

# Building dynamic capabilities: knowledge, learning and change-ability

Flexibility beats speed. Evolve and adapt to  
thrive in a fast-changing world.

Wednesday 7 – Thursday 8 March 2018



*'One of the more  
valuable conferences  
I have ever attended (and  
I have been to many)'*

**Henley Forum for Organisational Learning and Knowledge Strategies**

[henley.ac.uk/henleyforum](http://henley.ac.uk/henleyforum)  
#HenleyForum



# Building dynamic capabilities

## Fail to adapt and you're likely to fail

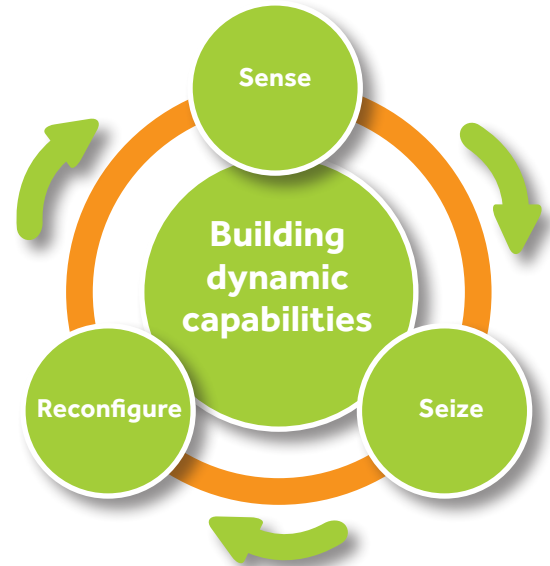
In today's world, no organisation can afford to stand still. Those that fail to adapt are likely to fail. Some will find themselves becoming swiftly irrelevant. Others will struggle painfully on, exhausting themselves in constant cycles of catch-up.

There is an alternative. Organisations that learn how to build dynamic capabilities are better equipped to respond to new challenges in a rapidly changing world.

## Building dynamic capability – knowing, learning, changing

Dynamic capability is simply highly developed organisational flexibility: supreme fitness in sensing and seizing opportunities and nimbly reconfiguring the organisation to grasp the benefits.<sup>1</sup> Inevitably that means dynamically capable organisations are good at **knowing**, **learning** and **changing**. Excellence in these three critical processes gives organisations the ability to evolve, adapt and continually develop new strategic capabilities in a changing world.

**Knowledge:** making the most of internal and external knowledge, knowing what the organisation knows, reaching out beyond organisational boundaries.



**Change:** being change-able; practices and processes to absorb and integrate learning into new practices and ways of working

**Learning:** absorbing, sharing and mobilising tacit knowledge to create insight, support innovation and to inform decision-making

Source: Adapted from Teece et al (1997) and Teece (2007)<sup>2</sup>

## Advancing your practice

The theory is sound. But in practice it is complex, requiring cross functional co-ordination and conversation. So we're calling on **leaders** and **managers**, **knowledge management** professionals, **learning** and **performance** specialists and **change** and **OD** practitioners to come together at our two-day Annual Conference to explore this critical topic.

We've carefully curated a range of speaker and workshop sessions to pick up on different aspects of this theme. We invite you to make connections and generate new actionable insights to help you in developing more dynamic organisations.



<sup>1</sup><http://davidjteece.com/dynamic-capabilities/>

<sup>2</sup>Teece, D J, Pisano, G and Shuen, A (1997) Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 509–33

Teece, D J (2007) Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28 (13), 1319–50

# Conference programme

We have an amazing line-up of speakers for 2018. As you might expect from a triple accredited business school, our Conference programme features practical academics and thoughtful practitioners. Our collective aim is to push the leading-edge forwards and stimulate new insights.

