

Global Transitions in a Changing World – Session Summaries

Day 1: 28 March 2023



09:30 Keynote session

#HenleyForum

Change has Changed

Crises are times of radical change, requiring rapid responses and hands-on implementation. The largest pandemic the world has seen since 1918 (following on the financial crisis of 2008, at a time of rapidly worsening effects and the higher costs of climate change) has led global GDP to decline over 5%, with dire effects on global trade, labour markets, financial markets and the overall competitiveness of many economic sectors and countries. This has led to an increase in inequality and social instability. The expected rise of digitisation may be a positive but is offset by the negative effects. Fiscal and monetary policies have been loosened and government debt has risen to a wartime high. The Russian invasion of Ukraine has aggravated food and energy security concerns and added to long-term geopolitical insecurity.



Traditional analysis or projections of technological development can no longer deliver sufficient guidance; data is collected in the past but the future brings multiple ruptures, which may interact in an unpredictable way. Foresight is required instead of forecasting.

Stefan will outline how we, as professionals, whether in the public or private sector, can move out of confined spaces of thinking and operation, leverage system change and build new models of value creation, plus adapt capacities for an unknown context.

About – Dr Stefan Schepers

Dr Stefan Schepers has over thirty years of experience in designing public and private sector dialogues in the European Union in order to align views and interests and to develop innovative strategic scenarios.

Stefan Schepers holds a PhD in political science from the University of Edinburgh, Master's in law from the University of Leuven and Master's in european studies from the University of Strasburg.

He holds several professional roles and responsibilities:

- Secretary general of the High Level Groups on EU Policy Innovation
- Honorary director general of the European Institution of Public Administration
- Advisor to EU Commission and governments
- Consultant to business
- Boards' director
- Foundations' trustee

10:45 Keynote session

Pushed or Pulled in the Great Resignation? – Dr Tatiana Rowson and Dr Melissa Carr

Recently, much has been written about workforce trends, such as the great resignation, particularly in relation to workers over the age of 50 who are choosing to either exit the workforce or take on more 'flexible' forms of employment. But, do people 'choose' to leave or do push factors outweigh the pull? What are the implications for businesses and workers?

Tatiana Rowson and Melissa Carr explore trends in workforce demographics, including the winners and losers in the rise of 'gig work', and how organisations can better engage this group of workers for a sustainable economy.



About – Dr Tatiana Rowson

Dr Tatiana Rowson is a social psychologist and gerontologist, and a lecturer at Henley Business School, University of Reading, UK. Tatiana is the Programme Area Director for Business and Management (undergraduates) and is responsible for the personal development of students in MBA and undergraduate programmes.

Her research focus is on ageing at work, retirement, silver entrepreneurship and the experiences of older workers in multigenerational workplaces. She is particularly interested in how midlife transitions impact on health and wellbeing, work participation and retirement patterns, as well as how individuals make sense of, and respond to, changing circumstances at identity and behavioural levels.

Prior to joining academia, Tatiana worked as an organisational psychology consultant and executive coach to several high-profile national and international, public and private sector organisations in the UK, Brazil and the United Arab Emirates, operating in various sectors including banking and finance, pharmaceuticals, healthcare, media, energy and manufacturing. Originally trained as a counselling and clinical psychologist, Tatiana is a qualified executive coach and coaching supervisor, and an honorary founding member of the Association for Coaching.

About – Dr Melissa Carr

Dr Melissa Carr is a Lecturer in International Human Resource Management with research interests including gender, work precarity and new organisational forms.

Melissa is a Chartered Occupational Psychologist who started her career in consultancy working for a global business psychology provider. From there, Melissa went to Ashridge Hult Business School as a client and programme director running leadership development programmes for multinational clients. Most recently she has worked at Bournemouth University as a senior lecturer before joining Henley Business School in September 2022. Melissa holds a PhD in Leadership from Cranfield University. Her research focuses on gender and work, new organisational forms and precarious employment.

12:15 Keynote session

Sustainable Workplaces

There are many complex and challenging decisions we need to make as we think about the role of planning and the built environment in mitigating some of impacts of climate change, technological, geopolitical and demographic shifts the world is experiencing. These decisions need to be ethically driven if we are to have 'just' transitions. We will also be discussing the role the workplace has in supporting well-being.



About – Dr Richard Nunes

Richard Nunes' interests relate to design, planning, and governance, especially where it involves the integration of urban ecosystem services into development planning processes and urban policy decision-making tools. He examines human-environment interactions, whether mediated by citizen actions or institutions, and its effects on the interplay of knowledge and policy development as well as strategic planning processes and outcomes.

