

Your Henley Forum programme 2021/22

1. Our theme: Sustaining and securing connections

The connections between people came under enormous scrutiny in 2020. We became acutely aware of keeping physical distance between people. However, as we lived and worked apart from one another, it also became clear that maintaining social connection had never been more important. Technology provided a valuable enabler in providing channels to stay connected, to collaborate and to share valuable knowledge and learning. Yet, as we have come to rely more than ever on digital systems to keep us connected, some of the tools have amplified poor management and meeting practices, and vulnerabilities in technologies and their usage have been under attack.

The challenge of sustaining and securing connections is multifaceted:

- sustaining and securing *human connections* matters for wellbeing and engagement
- sustaining and securing *collaborative connections* matters for knowledge and learning
- sustaining and securing *organisational connections* (leadership and culture) matters for performance
- sustaining and securing *technological connections* (information risk and security) matters for continuity.

In 2020, we saw great creativity, innovation and rapid adaptation. It is time to take stock and learn from the bright spots arising in different organisations, sectors and places. Let us distil and share collective learning to fan the flames of emerging practices that enable people and organisations to thrive as we go on working together.

2. Our calendar

Includes monthly Community Coffees; quarterly themed events; our flagship Annual Conference; and highly-regarded professional development programmes. Plus research projects; tailored support include our peer assist process and action learning; the monthly Knowledge Flow, member newsletters and more.

		2021 dates												2022 dates			
	FORMAT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Research projects	Virtual, ongoing, staggered start dates																
THF Community Coffee	Virtual (11.30-12.45) - learning within Forum practice community		1 st	1 st	1 st	21 st	5 th	1 st	1 st		1 st	1 st	1 st		1 st	1 st	1 st
Themed events	Virtual (11.30-16.30) - learning from outside-in		3 rd					8 th			12 th			19 th			
Conference*	Virtual in 2021 (4 x half days) - at Henley from 2022				26-29 th											29-30 th	
KM Essentials*	Virtual (11.30-13.00)					20 th				6 th		9 th					
Advanced KM*	Virtual in 2021 - at Henley from 2022						23-24 th										
Advancing your change & OD practice*	Virtual in 2021 (4 x half days) - at Henley from 2022									27-30 th							

Tailored support	Virtual, ongoing, staggered start dates																			
THF Network	Comms and updates throughout the year																			

* We welcome non-members to these events (fees apply). This is a provisional programme (23/03/21) and is subject to change. Full details of our events will be published at www.henley.ac.uk/henleyforum

3. Our research – summary

Estimated start	Key themes	Project lead	Member champion
Quarter 1 2021 (started Jan 2021)	<p>PROJECT 1 - Shaping positive workplace relationships: The role of relational support and workplace frienship (Phase 2 – post Covid-19)</p> <p>Building on Dr Ann Parkinson’s 2019-20 research on shaping positive workplace relationships during times of disruptive change (pre Covid-19), phase 2 will help us to further understand the contribution of good informal relationships to building better and positive teams and resilient individuals.</p> <ul style="list-style-type: none"> • Participation is really easy – it involves a simple app based diary for 2-3 weeks and/or a follow-up interview • Phase 2 has begun, but you can still join. For more info contact Dr Ann Parkinson: ann.parkinson@henley.ac.uk 	Dr Ann Parkinson	United Utilities
Quarter 2 2021 (May/Jun)	<p>**NEW** PROJECT 2 - Harnessing your network potential</p> <p>Every organisation is made up of three types of networks:</p> <ul style="list-style-type: none"> • operational (relationships prescribed by the traditional organisational chart) • personal (relationships that emerge from social interactions) • strategic (relationships that emerge from strategic partnerships with internal and external stakeholders) <p>All three networks are interdependent and important to get work done. However, before we can harness their potential, we first need to understand them. Networks and relationships in organisations emerge organically. Leaders cannot control the optimal design of these networks, but they can develop capabilities in securing and sustaining them. <i>How might the formal organisational structure support and activate the informal organisational structure?</i></p> <ul style="list-style-type: none"> • We will kickoff with a workshop on understanding the three types of networks and their significance in organisations (open to all Henley Forum members) • We will conduct a detailed organisational network analysis to identify how networks emerge and what supports them (we’re looking for 2 organisations to take a deeper dive) 	Dr Divyata Sohal	NHS Leadership Academy (SW)

