



# IRM UK Business Change & Transformation Conference Europe 2020

16-18 March 2020

99 City Road Conference Centre

London

## Benefits of Attending:

► **Europe's Leading Conference on Business Change & Transformation.**

A unique opportunity to explore and debate the vital connections between business change, business and digital transformation, innovation and leveraging technology.

► **Pre-Conference Workshops** – Choose from 8 pre-conference workshops on specific topics to get you quickly up-to-speed or to fine tune your performance.

► **Designed by Practitioners for Practitioners.** Being neither analyst nor vendor-led, the conference welcomes, provides and values diverse and wide-ranging perspectives.

► **Three Tracks With Fifty Sessions.** This conference is an excellent mix of vision, strategy, principles and implementation. Discover new ideas, approaches and solutions, while learning first-hand from the experiences and successes of organisations across Europe.

► **Networking.** Network with an outstanding group of Business Change & Transformation attendees and speakers. This a tremendous opportunity to discuss your work issues with your peer group.

## Keynotes & Featured Speakers Include:



**Crystal Eisinger**  
Head of Marketing Strategy & Operations, Google



**Nigel Jones**  
Group Transformation Director, Whitbread



**Clare McAleese**  
Manager BizOps, Vocalink, Mastercard



**Mike Tumilty**  
Global Chief Operating Officer, Standard Life Aberdeen



**Sarah Bar-Lev**  
Head of People and Change Management Programmes, Ministry of Defence



**Michael Noonan**  
Divisional Operations and Transformation Director, Capita Software



**Julie Dodd**  
Director of Digital Transformation, Parkinson's UK



**Donna Wayman**  
Head of Data Delivery, Zurich Insurance



**Jo Franco-Wheeler**  
Director of Organisational Development and Diversity, Inmarsat Plc



**Lucy Ireland**  
Managing Director, BCS Learning & Development Ltd

### Case Studies & Contributors Include:

- Google
- Vocalink ( a Mastercard Company)
- Zurich Insurance
- Standard Life Aberdeen
- Nationwide Building Society
- Capita
- Warburtons
- Whitbread
- Condé Nast
- KPMG
- Inmarsat
- Ministry of Defence
- British Library
- Yorkshire Water
- OVO Energy
- InnoEnergy
- Yorkshire Building Society
- Hargreaves Lansdown
- Cambridge Assessment
- The Open University
- Nottingham Trent University
- Parkinson's UK
- IRU
- City of Portland
- Royal BAM Group
- Climate-KIC
- Cotswold Fayre

and many more...

### In Collaboration With:



### Supported By:



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### Produced By:



IRM UK



Monday 16 March 2020 • Pre-Conference Workshops				
Morning Workshops: 09:30 - 12:45	<b>Open to Change: Are you Ready?</b> <i>Susie Palmer-Trew, Director, Open to Change, The Open University</i>	<b>Culture: The Missing Ingredient in Agile Transformations</b> <i>David Fisher &amp; Kelli Klindtworth, North Highland</i>	<b>Unleashing the Value of a Design Authority to Accelerate Transformation</b> <i>Ian Richards, Head of Business Analysis, Capita People Solutions &amp; Stephen Russell, Group Programme Assurance Director, Capita</i>	<b>Navigating the Mess: Practical Techniques for Early Engagement</b> <i>Adrian Reed, Blackmetric Business Solutions</i>
Afternoon Workshops: 14:00 - 17:15	<b>Applying a Service View to Realise Value from Business Change</b> <i>Mike Williams &amp; Jonathan Hunsley, AssistKD</i>	<b>Mind The Gap - Incorporating the Change Agenda Into Scaled Agile Approaches</b> <i>Lynda Girvan &amp; Will Izzard, CMC Partnership Consultancy Ltd</i>	<b>BizOps - Integrating Business Change, DevOps, Agile and Architecture</b> <i>Michael Rosen, Wilton Consulting Group</i>	<b>Default to Open: How an Open Culture Can Unlock Your Organisation's Potential</b> <i>Katrina Novakovic, Red Hat</i>
Tuesday 17 March 2020 • Conference Day 1 & Exhibits				
09:00 - 09:10	<b>Conference Co-Chair Opening</b> , <i>Dr Debra Paul, Managing Director, AssistKD &amp; Michael Noonan, Divisional Operations &amp; Transformation Director, Capita Software</i>			
09:10 - 10:00	<b>Keynote: The Six Enablers of Business Agility</b> <i>Karim Harbott, Partner   Coach   Trainer, Agile Centre</i>			
10:05 - 10:55	<b>It's Time for Business Heart Surgery!</b> <i>Paul Hargreaves, CEO, Cotswold Fayre Ltd</i>	<b>Why Beautiful Operating Models Fail</b> <i>Nigel Jones, Group Transformation Director, Whitbread &amp; James Cooper, Client Director, Gate One</i>	<b>Flipping the Iceberg</b> <i>Sian Clark, Strategic Change Manager &amp; Lianne Stevenson, Strategic Change Officer, Nottingham Trent University</i>	
11:25 - 12:15	<b>What If You Included Those Affected by the Change in the Formulation of the Why, What and How?</b> <i>Sarah Glenister, Change That Matters</i>	<b>The Climate for Change</b> <i>Sandra Tinker, Commercial Operations Director, Condé Nast</i>	<b>The Art of Ignorance: How Ambiguity Can Breed Success</b> <i>Chris Stephenson, Business Designer, Nationwide Building Society</i>	
12:20 - 12:45	<b>Keynote: Transformation and Change: A View From the Top and Somewhere Nearer the Bottom</b> <i>Lucy Ireland, Managing Director BCS Learning &amp; Development</i>			
12:45 - 14:00	Networking Lunch, Exhibits & Lunchtime Sessions			
14:00 - 14:50	<b>Change is the Only Constant: Three Ways to Use Your Culture to Tackle Uncertainty and Come Out More Efficient, Adaptable and Resilient</b> <i>Matt Robshaw, Kin&amp;Co</i>	<b>Data Transformation Brick by Brick</b> <i>Donna Wayman, Head of Data Delivery, Zurich Insurance</i>	<b>Transforming Innovation - Experiments with Experimentors</b> <i>Philip Hellyer, Philip &amp; Finch</i>	
14:55 - 15:45	<b>Breaking the Cultural Mould - Our Story of Empowering Success Through Building a Coaching Culture</b> <i>Alison Wright, Business Analyst Chapter Lead &amp; Caroline Rowles, Learning and Development Manager, Hargreaves Lansdown</i>	<b>Have You Ever Jumped from an Airplane? Journey of Delivering a Complex Project/ Program in Public Sector</b> <i>Saby Waraich, Senior Technology Program Manager, City of Portland</i>	<b>Embarking on Digital Transformation in the Education Sector</b> <i>Tamara Soutar, Group Head of Change &amp; Heather Darwin, Change Lead, Cambridge Assessment</i>	
16:10 - 16:35	<b>Change in an Unforgiving Environment</b> <i>David Reed, Director, Change Plus</i>	<b>Governing Transformation and the Trouble with Boards</b> <i>Steve Taubman, Change Results</i>	<b>Managing Strategic Change: a Real Life Example</b> <i>Riccardo Gherlone, Associate Director - Strategy &amp; Market Intelligence, IRU</i>	
16:40 - 17:25	<b>Keynote: The Future of Work and Digital Transformation</b> <i>Theo Priestley, Leading Technology Evangelist and Self-Styled Antifuturist</i>			
17:25 - 18:30	Drinks Reception and Exhibits			
Wednesday 18 March 2020 • Conference Day 2 & Exhibits				
09:00 - 09:55	<b>Keynote: Connected Change - Driving Change Across the New Organisational Transformation Agenda</b> <i>Mark Williamson, Partner, Head of People Consulting, KPMG</i>			
10:15 - 11:05	<b>Delivering on a Complex Heritage Transformation Journey</b> <i>Mike Tumilty, Global Chief Operating Officer, Standard Life Aberdeen &amp; Robert Kirkwood, Director, 2i Testing</i>	<b>Panel Discussion: Diversity and Inclusion – Essential for Good Business and Society</b> <i>Panellist: Darryl Brissett-Dowe, Principal Business Consultant</i>	<b>Are you Caught in the Glare of Innovation Headlights?</b> <i>Richard Frost, Enterprise Design Lead, Yorkshire Building Society</i>	
11:10 - 12:00	<b>Making Change Happen - a Battle Still Raging in MOD!</b> <i>Sarah Bar-Lev, Head of People &amp; Change Management Programmes, Ministry of Defence - Joint Forces Command</i>	<b>Continual Improvement – a Vehicle to Drive Transformation</b> <i>Clare McAleese, Manager BizOps, Vocalink (A Mastercard Company)</i>	<b>Exploration of Ethics in Change Management</b> <i>Claire Caulfield, Business Change Manager, British Library &amp; Chad White, Change Portfolio Manager, Yorkshire Water Services Ltd</i>	
12:00 - 13:00	Networking Lunch, Exhibits & Lunchtime Sessions			
13:00 - 13:25	<b>Surfaces, Socks and Shadows: Unexpected Lessons From Driving Change at Google</b> <i>Crystal Eisinger, Head of Marketing Strategy &amp; Operations, Google</i>	<b>10 Questions About Change (...Answers Will be Provided)</b> <i>Chris Hughes, IT Change Manager, Warburtons Ltd</i>	<b>Solving Social Issues Through Digital Transformation</b> <i>Julie Dodd, Director of Digital Transformation, Parkinson's UK</i>	
13:30 - 14:20	<b>Driving Culture Change that Sticks</b> <i>Jo Franco-Wheeler, Director of Organisational Development and Diversity, Inmarsat Plc</i>	<b>The Power of Questions - Using Clean Language® and Metaphor to Explore the "How to" of Change Management</b> <i>Will Izzard, CMC Partnership Consultancy Ltd</i>	<b>Freedom Within a Framework</b> <i>Roger Burlton, Process Renewal Group</i>	
14:40 - 15:30	<b>A Practical Example of How to Improve Product Development by the Build-Measure-Learn Mindset</b> <i>Thuy Dao, Technical Solutions Owner, InnoEnergy</i>	<b>Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning</b> <i>Steve Whitla, Visual Meaning</i>	<b>Sustaining Change Through Change Networks – Sink or Swim?</b> <i>Hanna Qadir, Maddox Advisory Limited</i>	
15:35 - 16:25	<b>Anxiety, Stress and Change or How I Learned to Stop Worrying and Love the Pressure</b> <i>Eleanor Stowe, Business Analyst, OVO Energy</i>	<b>How to Become a Leader in Digital?</b> <i>Sander Meijer, Manager Enterprise Architecture, Royal BAM group</i>	<b>The Future of Work: From Managerial Hierarchy to Distributed Leadership</b> <i>Lisa Bozek, Head of Information Management, Climate-KIC</i>	
16:30 - 17:00	<b>Keynote and Conference Close: The Myths and Mysteries of Business Change and Transformation: Take Away Insights from the Conference</b> <i>Dr Debra Paul, Managing Director, AssistKD &amp; Michael Noonan, Divisional Operations &amp; Transformation Director, Capita Software</i>			

