors
08.00	<b>Day 1 Review - Key Learnings</b> Graham Prentice, HRD Nestlé Nutrition		
09.00	<b>CHANGE THEME - MAIN SESSION</b> <b>When Failure to Change Isn't an Option –</b> Making it through difficult changes whilst optimizing their impact on talent and performance <b>Bill Pasmore</b> , CCL <b>Nigel Hurst</b> , SVP HR HEI Hotels and Resorts (formerly SVP HR Unilever)	<ul style="list-style-type: none"> <li>• More and more, our organizations are challenged by changes that are the most difficult they have ever faced and yet absolutely must succeed.</li> <li>• However, multiple studies show consistently that two-thirds or more of complex enterprise change efforts have failed.</li> <li>• This session will focus on what the one-third of organisations do differently to ensure success. Looking at one dramatically successful complex change in Unilever, participants will share their own experiences, and create their own answers to the question, "What would you do if you absolutely had to guarantee that this change will work?"</li> </ul>	<p>e.g. sheppardmoscow</p> <p>Established in the 1960s, Sheppard Moscow is now one of the world's leading organisational and personal development consultancies. With offices in England, Scotland, Ireland, Singapore and, soon, in the USA, Sheppard Moscow works on the fundamental importance of relationships between individuals, teams and organisations. Consulting to a huge variety of businesses, Sheppard Moscow's global expertise is recognised by companies and leaders responding to challenges throughout the world.</p> <p><a href="http://www.sheppardmoscow.com">www.sheppardmoscow.com</a></p>
11.00	<b>Break</b>		
11.30	<b>PERFORMANCE THEME - MAIN SESSION</b> <b>Connecting Peak Performance and Leadership</b> <b>Colonel Louis Csoka</b> (retired), Founding Partner, APEX Performance and <b>Lieutenant Colonel Carl Ohlson</b> , Director, USMA Center for Enhanced Performance, US Army	<ul style="list-style-type: none"> <li>• This session will give an insight into how the US Army trains their leaders for the unexpected using the VUCA framework (Volatility, Uncertainty, Complexity and Ambiguity). This includes the use of cutting-edge mental skills training that prepares leaders to be highly effective in such environments.</li> <li>• How ground-breaking work on 'Neuro-leadership' and neuro-feedback helps train the brain to be better and thus enhance leader performance - you can teach an old dog new tricks AND they will remember them!</li> </ul>	
13.00 - 14.30	<b>Lunch - Buffet</b>		
13.10 Optional Lunchtime Masterclass	<b>CHANGE MASTERCLASS – SHEPPARD MOSCOW</b> <b>Mastering change for now</b>	<ul style="list-style-type: none"> <li>• Change is no longer an occasional interruption to the status quo. The majority of our clients tell us; "change is now the only constant and predicable part of our business." In today's complex global business environment, organisational flexibility and adaptation are essential to sustainable success.</li> <li>• This Masterclass will give you the opportunity to explore the skills required to enable successful transition and transformation. In particular, we will focus on dealing with the emotional response to change and developing capability to create and sustain any transformation.</li> </ul>	