Richard is mainly concerned with how and why environmental attitudes, risk perceptions, and associated ecological behaviour vary across distinct social and stakeholder groups, different biophysical settings, and diverse places

14:15 Keynote session

The Bananas Taster: How to Sell Climate Learning through Game-based Play – Dr Emma Fieldhouse

Dr Emma Fieldhouse's Future We Want – a small but mighty climate education business – employs the 'banana game' to enlighten audiences of every conceivable type about the comparable carbon footprints of everyday items. The approach employs the 'How bad are bananas?' game devised by Professor Mike Berners-Lee in his best-selling book of the same name.



Join this session to experience this interactive learning for yourself and discover which has the higher carbon footprint – 1kg of cheddar or a pair of shoes.

About – Dr Emma Fieldhouse

Dr Emma Fieldhouse has spent the last 15 years working within and across the higher education (HE) sector. Before focusing on game-based climate learning, Emma was Environmental Manager at the University of Leicester for seven years and, more recently, was Interim Head of Sustainability at LSE for nine months.

Emma is a career environmentalist, a trained teacher and an inspirational leader. She has worked in public, private, voluntary and HE sectors over the last 20 years, and now directs her game-based climate learning business, Future We Want. Emma won Women in Innovation in 2021 (Innovate UK KTN), which helped fund the development of her digital carbon footprint game. Emma specialises in awareness-raising, behaviour change, game-based training, and sustainable construction. She loves the challenge of delivering bespoke, engaging, learner-centric training.

15:30 Panel Discussion

Our Collective Stories of Global Transition

Our panellists will explore diverse perspectives on global transitions in the wider world. They will help us pay attention to the big trends and what these mean for individuals, organisations and society. They will also look at the similarities and differences in perspectives, offer insights on the role each of us can play and design a collective call to arms for creating a future we all want to be a part of.

Chair of panel – Dr Divyata Sohal

Divyata has had a diverse career, covering sport psychology, knowledge management, leadership and organisational development.

As a chartered sport and exercise psychologist with the British Psychological Society, she has supported elite athletes and coaches in high-performance sports. Her award-winning doctoral research helped develop systemic organisational knowledge management practice in the UK high-performance sport system, through engaging transformational leadership and organisational networks.

She has led projects on organisational design and development, leadership development and knowledge management in high-performance sport, government and not-for-profit sectors. Divyata has also used her expertise to support The Henley Forum's member organisations to adapt and thrive in emerging contexts.

As she sees the world in connections, Divyata actively connects people and ideas to consider the bigger picture. Originally from India, she uses her psychology training – along with her diverse cultural heritage – to adopt an insider-outsider perspective to build trust and challenge inherent patterns in different contexts. She describes herself as 'hungry for knowledge', spending her spare time reading and learning across a range of topics.

Panel:

Jon Foster-Pedley

Dean and Director of Henley Business School Africa

Professor Keiichi Nakata

Head of Business Informatics, Systems and Accounting (BISA)

Dr Adeyinka Adewale

Associate Professor of Leadership Ethics and Entrepreneurship, Deputy Director of Studies, Leadership, Organisations and Behaviour Fellow, UK HEA

Dr Saiyyidah Zaidi

An experienced coach, facilitator and supervisor, a Fellow of the Association for Project Management, and a tutor and faculty member with Meyler Campbell.

Day 2: 29 March 2023

09:00 Keynote session

How Can We BUILD Smoother Transitions in a Changing World?

When it comes to thinking, reflecting or pondering on race, diversity, inclusion, belonging, identity – insert word of your choice here – it can be sensitive, challenging, require vulnerability and psychological safety. There are three questions that are pivotal in exploring our behaviour and relationality: who am I, who are you, and how am I? By doing deep work on the answers to these, it is possible for transition (and transformation) to naturally take place in a constantly changing world. Dr Saiyyidah Zaidi (say-ee-dah zay-dee) introduces the BUILD Approach, which is based on decades of lived experience, doctoral research on identity, culture, intersectionality and human connection



About – Dr Saiyyidah Zaidi

Dr Saiyyidah Zaidi (pronounced say-ee-dah, meaning female leader) is an experienced coach, facilitator and supervisor working internationally and across sectors. She qualified as an architect at the Mackintosh School of Architecture/ Glasgow School of Art and went on to have a successful career in local government, where she was director of a £300m regeneration and construction project before she left. A passionate learner, Saiyyidah graduated from the Meyler Campbell Mastered Programme in 2011, qualified as a Certified High Performance Coach with the High Performance Institute in 2014, has two Masters degrees with distinctions (including one in Applied Positive Psychology). She is the first Muslim in Britain to obtain a Doctorate in Practical Theology, and researched issues of identity and intersectionality, power, inclusion, diversity, belonging and understanding.

