



IRM UK Business Change & Transformation Conference Europe 2021

A Live Virtual Conference

Benefits of Attending:

Frequent comments from past delegates were their regret at not being able to attend all sessions from all conference tracks. With the Virtual Business Change and Transformation Conference now you can! This will provide you with an unprecedented extensive learning and online networking experience, providing better value than ever.

► **Maximise Your Learning Experience.** Attend the 2 virtual conference days live (18-19 May) and you will get access to all conference session recordings for 3 months after the conference. With our great line up of user case studies and leading Business Change and Transformation experts, you will not want to miss one session.

► **Content Rich.** With access to nearly 40 conference presentations, you will have approximately 30 hours worth of unprecedented learning experience. Learn from other organisations' past successes and challenges through a wide range of case studies.

► **Access to an Even Wider Business Change & Transformation Community.** As the conference is virtual, it will be more accessible to the wider Business Change and Transformation community world-wide. Delegates can network via our online conference platform. Virtual chat rooms will be available during the event. This a tremendous opportunity to discuss your work issues with your peer group.

► **Reduced Fees and Enterprise Licence Fees.** The lower fees make the conference more accessible to you, your colleagues and the Business Change and Transformation Community world-wide and if you are looking for a 2 day conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

► **Conference Workshops.** Choose from six workshops delivered on 17 May via live streaming on specific topics to get you quickly up-to-speed or 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. Discover new ideas, approaches and solutions, while learning first-hand from the experiences and successes of organisations across the world.

Keynotes & Featured Speakers Include:



Debra Stone
People Change
Manager
Ministry of Defence



Zeib Khwaja
Senior Associate
JP Morgan
Chase & Co



Carlos Pullen-Ferreira
VP Business
Transformation
Sage



Maria Cullen
Change Manager
Nationwide Building
Society



Jo Franco-Wheeler
Director of
Organisational
Development and
Diversity
Inmarsat



Professor Michael Rosemann
Professor for Innovation
Systems
Queensland University
of Technology



Dr Leandro Herrero
CEO
The Chalfont
Project



Dr Debra Paul
Managing Director
AssistKD



Nigel Risner
Motivational
& Inspirational
Speaker



Professor Paul Grefen
Eindhoven University
of Technology and Atos
Digital Transformation
Consulting

Live Virtual Conference
18-19 May 2021

Live Streaming Workshops
17 May

Case Studies & Contributors Include:

- JP Morgan Chase
- Ministry of Defence
- McDonalds
- Airbus
- Nationwide Building Society
- Sky
- Hargreaves Lansdown
- Inmarsat
- Yorkshire Water
- Condé Nast
- British Library
- British Skeleton Olympic Programme
- Sage
- AXIS Capital
- Citizens Advice
- Brambles
- Capita
- ITHAKA
- Change Management Institute
- AssistKD
- CMC
- Hedwyn
- Enfuse Group
- Ignite Consulting

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Produced By:



IRM UK

Monday 17 May: Pre-Conference Workshops

08:30 - 09:30	Registration		
Half Day Workshops 09:30 - 12:45	Applying a Service View to Realise Value from Business Change Jonathan Hunsley, Director, AssistKD Mike Williams, Principal Training Consultant, AssistKD	Where Will We Gather? How Will We Connect? Sarah Glenister, Director, Change that Matters	Powerful Presentations, F-2-F and Virtual David Baskerville, Associate, AssistKD
Half Day Workshops 14:00 - 17:15	Agile Change - Making Change Plans LEAN Mick Brian, Change Agility Leader, CMC Partnership Consultancy Ltd	Collaborating and Engaging Even When You're Not In the Same Room Jamie Champagne, Business Analyst Speaker and Trainer, Champagne Collaborations	Unlock the Case For Change - How Do You Justify the Spend to Do Change Really Well and What Happens if You Don't? Katie McConochie, Founding Director, Learn Change

Tuesday 18 May: Conference Day 1 & Exhibits

08:00 - 09:00	Registration		
09:00 - 09:10	Conference Co-Chair Opening: <i>Dr Debra Paul, Managing Director, AssistKD & Michael Noonan, Divisional Operations and Transformation Director, Capita Software</i>		
09:10 - 10:00	Keynote: The Service Mindset: Whose Value is it Anyway?, Dr Debra Paul, Managing Director, AssistKD		
10:05 - 10:45	Coaching Organisations Through Change - Tools and Techniques for Change Professionals Sue Noble, Director of Learning and Development, Noble Learning Ltd & Amy Tarrant, Project Manager Lead, AXIS Capital	Scaling Agile Business Change at Sage Carlos Pullen-Ferreira, VP Business Transformation, Sage & Nicola Purvis, Head of Business Change, Sage	Outcome Focus vs Wishful Thinking David Beckham, Principal Consultant, ChuDo Consulting & David Harper, Principal Coach & Mentor, HARPER360
10:45-11:10	Networking Break & Exhibits		
11:10 - 11:50	Winning Hearts and Minds: An Epic Visual Storytelling Adventure Grant Wright, Chief Doodler, The Visual Jam Limited & Pardeep Dhanda, Chief Creative Thinker, The Visual Jam Limited	Blending our Approach: The Future of Change at Strategic Command Debra Stone, People Change Manager, Ministry of Defence	PANEL: Holistic Business Change: It's All About the Experience Moderator: Sandra Leek, Apprenticeship Consultant, AssistKD Panelist: Alison Wright, Business Analyst Chapter Lead, Hargreaves Lansdown & David Harper, Principal Coach & Mentor, HARPER360
11:55 - 12:55	Keynote: Designing Outcome Thinking into Your Business, Professor Paul Grefen, Eindhoven University of Technology and Atos Digital Transformation Consulting		
12:55 - 14:00	Networking Lunch & Exhibits		
13:25 - 13:50	Lunchtime Session: 360 Degree View of a Business Transformation - The Success of Airbus' Transformation Through Digital Continuity (Digital Design, Manufacturing & Services Programme), Luca de Risi, Chief Operating Officer, Mega International		
14:00 - 14:40	How to Increase Stakeholder Buy-in with Less Effort Louise Harris, CEO, SToS Inc.	Driving Innovation in a Post Covid World Anthony Collett, Head of Product & Agile, Enfuse Group	The Road to Being an Agile Enterprise Tom Bellinson, Agile Practitioner, ITHAKA
14:45 - 15:25	Emergent Strategy and Continuous Adaptation David O'Hara, Partner, Hedwyn	Understanding People – Your Biggest Aid to Transformation Zeib Khwaja, Senior Associate, JP Morgan Chase & Co.	PANEL: The Only Way is Ethics..? Moderator: David Beckham, Principal Consultant, ChuDo Consulting Panellists: Sarah Bar-lev, Head of People and Change Management Programmes, Ministry Of Defence, Claire Caulfield, Business Change Manager, British Library, Liz Calder, President, IIBA UK & Chad White, Enterprise Change Portfolio Assurance Manager, Yorkshire Water
15:25 - 15:55	Networking Break & Exhibits		
16:00 - 16:42	Keynote: What Does it Mean to be a CHAMPION in Today's World ?, Nigel Risner, Motivational & Inspirational Speaker		
17:00 - 17:30	Partner Spotlight: Meet the Team Change Management Institute Ketan Patel, Country co-lead & Lyam Crosdale, Country co-lead, The Change Management Institute UK	Partner Spotlight. Women in Change Sarah Bar-Lev, Head of People Change, UK Strategic Command	

