



IRM UK Enterprise & Business Architecture, Business  
Change & Transformation & Service Design  
Conference Europe 2026  
MONDAY 8th AND TUESDAY 9th JUNE 2026  
CONVENE 133 HOUNDSDITCH, LONDON

## Introduction

**Kate Jenkinson** Conference Poet, Founder of the Poetry in Business Conference and The Association of Business Poets

Poetry is the language  
for uncertainty.  
It connects the history  
of our humanity,  
by reflecting back  
the truth, the beauty  
and the possibility of change.

It's an evolution of perspective,  
which is why a business poet  
has been gifted – the last word;  
To cement the content  
of these three collective, cohesive events.

Your anticipation of rhythm and rhyme  
turns the fragmentation  
into a flow of recollection.  
A crystal clear stream of value  
running river cool  
and bubbling bright,  
energising your memories  
with vivid insight.

The themes from this conference  
will waterfall into your liquid intelligence,  
leaving you refreshed  
and ready for more.



NEXT STEP HR

## Welcome Day 1 Monday 8<sup>th</sup> June

**Roger Burlton**, President Process Renewal Group, Founder of BPTrends Associates  
and

**Joanna Goodrick**, Deputy Director & Head of Business Architecture, Cambridge University Press & Assessment



We were welcomed majestically  
by the royalty of Roger and Joanne.  
It's Roger's favourite conference  
of the year and Joanne's too.  
The multi-directional questions  
and conversations  
fueling our imaginations,  
with feedback loops that feed us  
forward in our careers.

We've been coming back for years!  
Even Joanne's pink pen has returned.  
It's learned the benefit of community,  
it feels like home.  
(And it still works apparently)



## Plenary Keynote

### Establishing a Cohesive Organisation

**Roger Burlton**, President Process Renewal Group

And

**Whynde Kuehn**, Founder and Director S2E Inc.



Roger and Whynde started a conversation about organisational cohesion.

It's a massive mindset transformation to eliminate the cost of fragmentation.

Interdependence is now our new condition.

Build an environment of continuous improvement and innovation for dynamic business rejuvenation.

Design cohesion with intent.

Orchestrate each element.

When purpose, strategy, design and Ops are in alignment, it's music to our ears!

The bottleneck is at the top of the bottle. We have to stop prioritising by function.

Value works outside in and end to end.

Be honest, like the stone in your shoe— you can feel it.

We need intolerance for the status quo, for organisations value to flow.



## Keynote Competing at Machine Speed – How AI reshapes Operating Models, not just costs

Christian Schroeder, Enterprise Architect Bain & Company



Christian from Bain & Company reminded us AI is 'a storm of possibilities'.  
It's no a decision tree.  
It's a tech forward enterprise operating model.

With faster iterations,  
decision acceleration,  
through digital agents.

The architecture a control tower  
and Northstar leaders setting the direction  
defining culture.

Where gains are shared  
if everyone is to flourish.

## The Myth of Change Fatigue

Andrew Bradley, Head of Strategy and Adoption, Telefonica Tech

Andy shared the myth of change fatigue.  
It's a lazy way to explain  
the 77% failings of change.

Decide, is it apathy or passive resignation  
causing burnout and frustration?

Because

extra is not better,  
finishing is key.

With priorities shifting  
and sponsorship fading,  
this speaks louder than words.  
And those buzzwords?

Can buzz off.

Dilbert has it cracked  
these were early warning signs  
so flag the challenges back.



## Managing Resistance to Change, the Role of Gossip and Informal Networks

Dr Carlos Pullen-Ferreira, Principal Consultant AssistKD



Doctor Carlos shared the secret  
(shall I whisper it?)  
It's not fighting the old  
It's building the new.

Gossip is the gold dust  
that glues the broken jar of trust.  
Informal networks used correctly  
build that trust and credibility.

So engage your influencers.  
Make resisters your opinion leaders.  
Brokers can bridge the gaps  
and energise the change – that's winning.

And when you think you've reached the end  
you are right at the beginning.

## The 3 Keys to Inclusive and Accessible Service Design: Physical, Digital and Social

Chris Rourke, Executive Director User Vision

Chris Rourke introduced me to  
a three keys review.  
Revealing the opportunity  
for inclusive design and accessibility.

It's the physical, digital and social  
that affects 14.6 million  
in the UK alone, that's 274 billion  
in the purple pound.

But it's so much more than this,  
social access benefits everyone around.



## Transforming Work: 'Business Transformation without Process Understanding is Guesswork at Scale'

Roger Burlton, President Process Renewal Group, Founder of BPTrends Associates



Roger reprised his keynote with some special therapy for the process people.

He took us through the Value ERAs and each of these brought benefits. (Maybe not the same as Taylor Swift's)

As customers we are fickle which is a pickle for a brand. Loyalty is not sticky, customers are picky.

They want the miracle in the box to succeed every time, so begin with the end in mind.

