

Henley Forum for Organisational Learning and Knowledge Strategies

Activating Organisational Learning

Wednesday 18th April 2018

Draft Agenda

09.30 Registration & networking

10.00 **Welcome and networking**

Exploring today's theme – activating organisational learning

Dr Sharon Varney, Henley Forum

10.20 **Learning from Big Data**

In this knowledge-sharing session, Simon will offer an introduction to learning from Big Data. He will explore what Big Data is and isn't; myths and realities; and similarities/differences between Big Data, AI and Machine Learning. He will then consider how we can use Big Data and will explain how he and his colleagues are working with this topic in the Knowledge Centre at Ipsos.

Simon Atkinson, Chief Knowledge Officer, Ipsos

11.10 **MEMBERS SHOWCASE: Financial Conduct Authority
A case study of Embedding Lessons Learned**

In this Members Showcase session, Christine will share some of her experiences and insights from embedding lessons learned at the FCA over the past 3 years. Spoiler alert – she doesn't call them 'lessons' at the FCA or even talk about learning...

Christine Astaniou, Technical Specialist, Knowledge & Learning, Financial Conduct Authority

11.55 Networking and refreshment break

12.15 **Coaching for organisational learning**

Coaching is probably best known in relation to individual learning and development. But fewer people know that developing a coaching culture can also help to activate organisational learning. Jonathan will offer a brief introduction to the benefits and skills of coaching, give you a chance to practice, and help us understand how we can use coaching to activate organisational learning.

Dr Jonathan Passmore, Director of Henley Centre for Coaching and Behavioural Change, Henley Business School

13.00 Lunch

13.30 **Optional: The Henley Forum Listening Project Knowledgeable Practice for the next 10 years**

This is your chance to have your say. You can sign up in the morning for one of our Listening Project conversations. We'd love to hear from you.

Led by: Dr Sharon Varney & Chris Collison

14.00 **Developing knowledge value with Action Learning**

Although Action Learning has been used in organisations for more than forty years, recently there has been a resurgence of interest in its potential and application. In part this is because of its value within blended learning solutions enabling participants to reflect with peers on virtual learning and explore how to apply this back in the workplace. But virtual classroom and webinar technology has also played a part in expanding the potential of Action Learning. Establishing virtual sets linking peers who are geographically distant and using a different, but a very powerful, set facilitation method has created new opportunities for participants to tackle real problems and learn from experience.

In this session we will explore how Virtual Action Learning can help us work together to get the most out of your forum membership and create knowledge value. We will use the Action Learning Lite method to begin our knowledge sharing and reflective learning conversations.

During our session we will be using Action Learning Lite to begin our knowledge sharing and reflective learning conversation. Please bring to the session a challenge that would benefit from peer discussion to help you define your next actions. Action Learning topics should only take a couple of minutes to explain and should not be confidential.

Michael Craven, Action Learning Facilitator, Henley Forum

15.15 **Introducing our Hackathon: Accelerating Innovation– 28 November**

Annette Hexelschneider and Chris will be facilitating a 'hackathon' as part of our November meeting. Chris will explain what a hackathon is (don't worry, it doesn't involve any coding!) and explore with us potential topics for hacking.

Chris Collison, Knowledgeable Ltd

15.30 Networking and refreshment break

15.45 **The Nuts & Bolts of Learning Transfer**

Workshop session: The biggest waste of training budget is caused by a lack of effective and proactive learning transfer activities. Even after a great training, the impact is often very disappointing. People go back to pretty much what they were doing before the training course. The easiest way to activate organisational learning from your training spend is to improve learning transfer, because there are so many simple things you can do.

Paul Matthews, People Alchemy

17.00 **Close**

Session Leaders' Biographies

Simon Atkinson



Simon Atkinson is Chief Knowledge Officer for the Ipsos Group. He is a former Assistant Chief Executive at Ipsos MORI where his previous roles have included spells leading its teams working in customer experience, social research and political polling. In 2015 he was appointed to his current role where he has been responsible for the launch of the Ipsos Knowledge Centre, which is charged with bringing together “What Ipsos Knows” across 89 countries.

Twitter: @SimonMAtkinson

Christine Astaniou



Christine is a lawyer who leads the knowledge and learning strategy for the Financial Conduct Authority's Enforcement & Markets Oversight Division. She manages the framework for ensuring that investigations related knowledge and skills, is captured, shared and embedded, to help build the effectiveness of enforcement work. Christine has also been involved in the strategic aspects of enforcement policy, such as thinking around credible deterrence, restorative justice and reducing re-offending.

Christine is an action learning facilitator and has carried out research projects with the Henley Forum for Knowledge and Learning, on implementing and embedding change and evaluating communities of practice. She also runs the Knowledge Information and Network Group, a forum of knowledge managers in the public, regulator and ombudsman sectors.

Christine enjoys being an Executive Fellow of Henley Business School and is involved in teaching on the Henley Business School MSc in Financial Regulation. Prior to Christine's career in regulation, she worked in a leading contentious financial services practice in a City law firm.

Jonathan Passmore



Jonathan is a chartered psychologist and holds five degrees, including an MBA and a doctorate in occupational psychology. His doctoral thesis focused on the coaching relationships and behaviours. His current research interests include coaching supervisor and ethics, neuroscience of coaching, coach impact evaluation and coaching competences.

Jonathan has published widely with over 100 scientific papers and book chapters, he has edited and written 30 books (including Excellence in Coaching and Appreciative Inquiry for Change Management) and delivered over 140 conference papers. He is series editor of the Wiley-Blackwell Handbook series on organisational psychology.

Jonathan has won several international awards, including the Association for Coaching Global Award (2010), the British Psychological Society Coaching Research Award (2012) and the Association for Business Psychology Chairman's Award for Excellence (2015). Jonathan has held a number of executive and non-executive board roles and worked for global consulting firms, including PwC and IBM Business Consulting. Most recently he was managing director of Embrion, a psychology consulting company with clients such as Technip and HSBC; he has advised professional bodies such as the Institute for Leadership and Management and the European Mentoring and Coaching Council.

Jonathan is Professor Catedratico the University of Évora, Portugal and associate professor at Henley Business School.

Chris Collison



Chris is an independent management consultant and business author with 20 years of experience in knowledge management, facilitation and organizational learning.

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

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

Cont../..

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

Michael Craven



Michael is a senior consultant devising and leading organisational development, collaborative learning and knowledge projects. He works in the public, private and non-profit sectors often in the context of organisational change and transformation. He also currently teaches at post graduate level for the Chartered Institute of Personnel and Development.

Michael developed his leadership expertise in Higher Education management, as Director Organisational Development at Arts Council England, as an Interim CEO and as Learning and Knowledge Manager.

Michael has led Action Learning initiatives for over ten years, devising projects across organisations for leaders and front line staff. He trains and mentors facilitators and facilitates virtual and face-to-face sets.

Paul Matthews



Paul Matthews is a popular speaker at HR and L&D events covering topics such as learning transfer, performance consultancy, capability at work, the power of informal learning and how Learning & Development can make a real impact towards business targets. As a speaker, Paul's key skill is in making ideas come alive with stories, ensuring the audience gets practical tools and tips to take away and implement. He excels at reducing complex theory down to simple concepts that everyone can use to achieve better results for themselves and their organisations.

Sharon Varney



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

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

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