Wednesday 19 May: Conference Day 2 & Exhibits

09:00 - 09:50	Keynote: The New Aims of Business Transformation: Towards the Trusted, Resilient and Scalable Organization, Professor Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology		
09:50 - 10:20	Networking Break & Exhibits		
10:20 - 11:00	Build a Better Sponsor and the Transformation Will Take Care of Itself Steve Taubman, Transformation Director, Change Results	Putting T-Shaping to the Test, Democratising Business Change and Readiness Capability at Nationwide Maria Cullen, Change Manager, Nationwide Building Society & Stephen Matthews, Business Change and Readiness Manager, Nationwide Building Society	Driving the Never Ending Change Sandra Tinker, Commercial Operations Director, Condé Nast
11:05 - 11:55	Keynote: Change Management Needs a Retirement Party. Who or What Will Occupy That Space?, Dr Leandro Herrero, CEO, The Chalfont Project		
12:00 - 13:00	Networking Lunch & Exhibits		
12:20 - 12:55	Lunchtime Panel Session: Lessons from Covid, Ketan Patel, Change Leader, Change Management Institute, James Poletylo, Director, The Learning Effect & Lucy Trueman, Managing Director and Founder, Trueman Change		
13:00 - 13:40	Business Agility - a Personal Story Lynda Girvan, Head of Business Analysis, CMC Partnership Consultancy Ltd	Building and Sustaining a High Performance Environment Katie Stone, Head of Business Change, Ignite & Danny Holdcroft, Head of Performance Innovation and Applied Research & Development, British Skeleton Olympic Programme	Bring Project Management-style Discipline to Informal Change Michael McMorrow, Principal, MMM Data Perspectives
13:45 - 14:25	Transformation: How the Tools We Use are Leading Us to Make Bad Choices Susie Palmer-Trew, Director, Everyday Change	Beyond Projects and Programmes: Building Organisational Change Capability Annabel Curwen, Global Business Change Lead, Brambles	PANEL: Diversity and Inclusion Moderator: Philippa Thomas, Managing Director, Skills Shift Ltd Panellists: Zeib Khwaja, Senior Associate, JP Morgan Chase & Co., Jo Franco-Wheeler, Director of Organisational Development and Diversity, Inmarsat, Ruth Jacobs, former Managing Director, Randstad Business Solutions & Elizabeth Adlington, Executive Coach and Facilitator, SYLO Beyond HR
14:25 - 14:45	Networking Break & Exhibits		
14:45 - 15:25	Delivering Transformational Change in a Large Organisation. A Case Study from Sky Mobile Elaine McCartney, Principal Business Analyst, Sky	The Communication Elephant in the Multicultural Living Room Miruna Ursache, Founder, Refraiz	Control or Empowerment - Which is Better? Katie McConochie, Founding Director, Learn Change
15:30 - 16:10	Transformation Through Listening David Beckham, Principal Consultant, ChuDo Consulting	Building Inclusive Team Cultures During Times of Transition Nissi Ozigbu, Change Management Lead, Citizens Advice	BAking Change in to a Compliance Layer Cake! Simon Savage, Business Change Consultant, CMC Partnership Consultancy Ltd
16:15 - 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, AssistKD & Michael Noonan, Divisional Operations and Transformation Director, Capita Software		

Keynotes

The Service Mindset: Whose Value is it Anyway?

Dr. Debra Paul, Managing Director, AssistKD

In this presentation, Debra Paul will explore the nature of service, what this promises for service recipients and why understanding the service mindset is relevant within a transformational change context. Debra will also discuss the different perceptions of value and explain why analysing these perceptions can increase the likelihood of change programmes accruing longer-term beneficial outcomes. She will also propose a service architecture for a Business Transformation community of practice and discuss where the core elements of this architecture lie.

Designing Outcome Thinking into Your Business

Professor Paul Grefen, Eindhoven University of Technology and Atos Digital Transformation Consulting

Global competition forces your company to pay focal attention to explicit value creation for your customers. Outcome thinking stresses that the actual value is not in the products or services that you deliver, but in the economic effects that their use generates in your customers' markets. This leads to new business models, like pay-per-effect or pay-per-outcome models. To enable outcome-based business models, information technology is needed to manage, measure and account for the business activities realizing the models. The technology and business development perspectives are, however, hardly connected in business practice. In this keynote, the gap is bridged by a simple yet powerful, structured feedback model that supports the clear definition of outcome management and the positioning of information technologies to enable this management.

Key learnings:

- Understand the importance of outcome-based business thinking
- Understand the main design elements of outcome-based business design
- Understand how IT enables outcome-based business operation

What Does it Mean to be a CHAMPION in Today's World ?

Nigel Risner, Motivational & Inspirational Speaker

CHARACTER:

How you will be judged now and when this Covid 19 finishes?

HEART:

Give people a piece of your heart not your mind.

ATTITUDE:

Attitudes are contagious.

Is yours worth catching?

Are you giving your staff a good listening too?

MISSION:

Are you constantly chasing goals?

Or do you have a compelling mission statement?

Remember a mission has to be so huge that you can never attain it, but moment by moment you are working towards it.

PERSERVERANCE:

Are you willing to do W I T?

Whatever It Takes

Are you going to give up?

INTEGRITY:

Do you do what you say you will do ?

Are you trustworthy?