## Keynotes

### The Six Enablers of Business Agility

Karim Harbott, Partner | Coach | Trainer, Agile Centre

Many organisations are built to survive and thrive in a 20th century business climate. A climate marked by relative stability and low levels of competition, where efficiently delivering known products and services for years was the recipe for success.

Unfortunately, what worked back then does not work well today. The 21st century is anything but stable and competition is anything but low. An exponential rise in volatility, uncertainty, complexity and ambiguity (VUCA), and hyper-competition means that the old approach is not enough. In this talk, we will explore why, to thrive in this new world, organisations need to also be effective at creating new products, services and even entire business models. They must become masters of reinvention. They must achieve business agility.

And yet, most Agile transformations fail. They fail because their focus is too narrow. We will explore The Six Enablers of Business Agility and how focussing on these areas can help to unlearn 20th century practices and set organisations up for success in today's new context.

Key Learning Points:

- Describe how given the relative stability of the 20th century, exploiting existing products and services with efficiency was the main competitive advantages
- Explain that, given the vastly increased levels of VUCA in the 21st century, exploring new products and services with agility has become the new competitive advantage
- Outline the main reasons why most 'Agile Transformations' fail, and explain why only those which take a broader focus and a holistic approach will success

### Transformation and Change – a View From the Top and Somewhere Nearer the Bottom

Lucy Ireland, Managing Director, BCS Learning & Development Ltd

As the professional body for IT we know from talking to many leaders that investment in digital transformation is at the heart of how they lead organisations to adapt to societal, technological and customer needs. As a 250-person staff organisation, transformation and change are also integral to how we create the infrastructure and capability to support and represent one of the most important professions to the UK economy. Lucy will not only share what we hear from leaders in our profession about transformation; but the transformation and change challenges faced by BCS internally to effectively represent the voice of one of the UK's biggest change sectors.

*I learnt so much from the event, networked and met some fantastic people.*

Louise Tharnthong, Head of Transformational Change, O2

## The Future of Work and Digital Transformation

Theo Priestley, Leading Technology Evangelist and Self-Styled Antifuturist

There are many forces shaping the workplace of the future, both from a cultural and technological perspective, but how can organisations take advantage of these emerging trends, who is doing it the right way, and what does this mean for transformation programmes. Navigating between trends such as workforce collaboration and artificial intelligence, this keynote should help shed light on what challenges businesses may face in the next 5 years.

### Connected Change - Driving Change Across the New Organisational Transformation Agenda

Mark Williamson, Partner, Head of People Consulting, KPMG

Today's customers are better informed, better connected and more demanding than ever before. Markets are moving faster, with continuing disruption and upstart challenges and organisations are investing in the technology that is both forcing and enabling the change.

Whilst you have to start with the customer this is not sufficient on its own as superb customer experience doesn't necessarily deliver profit and growth. There is no point in delighting your customer, if value is leaking out of the operations with every transaction. The organisations which engage their people in a common vision to address this are much more likely to achieve their purpose, whether it's customer centricity for profit, growth, market share or public trust. They align the whole organisation around this, connecting people, technology, processes and markets across the front, middle and back office. This builds new organisational operating models in which every part of the organisation, from sales to the supply chain, works with every other element to deliver on the purpose of the organisation.

In this session, Mark will explore the people agenda across these new, connected operating models and how organisations can enable their people to thrive in this new environment. Specifically he will cover:

- How organisations are connecting all elements of the organisation to achieve their purpose
- What are the implications of this from a people and workforce perspective
- How you align the organisation to achieve this
- What the change challenges are and how they are addressed through:
  - Workforce shape and skills
  - Change by design and experience
  - Leadership and culture

### The Myths and Mysteries of Business Change and Transformation: Take Away Insights from the Conference

Dr Debra Paul, Managing Director, Assist KD & Michael Noonan, Divisional Operations and Transformation Director, Capita Software

## Group Booking Discounts

2-3 Delegates	10%
4-5 Delegates	20%
6+ Delegates	25%

## Workshops

### Open to Change: Are you Ready?

Susie Palmer-Trew, Director, Open to Change, The Open University

Open To Change is a unique learning opportunity that brings together change and project professionals and academics, to re-shape how we look at, respond to and deliver change. With a primary focus on how we deliver change within our organisations and teams, Open to Change is the ultimate sandpit for generating innovative ideas, scholarship and day-to-day impacts. Let's Change Change is our mission and your call to action.

