

# AUSTRALASIAN CHANGE DAYS 2021

**Thursday**


## DAVE SNOWDEN

*Opening keynote (Keynote - Plenary 1)*

Dave is the founder and Chief Scientific Officer of Cognitive Edge and the founder and Director of the Centre for Applied Complexity at the University of Wales. He has pioneered a science based approach to organisations drawing on anthropology, neuroscience and complex adaptive systems theory.



## ESTHER BARFOOT

*Manifesto: speaking to the head, heart and hands (Session 1)*  
*Art is the highest form of hope - A taster of artistic activism (Session 3)*

Esther Barfoot is a strategist, facilitator and communication activist for future oriented movements. She has helped to set up an empowerment movement within the Dutch National Police and a movement to prepare the city of Rotterdam for climate change and now she is helping to set up a movement in circular living in the same city.



## RICH BATCHELOR

*Loving Change is a Complex Game (Session 1)*

Rich has been facilitating others through the maze of change for over 25 years. He is always curious to explore new and progressive approaches and never afraid to experiment with something not done before! He brings authenticity, vulnerability and humour to his engagements that always provoke personal revelations and new insights with his audience.



## JOAN LURIE

*Complexity - the imperative and implications for leaders (Session 1)*

Joan's work helps systems find flow and coherence - changing culture with real commercial results. Using these systemic transformations as containers for development she helps leaders develop their systemic lens, relational intelligence and build their complexity muscle.

**Friday**

## JOST CAPITO & MELISSA BRIDGES

*Returning to the front of the field (Keynote - Plenary 2)*

Jost is taking on his biggest challenge to date as the new CEO of Williams Racing. A team with a long history in racing which have finished at the bottom for 3 years. He and Melissa, the Director of Transformation will share this challenge with us.

## RICHARD CHATAWAY & MATT FLURY

*Behavioural Leadership - Applying Behavioural Science to Complex Leadership Challenges (Session 2)*

Richard is CEO at the BVA Nudge Unit UK, and has over 15 years of success in applied behavioural science. Matt Flury is a business psychologist and has extensive experience of building business capability.

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## SAKSHI BANSAL

### *Who am I in the face of change? (Session 2)*

Sakshi is the first UNESCO Kindness Leader and the founder of Project LEAP- a social service organisation that she started at the age of 19. Since then, Project LEAP has worked with 300+ volunteers to educate 1600 families in India.



## FAITH TIMBS & HELEN PALMER

### *Cool Jazz for Flexible Thinking (Session 2)*

Like the finest jazz band, Helen & Faith riff and play off each other to create beautiful conceptual music. Having known each other only a short time, and only in the virtual world, they have quickly created a way of working that sees them share ideas, inspiration and a close collaboration that often resembles the improvisational stylings of jazz music.



## SIMON OATS

### *Improvisation for Change (Session 3)*

Simon has worked extensively as a trainer and facilitator for organisations, schools, community groups and individuals. He has over 25 years experience as a performing artist and storyteller and currently works in culture shift with CulturAlchemy



## CHARO LANAO

### *Thinking with your heart and feeling with your mind (Session 3)*

Charo is a woman with a depth of knowledge and commitment gathered from her awareness and experience of ancient human systems, their myths and legends and their unwavering respect for Mother Earth. Her style of listening and drawing out from participants their own unique solutions has made her an integral agent of change in over 15 countries worldwide

**Saturday a.m.**



## NIK BEESON

### *Maintaining Poise in the Uncertainty of Complexity (Session 4)*

Nik is a change facilitator offering services with a focus on meaning, curiosity, disruption, addiction and resilience. Nik is a skilled and empathetic facilitator, known for creating safe spaces - with an abundance of curiosity, open-heartedness and good humour - to explore big questions.

## KERRY MILLER & STEVEN MCINNES

### *Embodying Gestalt in a Virtual World (Session 4)*

As an Organisational and Coaching Psychologist, Kerry crafts safe spaces in which people can face the ever-increasing demands of their work and life roles with humanity, agility and success. Steven works with leaders and organisations to help them turn their strategy into action, to build their leadership capability and to enhance connection across their stakeholders and value chains.



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## MARY ALICE ARTHUR

*Why understanding your WEIRD is vital to being a changemaker (Session 4)*

Mary Alice is a Story Activist working with story in service of positive systemic shift and for focusing collective intelligence on critical issues. With story as an ally, people become the visionary leaders, changemakers and paradigm shifters they want to be. They know we live in a story and have the tools to change it.