ORGANISATIONAL SKILLS:

Do you have the necessary skills to get the job done?

Are you an effective zookeeper?

NERVE:

Are you willing to take a risk?

To have some chutzpah

Do something crazy

These are the attributes of a real CHAMPION

The New Aims of Business Transformation: Towards the Trusted, Resilient and Scalable Organization

Prof. Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

Business transformation no longer just need to satisfy the requests for an even more efficient, customer-centric and compliant organisation. Rather, entire new design requirements have emerged.

This presentation will discuss how organizations need to transform so they become trusted, resilient and scalable. This will not only require new capabilities, but also new mindsets, ambitions and skillsets. The presentation is grounded in global research and will use a variety of case studies to leave the audience with tangible advice.

Change Management Needs a Retirement Party. Who or What Will Occupy That Space?

Dr Leandro Herrero, CEO, The Chalfont Project

Change and transformation initiatives using toolkits created years ago are exhausted, says Leandro Herrero, CEO of The Chalfont Project, pioneer of Viral Change™ and author of several books on change and leadership. Herrero argues that, despite the awareness that 'today is different', we are still extrapolating from the past, changing the oil of the old engines of change. His alternative proposal: Looking for fresh thinking or novel approaches, business needs to 'look outside business'. From engagement of people to redesign of structures within business organizations, we would need to break from the past, from traditional academic thinking and from 'surveys to 500 CEOs'. We live in a big fishbowl of colossal confirmation bias: we hear what we want to hear and say what we want to say.

Dr Herrero's talk will:

- Firmly establish that traditional management of change is dead
- Explore the idea that the new thinking will come from outside traditional management thinking
- Explain why most 'surveys' and 'predictions' make us fully prepared for the past
- Discuss why 'incrementalism', irresistible and charming as it is, is fully toxic
- Show you that there is a better way

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

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

A brilliant event. Well done to all. The conference ran very well from a technology platform perspective. The speakers were diverse and had many interesting topics.

Shane Start, Business Change Project Manager, The British Library

The conference has been great, it's so well organised, and there's so much to listen to it's hard to choose which session to attend.

Susan Bassam, Business Analyst, Digital & Technology, Wellcome Trust

Excellent quality of talks and speakers. The sessions were excellent - a wide range of really cutting-edge subjects. A good buzz and sense of community.

Rachel Drinkwater, Senior Business Analyst, Coventry University

Really well organised, fantastic range of subjects and speakers, something for everyone. Really thought-provoking content.

Sue Slater, Business Change Manager, Network Homes

It was a really valuable event. Plus, with having online access to the recorded presentations I didn't choose in real time, it's probably better value than attending in person!

Charlie Bamber, Director, Red Gurnard

Group Booking Discounts

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

Half Day Workshops:

Applying a Service View to Realise Value from Business Change

Jonathan Hunsley, Director, Assist Knowledge Development & Mike Williams, Principal Training Consultant, Assist Knowledge Development

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 role of the change practitioner and empathy with stakeholders of business change
- The service thinking approach and how this can be applied in practice
- The nature of value and how value can be co-created

Where Will We Gather? How Will We Connect?

Sarah Glennister, Director, Change Matters

Where will we gather and how will we connect are two of the big decisions that have had increase focus due to covid-19.

In early 2020 most organisations had a largely "on premise" workforce with some of the more progressive having flexible work options. The idea that an established organisation would reduce its office footprint or even get rid of it completely was rarely contemplated. Shared office spaces were the domain of start-ups and sole operators, the gig economy.

Australia, where I live has largely been spared from the worst of the pandemic, but the changes in where we gather and how we connect have been significant. Too prudent to fully go back to the way we did business in case we face another lockdown, most organisations have embraced or adjusted to a hybrid model. Employees are keen for this to continue, for organisations it is a more complicated decision.

In this interactive workshop we'll explore how organisations can make these decisions and what the impact will be for the organisation more widely, socially and politically.

Powerful Presentations, F-2-F and Virtual

David Baskerville, Associate, AssistKD

Business change relies on communication and engagement, and presentations are often at the heart of this. How do you make a good presentation into a great presentation? How can you make an impact and deliver an engaging presentation that people will remember?

With more than 20 years' experience in designing, writing and delivering presentations all over the world, David Baskerville, from AssistKD, will provide answers to these questions. Hints, tips and tools will be provided to transform your presentations and in addition, techniques will be shared to help you and your business become more creative. Whether you are an experienced presenter, or just starting out, attending this workshop will be enlightening and offer you a new set of exciting skills.

Agile Change - Making Change Plans LEAN

Mick Brian, Change Agility Leader, CMC Partnership Consultancy Ltd

As more and more organisations move towards agile ways of working they are recognising that traditional 50-page change plans are failing to motivate individuals or provide the engaging change they crave. For change to be successful it needs to be interactive, so people really feel involved and part of the change as it happens. Not an after-thought.

To achieve this, organisations must be agile in their change thinking, increasing engagement through change experiments, providing wider awareness through transparency, thereby inviting people into the change. Agile change creates and facilitates a viral network of change agents.

Mick Brian of CMC Partnership Consultancy Ltd will share how he has used an agile change approach both within CMC but also with a wide range of clients. Mick will provide real world examples of how this approach has shown real success.

In this interactive workshop, Mick will:

- Describe how to resolve your change problem through conducting change experiments
- Reveal how change canvasses can replace hefty change plans
- Identify ways your change plan can be communicated in an engaging and collaborative way
- Show how the MURAL collaboration tool can make this all possible in the virtual environment.

Collaborating and Engaging Even When You're Not In the Same Room

Jamie Champagne, Business Analyst Speaker and Trainer Champagne Collaborations

So the teams have gone virtual and are spending more time just getting together than being productive in meeting after meeting. Come join a session that changes that approach. This workshop is where change agents focus on how to get stakeholders to work with EACH OTHER and do some serious collaboration! The focus is on engagement as Jamie packs as many tips and tricks to facilitate digital collaboration in this workshop while giving attendees the opportunity for

hands-on practice. Learn some different tools in ACTION for immediate application that builds teams' excitement to connect virtually! And identify the approaches change agents need to consider so that they enable collaboration as much as possible and get to really focus on the change work that delivers successful, valuable solutions.