There is process in the work and freedom in the framework.

## From Strategy to Experience: Connecting Business Capabilities and Services to Drive Enterprise Architecture Value

Nelson Gama, Head of EA, Riot Games

Nelson, from Riot Games explained gaming is more popular than the NBA, but rioters and warriors

had duplication of solutions and a deep technology passion. So they riotised the framework. When inside out meets

outside in, they viewed value in the way it was consumed. Success is looking through these two lenses.



## 2026 Industry Excellence Awards

LJ Rich, World Renowned Musician & BBC TV Broadcaster



We had the most exciting,  
fantastic and fastest  
awards on record!

Supported by rapturous applause—  
to burn the calories  
(because the food is gorgeous)

the winners Omar, Nana and Simon  
were duly celebrated and congratulated.

## Plenary Keynote

### TRUST AND AI - How to Lead and What to Believe

LJ Rich, World Renowned Musician & BBC TV Broadcaster

#### Is it Cake or Lego?

Believe me, LJ primed  
our minds to be receptive  
to deliciously deceptive  
manipulation, as music  
entered our subconscious  
LJ's precision and rapidity  
her “humanity” connected us.

Are you a “believer” now?  
Somehow she wove AI cats  
and stormtroopers  
into catchy mis-, dis- information  
and made us question authenticity  
of RAVNLORE Viking tunes.  
It was written in the runes –  
our human fallibility.



Through AI conversations,  
emotional activations,  
new tropes are born  
and we are changed.



Plunged into a darkened room  
where music, co-created  
on smartphones, generated  
a profound shared experience.

From order to chaos,  
and we were left to ponder  
what is – humanity?  
In our newfound AI reality.

## Close of Day 1 and Evening Reception



## Welcome Day 2 Tuesday 9<sup>th</sup> June

**Debra Paul**, Non-Executive Chair, AssistKD

& **Michael Noonan**, Consulting Practice Lead, Microsoft



Day 2 and the 'dating agency'  
of Michael and Debbie  
are making introductions.

They started us off, whereas  
yesterday was exhausting  
it was equally fascinating  
so let's do it all again!

### Plenary Keynote

#### **The Change Mindset**

**Cyriel Kortleven**, Global Speaker on Change Mindset

Cyriel loves the simple.  
In the short life of his talk  
we explored the banana skins  
of corporate problems  
and the ladders that leave us  
stuck.

We experienced the patterns  
our brains make – 5000 anyone?  
The coasters prompted our idea killers  
Yes and, learn to apply to the ideas  
that need creativity  
with the three minute rule.

My holiday became a brass band concert  
in Yorkshire with Olaf on his euphonium.  
Oh the opportunity to play!  
Where did you go on your holiday?

Our thinking patterns box us in.  
When we think symbols are letters  
we lose the capacity for disruption.  
Dare to cross the borders



in your organisation.  
Trigger and train your brain  
to take those nano actions.  
No permission is needed.



And embrace your nearlings  
they are your darlings  
(and an anagram of learnings)

## Becoming a Service Organisation: Adopting a Starfish Strategy for Service Transformation Across a Complex Service Eco-System

Bruce Prendergast, CDIO Strategy Lead, HM Revenue and Customs

Bruce's personal story saved a life  
and he decided the HMRC  
needed a different strategy  
than a spiders centralised brain.

One that derisks the fragility,  
so the HMRC intentionally  
make happier, better value,  
sooner, safer workplaces,

with the starfish strategy.  
It was this decentralised mentality  
that created the human resolution  
with a life saving solution.



## Panel: Building and Maintaining Culture for High-Performing Teams

Moderator: [Donna Wayman](#), Chief Operating Officer, Zurich Legacy Solutions, **Zurich**

### Insurance

[JJ van Dam](#), Strategic Advisor & Scale-up Leadership Expert

[Michael Noonan](#), Consulting Practice Lead, **Microsoft**

[Joanna Goodrick](#), Deputy Director & Head of Business Architecture, **Cambridge University**

### Press & Assessment



The high performance hybrid team of Donna, JJ, Michael and Joanna created a live dynamic with audience participation and ChatGPT.

Is high performance a crew of rowers or an orchestra?

Do values and behaviours create a culture rippling out like a stone thrown into a river?

Can you look into a mirror – honestly?  
What creates psychological safety?

Listening,  
taking in,  
leading with inquiry,  
creates a space,  
a pause,  
a beat.

Culture is a paradox.  
We can agree to disagree  
It doesn't need to tick a box – to be.



## The Science of Change

**Susie Palmer-Trew**, Founder and Director of change programmes, Everyday Change



Susie brought the science bit.  
Change is both disruption  
and stability, it's a balance.

Embedded in Newton's laws.  
We cannot create something  
from nothing, name what is missing.

Segmentation creates space  
for rest  
where every reaction  
creates a reaction.  
Let's make it a positive interaction.

