



RE-IMAGINING WORK

OXFORD

20-22 SEP 2019

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CONFERENCE BOOK

WELCOME

Dear Fellow tCLers, Dear Guests,

On behalf of *theChangeLeaders* (tCL), it is our great pleasure to welcome you to the tCL Oxford 2019 Conference:

RE-IMAGINING WORK

In this conference we will unpack and reinvent work. We will go back in time to understand the evolution of work, cooperation, organisations and leadership. We will explore the major trends impacting our present and future and the resulting opportunities and uncertainties. We will challenge our own perspectives on what work is, why it is important and what it means. We will discover the stories of progressive and self-managing organisations and engage around their experiences.

Together, we will not only learn and reflect, but we will take an active stance to re-imagine our own work and experiment with new ways of working individually and collectively.

As always, we are very fortunate to have a very diverse panel of speakers and facilitators both internal and external to tCL, all passionate about reshaping work, organisations and our societies. Joining us from the space between research, academia and practice are Professor Katie Bailey from King's College London, Graeme Findlay from Saïd Business School and Professor Theodore Zeldin from the University of Oxford. From the world of alternative consulting, Mike Dunn, Mark Eddleston, Lisa Gill and Philip Jones. And last, but not least, representing the domain of self-managing organisations and the 'Wellbeing Teams', Mary Curran.

Throughout these two days and a half, we will engage within a reflective, experiential and action-oriented space to re-imagine work. We will do so while nurturing relationships and facilitating conversations for a richer and deeper conference experience where we are able to tap into our collective wisdom and potential for co-creation.

In addition to the interactive sessions, the conference will offer us several opportunities to meaningfully connect especially during the networking lunch and conversational cocktail evening on Friday and the farewell brunch on Sunday.

This conference would not have been possible without the generosity of our esteemed speakers, the great hospitality and openness of our colleagues from the Oxford Alumni Network, SBS Executive Education and the CCC Programme, and the support and trust from our tCL Board and tCL Community. To one and all, we are very grateful.

It is our hope that you will make this conference a space to *Connect, co-Create, and Challenge*.

With our best wishes,

Darine & Karishma

events@thechangeleaders.com



Darine Najem

Programme Director



Karishma Vadera

Programme Director

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From rapid adoption of automation and AI technologies to demographic shifts and different consumer pulls, the world is changing at a rapid pace and with it the workplace, the workforce and the nature of work itself. We speak of the 4th industrial revolution or the 3rd cognitive revolution; a new era that has fundamentally altered the way we live, work and relate to one another. Yet, as billions of people connect around the world, social inequality is on the rise with the widening gap between rich and poor. Today, we face a future of unlimited possibilities and gruelling uncertainties. New modes of employment are on the rise with *gig*, *sharing*, or *platform* economies; progressive models of organising are gaining in popularity with the move from *hierarchy* to *wirearchy* and a marked emphasis on *horizontalism*, *self-management* and *agility*. What's more, the traditional boundaries between home and office, night and day, work and leisure are blurring...

What does the future hold?

In this dynamic landscape, our conference will be the space to engage around the various facets of work through a critical and reflective lens. Together, we will re-imagine the future of work, how it will be organised, and our very own current approaches. We will tackle the following questions:

- How will work be organised in the future and how will that shape our organisations?
- What is the meaning of work, and can we imagine it beyond success, recognition and personal achievement?
- How can people be better equipped for that future? What are their most relevant assets and skills and how can we grow them?
- How will these futures affect the practice of leadership and change agency?
- What can we do today to re-imagine and reshape our organisations, our societies and our own work?

THE PROGRAMME AT A GLANCE

DAY 1 – FRIDAY 20TH SEPTEMBER

Time	Session	Speakers
08:45 - 09:15	Arrivals and registrations	
09:15 - 10:30	Introductions, expectations and overview	Darine Najem & Karishma Vadera
10:30 - 11:00	Morning break	
11:00 - 13:00	Leadership and organisation beyond the third cognitive revolution	Graeme Findlay
13:00 - 14:30	Networking lunch	
14:30 - 15:30	Leadership and organisation beyond the third cognitive revolution	Graeme Findlay
15:30 - 17:00	Work, life, and what else is possible: an intimate encounter with Professor Zeldin	Professor Theodore Zeldin
17:00 - 17:30	Closing remarks	Darine Najem & Karishma Vadera
17:30 - 20:30	Networking evening	