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Time	Timetable	Outline	Sponsors
13.50  Optional Lunchtime Masterclass	<p><b>PERFORMANCE MASTERCLASS - JMW</b>  <b>What Extraordinary Performance Requires of Leaders: causing what isn't verses managing what is</b>  <b>Lainie Heneghan</b></p>	<ul style="list-style-type: none"> <li>Leadership starts with an intent to create a future which isn't already going to happen. Once a leader creates this, the bridge to that future and results is the way they influence and engage a wide variety of audiences.</li> <li>This Masterclass will give participants the opportunity to explore the key capabilities that enables leaders to translate concepts, possibilities and ideas into real and measurable results.</li> </ul>	 <p>Over the last 25 years, JMW has been a global pioneer in the field of transformation, cultivating a proprietary approach that has produced documented impact on thousands of executives and managers and enabled extraordinary organisational and business performance. With 100 employees worldwide, JMW serves clients throughout North and South America, Europe, and Asia Pacific and works across a broad range of industries. Clients acknowledge JMW for causing the necessary shifts in thinking and behavior of the people essential to their success.</p> <p><a href="http://www.jmw.com">www.jmw.com</a></p>
14.30	<p><b>INTEGRATION</b>  <b>From Strategic Intent to Operational Excellence</b>  <b>Lieutenant Colonel Nate Allen</b>, National Defense University, US Army <b>and Colonel (retired) Louis Csoka</b>, Founding Partner, APEX Performance</p>	<ul style="list-style-type: none"> <li>Integration is the ability to 'join up all the dots'. How do you ensure that everyone in the organisation is aligned with the strategic intent and has the freedom to operate at their best? Is this always possible?</li> <li>Through adaptive and agile leadership, recognising and working with both hierarchy and networks, we will hear how the front line troops have the scope to improvise within an overall strategic intent.</li> <li>How results and retention through connections and conversations are what really bind and how you can apply this to your business.</li> </ul>	
15.30	<p><b>Final Q/A Participation</b></p>	<p><b>Graham Prentice</b></p>	
16.15	<p><b>Closing remarks and finish</b></p>	<p><b>Tim Miller</b></p>	
16.30	<p><b>Drinks for those staying</b></p>		

Annual corporate membership costs £8,500/€9,500  
– find out more at [www.crforum.co.uk](http://www.crforum.co.uk) or call us on + 44 (0)20 7470 7104



CRF directors are....



Mairi Bannon



Andrew Lambert

## Who are we ?

CRF - the Corporate Research Forum - was established in 1994 by a group of senior HR professionals who wanted to move beyond the fads and fashions that are so often presented as the 'leading edge' of HR.

As experienced practitioners, we see beyond the hyperbole and provide an independent forum for sharing practical, achievable and relevant HR strategies based on our challenging research. We provide the latest insights from an international network of companies, academics, HR professionals and business leaders.


We have 110 international member organisations representing all industry sectors, who are ambitious to achieve high standards in developing their people and organisational capability.

## What we do ?

Working with our members, we identify a programme of research and events covering topics that are current and important. We produce our own research, working with thought leaders – both practice experts and academics. Combined with case studies from FTSE 100 companies and other international businesses, our reports bring the key learning points to life.

## Main benefits of membership

- Two free places at each of our events
- new research reports, briefings and reviews
- CRF member website
- advice and guidance
- facilitated networking
- special interest groups
- HR director dinners



Mike Haffenden



Gill Grant

## The sponsors and marketplace

It's about sharing, learning and delivery of organisational effectiveness

CRF has partnered with a select group of organisations who have a significant track record of working effectively with businesses in the areas of Leadership, Talent, Change and Performance. It's about sharing, learning and delivery of organisational effectiveness – they are intimately involved in these areas at an international level and will share a wealth of relevant case study examples.

These include

### Overall Conference Sponsor



### Theme Sponsors



### Additional Sponsors



**Please note: This is NOT a conference where you are required to attend specific meetings with suppliers. We believe these partners will provide you with additional opportunities to learn and share.**

### ADDITIONAL OPTIONAL LUNCHTIME MASTERCLASSES

You have an additional 4 lunchtime sessions run by our Conference Sponsor and Theme Sponsors to benefit from their expertise and hear how they have worked with other businesses.



### MARKETPLACE

Throughout the two days all of our sponsors will be available in the market place to talk with participants about their particular needs

## What you need to know about the Barcelona Conference



### DATE

7th & 8th October 2009

**Day 1** - 12.00 - 17.30

**Day 2** - 8.30 - 16.30

### VENUE

#### Hotel details

Hotel Avenida Palace  
Av. Gran Via de les Corts  
Catalanes, 605-607  
08007 Barcelona, Spain  
Tel: + 34 933 043 794

[www.AvenidaPalace.com](http://www.AvenidaPalace.com)

### COSTS

Delegate places are free to CRF members - reserve your place at [www.crforum.co.uk](http://www.crforum.co.uk) - **a non-refundable** accommodation payment of £180 per night is required.

#### Non- Members

£895/€995 per person.  
Call +44 (0)20 7470 7104  
or email [lynn@crforum.co.uk](mailto:lynn@crforum.co.uk)  
to reserve your place.