## MARISSA VERMA

*The resurgence of traditional medicine and reconnecting Elders with young people (Keynote - Plenary 3)*

Managing Director of Bindi Bindi Dreaming a 100% Aboriginal owned business. Marissa has learnt much of her cultural information by learning from Elders in the community that have entrusted her to continue to share and bring people on the journey of better understanding our culture and our people.



## LINDA JONES

*How to implement Cynefin when you're not Dave Snowden (Session 5)*

Linda's current role involves working in a highly complex public health provider that is responsible for the delivery of health services across one of the largest rural and remote regions in the world.



## KAREN FERRIS

*The Balanced Diversity Framework - Simplifying the Complexity That is Change (Session 5)*

Karen is a self-professed organisational change management rebel WITH a cause! She pushes the boundaries to explore and develop new approaches that are guaranteed to make things better for all. Author of 4 books on leadership and organisational change management and known for defying the status quo in both results and commentary.



## GILBERT KRUIDENIER

*The Change Profession Board Meeting (or AGM?) (Session 5)*

Gilbert likes connecting dots that appear unrelated and convincing the elephant in the room that it's a safe space for all and that she can say what she thinks too. He divides his time between advising organisations and boards on change communication and governance and rescuing animals from people and people from themselves.



## YAEL ELISH

*How crowdsourcing is revolutionising health care (Keynote, Plenary - 4)*

A passionate entrepreneur with expertise in crowdsourcing and consumer-facing products, Yael was on the Waze founding team, where she drove the overall product strategy that led the company from User One to one of the world's most notable crowdsourcing endeavours. She also co-founded eSnips and NetSnippet.

**Saturday p.m.**

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## BENJAMIN TAYLOR

*Honest, Guvnor!* - how to use manipulation, compliance, and lies to drive change (Session 6)

Benjamin has over 20 years of experience in big change in that most challenging of contexts, public services. He runs a network consultancy and a social enterprise, both focused on public service transformation in the UK.



## JEFFER LONDON

*Improving Dialogue in Your Project* (Session 6)

Jeffer London is a facilitator and partner for leadership teams. He is the founder of the Stimulating Conversation project and conducts research on dialogue and the way people work together. He sits on the board of the International Association of Facilitators (IAF) and supports his clients with engagement strategies.



## EUGENIO MOLINI

*On Networks, Communities and Hierarchies* (Session 6)

Eugenio's specialty is to design and facilitate transformational processes in which success depends on the collaboration between parties with different perspectives, professions, cultures and even diverging interests. He is the initiator of of Guild of Agents for Intentional Transformation, a network who support each other to increase the impact of their interventions, while at the same time diminishing the pain they cause to those that will be affected by the changes

Perth time GMT+8	Thursday Sept 9	Friday Sept 10	Saturday Sept 11
7:00 AM			
7:30 AM			
8:00 AM			Session 4 - 7:10 - 9:10am
8:30 AM			
9:00 AM			
9:30 AM			Plenary 3 - 9:30 - 10:30am
10:00 AM			
10:30 AM			Session 5 - 10:40 - 12:10
11:00 AM			
11:30 AM			
12:00 PM			
12:30 PM	Lunch - 1 hour		
1:00 PM			Regroup
1:30 PM			
2:00 PM			Plenary 4 - 1:55 - 3:25pm
2:30 PM			
3:00 PM		Opening	
3:30 PM	Opening	Plenary 2 - 3:30 - 4:45pm	Session 6 - 3:40 - 5:40pm
4:00 PM			
4:30 PM	Plenary 1 - 4:30 - 6pm	Session 2 - 5- 6:30pm	
5:00 PM			Wind up and finale
5:30 PM			
6:00 PM	Session 1 - 6:15 -7:45pm	Session 3 - 6:45 - 7:45pm	
6:30 PM			
7:00 PM			
7:30 PM			
8:00 PM			

Syd/Melb	Toronto	London
9:00 AM	7:00 PM	12:00 AM
9:30 AM	7:30 PM	12:30 AM
10:00 AM	8:00 PM	1:00 AM
10:30 AM	8:30 PM	1:30 AM
11:00 AM	9:00 PM	2:00 AM
11:30 AM	9:30 PM	2:30 AM
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6:30 PM	4:30 AM	9:30 AM
7:00 PM	5:00 AM	10:00 AM
7:30 PM	5:30 AM	10:30 AM
8:00 PM	6:00 AM	11:00 AM
8:30 PM	6:30 AM	11:30 AM
9:00 PM	7:00 AM	12:00 PM
9:30 PM	7:30 AM	12:30 PM
10:00 PM	8:00 AM	1:00 PM

