

## Scanning horizons

Wednesday 29<sup>th</sup> November 2017

### *Draft Agenda*

09.30 Registration & networking

10.00 **Welcome and networking**

Exploring today's theme – scanning horizons

*Dr Sharon Varney, Henley Forum*

10.15 **Mapping organisational systems and markets**

A picture is worth a thousand words. In this interactive workshop session, Rowena Davis will bring a wealth of cross-sector experience to explore how applying the Systems-Centered®<sup>1</sup> notions of Role, Goal and Context to markets and organisations can shed light on organisational and market dynamics.

Rowena will show how she has used this approach to map a complex distribution pipeline in the luxury goods sector. You will have the opportunity to begin to map your organisation and to clarify the context in which you are working. The session draws on many years of practical application to organisational strategy and change initiatives.

*Rowena Davis, Director, RDA Consulting*

11.45 **Members' Showcase: NATS**

Scanning horizons really is core business for NATS. NATS is the UK's national air traffic control service. Each year they handle 2.4 million flights and 250 million passengers in UK airspace. In this *Members' Showcase* session, Stephen Rose will introduce NATS and share some of what they are doing and the knowledge management challenges they face in managing their supply chain.

*Stephen Rose, Supply Chain Business and Knowledge Manager, NATS*

12.15 **Lunch**

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13.15 **A practical approach to horizon scanning**

In this session, Esmee Wilcox will share her stories and experiences from introducing horizon-scanning into a large local authority as a route to solving tomorrow's big issues, as well as today's, from early 2010, when the current public sector fiscal policy was forming.

Esmee's work is underpinned by research into 'Futures' and 'Complexity' and her practice is about building on what people are saying and doing here and now. Her stories demonstrate the challenges and opportunities in working across public, private and VCSE sectors, in strategic and hyperlocal partnerships, to solve intractable problems.

Esmee is a firm believer in learning from failure as well as success, and looks forward to a 'warts and all' discussion to help you think through the reality of growing collaborative 'horizon-scanning' methods in your organisations.

*Esmee Wilcox, freelance strategy and organisational development practitioner*

14.00 **Inter-organisational business networks - scanning dynamic horizons**

In a complex and dynamic working world, where organisations need to reconfigure and develop new capabilities fast, strategic partnerships, strategic alliances and even strategic networks are becoming an ever more important way of conducting competitive business. Thomas Zeller, from international electronics group Rohde & Schwarz, will explain why such partnerships are so important, and how they are identified and managed dynamically. He'll also clarify the different forms of strategic partnering and he will provide an overview of his research on inter-organisational business networks. It is a live research project, so there will be an opportunity for Forum members to get involved after the session, if they wish.

*Thomas Zeller, Director Strategic Partner Management, Rohde & Schwarz*

14.40 Networking and refreshment break

15.00 **Henley Forum research project report: Technostress**

Stress costs organisations large sums of money each year in lost productivity. It can also be expensive for employees in terms of potential damage to their health and well-being. The risk of introducing mobile technology to transform the way people work is that it exacerbates existing stress levels, because of the constant demands it makes on people's time and attention.

If there was a way to take the organisational temperature and gain intelligence about how people experience the effect of mobile technology, the results could indicate how to reduce the hidden costs of stress and increase the uptake and productivity of mobile technology investments.

Building on research that identifies the most negative effects of such technology, we measured concerns over four major Technostress predictors - its capacity to invade private life, generate work-home conflicts, create information and input overload and produce constant interruptions that fragment attention. We also considered three extra factors likely to interact with these predictors and affect employees' sense of wellbeing at work – these are role overload, job insecurity arising from not knowing how to use the technology to work effectively and the impact of mobile technology on performance.