## Delivering transformation in the Wake of Disruption: Lessons from the British Library's Library Services Systems Programme

**Alyssa Ali**, Business Change Manager  
& **Gemma King** Senior Programme Manager

The UK's national library's recovery  
from cyber attack in 2023  
was both a challenge  
and an opportunity.

A chance to modernise  
its legacy systems  
Gemma and Alyssa took us  
on the journey of discovery.



## Keynote Panel: The Future of Business Change

**Roger Burlton**, President Process Renewal Group, Founder of BPTrends Associates

**Joanna Goodrick**, Deputy Director & Head of Business Architecture, Cambridge University Press & Assessment

**Whynde Kuehn**, Founder and Director S2E Inc.

**Michael Noonan**, Consulting Practice Lead, **Microsoft**



The panel of Bruce, Whynde, Roger and Joanna shared their reflections. Critical thinking can create a meritocracy and we're not paying lip service to humanity.

Yes And Roger agrees!  
What's more it's all of these working together.  
An ecosystem of design services.

It means the onus is on all of us to express our relevance.  
It takes a village.  
How do we rewire for AI?  
(with the lights still on)

Ultimately patience and priorities aligned to business strategy, is re energising in real time.

Will roles be reshaped or replaced?  
Something to discuss over a beer perhaps with our green beer mats.  
What else is there?

As well as technology we have responsibility to society, opportunity, sustainability, legacy and yes – there is poetry.



## CLOSE

Kate Jenkinson

Change is the messy middle  
where uncertainty sits  
waiting for...  
for what?

For linearity and logic  
for measurement and metric  
for being right and rhetoric.

What if it waits  
for love and longing  
for meaning and difference making  
for continuity and connection.

How might we view it then?  
With a tenderness reserved  
only for our grandchildren.

What if change  
is our favourite thing,  
that requires compassion  
and understanding.

What then?  
might we build change  
that loves, laughs,  
that breathes deeply,  
that holds our hand when it gets scary  
and reassures us of a future with integrity.

Might that change  
be the one that lasts?

And you – what will you take away  
from these two days together?

If you were wowed by my eloquence.  
Remember this, the conference poet's skill  
is to reflect back the brilliance  
of the humans in the room.



YOU are the difference  
there would be no conference  
without you all.



Your cooperation, coordination,  
collaboration and cohesion  
your **humanity**  
is what creates true impact.

Whilst you may evolve  
everything else in an enterprise  
please, never change that,

And you know the best way  
to show your cohesion  
is with a thunderous applause  
and a standing ovation!

Thank you!

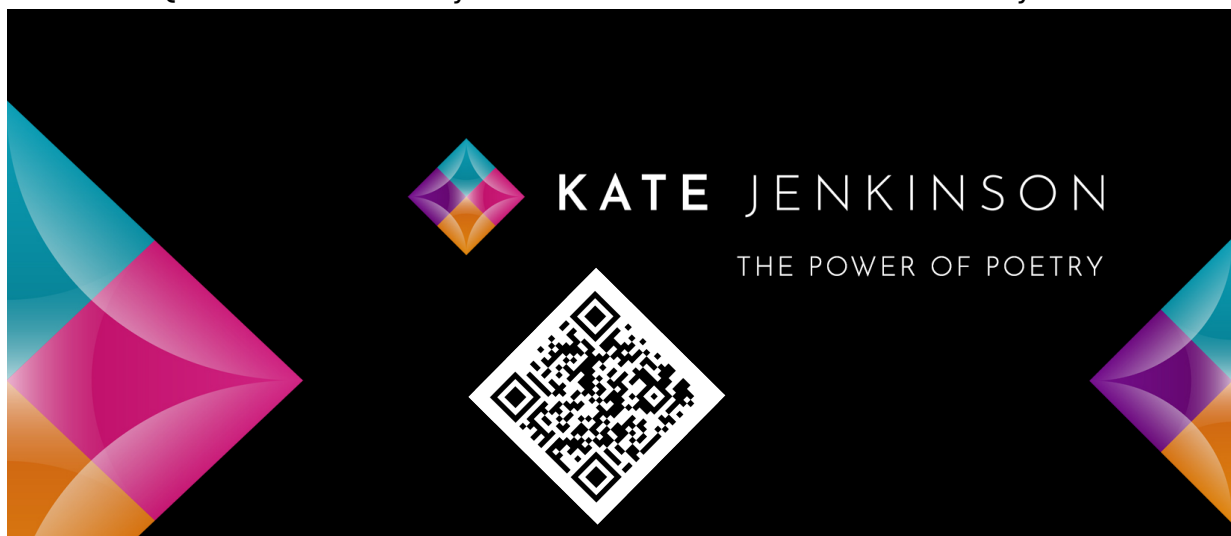


Designed, delivered and performed by



KATE JENKINSON

Follow the QR code for The Poetry in Business Conference and more Poetry Services



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