

King's Business School

'Ready for the future as it arrives'

Helping individuals and organisations use the crisis as a catalyst for positive change

Programme objectives

‘Ready for the future as it arrives’ as a way of future-proofing organisations to use the recent crises as a catalyst for positive change. This one day programme will:

- *Allow individuals to make sense* of the coronavirus crisis for themselves; to give them the time and space to think about the impact the crisis had upon them both personally and professionally; articulate and share their stories with their colleagues in a professionally facilitated environment
- reflect on what *personally* they would have done differently with hindsight
- articulate what they believe *their organisation* could have done differently with hindsight
- create some clear *personal & organisational recommendations* around what to do differently
- develop some clear *personal & organisational* recommendations to prepare for future uncertainty
- recognise the physiological and psychological *impact of stress*; practise some personal resilience exercises to transform negative energy to positive energy

At King’s we believe this is a *powerful mechanism* to help individuals and organisations recognise the impact of the crisis, prepare more effectively for future uncertainty and so be able to perform now. This is also an excellent opportunity for Leadership Teams to get first-hand, honest feedback on what is going on across their organisation and what they could do to prepare more effectively.

The Process

The programme is an inter-disciplinary one day engagement delivered for Leaders, Managers & Professionals. The design of the one day commitment is as follows:

- **Delivery of 2 x 3-hour facilitated workshops;** workshops led by experienced senior facilitators with support from a member of the Organisation's Executive. The Business School would work with King's College London's globally respected Institute of Psychiatry, Psychology & Neuroscience (IoPPN) to provide expert input around Recognising & Transforming Negative Stress into Positive Energy & Personal Resilience
- **Workshops delivered either virtually through Microsoft Teams or face-to-face.** Each workshop incorporating up to 24 participants (excluding the Facilitators).
- Each session working both in **plenary and in sub-groups** to provide all with sufficient 'voice' in the room so they feel heard (of up to 12 participants per sub-group)
- the style of the workshop (whether virtually or face-to-face) would be: **highly practical, time and space for personal reflection; story-telling, short expert input**, using individual/group activities to embed the learning and to allow participants to be better prepared for future uncertainty, crises, and change
- the workshops could be delivered to **intact teams** or groups of **selected individuals**.

Adding value – additional delivery options

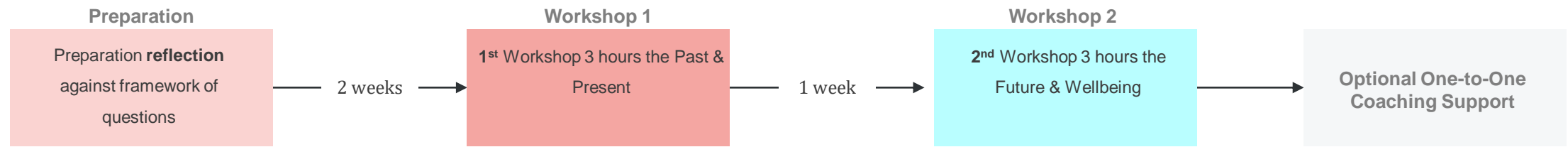
There are three additional options:

- Option One: create an organisational facilitator group. King's would deliver a critical mass of the workshops to priority employees (i.e. those who have a high level of interest in addressing the challenge and a high degree of local influence). The workshop could provide some short input around the essential facilitation skills required to deliver the process for themselves. Then the organisation's new facilitators could deliver a shortened version of the workshops (i.e. without the expert input around Stress and Preparing for Uncertainty) to intact employee teams across the organisation. We could provide a short Facilitator Guide to help them deliver effectively. If we were to adopt this approach, then we would need to provide to include basic facilitator training.
- Option Two: we could develop organisational facilitators with practical techniques to transform stress into personal and interpersonal resilience. This could be conducted in a separate one day workshop. A support handbook could also be made available
- Option Three: some participants will require further one-to-one conversations to explore the impact of the crisis in more depth. We can offer 60 minute virtual sessions. Depending upon the nature of the need, whether personal or professional, whether stress-related or leadership-related, will dictate the facilitator involved.

Should any of these additional delivery options be of interest then please do not hesitate to call to discuss these in more detail.

