IRM UK
Business Change & Transformation Conference Europe 2019

Benefits of Attending:

▶ **Europe's Leading Conference on Business Change & Transformation.**
A unique opportunity to explore and debate the vital connections between business change, business transformation, innovation, investment and leveraging technology.

▶ **Pre-Conference Workshops –** Choose from 8 pre-conference workshops on specific topics to get you quickly up-to-speed or to fine tune your performance.

▶ **Designed by Practitioners for Practitioners.** Being neither analyst nor vendor-led, the conference welcomes, provides and values diverse and wide-ranging perspectives.

▶ **Excellent Mix of Vision, Strategy, Principles and Implementation.** Discover new ideas, approaches and solutions, while learning first-hand from the experiences and successes of organisations across Europe.
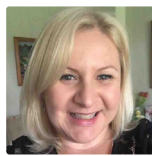
Case Studies & Contributors Include:

- Lloyds Banking Group
- Nationwide
- Mars
- The Home Office
- Vodafone
- Inmarsat
- Arm
- Dwr Cymru Welsh Water
- KMPG
- Aviva
- Nordea Bank
- Imperial Brands
- Change Management Institute
- Information Technology Authority Oman

and many more...

Keynotes & Featured Speakers Include:

Maria Lodetti
Business Change Senior Manager Mars

Jo Biggin
Group Enterprise Business Change Lead Vodafone

Jo Franco-Wheeler
Business Transformation Director Inmarsat

Mat Jackson
Transformation Manager Dwr Cymru Welsh Water

Harminder Duhra
Senior Business Enterprise Architect Nationwide

Chris Potts
Practitioner, Mentor, Trainer & Author Dominic Barrow

Butzi
Keynote Speaker & Professional Magician

Laura Lilley
Transformation Director KPMG

Melanie Franklin
Co-Chair, Change Management Institute UK

Rosie Warin
CEO Kin&Co

Supported By

Change Management Institute

The Business Transformation Network
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IRM UK

	Monday, 18 March 2019 · Pre-Conference Workshops			
09:30 - 12:45	**Investing in Business Change – The Essentials** *Chris Potts, Dominic Barrow*	**What is Key to Achieving Lasting Behavioural Change?** *Matthew de Lange, Steps*	**Patterns of Strategy** *Patrick Hoverstadt & Lucy Loh Fractal*	**Using Visual Storytelling to Engage, Educate and Influence** *Martin Sykes, Architect Coach & Steve Whitla, Visual Meaning*
14:00 - 17:15	**The Crazytivity Workshop** *Butzi, Keynote Speaker & Professional Magician*	**Designing and Implementing Changes the Right Way** *Rohela Raouf, Business Analysis Hub & Amy Morrell, Lead Business Analyst The Home Office*	**Organisational Agility Beyond the Hype: What it is, How to Measure it, How to Develop it** *Patrick Hoverstadt & Lucy Loh Fractal*	**Why You Can't Afford to Ignore the Role of Relationships When Doing Business Transformation** *Julian Burton, Delta7 Change Ltd*

	Tuesday, 19 March 2019 · Conference Day 1 & Exhibits		
08:00 - 09:00	Registration		
09:00 - 09:10	**Welcome** *Chris Potts, Conference Chair, Dominic Barrow*		
09:10 - 10:00	**Keynote: Achieving Your Goals for Investing in Change** *Chris Potts, Conference Chair, Dominic Barrow*		
10:05 - 10:55	**Top Down or Bottom Up Change? How Best to Create Sustainable Transformation Across your Organisation** *Michael Fekete, Bespoke Change*	**How Our Brains Stifle Innovation - The Effect of Cognitive Biases on Idea Generation** *Liz Calder, Blue Racoon*	**5 Questions to Manage Business Change** *Jo Franco-Wheeler, Business Transformation Director, Inmarsat Plc*
10:55 - 11:25	Networking Break & Exhibits		
11:25 - 12:15	**Start a Revolution! Transforming a 100 years Old Large Corporation Through Design Thinking** *Maria Lodetti, Business Change Senior Manager Mars Inc.*	**Driving Sustainable Change: Where does Creativity Stop and Process Begin?** *Ketan Patel, Change Management Institute*	**Steps to Change: Putting People at the Heart of Transformation** *Matthew de Lange, Steps*
12:15 - 13:45	Lunch & Exhibits		
13:45 - 14:35	**Lean / Agile Approaches to Business Transformation** *Nicholas Salmon, Senior Director - Major Change Programmes & Sophie Harrison, Lead Agile Coach, Arm*	**Selecting Approaches to Business Change: The Art of Lenscraft** *Sally Bean, Sally Bean Ltd*	**Digital Transformation Five Years On: Success or Failure?** *Jason Bloomberg, Intellyx*
14:40 - 15:30	**The Welsh Water Business Excellence Model - Creating a Culture of Continuous Improvement to Deliver Change** *Ben Evans, Lean Programme Manager & Mat Jackson, Transformation Manager, Dwr Cymru Welsh Water*	**Creating a Centralised Change Capability** *Laura Lilley, Transformation Director, KPMG LLP UK & Andoni Carreno, Head of Change Enablement, KPMG*	**Leading from the Middle: Influencing & Delivery in Tricky Projects** *Adrian Reed, Blackmetric Business Solutions*
15:30 - 16:00	Networking Break & Exhibits		
16:00 - 17:00	**Keynote: The Magic of Crazitivity** *Butzi, Keynote Speaker & Professional Magician*		
17:00 - 18:00	Drinks Reception and Exhibits		