Lets change change: the game. Interactive card game to explore experiences of change. A great eye opener, opinion challenger and also a bit of fun. An exploratory and reflective start to the session that will reflect the diversity of the audience.

We all experience change differently and that's no different for those leading, managing or on the receiving end of the change, in the second part of our session, we'll use Bridges Transition Model to explore how our journey through change, changes and what we can do about it to help ourselves and those around us. This session is focused on driving momentum through change, with actionable takeaways to keep you moving to where you need to be for yourself and for those you work with.

By the end of the session delegates will be better able to:

- Understand their relationship with change and how they can inform and influence the change that is going on around them.
- Use reflection and appreciative enquiry as key tools to improve outcomes in a change environment or day to day activity
- Apply their change focused learning and experiences into their roles to improve outcomes

### Culture: The Missing Ingredient in Agile Transformations

David Fisher, Agile Change Management Offering Lead & Kelli Klindtworth, Culture Offering Lead, North Highland

In this workshop, we'll discuss practical strategies and tactics for tackling the #1 barrier to agile adoption: CULTURE. And you'll get to practice using those tactics in an interactive activity. So no matter where your organisation is at on your Agile journey, if you want to make Agile "stick," you don't want to miss this session! In this workshop, attendees will learn the following:

- Learn how and why embracing Agility puts immense pressure on organisational culture and individual teams
- Learn a specific set of activities that coaches, change managers, and leaders can use to shift mindsets, leadership behaviours, and ways of working in support of Agility
- Practice applying these tools to one's own organisation through the lens of "iterative culture change"

*Great networking opportunities with people at the top of their game.*

Emmanuelle Sangster, Business Change Manager, AWE plc

## Unleashing the Value of a Design Authority to Accelerate Transformation

Ian Richards, Head of Business Analysis for Capita People Solutions and Stephen Russell, Group Programme Assurance Director, Capita

This interactive workshop will use the development of a much-anticipated armed forces veterans app to introduce the role that architectural design guidance plays in business change.

Often considered a speed bump to progress, this session takes a fresh look at the role of a Design Authority through the eyes of the business change professional. It explores the minimal viable engagement required to obtain the correct level of empowerment on programmes that need to deploy quickly and efficiently to a high-quality standard.

This app design case study will take you on a journey that explores the tensions that can exist between the need for rigour and the pressures of speed and challenges the role of the Design Authority being seen as an influencer or an enforcer in the new agile world of DevOps.

Delegates will put themselves in the shoes of Business Analysts, Change Managers, Product Owners and Scrum Masters to understand how the Design Authority draws on tools such as business strategy, motivational models and a minimal viable operating model to help accelerate development at pace and still provide enough assurance top cover.

Whether you are a seasoned architect or unsure of what architecture governance really is and its value, you are sure to take valuable lessons away from this session.

It's not too early to start thinking of great features to add to the design of this worthwhile app so get your thinking hats on!

Key takeaways:

- Understanding of the engagement tactics and behaviours expected from an effective agile Design Authority
- Recognition of how Design Authorities can act as change accelerators not solution blockers if engaged correctly
- Be clear on the minimal viable information exchange to ensure expedient delivery that adhere to architectural design.

## Navigating the Mess: Practical Techniques for Early Engagement

Adrian Reed, Principal Consultant / BA, Blackmetric

Imagine the scene. You've been 'parachuted in' to a new project assignment, and you're faced with disagreement everywhere. Stakeholders are fighting, and there isn't any kind of consensus of what problem we're trying to solve here let alone how we're trying to solve it. A senior stakeholder has suggested buying a particular IT system, and this is now being portrayed as a silver bullet that will solve all of the organisations ills. Yet you fear that if that avenue is pursued without analysis, we'll get caught in a trap of having delivered exactly what they asked for only to find out it wasn't what they actually needed.

If this scene resonates with you, then this session is for you! During this hands-on, interactive and practical session, we'll cover some strategic business analysis techniques that allow us to quickly navigate our way through, and carry out analysis, in messy problem situations during the early stages of the business change lifecycle. You'll hear:

- Practical techniques for stakeholder analysis and management
- Techniques for beginning to understand complex problematic situations
- Techniques for ensuring there is a common view on the outcomes being sought by a project

## Applying a Service View to Realise Value from Business Change

Mike Williams, Principal Training Consultant, AssistKD & Jonathan Hunsley, Principal Training Consultant, AssistKD

The world we live in is changing rapidly and customers of business change may be frustrated if they perceive that their needs are not met in the way they wish. Often, they view the changes as urgent and require increased pace and lower cost of delivery. In the context of ever more complex business environments, where the need for change is ever-present, change practitioners have wide-ranging responsibilities to ensure the successful delivery of business change programmes. This includes the need to accommodate differing stakeholder expectations, take a holistic view and apply a variety of delivery approaches.

This workshop will apply service thinking principles to explore the role of the business change practitioner. Service thinking has increasingly gained recognition as an approach that helps to clarify what organisations and internal functions offer to their customers. The workshop will include discussion of the nature of value and how value can be co-created with business stakeholders. Also, a range of techniques will be introduced and their applicability to the change practitioner considered. Attendees will work through a series of practical activities to apply service thinking and value proposition analysis to the change practitioner role in order to produce definitions of business change services.

Key learning points:

- The service thinking approach and how this can be applied in practice
- The nature of value and how value can be co-created in a business change context
- The key techniques for successful business change deployment and benefits realisation

## Mind The Gap - Incorporating the Change Agenda Into Scaled Agile Approaches

Lynda Girvan, Head of Business Analysis & Will Izzard, Head of Business Change, CMC Partnership Consultancy Ltd

In the technology-driven digital world, more and more organisations are moving away from traditional programme management approaches in favour of scaled agile methods and frameworks when delivering complex in-house transformational change. Even though scaled agile is not exclusively limited to delivering just IT, it makes scant mention of the full range of activities necessary to deliver the required business impact. The result is that IT gets delivered at scale, but not the business transformation.

In this workshop, Lyn and Will use a case study to explain the principles underpinning scaled agile approaches and uncover the gaps emerging between traditional programme management and scaled agile approaches. Techniques and solutions will be presented that overcome these challenges so that holistic change, encompassing people, process, policy information

and technology, can be incorporated and business value can be realised.

Workshop attendees will benefit from the following learning outcomes:

- Understand the change gaps that are uncovered when moving away from programme management to scaled agile approaches through a case study
- Learn how to build change into scaled agile through 3 specific levels so change is iterative and incremental and kept in sync
- Understand how the change facilitator role aligns with and complements roles defined within scaled agile approaches

## BizOps - Integrating Business Change, DevOps, Agile and Architecture

Michael Rosen, Chief Scientist, Wilton Consulting Group

Is your organization planning to, or already underway with Agile and DevOps? At a project level, you're building things faster, but at an enterprise level, are you building the right things for business change. Does it seem like an excuse not to do architecture or design? While speed is important, it is the right things at the right speed — the "speed of business change" — that is critical to success in the new digital economy.