Reflection Preparation

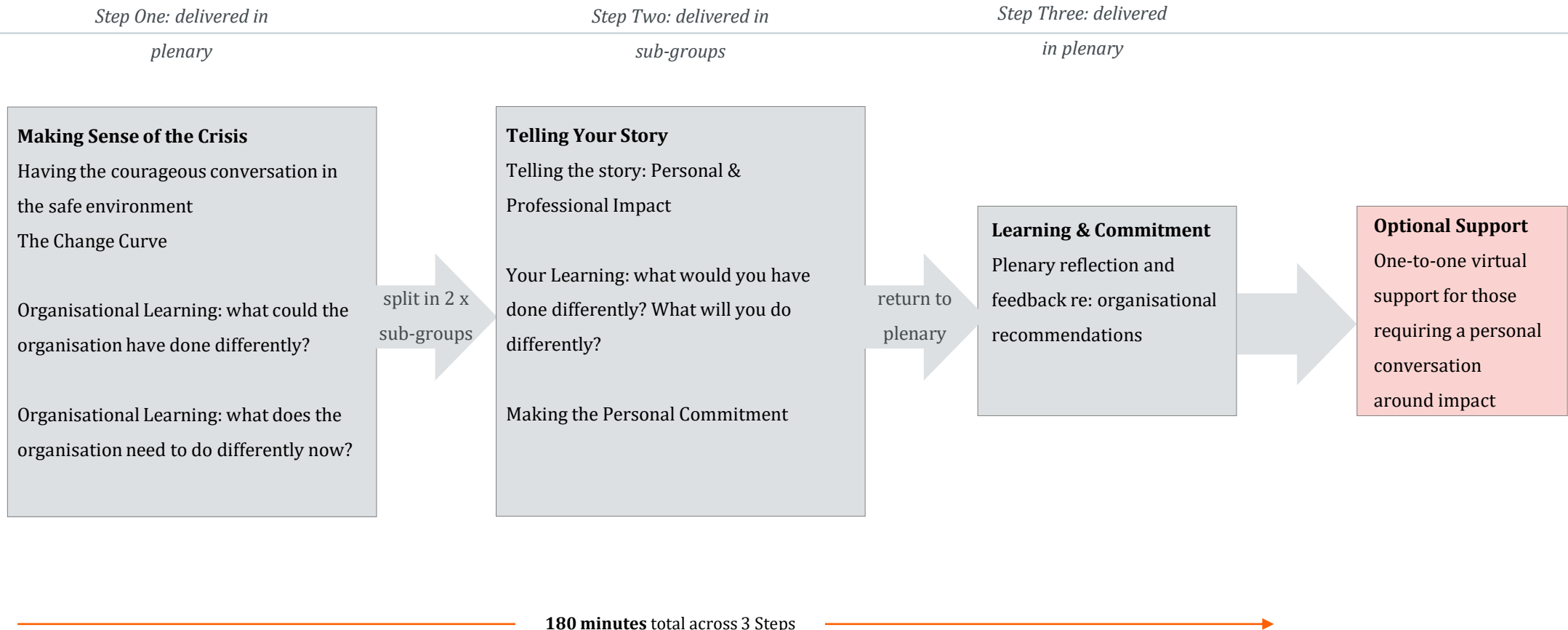
The process would be delivered through Preparation, 2 x 3 hour Workshops and Optional Coaching Support:



Preparation: in advance of the workshops (approximately 2 weeks), we would send a short email. The email would position the virtual workshops, introduce the objectives and the process. We would ask them to reflect upon the following 4 key questions:

- what has been the impact of the coronavirus crisis on you, your family, your community, your colleagues, etc.?
- with hindsight, what would you have done differently to respond to the crisis both in the personal and professional environments?
- with hindsight, what do you think the organisation should have done differently to respond to the crisis?
- how do you believe we should prepare ourselves and the organisation for such future scenarios?