	Wednesday, 20 March 2019 · Conference Day 2 & Exhibits		
09:00 - 10:00	**Keynote: Artificial Intelligence in the Digital Era: Tomorrow is Already Here** *Andreas Bitterer, Chief Analytics Evangelist EMEA, SAP*		
10:00 - 10:30	Networking Break & Exhibits		
10:30 - 11:20	**Business Change and Agile: A Marriage Made in Heaven?** *Jo Biggin, Group Enterprise Business Change, Lead Vodafone Group*	**Breaking Down the Silos That Impede Change** *Steve Whitla, Visual Meaning*	**Designing for Organisational Change - A Human-Centered Approach to Digital Transformation** *Mary Wharmby, Transforming Organizations through Design*
11:25 - 12:15	**Creating Powerful Teams** *David Beckham, Senior Business Analyst, Aviva*	**Change & Transformation - Insights from Neuroscience** *Hilary Scarlett, Scarlett & Grey*	**#ChangeLab: Fast and Curious** *Rodica Pirau, Strategic Change Lead, Nordea Bank*
12:15 - 13:15	Lunch & Exhibits		
13:15 - 13:40	**The Secret Ingredient of Every Single Successful Transformation** *Rosie Warin, Kin&Co*	**Managing Business Value in Digital Transformation** *Aamir Jamil, Information Technology Authority*	**BA Aware** *Carol Friel, Senior Lead Business Analyst, Lloyds Banking Group*
13:45 - 14:35	**Shaping and Influencing your Investment Planning Process around Business Capabilities** *Harminder Duhra, Senior Business Enterprise Architect Nationwide*	**Mapping the Impact of High Volumes of Change** *Melanie Franklin, Co-Chair of the Change Management Institute UK*	**Transformation: The Journey of Digital Strategic Enablement** *Mike Maddock, Kader*
14:35 - 15:05	Networking Break and Exhibits		
15:05 - 15:55	**Establishing Business Agility at a Major Bank** *Julian Holmes & Dee Wauchope, ThoughtWorks*	**Paper to Practice: How Agile Working is Changing Workplace Design** *Sarah Booth, Kinnarps*	**Transforming a Global Function: Successes, Pitfalls & Lessons Learnt** *James Bigwood, Head of Corporate Affairs Strategy & Transformation Imperial Brands*
16:00 - 16:40	**Keynote: Sustainable Change: Diversity and Beyond** *Laura Da Silva Gomes, Founder and Director, Silverfish CSR*		
16:40 - 16:50	**Conference Close:** *Chris Potts, Conference Chair, Dominic Barrow*		

Keynotes

Achieving Your Goals for Investing in Change

Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

To create the outcomes we want from all the changes happening in our markets, we need to be excellent at investing in some changes of our own.

At its heart, business change is about people: customers, employees, investors, suppliers, regulators, and so on. Their creativity, ambitions, priorities and concerns shape the changes we invest in, and the outcomes we get. While money and technologies are also essential, the journey of investing in change is very different from one that's about capital assets.

Along the way, we can expect both exhilaration and disappointment. Some changes will work better than others, while some won't work at all. The world evolves, our goals evolve, and some great-looking ideas can turn out to be less valuable than we expected. Investing in change – like all investment – is a risky business, with the biggest rewards going to the most goals-driven, agile and experienced investors.

What does it take to be excellent at investing in business change and transformation? Don't miss this keynote!

The Magic of Crazitivity

Butzi, Keynote Speaker & Professional Magician-Helps Companies To Be Innovative By Raising the Level of Creativity

Steve Jobs said: "Innovation distinguishes between a leader and a follower." In today's competitive business landscape, your company has to not only be innovative, but also be constantly solving problems. This can seem impossible in a world where most people don't think of themselves as creative.

But who creates the impossible? Yep, magicians. They have to invent subtle techniques, strategies and presentations to create seemingly impossible phenomena, and amuse and dazzle their audiences at the same time. This Keynote will empower delegates to reconnect with their natural creativity and to show them how to create new ideas every day.

Butzi will enable you to think like disruptive innovators, if you are ready for it. It is the magician's mindset at the service of your out-of-the-box success.

Artificial Intelligence in the Digital Era: Tomorrow is Already Here

Andreas Bitterer, Chief Analytics Evangelist EMEA, SAP

Digital business is about intelligently connecting people, things and businesses. It's an infinite world of new possibilities for companies to reimagine their business models, the way they work, and how they compete. Artificial intelligence and new technologies like machine learning, the Internet of everything, blockchain, or cloud, etc will remodel value chains to enable completely new methods of doing business and our way of life. Hear how leading organizations transform themselves, deliver an innovative customer experience, leveraging the latest technologies, and based on the creative use of a wide variety of information assets.

Sustainable Change: Diversity and Beyond

Laura da Silva Gomes, Founder and Director, Silverfish

2018 may have seem to be the year for women and diversity but it has also seen an advancement of sectarian agendas worldwide. This talks covers the purpose of more visible diversity. It is time to do business differently and ensure that companies do well by doing good. Diversity is not the goal in itself, it's how we are going to use this tool for greater good for society, the environment and the business too. During this talk, we will cover issues such as diversity, inclusion, sustainability in business and the latest successful trends of business that are growing by having a positive impact.

Workshops

Investing in Business Change – The Essentials

Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

Why are some organisations much better than others at creating outcomes from change?

Experience shows that it's because they know and apply the essential differences between investing in business change and – for example – investing in capital assets. They are goals-driven rather than projects-driven, have people with the unique capabilities needed for success, and leaders who ensure that the organisation is:

- Certain of the goals for investing in change
- Agile at choosing the best changes to invest in
- Efficient in taking investment risks, and in using resources
- Confident at working with diverse probabilities of success.

This immersive half-day workshop will highlight and explore how we measure, manage and grow an enterprise's performance at creating outcomes from change. Use it to benchmark the maturity of your organisation's approach, to check that you have the right capabilities in place and working effectively, and to take-away specific and practical answers to the real-life challenges of investing in business change.