BizOps extends the faster cycle time, continuous feedback, and tighter integration mindset and process of Lean, Agile, and DevOps — "development-to-operations" — upstream to include "business-to-development-to-operations", creating alignment with strategy while ensuring flexibility and agility. This includes a business driven "intentional architecture" and common vision that enable innovation, rapid change and emergent business design.

Delegates attending this session will:

- Understand how BizOps improves delivery and speed of business change
- Learn a successful approach for integrating business and enterprise architecture into DevOps and Agile environments
- Recognise the changes needed in architecture, design, and development activities to leverage the best of both worlds

## Default to Open: How an Open Culture Can Unlock Your Organisation's Potential

Katrina Novakovic, Business Architect, EMEA Office of Technology, Red Hat

An Open Organisation cultivates people who are more innovative, agile, engaged, and accountable — people prepared to help your business adapt to what's ahead. In this workshop, Red Hat will share the Open Source principals — transparent, inclusive, adaptive, collaborative and community-focused — that are part of our culture that led us to be the world's leading provider of enterprise Open Source solutions. We will answer these questions:

- What is an Open Organisation?
- How open is your company, and how open could it be?
- What barriers will you face?
- What kind of leadership will you need to get there?
- How to get started?

Join this workshop to find out how changing your mindset, culture and leadership can impact business performance.

## Tuesday 17 March 2020: Conference Day 1 & Exhibits

09:00 - 09:10

### Welcome

Dr Debra Paul, Managing Director, AssistKD  
& Michael Noonan, Divisional Operations and  
Transformation Director, Capita Software

09:10 - 10:00

### Keynote: The Six Enablers of Business Agility

Karim Harbott, Partner | Coach | Trainer, Agile  
Centre

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Unfortunately, what worked back then does not work well today. The 21st century is anything but stable and competition is anything but low. An exponential rise in volatility, uncertainty, complexity and ambiguity (VUCA), and hyper-competition means that the old approach is not enough. In this talk, we will explore why, to thrive in this new world, organisations need to also be effective at creating new products, services and even entire business models. They must become masters of reinvention. They must achieve business agility.

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10:05 - 10:55

### It's Time for Business Heart Surgery!

Paul Hargreaves, CEO, Cotswold Fayre Ltd

Since the industrial revolution at least, businesses have had one purpose only; to make money for the owners or shareholders. The single-bottom line has become even more extreme in the last 50 years and has created the current huge disillusionment with capitalism and the rise in climate activism born out of the frustration that businesses are not doing enough. Very clearly, it is no longer business as usual and time for system change.

Paul Hargreaves, author of Forces for Good, will show in his talk that bringing compassion, emotion and love into our business management will not only make our businesses better for the world, but also more profitable too. This change of business heart will mean that our companies are:

- Better for those who work for us – they will enjoy work more
- Better for others in our communities and supply chains
- Better for the planet – compassion is the only way of transforming our attitudes
- Better for profits – because these are the businesses that people want to deal with
- Better for us – higher fulfilment and happiness as we look away from ourselves.

### Why Beautiful Operating Models Fail

Nigel Jones, Group Transformation Director,  
Whitbread & James Cooper, Client Director, Gate  
One

In our world of constant change, organisations must continuously evolve to remain competitive. Target Operating Model (TOM) design is at the heart of transformation, but how do you know the changes will deliver the strategy? And how confident are you that changes will last beyond the project scope?

Traditional approaches to TOM design and implementation lack the power to deliver real, meaningful change. This session will explore how new methods can revolutionise TOM design and deliver better, more impactful change. Learn how a challenger consultancy partnered with a FTSE 100 organisation to redefine and implement a new operating model. Through hearing first hand from the client's C-Suite and the consultancy's Director, you will examine real-world examples and gather practical insights to use with your teams. Learn how:

- Transformation needs to be people powered to succeed and deliver meaningful, lasting change.
- Target Operating Model transformation is like a Rubik's® cube and how the skill of good TOM design is to keep a balanced perspective on each of the different components.
- Beautiful operating models fail and how to deliver agile, iterative change. You need to be confident enough in the design to build and test in small increments to deliver quick wins, while developing more systemic change.
- An increased emphasis on the power and role of data in decision making at all levels can enhance business capabilities.

### Flipping the Iceberg

Sian Clark, Strategic Change Manager & Lianne  
Stevenson, Strategic Change Officer, Nottingham  
Trent University

Nottingham Trent University (NTU) set up Strategic Planning and Change, a new service for the University back in 2017. In this presentation, NTU will share the journey of the Strategic Change Manager and Strategic Change Officer as they joined this new team in 2018 and embarked on creating a Change Framework for NTU. The audience will be guided through the journey over the last 18 months and how using the theory and experience of different change models resulted in the delivery approach for change now agreed at NTU through co-creation and use of service design.

This is a practical example, from the setup of

our change advisory group, the output which is our new change framework and learning how it has been adopted and understood at different levels of the organisation. It will include the challenges faced, some lessons and where we hope to be in next 12 months.

In this presentation, you will understand:

- The evolution and enablers of introducing an approach to change that suits the organisation
- The importance of bringing people together to co-create
- How to use service design in change
- Setting up and keeping motivation of a change advisory group
- Opportunities and challenges in keeping momentum and interest going

10:55 - 11:25

### Networking Break & Exhibits

11:25 - 12:15

### What If You Included Those Affected by the Change in the Formulation of the Why, What and How?

Sarah Glenister, Director, Change that Matters

How do you approach a change project that will affect 15,000 healthcare staff? Sarah's approach included the establishment and facilitation of the Change Engagement Network, 160 staff across 7 hospital sites. This network was a huge success and underpinned the ease of the transition.

So what were the most important elements?

Participation was voluntary and all levels and occupations of the organisation were represented. All network members were valued stakeholders and received additional training in techniques of appreciative inquiry, world café and change management in order to confidently engage and mobilise those around them. This network was key in establishing a two-way communication process that provided instant feedback and early warnings on elements of the project that were causing concern.

In this session participants will hear about the process and lessons learned and practice using some of the techniques of facilitating group involvement in change processes.

### The Climate for Change

Sandra Tinker, Commercial Operations Director,  
Condé Nast

Have you ever wondered why there are so many statistics about companies failing to deliver successful change and business transformation?

Have you wondered why it can seem so hard to get change and transformation activity kicked off, to gain traction with the key sponsors that are required to give sign-off, or timely decisions that don't hold momentum back?

How many of us think about whether businesses are actually set up for success in transforming the business model before we start?

If you are feeling the pain, and let's face it, many of us do, come along to 'The Climate for Change' session and Sandra will help you see

through the myriad of blockers that are destined to make doing change in organisations difficult. It's all about the set-up, the thought that goes in ahead of the moment you want to start delivering. Sandra's session will focus on business lifecycles, readiness for change, the organisational systems at play and the leaderships role in this. She will then reflect on the business culture and climate as to whether much thought is put in to this to facilitate the ability to change when you actually commit to doing it.

Key Take-aways:

- Set-up for success – organisational set-up is the key to driving successful change. The majority of businesses spend very little time in this stage.
- Think about the business environment beyond the change you are set to do. Business lifecycles, readiness of the leadership team, the systems at play within the organisation, that also embed the culture and finally the climate for change. These are all critical and key aspects to consider before you start.
- Holding the line – how many of us truly understand the meaning of the North Star? How does this mature as the programme develops and how do we navigate the oscillations of a business in transformation to still deliver success.

