



Thursday 19 April 2012

# Leading Change During the Economic Downturn

This one day conference brings together academics, managers and Human Resource/Organisation Development practitioners and consultants to hear about and discuss new research and case studies on leading change during the current economic crisis.

# Leading Change During the Economic Downturn

Sponsored by the University of Southampton Management School  
and University Forum for Human Resource Development

## Why come?

Mervyn King referred to the last decade as the NICE period of 'non-inflationary constant expansion' but now we have entered the DRAG decade characterised by 'deficit reduction and anaemic growth'. Higher taxes, severe restraints on public spending alongside low forecasts in growth and exports are forcing major shifts in the economy that are already impacting on organisations who are responding by cutting costs, making redundancies and attempting to consolidate resources and facilities. Leading change effectively is difficult under any circumstances but the current climate of uncertainty is bringing different challenges

## Conference content

The theme of this one day conference reflects the ongoing economic volatility and stagnated growth in the UK and across Europe and the impact this having on organisations across the public and private sectors. Organisations are having to implement major change within an environment of profound uncertainty and the increasing prospect of a major global recession. Organisations are no longer able to respond through efficiency savings but instead are having to radically rethink their business strategies and restructure their core business functions. The conference will address the challenges of leading change in such an environment with speakers from both academic and practice fields presenting case studies and recent research on how to lead change initiatives in turbulent environments. Presentations will address how different types of skills are used by change leaders at different points in the change life cycle, using new change methodologies to achieve successful results and new perspectives

on how to plan and manage change. The conference will also offer participants the opportunity to participate in Skill-Based Workshops where experts in the fields of leadership and change from both academia and business will focus on how to develop the skill sets necessary for leading complex change initiatives.

## Format

The day will consist of presentations, workshops, a panel discussion and supported by an on-line community of practice to support information exchange between participants.

## Speakers

Malcolm Higgs, Professor of Leadership, University of Southampton

Pam Wharfe, Interim Director for Environment, Planning and Regeneration at London Borough of Barnet

Sharon Turnbull, Professor of Leadership, Leadership Trust

Dr Tim Trebble, Chief of Service Transformation, Portsmouth Hospitals Trust

Tony Melville, Chief of Gloucestershire Police Service

Jeff Gold, Professor of Organisation Learning, Leeds Business School

## Workshops

1. Lucy Marti, Change Manager, Telefónica, Europe
2. Nicholas Clarke, senior lecturer in OB, University of Southampton
3. Dawn Langley, Alchemy Research & Consultancy

**Date:** Thursday 19 April 2012

**Venue:** Guildhall Winchester  
The Broadway  
Winchester  
Hampshire  
SO23 9GH

**Cost:** £85 including lunch and post-conference networking reception.

Places are strictly limited and applicants are advised to book early to secure a place.

**How to Book:** For more details and to book online visit [www.southampton.ac.uk/leadingchange](http://www.southampton.ac.uk/leadingchange)

Programme			
Time			
9.00	Arrival/Coffee		
9.30-9.45	Welcome	Opening Welcome	
9.45 -10.30	Presentation 1	Professor Jeff Gold: Leeds Business School <i>Complex change requires complex and thick leaders. Are you thick enough?</i>	
10.30- 11.15	Presentation 2	Professor Malcolm Higgs: <i>What outstanding change leaders do</i>	
11.15-11.45	Coffee Break		
11.45-12.30	Presentation 3	Pam Wharfe: Director of Housing and Regeneration London Borough of Barnet: <i>Using LEAN to Drive Change in Local Government</i>	
12.30-1.15	Presentation 4	Dr Tim Trebble: Chief of Service Transformation Portsmouth Hospitals Trust – <i>Leading Change through Performance Management</i>	
1.15-2.15	Lunch		
2.15-3.15	Workshop 1 Nicholas Clarke <i>Developing the Emotional Intelligence of Managers to Lead &amp; Manage Change</i>	Workshop 2 Lucy Marti Change Manager at Telefónica Europe: <i>Managing HR Transformation in Europe</i>	Workshop 3 Dawn Langley Alchemy Research & Consultancy <i>Wicked problems: Taming the Mess</i>
3.15-4.00	Presentation 5	Tony Melville: Chief of Gloucestershire Police Service: <i>‘Transformational change is not for the faint hearted. A Chief Constable’s perspective’</i>	
4.00-4.30	Tea Break		
4.30-5.15	Presentation 6	Professor Sharon Turnbull, Visiting Senior Research Fellow at the University of Lancaster: <i>Managing the Emotional Impact of Change</i>	
5.15-6.00	Round Table		
6.00	Close		
6.00-7.30	Networking Drinks Reception		