What is Key to Achieving Lasting Behavioural Change?

Matthew de Lange, Consultant/Research Lead, Steps

Exploration, using drama and research with senior business leaders, of what makes the difference between success and failure in behaviour change programmes

This will be a highly participative workshop, using drama to illustrate and engage delegates with the challenges of implementing largescale behaviour change (no acting required by delegates!).

We will share with delegates the detailed findings from a recent research project carried out by Steps asking global leaders of major change programmes to share their experience of successful and unsuccessful projects in their organizations.

Delegates will discuss their own experiences and share the wisdom in the room to build on the research findings and examine some of the key areas that are critical to success.

Delegates will receive a full copy of the original research report and the learning emerging from the workshop will also be collated and fed back to delegates.

The session will disrupt and challenge conventional thinking around the components of a successful change programme. We will be drawing on a 34 page research paper we put together, featuring contributors from organisations including Arla Foods, Dechert, Deloitte, HSBC, IBM, ING, Network Rail, Nomura, Pearson, Penguin Random House, Pfizer and Sky.

The use of drama is uniquely powerful in the behaviour change process and this workshop will use drama to bring to life the challenges and engage with the subject in a very different and exciting way.

Patterns of Strategy

Patrick Hoverstadt & Lucy Loh, Directors, Fractal

This workshop will introduce you to the principles and practice of the "Patterns of Strategy" (PoS) approach to developing strategy. The statistics on the failure of conventional strategy are shocking at 70%-98% failure rate, We'll look at why this is and at some of the ways in which conventional strategy is fundamentally flawed and show how PoS provides a proven alternative. PoS is a dramatically faster way of developing strategy which speeds up the cadence of formulation and execution. It describes a strategy as sets of manoeuvres and shows how to understand and use the dynamics of strategic situations to your advantage.

We'll take you through the principles and elements of the approach and then quickly move on to doing a strategy exercise using the approach. If you have a strategic issue you'd like to explore and work on, this is your opportunity.

Using Visual Storytelling to Engage, Educate and Influence

Martin Sykes, Chief Architect, Architect Coach & Steve Whilta, Director, Visual Meaning

We think in narratives all day; whether describing our journey to work, sharing news or explaining what someone did, storytelling is how we make sense of the world. Our brains are also amazing visual processors, able to handle massive volumes of information by spotting patterns and inferring meaning. The evidence proves that stories trump data when it comes to persuasion, yet many people still believe "the facts" will speak for themselves, and overload audiences with information. This session will give you a solid grounding in the transformation "super-power" that is visual storytelling, helping you to draw out your story in a clear, succinct, compelling form that people want to engage with, comment on and take away to share with colleagues.

This unique integrated workshop provides a path from initial analysis through to stunning success. You will learn how to:

Group Booking Discounts

2-3 Delegates	*10%*
4-5 Delegates	*20%*
6+ Delegates	*25%*

- Structure complex information into compelling change stories and great visuals
- Use story frameworks and characters to engage your audience
- Build design skills to create effective visuals that make the story stick
- Create communication and reference materials that people interpret consistently

The Crazytivity Workshop
Butzi, Keynote Speaker & Professional Magician-Helps Companies To Be Innovative By Raising the Level of Creativity

This 3 hour workshop will take you through an in-depth creative journey. Butzi will help you to understand a creator's mindset and master tools that top artists, magicians, actors, writers and entrepreneurs use every day to see the world through a different lens. You too can re-invent yourself, adapt to change through creativity and generate mind-blowing solutions and ideas – even when you are not inspired.

Through magic and simple exercises, Butzi will show you how to overcome doubts and blocks, learn from your mistakes and understand the creative process to bring more meaning and efficiency to your work.

You will learn:
- How to reconnect with your natural creative superpowers and how to unleash your imagination.
- How to brainstorm properly – individually and in groups, expressing yourself and using other people's ideas to create new connections
- How to use constraints as a creative boost and to unblock yourself from complex situations.

Designing and Implementing Changes the Right Way
Rohela Raouf, Business Analyst, Business Analysis Hub and Amy Morrell, Lead Business Analyst, Home Office

Designing change is difficult in any organisation, implementing change is just as hard. In this workshop, participants will learn about a number of different tools within the Service Design toolkit to provide them with the knowledge and experience to design and land change in their organisation in an effective manner. Participants will be given the opportunity to get their hands dirty by participating in a number of practical examples, putting the theoretical content into a real-life context; .

From this workshop, the delegates will take away:
- Benefits of Service Design for Business Change and implementation
- Tools and techniques to map change from strategic level to a small team level
- Practical examples of how they can use service design in their organisation

Organisational Agility Beyond the Hype: What it is, How You Get It and How to Measure It
Patrick Hoverstadt & Lucy Loh, Directors, Fractal

Organisational agility has become a hot topic in recent years for strategists, enterprise designers and for business transformation. Much has been said, but there is very little tangible to back up the rhetoric beyond a handful of "silver bullet" interventions.

In this workshop we will make an introduction which covers: the reasons for increasing organisational agility, and for measuring it – both the strategic benefits and the importance of understanding organisational agility for enterprise designers. We'll discuss the fundamental elements of organisational agility and the interdependencies between those, and we'll go on to talk about how we measure agility and use agility indices as a diagnostic and a design tool to improve organisational agility.