Attendees will leave:

- Knowing how to approach getting virtual attendees to actual engage with each other
- Being comfortable to try some technologies to encourage collaboration
- Confident in techniques that focus on producing valuable outcomes with virtual teams that move change efforts forward

Unlock the Case For Change - How Do You Justify the Spend to Do Change Really Well and What Happens if You Don't?

Katie McConochie, Founding Director, Learn Change

As change professionals it can seem obvious to us that our change management tools and techniques will help organisations deliver better results. It's obvious isn't it? This workshop explores in practical and interactive ways what we can do as change professionals to help business leaders understand and buy-in to the value of focussing on the people side of change.

- Opening/scene setting - the Tightrope of Change. Do we always drink our own champagne?
- Let's share experience of what has worked well and what hasn't to get buy-in and investment in change management resources
- Work in breakout groups to come up with creative solutions and share recommendations - what are the benefits of investing in change management, what does it really cost
- Takeaways: practical solutions to create your own case for change toolkit - including a cost calculator

Tuesday 18 May:
Conference
Day 1 & Exhibits

08:00 - 09:00

Registration

09:00 - 09:10

Conference Co-Chair Opening
Dr Debra Paul, Managing Director, AssistKD & Michael Noonan, Divisional Operations and Transformation Director, Capita Software

09:10 - 10:00

Keynote: The Service Mindset: Whose Value is it Anyway?
Dr. Debra Paul, Managing Director, AssistKD
In this presentation, Debra Paul will explore the nature of service, what this promises for service recipients and why understanding the service mindset is relevant within a transformational change context. Debra will also discuss the different perceptions of value and explain why analysing these perceptions can increase the likelihood of change programmes accruing longer-term beneficial outcomes. She will also propose a service architecture for a Business Transformation community of practice and discuss where the core elements of this architecture lie.

10:05 - 10:45

Coaching Organisations Through Change - Tools and Techniques for Change Professionals
Sue Noble, Director of Learning and Development, Noble Learning & Amy Tarrant, Project Manager Lead, AXIS Capital

Organisations and their employees face a continuous cycle of change. Businesses are re-structured; software is replaced and investments in areas such as big data, digitisation and AI enable us to deliver more value to customers whilst reducing operating costs.

Furthermore, the global coronavirus pandemic has significantly changed our ways of working, possibly forever.

It is clear that as change practitioners we need to ensure our tried and tested toolkit evolves in step with our environment.

Amy and Sue connected over their shared belief that the coach's toolkit naturally complements the delivery of change. By harnessing the psychological tools and frameworks in the coach's toolbox and blending them with tried and tested change management techniques, it is possible to embed lasting change with even the most fatigued audience.

They will illustrate this by discussing some commonplace change challenges and providing

practical examples of how coaching skills can come to the rescue.

Scaling Agile Business Change at Sage

Carlos Pullen-Ferreira, VP Business Transformation, Sage & Nicola Purvis, Head of Business Change, Sage

In 2018 we introduced a central Business Change team to drive efficiencies, digitisation and agility across the organisation by landing change in a harmonious way.

This presentation will cover the journey in setting up a Business Change function at scale, that is able to support over 100 in-flight initiatives. Initiative types range from product focused delivers to back-office launches and everything in between.

Our Business Change team's purpose is to strategise, operationalise and deliver the process, tools and techniques for successfully preparing, equipping and supporting Sage colleagues through their change journey.

Individuals will learn about the following:

- Skillset and culture needed to be successful
- Structure of the team and matrix working (a practical guide)
- Digital focus with best-in-class tooling (driving automation, visualisation and creativity)
- Change Ambassadors (and the impact of having a true change and transformation culture)
- Team identity through consistent imagery (e.g., branding, logos etc)
- Frameworks for the future that evolve to deliver value

Outcome Focus vs Wishful Thinking

David Beckham, Principal Consultant, ChuDo Consulting & David Harper, Principal Coach & Mentor, HARPER360

David and Dave will draw on their combined experience of nearly 70 years working in change and transformation to explore the reasons why tension can arise between different disciplines involved in the same project. Using some of their personal 'war stories' they will unpack the pivotal relationships in a project. What can often appear to be the most adversarial relationship can, when harnessed correctly, become the most powerful alliance.

During the session you will:

- Learn how an £800k project can cost you as little as £40k
- Discover how "Wishful Thinking" can save your career
- Be able to stop Quality being the elephant in the room of Time and Cost

If you've ever found yourself wondering "why is my change team so dysfunctional?" - this is the session for you!

10:45 - 11:10

Networking Break & Exhibits

11:10 - 11:50

Winning Hearts and Minds: An Epic Visual Storytelling Adventure

Grant Wright, Chief Doodler, The Visual Jam Limited & Pardeep Dhanda, Chief Creative Thinker, The Visual Jam Limited

Regardless of the nature of your business transformation initiative, most change practitioners agree upon one thing - successful business change hinges upon the ability to win the hearts and minds of those who are involved in or impacted by the change. But what practical steps can be taken to actually achieve this?

Join Grant Wright and Pardeep (aka Paddy) Dhanda, for an immersive hands on session, where they will explore how visual storytelling and the art of explanation can be leveraged to amplify your business change practices and increase the likelihood of success.

Follow our heroes on an epic journey where they will literally illustrate how Visual Thinking and storytelling can help you to:

- Become an inspirational leader who is able to clearly articulate the case for change
- Foster a culture of collaboration and innovation
- Explain and successfully embed business change

Blending our Approach: The Future of Change at Strategic Command

Debra Stone, People Change Manager, Ministry of Defence

Debra Stone will discuss her journey of working within the UK Strategic Command, a pillar of the Ministry of Defence, over the last 12 months to developing a People Change Support function from scratch. Addressing the successes and challenges of influencing cultural change within a military organisation, Debra will focus on how she worked within existing structures to communicate that, in our 'next normal', investing in change was going to be worth the change in investment. Debra will share her experiences of putting change on the map, transforming the cultural narrative, what's happened so far and what's yet to come. As a former teacher, youth leader and leadership development manager in the charity sector, Debra will explore why focusing on the 'soft skills' of change can help improve the personal experience of change for all.

In this session delegates will learn about:

- The personal experience of a 'newbie' to Change in establishing a Change Function from scratch
- The challenges faced in transforming the narrative of Change in the public sector
- Balancing the needs of Project Delivery with People Objectives in relation to Change
- The importance of 'soft skills' in effective Change Management

PANEL: Holistic Business Change: It's All About the Experience

Moderator: Sandra Leek, Apprenticeship Consultant, AssistKD

Panelist: Alison Wright, Business Analyst Chapter Lead, Hargreaves Lansdown & David Harper,

Principal Coach & Mentor, HARPER360

Does UX hit the mark?