What is included? - workshop 1

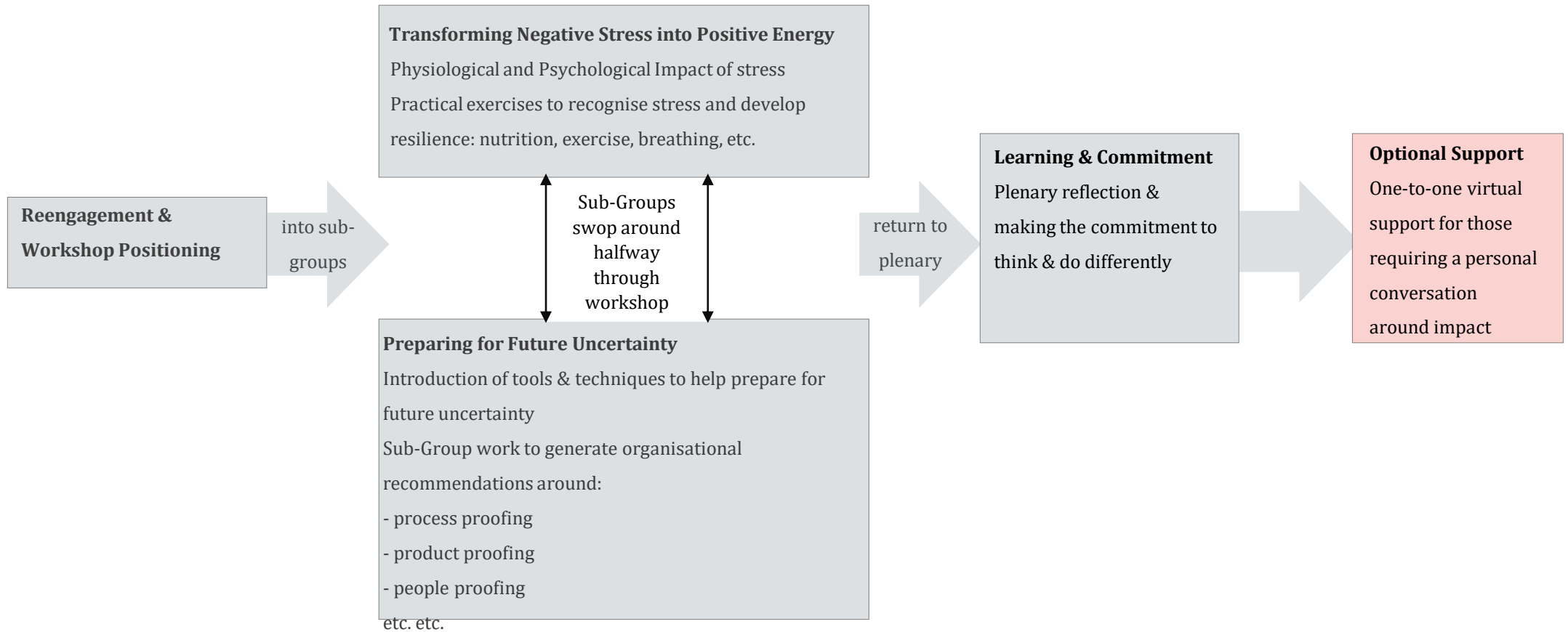


What is included? - workshop 2

*Step One: delivered in
plenary*

*Step Two: delivered in
sub-groups*

*Step Three: delivered
in plenary*



180 minutes total across 3 Steps

What is included? – Workshop 2 detail

Preparing for Uncertainty

Opportunity for further reflection on what the organisation could/should have done differently with hindsight. Introduction to Future Thinking and Preparing for Uncertainty: Kairos, Explorer Leadership and Organisational Explorer DNA, what challenges should we be solving, etc.

Introduction of 4 x Future Scenarios – for example:

- Climate Change & Environmental Impact
- Interstate Virtual Warfare
- Global Pandemic
- Demographic shift – specifically ageing global population

- 1) understanding the potential impact of the scenario
- 2) preparing for uncertainty: tools, techniques and frameworks

Divide into 4 x small teams and brainstorm activity. Feedback what the organisation should do now to prepare for future uncertainty. Record main themes and recommendations for later collation

Psychological & Physiological Impact

Opportunity to explore and address through exercises the physiological and psychological impact of stress. This could include:

Physiological:

Engagement Training (guided breathing exercise for peak performance and flow)

Psychological:

- Constructive Gratitude (CBT based)
- Active Listening (Mindfulness based)
- Improving relationships, team building, empathy
- Nature observation (mindfulness based)
- Stress reduction, improved mood, health improvement

The expert facilitation team

Crawford Spence is Professor of Accounting and Vice Dean (Corporate Relations), King's Business School and Programme Director for Executive Education activities.

Crawford has held full-time academic appointments in the UK, the United Arab Emirates and Canada, as well as having held visiting positions in France, Spain, Norway and Japan.

Crawford's research is principally focused on the sociology of the professions, looking at various financial professional groups (accountants, financial analysts, tax advisors, fund managers) in terms of how they negotiate social, cultural, political and economic pressures. He has a special interest in comparing these groups cross-nationally, with previous projects looking at empirical sites in Canada, China, France, Japan, Spain and the UK.

Other research interests include leadership in public sector organizations and the role of calculative practices in facilitating or inhibiting processes of strategic change.

The expert facilitation team – Cont.

Jon Morton is a Leader/Advisor in the Business School/Leadership Learning world with extensive experience of building leadership communities, executive learning, advisory work, teaching and facilitation to senior leaders in the international public and private sector. He has worked in Leadership, Faculty and Consulting roles across Europe, North America and the Middle East.

As a Leader, Jon has been a Director of London Business School (Centre for Management Development), Governor & Deputy Principal of Henley Business School and CEO/Founding Director of Qatar Finance & Business Academy (QFBA) in addition to leadership activities such as the creation of a new business education institution for Sub Saharan Africa and the Director of the National Programs for the Sultanate of Oman.