We will use a case study of agility in an IT company which looks at its actual vs required agility, and potential interventions to improve its actual agility. You will have an opportunity to:
- Understand the balance of operational and strategic agility
- Develop an understanding of the importance of different aspects of agility
- Design interventions to improve agility
- Consider how this applies to your organisation

Why You Can't Afford to Ignore the Role of Relationships When Doing Business Transformation
Julian Burton, Director, Delta7 Change Ltd

In a world where everyone is experiencing more complexity and uncertainty, it's getting harder to cultivate the kinds of relationships needed to resolve wicked problems. When uncertainty is high, roles are interdependent, and people are continuously facing increasingly ambiguity, improving the quality of relationships and conversations is becoming event more critical. Building relationships is at the heart of any successful culture change and central to improving performance in every organisation. Organisations can't afford not to focus on building relationships as a main focus of transformation and culture change programmes.

In this interactive session, Julian will share some recent client case studies, the latest thinking on relational leadership, take you through some highly engaging exercises and give you some practical tools to start building better relationships for change in your organisation next week!

You will learn:
- About the latest academic research on relational leadership
- The relational model of psychological development
- Why building relationships improves performance and are at the heart of culture change
- How you can start building the relationships needed to successfully implement your next business change

Tuesday 19 March 2019: Conference Day 1 & Exhibits

09:00 - 09:10

Welcome
Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

09:10 - 10:00

Keynote: Achieving Your Goals for Investing in Change
Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

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10:05 - 10:55

Top Down or Bottom Up Change? How Best to Create Sustainable Transformation Across your Organisation
Michael Fekete, Change Leader, Bespoke Change

Is your organisation facing constant and multiple change initiatives at once? Are your employees able to absorb all this change at the same time? And do they understand why the change is happening and what it means for them?

The approach taken to change in your organisation will determine whether the transformation is sustained in the long-term. Many organisations focus on driving through short term individual changes (albeit with significant benefit), but taking a holistic approach to how you build change capability can be the difference between one-off change and an enduring culture of change.

Michael Fekete from Bespoke Change will talk about his experience, research and application of designing organisational change for multiple companies and the key ingredients for success. There is no single approach that will work because change must be designed with, and for the people in your organisation to achieve the best outcome. However there are some common principles that seem to stand out as essential regardless of the organisation's culture.

Key Takeaways:
- The change approach for your organisation needs to be designed to fit the existing and targeted culture
- Change must be people-led if it is to be enduring and sustainable
- A purely top down approach to change is unlikely to maximise benefits in the long-term

How Our Brains Stifle Innovation - The Effect of Cognitive Biases on Idea Generation

Liz Calder, Director, Blue Raccoon Ltd

Change and Innovation are an imperative of modern business. New ideas must be encouraged, heard and nurtured. But are you always hearing the best ideas and what can you do to support innovative thinking? Cognitive Biases shape our beliefs and decisions, without us being aware of it.

- Why aren't people coming up with new ideas in ideation workshops? That can be the anchoring bias, compounded by bandwagon bias.
- Could you be missing out of great ideas because people feel the probability of success is unknown? Your organisation could be suffering from the ambiguity effect.
- Are you struggling to get input from people other than senior stakeholders? That sounds like the authority bias kicking in.

This session will examine these questions and others by drawing on the fields of psychology, neuroscience and behavioural economics and applying them to innovation. We'll also look at ways to overcome biases and help counter the natural tendencies of our brains.

Delegates will learn:

- What cognitive biases are and why we use them
- More about biases that impact innovation
- Techniques to use to overcome the effect they have

5 Questions to Manage Business Change

Jo Franco-Wheeler, Business Transformation Director, Inmarsat Plc

Are you effectively managing business change?

In the world of transformation, the pace of delivery is not only fast, but relentless. Thrown into a whirl of programme methodologies, deliverables, tools and technology, how can we be sure we're actually managing business change effectively? In an ideal world, we know business readiness can be assured and benefits maximised when we follow a tried and tested approach – but when is it ever an ideal world?

Based on practical experience of delivering business change in complex transformations for the past 15 years, Jo will talk you through five questions we can ask. If they can be answered, business change is being managed effectively – a practical approach to sifting through the complexity to deliver the outcome you need.

Key takeaways:

- War stories on business change and what we can learn from them
- An outline of the pragmatic approach Inmarsat has adopted to improve transformation delivery

Networking Break & Exhibits
10:55 - 11:25

11:25 - 12:15

Start a Revolution! Transforming a 100 years Old large Corporation Through Design Thinking

Maria Lodetti, Business Change Senior Manager, Mars Inc.

Delegates will learn about how Mars is approaching its digital transformation journey.

Mars is family owned and it has a very strong culture. The people are very proud of working there and they live and breathe by the principles on which the business is run. However, the speed of today's market and the changes in the consumers needs implied we had to change. Fast.

But how do you change an organization with such a strong culture? How do you change an organization that has not radically changed in a very long time? We had to start a REVOLUTION.

We had to make it inspiring. We had to make it emotional. And rally all our 110000 Associates with us. And that's how the User Centricity journey started – with the ambition of creating a Mars made of bold thinkers and brave doers that are user centered and ready for tomorrow.

Delegates will learn:

- How Mars is injecting and building Design Thinking as a capability across the entire organization
- How Design Thinking is leveraged to transform Mars ways of working and to drive digital transformation
- What we learnt – what worked and what did not work along the journey
- Examples of projects and tactics used in the Mars transformation journey

Driving Sustainable Change: Where does Creativity Stop and Process Begin?

Ketan Patel, Change Leader, Change Management Institute

Every organisational reinvention starts with the idea that we can simply unleash creativity and reimagine a different world for ourselves, our customers and our investors. The reality however often sees the same tired approaches, decisions and actions that lead to a boring and predictable outcomes that rarely change anything.

So how do we combine creativity with process to deliver genuine innovative change and transformation which actually achieves our desired goals. In this session we will take a look at some of the hall marks of creative environments and how they are wrestled into order by process, illustrated by a few practical case studies.