Day 1   Wednesday 7 March 2018	Day 2   Thursday 8 March 2018
<b>09:15</b> Registration and coffee	<b>08:45</b> Registration and coffee
<b>10:00</b> Welcome and opening remarks	<b>09:15</b> Welcome and opening remarks
<b>10:20</b> <b>Knowledge sharing in practice [1]</b> – <b>Activating your learning</b>	<b>09:25</b> <b>Knowledge sharing in practice [3]</b>
<b>10:40</b> <b>KEYNOTE Thought leader's guide to uncertainty</b> <i>Professor Eddie Obeng</i> Henley/Pentacle - The Virtual Business School	<b>09:40</b> <b>KEYNOTE Embracing complexity: A mindset for a dynamic world</b> <i>Dr Jean G Boulton</i> University of Bath
<b>11:40</b> <i>Networking and refreshment break</i>	<b>10:30</b> <b>Report on 2017 Forum project: Engaging with complexity - a practical approach</b> <i>Dr Sharon Varney &amp; the project team</i> Henley Forum
<b>12:10</b> <b>A chameleon without borders: becoming a learning organisation</b> <i>Robin Vincent-Smith</i> Programme Change & Knowledge Manager, Médecins sans Frontières	<b>11:20</b> <i>Networking and refreshment break</i>
<b>13:00</b> <i>Lunch</i>	<b>11:50</b> <b>Report on 2017 Forum projects: Embracing difference</b> <i>Professor Jane McKenzie, Henley Forum</i> <b>Energising knowledge sharing</b> <i>Dr Christine van Winkelen, Henley Forum</i>
<b>14:00</b> <b>Knowledge sharing in practice [2]</b>	<b>13:00</b> <i>Lunch</i>
<b>14:20</b> <b>Tackling wicked problems in the health service</b> <i>Stacey Lally</i> Head of Delivery – Q, The Health Foundation	<b>14:00</b> <b>Knowledge sharing in practice [4]</b>
<b>15:10</b> <b>Change-readiness as a dynamic capability</b> <i>Dr Alison Carter</i> Principal Research Fellow, Institute for Employment Studies	<b>14:10</b> <b>Empathetic learning as a dynamic capability (interactive session)</b> <i>Dr Stefan Cantore &amp; Dr Mark Gatlenby, ifplace</i>
<b>16:00</b> <i>Networking and refreshment break</i>	<b>15:10</b> <i>Networking and refreshment break</i>
<b>16:30</b> <b>THOUGHT LEADERSHIP Organization design: pro-action and re-action</b> <i>Dr Naomi Stanford</i> Organization Design Consultant	<b>15:40</b> <b>THOUGHT LEADERSHIP The primary colours of leadership</b> <i>Professor David Pendleton</i> Professor in Leadership, Henley Business School
<b>17:30</b> <i>Close</i>	<b>16:45</b> <i>Close</i>
<b>18:15</b> <i>Drinks Reception – everyone welcome</i>	
<b>19:15</b> <i>Conference dinner</i>	



### Conference rate

**£1,250 for two days + VAT**

**£750 for one day + VAT**

**Conference dinner on 7 March: £60 + VAT**

### Early bird rates

Early bird discounts are available on bookings made by 31 January 2018:

**£950 for two days + VAT**

**£575 for one day + VAT**

### Henley loyalty rates

Henley Forum members receive **two** conference places and **two** invitations to the Conference Dinner as part of their membership package. Additional places are available at the members' loyalty rate below.

We offer a special **loyalty discount** for members of the Henley Partnership and other Henley research centres, as follows:

**£850 for two days + VAT**

**£550 for one day + VAT**

### Try us out before you join

Get one conference fee deducted from your Annual membership fee if you join the Henley Forum as an Organisational Partner by 31 March 2018.

### Booking

For information on the programme and speakers: <http://hly.ac/forum-conf>

**Book online:**

[store.rdg.ac/Book\\_HF18](http://store.rdg.ac/Book_HF18)

or for a booking form contact:

**Marina Hart**

Henley Forum  
Henley Business School  
Greenlands  
Henley-on-Thames  
Oxfordshire, RG9 3AU

[henleyforum@henley.ac.uk](mailto:henleyforum@henley.ac.uk)

Tel +44 (0)1491 418 723



## What our Members say:

*'... a fantastic space and opportunity to explore ideas out of the work environment and to get ideas'*

*'It's always something new and different and innovative - and we get to hear some great speakers'*

*'It's helping to give more credibility to the work we do'*

*'I really, really benefit. Thank you for your work'*

## About the Henley Forum

The Henley Forum is dedicated to advancing practice. We help our members to activate their organisational dynamics and unlock their potential through our programme of research and development.

Our community offers a space where leading business practitioners and world-class academics and thought leaders combine experience and ideas, develop insights and provide practical guidance to help knowledge-based organisations thrive in a changing world.

Thank you to all our members of the past 17 years.

### Join us on our journey

To find out more about how your organisation can benefit from corporate membership of the Henley Forum please visit:

[henley.ac.uk/henleyforum](http://henley.ac.uk/henleyforum)

For full terms and conditions see website:

[henley.ac.uk/henleyforum](http://henley.ac.uk/henleyforum)