### The Art of Ignorance: How Ambiguity Can Breed Success

Chris Stephenson, Business Designer, Nationwide Building Society

Leading and operating in ambiguity is a skill that really sets people apart in their ability to deliver change in the modern world. Ambiguity is often thought to be a source of frustration in organisations, particularly in the field of change. It is regularly associated with an inability to make good decisions which can prove to be costly, in terms of time and money.

This talk will deliver a combination of thought-provoking theory, relevant industry examples and a personal story of how operating in ambiguity can be leveraged to the advantage of change professionals, along with several lessons learned. This will include a reflection on Nationwide's recent drive to operate with more agility, and how this ties in with increasing ambiguity, which is a journey many firms are currently embarking on. Key messages:

- In a world that's becoming more and more complex, having the ability to operate comfortably with only vague information will become increasingly important.
- Ambiguity shouldn't be thought of as a frustration or threat, but rather should be seen as an opportunity.
- Whether we like it or not, ambiguity is only going to increase in the future, and the ability to operate effectively is going to set apart the good change professionals from the great.

Enjoyable event. I look forward to attending next year.

Mat Jackson, Change Programme Manager, Welsh Water

12:20 - 12:45

### Keynote: Transformation and Change – a View From the Top and Somewhere Nearer the Bottom

Lucy Ireland, Managing Director, BCS Learning & Development Ltd

As the professional body for IT we know from talking to many leaders that investment in digital transformation is at the heart of how they lead organisations to adapt to societal, technological and customer needs. As a 250-person staff organisation, transformation and change are also integral to how we create the infrastructure and capability to support and represent one of the most important professions to the UK economy. Lucy will not only share what we hear from leaders in our profession about transformation; but the transformation and change challenges faced by BCS internally to effectively represent the voice of one of the UK's biggest change sectors.

12:45 - 14:00

### Networking Lunch, Exhibits & Lunchtime Sessions

14:00 - 14:50

### Change is the Only Constant: Three Ways to Use Your Culture to Tackle Uncertainty and Come Out More Efficient, Adaptable and Resilient

Matt Robshaw, Senior Consultant, Kin&Co

Business as we know it is broken and on course for disaster. Change is now the only constant, with Brexit looming and customers and employees demanding more of business than ever before. Leaders are scrambling to find the solution, with new research showing 72% of organisations have gone through a restructure or transformation in the past 12 months, or are planning to do so in the next year. Yet only 30% of these succeed.

In this talk, Matt Robshaw, Senior Consultant at next-generation management consultancy Kin&Co, will share new research that draws lessons from the 2008 recession for businesses facing Brexit, showing how culture provides the key to unlocking long-term survival and success.

He will share his own experience of working in a culture-led fast-growth business, stories from those organisations who have got it right (and wrong), and practical guidance on how to use culture to safeguard your survival.

Delegates will go away having learnt:

- How the current climate of change is posing new challenges to businesses like never before, as told through new research
- Lessons from the last recession that indicate culture and purpose as the key levers to drive adaptability and efficiency today

- How to practically use culture and purpose strategically within your business, e.g. by designing and embedding an authentic culture, and measuring its impact on efficiency and adaptability.

### Data Transformation Brick by Brick

Donna Wayman, Head of Data Delivery, Zurich Insurance

If data was Lego, Zurich have undertaken a journey from a jumble of bricks in a box to an ordered and sorted stack with clear instructions. This session will bring to life the practical change and transformation techniques utilised to create a Strategic Data Asset and drive data transformation one brick at a time. It will include an exploration of the key pitfalls and the importance of incremental steps in order to achieve whole scale transformation. The story will be told with a little bit of Lego and a lot of experience including:

- How to introduce portfolio management to enable transformation across multiple areas of change
- Translating data and tech to gain board level buy in to integrate change
- The importance of aligning business change and data change to achieve the desired outcome whilst minimising risks

### Transforming Innovation - Experiments with Experimentors

Philip Hellyer, Senior Consultant, Philip & Finch

Philip tells a story of pragmatic innovation in a 150-year-old company, now a global giant. It's a story that brings together groups of research scientists, data scientists, and commercially-minded folks, all seeking the best and most valuable ideas for change.

It's a story of globe-trotting, meeting the scientists on their home turf while creating a workshop environment that catalyses creativity and innovative research.

It's a story of data science, extracting key heuristics from their decades of experience in order to uncover hidden insights in the organisation's vast knowledge base.

All the while providing an economical path to accelerate their speed of discovery and commercialisation. This case study has as much to do with business design and transformation as it does with their culture of research and development.

You will learn:

- How we structured the workshops to generate the best ideas
- How we satisfied the commercial director's need to show immediate value
- How we integrated these new-style experiments into ongoing change programmes

There are rarely events of this size, scale and quality focusing on this topic.

Kelly Wallis, Programme Director, The Guardian

14:55 - 15:45

### Breaking the Cultural Mould - Our Story of Empowering Success Through Building a Coaching Culture

Alison Wright, Business Analyst Chapter Lead & Caroline Rowles, Learning and Development Manager, Hargreaves Lansdown

We all know that our employees and colleagues are our most valuable asset in any organisation and that a highly engaged workforce makes for high performing teams, strong retention of talent and successful delivery of strategy. However, we also know that cultural change is one of the most difficult transformation activities to undertake. In this talk, Alison Wright (Business Analysis) and Caroline Rowles (Learning and Development) from Hargreaves Lansdown will describe their journey to look at one element of cultural change - coaching. Following feedback from colleagues, engagement surveys and reviewing how others have succeeded, HL decided to launch a programme to understand, deliver and embed a coaching culture including

- Making feedback part of what we do
- Giving senior colleagues access to coaches
- Building an internal network of coaches
- Giving colleagues the tools they need to enable coaching, such as decision making techniques

### Have You Ever Jumped from an Airplane? Journey of Delivering a Complex Project/Program in Public Sector

Saby Waraich, Sr. Technology Program Manager, City of Portland

Large-Scale Public-Sector Technology Projects are complex and challenging. Gain an insight into how public sector projects are different and what makes them so complex. Come and learn about an exciting turnaround of a public sector project that went on for almost a decade with multiple failures. What were some of the key strategies used to make this project successful?

- Learn the real Digital transformation at City of Portland.
- Actionable tips that can be used by those who are managing complex projects
- Enhance professional knowledge around driving large & complex transformation
- Gain insight into complexities and challenges in a government technology project

### Embarking on Digital Transformation in the Education Sector

Tamara Soutar, Group Head of Change and Heather Darwin, Change Lead, Cambridge Assessment

With the heritage of Cambridge University behind it, Cambridge Assessment has embarked on a group wide journey of digital transformation to drive its future ambitions. It is this heritage that is the organisations greatest strength and its greatest challenge in transforming the learner experience, due to its inherently traditional culture, ways of working and infrastructure. However the organisation has been bold in its approach and open to recognising the significant change required to

deliver this. The change approach to support a range of programmes across the group has required the recognition that each programme requires differing emphases in approach and design to create the alchemy of vision, leadership and change. The change methodologies have needed to range from waterfall to agile delivery incorporating the principles of lean, design thinking and customer journey mapping. The session will cover case studies and learnings on:

- Change Methodologies from 'Waterfall to Agile'
- The power of 'networked' engagement
- Cultural & leadership interventions to support the change