- What about CX and who are the customers of change?
- Where does people empathy fit?

11:55 - 12:55

Keynote: Designing Outcome Thinking into Your Business

Professor Paul Grefen, Eindhoven University of Technology and Atos Digital Transformation Consulting

Global competition forces your company to pay focal attention to explicit value creation for your customers. Outcome thinking stresses that the actual value is not in the products or services that you deliver, but in the economic effects that their use generates in your customers' markets. This leads to new business models, like pay-per-effect or pay-per-outcome models. To enable outcome-based business models, information technology is needed to manage, measure and account for the business activities realizing the models. The technology and business development perspectives are, however, hardly connected in business practice. In this keynote, the gap is bridged by a simple yet powerful, structured feedback model that supports the clear definition of outcome management and the positioning of information technologies to enable this management.

Key learnings:

- Understand the importance of outcome-based business thinking
- Understand the main design elements of outcome-based business design
- Understand how IT enables outcome-based business operation

12:55 - 14:00

Networking Lunch, Exhibits & Lunchtime Sessions

13:25 - 13:50

Lunchtime Session: 360 Degree View of a Business Transformation - The Success of Airbus' Transformation Through Digital Continuity (Digital Design, Manufacturing & Services Programme)

Luca de Risi, COO, MEGA International

From a process and data management level through to how to integrate the tech, robots and systems required to design, manufacture & operate the plan, Luca will discuss how Airbus used enterprise architecture to create outcome-driven business transformation objectives to design the digital aeroplane of the future.

Key takeaways:

- The enterprise-wide effort that was required to make the transformation successful
- How it has been executed

- The technology that underpins the Airbus digital plane
- Managing risk throughout the programme

14:00 - 14:40

How to Increase Stakeholder Buy-in with Less Effort

Louise Harris, CEO, STOS Inc.

To change fast and achieve high stakeholder buy-in change teams need to engage impacted stakeholders early in designing the change. "But that will take longer and cost more," many will think. We have found that if done right the overall stakeholder engagement time can be reduced and strong buy-in achieved. Change leaders might then protest, "But also there is so much going on it is hard to get people's undivided attention and thoughtful input." This is true but we have researched and demonstrated a way to illuminate better adoption insights with less effort.

In this session, participants will learn why engaging stakeholders in initial design is so critical and how it can be performed with less effort and decrease your overall timeframe. We will walk participants through a demonstration of a change design tool for engaging stakeholders using neurocognitive principles. Participants will learn how critical change design and adoption risk insights can be identified using this approach.

This session is for anyone who is looking for more effective ways to achieve change benefits and engage stakeholders in change design or change adoption risk assessments with less effort.

Learning Objectives:

- Understand how stakeholder engagement improves change design and ROI
- Understand 4 neurocognitive principles for fast and effective engagement
- Experience the results of a neurocognitive based change design tool

Driving Innovation in a Post Covid World

Anthony Collett, Head of Product & Agile, Enfuse Group

This presentation will focus on how we rapidly mobilised our Accelerator.Works framework to McDonalds UK in response to Covid-19 to help them deliver change at pace in response to the pandemic. We will also look at how other organisations can benefit from this approach in a post covid-19 world.

The presentation will then move on to how Enfuse Group and McDonalds UK have now launched multiple innovation engines to combat the impact of Covid-19. It will walk through the story of how the process was launched, what the impact was and the lessons we learnt.

Finally, we will look at what the future holds for innovation at McDonalds and how we are taking the learnings from our engines to embed a culture change across the business whilst enabling an organisation-wide step-change in delivery velocity.

What will people learn from this session:

- How innovative delivery processes can be applied to any situation to improve value generation
- How you can build an innovation culture in your business with minimal investment through demonstration of value
- How McDonalds UK made the best of Covid-19 by focussing investment in key areas and using agility to drive value

The Road to Being an Agile Enterprise

Tom Bellinson, Agile Practitioner, ITHAKA

Agility as a formalized philosophy was born out of the software development community's commitment to improving their craft. As businesses find the need to transform on ever shorter timescales, agility is not just for software development anymore. This session is a case study of ITHAKA, an organization that has fully committed to their agile journey, not just in the software engineering part of the organization, but from the top down.

In this session, you will learn:

- The path of ITHAKA's journey to becoming an agile organization
- Challenges of the journey
- The benefits that accrued to the organization
- The work left to do

14:45 - 15:25

Emergent Strategy and Continuous Adaptation

David O'Hara, Partner, Hedwyn

Many businesses are undergoing more real transformation in weeks than they previously would have in years. This is the much-anticipated 'new normal'.

Traditional Strategy-to-execution methodologies can't match the pace of today's highly volatile world. Turning strategy into action can be ponderous and often generates programs built on outdated assumptions. By the time the strategy is delivered, the world has changed.

There is another way: Continuous Adaptation.

Done right, the strategic change roadmap can be transformed from a 'set & forget' annual activity to become a 'live' dashboard for emergent change.

This requires a more adaptive approach so that the right courses of action can emerge through experimentation and discovery, linking delivered outcomes back into the ongoing design of strategic change.

This presentation explores the themes of Emergent Strategy and the 'new normal' of Continuous Adaptation.

Delegates will learn how businesses can create the conditions for adaptation by rethinking strategy execution:

- Accepting that things will continue to change!
- Creating 'response loops' - planning, delivering, and adapting, at a pace that matches the business environment

- Enabling the 'right' courses of action to emerge through iteration and experimentation

Understanding People – Your Biggest Aid to Transformation

Zeib Khwaja, Senior Associate, JP Morgan Chase & Co.

It is people and their experiences that drive Business Change. This presentation, with the help of case studies, will showcase practical tips on how people in the organization can help accelerate business transformation by helping us focus on the right problems first. We will learn how to bring Design Thinking into reality. The presentation will also shed light on using Empathy Mapping Tools in the new normal.

What delegates will learn from this session:

- Approach to utilize people for organization transformation
- Adaptation of Design Thinking in the new normal
- Setting a path and mindset for collaborative communications for problem solving

PANEL: The Only Way is Ethics..?

