

New business realities.
Fresh HR perspectives.

2011 CIPD ANNUAL
**Conference
& Exhibition**



2011 CIPD Annual Conference programme

8–10 November, Manchester
cipd.co.uk/ace

Highlights include:
Sir Terry Leahy and Marcus Buckingham
Case studies from
Coca-Cola, Crossrail, O2,
M&S, IBM,
GSK and more

New business realities.

Fresh HR perspectives.

In the fast-paced world we operate in, we're constantly negotiating new challenges and adapting to the ever-changing business landscape.

The 2011 CIPD Annual Conference and Exhibition will give you the tools to tackle the new realities we're facing and provides new ideas, solutions and tips. Focus on what matters to your organisation with 59 seminars covering the key areas of HR, delivered by HR and business experts.

Turn over for a quick summary of the conference highlights and to the 'conference-at-a-glance' on pages 6-7 for all the seminars on offer.

Here are just a few sessions you may like:

**A3: How To Engage
Your Talent**

**C1: Future Work: tools and
techniques for future-proofing
your organisation**

**E2: Increasing Efficiency and
Improving Performance: a dual
perspective**



New Flexible ticket options

- 1 day tickets start at just £415
- **NEW:** Buy 1 ticket, get the 2nd at half-price
- **NEW:** Buy a 1 or 2 day ticket and split it over a few days
- **NEW:** Keynote only ticket – prices start at just £135

See pages 29-30 for more details

PLUS! Don't miss:

- case studies from The Savoy Hotel, Sony Ericsson, Unipart, C&W, KFC, Deloitte, Innocent, British Heart Foundation, and more
- keynotes from Sir Terry Leahy (former CEO, Tesco) and Marcus Buckingham, Global Management Expert
- 59 seminars covering everything from talent to OD to employee engagement



Welcome to the 2011 CIPD Annual Conference and Exhibition programme.

The kind of extraordinary times we're currently living through means there are no hiding places. As we face new economic realities and ways of working, we need a clear new direction and a fresh HR perspective so we can future proof our organisations.

The 2011 CIPD Annual Conference programme provides real solutions to these new challenges. It is packed with examples of leading edge practice and fresh thinking – all delivered in a way that is designed for you to take back and apply in your business.

We've got examples of HR equipping organisations with the agility and flexibility to deliver high performance that is sustainable for the long-term. And the programme focuses on ensuring HR has a pivotal role in delivering the insight necessary to innovate and drive our organisations forward. You'll hear first-hand the experiences of first-rate business and HR leaders, who are eager to share successes and give guidance on potential pitfalls to avoid.

This year's agenda has been designed to help you and your business navigate today's choppy waters, and be fit for the future. Whether you're seeking inspiration, case studies from organisations facing similar challenges to you, or practical hands-on advice, the CIPD Annual Conference has specific sessions for you.

Most of all, though, the conference offers you the chance to really focus on the ways you and your teams can deliver even greater, more lasting impact on your organisation's business performance. This is an unrivalled opportunity to draw on the insight, ideas and inspiration of others to focus on solutions and new thinking that you can apply in your own business.

I hope you find plenty in the rich programme we've put together, and I look forward to welcoming you to the conference in November.

Jackie Orme, CEO, CIPD

Contents:

- 4-5 Conference formats and topics
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Confront your new realities.

Focus on innovative solutions at
the 2011 CIPD Annual Conference.



This year's conference tackles the business issues and environment we're all facing and provides insights into how to overcome your challenges around engagement, L&D, reward, performance, talent management and more.

With business and HR experts sharing what's worked for them and leading academics bringing the latest thinking, you'll get the tools, skills and strategic insights you need to make an immediate difference to your organisation.

Highlights include:

- **3 keynotes:** Sir Terry Leahy, Marcus Buckingham and panel debate with BT, IBM, Oracle and European Southern Observatory (see pages 8, 17 and 25)
- **Insights from all sectors:** Royal Navy, G4S, DWP, TUI Travel, Logica, Mumsnet.com, Innocent Drinks, Volvo Cars, Centrica and more
- **1, 2 or 3 day tickets:** see pages 8-13 for 8 November seminars, pages 14-20 for 9 November seminars and pages 21-25 for 10 November seminars
- **Market-leading exhibition:** meet top suppliers, test new products, get professional development advice, make new contacts and more.

New business realities. Fresh HR perspectives.



We've got a packed programme of 59 sessions for you to choose from. Split into four conference streams and five delivery styles, we've coded the conference seminars to make it easy to find what you need.

Design a ticket to meet your business needs:
Choose from a 1, 2 or 3 day ticket (tickets start at **just £415**)
NEW: Buy 1 ticket, get a 2nd half price
NEW: Keynote only ticket, from £135
NEW: Spread a 4 or 8 session ticket across 2 to 3 days

See pages 29-30 for ticket prices and booking information.

Four conference streams

Creating high performing organisations

Creating more effective, efficient and successful organisations through an engaged, highly productive workforce.

Building HR capability

Instilling the strategic agility and operational resilience you need to deliver for your business.

Future-fit for business

Developing a business prepared for tomorrow and capable of tackling future challenges.

Models for progressive leadership

Realising business potential through adaptive, engaged leadership.

Seminar formats

Keynote: Inspiration and insights from top HR and business leaders

Masterclass: Cutting-edge strategic ideas from academics, authors and leading business figures

Panel discussion: Experts discuss and debate the hottest issues in HR

Workshop: Practical hands-on sessions for instant solutions

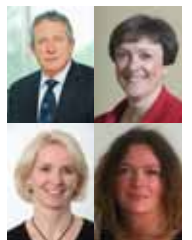

Case study: Leading organisations share best practice, experience and pitfalls to avoid.

Tuesday 8 November

Wednesday 9 November

10:00-11:15	11:45-12:30	14:00-14:50	15:10-16:00	16:30-17:30	09:30-10:45	11:15-12:30	
<p>Opening keynote</p>  <p>Sir Terry Leahy, former CEO, Tesco on Leadership, People Management and Growth</p>	<p>A1 Masterclass</p> <p>Building Organisational Culture: creating a values-based organisation</p>	<p>B1 Case study</p> <p>Re-opening the Savoy: lessons on change and taking people with you</p>	<p>C1 Masterclass</p> <p>Future Work: tools and techniques for future-proofing your organisation</p>	<p>D1 Case study</p> <p>HR Driving Business Transformation: the merger of Sony and Ericsson</p>	<p>E1 Masterclass</p> <p>Creating Powerful Communication to Mobilise Your Workforce</p>	<p>F1 Case study</p> <p>Taking a Strengths-based Approach to Performance Management</p>	
	<p>A2 Masterclass</p> <p>Achieving Excellence and Efficiency in Training</p>	<p>B2 Case study</p> <p>Dealing with Highly Skilled and Difficult to Manage Employees: HR's role</p>	<p>C2 Case study</p> <p>Driving Business Performance Through Your Highest Performing Employees</p>	<p>D2 Case study</p> <p>Turning Customers into Fans: linking employee engagement to customer service</p>	<p>E2 Case study</p> <p>Increasing Efficiency and Improving Performance: a dual perspective</p>	<p>F2 Masterclass</p> <p>Looking Beyond the Default Retirement Age</p>	
	<p>A3 Case study</p> <p>How to Engage Your Talent</p>	<p>B3 Masterclass</p> <p>Managing Change Successfully: strategy, planning and execution</p>	<p>C3 Case study</p> <p>Key Drivers for Long-term Engagement</p>	<p>D3 Panel discussion</p> <p>Attendance Management: driving down the cost of absence</p>	<p>E3 Panel discussion</p> <p>Giving HR the Business Edge: how HR can drive impact and influence</p>	<p>F3 Case study</p> <p>Innovation in Recruitment and Direct Sourcing</p>	
	<p>A4 Masterclass</p> <p>Continuous Adaption in a Competitive World: what OD can offer</p>	<p>B4 Case study</p> <p>Engaging Individuals: using talent management to drive employee engagement</p>	<p>C4 Masterclass</p> <p>Challenging Traditional Management Thinking</p>	<p>D4 Case study</p> <p>Inspiring Your People Through the Successful Communication of Benefits</p>	<p>E4 Case study</p> <p>Where Has All the Trust Gone? Exploring Organisational Performance and Trust</p>	<p>F4 Case study</p> <p>HR Harnessing the Power of Social Media</p>	
	<p>W1 Workshop (14:00-17:00)</p> <p>Leveraging OD Tools to Understand Future Leadership Requirements</p> <p style="text-align: right;">worth 3 sessions</p>				<p>W4 Workshop (09:30-12:30)</p> <p>How You as an HR Professional Can Have a Greater Impact on your Business</p> <p style="text-align: right;">worth 2 sessions</p>		
	<p>W2 Workshop (14:00-17:00)</p> <p>Crossing the Divide Between Training and the Business</p> <p style="text-align: right;">worth 3 sessions</p>				<p>W5 Workshop (09:30-12:30)</p> <p>Making an Impact: using your strengths for exceptional working relationships</p> <p style="text-align: right;">worth 2 sessions</p>		
	<p>W3 Workshop (14:00-17:00)</p> <p>The Psychology of Success – how to get the best from your talent</p> <p style="text-align: right;">worth 3 sessions</p>				<p>W6 Workshop (09:30-12:30)</p> <p>Internal Career Management: aligning individual aspirations with business objectives</p> <p style="text-align: right;">worth 2 sessions</p>		
	<p>Exhibition times – 09:00-17:00</p>				<p>Delegate networking drinks 17:00–18:30</p>		<p>Exhibition times – 09:00-17:00</p>

