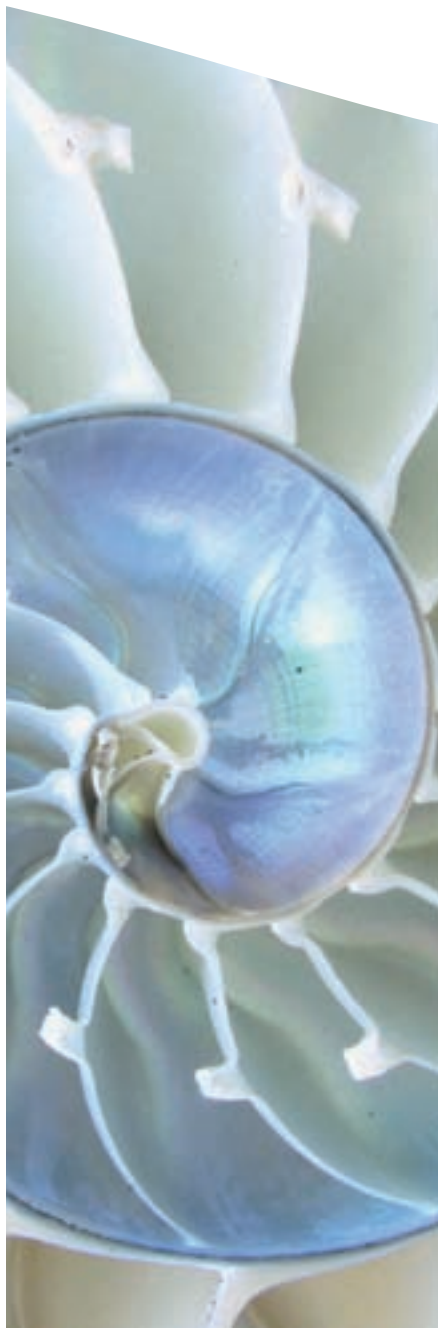


The Henley KM Forum 12th Annual Conference

Achieving Knowledge Excellence

Putting learning at the heart of the organisation

Wednesday 29 February and Thursday 1 March 2012



Putting learning at the heart of the organisation

Flexibility is needed to adapt to global competitive pressures and demanding performance standards. Organisational learning drives this adaptation, making it an essential focus for all organisations.

Many approaches have been tried to improve organisational learning, yet it's rare that everyone feels like they belong to a true learning organisation.

Organisational life is being impacted by:

- new technologies,
- changing demographics,
- challenging economic conditions and
- the diverse cultural backgrounds of the people in our organisations.

It's time to revisit what influences and drives organisational learning and ask how we can create the strategies necessary for sustained success.

Why is it so difficult to be a learning organisation?

As Graham O'Connell said while Head of Organisational Learning and Standards at the National School of Government,

'The concept of the Learning Organisation has at its heart a simple idea. It is that organisations need to continually learn and improve. This covers individual learning, but also implies that learning, knowledge and ideas are freely shared and that systems and processes continually develop.'

But this simple idea is difficult to carry through successfully because, as John Kay says in his book 'Obliquity,'

'The world is complex, imperfectly known, and our knowledge of it is incomplete, and these things will remain true however much we learn and however much we analyse it...'

The challenge increases because we all have increasingly specialised jobs. This makes it difficult to relate to what is happening elsewhere in the organisation and reduces our ability to learn from experience. This translates into reduced potential for the organisation as a whole to learn.

Developing the organisational flexibility to adapt and change in the face of these challenges requires new principles and practices, as well as new thinking about how to achieve effective organisational learning.



Who should attend

Day 1 of the conference has an emphasis on practice and is intended for all those working to improve learning in organisations, for example **knowledge managers, human resource managers, learning and development professionals and organisational development professionals.**

Day 2 of the conference is designed for **leaders wanting to explore new thinking** about managing and leading effective learning organisations.

Challenging yourself and your organisation

Through expert presentations, practical workshop sessions and stimulating discussions with professionals from a wide range of sectors, you will be able to deepen your own understanding, as well as be better able to evaluate the effectiveness of your organisation's current programme of activities.

You will have an opportunity to explore current thinking about people, performance, learning and organising with leading thinkers and authors in the field of business and management.

Brief outlines of all the sessions, together with biographical information about the speakers can be found on our website:

www.henley.reading.ac.uk/kmforum

Linking theory with practice

This year, KM Forum research has focused on the challenge of developing the leadership thinking, practices and skills needed to create resilience and flexibility in knowledge-based organisations. KM Forum members worked with Henley Business school academics and partners to consider how to increase people's capability to predict, implement and embed change. This plays a vital role in building a culture of learning and collaboration. This research will be presented during the second day of the conference.

Day 1: Wednesday 29 February 2012

The theme is **Influences on Organisational Learning**. This will be a thought-provoking day, with **an emphasis on application to practice**. The agenda is designed for anyone with an interest in improving knowledge work in their organisations, and in particular **KM, HR, Learning and Development and OD professionals**.

09.15 *Registration and coffee*

10.00 Welcome and opening remarks

10.15 **The challenge of building community in organisations**

Hubert Saint-Onge, SaintOnge Alliance

11.00 **Lessons Earned?**

Chris Collison, Knowledgeable Ltd.