Moderator: David Beckham, Principal Consultant, ChuDo Consulting

Panelists: Sarah Bar-lev, Head of People and Change Management Programmes, Ministry Of Defence, Claire Caulfield, Business Change Manager, British Library, Liz Calder, President, IIBA UK & Chad White, Enterprise Change Portfolio Assurance Manager, Yorkshire Water

Join us to discuss:

- Ethics
- Ethics and Change Management
- Tech cases like AI

15:25 - 15:55

Networking Break & Exhibits

16:00 - 16:42

Keynote: What Does it Mean to be a CHAMPION in Today's World ?

Nigel Risner, Motivational & Inspirational Speaker

CHARACTER:

How you will be judged now and when this Covid 19 finishes?

HEART:

Give people a piece of your heart not your mind.

ATTITUDE:

Attitudes are contagious.

Is yours worth catching?

Are you giving your staff a good listening too?

MISSION:

Are you constantly chasing goals?

Or do you have a compelling mission statement?

Remember a mission has to be so huge that you

can never attain it, but moment by moment you are working towards it.

PERSISTENCE:

Are you willing to do W I T?

Whatever It Takes

Are you going to give up?

INTEGRITY:

Do you do what you say you will do?

Are you trustworthy?

ORGANISATIONAL SKILLS:

Do you have the necessary skills to get the job done?

Are you an effective zookeeper?

NERVE:

Are you willing to take a risk?

To have some chutzpah

Do something crazy

These are the attributes of a real CHAMPION

17:00 - 17:30

Partner Spotlight: Meet the Team Change Management Institute

Ketan Patel, Country co-lead & Lyam Crosdale, Country co-lead, The Change Management Institute UK

Come join the Change Managements Institute UK Co-Leads and some of their volunteers as they share why they exist, what drives them and how they support individuals and organisations to build change capability.

The team will spend the majority of the session answering your questions – no restrictions – anything from the benefits of membership to top tips in driving change or whatever else is on your mind.

Partner Spotlight: Women in Change

Sarah Bar-Lev, Head of People Change, UK Strategic Command

Sarah Bar-Lev, Head of People Change at UK Strategic Command, part of MOD will be leading a session where we will look at the idea that women see the world through a different lens than men and therefore interpret the requirements of leadership differently. We will discuss the proposal that women are relationship builders and results-focused collaborators, and throughout history have demonstrated extraordinary prowess at resolving conflicts. Specifically we will discuss the idea that women are oriented to playing the role of change maker, comfortably and nimbly shifting contexts while reconciling paradoxes at the individual, organizational, community and societal levels. They are, in short, Change Masters.

Wednesday 19 May: Conference Day 2 & Exhibits

09:00 - 09:50

Keynote: The New Aims of Business Transformation: Towards the Trusted, Resilient and Scalable Organization

Prof. Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

Business transformation no longer just need to satisfy the requests for an even more efficient, customer-centric and compliant organisation. Rather, entire new design requirements have emerged.

This presentation will discuss how organizations need to transform so they become trusted, resilient and scalable. This will not only require new capabilities, but also new mindsets, ambitions and skillsets. The presentation is grounded in global research and will use a variety of case studies to leave the audience with tangible advice.

09:50 - 10:20

Networking Break & Exhibits

10:20 - 11:00

Build a Better Sponsor and the Transformation Will Take Care of Itself

Steve Taubman, Transformation Director, Change Results

In delivering Transformation programmes the most Critical Success Factor is an effective Sponsor. While project methodologies call this role by several names, the right Sponsor is always fundamental to successfully shaping, delivering and realising the benefits of change. However, many first time Sponsors, and perhaps a few experienced ones, do not have the knowledge, tools and behaviours to help them do their role effectively. In this session we will look at some tools and approaches you can use to ensure that you have the right Sponsor, that they are doing the right role and that they are set up to make the Transformation a success.

We will cover:

- The role of Sponsor and how it brings value
- Some tools to help make you and your Sponsor more effective
- Ideas for developing better Sponsor skills in your organisation

Putting T-Shaping to the Test, Democratising Business Change and Readiness Capability at Nationwide

Maria Cullen, Change Manager & Stephen Matthews, Business Change and Readiness Manager, Nationwide Building Society

The world we operate in is moving faster than ever before. Needs, expectations and behaviours are changing, and technology and regulation are driving unprecedented disruption and creating new opportunities. No truer statement than for change practitioners.

When Nationwide started a seismic shift towards Enterprise Agility to support current and future strategic objectives, including alignment to member Missions, our Business Change and Readiness specialists needed to pivot to find a place within the new order.

Ever increasing amounts of iterative change meant adapting existing service offerings; finding a way to democratise some services and share expertise to upskill change practitioners across different roles, increasing the Society's capacity to deliver value at speed safely, whilst delivering a positive experience of change for colleagues.

Find out how:

- Fostering a broader range of change skills has created a strong sense of community
- By bringing outside thinking in we increased the teams change intelligence
- Hypothesis and Experiment has led to greater understanding of the team's value
- And finally, find out what next for the specialists.

Driving the Never Ending Change

Sandra Tinker, Commercial Operations Director, Conde Nast

Change cycles in organisations used to be just that – cyclical. You would plan your change and/or transformation projects according to your budget year and work them up in to practical programmes for delivery. But it now feels very different to this.

Change is a constant and in fact we are having to learn to change the organisation before the end of the previous programmes or projects have even delivered! Fast pace and blurred lines is what it means for the beginning and endings of cycles. Leadership teams and employees alike are feeling the impact.

2020 exacerbated this even further with the advent of Covid-19 and national lockdowns, when we were all asked to stay at home. So on top of our ongoing change projects and programmes we had to rapidly pivot and adapt the organisation and workforce to still being able to deliver whilst being remote.

Sandra isn't planning on dwelling too much on the seismic shift that 2020 caused in delivering change, but more about how leadership teams and organisations can drive the never ending change.

Key Take-aways:

- Sell the Purpose – a strong vision is critical in winning people's hearts and minds
- Overcoming Change Fatigue – signalling the beginning and end of programmes is important to create belief that we are delivering and making a difference
- Empowering the many rather than involving the few – adopting a distributed leadership model will help drive wider ownership of change and in turn help overcome fatigue

11:05 - 11:55

Keynote: Change Management Needs a Retirement Party. Who or What Will Occupy That Space?