Thursday 10 November

14:00-15:10	15:30-16:15	16:45-17:30	09:30-10:45	11:15-12:30	14:00-15:00	15:20-16:30
<p>Keynote 2</p>  <p>Panel Discussion - Creating a Culture of Innovation Through Your People</p> <p>Speakers: (Clockwise from top left) Vance Kearney, HR Director, EMEA Oracle Heather Corby, HR Director, BT Innovate and Design Jane Marsh, Director of Human Resources – UK & Ireland, IBM Samantha Austin-May, Head of HR Operations and Development, The European Southern Observatory</p>	<p>G1 Masterclass Practical Guidance on How to Carry Out Disciplinary Investigations</p> <p>G2 Case study How to Gain Maximum Impact For Your Key Causes</p> <p>G3 Case study Driving and Sustaining Employee Engagement</p> <p>G4 Case study Improving Retention and Engagement Through Flexible Working</p> <p>W7 Workshop (15:30-17:30) A Practical Approach to Delivering Strategy Through Engagement of Your People <small>worth 2 sessions</small></p> <p>W8 Workshop (15:30-17:30) Using Positive Psychology to Create High Performing Teams <small>worth 2 sessions</small></p> <p>W9 Workshop (15:30-17:30) Calculating Success of your Talent: revitalise your organisation through new workplace analytics <small>worth 2 sessions</small></p>	<p>H1 Case study Global Culture Transformation: delivering 'a new organisational effectiveness'</p> <p>H2 Masterclass Organisation Design Lessons from the Olympic and Paralympic Games</p> <p>H3 Masterclass Removing the Employment Tribunal Fear Factor</p> <p>H4 Panel discussion Leadership for the Future – who will lead your organisation and how will you find and prepare them?</p>	<p>I1 Masterclass What Makes a Great Leader?</p> <p>I2 Case study The Role of the Line Manager in Building and Sustaining Employee Engagement</p> <p>I3 Case study Creating Leadership Models for the Future: innovative approaches that delivers results</p> <p>I4 Case study Delivering HR Capability to Support a Growth Agenda</p> <p>W10 Workshop (09:30-12:30) Developing Managers Who Can Deliver Creative Thinking and Improved Performance <small>worth 2 sessions</small></p> <p>W11 Workshop (09:30-12:30) Using Employment Law to Your Business Advantage <small>worth 2 sessions</small></p> <p>W12 Workshop (09:30-12:30) Strengthening Resilience Against Stress at Work <small>worth 2 sessions</small></p>	<p>J1 Masterclass Better Leadership Today: how to achieve more for less in an ever changing world</p> <p>J2 Panel discussion Non-cash Reward: getting creative</p> <p>J3 Case study Building a Culture of Engagement and Leadership: targeting involvement and responsibility</p> <p>J4 Case study Resourcing and Talent Planning: building an appealing employer brand</p>	<p>K1 Case study Creating a Flexible Global Talent Pipeline</p> <p>K2 Case study Developing Managers Through Employee Engagement and Improved Communication</p> <p>K3 Masterclass Facing the Future: trend spotting the possibilities</p> <p>K4 Masterclass Leading and Managing the HR Function in Different Cultures: facing the HR challenge in Asia</p>	<p>Closing keynote</p>  <p>Speaker: Marcus Buckingham Find your Edge: Win at Work</p>
<p>Exhibition times – 09:00-16:00</p>						

Opening Keynote

An Interview with Sir Terry Leahy on Leadership, People Management and Growth

As the former Chief Executive of the UK's largest retailer, Sir Terry Leahy is one of the most admired business leaders of the past decade. What are his secrets to inspiring people to consistently exceed expectations?

This keynote will explore:

- Sir Terry's approach to the people strategy at Tesco and how he feels it contributed to their domestic success and international growth
- his own personal leadership philosophy, who and what inspired him and lessons he has learnt along the way – get ideas and inspiration for your own organisation
- his latest projects including investing in initiatives to develop future UK skills and advising companies globally alongside Jack Welch and former P&G chief A.G. Lafley
- how you can connect people, processes and systems, unlock potential and galvanize a vision of success within your people.



Speaker:
**Sir Terry Leahy, former
Chief Executive, Tesco Plc**

Interviewer:
**Philippa Lamb, Journalist
and Broadcaster**

Opening address
Jackie Orme, CEO, CIPD

<p>A1 Building Organisational Culture: creating a values-based organisation</p> <p>Masterclass</p>	<p>Speaker William Rogers CEO, UKRD</p> <p>Sunday Times Best Companies 2011 award winner</p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • building a culture where values are lived throughout every level of the organisation • encouraging participation and employee engagement • devolving power and decision-making down to all levels. 	<p>You will gain:</p> <ul style="list-style-type: none"> • insight from the <i>Sunday Times Best Company to Work For 2011</i> award winner, their organisational and leadership culture and how this is managed and developed • an understanding of how to engage all levels of your organisation with organisational values • an understanding of the importance of leadership behaviour in promoting organisational values, and how to develop a leadership team that 'lives' the values.
<p>A2 Achieving Excellence and Efficiency in Training</p> <p>Masterclass</p>	<p>Speaker Vice Admiral Charles Montgomery CBE ADC <i>Second Sea Lord and Commander-in-Chief, Naval Home Command, The Royal Navy</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • why a strong teamwork ethos is critical: working as a team in high risk environments reliant on excellent leadership and teamwork • how employee engagement is critical for high performing teams and fighting spirit, and how this is embedded within selection, training and continued development • meeting current and future challenges in the Royal Navy by putting the teamwork ethos at the core of its people strategy. 	<p>You will take away:</p> <ul style="list-style-type: none"> • an overview of how the Royal Navy puts its fighting spirit ethos at the very heart of its everyday policies and practice. • a better understanding of how to develop a strong teamwork ethos • insights into how to embed training and teamwork throughout your organisation.
<p>A3 How to Engage Your Talent</p> <p>Case study</p>	<p>Speaker Deborah Baker Director for People, BSkyB</p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • identifying the most critical people for your organisation's growth and keeping them engaged • understanding why your talent is with you, what will stop them leaving and what will make them go the extra mile • the role succession planning has in ensuring high-achievers drive the business forward. 	<p>Take away from this session:</p> <ul style="list-style-type: none"> • what the crucial workplace motivators are for your top performers • ways to develop a specific engagement approach for your organisation's key market differentiator – your talent • an insight into the talent strategy that is helping BSkyB's continued business growth.
<p>A4 Continuous Adaption in a Competitive World: what OD can offer</p> <p>Masterclass</p>	<p>Speakers Linda Holbeche Director, The Holbeche Partnership</p> <p>Mee Yan Chung Judge Director, Quality and Equality</p>	<p>This session will demonstrate:</p> <ul style="list-style-type: none"> • the challenge: how to create the conditions for systematic, healthy and sustainable change • the benefits that an OD approach offers to HR and organisations at times like these • the type of relationship that the two disciplines of HR and OD should have with each other. 	<p>You will gain:</p> <ul style="list-style-type: none"> • a fundamental understanding of the practice of OD and the opportunity to further hone your skills in this area • insight into how to combine an OD approach and HR tools such as leadership development to drive sustainable performance and growth • techniques to help you understand, communicate and implement organisational change.