We will cover:

- How to unleash innovation in your organisation
- How to channel opportunities into action – exploring the role of process
- How to evolve ideas, shut down ones that aren't working, adjusting ones that aren't optimal and invest in totally new ones.

Steps to Change: Putting People at the Heart of Transformation

Matthew de Lange, Consultant/Research Lead, Steps

Can a change programme ever deliver real change?!

Change within organisations is often viewed as a systematic, process-led operation to be executed, managed, delivered. Time and again though, major change programmes struggle to deliver the planned benefits, and have to be restarted or reinvigorated to achieve success. Why is this? What makes the difference between successful programmes that achieve the lasting behavioural change required, as well as the commercial benefits, and those that don't?

Steps recently carried out detailed qualitative research with senior programme leaders from global organisations, examining their successes and challenges and drawing out the key lessons from more than 20 major change programmes.

In this session they will share those findings, focusing particularly on what emerge as three main areas:

- How to get people to really believe in the need for change
- How to get them to take ownership for the effective implementation in their part of the business
- How to embed change so that it becomes the new way of working and really delivers the benefits

Lunch & Exhibits
12:15 - 13:45

13:45 - 14:35

Lean / Agile Approaches to Business Transformation

Nick Salmon, Senior Director - Major Change Programmes & Sophie Harrison, Lead Agile Coach, Arm

This talk will discuss the use of Agile and Lean approaches for delivering transformational business change. The talk will use genuine transformation case studies from Arm that were led or coached by the speakers and that detail the introduction of scaled Agile in IT and early attempts to take these concepts and apply them to wider transformation challenges across the business. The talk will explore the wider business perception of Agile and its strengths and weaknesses in tackling the natural resistance to change.

Delegates can expect to learn about:

- Real case studies using Agile approaches to tackle wide ranging business transformation challenges.
- The strengths and weaknesses of scaled Agile as a business transformation tool.
- The challenges of gaining buy-in from the business to transform in an Agile way.

Selecting Approaches to Business Change: The Art of Lenscraft

Sally Bean, Business Systems Consultant, Sally Bean Ltd

To change an organisation, we must first study it. Whether this activity is done by management teams, consulting firms, or internal task force groups, change practitioners are prone to view organisations through the lens of their preferred discipline. So people with an HR/OD background may view problems as failures of leadership while management consultants consider its finances and market positioning, and design thinkers focus on the customer experience.

To be effective, change agents must master the art of Lenscraft – the ability to be able to view an organisation from multiple perspectives and to apply approaches that are most appropriate to its particular context. But how do you do this successfully? Drawing on systems thinking and neuroscience, this talk will describe a framework and approach that will help delegates to navigate an appropriate pathway from discovery to action.

Lenscraft helps to:

- Avoid patterns of thinking that create blind spots and limit possibilities
- Develop a repertoire of methods for understanding an organisation and its world
- Explore different routes to change to optimise value achieved and manage risk

Digital Transformation Five Years On: Success or Failure?

Jason Bloomberg, President, Intellyx

Digital transformation has been the hot buzzword for half a decade now, and yet this customer-driven, technology-empowered business transformation trend is still poorly understood and unevenly implemented.

As with earlier technology-related business trends, software vendors have co-opted the message. Meanwhile, enterprises struggle with the complexities and subtleties of achieving its strategic goals.

In this talk, digital transformation industry analyst Jason Bloomberg will discuss both the current challenges and successes across the global digital transformation landscape.

Attendees of this session will:

- Receive — finally! — a clear, distinct definition of digital transformation
- Gain a historical perspective of digital transformation efforts since the trend became popular
- Learn about notable failures and success stories, and why they ended up where they are.

14:40 - 15:30

The Welsh Water Business Excellence Model - Creating a Culture of Continuous Improvement to Deliver Change

Ben Evans, Lean Programme Manager & Mat Jackson, Transformation Manager, Dwr Cymru Welsh Water

Too often change or continuous improvement initiatives focus too heavily on systems or tools and techniques and under estimate the importance of people or cultural led change. The Welsh Water Business Excellence model was developed to overcome this, ensuring a systematic approach heavily focussed on culture and people supported by a defined toolkit. Whilst still on the journey of continuous development, this model has been deployed into both front line operations and back office support functions with significant success.

This session will take delegates through Welsh Water's 5 year Lean journey from a tool based reliability approach, through to the development of the wider Business Excellence model which is now showcased as a best practice approach to other organisations.

This will include:

- Overview of the Business Excellence model framework and delivery roadmap
- A walk-through of the accredited, in-house Lean training programme
- Bespoke Lean Leadership programme for senior managers and key sponsors
- Case studies of deployment and results delivered
- The importance of a documented codified approach with standardised materials
- Lessons learnt from both development and application

Creating a Centralised Change Capability

Laura Lilley, Transformation Director & Andoni Carreno, Head of Change Enablement, KPMG

At KPMG we have recognised the need to bring together our change landscape under one portfolio.

Over the last 18 months KPMG has moved away from its previously federated approach to change, which presented a number of opportunities for the Firm to improve efficiency and effectiveness, through better integration of change capabilities.

Today we have moved from a highly fragmented delivery model to one delivery function that supports all change needs Underpinned by technology and common practices and an enterprise portfolio model ensuring improved strategic alignment of change

This presentation will share:

- Approach taken to obtain sponsorship for the change
- Key lessons learnt and execution approach taken
- The target return on investment

Leading from the Middle: Influencing & Delivery in Tricky Projects

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

There are many techniques that we can draw on to analyse, specify and design new innovative business solutions. Yet too often change fails. It is oh-so-easy to deliver everything we were asked to deliver, only to find out that the situation was far more complex than we thought. In many cases the people aspects of change are the hardest, and we draw intuitively on our 'softer' interpersonal skills. As practitioners of business change we "lead from the middle" and influence often without authority, shepherding people towards a shared goal.