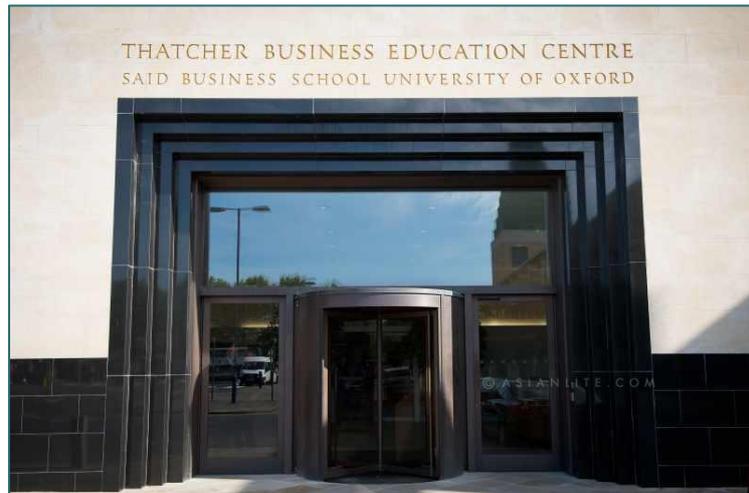
DAY 2 – SATURDAY 21ST SEPTEMBER

Time	Session	Speakers
08:45 - 09:00	Arrivals	
09:00 - 09:30	Day 1 reflections & Day 2 overview	Darine Najem & Karishma Vadera
09:30 - 10:30	What's the future for meaningful work?	Professor Katie Bailey
10:30 - 11:00	Morning break	
11:00 - 12:00	What's the future for meaningful work?	Professor Katie Bailey
12:00 - 13:00	Self-managing organisations – why the shift is about more than just new structures	Mary Curran & Lisa Gill
13:00 - 14:00	Lunch	
14:00 - 15:00	Self-managing organisations – why the shift is about more than just new structures	Mary Curran & Lisa Gill
15:00 - 15:15	tCL Board update	Darine Najem & Karishma Vadera
15:15 - 17:00	Do try this at work	Mike Dunn & Mark Eddleston
17:00 - 17:30	Closing remarks	Darine Najem & Karishma Vadera

DAY 3 - SUNDAY 22ND SEPTEMBER

Time	Session	Facilitators
09:00 - 09:30	Arrivals	
09:30 - 11:00	Open space for co-creation	Philip Jones
11:00 - 11:30	Closing remarks	Darine Najem & Karishma Vadera
11:30 - 12:30	Farewell brunch	

THE CONFERENCE VENUE



This part of the Saïd Business School is known as the Thatcher Business Education Centre in honour of the former Prime Minister. Baroness Thatcher studied chemistry at Somerville College during the 1940s and worked briefly as a research chemist. However, Oxford famously declined to give her an honorary degree in 1985. Academics at the institution voted against the move because of cuts to higher education made during her time as Prime Minister. Somerville College has launched a scholarship trust in her honour to enable outstanding students from all over the world to study at Oxford.

The principal benefactor of the school is businessman Wafic Saïd, who is a long-time admirer of Baroness Thatcher and wanted the building to be named after her. The building named after Baroness Thatcher was opened by the Prince of Wales in February. It won a 2013 RIBA National award for architectural excellence.

The state-of-art design of Park End Street is the work of leading architects, Jeremy Dixon and Edward Jones, also credited with the Royal Opera House in London. While modern in materials and approach, the design draws upon academic tradition, with a classical outdoor amphitheatre, columns and cloisters, oak-panelled, horseshoe style lecture theatres, two large outdoor garden spaces, and a contemporary interpretation of the traditional Oxford dreaming spires.

Getting there

The conference will be held at the [Thatcher Business Education Centre](#) at Saïd Business School, Park End St, Oxford OX1 1HP, UK.

Our conference space, the Clore Lecture Room, is located on the 1st floor.

Our networking cocktail will be held in the Garden Room, in the East Wing.