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GRAB A COFFEE/TEA FROM YOUR ACDC2021 PACKAGE AND JOIN US FOR GREAT CONVERSATIONS AS WELL AS A SMALL NUMBER OF SKILLS BASED MINI-WORKSHOPS AROUND THE CAMPFIRE - OPEN ALWAYS



## MEET OUR #ACDC2021 TEAM



## & OUR PARTNERS AND SUPPORTERS



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## **Benjamin Taylor - Honest, Guvnor' - how to use manipulation, compliance, and lies to drive change**

This should be a lot of fun - we'll get at the importance of honesty, boundaries, and learning for change by working on the (real) change practice of drawing up 'brown contracts' - everything you could do in working together to end up in the sh\*t.

Participants will work through their own brown contract development as a way of learning the practice, on the way addressing five core, interlinked practices that are invaluable in change (especially in complexity): honest conversations, clarity, boundaries, culture shaping, and good and clear intent.

By developing negative brainstorming, we will practice what we preach and see how we can open up to more honest, clarifying, learning relationships with a positive culture and good and clear intent.

Change in complexity demands a dynamic and important tension between 'tight' and 'loose' which is not a natural tension for people to hold; this workshop will offer a way in, and very practical approaches, that sneak up on those dynamics by opening up about what definitely doesn't work.

## **Mar del Rio Lanao (Charo) - Thinking with your heart and feeling with your mind.**

My main intention is that participants will find inspiration within themselves. Our education systems teach the head, but without the heart change is often an ill-conceived thing that ends in disappointment and failure, which can be costly. The intention is to invite participants to think with their hearts and feel with their minds, to imagine possibilities, hold intentions and commitments and adapt, with creativity and

flexibility, to uncertainty, to what lies ahead.

'Complicated' is a bad thing, but 'complex' is good. Thinking with the heart and feeling with the mind is complex. Taking the less travelled road could be complex, finding new paths could be complex, changes and uncertainty could be complex...and beautiful and rewarding. I believe that right now we need to embrace complexity with joy, creativity and wildness.

I will share stories from my own pilgrimage in life, will invite participants to search from their own stories and to imagine possibilities for their own path. To find inspiration within themselves.

## **Esther Barfoot - Manifesto: speaking to the head, heart and hands + A taster of artistic activism**

Workshop 1 - When steering into complexity, we have to let go of certainty. And open ourselves to a possible future that wants to emerge. Which doesn't mean we have to give up on navigation completely. Be it 'the inner knowing', 'simple rules' or 'principles in action'; instead of navigating from spreadsheets, we navigate from an inner source.

This is where the activist manifesto has its comeback and is reinvented. This classic 'declaration of the intentions, motives, or views' of an individual, group or organisation, is a great way of diving into the inner knowing and discovering what principles are driving you, your team or organisation. Answering questions such as:

- What do I/we truly believe?
- What do I/we stand for?
- What really matters to me/us?
- What am I/are we ultimately working toward?
- What is mine/ours to do?

In this workshop, Esther Barfoot will give an introduction into the

manifesto. We will look at some great examples – past and present – and learn about the essentials of a manifesto. Then the participants will create their own personal manifesto: text & design.

Along the way, Esther will also talk a little about activist communication, a form of communication that embraces complexity.

Workshop 2 - In this workshop, we are going to hang out on the cross road of art, activism and change. Why this particular crossroad?

Because:

- Artists can see what has never been seen before.
- Artists can make you see what you have never seen before.
- Art tickles the more intuitive parts of the brain.
- Art creates connection.
- Art provokes dialogue and silence.
- Art helps you get used to trying. And failing. And trying again.
- Art gives birth to resilience.
- And all of this is essential to create change.

No wonder that currently there are many wonderful and cool initiatives popping up around the world that combine art, craft or design with activism to promote change. In this workshop, we are going to have a look at a variety of these initiatives (such as the Advocacy Innovation Lab, a variety of artist inventors, The Craftivist Movement, etc.) and the ways in which they operate.

## **Eugenio Molini - On Networks, Communities and Hierarchies**

Early in any change initiative you need to choose the organization you need. The choice will influence, not only your strategy and your operations, but also the organization's capacity to pursue its purpose and achieve its goals,

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the way of working and your leadership.

In this exploratory workshop you will get acquainted with a framework that proposes three basic patterns that will orient you in your choice of organization: hierarchy, community, and network.

