

Henley Forum Meeting Weds, 27<sup>th</sup> September 2017

## **Embedding Change: delivering value from knowledge and learning**

### Draft agenda

09.30 Registration

10.00 **Welcome and networking**

Exploring today's theme – embedding change to deliver the intended value from knowledge and learning investments and initiatives.

*Dr Christine van Winkelen, Henley Forum*

10.20 **Developing your toolkit: Communities of practice**

In our regular feature, Chris Collison will be sharing some key techniques, helping Forum members to build up their capabilities. He will illustrate through examples how to establish effective communities of practice and use these to shape and sustain change.

*Chris Collison, Knowledgeable Ltd*

11.00 **Developing your leadership qualities in times of change – Part 1, setting the scene**

Esther Cameron and Mike Green will be delivering an interactive session based on eight years of research and practice that has culminated in their new book, *Essential Leadership: Develop your leadership qualities through theory and practice*. They will discuss the five essential qualities of effective leaders in times of change, and place them into a developmental context illustrating how managers access these qualities when needed for different situations. The qualities they will discuss draw on leadership theories, psychological type, and enabling mechanisms that allow everyone to access them. They explore leadership culture and the implications of Millennial leadership.

This interactive session will briefly explain the theoretical underpinning of the five essential leadership qualities and then focus on enabling participants to self-assess, practice accessing the qualities and reflect on their own and their organisation's leadership learning. Drawing on simple case studies, they will demonstrate how the qualities can be used to support effective and long-lasting change.

*Esther Cameron and Mike Green (Transitional Space)*

11.20 **Networking and refreshments**

11.50 **Developing your leadership qualities in times of change – Part 2, developing the themes and workshop sessions**

Continuing workshop sessions with Mike Green and Esther Cameron.

13.00 **Lunch**

14.00 **Members' Showcase: Using stories to promote and reinforce change at Linklaters**

This session explores how storytelling is used both deliberately and naturally within day-to-day organisational practices to reinforce desired behaviours and develop new ways of thinking. As such it can be a powerful medium to facilitate change and also measure its efficacy. As a leading global law firm, Linklaters is a dynamic and high-pressured environment where storytelling complements structured approaches to managing explicit knowledge. In addition to examples from Linklaters, this session will be interactive, allowing participants to experience the benefits of a storytelling approach.

*Ian Rodwell, Head of Client Knowledge and Learning, Linklaters*

14.45 **Forum Research Project Report: Embedding Change**

All too often knowledge and learning initiatives don't deliver the intended value because the necessary changes in mind sets, behaviours and working practices don't gain traction and "stick". Working groups of Henley Forum members have been researching how to best to manage change associated with knowledge and learning initiatives. For the past 18 months a group of members have tried out various approaches to embed new knowledge and learning activities in their own organisations. This session is the final report on the research exploring what worked and what didn't. In addition to a short presentation, there will be workshop activities to examine the findings in more depth and consider how to apply them back in your own organisations.

*Dr Christine van Winkelen and Wendy Jordan, Henley Forum, with members of the working group*

(This session will include a short 15 minute break)

16.30 **Implications and future challenges**

In this session, the Forum Director Dr Sharon Varney will lead a practical session to surface current challenges facing member organisations. The intention is both to stimulate networking connections (someone else may have already tackled the challenge you're facing) and to highlight themes for future Forum meetings and research projects.

*Dr Sharon Varney, Henley Forum*

17.00 **Close**

## Session Leaders' Biographies

### Esther Cameron



Esther is a freelance change leadership adviser, senior team coach and conference speaker. She is also Co-Founder of innovative, niche change consultancy Integral Change Consulting Ltd who specialise in complex change projects. Previously a visiting lecturer in Change Leadership for the University of Bristol, she has been experimenting with integrated approaches to leadership and change for 25 years.

### Chris Collison



Chris is an independent management consultant and business author with 20 years of experience in knowledge management, facilitation and organizational learning. His corporate experience comes from long careers in BP and Centrica. He was part of BP's KM program, a team accredited with generating over \$200m of value through pioneering knowledge management. In 2001 he joined Centrica, working at the top levels in Finance and HR, before becoming Group Director of Knowledge and Change Management.