DAY 1 – SESSIONS & SUGGESTED BROWSING

LEADERSHIP AND ORGANISATION BEYOND THE THIRD COGNITIVE REVOLUTION

GRAEME FINDLAY

What will leadership and organisation look like for our grandchildren? There is every reason to believe that it will be radically different to today; a step-change enabled by our artificially enhanced intelligence. Step-changes in leadership enabled by new cognitive abilities have happened before in our evolutionary history. Around 60,000 years ago, two cognitive revolutions occurred in quick succession which radically expanded the ability of our species to cooperate in large numbers. Understanding these changes might give us an interesting framework for inquiring into how leadership will develop in the future. In fact, the leadership capabilities that led to breakthroughs in societal cooperation in the distant past are still alive and well today. This is not just an academic curiosity. We have extraordinary cognitive abilities that our ancient forbears did not, and we put these to use in incredibly nuanced ways. But beneath all of this, some basic building blocks have endured. Potential followers still carry the hardwiring of their ancient predecessors and look for specific things from their leader at specific times. Exceptional leaders not only have mastery of all the leadership modes but develop the instinct to apply the right mechanism at the right time.

Perhaps the most remarkable thing about the study of human cooperation through prehistory is that the development of leadership capability is non-linear. Instead of a continual, gradual increase in leadership impact, we find step changes. If increased cognitive abilities led to new mechanisms of leadership in the past, then what of the future? The fastest-ever increase in human cognitive ability is happening right now. It is not through evolution; we are doing it to ourselves through artificial intelligence. We have created the third cognitive revolution, so what new step-change can we expect?

In this interactive session, we will use the leadership framework given to us by the past to imagine how we, as change leaders, can shape how leadership and organisation looks in the future.

Suggested Browsing

- Podcast: [EVOLVE: How Exceptional Leaders Leverage The Voice of Evolution](#), Podcast on Voice America, May 2019
- Web article: [Four Prehistoric Leadership Capabilities For Today's CEO](#), CEO World Magazine, February 2019

WORK, LIFE, AND WHAT ELSE IS POSSIBLE: AN INTIMATE ENCOUNTER WITH PROF. ZELDIN

PROFESSOR THEODORE ZELDIN

What is really important for you in your work? How does your work impact you as a person? What does it do to your mind, character and relationships? How does it impact the world around you? What *is* work?

Is it just a way of creating wealth? A means to an end? Or could it be a or perhaps the path to a fuller existence, to the discovery of unsuspected talents and to a wider variety of human contacts? We spend most of our lives working, can we not re-imagine our own work? And through that, our own life?

‘A lifetime of work has to be seen as a work of art, composed by oneself, with a lot of help from others’

This session is an invitation to a re-composition... a re-imagination. We do not invite you to a personal reflection, but rather to curious conversations with Professor Zeldin; conversations that go beyond the banalities of everyday life and are free of the shackles of power and hierarchy. Conversation around work, life and ‘what else is possible?’

Perhaps through these open exchanges of experiences, thoughts and perspectives there will be a spark, a new idea, a small change. After all,

'Big changes are superficial unless they are the sum of a lot of little changes in the way we understand and treat one another.'

Suggested Browsing

- Video: [Theodore Zeldin on searching for a fuller life](#), RSA, 2015
- Book: [The Hidden Pleasures of Life](#), Theodore Zeldin, MacLehose Press, 2015
- Web article: [The Future of Work](#), Theodore Zeldin, Oxford Muse, 1999
- Book: [Conversation: How talk can change our lives](#), Theodore Zeldin, HiddenSpring, 1998
- Book: [An Intimate History of Humanity](#), Theodore Zeldin, Vintage Publishing, 1997

DAY 2 - SESSIONS & SUGGESTED BROWSING

WHAT'S THE FUTURE FOR MEANINGFUL WORK?

PROFESSOR KATIE BAILEY

Do you find your work meaningful? Why (or why not)? And does it matter? Research tells us that the quest for meaning in work is a natural human impetus and is linked with important outcomes, but it also tells us that many people fail to find much meaning in what they do. Moreover, organisations and managers seem to get in the way of meaning rather than create environments that foster a sense of meaningfulness.

In this session we will zoom in and explore together what meaningful work looks like. We will consider the seven deadly sins often committed by managers that undermine a sense of meaning in contrast with an ecosystem that encourages a holistic approach to meaningfulness. Finally, we will zoom out and question the future for meaningfulness in light of the fundamental changes affecting work today.