She is a Fellow of the Association for Project Management, the only non-Christian trustee and committee member of the British and Irish Association for Practical Theology, and a tutor and faculty member with Meyler Campbell. Saiyyidah is an adviser to many organisations on DEI and leadership development issues. She travelled the world for five years with her husband and two children, before returning to live in her native north London.

10:00 – 11:15 Research updates

Adopting Foresight in People-centric Change

In a continuously changing world, it pays to be fit for the future. Yet many change projects are behind the curve, dealing with yesterday's problems and dragging people reluctantly behind them. But does it have to be like that? What if we integrated future-facing tools and people-centric change approaches? What insight might it reveal about the emerging future? And how might it enable us to adapt in changing conditions?

We've been actively exploring these questions in our latest Henley Forum action research project with four large Henley Forum member organisations. Join us to hear key insights from the research and practical top tips from the people involved.

About – Dr Sharon Varney

Sharon develops leaders and organisations. 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 leadership and change expertise as a senior manager working in large, global organisations. She was Group Head of learning and communications in the offshore oil and gas sector. 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 works across sectors developing leaders and organisations. She brings her expertise in bridging theory and practice to the Henley Forum, and she teaches on the MA Leadership at Henley Business School. Her book 'Leadership in Complexity and Change: For a world in constant motion' was De Gruyter's business book of the month in October 2021.

United Utilities: Transformative Learning: Energising Adaptability 2

The Henley Forum's research, in partnership with United Utilities, uses action research to influence ongoing change activities. It aims to make change initiatives more dynamic and adaptable to changing priorities and demands, and uses learning histories to document the change learning journey.

Workshops

Workshop 1

BUILDing Smooth Transitions by Using Conversation as a Methodology for Exploring Belonging, Understanding, Identity, Leadership and Difference – Dr Saiyyidah Zaidi

Dr Saiyyidah Zaidi (say-ee-dah zay-dee) is changing the conversation in the diversity, equity and inclusion (DEI) space in the UK, Europe and US. Saiyyidah is a firm believer that 'words create worlds' and that by considering the language of conversations in the DEI space we can use connection as the departure point rather than difference. The simplicity of the BUILD Approach (developed by Saiyyidah) has enabled a wide range of people to engage in exploring their impact and behaviour as leaders and to create tangible behaviour—and perspective—change for individuals and organisations in a way that is unprecedented.

Using conversation as a methodology, an innovative and collaborative approach to feedback is presented, demonstrated and used. The workshop also covers the 'All-In Method' underpinning the BUILD Approach and will show you how words do create worlds. Participants will learn to develop skills at speed and explore how smooth transitions can be created in a volatile, uncertain, complex and ambiguous world, both locally and globally.

Workshop 2

The Need for Reskilling in a Dynamic World: What Can We Do to Support the Workforce?



In 2023, issues such as automation, virtual working and rapidly changing industries have created the need for a highly skilled, but flexible, workforce. Supporting the workforce to move between tasks and roles with agility is a core concern for many HR practitioners, as well as for individual workers seeking to build sustainable careers in a changing world.

In this dynamic environment, discourse on the need for workers to 'reskill' and 'upskill' is prevalent. However, for highly skilled workers, the reality of this is not always simple. Obstacles can include low motivation to retrain, erosion of existing skillsets over a period of not being used and lack of structural support to reskill.

This session will create a forum for discussion around the need to support today's workforce in developing an agile portfolio of skills and experience, the challenges that can arise in doing so and how we can develop solutions.

This session will be facilitated by Kirsty Denyer, drawing on her PhD research with highly skilled workers in the UK's declining, and evolving, oil and gas industry. The session will use the oil and gas industry as a case study and as a stimulus for discussion for participants to discuss issues in their own industries.

About – Kirsty Denyer

Kirsty Denyer is completing her PhD in the Leadership, Organisations and Behaviour Department at Henley Business School, University of Reading. Her doctoral research focuses on the factors that impact on re-employment success after job loss for highly skilled workers in the UK's declining oil and gas industry. Working as a chartered accountant and more recently as a business psychologist, Kirsty has over 15 years' experience working with clients across the UK's public and private sectors, including retail, hospitality and travel, FMCG, media, health, education, government, and the financial sector.

