

THE HENLEY FORUM

Global Transitions in a Changing World

28 – 29 March 2023



For virtual participants, we are **live on Zoom from 09:00**. We recommend joining us a few minutes early to test your connection, audio and camera settings.



Agenda – Day 1

#HenleyForum

09:00 Welcome and Introductions

09:30 Keynote session



Change has Changed – Dr Stefan Schepers

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.

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.

11:45 Break and Networking

12:15 Keynote session



Sustainable Workplaces – Dr Richard Nunes

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 the 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 wellbeing.

13:15 Lunch and Networking

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.

..... 15:15 Break and Networking

15:30 Panel Discussion

Our Collective Stories of Global Transition - with Jon Foster-Pedley, Professor Keiichi Nakata, Dr Saiyyidah Zaidi & Dr Adeyinka Adewale – Chaired by Dr Divyata Sohal

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.

..... 16:45 Break and Networking

..... 17:00 Corporate Storytelling

..... 17:30 Close



..... 18:30 Pre dinner networking

..... 19:00 Conference dinner

Agenda – Day 2

08:45 Welcome and Introductions



09:00 Keynote session

How Can We BUILD Smoother Transitions in a Changing World? – Dr Saiyyidah Zaidi

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

10:00 – 11:15 Research updates

Adopting Foresight in People-centric Change – Dr Sharon Varney

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.

Transformative Learning: Energising Adaptability 2 – United Utilities

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.

11:15 Break and Networking

Knowledge Marketplace stalls running from 11:30 to 15:30

Please choose out of workshops 1, 2 or 3 (workshop 3 is a two-parter)

11:30 – 13:00 Workshops 1-3

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'; by considering the language of conversations in the DEI space we can use connection rather than difference as the departure point. The simplicity of Saiyyidah's BUILD Approach has enabled a wide range of people to explore their impact as leaders and to create tangible behaviour and perspective change for individuals and organisations in an unprecedented way.

Using conversation as a methodology, Saiyyidah presents and demonstrates an innovative, collaborative approach to feedback. The workshop also covers the All-In Method, revealing how words create worlds. Participants will quickly develop new skills to create smooth transitions 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? – Kirsty Denyer



In 2023, issues such as automation, virtual working and rapid change have created the need for a highly skilled but flexible workforce. Supporting the workforce to move between tasks with agility is a core concern for HR practitioners, as individuals seek sustainable careers in a changing world. We hear a lot about the need for workers to 'reskill' or 'upskill', but reality is not always so simple. Low motivation to retrain, the erosion of existing skillsets and a lack of structural support can all become obstacles.

In this session, Kirsty Denyer draws on her PhD research with highly skilled workers in the UK oil and gas industry to stimulate discussion of the issues that arise in participants' own sectors.

Workshop 3

The Future We Choose (part 1) – Wendy Stone & Steve Fairman

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



13:00 Lunch and Networking

Please choose out of workshops 3, 4 or 5

14:00 – 15:30 Workshops

Workshop 3

The Future We Choose (part 2) – Wendy Stone & Steve Fairman

Workshop 4

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

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.

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.



15:30 Break and Networking

15:45 Actionable Insights from the Conference

16:30 Close

To view the Session Summaries, please click here

The Henley Forum

Henley Business School
Greenlands
Henley-on-Thames

Oxfordshire, RG9 3AU

henleyforum@henley.ac.uk

henley.ac.uk/henleyforum