In 2005 he left the corporate world to establish Knowledgeable Ltd. Since that time Chris has been working as a consultant in the field of Knowledge Management and Organizational Learning, and has had the privilege of advising over 130 organizations around the world. Clients range from Heathrow Airport and Shell to the World Bank, the United Nations and ten UK Government departments.

Chris works as an external advisor to the International Olympic Committee and has worked as an associate or visiting lecturer at a number of business schools: Henley, Cranfield and Liverpool in the UK, Russia, the Middle East and New York. He is a Chartered Fellow of the CIPD. Further details at [chriscollison.com](http://chriscollison.com)

### Mike Green



Mike is a Visiting Executive Fellow at Henley Business School where he tutors and coaches in Personal Development, Leadership and Change, and Sustainability. As Director of Transitional Space Mike also delivers bespoke and accredited learning programmes in change management, coaching and leadership to senior managers and change agents around the world.

## Wendy Jordan



Wendy works as an education consultant in higher education. She is Director of the British Universities Iraq Consortium, which supports the development of higher education in Iraq. She has been associated with the Henley Forum for ten years and has taken part in other research projects. She is a member of the Associate Faculty at Henley Business School.

Before going free-lance she had an international career with the British Council, which took her to many major cities in the world. She worked in Sao Paulo, Brazil and in Muscat, Oman. She led on creativity and innovation as Commissioning Consultant, Innovation. She implemented a new product development process and developed virtual collaborative work spaces for globally distributed teams. She has supported teams working across a variety disciplines and geographies. Education for innovation and creativity is a great passion and she led many workshops and training events to support the innovation initiative at the British Council. She holds a MBA and is a Fellow of the Royal Society of Arts.

## Ian Rodwell



Ian is Head of Client Knowledge and Learning at Linklaters. He works closely with colleagues in the practice, marketing, training and information teams to co-ordinate the strategic provision of knowledge and learning to the firm's major clients. Ian is also a faculty member of the Linklaters Law and Business School and part of the firm's internal coaching team. He runs a range of training sessions both within Linklaters and for clients, and is currently supporting the Guildhall School of Music and Drama on a workshop that looks at business collaboration via the lens of a jazz ensemble.

Ian is also a part time doctoral student at City University researching how stories function in states of organisational liminality.

## Christine Van Winkelen



Christine has worked with the Henley Forum since its inception in 2000, project managing and leading research activities and special interest groups. She was the Director of the Forum for five years until February 2009 and has remained actively involved in research and management activities since then. She has published extensively in academic and practitioner journals, co-authoring *Understanding the Knowledgeable Organisation: Nurturing Knowledge Competence* with Professor Jane McKenzie. Christine and Jane have also co-authored *Knowledge Works: a Handbook of Practical Ways to Identify and Solve Common Organisational Problems for Better Performance*, which brought together the practical tools, techniques and case studies created during ten years of Forum research.

Christine is a Visiting Academic Fellow at Henley Business School and an Associate Lecturer with the Open University. She tutors postgraduate strategy, knowledge management and change management courses, also supervising experienced executives undertaking MBA dissertations and research projects.

Previously Christine worked at Motorola, Nortel and the GEC Hirst Research Centre, developing her career from research physicist through training, human resource management, and then project and product management. She retains an independent strategic and people-oriented KM consultancy activity through VW Consulting.

## Sharon Varney



Sharon is a practising OD consultant and Director of the Henley Forum at Henley Business School. She works at a strategic level, helping to create more effective organisations, and engages at a very human level supporting people to manage personal change and transition.

Sharon developed her cross-sector learning and change expertise as a senior manager working in large, global organisations. She was Group Head of Learning and Communications for a global engineering and construction company in the offshore oil and gas business. Previously she was Vice President for international learning and development at a US bank.

Sharon now runs her own organisational consulting practice – space for learning - and is a member of Henley’s Leadership & Organisational Behaviour faculty.