In this presentation, we explore some practical techniques for working with stakeholders in tricky, political, and conflict-laden situations.

You'll hear:

- Practical techniques for stakeholder analysis and engagement
- Techniques for considering different stakeholders' perspectives
- How to survive—and even thrive—in highly political cultures!
- You will walk away with tips and techniques that you can use immediately on your next tricky project.

Networking Break & Exhibits 15:30 - 16:00

16:00 - 17:00

Keynote: The Magic of Crazitivity

Keynote Speaker & Professional Magician- Helps Companies To Be Innovative By Raising the Level of Creativity

Steve Jobs said: "Innovation distinguishes between a leader and a follower." In today's competitive business landscape, your company has to not only be innovative, but also be constantly solving problems. This can seem impossible in a world where most people don't think of themselves as creative.

But who creates the impossible? Yep, magicians. They have to invent subtle techniques, strategies and presentations to create seemingly impossible phenomena, and amuse and dazzle their audiences at the same time. This Keynote will empower delegates to reconnect with their natural creativity and to show them how to create new ideas every day.

Butzi will enable you to think like disruptive innovators, if you are ready for it. It is the magician's mindset at the service of your out-of-the-box success.

Drinks Reception & Exhibits 17:00 - 18:00

The conference is designed for people who specialise in any of the following:

- Business Change
- Transformation
- Innovation
- Digital Business
- Enterprise and Business Architecture
- Business Process Design
- Business Analysis
- Project Portfolio Management
- Agile Development
- Research and Development

09:00 - 10:00

Keynote: Artificial Intelligence in the Digital Era: Tomorrow is Already Here

Andreas Bitterer, Chief Analytics Evangelist EMEA, SAP

Digital business is about intelligently connecting people, things and businesses. It's an infinite world of new possibilities for companies to reimagine their business models, the way they work, and how they compete. Artificial intelligence and new technologies like machine learning, the Internet of everything, blockchain, or cloud, etc will remodel value chains to enable completely new methods of doing business and our way of life. Hear how leading organizations transform themselves, deliver an innovative customer experience, leveraging the latest technologies, and based on the creative use of a wide variety of information assets.

Networking Break & Exhibits 10:00 - 10:30

10:30 - 11:20

Business Change and Agile: A Marriage Made in Heaven?

Jo Biggin, Group Enterprise Business Change Lead, Vodafone Group

Psychologists have identified five key phases that characterise a marriage: The honeymoon period, disillusionment, the power struggle, co-operation, and finally, completion (or separation). This session will look at the 'marriage' between business change and agile delivery, drawing on case studies from Vodafone Group Enterprise.

As Agile is a methodology born out of software development, typically Agile practices do not incorporate business change. The focus is on technology development, and does not extend to activities such as stakeholder buy in, business impact assessments, communication and user adoption. As more organisations move from Waterfall delivery to Agile, it is essential that business change is fully integrated with the approach.

When business change is successfully wedded with agile delivery, business benefits are significantly improved. However fantastic the technology solution is, it doesn't deliver any benefit unless someone is using it!

Key takeaways:

- Communicate, communicate, communicate! – As in any marriage, constant communication is the key to a great relationship
- Be flexible – There is no fixed formula for success in marriage, adapt the agile principles to suit your programme and organisation

- Be prepared to work at it – Every marriage goes through difficult periods, persist through these to realise the benefits

Breaking Down the Silos That Impede Change

Steve Whitla, Director, Visual Meaning

A major obstacle to organisational change is achieving alignment across organisational silos. Each team speaks its own language, reflecting its particular expertise, experience, tools and techniques. This presents programme teams with a rich diversity of perspectives to draw on, but also presents the danger that each silo will interpret programme communications in their own way and do their own thing. In this session Steve will draw on a range of simple principles and practical examples of how visual thinking can be used to:

- Spot misalignment in people's use of language
- Recognise the key concepts where shared meaning is required
- Align mental models through imagery, language and stories

Designing for Organisational Change - A Human-Centered Approach to Digital Transformation

Mary Wharmby, Independent Consultant, Transforming Organizations through Design

As technology drives a revolution in customer expectations, the existence of businesses with raging structures and processes is threatened. Many are scrambling to embrace and implement 'Digital Transformation.' But, as Chris Skinner has pointed out, digital is about culture and people rather than technology. So, what is an organisation to do?

Some are finding an unlikely partner in Design – building, buying or partnering with Design to not only create cutting-edge products and services, design's traditional role, but to foster internal organisational transformation.

Meaningful change is the result of hundreds of micro-activities throughout the organisation and Design's focus on human needs and behaviours positions it as a powerful player in the Transformation space. Indeed, the same methods and principles which create amazing products and services for customers are equally applicable to building strong, innovative and change-embracing teams, processes and cultures.

This talk will explore how Design fits into the Transformation space and suggest a framework for remaking organisations from the inside out. Key points include:

- A Design case for organisational change
- Connecting leadership strategy with employee activation
- Scaling through organisational partnerships
- Fostering capacity to identify and remove institutional blocks
- A new value proposition for Design in your organisation?

11:25 - 12:15

Creating Powerful Teams

David Beckham, Senior Business Analyst, Aviva

David is currently leading the Development &

Mentoring for the UK Business Analyst Profession in Aviva, a role which involves creating a thriving, enthusiastic community of practice across several UK locations with over 150 individuals of differing experience. As a result, he has developed a formula for creating Powerful Teams using his personal experience plus learnings from famous examples from industry, sport and the military. This formula allows teams to create their own culture that resonates for them and which can also exist within their corporate environment.