15:45 - 16:10

### Networking Break & Exhibits

16:10 - 16:35

### Change in an Unforgiving Environment

David Reed, Director, Change Plus Ltd

From mid-2015, local policing in London has been engaged in a significant transformation programme. These changes have directly affected more than 20,000 police officers and staff and indirectly affecting many more across the Metropolitan Police Service. This programme has involved service transformation and the implementation of new technology. It has also included a requirement to meet significant financial challenges during a period of continued uncertainty about budgets. All of this has taken place in a challenging political and community environment and with a sceptical workforce concerned about the service to victims, Londoners and operational risk. Whilst the initial changes are still bedding down, attention is now focussed on the continuing need to further develop policing in the capital. The lessons learnt during this period about change in an unforgiving environment are invaluable for anyone dealing with the transformation of high risk and operationally challenging organisations. Delegates will take away

- Challenges faced - and solutions adopted - in a large scale public sector change programme
- Business change methodologies used to deliver change
- Reflection on the qualities and skills required to deliver change of this magnitude

### Governing Transformation and the Trouble with Boards

Steve Taubman, Director, Change Results

Organisation governance is increasingly high profile, with the duties and expectations of the Board of Directors growing and regulation tightening up accountability. At the same time many organisations are investing significant amounts in Transformation often using Agile approaches and new technologies with which senior leaders and directors are unfamiliar. In this environment how Boards discharge their duties in a Transformation effectively is not always clear. In turn the support of the Board is key to Transformation success but by no means always achieved. In this session we will have a chance to look at the trouble with Boards and

the trouble they have with Transformation, how you can help the Board and more importantly how the Board can help you. We will cover:

- What is important to a Board in transformation and how to address it
- What the Board can do to help you deliver Transformation and how it might hinder
- Some examples and approaches to make sure your Board is with you on the Transformation journey

### Managing Strategic Change: A Real Life Example

Riccardo Gherlone, Associate Director - Strategy & Market Intelligence, IRU

What are the differences and similarities of a strategic transformation in not-for-profits compared to corporations? In this session, Riccardo Gherlone - Associate Director in Strategy at IRU will share his personal real-life experience. What you will learn:

- What are the key elements of strategic change in NGOs, based on a true story
- What can be applied in the private sector
- The 3 golden rules taken from this business case

16:40 - 17:25

### Keynote: The Future of Work and Digital Transformation

Theo Priestley, Leading Technology Evangelist and Self-Styled Antifuturist

There are many forces shaping the workplace of the future, both from a cultural and technological perspective, but how can organisations take advantage of these emerging trends, who is doing it the right way, and what does this mean for transformation programmes. Navigating between trends such as workforce collaboration and artificial intelligence, this keynote should help shed light on what challenges businesses may face in the next 5 years.

17:25 - 18:30

### Drinks Reception & Exhibits

Wednesday 18 March 2020:  
Conference Day 2 & Exhibits

09:00 - 09:55

### Keynote: Connected Change - Driving Change Across the New Organisational Transformation Agenda

Mark Williamson, Partner, Head of People Consulting, KPMG

Today's customers are better informed, better connected and more demanding than ever before. Markets are moving faster, with continuing disruption and upstart challenges and organisations are investing in the technology that is both forcing and enabling the change.

Whilst you have to start with the customer this is not sufficient on its own as superb customer experience doesn't necessarily deliver profit and growth. There is no point in delighting your customer, if value is leaking out of the operations with every transaction. The organisations which engage their people in a common vision to address this are much more likely to achieve their purpose, whether it's customer centricity for profit, growth, market share or public trust. They align the whole organisation around this, connecting people, technology, processes and markets across the front, middle and back office. This builds new organisational operating models in which every part of the organisation, from sales to the supply chain, works with every other element to deliver on the purpose of the organisation.

In this session, Mark will explore the people agenda across these new, connected operating models and how organisations can enable their people to thrive in this new environment.

Specifically he will cover:

- How organisations are connecting all elements of the organisation to achieve their purpose
- What are the implications of this from a people and workforce perspective
- How you align the organisation to achieve this
- What the change challenges are and how they are addressed through:
  - Workforce shape and skills
  - Change by design and experience
  - Leadership and culture

**09:55 - 10:15**

## Networking Break & Exhibits

**10:15 - 11:05**

### Delivering on a Complex Heritage Transformation Journey

*Mike Tumilty, Global Chief Operating Officer, Standard Life Aberdeen & Robert Kirkwood, Director, 2i Testing &*

To achieve successful delivery in today's fast changing Digital world requires teams that understand the challenges facing organisations in transforming their heritage Operating Models, into new digital Operating Models, whilst maintaining high quality delivery schedules.

This session will outline the approach being taken to undertake a complex and challenging Transformation and deliver a successful integrated outcome from the current dual heritage position.

The discussions will also position Assurance & Testing and how this is being deployed in this Transformation model. Operating as a key functional service, this has been developed to help organisations increase the certainty of delivering high quality, effective and efficient business outcomes across the Transformation Journey.

The presentation will incorporate how the Transformation Journey has been shaped and is progressing, as well as the importance of embedding Assurance & Testing as a primary asset and attribute to ensure success.

### Panel Discussion: Diversity and Inclusion – Essential for Good Business and Society

*Panellist: Darryl Brissett-Dowe, Principal Business Consultant*

Promoting and supporting diversity in the workplace is an important aspect of people management nowadays. Research shows that Diversity + Inclusivity = Better Decision Making at work! However, to reap the business benefits of a diverse workforce it is vital to have an inclusive environment where everyone feels safe to be themselves, to belong and to achieve their potential. During this panel we will cover issues such as diversity, inclusion, social responsibility and more.

### Are you Caught in the Glare of Innovation Headlights?

*Richard Frost, Enterprise Design Lead, YBS*

The initial hurdles of a Transformation or Innovation initiative can seem overwhelming. How do you get out of the headlight glare and get on with your idea?

- Coming up with an idea, levels of challenge, the shock of the new
- Evaluating your idea, common mistakes, what experience tells us
- Gaining support, the funding trap, getting started
- Building up steam, learning the lessons, delivering early and often
- When just enough is good enough, when to stop, transitioning to live

Building on experience delivering innovative and transformative projects from the 1980s to the present day, this session will break down the steps needed to be successful at challenging the status quo and delivering essential change and learnings. It will cover how everything is different in the post Digital age and yet how much we can learn from what came before.

**11:10 - 12:00**

### Making Change Happen- a Battle Still Raging in MOD!

*Sarah Bar-Lev, Head of People and Change Management Programmes, Ministry of Defence – Joint Forces Command*

UK Defence continues to face critical and evolving challenges. With the pressure on budgets unlikely to relax and the need to perform more diverse operational roles in a volatile environment, it is clear that things must be done differently to yield a more fruitful outcome. However, if there is to be a substantial impact for defence, genuine change will need to come from within and can not just be imposed from the top. Historically this has been missing. This is compounded by a sense of change-fatigue across defence that results in changes routinely being waited out rather than embraced and realised. The culture of hierarchical decision making and a perceived sense of safety in accepted process add to the barriers for genuine change. So strong is the belief in current practice that today only 33% of civilian MOD personnel think it is safe to challenge the way things are done in the department. The current prescription for defence – providing

greater freedom to its organisations and people can only work if people exploit these freedoms. If this does not take place the new freedoms and structures will have little impact on performance.

If people can be given the confidence and ability to challenge accepted thinking and the way things are done, change from within can begin to match the ambition at the top. There is no silver bullet, but there are some priorities around which effort can be focused. In order to do this, defence must:

- Recognise that people are part of the solution, not the problem- investing in change management is vital.
- Be honest about the change fatigue and address it head on
- Acknowledge that some things will fail but be visible in recognising and implementing the lessons learned from failure.