Dr Leandro Herrero, CEO, The Chalfont Project

Change and transformation initiatives using toolkits created years ago are exhausted, says Leandro Herrero, CEO of The Chalfont Project, pioneer of Viral Change™ and author of several books on change and leadership. Herrero argues that, despite the awareness that 'today is different', we are still extrapolating from the past, changing the oil of the old engines of change. His alternative proposal: Looking for fresh thinking or novel approaches, business needs to 'look outside business'. From engagement of people to redesign of structures within business organizations, we would need to break from the past, from traditional academic thinking and from 'surveys to 500 CEOs'. We live in a big fishbowl of colossal confirmation bias: we hear what we want to hear and say what we want to say.

Dr Herrero's talk will:

- Firmly establish that traditional management of change is dead
- Explore the idea that the new thinking will come from outside traditional management thinking
- Explain why most 'surveys' and 'predictions' make us fully prepared for the past
- Discuss why 'incrementalism', irresistible and charming as it is, is fully toxic
- Show you that there is a better way

look to reinvent their products, services or even themselves to align with market trends and keep up with new developments in technology. This coupled with demand from consumers for the new and exciting means organisations must respond and adapt faster than ever before. To achieve this, many are looking to begin their own business agility/transformation journey.

But what does it really mean to be an agile organisation? Lynda Girvan of CMC Partnership Consultancy Ltd will share both her work with clients, and how she has shone a light on her own organisation, as they respectively undertake their journey to become more agile businesses.

In this talk, Lynda will:

- Paint a picture of business agility and the benefits that can be achieved through an agile transformation
- Identify key challenges facing organisations who want to achieve business agility
- Share the personal journey CMC has taken on their own path to achieving organisational agility, including challenges and failures they have experienced and overcome, and the successes and cultural benefits they have achieved. Importantly, Lynda will also share how CMC is continuing to change and learn.

Building and Sustaining a High Performance Environment

Katie Stone, Head of Business Change, Ignite & Danny Holdcroft, Head of Performance Innovation and Applied Research & Development, British Skeleton Olympic Programme

The role of a change manager is to help individuals and teams navigate their way through complex and fast-moving change, and ultimately to enable them to flourish in whatever new world emerges. However increasingly organisations expect to see the establishment of high performing teams as a key legacy of such programmes and look to change managers to take a lead in achieving and sustaining this.

In this session we will explore:

- What are the key ingredients of a high-performance environment and what are the skills and tools required to establish and sustain these?
- What can we learn from the world of elite sport in this area?
- What is the role of a change manager in building and sustaining a high-performance environment, and where have we seen this succeed within organisations across both the public and private sectors?

12:00 - 13:00

Networking Lunch, Exhibits and Lunchtime Sessions

12:20 - 12:55

Lunchtime Panel Session: Lessons from Covid

Ketan Patel, Change Leader, Change Management Institute, James Poletylo, Director, The Learning Effect & Lucy Trueman, Managing Director and Founder, Trueman Change

The past 15 months have been a personal, organisational and societal experiment as to what enables and inhibits change to take place. Join us for this panel discussion where we bring leaders from public and private sectors along with academics and deconstruct what it takes to make changes stick when all we have is uncertainty to lay our foundations upon.

13:00 - 13:40

Business Agility - a Personal Story

Lynda Girvan, Head of Business Analysis, CMC Partnership Consultancy Ltd

Being truly agile is something many organisations aspire to, especially in today's volatile, uncertain, ambiguous and complex (VUCA) world. Some

Bring Project Management-style Discipline to Informal Change

Michael McMorro, Principal, MMM Data Perspectives

Change within organisations fall into two camps – (1) changes made by formal projects adhering to rigorous and auditable standards and processes, (2) changes made by individuals, off the radar, via things like Excel or ad-hoc analytics. The latter camp is a very significant, and growing, business and regulatory risk for organisations. The session will explore this risk, and the opportunity to extend well-proven PM best practices to mitigate it, illustrated by practical examples.

- Revisit the crucial concepts of Change Management

- Identify the islands of Change which are Informal – in particular ‘End User Computing’
- Assess the Organisational Risk of Informal Change – for example with regard to GDPR
- Extend Change Management Methodology to efficiently and consistently cover ALL Change.

13:45 - 14:25

Transformation: How the Tools We Use are Leading Us to Make Bad Choices

Susie Palmer-Trew, Director, Everyday Change

In this session Susie will challenge that some of our ‘tried and tested’ tools, techniques or approaches are actually causing more harm than good in our efforts to transform our organisations. Delegates will explore how a different mindset to team creation might open up an alternative way of delivering and how the Change Curve is probably hindering our change and transformation efforts rather than helping them and how we should expect much more from our change journeys if we simplified them to transitions rather than transformations.

Attendees will learn;

- Alternative change models and mindsets that they can apply in their business change/transformation lives
- How the role of transition could be more important than the desire for transformation
- How to apply and test different tools and techniques within their own organisation and teams

Beyond Projects and Programmes: Building Organisational Change Capability

Annabel Curwen, Global Business Change Lead, Brambles

In a world of continuous change, it is no longer enough to manage change effectively on projects and programmes. We need change-capable organisations that can rapidly adapt and transform. How do we build this organisational capability where individuals, managers and leaders all play their role in driving and delivering change? Is it possible for change management to become a core competency for all our people, rather than a specialism for a select few?

In this session, Annabel Curwen will share first-hand experiences of building and embedding change management capability across a complex global business, as well as some lessons from organisations that have not adopted this approach.

We will cover:

- Why good change management on projects is not enough to drive effective change
- The role of individuals, line managers and leaders in change management
- How to build an organisational capability for change
- The role of change and transformation specialists in a world of continuous change.

PANEL: Diversity and Inclusion

Moderator: Philippa Thomas, Managing Director, Skills Shift Ltd

Panellists: Zeib Khwaja, Senior Associate, JP Morgan Chase & Co., Jo Franco-Wheeler, Director of Organisational Development and Diversity, Inmarsat, Ruth Jacobs, former Managing Director, Randstad Business Solutions & Elizabeth Adlington, Executive Coach and Facilitator, SYLO Beyond HR

Promoting and supporting diversity in the workplace is an important aspect of people management nowadays. Research shows that Diversity + Inclusivity = Better Decision Making and Performance 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.

14:25 - 14:45

Networking Break & Exhibits

14:45 - 15:25

Delivering Transformational Change in a Large Organisation. A Case Study from Sky Mobile

Elaine McCartney, Principal Business Analyst, Sky

In January 2017 Sky Mobile launched in the UK. This was the result of many months of work behind the scenes designing and developing not just a new a commercial proposition but also building a new communications network and transforming the business- throw in a change to a more Agile way of working in the middle and you’ve got yourself a challenge!