<p>B1 Re-opening the Savoy: lessons on change and taking people with you</p> <p>Case study</p>	<p>Speaker Genio Pirri <i>Regional Director of Human Resources, Europe, The Savoy Hotel</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • creating a people-centred strategy to drive large-scale business change • engaging employees through innovative learning and development techniques and an absolute commitment to the welfare of employees • handling change successfully to reinforce the company brand both internally and externally. 	<p>You will take away:</p> <ul style="list-style-type: none"> • techniques to manage a change journey successfully and increase retention, engagement and performance • how to inspire leaders to be visible and active through the change process • how you can create an environment where people are engaged and committed to the business strategy, despite uncertainty.
<p>B2 Dealing with Highly Skilled and Difficult to Manage Employees: HR's role</p> <p>Case study</p>	<p>Speakers Susan Paternoster <i>HR Manager, Thales e-Security</i> Angus MacGregor <i>HR Director, Eversheds</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • the challenges of managing people who are essential to your business...and who know it • how you can support people who want to operate in isolation or as mavericks in your business • how to avoid or manage resentment towards 'special' employees? 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • discover the ways two leading organisations tackle their most challenging people and what can be learned from this • formulate a plan for keeping highly skilled employees supported and happy without damaging other employee relationships.
<p>B3 Managing Change Successfully: strategy, planning and execution</p> <p>Masterclass</p>	<p>Speaker Claire Thomas <i>Senior Vice President, HR, GSK</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • the key events to be aware of during a change process • preventing 'change fatigue', keeping employees motivated and making tough decisions • managing expectations and dealing with negative feelings, with lessons from a change project on a global scale. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • hear how one organisation has navigated through a period of organisation-wide change • move on from the preparation stage to the practicalities of activating and implementing your change plan • understand how you can monitor the progress of the change.
<p>B4 Engaging Individuals: using talent management to drive employee engagement</p> <p>Case study</p>	<p>Speaker Robert Potter <i>HR Director, Jardine Lloyd Thomson</i></p>	<p>This session:</p> <ul style="list-style-type: none"> • examines how employee engagement is underpinned at an individual level • demonstrates how an individual's own engagement with both the role and organisation is related to a combination of personal and professional factors • will demonstrate how to use these factors to predict changes in an individuals' engagement. 	<p>What you will learn:</p> <ul style="list-style-type: none"> • how Jardine Lloyd Thomson have developed the 'individual career equation' to link the management of engagement to the management of talent • how to predict the individual drivers of engagement • how to use individual factors to drive engagement at an individual level.

<p>W1 Leveraging OD Tools to Understand Future Leadership Requirements</p> <p>Workshop</p>	<p>Facilitators Martin Saville and Dr James Traeger <i>Directors, Mayvin Ltd</i></p>	<p>This session will:</p> <ul style="list-style-type: none"> • define how the changing world calls for a new type of organisation and a different type of leader • investigate how OD tools can help you identify your organisation's future needs • help you develop your organisation's future leadership agenda. 	<p>You will take away:</p> <ul style="list-style-type: none"> • a picture of the essential elements of 21st Century success and clear, doable next steps to meet your own 21st Century requirements • an understanding of how to use OD tools of cooperative enquiry and storytelling to engage your colleagues and diagnose organisational needs • an opportunity to learn practical techniques to help you meet future organisational and leadership needs.
<p>W2 Crossing the Divide Between Training and the Business</p> <p>Workshop</p>	<p>Facilitator Jim Kirkpatrick <i>PhD, Senior Consultant, Kirkpatrick Partners</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • providing evidence of the value of training to business stakeholders • reaching an agreement on what training should provide and how it is aligned with business objectives • deploying the right amount of time and resources on the application of learning • monitoring and measuring training as part of the business process. 	<p>You will take away:</p> <ul style="list-style-type: none"> • a compelling chain of evidence demonstrating the bottom line value of training in your organisation • practical ideas to help demonstrate the real value of training • methods for long-term evaluation of actual results.
<p>W3 The Psychology of Success – how to get the best from your talent</p> <p>Workshop</p>	<p>Facilitator Judith Leary-Joyce <i>Author of The Psychology of Success: secrets of serial achievement and CEO Great Companies Consulting</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • identifying the needs of your talent and meeting these to improve performance, engagement and retention • understanding the 'success behaviours' and utilising them effectively to improve team performance • understanding the life patterns that help individuals to perform better and learn how to address those that hold them back. 	<p>You will take away:</p> <ul style="list-style-type: none"> • a framework for identifying the different stages of the talent development cycle and where your people fit into that cycle • tools for understanding what drives talented people and how to manage them effectively at each stage of their development • techniques for aligning personal aspirations with business objectives for improved organisational performance.

If you're buying a 4 or 8 session ticket, remember that workshops W1-W3 are worth 3 sessions.

<p>C1 Future Work: tools and techniques for future-proofing your organisation</p> <p>Masterclass</p>	<p>Speakers Peter Thomson, Author of <i>Future Work: How Businesses Can Adapt and Thrive in a New World of Work</i> David Robinson <i>New Ways of Working Programme Director, Hertfordshire County Council</i></p>	<p>The session will cover:</p> <ul style="list-style-type: none"> • increasing efficiency and attracting the best talent and skills through a future-fit approach to working • boosting output and cutting costs by creating the right environment for productivity to thrive • helping virtual teams to collaborate and ensure that technology is their servant, not their master. 	<p>You will take away:</p> <ul style="list-style-type: none"> • a model of how work is changing and what you need to do to take advantage of the opportunities • tools and techniques for making your workplace conducive to high performance and productivity • practical changes you can make to future-proof your organisation and make it attractive to present and future employees.
<p>C2 Driving Business Performance Through Your Highest Performing Employees</p> <p>Case study</p>	<p>Speaker Martin Edwards <i>Chief Executive, Julia's House</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • dealing with serial underperformers and developing star performers • improving business performance by enhancing managers' people skills • communication with staff: a model for getting it right • key performance indicators – keeping it simple. 	<p>You will take away:</p> <ul style="list-style-type: none"> • new tactics for identifying your underperformers and your top performers • proven communication methods to help you raise employee engagement and performance • simplified approaches to key performance indicators.
<p>C3 Key Drivers for Long-term Engagement</p> <p>Case study</p>	<p>Speaker Valerie Todd <i>Talent and Resources Director Crossrail and Chair of the Investors in People (IIP) Advisory Board and Commissioner, UK Commission for Employment and Skills (UKCES)</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • how the challenges of retention, engagement and progression of staff are vital to the successful completion of the largest infrastructure project in Europe are being tackled • ways to keep a highly skilled workforce committed to delivering against stretching objectives. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • fundamentally review how your business engages with your employees • see how HR can improve the most crucial engagement relationships in your business – employees' relationships with line managers • decide what structures need to be in place to allow your people to truly engage with the business.
<p>C4 Challenging Traditional Management Thinking</p> <p>Masterclass</p>	<p>Speaker John Seddon <i>Lead Consultant, Vanguard Consulting; Visiting Professor, Cardiff, Derby and Hull Universities</i></p>	<p>This session will:</p> <ul style="list-style-type: none"> • challenge you to rethink the way your organisation works • reveal the counterintuitive truths about top-down management methods • deliver a new approach to performance improvement, leadership and change management. 	<p>What you will learn:</p> <ul style="list-style-type: none"> • an entirely new approach to performance improvement and the role that leaders and employees have in creating change • how and why it's more important to manage value rather than cost • how to implement and realise performance improvements: increased revenue, lower costs and cultural change.