### Continual Improvement – a Vehicle to Drive Transformation

*Clare McAleese, Manager BizOps, Vocalink (A Mastercard Company)*

Mastercard anticipates more change in payments in the next 5 years, than in the last 50 years. We have to evolve, we don't have a choice.

Growth is exponential, with most businesses undergoing digital transformation. As a result, the changing landscape is introducing more silo's and fragmentation, with the introduction of new technologies, management practices and frameworks – how do we make sense of it all?

One of the key areas of focus is Service Management – because when done well – it is the glue which connects organisational groups to a single end – resulting in quality services. We have to make sure it evolves, is fully integrated and responsive to the changing needs of our business in order to continue to support our existing core services as well as digital transformation.

Overall this presentation will aim to assist other organisations with their own implementations, by showing how Vocalink (a Mastercard company) have introduced a new approach to Continual Improvement which is relevant across the business and the whole service value chain, acknowledges digital transformation, focusses on value and incorporates new management practices, technologies and ways of working. Key learnings:

- People – important to invest and align to support the transformation journey and encourage a culture of improvement – all responsible.
- Enterprise Service Management – “Service management needs to be a discipline, a change throughout the organisation.”
- Don't treat Service Management improvement as having a beginning and end, but a rolling roadmap.
- An extra bonus takeaway .... Use opportunities to break down barriers, encourage collaboration, break down silos

*The real value was in the discussion and recognising everyone has the same problems.*

Matthew Richards, Deputy Director - Innovation, Cambridge Assessment

## Exploration of Ethics in Change Management

Claire Caulfield, *Business Change Manager, British Library & Chad White, Change Portfolio Manager, Yorkshire Water Services Ltd*

Claire Caulfield, British Library and Chad White, Yorkshire Water will be sharing their experience of exploring ethics in Change Management, the presentation will cover their journey of discussing the topic with professionals engaged in change management and how they uncovered themes such as:

- Rules & regulations – the things we have to do
- Rules of conduct – the things we agree to do
- Values – organisational and personal
- Managing ethical conflicts
- Do ethics really matter in business?
- Ethical practices – emerging trends

They will share details of the journey of discovery and conclude with how we can all bring ethics to life in the workplace and ensure that they become more than just a document.

This will be an interactive session, giving time at the end for group engagement so that the exploration can continue and we can all share knowledge and experiences.

12:00 - 13:00

## Networking Lunch, Exhibits & Lunchtime Sessions

13:00 - 13:25

### Surfaces, Socks and Shadows: Unexpected Lessons From Driving Change at Google

Crystal Eisinger, *Head of Marketing Strategy & Operations, Google*

Strategy is fun, it makes people feel good and can provide a fantastic rationale for days of discussion, intellectual gesturing and fun, post-it filled offsites. It is well known that strategy without execution is futile, but execution with no change component is down-right offensive to everybody involved.

Making that change land all the way down and across an organisation is the hard bit, especially when people have seen it all before. This is the story of how we innovated for the innovators and piloted a new approach to driving behaviour change in a fast moving tech business.

The How? A combination of guerilla and more established techniques with human centred design at its core to change mindsets and re-programme the nervous system of an established sales organisation. Oh and toilets, socks and shadows of course...

Key Learning Points:

- Surfaces – reinforce your message at every level, every surface as advertising space for the change you want to deliver. Repetition never spoiled the prayer
- Socks – bring the magic. Surprise and delight with a strong and consistent brand and visual identity at the heart. Think of teams as customers and create meaningful campaigns that win hearts and minds

- Shadows – the role of leadership in driving change, the risks and rewards of role modelling

### 10 Questions About Change (... Answers Will be Provided)

Chris Hughes, *IT Change Manager, Warburtons*

A Change Manager will often ask or be asked certain questions about a change. This session will cover examples and solutions to key questions such as, do we have the right project team?

Come along to find out what the other 9 are.

The session will also cover:

- Take away tips on communicating about IT change
- Bringing people along the journey who think differently to you
- Making something stick
- Some examples of lessons learned from over 10 years of delivering IT Changes at Warburtons Ltd (the bread people!)
- How to turn the change curve that you've probably heard of...on it's head

### Solving Social Issues Through Digital Transformation

Julie Dodd, *Director of Digital Transformation, Parkinson's UK*

As digital technologies continue to disrupt organisations of all shapes and sizes, new approaches to business change are needed. Charities and other non-profits are often seen as behind the curve and more conservative than commercial counterparts – but the growing demand for charity services is creating a new wave of socially-focused innovation in the sector. Julie Dodd will talk about the changes happening at Parkinson's UK which are helping them reach and change the lives of thousands more people in desperate need. She'll share how the charity is using lean innovation models to redesign service delivery, and how big data approaches are delivering clinical research breakthroughs. She'll also share examples of inspiring 'Tech for good' from other purpose-focused organisations.

Key learning points:

- How a digital-first approach to business change can help organisations scale and deliver greater impact
- Practical tips and steps that any organisation can take to pivot and become more resilient in a rapidly changing market
- A real example of how digital era ways of working delivers business impact

13:30 - 14:20

### Driving Culture Change that Sticks

Jo Franco-Wheeler, *Director of Organisational Development and Diversity, Inmarsat*

"You can't change the culture of a company", or so we were told when we embarked on a programme of ambitious culture change across Inmarsat. Hear how we addressed the skepticism, resistance and lack of time to focus on our culture and delivered a transformation programme that actually made a change. It's still ongoing but we've seen some fantastic results and we'd like to share what we've learned along the way including

how to:

- Build a business case for culture change
- Roll out something that makes sense to a global audience
- Set a culture change programme up for success
- Make change throughout the organisation as well as leveraging the leaders
- Reinforce the changes you've made

Plus we'll share what we'd do differently if we started all over again. This will be a practical case study of a culture change, plus some war stories from changing culture in other organisations.

### The Power of Questions - Using Clean Language® and Metaphor to Explore the "How to" of Change Management

Will Izzard, *Head of Business Change, CMC Partnership Consultancy Ltd*

"But how exactly?"

Good question. Our methodologies are excellent at telling us where to put our attention and what to do once it is there, but they often do not tell us how. Asking great questions is one of the most useful arrows in a change practitioner's quiver – the better the questions, the better the answers and the best answers come from within.

Clean Language is one way of doing that. By tapping into how humans are hard-wired to make sense of the world in metaphor, it is a practical way of asking exquisitely precise and developing questions to explore experiences and perspectives. In change work this can be for anything from unearthing a person's lack of desire to engage, having a difficult conversation, developing new habits that may be needed, through to defining a change and modelling it systemically and with a wide perspective.

In this session the audience will benefit from the following learning outcomes:

- Learn what Clean Language is and where it comes from
- Learn why metaphors are so important and why we should pay attention to them
- Experience how quickly we make metaphoric meaning from nothing and learn how to spot hidden metaphors in other people's language
- Be introduced to the basic clean language questions and have an opportunity to practice them
- Leave with a model they can apply immediately to take people from a stuck, problem space into a positive, desired outcome world.

### Freedom Within a Framework

Roger Burlton, *President, Process Renewal Group*

Organizations often believe that the secret to innovative transformation is the brilliance of its staff. They feel that clean sheets are in order to avoid simply incrementing current ideas and ways of working. Our experience is different. We have seen that a suitably structured approach can lead to new business models, repeatable creativity, and that design thinking can surface naturally. A repeatable method does not have to mean predictable outcomes that are safe but are insufficient. A sound business architecture foundation can actually free up innovation possibilities that leverage existing capabilities and open the door for new innovative ones to work together for real breakthrough. Creativity

techniques will become more reliable and repeatable.