11.45 *Networking break*

12.15 **Case Study: Knowledge communities as the basis of organisational learning at MWH**
Sarah Grimwood and Ian Davies, MWH

Case Study: learning journeys as a route to knowledge excellence at RBS

Louise Montgomery and Julia Mahoney, RBSG

13.00 *Lunch*

14.00 **Workshop: Creating and sustaining communities of influence**

*Dr Alison Donaldson, Independent
Elizabeth Lank, Independent
Professor Jane Maher, Macmillan Cancer Support*

Workshop: Behavioural literacy and fast organisational learning

Victor Newman, Visiting Professor in Knowledge and Innovation Management, University of Greenwich

15.30 *Networking break*

16.00 **Emotional ambivalence and organisational learning: riding the rollercoaster**

Dr Helen Shipton, Aston Business School

Innovation, knowledge and the power of learning organisations

David Griffiths, University of Edinburgh

16.45 **Leadership and organisational learning in the new world of work**

Peter Thomson, Workwise Ltd.

17.30 *Close*

18.15 *Reception*

19.15 *Conference dinner*
Positive Deviance

David Gurteen, Gurteen Knowledge

Day 2: Thursday 1 March 2012

The theme is **Leadership and Organisational Learning**. The programme today challenges conventional views of organising, managing and leading. The emphasis is on helping **leaders** explore how **thinking differently** about organisational learning will increase performance and flexibility.

08.45 *Registration and coffee*

09.15 Welcome and opening remarks

09.30 **The surprising role that emotions play in learning and change**

Jean Bartunek, Professor of Management, Boston College

10.15 *Networking break*

10.45 **Workshop: Demonstrating the impact of knowledge management on performance**

Nick Milton, Knoco Ltd.

12.45 *Lunch*

13.45 **KM Forum Research Report: Everyone can lead change, but how do they know what's required? Building flexible leadership capability**

Jane McKenzie, Professor of Management Knowledge and Learning, Henley Business School, Dr Paul Aitken and Bill Rainey, Aitken Rainey

14.30 **Adapt: Why success always starts with failure**
Special Guest: Tim Harford

Also known as 'The Undercover Economist', Tim writes a regular column for the FT. He has published several books, including 'Adapt' which argues that today's challenges simply cannot be tackled with ready-made solutions and expert opinion: the world has become far too unpredictable and complex. Tim has achieved world-wide recognition for his ideas.

15.30 *Networking break*

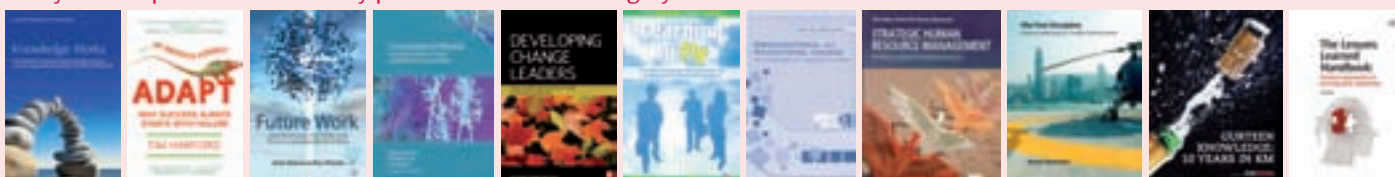
16.00 Snowball debate.
Becoming a learning organisation: priorities and next steps for leaders

17.00 **Closing reflections**

17.15 *End of conference*

Brief outlines of all the sessions, together with biographical information about the speakers can be found on our website: www.henley.reading.ac.uk/kmforum

Many of our speakers are recently published authors of highly successful books aimed at business leaders.



How to book

You can book online at: www.henley.com/kmf12
Or complete this form (in capitals) and send to the address below.

Conference rate

Conference rate: £750 for one day and £1,250 for two days
Networking dinner (29 February 2012): £60
(Two delegate places at the conference and dinner are included as part of The Henley KM Forum membership fee: we offer 25% discount for additional member delegates).
15% discount is available on conference bookings made before 1 February 2012 (non-members only).

Title
Forename(s)
Surname
Position
Company
Address
Telephone
Fax
Email

This delegate will be attending:

- Both days of the conference Day 1 only
 Day 2 only The networking dinner

Payment

Select one of the following three options:

- My company is not a member of the KM Forum and this delegate is paying the full rate.
 My company is a KM Forum member and this delegate is using one of the two places included in our membership fee.
 My company is a KM Forum member. This delegate is additional to the two places included in our subscription and is paying the reduced conference rate (c. 25% discount: £550 for one day and £950 for two days).

Please indicate how you wish to pay

Enclosed is a cheque for £

I wish to be invoiced

I wish to pay by credit card
(1% service charge applies to all credit card transactions)
Please note that we must receive payment prior to the conference date

Visa Mastercard

Card number

Name as on card

Expiry date /

Verification code

Billing address if different

Postal code

How did you hear about the conference?

Cancellations

All cancellations must be made in writing to the address below no later than 21 days prior to the conference date. An administration fee of £75 +VAT will be charged for all cancellations, to be deducted from any refund or invoice. No cancellations can be accepted within 20 days of the conference date, but a suitable delegate can be nominated. Pre-payments or invoiced amounts cannot be refunded. Henley Business School reserves the right to make changes to the programme, location or speakers without prior notice.

Find out more about the Henley KM Forum at

The Henley KM Forum, founded in 2000, is an internationally recognised centre of excellence in knowledge management. As a membership-based community, it is a magnet for leading business practitioners, world-class academics and thought

leaders who collaborate to develop insights, understanding and practical guidance on matters associated with knowledge as a vital business resource.

Find out more about the Henley KM Forum at
www.henley.reading.ac.uk/kmforum

i For more information, please contact:

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