## Topics and Speakers - Presentations

### Professor Malcolm Higgs



Malcolm is Professor of Human Resources and Organisation Behaviour and Director of the University of Southampton School of Management. Until 31 October 2007 Malcolm was

the Director of the School of Leadership, Change and HR and Research Director of Henley Management College. He took up this position in August 2005 having for the previous four years been the College's Academic Dean. He remains a Visiting Professor at Henley Management College. He moved to Henley from a role as Principal Partner in Towers Perrin's Human Resource Management practice. In this role he was responsible for Organisation and Management Development, Assessment, Leadership Development and Training projects for clients and for developing programmes and strategies for human resource and change management. In addition he was responsible for the firm's International leadership development practice. Malcolm is a member of the British Psychological Society and a Chartered Occupational Psychologist.

### Professor Sharon Turnbull



Sharon is an independent leadership development specialist and academic whose interests are in global executive development, organisational culture

and change. She is particularly interested in how personal and organisational transformation can become mutually reinforcing, and the important relationships between personal growth, organisational productivity, responsibility for society, and leadership. She has worked for many years with executives across the world, and her research interest is in global leadership and leadership wisdoms beyond the west.

Sharon has a PhD in Management and an MBA (Distinction) from Lancaster University. She is a Chartered Fellow of the Chartered Institute of Personnel and Development and is a Visiting Professor at the Universities of Gloucestershire and Worcester, a Visiting Senior Research Fellow at the University of Lancaster, and a Fellow at the University of Durham. She was previously Director of Research at The Leadership Trust.

### Pam Wharfe



Pam is currently Interim Director for Environment, Planning and Regeneration at London Borough of Barnet, a role she has held since April 2011, having worked in other roles at the authority since 2008.

In previous positions, Pam was the Director of Housing at Milton Keynes Council, 2003-08, Housing Inspector at the Audit Commission, 2000-03, and worked in various housing roles at the London Borough of Hammersmith and Fulham, 1983-2000.

Pam has attained a Master of Public Administration at the University of Warwick, holds a Professional Qualification from the Institute of Housing (West London), and graduated with a BSc Economics from the London School of Economics. She lives in Brentford, Hounslow and was a Councillor for the London Borough of Hounslow 1990-2000.

Her presentation will cover different ways of leading change in the downturn concentrating on what lean/systems thinking can deliver looking at the housing case study for Barnet as well as outsourcing in local government.



## Professor Jeff Gold



Jeff is Professor of Organisation Learning at Leeds Business School, Leeds Metropolitan University and Visiting Professor at Leeds University where he co-ordinates the Northern Leadership

Academy. With Prof Jim Stewart, he is the founder of the HRD and Leadership Research Unit at Leeds Business School. He has designed and delivered a wide range of seminars, programmes and workshops on change, strategic learning, management and leadership with a particular emphasis on participation and distribution. He is the co-author of *Leadership and Management Development* (with Richard Thorpe and Alan Mumford), *The Gower Handbook of Leadership and Management Development* (with Richard Thorpe and Alan Mumford), *Human Resource Development* (with Julie Beardwell, Paul Iles, Rick Holden and Jim Stewart) and *Human Resource Management* (with John Bratton).

His presentation, entitled 'Complex change requires complex and thick leaders. Are you thick enough?', will draw from change research to suggest that inappropriate models used in large change programmes, often result in less than appropriate outcomes. He will link this to equally poorly informed models of leadership, resulting in what he has called the Leadership Conundrum. However, salvation is at hand, if leaders become thick.

## Tony Melville



Tony has been the Chief Constable of Gloucestershire Constabulary since January 2010. He has previously served as both Deputy and Assistant Chief Constable in Devon and Cornwall, where

he moved in 2003 from Warwickshire. He has nine years experience as a Chief Officer during which he has led a number of significant and challenging organisational change programmes. During 2000 he was seconded to the private sector experiencing the management of change and strategic partnerships in different organisations. He attained a Master of Arts in Organisational Management from Manchester University and a Diploma in Criminology from Cambridge University. He is a graduate of the 2001 Strategic Command Course and 2009 Prime Ministers Top Management Programme. He is currently studying for a Doctorate in Business Administration with the University of Gloucestershire.

His presentation, entitled 'Transformational change is not for the faint hearted. A Chief Constable's perspective', will draw on his own personal reflections of being a leader during the economic downturn. His practitioners view will chart the journey from a heroic to engaging leadership style and the introduction of dialogue with senior managers. The challenges of turbulence, ambiguity, peoples job insecurity and reducing the budget whilst keeping the public safe from harm is not for the faint hearted.