- Stability and Adaptability: How much innovation?
- Architecture Building Blocks: Core knowledge as a foundation
- North Star as inspiration and challenge
- Innovation techniques

**14:20 - 14:40**

## Networking Break & Exhibits

**14:40 - 15:30**

### A Practical Example of How to Improve Product Development by the Build-Measure-Learn Mindset

*Thuy Dao, Technical Solutions Owner, InnoEnergy*

How do you gain buy-in from management for a new, radical product idea if product development is driven by gut feelings and salesmanship from internal stakeholders? Differing opinions, scepticism and lack of structure cripple decision-making. This presentation provides a case study of an SME where the build-measure-learn mindset was successfully introduced to product development. It started off with product-specific metrics to measure its performance and mutually agreed thresholds for go/no-go scenarios. Then, the progress of these metrics was made visible to all stakeholders to encourage involvement and ownership towards the product. These changes enabled systematic assessment of the impact, of an improvement, and learning directly from end-users, and eventually became sustained in the company's processes. A lesson was learned that high-quality data, good metrics and clear visualisation are all crucial for good product development.

Key takeaways:

- What the build-measure-learn mindset means
- How to introduce it in your organisation
- How to take advantage of it to gain buy-in for a new, radical product idea
- What the requirements for a systematic development process are

### Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning

*Steve Whitla, Director, Visual Meaning Ltd*

Every major business transformation will involve some form of visualisation, be that technical models (UML, Archimate, BPMN etc.), creative models (rich pictures, animations, live scribing etc.), or just the informal models people create on Powerpoint slides. The problem is that each model tends to serve the needs of a different constituency, and even shared models frequently end up meaning different things to different groups.

In this session, Steve will build on concepts from his recently published book of the same

title, in order to:

- Survey the range of visualisation approaches available,
- Explain how and why these visuals come to have different meanings,
- Share ideas about what can be done to draw these meanings together so that everyone involved in the change can stay on the same page.

### Sustaining Change Through Change Networks – Sink or Swim

*Hanna Qadir, Senior Change Consultant, Maddox Advisory Limited*

Using a focused lens on an area of transformation directly involving those who are at the heart of change – the employees themselves. The talk will explore how to establish a leading coalition of ambassadors from within your organisation to create a 'Change Network,' with a goal to both deliver and sustain change.

The Change Network will operate as an interconnected system allowing exchange of information, development of professional contacts and relationships and will play a pivotal role in ensuring change is understood and most importantly sticks.

Key takeaways:

- Demonstrate how easy it is to launch a Change Network within your organisation
- Minimal set-up and running costs through leveraging existing employees
- By the end of the talk the audience will understand how their organisation can benefit from this low-cost high-touch vehicle for change
- Cover real life cases of launching both regional and global Change Networks and share lessons learned

**15:35 - 16:25**

### Anxiety, Stress and Change or How I Learned to Stop Worrying and Love the Pressure

*Eleanor Stowe, Business Analyst, OVO Energy*

Change roles are exceptionally diverse: sometimes it seems there's nowhere near enough time and support to get the job done, and other times there's not much more to do but sit and wait. The skills needed are very broad, too; negotiation, leadership and people skills are high on the list, as well as analysing requirements, priorities, time-frames and budgets. Given how broad the role is and how difficult some change initiatives can be, at some point change professionals are highly likely to be pushed past the boundaries of their comfort zones. This can be exciting and challenging, but it can also open up a world of anxiety and stress, which left unchecked can become extremely limiting in efforts to lead teams and produce the best work.

In this talk we'll be going through:

- What is anxiety and how it differs from stress
- How stress and anxiety can negatively affect your work

- How to develop your long-term resilience and how to adapt to stressful periods
- Typically stressful change activities and quick wins for lowering stress in tricky situations

### How to Become a Leader in Digital?

*Sander Meijer, Manager Enterprise Architecture, Royal BAM Group*

Digitalisation is transforming the highly conservative construction industry and the built environment. Against this background, BAM's strategy for 2016-2020 has an objective to become a leader in digital construction. BAM intends to be at the forefront of digitisation by using cutting edge digital tools and processes. How is BAM facilitating this digital transformation?

In this presentation the audience will learn that digital transformation includes:

- Investing in innovation to create an attractive environment for partnerships and rapid prototyping to shorten time to market.
- Sharpening capabilities and the operating model, with a focus on employee training and development.
- Enhancing local entrepreneurship to serve clients.
- Improving systems and processes that operating companies use, which includes investing in knowledge and expertise for data-driven project selection, tendering and execution.
- Leveraging group synergies in areas such as business controls, information management, strategic sourcing and partnerships.

### The Future of Work: From Managerial Hierarchy to Distributed Leadership

*Lisa Bozek, Head of Information Management, Climate-KIC*

This presentation will demonstrate a real life scenario, one that Lisa has been directly involved in, and will cover:

- Designing a big-picture org transformation
- Choosing methods for delivering change
- Integrating operating model changes into our business and markets
- Transforming their business at the speed that we need

**16:30 - 17:00**

### Keynote and Conference Close: The Myths and Mysteries of Business Change and Transformation: Take Away Insights from the Conference

*Dr Debra Paul, Managing Director, Assist KD & Michael Noonan, Divisional Operations and Transformation Director, Capita Software*

## Business Change & Transformation Conference Europe 2020

### HOW TO BOOK

#### Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

One Day	£795 + VAT (£159) = £954
Two Days	£1,295 + VAT (£259) = £1,554
Three Days	£1,595 + VAT (£319) = £1,914

The registration fee includes the conference lectures, on-line access to conference slides, refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

#### Discounts:

Discounts are available for group bookings of 2 or more delegates made at the same time. This cannot be used in conjunction with other discounts.

### Group Booking Discounts:

2-3 delegates 10% • 4-5 delegates 20% • 6+ delegates 25%

#### Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

#### Cancellation Liability:

In the unlikely event of cancellation of the forum for any reason, IRM UK's liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the event.

#### Conference Location:

99 City Road Conference Centre  
Inmarsat  
99 City Road  
London EC1Y 1AX  
Tel: +44 (0)20 7728 1106  
<https://99cityroad.com/>

#### Hotel Accommodation Details:

IRM UK in association with JP Events have arranged special discounted hotel rates at the venue above and at other hotels nearby.  
Email: [Info@jpetem.com](mailto:Info@jpetem.com)

#### Email:

[Info@jpetem.com](mailto:Info@jpetem.com)  
Tel: +44 (0)84 5680 1138  
Fax: +44 (0)84 5680 1139  
[www.jp-events-bookings.co.uk/](http://www.jp-events-bookings.co.uk/)

#### Register/Questions:

e-mail:  
[customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk)  
Website: [www.irmuk.co.uk](http://www.irmuk.co.uk)  
Phone: +44 (0)20 8866 8366

#### Forthcoming Events:

 IRM UK  
Data Governance Conference &  
Master Data Management Summit  
12-15 May 2020, London

#### Booking reference:

Please quote this booking code when registering: **IRM**

 Business Analysis  
Conference  
21-23 September 2020, London

#### If you cannot attend:

You can purchase the conference slides £300

 IRM UK  
Enterprise Architecture  
& Business Process Management  
Conference  
26-29 October 2020, London

IRM UK Strategic IT Training Ltd, 2nd Floor, Monument House,  
215 Marsh Road, Pinner, Middlesex HA5 5NE UK

 IRM UK  
Enterprise Data and  
Business Intelligence  
& Analytics Conference Europe  
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