You will learn what each of the three are good for, in which contexts each of them is most adequate, how you can reinforce either of the patterns with different interventions (e.g., in meetings) and how to detect the weak signals that people send about their preferences.

You will hear about the specific challenges posed by each pattern for leaders and co-workers, as well as about the rewards brought by each.

The three basic patterns do not exist independently from each other, so we will go up to a higher level of complexity to understand the interplay. Some situations that will be highlighted:

- What happens in a hierarchy when you develop internal networks?
- How are networks affected when they develop stable structures?
- How do communities resist networks?

## ***Faith Timbs and Helen Palmer - Cool Jazz for Flexible Thinking***

Our workshop will introduce participants to the concepts of anthro-complexity for Organisational Change Management, break down the barriers of inflexible thinking, and embed new approaches to navigating disruption through Applied Improv play.

We will explore anthro-complexity for Change Practitioners, with 7 key insights gained over years of work

in complex projects. Drawing flexibility of practice and years of experience together, this will incorporate the Cynefin Framework, and vividly bring practical project experience to life for participants.

We confront the constraints of inflexible thinking, and dive into tools to take us from the structured nature of an orchestra to the improvisational style of a jazz band.

And we bring this all together in our core interactive exercise – an applied improv game. Asking participants to play the role of Change Practitioners, planning a major activity within a project. Designed to mimic a complex environment you will walk away from this activity with tools and the mindset to navigate the challenges of complex organisational change today.

## ***Gilbert Kruidenier - The Change Profession Board Meeting (or AGM?)***

The setting would be an imaginary meeting of the Board for the Change Profession. With all the added complexity of new realities and existing challenges surrounding the profession and practitioners, the Board wants to make sure we're setting the right strategic priorities for the next 3 years.

All participants will be able to choose a role from a list of 10-12 standard board roles and act out that interest to their heart's content in the conversation to provide the widest range of views. Depending on the number of participants people can share a role or take on more than one if they are up for it.

The end result should be a strategic agenda for the profession by actual practitioners to aspire to. I am planning to ask a friend if this outcome can be shaped into an animation/visual to share on social

and as a part of the conference take-away.

The best possible outcome is that we indeed end up with a clear strategic pathway that cuts through the noise and complexity of today's workspace

## ***Jeffer London - Improving Dialogue in Your Project***

Get to the real issue! It is hard enough to make change projects work, but when people are not talking about the real issue, it becomes impossible. This session is about how to bring your people into conversations that reveal and explore the real issues, concerns and implications of your project.

We brought thousands of groups together in Dialogue Experiments – After each, we asked them what helped or hindered their discussion; as well as their insights and take-aways. The patterns that emerged illustrate what to aim for when bringing about dialogue in your projects, and in life. This session will:

- Give you the data on what helps or hinders dialogue
- Let you assess dialogue in your project and explore how to improve
- Experience a mini Dialogue Experiment, so you can replicate it

We think conversations need to stay personal; we do not prescribe any generic formulas – we simply share the approaches that enhance conversations, and let you experiment. When it comes to improving dialogue, it is not enough to simply know the target behaviours; you need bring about those behaviours through group experience.

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## **Joan Lurie - Complexity - the imperative and implications for leaders**

Complexity is the territory leaders have to navigate more and more, but in the main the role of leader has historically been defined and designed for the simple, complicated even chaotic contexts (Cynefin) rather than the complex. Further, 'good' leadership has been defined in a reductionist unitary way, searching for the ultimate qualities (holy grail) of good leaders rather than exploring the multiplicity of roles leaders need to take up across these different contexts.

This workshop proposes moving beyond a reductionist view of leaders and leadership and posits the hypothesis that we should lean into the complexity of leadership being multiple, diverse and contextual. It compares the roles of leader across the domains and takes a deeper dive into what is required of the leader-in-role-in-system in order to navigate and thrive in complexity.

Participants will have a:

- A new systemic understanding of leadership being a contextual role not a set of qualities outside/independent of context
- A complex multiple perspective view of role of leader across different contexts/domains
- A deep exploration of the role of leader in complexity (what's required in role to navigate this territory)
- The link between this role and adult development (internal complexity fitness) for this role and how to help leaders grow developmentally into it (beyond 'expert' self authoring)
- The imperative of developing systemic intelligence for this domain and how this is

distinctive from analytical thinking

## **Karen Ferris - The Balanced Diversity Framework – Simplifying the Complexity That is Change**

We need a new approach to deal with the complexity that is change.