Workshop 3 (part 1 & 2)

The Future We Choose

What does it take to change the world? And what are the changes you want to see happen in the next 8 years? These are big questions, and this workshop is an opportunity to find out more and to work towards your own answers.

The Future We Choose workshop is a multiplayer simulation where your choices create a model of our world from now to 2030. It will give you lived experience of interdependence in complex systems. Practise navigating the complexity of issues that truly matter to make the transitions you want to see. Developed by a team in Japan, it has now been played by over 250,000 people worldwide.

You can expect to be both challenged and energised by the workshop, and to gain insight into the different pressures businesses can expect in the years ahead.

About – Wendy Stone

Wendy had a career for many years working in international development, in eight countries, before moving into the business world, and studying in both North America and South Africa. More recently it became clear to her that she had been working as a social entrepreneur all along!

Wendy leads the Global Academy project, which aims to accelerate progress towards the UN 2030 Sustainable Development Goals (SDGs) by working with academic researchers. The game workshop is one of the tools used by the Global Academy team to deepen understanding of the SDGs Framework. The framework offers context and opportunities to everyone working to make a difference in the world.

About – Steve Fairman

Steve is a qualified health economist who had a senior role in the UK health service focused on improving clinical process efficiency. He also worked for a time for a US health big data analytics start-up.

On retirement, Steve completed a Masters-level MOOC on climate change science and policy, and is now following his passions. He has worked for a charity focused on improving the communication of climate change and now prioritises his Global Academy partnership work with Wendy.



Workshop 4

How IFAD's KM Strategy has Learnt to Adapt to Change – Laura Sollazzo & Lenyara Fundukova (IFAD)

IFAD's solid KM strategy was designed for a decentralised environment. We included a theory of change, an action plan and a self-assessment mechanism to allow us to measure our effectiveness across the organisation. However, with management priority changes and reassignments of the workforce to new roles and responsibilities, we faced some additional challenges. Our mid-term review helped us unpack those needs so that we can better address the future.

About – IFAD

We are a young team of highly motivated staff who have been working together for over a year, learning from the past and ensuring that our solid KM strategy moves in the right direction while adapting to changes in the organisational structure. Our team is complemented by other dynamic co-ordination team members, representing all sides of the organisation, and we think we are doing things right thanks to the support of senior management on KM matters. We understand that being agile is the most important ingredient for being successful. We like learning from others on what they do best so that we can 'borrow with pride'.

Workshop 5

Global Transition to a Sustainable Future – Exploring Implications for Organisational Change – Jennifer Bryan & Steve Wells



Sustainability is a global endeavour that requires collaborative working across academia, enterprise, government, and the not-for-profit sector. Tackling humanity's most challenging issues also requires a new mindset, new leadership skills, and innovative approaches.

Given the nature of exponential change and the uncertain implications for life, society, and business, generating foresight that informs change is essential if we are to help enable the development of future-ready organisations. We think this is where leading human-centric change with foresight comes in.

This interactive workshop is designed to explore how foresight can inform human-centric change.

Playing the role of colleagues in an organisation charged by the directors to develop an effective change programme as part of the global transition to a sustainable future, participants will:

1. Conduct horizon scanning to identify trends, weak signals, future developments, and wild cards.
2. Complete a cross-impact analysis to create and explore multiple, plausible views of the future at the intersection of different trends, weak signals, future developments, and wild cards.
3. Prepare for human-centric change by considering the implications of the multiple, plausible views of the future developed by the cross-impact analysis.

About – Jennifer Bryan

Jennifer is a published author and practising change consultant who has worked with over 30 different organisations across multiple industries for over 20 years. She is also a non-executive board member of the ACMP (Association of Change Management Professionals) UK Chapter. She believes in helping people – in whatever capacity she can – by making sure people are thought of first, last and throughout change projects and programmes. She has created a unique leading change framework, the ABChange Model, which has been published and presented at multiple conferences and client leadership events.

About – Steve Wells

Steve is the founder of Informing Choices Ltd, an insights business specialising in futures and foresight. His work is designed to help individuals, organisations and event delegates make informed choices about the emerging future. To do that he works with drivers of future change to create ideas and scenarios that can deliver insights to the individuals and organisations that want to consider and create a better future. He creates thought-provoking keynote speeches and presentations, executive education events and horizon scanning studies, and provides strategic support.



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