D1
HR Driving Business Transformation: the merger of Sony and Ericsson

Case study

Speaker
 Michael Chivers
Corporate VP, Human Resources, Sony Ericsson

This session will cover:

- achieving growth and innovation in a highly competitive market
- meeting the challenges of creating a more flexible, agile and high-performance organisation through the transformation of HR processes, practices and initiatives
- HR's role in driving strategic change and taking ownership of the change to ensure business success.

You will take away:

- an understanding of how HR drove successful business transformation at Sony Ericsson
- information on how the organisation moved from an embedded HR approach to a cross-functional HR department with exceptional business results
- insights into the impact these changes have had on organisation performance eight years on.

D2
Turning Customers into Fans: linking employee engagement to customer service

Case study

Speaker
 Anne Pickering
HR Director, O2

This session will cover:

- the link between high employee engagement and excellent customer service
- how to take employee engagement further and turn employees into genuine fans of the organisation
- the role of HR in driving customer service and enhanced business performance.

What you will learn:

- the initiatives that O2 have put in place to drive employee engagement and create external and internal fans
- how to develop leaders and engage them in the process
- how to make an impact as an HR practitioner on business performance and customer service.

D3
Attendance Management: driving down the cost of absence

Panel discussion

Speakers
 Glen Laming
Client Services Director, Legal and General
 Bill Gunnyeon
Chief Medical Adviser, DWP

This session will cover:

- developing an organisational culture where absence is managed proactively
- strategies for reducing long term absence
- proactive and early interventionist approaches to improving attendance.

You will gain:

- practical advice on the steps to take when tackling absence
- an understanding of which early interventions can prevent absence becoming long-term
- an understanding of how to engage line managers in improving attendance.

D4
Inspiring Your People Through the Successful Communication of Benefits

Case study

Speakers
 Tim Taylor
Head of Reward and Recognition, TUI Travel UK and Ireland
 Stephen Gambles
Senior Reward Manager, Santander

This session will cover:

- increasing employees' understanding and appreciation of your benefits initiatives
- segmenting your benefits communications to appeal to the differing demographics in your organisation
- improving your employee value proposition by demonstrating the true value of the benefits on offer.

You will take away:

- techniques to improve employee engagement through the effective communication of benefits
- an understanding of the different channels that can be used for optimal benefits communication
- approaches to increase the understanding and uptake of benefits in your organisation.

E1
Creating Powerful Communication to Mobilise Your Workforce

Masterclass

Speaker
 Steve Head
Coach and Author of A Near Life Experience: making the most of who you are

This session will look at:

- how delivering strategies, leading change and engaging with the business all hinges on your ability to communicate more effectively
- the key principles of a successful HR communication strategy – how you can develop and implement improvements
- the most appropriate communication style and how it will help you engage with your workforce.

Attend this session to:

- take away powerful lessons that will improve how you communicate
- get advice on tailoring your communication approach to suit the message and audience
- increase buy-in, improve understanding and minimise conflict through better communication.

E2
Increasing Efficiency and Improving Performance: a dual perspective
 Case study

Speakers
 John Greatrex
Group HRD, Unipart
 Francesco Mereu
Director HR, Corporate Planning and CSR, Toyota GB

This session will cover:

- how two organisations have improved performance by using two different, yet complementary, approaches
- increasing efficiency through bottom-up involvement and shared decision-making
- breaking down silos to encourage collaborative working and improve team performance
- integrating lean working into every aspect of the business.

You will take away:

- two perspectives on improving performance and new approaches to breaking down silos in your organisation
- how you can use these performance improvement approaches in your own organisation
- tools for creating effective working practices across your business.

E3
Giving HR the Business Edge: how HR can drive impact and influence

Panel discussion

Speakers
 Tim Douglas, *Interim International HR Director, CSM*
 Ed Griffin, *Strategic Consultant*
 John Kempton, *Head of HR, Institute of Cancer Research*
 John McGurk, *Advisor Learning and Talent, CIPD*

This session will cover:

- what are business and contextual savvy and why are they critical to HR capability?
- how can career journeys and experiences build business savvy for HR professionals in all environments?
- cross-sector perspectives demonstrating business savvy and how it builds insight, influence and impact.

What you will come away with:

- an understanding of why business savvy is important and why it should be adapted to business context
- how the operating context and environment are critical to strategic and impactful HR
- how to use your business savvy to shape decisions which drive value and engagement
- how varied experiences can help build business savvy amongst HR professionals.

E4
Where Has All The Trust Gone? Exploring Organisational Performance and Trust

Case study

Speakers
 Veronica Hope Hailey
Associate Dean of the MBA Programmes and Professor of HRM and Change, Cass Business School
 Jane Beine, *Head of Partner Development, John Lewis*

This session will cover:

- what we mean by trust in business and why it is so important to organisational performance
- how to build and rebuild trust in the current environment
- why openness and transparency, along with honest communication, is critical.

You will:

- get a clear understanding of the different components of trust and how to influence this within your organisation
- hear practical case study examples of strategies for building and repairing trust
- have time to reflect on the situation within your organisation and discuss your key challenges in small groups.

F1
Taking a Strengths-based Approach to Performance Management

Case study

Speakers
Debbie Meech
HR Director, Cable & Wireless Worldwide
Carole Jones
Global HR Strategy and Organisational Development Director, Aviva
Karen Stefanyasz, *Head of Leadership and Culture, Aviva*

This session will cover:

- developing a strengths-based approach as a business performance driver
- communicating the approach through inductions, training, e-learning and peer-to-peer sessions
- identifying all our talent's potential
- how training can become part of the business agenda.

You will take away:

- inspiration and outcomes from the Cable & Wireless and Aviva approaches to developing talent
- a greater understanding of what can be achieved through the strengths-based approach
- insights into how the strengths-based approach can be integrated into the business at every level.

F2
Looking Beyond the Default Retirement Age

Masterclass

Speakers
Indi Seehra
Director of Human Resources, University of Cambridge
Sue Jenkins
Partner and Head of the Employment & Pensions Group, Beachcroft LLP University of Cambridge

This session will look at:

- the changes your organisation needs to have made to policies and procedures following the removal of the DRA
- how one organisation is tackling the resultant performance management issues that will arise across the business
- how the lack of a compulsory retirement age may have a knock-on effect on your succession plans and compensation and benefits, including pensions.

Attend this session to:

- learn how to legitimately retain existing compulsory retirement age and avoid the cost of unfair discrimination claims
- get advice on working smarter around retirement and how this will benefit your organisation
- move beyond the legislation and get practical tips on managing performance fairly and consistently.