In this presentation David will:

- Outline his view of what makes a powerful team
- Explain the importance of values, culture and rituals in the creation of a powerful team
- Explore several examples of teams that create their own culture, including facilitating a powerful community of Business Analysts within Aviva through collaboration and communication

Change & Transformation - Insights from Neuroscience

Hilary Scarlett, Founder & Director, Scarlett & Grey

Although neuroscience is still in its infancy, it is already providing significant insights into people, teams and organisations. It brings to light what enables us to be focused, to learn and to perform at our best, especially during times of change and uncertainty. It provides a new lens through which to look at people and understand their behaviour. The learning can be applied at a local level by each leader with his or her team, or at a macro level, right across the business. Applied neuroscience enables us to work effectively: by understanding our brains, we can work with the physiology, not fight it.

In a time when we are concerned about productivity and mental wellbeing, we need to understand how to get the best out of our brains while maintaining our mental energy. In this practical session, Hilary Scarlett will explore:

- What are some of the basics that we all need to understand about our brains?
- Why our brains don't like organisational change
- Six factors that enable employees to keep performing at their best during times of change and transformation

#ChangeLab: Fast and Curious

Rodica Pirau, Strategic Change Lead, Nordea Bank

Nordea, the largest bank in the Nordics, is on a transformation journey. We are seeking new ways to adapt and innovate in order to stay ahead in the fast-changing world of banking and ever increasing customer expectations. #ChangeLab is one initiative given the freedom to explore new ways of working, delivering and collaborating.

This session will introduce you to our #ChangeLab concept, share our learnings so far and hopefully inspire you to take a fresh look at how you can rethink your tomorrow. We will explain how the idea was developed, piloted and implemented – and the challenges we have faced along the way. The value and impact it has had on our organisation has not only been limited to tangible deliveries; influencing the way people think, experiment and explore new ideas is also an important element of the change we seek to achieve.

You will go away from our session with an appreciation of:

- How an innovative approach to change can deliver tangible results,
- How by incorporating Agile Ways of Working into our everyday drive to create value, we can have happier employees and customers,
- How our business transformation goes hand in hand with human transformation, and
- The biggest challenges experienced so far and what we have learned from them.

Lunch & Exhibits
12:15 - 13:15

13:15- 13:40

The Secret Ingredient of Every Single Successful Transformation
Rosie Warin, CEO, Kin&Co

Whether you're transforming architecture, process, systems or structure – there's one ingredient that will make or break your work. Culture. The art and science of changing employees mindsets, attitudes and behaviours, as you change the world around them. You can have the best process in the world, but unless you have changed people's ability and willingness to use it, it will fail. You can have the best people structure, but unless people have been brought on the journey, it will falter. You can have the best market strategy, but unless people feel emotionally connected to it and you've overcome those difficult 'naysayers', it won't get nearly the same results. In this session, you will learn about the basics of behavioral psychology, companies who have delivered wildly successful transformation by putting culture at the heart, and simple ways to enable you to do the same. No transformation leader should deliver their work without understanding these simple but effective tools.

3 Bullet points on the key learning points:

- The simple behavioural psychology that will make any transformation programme far more successful
- The good, the bad and the ugly of companies that have lived and died on culture
- How you can incorporate culture into your transformation today, and inspire your teams to do the same

Managing Business Value in Digital Transformation
Aamir Jamil, IT Governance Consultant, Information Technology Authority

Today, it is inevitable for the enterprise to maintain its existence without embracing information technology. Then, delivering the IT capability is not enough! Enterprise should make use of data deluge, and hence deliver value to the stakeholders. Value comes from how the enterprise manages and uses IT.

Investments in digital transformations should be managed throughout the economic lifecycle to deliver benefits to the stakeholders.

Aamir has established governance model to ensure benefits delivery in digital transformations. This model has broken down the complexities

into easy to understand approach and provides immediate value to the stakeholders, and is practical to the practitioners in the field.

In this session, Aamir is going to share his experience in dealing with challenges and lessons learned while going through digital transformations across the public sector.

Take away for audience:

- Understand economic lifecycle of investment in IT
- Learn practical approach to manage value for stakeholders
- Establish successful model for digital transformation.

BA Aware
Carol Friel, Senior Lead Business Analyst, Lloyds Banking Group

With projects focussed on cost and timescales the quality of Business Analysis is often compromised. How often do projects fail due to missed or misunderstood requirements? Yet how often is this properly assessed as a risk?

The Business Analyst role is often misunderstood in the Change community which leads to a lack of appreciation of the risks being taken by compromising on business analysis and also recruitment of poor Business Analysts. Business Analysts are also often used on projects for other activities taking more time away from their analysis tasks.

Business Analysts themselves often don't challenge business stakeholders enough as they don't want to be seen as 'negative'; fail to ask questions of IT if they don't understand solutions; don't demonstrate commercial awareness when analysing requirements. These are all risks to successful project delivery but only if you recognise them.

- Understand what good BA skills look like
- Learn what BAs really should be doing to make projects successful
- Learn simple techniques to assess the risk of compromising on business analysis enabling informed decisions
- Understand why you need your BAs to do left to right planning & reporting

13:45 - 14:35

Shaping and Influencing your Investment Planning Process around Business Capabilities
Harminder Duhra, Senior Business Enterprise Architect, Nationwide

Investment Planning is often a complex challenge to ensure change initiatives reflect a mix of strategy and operational needs to drive overall improvement in both Business and Market performance.

This presentation will focus on how Business Change functions have influenced Investment Planning using some key lenses and viewpoints based on real life use cases.

Key Takeaways:

- Ensuring Investment focus is aligned to your Business Strategy
- Articulating your Business and Customer Outcomes

- How to use Business Capabilities at the heart of your Investment Planning process
- Capability Aligned vs. Capability Based Planning
- Effective use of Visuals for your stakeholder community
- How to avoid Investment silos

This has enabled Harminder to add demonstrable value in shaping and influencing future change plan activity.