Estimated start	Key themes	Project lead	Member champion
	<ul style="list-style-type: none"> We will explore leadership tools and skills that will help you build and activate networks in your organisation (open to all Henley Forum members) <p>For more information and how you can participate, contact Dr Divyata Sohal: d.sohal@henley.ac.uk</p>		
Quarter 2 2021 (May)	<p>PROJECT 3 - In it for the long-haul: Overcoming barriers to sustaining KM, Phase 2</p> <p>Our 2020 research project explored the barriers to sustaining KM and developed some practical tools to help Forum members introduce new team members to KM and to enlist senior management support in taking knowledge seriously. Phase 2 will explore your stories of addressing and overcoming these barriers to distil transferable insights:</p> <ol style="list-style-type: none"> Lack of recognition of KM as a career path. <i>How have you integrated KM in a career path?</i> Inconsistent functional home. <i>How have you maintained a broad focus across functions?</i> Unclear status and indirect power. <i>How have you gained and maintained senior support for KM?</i> Difficult to demonstrate organisational value. <i>How have you demonstrated the value of KM?</i> <p>If you've made progress in addressing any of these barriers, we'd love to know more. Please contact Dr Sharon Varney: sharon.varney@henley.ac.uk</p>	Dr Sharon Varney	N/A
Quarter 3 2021	<p>**NEW** PROJECT 4 - Adopting foresight in people-centric change?</p> <p>In an uncertain future characterised by rapid and disruptive change, change projects often seem to be permanently behind the curve, dragging people reluctantly behind them. But does it have to be like that? This project will explore the potential of integrating foresight and human-centric change methodologies.</p> <p>After an initial kick-off workshop with our project partners, participants will select tools and approaches to apply to help them with their own work. We'll have regular check-ins for support and learning and a final workshop to make sense of emerging findings and draw out key insights.</p> <p>The aim is to identify enablers and barriers so that we understand more about what works, for whom, and in what circumstances, as we aim to learn from the emerging future at the leading edge of the here and now.</p> <p>For more info contact Dr Sharon Varney: sharon.varney@henley.ac.uk</p>	Dr Sharon Varney	TBC
Quarter 3 2021	<p>**NEW** PROJECT 5 – Transformative learning: Energising adaptability</p>	Ola Oladosu	TBC

Estimated start	Key themes	Project lead	Member champion
	<p>Working practices have undoubtedly changed recently: organisations had to adapt quickly to novel conditions. Initially, the challenges exposed cracks in organisational flexibility, as resources and routines changed. Solutions emerged to support immediate needs, often through individual level work arounds. The question now is what can we learn from what worked that is worth taking forward to enhance future adaptability? How can we embed that hard won flexibility into future working practice?</p> <p>This project is part of a doctoral study. It will be run across 2 phases:</p> <ol style="list-style-type: none"> 1. A series of interviews to retrospectively make sense of how work changed for individuals in your organisation collated into a collective learning history of workable adaptations. 2. Action research to use the learning history from phase 1 to facilitate strategic thinking/planning to channel the individual learning into sustainable agility in future working practice in your organisation. <p>This project provides a unique opportunity to gain an independent review of the lessons of lockdown and integrate learning about adaptability from an outstanding team/department into revised working practice.</p> <p>To be learn more about how this organisational learning research could help your organisation become more dynamic and flexible, please contact Ola Oladosu: o.oladosu@pgr.reading.ac.uk</p>		

4. Programme format

As The Henley Forum heads into our 21st year, we want to maintain our innovative edge for the benefit of our members. We have listened to your needs and we are planning a few format changes to help you in maximising value from your continued membership.