As an Advisor/Faculty Director, Jon has consulted to senior public and private sector leaders over the last 25 years around organisational development, leader development and strategic transformation. Alongside this he has designed and delivered strategic leadership learning for senior executive populations (top 200) in international private and public sector organisations. Organisations with whom Jon has led leadership learning have included Vodafone, Rio Tinto, Barclays Group, BG Group, Qatar Foundation, Government/Diwan of Oman, IBM, Unilever and Danone. He has consulted to Deans, CEOs, HRDs, Ministers and Undersecretaries across public and private sectors.

Jon works both as an independent advisor (whether in Leadership or Teaching roles) and in partnership with international Business Schools. During his career, he has worked in partnership with London Business School, the Wharton School, University of Michigan Business School, IMD (Lausanne) and Saïd Business School, University of Oxford. He has an excellent international Faculty and Executive network.

The expert facilitation team – Cont.

Dr Renuka Fernando is at the forefront of leadership and thinking on strategy and governance in the public sector. She has led multimillion transformation initiatives in complex organisations in the UK and around the globe. For the British Council, Renuka delivered projects across 100+ countries for simplified, intelligent and proportionate assurance.

Recently, she led Cross Government Transformation on behalf of the Chief Executive of the Civil Service and Cabinet Office Permanent Secretary. Her portfolio spanned across 22 ministerial departments, implementing change during Brexit, a challenging delivery ambition within an uncertain political environment.

Renuka is a lecturer at the London School of Economics as well as an advisor for Harvard Business School and the Operational Process Excellence Network. Renuka completed a PhD in Accounting at the London School of Economics. Her research interests include the use of management techniques in conflict zones. Currently, Renuka is the Director of Strategy (Corporate) for Kings' College London.

The expert facilitation team – Cont.

Jonathan Rolfe is an experienced senior manager with over eighteen years of international business experience in strategic roles within both the public and private sectors. With a strong project delivery track record, Jonathan has successfully delivered large scale complex projects across Europe, the Middle East and Africa. Jonathan has delivered operational efficiency and transformational programs and has experience of working with the O2 UK Board as an advisor on operational efficiency and also with BT in the identification of business transformation opportunities (including outsourcing) to recognise OPEX savings of 15-20%. In addition to this, Jonathan has been responsible for delivering Nokia's Systems Integration European business unit strategy.

Jonathan held several senior positions at Nokia before joining the South London and Maudsley NHS Foundation Trust (SLaM) as Head of Business Development and Productivity. Jonathan joined Implemental at the end of 2013 as Director of Business Strategy & Operations. Jonathan has worked with the Implemental team to deliver a largescale mental health strategy implementation programme to a commissioner the Middle East which included the development of a research priority agenda, anti-stigma initiatives and a comprehensive mental health awareness training component including the delivery of training within workplaces.

Jonathan has specialist interests in strategy, electronic health systems and workplace mental wellbeing. Jonathan is passionate about improving global mental health and wellbeing.

King's Business School

We connect people with possibilities

We develop individuals to challenge accepted orthodoxies, think about leadership differently, and develop ways of thinking to become adaptive problem solvers.

Development through King's will enhance careers and create mindsets to think connectedly, sustainably and globally. Our interventions will provide opportunities for networking, learning and knowledge transfer between the participants and across sectors. We will continue to engage with them over time to build communities of learning as they reflect on guidance provided by deep expertise delivered by world class faculty from academic streams across one of the world's great Universities to deliver impact and create meaningful change.

We bring real insight - in the last Research Excellence Framework, 82% of published research submitted for assessment was deemed to be world leading or internationally excellent.

Additionally half of the School's impact case studies, demonstrating relevance to real-world problem solving, were given the top rating of 4*.

Top 10

One of the top 10 UK universities in the world
(QS World University Rankings, 2019)

4th

King's is the fourth oldest
university in England

31,000

King's has over 31,000 students including
12,800 postgraduates

150

King's students come from over 150
countries worldwide

9

King's has nine faculties:
Arts and Humanities, Business School,
Dentistry, Oral & Craniofacial Sciences,
Institute of Psychiatry, Psychology and
Neuroscience, The Dickson Poon School of
Law, Life Science and Medicine, Florence
Nightingale Faculty of Nursing and Midwifery
& Palliative Care, Natural & Mathematical
Sciences, Social Science & Public Policy

84%

84 per cent of research at King's was
deemed 'world-leading' or 'internationally
excellent' (3* and 4*)

6th

In the 2014 Research Excellence Framework
(REF) King's was ranked 6th nationally in the
'power' ranking, which takes into account
both the quality and quantity of research
activity

8,500

King's has over 8,500 employees

£778m

The university is in the top seven UK
universities for research earnings and has a
overall annual income of just over
£778 million

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