Suggested Browsing

- Article: [What Makes Work Meaningful — Or Meaningless?](#), MIT Sloan Management Review, Research Feature: Summer 2016 Issue
- Article: [The Five Paradoxes of Meaningful Work: Introduction to the Special Issue 'Meaningful Work: Prospects for the 21st Century'](#), Journal of Management Studies 56:3 May 2019

SELF-MANAGING ORGANISATIONS – WHY THE SHIFT IS ABOUT MORE THAN JUST NEW STRUCTURES

MARY CURRAN & LISA GILL

It's no secret that the way we're working isn't working. But changing organisational structures is not enough. In this practical and interactive session, Lisa Gill, self-management coach and host of the [Leadermorphosis](#) podcast, shares insights from organisations that are looking at mindset, ways of being, and team working climate as key parts of the shift from top-down to self-managed. Mary Curran, Wellbeing Leader at [Wellbeing Teams](#), offers some examples and lessons learned from their journey of setting up self-managed health care teams around the country. How can we learn from these examples and apply them in our own contexts in order to level up as leaders, team members or people supporting organisations?

Suggested Browsing

- Video: [Self-Managed Teams: An Insider's Story](#), Helen Sanderson, TEDx University of Hertfordshire, April 2018
- Podcast: [Lisa Gill interviewing Helen Sanderson for Leadermorphosis](#), October 2017
- Blog: [From Patriarchy to Partnership – The Paradigm Shift our Organisations Need](#), Lisa Gill, November 2017

DO TRY THIS AT WORK

MIKE DUNN & MARK EDDLESTON

[Reinventing Work](#) is a global grassroots movement of 'reinventors' who want to learn and practise new, more human-centred ways of working that are better suited to our complex world. We have meetups worldwide where we get together to explore trends found in progressive organisations and self-organising teams. We share stories, practical advice, experiences, and discuss how we put it into practice in our own organisations. Founders Mark Eddleston (Org Designer) and Mike Dunn (Service Designer) kicked off this global movement in Bristol in 2018 and are here to give you a taste of what happens at Reinventing Work chapters the world over. Expect a practical session with you in the driving seat as together we explore new ways of working that you can experiment with in your workplace.

Suggested Browsing

- Pre-work: Try out the first class in the Reinventing Work Academy
- Article: [Introducing: Reinventing Work](#)
- Workspace: Join our [Slack Workspace](#)

DAY 3 - SESSION

OPEN SPACE FOR CO-CREATION

PHILIP JONES

"The world of the future will be an ever more demanding struggle against the limits of our intelligence not a comfortable hammock in which we can lie down to be waited upon by our robot selves"

What's probably most surprising about the above sentence is that it was written by Norbert Wiener in his 1964 book *God and Golem Inc.* And it's been amazingly prescient.

This session is an opportunity for us to reimagine our own worlds in light of what we have experienced over the past two days. Our starting position will be to explore our own questions through Open Space conversations. As examples:

- How do we see our work and organisations developing over time?
- How will we reinvent our roles in the future and what needs to change in our own practice for us to stay relevant?

To ensure that this session is open and relevant to exactly what's most pressing for you, please post your questions on the *Day 3 parking lot* as we advance through the conference or come and *converse* with me about your ideas!

Suggested Browsing

- Book: [Reinventing Organizations](#), Frederic Laloux, Nelson Parker, 2014
- Book: [Think Like Amazon: 50 1/2 Ideas to Become a Digital Leader](#), John Rossman, McGraw-Hill Education, 2019
- Book: [Rework: Change the way you work forever](#), Jason Fried and David Heinemeier Hansson, Vermilion, 2010
- Book: [The Fearless Organization](#), Amy Edmondson, Wiley, 2018

THE SPEAKERS



Professor Katie Bailey
Professor of Work and
Employment, King's College
London

Katie Bailey is Professor of Work and Employment at King's Business School, King's College London. She is fascinated by work in all its forms. Her research aims to shed light on what work means to people and why. Her studies on employee engagement, strategic HRM and meaningful work have been published in many journals such as the Harvard Business Review, Sloan Management Review and Academy of Management Perspectives as well as books and the media. She is Co-Editor of the Oxford Handbook of Meaningful Work (OUP, 2019) and Lead Editor of Employee Engagement in Theory and Practice (Routledge, 2014). Katie has a PhD from London Business School and she is a Fellow of the Academy of Social Sciences, HEA, RSA and CIPD as well as an Honorary Fellow at the Institute for Employment Studies. She has held a number of editorial posts and, from January 2020, will be Co-Editor-in-Chief of the International Journal of Management Reviews. Katie often speaks at conferences and workshops challenging people to think about whether their own work is meaningful, and what they can do to help create meaningful workplaces. She is currently building a consortium of organisations to co-create an in-depth study of purpose and meaning at work. [in](#)