	Your programme	What's new?
Research	<p>Research is the flagship of The Henley Forum. Our research programme is informed by you, conducted with you, and is designed to help you in addressing some of your more intractable issues</p>	<ul style="list-style-type: none"> • More flexibility. Rather than starting and finishing all our research projects at the same time, we will stagger the start dates. We know that you get great value from participating in our research, so we want to make it easier for you to participate • More impact. We want our research to have real, practical impact for our organisational partners. We will be looking for one or two Member champions for each research project to help us in creating and demonstrating that impact • More value. Our individual research projects will explore different threads within our overall theme of sustaining and securing connections. We will pull the threads of our research together to support greater learning on our theme

<p>Forum events</p>	<p>The Henley Forum provides a catalyst for your learning. We facilitate cross-sector, cross-functional connections between our members within our own community of practice. We also facilitate connections with thought leaders, practical academics and reflective practitioners from around the world</p>	<ul style="list-style-type: none"> • More flexibility. You told us that you love coming to Henley from time to time. You also told us how much you've been enjoying our virtual events (thank you, we've worked very hard to cultivate active learning!) Going forward, we will continue with both formats. Shorter events will continue in the virtual space, making it easier to participate from wherever you are in the world. Two-day events, like our 2022 Conference and 2-day workshops, will take place at Henley • More international focus. In 2020, we made the most of our virtual format to welcome international speakers and participants from around the world. We will continue to reach out internationally to maximise diversity as a stimulus for new learning • More connection. In 2020, we introduced a monthly Community Coffee to help you stay connected with other Forum members. In 2021, these sessions will give you 3 ways to maximise cross-organisational learning. Each month, we will invite one of our members to share what they are doing (Member spotlight), we will distil actionable insights from recent sessions (programme spotlight), and we will encourage serendipity (watercooler spotlight) • More focused. Our one-day Member events will continue to bring in diverse external perspectives around a key theme. In response to your feedback, the days will be slightly shorter – easier for you to absorb the content and to accommodate them in your busy working lives • More value. We have removed our cap of 2 places per organisation for our virtual events. Instead, we will have an overall maximum for each event. So, if you want more places, just let us know and we will do our best to accommodate you • More diversity. <i>NEW:</i> our Organisational Partners will each have 2 extras places to invite an alliance partner to our 1-day member events
<p>Professional development programmes</p>	<p>Our KM and OD programmes, led by experts in their field, are designed to help advance professional practice. We believe knowledge professionals need both skillsets (KM = Knowledge & Organisational Learning OD = Organisational Change & Development)</p>	<ul style="list-style-type: none"> • Expert support. In 2022, we hope that you will be able to come to Henley for these two popular programmes. In 2021 we will remain virtual and fully interactive • More innovation. We are exploring options for a post-graduate certificate in knowledge leadership, partially funded through the Apprenticeship Levy Programme, delivered by Henley Business School faculty. We are also considering a knowledge management essentials series

Tailored support processes	<p>Our tailored support processes, led by expert facilitators, are designed to help you make progress on your most pressing challenges</p>	<ul style="list-style-type: none"> • More value. We introduced virtual action learning and virtual peer assists in 2019 to make your Henley Forum membership even more valuable. These tried and tested processes put your needs centre stage, and use the power of peer support and challenge to unlock new options for action • More flexibility. Normally we allocate a number of member places for the year. In 2021, we will have a rolling programme of virtual action learning and virtual peer assists, giving you ongoing access to this powerful support
THF Network	<p>Quarterly member newsletters; monthly Knowledge Flow emails; thought leadership Reflections pieces; social media posts</p>	<ul style="list-style-type: none"> • More ways to stay connected. Our revamped Knowledge Flow now includes news, Member spotlights, learning insights and useful links (sign-up). Follow @HenleyForum on Twitter and The Henley Forum on LinkedIn. Tag us in your knowledge, learning, change, innovation posts