F3
Innovation in Recruitment and Direct Sourcing

Case study

Speakers
Sarah Beauerle
Recruitment and HR Technology Manager, KFC UK and Republic of Ireland
Colin Minto
Head of Resourcing, G4S

This session will cover:

- insight into how two organisations have revolutionised their recruitment and resourcing practises and demonstrated real business value
- the application of innovative technological recruiting solutions to optimise direct sourcing capability
- attracting and retaining talent through the creation of an appealing employer value proposition.

What you will gain:

- an understanding of how two different organisations have taken an innovative approach to direct sourcing and recruitment and how they have established efficient and effective practises
- how technology can be leveraged to:
 - maximise functionality
 - achieve consistency across channels
 - reinforce employer brand
 - deliver direct sourcing and recruitment ROI.

F4
HR Harnessing the Power of Social Media

Case study

Speakers
Matthew Hanwell
HR Director, Communities and Social Media, Nokia
Neil Morrison
Global HR Director, Random House

This session will:

- explore the opportunities that social media offers to the way HR strategy is formulated and executed
- provide discussion on how HR can harness social media to create value for the organisation
- consider the impact of social media on organisational cultural and behaviour.

What you will gain:

- an understanding of how to reap the benefits of social media
- practical advice on developing a social media strategy for your organisation
- an understanding of how to move forward in your efforts to leverage social media in HR and the wider organisation.

W4

How You as an HR Professional Can Have a Greater Impact on your Business

Workshop

Facilitator

Lee Sears
Founder and Director UK, Bridge Partnership

This session will cover:

- how to get your perspective heard and become more influential as an HR professional
- how to use your unique position in HR to make more insightful business decisions
- how to have greater impact on the organisation leaders that matter to you most
- navigating multiple customers and avoiding becoming overwhelmed by structures and processes
- seven capability areas to help you make more of an impact on your organisation.

What you will come away with:

- a deeper understanding of your role in your organisation and how you can raise your profile
- practical leadership development tools and techniques you can take back to the office and implement immediately
- an understanding of what skills you will need to develop in order to move to the 'next level' in your HR career.

W5

Making an Impact: using your strengths for exceptional working relationships

Workshop

Facilitators

James Brook
Co-founder and Director, and Paul Brewerton, Co-founder and Director, Strengths Partnership

This session will cover:

- understanding your strengths and how to leverage them for collaborative working relationships
- identifying communication and collaboration risks and understanding how to overcome them using your strengths
- building productive habits to ensure confident, solutions-based conversations.

You will take away:

- an understanding of your own strengths and how you can use them to create win-win situations
- strategies for creating optimal communication approaches and dealing with conflict constructively
- strengths-based tools and techniques that you can take back to the office and share with your team.

W6

Internal Career Management: aligning individual aspirations with business objectives

Workshop

Facilitator

Jane Barrett
Head of Career & Leadership Coaching, Workmaze

This session will cover:

- equipping line managers with the skills to manage their teams' career progression in line with business objectives
- empowering employees who develop in sync with business strategy
- creating a process for employees to take charge of their careers.

You will take away:

- how to work in partnership with individuals to map strengths and development needs and align them to business objectives
- practical tools for improving talent retention by defining a career path for employees
- an understanding of employees' skill sets and how these can be transferred to improve business performance
- tips on how to encourage employees to focus on the bigger picture and understand how they might fit into the future of the organisation.

If you're buying a 4 or 8 session ticket, remember that workshops W4-W6 are worth 2 sessions.

Keynote 2

Panel discussion - Creating a Culture of Innovation Through Your People

The pace of evolution is now so quick that entire industries are changing faster than ever before. New business models and working styles are constantly being redefined – everywhere you look, opportunity abounds. But innovation can be hard to achieve if you haven't got the right people on board and the right culture-set in house. The panel, comprising HR leaders from some of the most innovative companies in the world, will debate how their people are critical to innovation.

This keynote will explore:

- what innovation looks like and how to achieve it
- making the transition to an ideas-based economy
- building and sustaining a culture of innovation within your organisation.

**Speakers (from left):**

Vance Kearney, HR Director, **EMEA Oracle**

Heather Corby, HR Director, **BT Innovate and Design**

Jane Marsh, Director of Human Resources – UK & Ireland, **IBM**

Samantha Austin-May, Head of HR Operations and Development,
The European Southern Observatory

Facilitator: Philippa Lamb, Journalist & Broadcaster

<p>G1 Practical Guidance on How to Carry Out Disciplinary Investigations</p> <p>Masterclass</p>	<p>Speaker Eugene Wojciechowski <i>Partner, Manches LLP</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • the investigation process - where to begin? • conducting the investigation, acting fairly and reasonably, and gathering and presenting findings • deciding on and dealing with the outcomes. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • get practical and helpful guidance to ensure that you do not fall foul of the ACAS Code of Practice and employment law principles • avoid the costly implications of unfair dismissal findings • learn when to suspend an employee and how to deal with reluctant witnesses.
<p>G2 How to Gain Maximum Impact for Your Key Causes</p> <p>Masterclass</p>	<p>Speaker Carrie Longton <i>Co-Founder, Mumsnet.com</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • how mumsnet makes the most of its position and can generate huge influence to campaign for change, and the lessons HR could learn • the mumsnet family-friendly programme and how its campaign aims to make UK employers more family friendly • how Carrie sees her role as a leader and manager at mumsnet and how she responds to issues of engagement, performance and growth. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • discover ways to fully harness the positive power of social networking and knowledge sharing • get advice on how HR can discover a bigger voice that can have a disproportionate impact on its business a • see how mumsnet have maintained integrity along the way and continued to be the champion of their members' passion.
<p>G3 Driving and Sustaining Employee Engagement</p> <p>Case study</p>	<p>Speaker Tanith Dodge <i>Director of Human Resources, Marks & Spencer</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • engagement as a key driver for performance • recognising the importance of home as well as work life, and engaging with employees at every level • the importance of communicating with employees • providing platforms to share ideas and discuss challenges • outcomes and improvements as a result of the employee engagement programme. 	<p>You will:</p> <ul style="list-style-type: none"> • come away inspired by the results of the M&S employee engagement programme • take away great techniques to improve communication and engagement across your organisation. • gain a deeper understanding of how engagement drives performance and how you can achieve and maintain it.
<p>G4 Improving Retention and Engagement Through Flexible Working</p> <p>Case study</p>	<p>Speaker Marshall Ayoade <i>HR Director, Vodafone Global Enterprise</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • developing working styles to suit individual needs as well as those of the business • attracting and retaining key talent by offering them autonomy in the way they structure their work • improving engagement by allowing people to take ownership of how and when they work. 	<p>You will gain:</p> <ul style="list-style-type: none"> • an understanding of Vodafone's approach to flexible working and how this has resulted in increased job satisfaction and employee loyalty • clear direction on developing a robust system for managing flexible working efficiently in order to maximise the benefits of this approach • practical solutions to help you make valuable cost savings by implementing flexible working and improving take up levels.

H1
Global Culture Transformation: delivering 'new organisational effectiveness'

Case study

Speaker

Kevin Dooley
Global Head of People Engagement and Marketing, Deutsche Bank

This session will cover:

- the global culture transformation programme at Deutsche Bank: aligning internal and external brands
- touch points and challenges in delivering 'New Organisational Effectiveness' through cultural transformation and alignment across a global organisation
- building 'agile-mindedness' qualities to produce a high performance culture.

You will gain:

- an understanding of how to embed brand-inspired behaviour within the organisational culture
- an understanding of how to handle ambiguities and tensions arising from a programme of global scale and complexity
- an opportunity to reflect on how you might 'connect' the corporate brand and employer brands of your organisation to drive organisational effectiveness.

H2
Organisation Design Lessons from the Olympic and Paralympic Games

Masterclass

Speaker

Sabri Challah
Vice Chairman, Deloitte UK

This session will look at:

- the unique organisation design challenges of the London Organising Committee of the Olympic and Paralympic Games (LOCOG)
- Deloitte's role in defining the design principles for the London 2012 operating model
- how the organisational structure, roles and responsibilities were shaped and have evolved.