Mary Curran works with Helen Sanderson at Wellbeing Teams, where they are radically changing the way care is delivered in the UK. Wellbeing Teams are small, self-managing neighbourhood teams, supporting the elderly, disabled and people with complex needs to live the best life possible. Wellbeing Teams are innovators in recruitment, technology and in 2019 were the first self-managing organisation to be awarded CQC outstanding for their services. Nesta, the global innovation foundation chose Wellbeing Teams as one of its new radicals in 2018. And Wellbeing Teams were winners at the Laing Buisson Healthcare awards and The Guardian Public service awards for their innovative approach to recruitment. Mary has experience in the public sector, having worked at Wiltshire Council supporting children, young people and their families for many years. She managed multi-disciplinary teams of professionals and was the Lead Commissioner for Disability in Children's Services. Mary has also worked in the charity sector as CEO of Journey Enterprises, a charity in the North East supporting adults with learning disabilities into work and training. [in](#)



Mary Curran
Delivering radically
different care and support
at home



Mike Dunn

Co-Founder at Reinventing Work

Mike Dunn is a service design and user experience consultant in Bristol. He helps organisations use behavioural insight from primary research to design better services. He is a co-founder of the [Reinventing Work](#) network, and a co-organiser of Reinventing Work: Bristol. [in](#)

Mark Eddleston is passionate about new ways of working, self-management, emergent hierarchies, decentralised leadership, complexity and distributed decision making, and is co-Founder of [Reinventing Work](#). He is fortunate to have worked in three self-organising teams since 2015, including one on the Corporate Rebels [bucket list](#). Since those experiences he wouldn't work in any other way. Mark helps individuals, teams and organisations that are looking to introduce or experiment with new ways of working. [in](#)



Mark Eddleston

Co-Founder at Reinventing Work



Graeme Findlay

Associate Fellow at Saïd Business School, Oxford University

Graeme Findlay is an Associate Fellow at Saïd Business School, University of Oxford, helping to formulate and deliver custom executive education programs. Ongoing research in the field of leadership is core to Graeme's approach. He is the author of "Evolve: How exceptional leaders leverage the inner voice of human evolution" due for publication by Routledge in 4Q, 2018. Graeme also consults to industry through his company DXDT Consulting. He is a results-driven change agent focused on working with executives and leadership teams on their organisational goals through team development and individual coaching solutions. He combines cutting-edge academic research with his extensive experience in delivering business outcomes. Graeme's experience covers a spectrum of functions, including General Manager and Director positions across operations and projects. Step-change performance on projects and large-scale business transformations have characterised his professional career. This includes safety and schedule recoveries on some of the largest projects in the world. Recoveries of this scale require transformation of individual and team capability. This has heavily influenced Graeme's thinking on how leadership development underpins business performance. Graeme holds a Master's degree in Consulting and Coaching for Change from HEC Business School, Paris. [in](#)

Lisa Gill coaches teams who are interested in becoming self-managing and facilitate leadership courses that train people in a more adult-adult, coaching style of leadership. Her current passion is unlocking the human skills we need to learn (and unlearn) in order to work in more collaborative, self-managing ways. She is also the host of the Leadermorphosis podcast for which she interviews thought leaders and practitioners from all over the world about the future of work. Her latest project is wrapping up the final stages of a book she is co-writing with Entrepreneur and Coach, Karin Tenelius about a human-centred approach to developing self-managing teams. Lisa's background is in L&D and she is also a writer and qualified Neuro-Linguistic Programming Master Practitioner. Lisa grew up in Hong Kong, Kuala Lumpur and Singapore and loves to travel. [in](#)