Every change is different with many interrelated and often multi-faceted variables – stakeholders, scope, size, priority, type, outcomes, time and resources.

Add into the mix organisational culture, history of change, change readiness and volume of change, and we have a large number of interacting elements.

Yet, all too often change agents rely on the same approaches for all changes and they fall short.

This is the result of entrained thinking and being blind to new practices that could be deployed; oversimplifying change; becoming complacent and utilising practices that may have worked in the past; and being closed to the suggestions of others.

This workshop introduces participants to a framework and approach that will remove those constraints and enable the determination of practices to deploy for each change based on its characteristics and the nature of the organisation.

The Balanced Diversity Framework has been realized through extensive research and is delivered by design. It offers every change agent 59 distinct practices to choose from to address the complexity.

## **Kerryn Miller & Steve McInnes - Embodying Gestalt in a Virtual World**

As the world becomes more connected, interdependent, and

dynamic, Embodying Gestalt principles and practices is a critical frame that provides the scaffolding for understanding the role of 'self' in how we perceive, make sense of, interact with, and support others as we engage with the challenges of complexity.

And now that we have moved into both virtual and hybrid environments, the complexity of engaging with teams and groups, managing multiple agenda, and not always having the in-the-room data to help shape our perception of the shifting dynamics, we need more tools and approaches to support our work.

This workshop is not about learning Gestalt theory, but is about how you use what you learn in your moment to moment interaction with your environment, your circumstances, and the people with whom you come into contact. This is what we mean by the term 'embodying'.

## **Linda Jones - How to implement Cynefin when you're not Dave Snowden**

We've all watched the YouTube videos of Dave Snowden talking about the Cynefin Framework and thought yes, that makes total sense, now I just need to work out how to implement Cynefin in my organisation. In this workshop we'll walk through the journey to implement Cynefin in a public sector healthcare provider. Participants can expect to learn useful principles and approaches that could be applied to other organisations.

The Western Australian Country Health Service (WACHS) is one of seven Health Services Providers in WA and reports to the Systems Manager, the WA Department of Health. WACHS is responsible for all public health provision in WA outside of metropolitan Perth, one

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world that includes a significant number of rural and remote communities. WACHS vision is to be a global leader in the provision of rural and remote healthcare and how the organisation approaches change and improvement at a time when it is experiencing crisis across a number of areas will be critical to achieving this goal.

## **Mary Alice Arthur - Why understanding your WEIRD is vital to being a changemaker**

While we've been navigating through challenge and change in a pandemic, so many of us are hoping the "new normal" won't look so much like the old business as usual.

But will it?

So much depends on the lens we used to look at the world and unfortunately, you probably have a WEIRD Way of looking at things. WEIRD stands for Western, educated, industrialized, rich and democratic. We inquire into the shape of things by using Storytelling and participatory practice tools to step beyond the bounds of what we know.

## **Nik Beeson - Maintaining Poise in the Uncertainty of Complexity**

Complexity is one attribute of the renowned fearsome foursome of VUCA, and it alone can easily generate the other three: volatility, uncertainty and ambiguity.

Typically we have a deep desire to find a single solution to a problem. Clear answers equate to security. A problem with a clear answer can be planned for, met with, and controlled.

- Square hole... meet square peg.
- Hunger... meet hamburger.
- Thirst... meet coke.
- Nail... meet hammer.

But complex ('wicked') problems have no one cause, no simple solution, no 'smoking gun', no 'one size fits all'.

Reducing complexity to the 'bed' of habitual/rote reactions or precious theories/ideologies results in a 'Procrustean Bed' effect: the problem is truncated or stretched to tortuously 'fit' our own pre-designated solution, and this 'torturing' of the problem actually makes it much worse.

- Rotting foundations and crumbling brickwork... meet cheap vinyl siding.
- COVID... meet Q-Anon.
- Pain... meet opioids.

A feedback loop kicks in:

- Simple solutions applied to complex problems generates still greater complexity.
- Greater complexity generates overwhelming uncertainty.
- Overwhelming uncertainty generates primitive and rote fight/flight/freeze reactions.
- Primitive reactions to complex problems generates more complexity.

We're going to dare to dive into the multi-faceted and complex problem of 'addiction' and consider the nature of 'poise': a flexible responsiveness centred around balance and equilibrium, a stance of readiness. We'll consider, and discover, behaviours and practises that can strengthen our capacity to bear with the uncertainty of complexity (and addiction) by cultivating and maintaining 'poise'.