In this workshop, Johnny and Jane will share the positive messages and range of concerns expressed by 882 managers who responded to the questionnaire. Sandra Cavill will share the consequent plans to address concerns and embed improvements into the Environment Agency. The two inputs are intended to provide a context peer to peer learning via workshop discussions about worthwhile ways any organisation can improve IT implementation, reduce technostress and encourage people to use technology responsibly without detriment to their well-being.

*Sandra Cavill, Environment Agency*

*Johnny Jensen, Head of Contract Management, Nordea Bank AB*

*Professor Jane McKenzie, Henley Business School*

17.00 **Close**

## Session Leaders' Biographies

### Rowena Davis



Rowena Davis is an organizational consultant working with public, private and not-for-profit organizations internationally. Her work combines coaching individuals and teams; strategic marketing and planning; mapping systems; and running SCT and SAVI trainings in the US and Europe. She holds an MSc in Change Agent Skills & Strategies (Distinction) from the University of Surrey, a Dott. in Sociologia from the University of Trento, Italy, and a BSc (Econ) from the London School of Economics. She is a licensed Systems-Centered Training practitioner. Rowena is based in London.

### Stephen Rose



Stephen is a business manager with over 10 years' experience in the aviation industry. He has a background in programmes, international project management and business management and is an improvement specialist qualified to Black Belt level in Lean Six Sigma. Prior to joining NATS, Stephen worked in both the defence and digital TV sectors.

In addition to his business management role, Stephen is currently focused on developing and improving knowledge management within the NATS business and across the NATS Supply Chain.

### Esmee Wilcox



Esmee is a freelance strategy and organisational development practitioner, specializing in practical behaviour change. She has run major strategy, policy and culture change projects from within the civil service and local government, working with health and VCSE partners. Her skills lie in shaping people's experiences of collaboration to achieve step-changes in direction.

She is a featured social innovator at the Cambridge Judge Centre for Social Innovation, Visiting Senior Fellow at the University of Suffolk, and has been published on learning from failure.

Esmee works from a base in Norfolk where the skies are bigger and the humour keeps her grounded.

## Thomas Zeller



Thomas is Director Strategic Partner Management with a background in the mobile and secure communications industry for B2C, B2B and in the governmental sector. He is an experienced practitioner and sales manager, a strategist, and in-house consultant. Prior to Rohde & Schwarz he worked for Siemens and Nokia Siemens Networks. He started his career as officer of the German Air Force.

Thomas is currently pursuing a Doctorate in Business Administration, with a focus on inter-organizational business networks.

## Jonny Jensen



Johnny Jensen has more than 30 years of management experience from different positions in various industries e.g. Pharmaceuticals, IT and Finance. Currently, he is the manager of Contract Management in Nordea Bank AB, which is the largest financial services group in Northern Europe. He has an MSc in Natural Science, a BSc in Computer Science and an MBA from Henley Business School. This has later been supplemented by years of psychology training.

## Jane McKenzie



Jane is Professor of Management Knowledge and Learning at Henley Business School. Jane has been active within the Henley Forum for Organisational Learning and Knowledge Strategies since 2000, contributing to at least one research project per year. She was Director of the Forum between 2009 and 2015. If you had to describe her interests in one sentence it would be 'How connections and contradictions affect knowledge work and learning capacity in organisational life'. This means she is interested in how organisations develop and how decision-makers successfully handle the dilemmas and contradictions that arise in relationships as a result of uncertainty and ambiguity.

Jane believes strongly that academic research in isolation will not solve the intractable management and leadership problems that complex organisations are facing today. Rigorous research always needs to have an eye to its practical use in improving business practice. This is why she spends most of her working life in spaces where academics think together with leaders and managers involved with real world practice. She supervises many DBA's and continues to contribute to Henley Forum research. She is currently editing a book with Professor Jean Bartunek about working effectively in academic practitioner

partnerships. She spent half her working life in industry and half at Henley Business School, and has written three books and many papers. You can learn more about her work by visiting the Henley website and downloading some of the free *Knowledge in Action* pamphlets.

### Sharon Varney



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

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

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