Attend this session to:

- discover the lessons that can be taken by all employers, based on the experiences of this hugely accelerated project
- understand the importance of tackling major organisational decisions early in the journey
- learn how to design your own world-class organisation based on lessons from the Olympic and Paralympic Games.

H3
Removing the Employment Tribunal Fear Factor

Masterclass

Speakers

Charlie Wynn-Evans
Solicitor, Employment Judge and Partner, Dechert LLP
Sean Jones
Employment Judge and Barrister, 11KBW

This session will look at:

- how problem cases arise and the challenges that employers create for themselves
- recent tribunal developments to be aware of, including costs and judicial mediation
- the future of tribunals and what the proposals for tribunal reform might mean for you and your organisation.

Attend this session to:

- get practical advice on preparing to attend and give evidence at a tribunal
- avoid falling foul of the complex rules and regulations surrounding employment tribunals
- learn more about prehearing issues you need to be aware of – disclosure, privilege and mitigation.

H4
Leadership for the Future – who will lead your organisation and how will you find and prepare them?

Panel discussion

Speakers

Arvinder Dhese,
Director, Talent, RBS
John Burgoyne,
Professor of Management Learning, Lancaster Business School

This session will cover:

- the future workplace: predictions and possibilities
- what does the changing nature of the workplace mean for leadership requirements?
- how do we identify and cultivate future leaders?

You will learn:

- to understand the skills, characteristics and behaviours of future leaders
- how to develop more connected leadership across your organisation
- how to identify leadership capabilities and cultivate future leaders.

W7
A Practical Approach to Delivering Strategy Through Engagement of Your People

Workshop

Facilitator
 John Smythe, *Consultant, Engage for Change*

This session will cover:

- why employee engagement; why now?
- power sharing: why including people in decision-making results in heightened staff engagement and improved business outcomes
- five practical steps to designing and running a bottom-up engagement strategy that delivers
- integrating engagement into your business strategy and ensuring your engagement programme is driving your business agenda.

You will:

- explore the relationship between employee engagement and employee communication
- undertake group work to put some of the engagement strategies into practice
- take away real value from this 'how to' session focussing on engaging leaders and employees in generating strategy, change or operational programmes.

W8
Using Positive Psychology to Create High Performing Teams

Workshop

Facilitator
 Sarah Lewis
*Author of **Positive Psychology at Work** and Managing Director Appreciative Change*

This workshop will cover:

- how the magic ratio of positivity can help teams become more connected
- the practical lessons from positive psychology research into creating high performing teams
- how teams can organise themselves so that work becomes engaging and energising for everyone.

Attend this workshop to:

- identify unique strengths in teams and enable them to be more motivated and productive
- increase the connectivity, synchronicity and creativity in groups
- use appreciative inquiry to create a magnetic pull towards change and goals.

W9
Calculating Success of Your Talent: revitalise your organisation through new workplace analytics

Workshop

Facilitator
 Tim Ringo
*Partner, **Maxxim Consulting***

This session will cover:

- how and why the use of traditional metrics often do not deliver the right insight to formulate the right talent strategy
- the need to rethink the relationship between talent and business success, and take a more systematic approach to developing critical talents
- how using the right analytics can dramatically improve a company's ability to make better and faster decisions about talent.

What you will take away:

- new ways to realise strategic value from your talent decisions
- a framework that enables you to rethink the use of information on talent
- practical approaches to create a stable and cost-effective workforce and an improved ability to motivate employees
- an understanding of how to use analytics to make the right decisions about talent.

If you're buying a 4 or 8 session ticket, remember that workshops W7-W9 are worth 2 sessions.

<p>I1 What Makes a Great Leader?</p> <p>Masterclass</p>	<p>Speakers Jane Sassenie <i>International Director, Bridge Partnership</i> Nicola Steele <i>SVP, Talent and Leadership Development Intercontinental Hotels Group</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • the qualities that set great leaders apart • ways to develop leaders who are able to meet the unique needs of your business • how one multinational organisation is developing leaders in brand-led leadership. 	<p>You will learn:</p> <ul style="list-style-type: none"> • ways to develop insightful leaders who are able to think ahead, focusing on the needs of the business • about the unique leadership development programme at IHG and how it was designed and implemented globally – and the lessons that can be learned from this • ways to develop leaders capable of dealing with the complex challenges of modern leadership.
<p>I2 The Role of the Line Manager in Building and Sustaining Employee Engagement</p> <p>Case study</p>	<p>Speakers Russell Cobb <i>Vice President, Human Resources, Coca-Cola</i> Lisa Sibley <i>Employee Engagement Manager, Essex County Council</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • getting line managers to understand their role in employee engagement and how they can influence team performance • creating engaged line managers who are well-informed and able to communicate consistently and effectively to employees • creating an environment where managers are actively encouraged to listen to and act on feedback from employees. 	<p>You will take away:</p> <ul style="list-style-type: none"> • how to improve performance by giving managers the tools to listen, communicate and connect with team members • how to create robust communication channels to ensure employees understand and engage with change • how to encourage managers to take ownership of employee engagement and actively strive to increase it.
<p>I3 Creating Leadership Models for the Future: innovative approaches that deliver results</p> <p>Case study</p>	<p>Speakers Shelley Thake <i>Global Talent and Development Director, Logica</i> Tom Verbeke, <i>Head of Employee Communication and Engagement, Sony Europe / General Manager HR, Sony UK & Ireland</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • challenging traditional notions of leadership and creating a future-fit approach to leadership development • Logica's strengths-based leadership model and how it has equipped leaders to drive sustainable organisation performance • Sony's 'innovation leadership' model and how individuals have taken ownership of their own development. 	<p>You will take away:</p> <ul style="list-style-type: none"> • insight into new leadership models that challenge traditional thinking and how this works in the context of a global organisation • tools and techniques for spotting and developing leadership skills • ideas and new ways of thinking to help connect HR action to strategic direction.
<p>I4 Developing HR Capability to Support a Growth Agenda</p> <p>Case study</p>	<p>Speaker Karen O'Callaghan <i>People Director, Innocent Drinks</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • building a relevant HR capability and strategy that supports a growth agenda • finding the right 'fusion' of process and structure to allow enough flexibility and space in the system to grow • retaining organisational values and culture in times of growth. 	<p>You will gain:</p> <ul style="list-style-type: none"> • insight into the challenges and pitfalls of increasing HR capability that supports, and is in line with, business growth • an understanding of the HR challenge when growing an SME • insights into how Innocent Drinks found the right HR blend, and how this can work for you.