Mapping the Impact of High Volumes of Change
Melanie Franklin, Co-Chair of the Change Management Institute UK

One of the biggest risks to achieving the business strategic goals is too much change, destabilising both current service levels as staff split their time between delivering for current customers and getting ready for new ways of working.

Melanie will share thoughts on:

- What is the optimum amount of change for an organisation?
- What techniques can an organisation use for identifying the anticipated level of change from each initiative in its portfolio?
- How can an organisation calculate whether this level of change will deliver the desired outcomes?

This presentation will explain how strategic change techniques can be used to provide an assessment of whether the organisation is balancing the need to continue business as usual with being ready to tackle the future market challenges it will face. She will illustrate these ideas with examples from high profile organisations, all of whom are undertaking transformational change.

Transformation: The Journey of Digital Strategic Enablement
Mike Maddock, Director of Architecture & Lee Scott-Douglas, Director of Digital Strategy, Kader

With the rate of technological change across all sectors showing no signs of slowing, are businesses positioned to exploit the potential opportunities enabled by technology and digital consumer trends? Arguably, too many organisations either fail to embrace technological change within their business landscape or have a narrow focus on simple operational efficiencies. There are those however, that leverage technology to transform their business landscape or even to achieve total market disruption. This session will explore these topics, providing insight and practical approaches to address the challenges in the journey towards digital strategic enablement.

Key take-aways from this session will be:

- How converging technology trends are creating transformation opportunities for every business landscape.
- What are the different categories of innovation and which is right for your business?
- What are the Top-10 obstacles to transformation? How to spot them and what can be done.

Networking Break & Exhibits
14:35 - 15:05

15:05 - 15:55

Establishing Business Agility at a Major Bank
Julian Holmes & Dee Wauchope, Principals, ThoughtWorks

Increasing organisational effectiveness through the adoption of Agile principles and practices is far more common for IT than for the business. Ideally, the business and IT should work as one, but as it is rarely the case, change planning needs to be consistent across both.

This case study explains how ThoughtWorks supported this change journey at a major bank, collaborating with both the business and IT, the results that were achieved, the challenges they faced and how they overcame them.

Attending this session, attendees will learn:

- The typical challenges faced in this scenario
- Techniques for how to plan and facilitate the change
- How to ensure that the business and IT remain aligned
- The improvements that can be expected
- How to enable both parties to manage their own change into the future

Paper to Practice: How Agile Working is Changing Workplace Design
Sarah Booth, Design Manager, Kinnarps

Organisations adopt agile working for a variety of reasons. However, whatever their motivation, one thing is certain: it's not a straightforward transition.

Why not listen to the experience of over 60 organisations across Europe who have already done it?

Sarah's presentation will give an insight from the engagement with over 5000 employees, in 70 different surveys, that guided the design of an agile working environment suited to their needs.

Paper to Practice is a thought-provoking session that will highlight the common ground that these projects revealed, the pitfalls to avoid and the ideal route to a successful journey from traditional office to an agile workspace.

Key takeaways include:

- Why agile working is in demand
- What are the benefits to be gained?
- Identifying the obstacles in the way to success
- The key elements that all organisations discover
- How to make the journey friction-less

Transforming a Global Function: Successes, Pitfalls & Lessons Learnt
James Bigwood, Head of Corporate Affairs Strategy & Transformation, Imperial Brands

Transformation in global organisations is rarely isolated to a single location or team, but instead often involves multiple markets, people and workstreams. For a multinational change agenda to be successful there are many challenges to consider and pitfalls to navigate, but when planned and implemented successfully, the results can be empowering.

The Corporate and Legal Affairs Function at Imperial Brands has been on a transformation 'journey' for the past 18 months, driving change across a population of 150+ employees, located in 50+ countries. Through this presentation we would like to share our experiences of this programme:

- How a global function can be transformed to become more agile and responsive
- How a global Community of professionals can be formed to drive execution and delivery
- How can technology be used to leverage global expertise
- What blockers / obstacles exist in driving transformation across multiple locations and what mitigating actions can be deployed
- What lessons we have learnt that could be applied to your organisation or change agenda

16:00 - 16:40

Keynote: Sustainable Change: Diversity and Beyond
Laura da Silva Gomes, Founder and Director, Silverfish

2018 may have seem to be the year for women and diversity but it has also seen an advancement of sectarian agendas worldwide. This talks covers the purpose of more visible diversity. It is time to do business differently and ensure that companies do well by doing good. Diversity is not the goal in itself, it's how we are going to use this tool for greater good for society, the environment and the business too. During this talk, we will cover issues such as diversity, inclusion, sustainability in business and the latest successful trends of business that are growing by having a positive impact.

16:40 - 16:50

Conference Close: *Chris Potts, Mentor, Trainer, Speaker and Author, Dominic Barrows*

Business Change & Transformation Conference Europe 2019

HOW TO BOOK

Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

One Day	£795 + VAT (£159) = £954
Two Days	£1,295 + VAT (£259) = £1,554
Three Days	£1,595 + VAT (£319) = £1,914

The registration fee includes the conference lectures, documentation on USB Stick (no printed version of this is made available at the event), refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

Discounts:

Discounts are available for group bookings of 2 or more delegates made at the same time. This cannot be used in conjunction with other discounts.

Group Booking Discounts:

2-3 delegates 10% • 4-5 delegates 20% • 6+ delegates 25%

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If you cannot attend:

You can purchase the conference proceedings on USB stick for £150

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Forthcoming Events:

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21-24 October 2019, London

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Enterprise Data and Business Intelligence & Analytics Conference Europe
18-21 November 2019, London

Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:

In the unlikely event of cancellation of the forum for any reason, IRM UK's liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the event.

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