If at a later date you decide to join CRF, we will discount your membership to recognise payment for the conference.

### TRAVEL

#### Not included in the costs

Flights are available throughout the UK and mainland Europe that will allow you to travel to the conference on 7th October in time for a 12 noon start.

## Leader profiles



### **Graham Prentice** – HR Director Nestlé Nutrition, Switzerland

Graham joined Nestlé in 1986 after working for Cadbury Schweppes and has held a wide variety of generalist and specialist senior HR positions in the UK and Switzerland. During his time in the UK Graham has worked cross-functionally including as a General Manager for a manufacturing site. His current role as HR Director for Nestlé Nutrition has for the last 4 years been to steer the formation of a new business that now represents over 10% of the global Nestlé operations in some 60 countries. Graham, a fellow of the CIPD, holds an MSc in Occupational Behaviour from Birkbeck College, London University. He is passionate about change management, development and learning, and has extensive experience in counselling.



### **Tim Miller** – Director, People, Property and Assurance Standard Chartered Bank

Tim joined Standard Chartered Bank in May 2000 as Group Head of Human Resources, and was appointed a Director of the Bank in December 2004. In March 2006, he became Director, People, Property and Assurance, assuming responsibility for Human Resources, Corporate Real Estate, Corporate Secretariat, Legal, Compliance & Regulatory Risk, Internal Audit, Global Research and Operational Excellence. Under his leadership, these functions have played a critical role in driving the Bank's strategy of strong organic growth, supplemented by selective acquisitions and ensuring exemplary standards of governance and ethics. Tim has accountability for the Bank's environment programme, and is Chairman of the Bank's Environment Committee. Tim was appointed non-executive Chairman of SC First Bank (Korea) Limited in September 2007 with accountability for growth and governance in Korea. In addition to his responsibilities at the Bank, Tim is a Non-Executive Director of Michael Page International plc and a Vice President, Organisation and Resourcing at the Chartered Institute of Personnel and Development (CIPD).



### **Herminia Ibarra** – Professor of Leadership, INSEAD

Herminia is the Cora Chaired Professor of Leadership and Learning, and Faculty Director of the INSEAD Leadership Initiative. She is a member of the INSEAD Board. An expert on professional careers and leadership development, Ibarra's articles on these topics are published in leading journals. At INSEAD, she directs The Leadership Transition - an executive programme for managers moving into bigger leadership roles - and Women Leading Change in Global Business, INSEAD's leadership programme for executive women. Ibarra lectures and consults internationally on talent management, leadership development, and women's careers.

Create loyalty, versatility and flexibility in the workforce so that not only can you change direction quickly - but you can do so with an enthusiastic workforce that pulls on the pool of their discretionary effort...

## Leader profiles

...“we have identified the 7 critical performance areas where HR leaders must prove themselves - and their function - in order to take their organisations forward.”

**Mike Haffenden** CRF



**Laurence Barrett** – Director of Group Resourcing & Development, Prudential

Laurence Barrett has been Director of Group Resourcing & Development for Prudential plc since March 2006. He joined the Group from Abbey National where he was Director of Resourcing and Development, working as part of the senior team responsible for the turnaround of the business and its sale to Banco Santander SA. Prior to this he worked internationally across a number of industry sectors in a variety of internal and external consulting roles, focusing on organisation and management development. He has been involved in the restructuring of a number of HR functions and the long term strategy development associated with this. Laurence began his career at British Airways as a graduate entrant after studying law at Warwick University.



**Bill Pasmore** – Professor Bill Pasmore - Organizational Practice Leader, Center for Creative Leadership

An international authority in organizational leadership, Bill joined the Center for Creative Leadership (CCL®) in January 2008 in the newly created role of Organizational Practice Leader. He leads CCL's efforts to help clients develop the larger organizational leadership systems that increase their overall performance and enable their individual leaders to thrive. Before joining CCL, Bill had served since 1997 as a partner in the Corporate Learning & Organizational Development Practice of the consulting firm Oliver Wyman Delta. His global clients, spanning numerous business sectors, included Bristol-Myers Squibb, Compuware, United Airlines, Hewlett Packard, Kimberly Clark, Unilever and The New York Times. Previously, Bill was a tenured full professor from 1976-1997 in the Weatherhead School of Management at Case Western Reserve University. He directed the school's Master's Degree program in Organization Development and served as a visiting professor at INSEAD and Stanford University.