<p>J1 Better Leadership Today: how to achieve more for less in an ever changing world Masterclass</p>	<p>Speaker Beverly Alimo-Metcalfe <i>Chief Executive, The Real World Group and Professor of Leadership Bradford University School of Management</i></p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • what you can do to improve leadership capability across your organisation, now • how you can develop a culture of readiness for change • building high performing teams to increase productivity and morale, whilst reducing stress. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • discover the simple behaviours that make the difference between superior and average organisations • learn how your leaders can deliver results more easily at a cultural level • identify leadership solutions that you can take away and directly put into action.
<p>J2 Non-cash Reward: getting creative Panel discussion</p>	<p>Speakers Michael Rose <i>Author of A Guide to Non-cash Reward and Director Rewards Consulting Limited</i> Bob Moore, Volvo Cars UK Jim Cowan <i>Head of Benefits, RBS</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • improving retention with creative approaches to rewarding employees • establishing financially viable ways of incentivising employees • differentiating your recognition programme to appeal to the varying needs of your workforce • improving your employee value proposition by offering incentives that really matter to people. 	<p>You will:</p> <ul style="list-style-type: none"> • hear differing perspectives on how non-cash reward can be used as incentives • take part in the debate on the realities of cutting reward spend • understand what others have done to establish which incentives really work.
<p>J3 Building a Culture of Engagement and Leadership: targeting involvement and responsibility Case study</p>	<p>Speakers Julie Weston <i>Director of HR and Facilities British Heart Foundation</i> Heather Wignall <i>Director, Silverkite Consulting</i></p>	<p>This session:</p> <ul style="list-style-type: none"> • considers the role of leadership in building organisational culture • examines the challenge of creating an organisation that 'leads' itself • pinpoints the steps you can take as an HR professional to develop a leadership culture. 	<p>You will learn:</p> <ul style="list-style-type: none"> • how to work with leaders to build a culture of involvement and ownership • how BHF have developed programmes to enhance leadership capability in the areas of engagement, creativity and responsibility • the role of communication in building engagement and enabling participation.
<p>J4 Resourcing and Talent Planning: building an appealing employer brand Case study</p>	<p>Speakers David Smith <i>Director of HR and Communications, LV</i> Adam Bamford <i>Managing Director, ThirtyThree</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • building a brand that reflects the organisation and its values • embedding your employer brand within the minds of employees and colleagues. • linking your brand to technology and social media. 	<p>You will gain:</p> <ul style="list-style-type: none"> • insight into LV's journey to becoming a destination employer • insight into how you can create, embed and communicate your employer brand • and understanding of how technology and social media can be leveraged to attract talent.

W10
Developing Managers Who Can Deliver Creative Thinking and Improved Performance

Workshop

Facilitator
 Mike Straw
Partner, Achieve Breakthrough

This session will cover:

- creating organisations that can achieve things that are ‘out of the ordinary’
- the need for people at the top and the middle of organisations with the ability to transform cultures to achieve more innovation and creativity
- transforming culture to achieve extraordinary results.

What you will learn:

- how to identify the characteristics of innovative thinking and leadership
- techniques on how to increase your impact as individuals and the people around you to achieve benefits for your organisation
- lessons from leading organisations that – through unleashing the power of people transformations - changed the culture of their organisations.

W11
Using Employment Law to Your Business Advantage

Workshop

Facilitator
 Darren Mossemear
Senior Manager, Employee Relations and Reward, BDO

This workshop will:

- look at the key legislation touch points on the employment lifecycle from creation to termination of employment
- offer advice on why employment law shouldn't be seen as a business barrier, but can benefit the business
- help you discover why and how employment law could be useful to your organisation.

Attend this workshop to:

- get practical advice on how you can manage the risks associated with employment law and discover when negotiation is appropriate
- develop a healthier respect for, and perspective on, employment law
- learn where your policies and procedures need to be watertight, and where you have more room to be flexible.

W12
Strengthening Resilience Against Stress at Work

Workshop

Facilitator
 Professor Derek Mowbray
Director, MAS, and Transformational Psychologist, Visiting Professor Northumbria University

This session will help you to:

- understand resilience, its psychology and resilience models
- consider the link between individual and corporate resilience
- strengthen your own resilience and that of your colleagues.

You will take away:

- an understanding of what resilience is and what it involves
- an ability to identify the signs and symptoms of stress and intervene appropriately
- practical exercises and steps to help you build resilience in yourself and others.

If you're buying a 4 or 8 session ticket, remember that workshops W10-W12 are worth 2 sessions.

<p>K1 Creating a Flexible Global Talent Pipeline Case study</p>	<p>Speaker Jill Shedden <i>Group HR Director,</i> Centrica Plc</p>	<p>This session will look at:</p> <ul style="list-style-type: none"> • the challenges of talent planning across a diverse and disparate global organisation • the key succession planning factors to consider and the cost to individuals, teams and the business • how to identify, redistribute and support people with key skills, passion and talent to ensure business growth and personal development opportunities. 	<p>Attend this session to:</p> <ul style="list-style-type: none"> • learn how Centrica maintain a talent pipeline that is able to adapt to meet changing business requirements • discover ways to develop talented people who are engaged in the success of their business area, but also willing to move to support wider business objectives • align long-term business plans with your people strategy, ensuring both are flexible and support one another.
<p>K2 Developing Managers Through Employee Engagement and Improved Communication Case study</p>	<p>Speaker Rob Booker, <i>EVP Human Resources,</i> BG Group</p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • giving employees opportunities to develop additional skills and gain new experiences • providing a platform for employees to share their experiences • improving communication throughout the organisation and looking at the outcomes • employee feedback about BG Group's employee engagement programme and next steps. 	<p>You will take away:</p> <ul style="list-style-type: none"> • tools to improve the communication skills of managers to encourage optimum engagement and team functioning • an understanding of how employee engagement was significantly increased at BG Group and how you can learn from this • tips on how to improve communications within your organisation.
<p>K3 Facing the Future: trend spotting the possibilities Masterclass</p>	<p>Speaker Magnus Lindqvist <i>Author of Why Everything We Know is Wrong: the trend spotters handbooks</i></p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • the changing world and how this is impacting the way organisations and people work • the factors that influence the way we'll work in the future. 	<p>You will:</p> <ul style="list-style-type: none"> • distinguish trends from passing fads • develop a mindset for future thinking • glean information on the technologies, values, behaviours and competitive trends that HR is facing.
<p>K4 Leading and Managing the HR Function in Different Cultures: facing the HR challenge in Asia Masterclass</p>	<p>Speaker Chee Wei Kwan <i>Executive Director,</i> Human Capital Leadership Institute</p>	<p>This session will cover:</p> <ul style="list-style-type: none"> • emerging from the global financial crisis – what HR challenges are organisations facing in the wake of recent global events? • Asian market trends and their impact on HR practices • multinationals operating in Asia: what works and what doesn't • fighting the battle for Asia's talent • exploring some of the outcomes of HCLI's research. 	<p>You will take away:</p> <ul style="list-style-type: none"> • a unique insight into the Asian market and future trends for people strategy in the region • vital information on resourcing and recruitment issues in Asia • findings from the new research in the region.

Closing Keynote

Find Your Edge: win at work

Best-selling author and adviser to some of the world's most influential organisations, Marcus Buckingham will share his strengths-focussed approach to management and impart cutting edge techniques from his new book *Standout*.

This keynote presentation will:

- help you to identify, harness and reproduce excellent behaviours which lead to high performance in your organisation
- enable you to recognise the strengths that exist in your organisation and how to utilise them for individual and business success
- leave you with tools and techniques for ensuring your people are leveraging their strengths and being supported to do so by managers and leaders.



Speaker:
**Marcus Buckingham, Global
Management Expert,
Business Consultant and
author of *Standout***

Closing address:
Gill Rider, President, CIPD

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- Make new contacts and discuss ideas with your peers.
- Get professional development advice in the CIPD Membership and Qualifications Area.
- Visit our interactive web page at cipd.co.uk/ace/interactive See who's going, ask questions and follow the event before, during and after on Twitter, Facebook and LinkedIn



Exhibition opening times:

Tuesday 8 November:
09:00 – 17:00

Wednesday 9 November:
09:00 – 17:00

Thursday 10 November:
09:00 – 16:00

See things differently – get a new perspective from peers

One of the best things about being at the conference is the chance to meet like-minded people. And when the conference ends for the day, there are a host of different ways you can continue networking.

Delegate Networking Drinks:

Tuesday 8 November @17:00

Join us for a drink and meet other delegates, discuss the ideas you've heard and make plans for the evening.



Meet to Eat: Tuesday 8/Wednesday 9 November

We've reserved tables at a selection of restaurants in central Manchester so you can meet other delegates over dinner - it's a great way to make new contacts.

#CIPD11 Tweet Up: Wednesday 9 November

Join us for the official CIPD Tweet Up, it's a great chance to meet virtual contacts in person, and make plenty of new ones. Just follow [@CIPD_events](#) for updates and details.