## Dr Tim Trebble



Tim is a clinician, working in Portsmouth as a consultant gastroenterologist since 2004. His interest in service redesign started with his review of models of care for high dependency,

complex post-operative intestinal failure patients, resulting in the introduction of a highly innovative 'virtual ward' multidisciplinary model that has allowed such patients to be managed safely at home. During his masters in health management, he undertook a study of lean thinking transformation as it applied to day case procedures (specifically endoscopy), leading to a continuing process of service redesign at the Trust. His interest in "value" as it related to lean thinking led to formal studies of patient expectations in UGI endoscopy and more recently in outpatient clinics.

In 2010 Tim was appointed been Clinical Director for gastroenterology and endoscopy at the Trust during which he has introduced performance management at the service delivery level, including performance evaluation (using quality and activity drivers) and performance management systems, leading to marked increases in productivity. In his current role as Chief of service for Service Transformation he works at Trust level, reviewing methods of staff incentivisation (using commercial methods), evaluation and motivation. Tim has an ongoing interests in health management and biomedical research.

This presentation will examine the role of different models of performance management within the health sector and specifically looking at the clinical interface and the staff working within it. Healthcare is about the patient, who should remain at the very heart of healthcare performance management systems. The presentation will examine the difficulties in developing and implementing such systems and the benefits in terms of improving efficiency and productivity.

## Workshops

### Lucy Marti



Lucy has worked in the field of change management for almost eight years. After graduating from the University of York in 2001, she spent two years in advertising & marketing, before spending a year re-

assessing her priorities (and travelling around the world).

In 2004, Lucy joined Accenture's Human Performance practice, specialising in change management, communications, and training. During her seven years with the firm, she worked for over a dozen leading companies, including Diageo, BP, Credit Suisse, Johnson & Johnson, and the NHS. In May 2011, Lucy left Accenture to join Telefónica Europe (owner of telecoms brands including O2 and Movistar) as the Change Manager for a major pan-European HR Transformation programme.

#### *Session: Managing HR Transformation in Europe*

This workshop explores the key change management activities required during an HR Transformation programme. It will use a current HRT programme as a case study, and include discussion around a number of topics, including:

- Managing concurrent business process and IT systems change
- The role of the central change team
- Stakeholder engagement
- Managing change across cultures

### Dr Dawn Langley



Dawn has extensive experience in the not for profit and public sectors as a manager, consultant, policy maker and funder. She was Director of Organisational Development for Arts Council

England working on three major lottery funded change programmes and has been an independent consultant since 2008 specialising in organisational development, organisational learning and evaluation. Dawn specialises in working with organisations in crisis and seeing these organisations having to manage such a traumatic process prompted her to undertake research into what it tells us about the nature of organisational learning. She has an MSc in Change Agent Skills and Strategies and a PhD in organisational learning from the University of Surrey and regularly facilitates change initiatives. Her current research is concerned with the multi-modal nature of learning and the gendered nature of mergers and acquisitions. Dawn is a Fellow of the CIPD, and the RSA.

Dawn's workshop is entitled '*Wicked Problems - Taming the Mess?*'.

Increasingly the problems we have to deal with in organisations have become 'wicked;' they are complex, hard to define, unstable and usually do not have a clear solution. They involve multiple interest groups and attempts at solutions can lead to unforeseen consequences. Yet much of our drive is still to 'tame' such problems through the use of linear, rational models. The concept of wicked problems (Rittel & Webber, 1973) was first introduced in the 1970s in relation to social planning and design and it has since been expanded to other fields. (Conklin, 2005) This workshop will look at some approaches to tackling wicked problems through building shared understanding. Feel free to bring your wicked problems with you!

### Dr Nicholas Clarke



Nicholas has for the past seven years been a senior lecturer in Organisational Behaviour & HRM at the University of Southampton School of Management in the UK. He has spent the past 15

years undertaking research furthering our understanding of how the quality of work relationships (manager-subordinate relations, team relations, social relations) influence the effectiveness and outcomes of HRD systems and processes. This body of work includes identifying how emotional intelligence influences relational behaviours for work, examining leadership and leadership development from a relational perspective; and examining the effectiveness of HRD interventions in organisations. He is widely published in journal articles, conference papers, book chapters and monographs as well as produced research and consultancy reports. He has received research grants from the Project Management Institute in the US, Chartered Institute of Personnel & Development in the UK, the University Forum for HRD, and a number of public government organisations in England.

Nicholas's workshop will look at recent research suggesting emotional intelligence is related to how individuals manage change and provide new insights from the latest research showing how emotional intelligence might be developed through workplace strategies. The workshop will be interactive with a strong practical focus to enable participants to come away with tips on how to implement EI development programmes within organisations.

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