**Nigel Hurst** – SVP HR, HEI (former SVP HR Unilever)

Nigel Hurst has considerable international experience in leadership development, corporate culture and ethics, talent acquisition, performance management and employee relations. He is currently SVP Human Resources for HEI Hotels and Resorts which is the fastest-growing US-based privately held owner/operator dedicated to the hospitality industry. He has been responsible for working with top leadership and the 5000 people of HEI to re-define the HEI brand and the company mission, vision and values. Previously, Nigel was SVP Human Resources for Unilever, both in North America and in East Asia, having previously held several HR roles with Unilever in Europe. He has a business degree with Coventry University (UK), is a graduate member of the Chartered Institute of Personnel and Development (UK) and a graduate of the General Manager Program at Harvard Business School.

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CORPORATE RESEARCH FORUM



## Colonel (retired) Louis Csoka – APEX Performance

Louis S. Csoka, Ph.D. – Founding Partner - has designed, developed, and implemented Leadership Development programs with a primary focus on sustained peak performance. Currently, Dr. Csoka is the Lead Consultant for the U.S. Army's program for establishing Army Centers for Enhanced Performance (ACEP) throughout the Army. Previously as SVP for Human Resources in a \$6 billion global manufacturing company, Dr. Csoka led the transformation of the company's human resources function. Other roles have included Director of Research at The Conference Board, 21 years on the West Point faculty in the Department of Behavioral Sciences and Leadership as Professor of Psychology and as an Army officer and unit leader in Germany, Holland, Korea, and Vietnam. Dr. Csoka is a graduate of the U.S. Military Academy at West Point and holds an M.S. and Ph.D. from the University of Washington.



## Lieutenant Colonel Carl Ohlson – Director, USMA Center for Enhanced Performance

Founded in 1989, the Center has the dual role of providing education and training in peak performance mental skills to future Army officers and of overseeing the creation and development of the Army Centers for Enhanced Performance throughout the US Army. LTC Ohlson began his officer career as a Rifle Platoon Leader 10th Mountain Division, NY. Subsequent assignments in various senior roles throughout the US and Europe have included Company Commander in the 29th Infantry Regiment; Deputy for the Center for Enhanced Performance at West Point; and Chief of Community Affairs for Allied Forces Northern Europe (NATO). LTC Ohlson focused his academic research in Psychological Hardiness and in Self-Regulated Learning. LTC Carl Ohlson is a graduate of the United States Military Academy at West Point where he received a degree in Engineering Management.



## Lieutenant Colonel Nate Allen – US Army

Nate is an officer in the U.S. Army and is currently on faculty at the National Defense University where he teaches on subjects related to the fields of Leadership and Organizational Behavior & Development. Prior to joining the National Defense University, Nate was a professor at the United States Military Academy at West Point. Nate has served in Army units throughout the US and in Somalia and Iraq. He has also served in leadership positions from Platoon Leader and Company Commander to Personnel Officer for an over 3,500 personnel Task Force. In these environments, he was able to focus on the development of many proven and emergent leaders and create and implement models for individual and team development. Nate has a PhD in Management & Technology in which he specialised in Organizational and Leader Development from George Washington University's business school.

## WHY THIS CONFERENCE IS DIFFERENT ?

CRF run highly successful events for senior HR professionals from our member organisations. We know the issues.

## WHY YOU SHOULD ATTEND

This will be the definitive HR conference in 2009, the best opportunity to share, learn and keep ahead of the game in a year where doing this in a cost effective way is more important than ever.

Call us on  
+ 44 (0)20 7470 7104 or  
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to find out more

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A feast for the senses, Catalonia's capital has a distinctly Mediterranean feel. Barcelona is a dynamo where people work hard and play hard – a perfect combination for this conference! The Avenida Palace Hotel is centrally-located, a short walk from the Plaza Cataluña, the Gothic Quarter and Las Ramblas.