Lisa Gill

Director at Reimaginaire &
Tuff Consultant



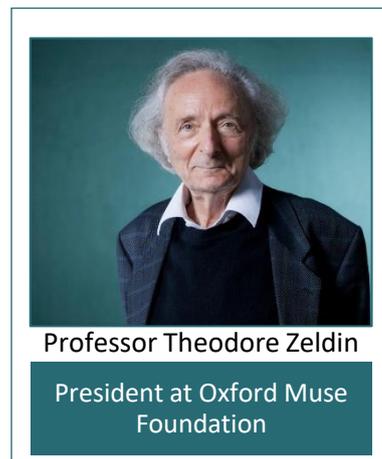
Philip Jones

Management Consultant
and Coach

Philip Jones is an experienced, knowledgeable and energetic consultant, facilitator and coach. Philip originally trained as a veterinarian and also has a PhD in immunology. After that, he spent 20 years in the animal health and pharmaceutical industries in a variety of technical, product development and marketing roles in both the UK and the US. Since embarking on his consulting career in 2006, Philip has been consulting and coaching on a variety of assignments around the world. He completed his MSc in Consulting and Coaching for Change at HEC in 2008 as part of cohort 4. Philip has worked with many of the major pharmaceutical companies as well as smaller biotechs and healthcare providers. More broadly, he has worked in other sectors such as consumer products, oil and gas and grocery retailers. Philip's areas of interest include change management, organisational development, digital transformation, strategic planning and team development. [in](#)

After graduating from London University (Birkbeck College) at the age of 17, and then from Christ Church, Oxford (with Firsts from both), **Theodore Zeldin** helped to build up St Antony's College, Oxford as the University's postgraduate centre for international studies, and was its Dean for thirteen years.

His history books have focused on the role of the individual and of the emotions in every aspect of life. His 2000-page History of French Passions, in five volumes: Ambition and Love, Intellect and Pride, Taste and Corruption, Anxiety and Hypocrisy, Politics and Anger, won Britain's top historical award, the Wolfson Prize. It also gave him a unique status as "the most popular Englishman in France" (Le Point). He is frequently invited to speak on French radio and television, and to French business and public authorities. He was president of the Nord-Pas-de-Calais Planning the Future Commission in 1993-5, adviser to the French Millennium Commission, and presenter of the Prime Minister's web site, and most recently a member of the Attali Commission advising the President of France on economic revival. He has been made a Commander of the *Légion d'Honneur* and Commander of the Order of Arts and Letters of France and called "the world's foremost authority on Frenchness" by Time Magazine.



Since then, Theodore has expanded his research to the art of living from a perspective that goes beyond politics, economics or therapy. His novel Happiness, a story of an imaginary tourist visit to Paradise, shows why it may be foolish to be happy. His Intimate History of Humanity studies the lives of a large variety of women and suggests a different way of understanding them based on the evolution of the emotions in different civilisations. His book on Conversation, based on BBC lectures shows what can be achieved by a new kind of conversation, and since then he has organised structured conversations to improve mutual understanding for businesses, universities and many different institutions, in numerous countries. Most recently his book The Hidden Pleasures of Life, A New Way of Remembering the Past and Imagining the Future, enables readers to reassess what they are doing with their lives from 28 different viewpoints. His writings have been translated into 27 languages.

His project on The Future of Work, initiated with support from the European Commission, inaugurated his development of a new model for business. Picked as an international thought leader by Fast Company, and as "one of Britain's finest intellects" by Management Today's New Guru Guide, he was active in the executive leadership programmes of Templeton College Oxford, a member of the BBC Brains Trust and was made a Professor honoris causa of HEC, the Paris Business School, a Fellow of the World Economic Forum., and has been decorated by the Queen as a Commander of the Order of the British Empire. He has been invited to address and advise top decision-makers in finance, law, medicine, IT, consulting, transport, manufacturing, design, arts, advertising, government, and international organisations and sat on the Management Committee of the Society of Authors. The Independent on Sunday named him as one of the forty world figures whose ideas could have "a lasting relevance in the new millennium".

He is President of the Oxford Muse Foundation, and of the Amar International Foundation for refugees whose patron is the Prince of Wales. He is also a Patron of the Wytham Hall Medical Charity for the Homeless and co-founder and now Patron of the Oxford Food Symposium for the study of international gastronomy. He has been a visiting professor at Harvard and the University of Southern California and has lectured in 15 countries. [in](#)

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SAVE THE DATE
tCL SPRING CONFERENCE

27 - 29

MAR 2020

PARIS

CONTACT

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Conference: events@thechangeleaders.com | Other business: chair@thechangeleaders.com

C O N N E C T / C R E A T E / C H A L L E N G E

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