Concierge Desk

The Manchester concierges know all the best restaurants, bars and attractions on offer and can even make reservations for you or book you a place at one of the Meet to Eat dinners.

The Comedy Store – Wednesday 9 November

We've reserved a private room so you can meet other delegates over dinner and then enjoy the show. Tickets are £28 (inc VAT) and include the comedy show, a buffet and a drink.

Pitcher and Piano: Wednesday 9 November

Have a chat over a drink or two – we've reserved a space in the Pitcher and Piano at Deansgate Locks from 20:00 on Wednesday evening. Come and meet fellow delegates, speakers and exhibitors!

Network online!

Visit our social media page at [cipd.co.uk/ace/interactive](#) Follow the event on twitter, start discussions on LinkedIn, see who's attending on facebook, read speaker blogs and more.

See [cipd.co.uk/ace/networking](#) for more details on all social and networking events

Book your place today

Types of ticket

Now that you've had a chance to read what's on offer this year, see below for the various conference booking options. These have been designed to offer you flexibility and value for money.

See page 30 for full booking terms and conditions.

SINGLE TICKETS

1-day ticket (or 4 seminars)*	Fee	20% VAT	TOTAL
CIPD member	£415.00	£83.00	£498.00
Non-member	£460.00	£92.00	£552.00
2-day ticket or (8 seminars)*	Fee	20% VAT	TOTAL
CIPD member	£800.00	£160.00	£960.00
Non-member	£895.00	£179.00	£1,074.00
3-day ticket	Fee	20% VAT	TOTAL
CIPD member	£990.00	£198.00	£1,188.00
Non-member	£1,100.00	£220.00	£1,320.00

Keynote only

	Fee	20% VAT	TOTAL
CIPD member	£135.00	£27.00	£162.00
Non-member	£150.00	£30.00	£180.00

3-day student ticket

	Fee	20% VAT	TOTAL
CIPD full-time student**	£245.00	£49.00	£294.00
CIPD part-time student**	£740.00	£148.00	£888.00

All fees include light lunch (excluding keynote only tickets) and refreshments, but exclude overnight accommodation.

** Student discount available only to CIPD members studying a CIPD approved or awarded qualification at a CIPD centre (college, university or training provider). Extent of discount dependent on full- or part-time study. Places are limited.

BUY 1, GET 1 AT HALF PRICE OFFER

Below are the prices for the second ticket, (for a colleague) purchased at half price.

1-day ticket (or 4 seminars)*	Fee	20% VAT	TOTAL
CIPD member	£207.50	£41.50	£249.00
Non-member	£230.00	£46.00	£276.00
2-day ticket (or 8 seminars)*	Fee	20% VAT	TOTAL
CIPD member	£400.00	£80.00	£480.00
Non-member	£447.50	£89.50	£537.00
3-day ticket	Fee	20% VAT	TOTAL
CIPD member	£495.00	£99.00	£594.00
Non-member	£550.00	£110.00	£660.00

Buy one ticket and get a second half price for your colleague!

Please note the cheaper ticket will be half price and both tickets must be booked together. Please refer to the terms and conditions in the conference brochure, or online at cipd.co.uk/T&C for more information.

*** Remember you can buy a 4 or 8 seminar ticket and spread the seminars across 2 or 3 days**

Book your place today!

There's a fantastic range of flexible tickets this year, making it suitable for you whatever time and budget you have available!

- **1, 2 or 3 day tickets** – prices start at just **£415** for CIPD members or **£460** for non-members
- **NEW:** Buy 1 ticket, get the **2nd at half-price!**
- **NEW: Keynote only ticket** – tickets are just £135 for members/£150 for non-members
- **NEW:** Buy a **4 seminar** (and 1 keynote) OR an **8 seminar** (and 2 keynote) ticket and spread them across 3 days!

This gives you ultimate flexibility on what you attend, and when.

Booking terms and conditions

Accommodation

Accommodation is not included. Visit Manchester, our official accommodation booking provider, has negotiated special accommodation rates for delegates attending the conference. Please visit cipd.co.uk/ace/ accommodation for more details and to book.

Terms and conditions for individual bookings

- The booking form (sent with your brochure) constitutes a legally binding contract and our terms and conditions take precedence over those of any other organisation in every case.
- All payment must be made in pounds sterling.
- Payment for the conference must be received within 30 days of invoice or before the start of the event, whichever is sooner.
- All bookings from international delegates must be accompanied by payment. We will not be able to guarantee you a place unless payment has been made.
- Cancellations must be received in writing (letter or email) and will be acknowledged in writing.
- Cancellations received between 40-20 days before the start of the event, regardless of date booked, will incur a 25% administration charge.
- Cancellations received between 19-0 days before the start of the event, regardless of date booked, will incur a 100% cancellation charge.
- One change to your booking arrangements can be made without charge but will be subject to availability (substitutions and seminar changes). Otherwise, an administration charge of £40.00 will be charged.
- All tickets exclude accommodation.
- All tickets include a light lunch, excluding the keynote only tickets.
- 4 seminar tickets are charged at the same rate as a 1 day ticket and include 1 keynote and 1 lunch.
- You can choose any 4 seminars across the 3 days, subject to seminar availability.

How to book

Please note that the buy 1, get the 2nd at half price offer cannot be booked online. Please complete two booking forms (for you and your colleague) and return to us

It's so easy to secure your ticket for the Conference. Either:

- **Fill in the booking form** we sent you and return to Events Registrar at:
 - CIPD, 151 the Broadway, Wimbledon. SW19 1JQ
 - Fax to 020 8612 6231
 - Email eventsregistrar@cipd.co.uk
- **Go to cipd.co.uk/booknow**
 - Download a booking form
 - OR book via our easy online booking system

**Book
your place
now**

- 8 seminar tickets are charged at the same rate as a 2 day ticket and include 2 keynotes and 2 lunches.
- You can choose any 8 seminars across the 3 days, subject to seminar availability. Please note, workshops count as 2 seminars except workshops W1, W2 and W3 which count as 3 seminars.

Half price second ticket offer:

- The ticket with the higher value is paid at full price, and the cheaper ticket will be at half price.
- Where the higher priced ticket is purchased by a Member, the discounted price applicable to the second ticket shall be at the Member or Non-Member rate as applies to the second delegate.
- Keynote only tickets and student tickets are excluded from the half price offer and must be purchased at the stated price.
- The offer is only open to delegates from the same organisation, and forms must be received together to qualify for the offer. For the avoidance of doubt, the half price second ticket must be for a different individual from the same organisation and may not be bought for use by the delegate purchasing the full price ticket.
- This offer is not available online. Please send/fax/email your forms back to the Registrars Team.

Disclaimers

- Whilst the programme is correct at time of going to press, the CIPD and/or its subsidiaries reserves the right to change details of the event without notice. Alterations may occasionally be necessary due to circumstances beyond our control.
- Where circumstances force CIPD and/or its subsidiaries to cancel a conference, the liability of the CIPD and/or its subsidiaries shall be limited to a refund of any fees paid for that particular conference. The CIPD and/or its subsidiaries is not liable for any consequential loss.
- Views expressed by speakers are their own. CIPD Enterprises Limited and/or its subsidiaries disclaims any liability for advice given, or views expressed, by any speaker at the event or in any documentation provided to delegates.
- Please note that for promotional purposes, there may be a professional photographer and video production taking place during the event.

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- Targeted networking opportunities with speakers and peers who've faced similar business challenges
- The chance to build a tailored programme and focus on your specialism

The 2011 CIPD Annual Conference provides everything you need to adapt to the changing business landscape and ensure your organisation is future-fit.

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**C1: Future Work: tools and
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**E2: Increasing Efficiency and
Improving Performance: a dual
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Get a clear HR perspective on your business challenges.



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cipd.co.uk/booknow