## **Rich Batchelor - Loving Change is a Complex Game**

When we review how people react to change, we recognize that most of those responses are emotional and that the events are emotion triggers within people. What if we could recognize our own (and others) key emotional triggers, to know what we experience is ok,

and just a marker for impending reactions.

In this session, Rich will discuss the complexity of emotional response, the uncertainty of predicting it and how, with some fine tuning, we can build some early indicators of impending reaction, by knowing our own emotions and those that surface when faced with change. He will share some insights on emotion driven decision making, internal and external responses to uncertainty and change through a series of discussions, virtual card games and personal commitment challenges. Participants will leave with greater knowledge of their personal change emotion driven triggers, how to recognize them and how to work with them.

Practitioners, facilitators, coaches and advisors will also understand the basics of incorporating this into the work they do to support others through change.

Emotions are complex, but if we can add an element of predictability we can lean into their presence and make them only complicated and less uncertain. If we lean into the complexity, we are leaning into our self discovery and the support we give to others as we tackle the nuances of change and the way it effects individuals.

The emotional culture deck (ECD) is a card game that explores emotions – from both vulnerabilities and challenges as well as strengths and opportunities. Rich will run a series of virtual card games, supported by some opening discussions and challenge questions to the audience and conclude with a commitment setting exercise for all.

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## **Richard Chataway and Matt Flury - Behavioural Leadership - Applying Behavioural Science to Complex Leadership Challenges**

In this interactive workshop, participants will gain an understanding of how to apply behavioural science as organisational leaders to help them achieve lasting change.

The most successful 21st century businesses know how behaviour really works, and apply their knowledge every day. Many organisations invest significant resource to understand how their customers behave (and why), but most don't invest in the same way to understand how their people behave (and why).

To address complex problems we need not only to address attitudes and cultures within organisations – but to ensure that people's behaviours change.

Accordingly, leaders need to better understand behaviour if they are to succeed in business improvement or business transformation. This workshop will provide leaders with understanding and foundational capability (and provide simple tools) so that leaders can re-think their roles in terms of enabling behaviour change, better diagnose leadership challenges, and avoid unnecessary, costly, assumptions and mistakes.

Participants will understand the importance of context and non-rational drivers of behaviour, as well as learn a simple framework for helping them diagnose and address behavioural challenges. Using a sprint-based approach they will also learn how a behavioural science led approach can enable them to address challenges in a complex system and run 'safe-to-try' experiments to find solutions

that work, and apply this to some relatable real-world problems.

## **Sakshi Bansal - Who am I in the face of change?**

The most complex question that one can ask in times of uncertainty or times of peace is: "Who am I?". While a lot of us have attempted to answer that question, we generally disregard it as a futile attempt given how vast the spectrum of "I" is or we satisfy ourselves by talking about our work, relationships or desires. This is the truly complex challenge that we face, finding ourselves in the face of a storm and the peace that comes after it. When faced with this storm, we can find shelter in understanding our intention and our direction which we can get to by applying a simple equation, adding some interdisciplinary science to it and sprinkling it with three types of creativity. By coming to this workshop, the participants will gain an understanding of their own journeys from finding themselves to getting a direction and creating an intention. They will leave with an equation and a model in their armoury to utilize when they face a storm.

The question of who am I is a truly complex challenge that psychologists have tried to solve, have shunned away as being too complex or played with time and again. It is one question that everybody faces whether they are a reason for the change, part of the change or facilitating the change. When not adequately answered, this question can lead to unresolved issues, dilemmas, feelings and create more complexity!

## **Simon Oats - Improvisation for Change**

Improvisation is a great way to practice many of the fundamental principles of working with change.

Open awareness, leaning into uncertainty, working artfully with a situation as it unfolds in real time, listening with head, heart and gut, being fully present to the evolving moment and letting go of your cherished ideas in service of what is emergent.

Participants will play with the tools and principles that underpin the art of improvisation: Listening, "happy failure", collaborative creativity, spontaneity and working with and re-framing narrative.

Improvisation requires you to pay attention on many levels simultaneously, Body language and spatial positioning, emotional expression, verbal utterances, an audience, an emerging narrative etc. As an improvisation unfolds, the participants need to be aware of all that has gone before, be fully in the present moment and open to what is emerging in the future. Every improvisation involves solving unique problems and whilst there are principals and techniques that can be helpful, great improvisers know that it is through connection with one's partner or team, staying fully present and trusting oneself that solutions will arise. And improvising is fundamentally experimental.