This session will explore the tools, techniques, and skills used to deliver the business changes needed to launch a new product.

In this session delegates will learn about:

- Elicitation and management of business impacts across both new and existing teams
- Designing an operational model to support an MVP launch quickly followed by rapid incremental change
- The activities needed to get the business ready, support go live and the incubation period that followed
- What was successful
- What were the learnings

The Communication Elephant in the Multicultural Living Room

Miruna Ursache, Founder, Refraiz

Everything is communication. A thought that goes through our mind before an important meeting, the choice of words in an e-mail, the triple exclamation point at the end of a written frustration, a certain look, a certain smile, the absence of an emoji, a sigh.

It is quite challenging to achieve efficient communication and statistics prove it:

- 57% of employees report not being given clear directions and 69% of managers are not comfortable communicating with the employees in general. (HR Technologist)
- 86% of employees and executives cite lack of collaboration or ineffective communication for workplace failures. (Salesforce)
- Miscommunication costs companies with 100 employees the equivalent of \$420,000 per year. (SHRM)

A multicultural environment and remote work complicate things even more.

Efficient communication becomes a difficult objective to achieve. But are we even trying? Do we understand the impact of unaltered communication between people with different cultural backgrounds? Are we aware of the resources being wasted when miscommunication remains unaddressed?

The business relationships we develop with our partners or clients are fundamentally impacted by cultural differences. Awareness and deep knowledge on how these work help people build long-lasting relationships.

Key Takeaways Include:

- Raise awareness of cultural differences and their significance in a business environment
- Explain the main communication types and how each of them impacts our business relationships
- Provide useful techniques on how to transform cultural differences into opportunities
- Help improve team cohesion and build a happier work environment
- Lead to enhanced client satisfaction and loyalty
- Build a stronger reputation of the company on the market
- Inspire

Control or Empowerment - Which is Better?

Katie McConochie, Founding Director, Learn Change

We need to set tight limits on what the call centre agents can credit to a customer’s account”. That’s what a senior leader said when he set out the remit of a change project to reduce the value of credits being ‘given away’. By mixing a cocktail of: change tools, people drivers and data, the project delivered the results the leader wanted and motivated call centre agents and their managers to perform at their best.

An interactive session where a real case study is used to bring the disciplines of change management to life. There were surprises along the way and a few bumps in the road, but this talk sets out how to get lasting results that can tick all the boxes: please the sponsor, get the numbers moving in the right direction and have a motivated workforce.

The talk will focus on:

- How to work on the right business problem
- Empowerment and trust – the foundation of getting the best from people
- The use of data to bust myths and take the ego out of decision-making
- Staying the course – making change stick and the power of thank you
- Lessons learned including – always talk to the people doing the work

15:30 - 16:10

Transformation Through Listening

David Beckham, Principal Consultant, ChuDo Consulting

Do organisations planning and undertaking transformation really listen to their staff or customers? Do you listen as well as you might? In this session David Beckham will discuss why the need to truly listen is of paramount importance when transforming organisations. He will also draw on his 33 year career in change plus his extensive experience as a facilitator and a mentor to illustrate what makes a good listener and then give some hints and tips on how to become one.

You will learn:

- The different levels of listening and when they are appropriate
- Why organisations find it hard to listen
- How to improve your capability as a listener
- Plus much more

Dave looks forward to speaking you at his session; but listen carefully, he will say it only once!

Building Inclusive Team Cultures During Times of Transition

Nissi Ozigbu, Change Management Lead, Citizens Advice

Are you:

- Struggling to develop captivating and inclusive cases for change
- Tired of performative change and wanting to make a real difference
- Unsure how to ensure your change projects aren't marginalising groups

In this session Nissi Ozigbu will share how you can better meet the needs of the diverse people you lead. She will share strategies to help you identify what you can do now to think about change in the context of diversity, inclusion and belonging.

BAking Change in to a Compliance Layer Cake!

Simon Savage, Business Change Consultant, CMC Partnership Consultancy Ltd

Organisations facing regulatory change recognise quite how difficult it is to do well, and often have not dealt with it before. Achieving (or maintaining) compliance with changing legislation is mandatory for many organisations, and can be one of the most challenging change issues to overcome. CMC's client faced a huge complex regulatory change which affected every person, every process and every system. It had to be delivered rapidly within 18 months with strict timescales for each increment.

Simon provides a unique baking analogy to describe their case study experience, with insights into how they successfully delivered a significant regulatory change programme within a large government agency. A key challenge that Simon faced in designing and implementing the change was to obtain compliance by default without any significant changes to systems or the information the workforce were seeing. The challenge of changing the way staff thought about and approached their work with minimal visible prompts required them to take creative approaches to the change. In order to achieve the level of creativity required, it necessitated very close working between the BA and BC staff across the whole stakeholder layer cake to design approaches that support and work

with the change.

This creative approach was at the very heart of this programme's successful delivery.

In this talk hear how Simon will help delegates:

- Understand the range of skills required to achieve success with varying layers of stakeholders
- Learn about the successful combining of BA and BC skills and approaches to build a 'single source of truth'
- Learn how to work within a complex political and cultural landscape to sell a holistic and empathetic approach to change

Hear how they BAKed this recipe for success!

16:15 - 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, AssistKD & Michael Noonan, Divisional Operations and Transformation Director, Capita

Business Change & Transformation Conference Europe 2021

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 delegate's 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.

The registration fee for 18-19 May includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 3 months access to the 2 day Conference session recordings and slides on-line. You will be provided login details to the virtual conference platform before the conference takes place. If you are attending any of the workshops which will be delivered via live streaming you will be sent login details for these in due course and they will take place on a platform like Zoom or Teams.

Conference Fees:

2 Day Conference + 3 months access to the Conference session recordings	£895 + VAT (£179) = £1,074
Half Day Workshop	£199 + VAT (£39.80) = £238.80

Enterprise Licence Fee:

If you are looking for access for 10+ delegates, we can provide you with an enterprise licence fee for your organisation to the 2 day conference and the recordings of all the conference sessions for 3 months after the conference. Please contact customerservice@irmuk.co.uk if you would like to discuss this further.

Group Booking Discounts:

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

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