



TCL OXF 2023

SIMPLICITY

22 - 24 September 2023

the
change
leaders

Welcome!

Dear fellow tCLers,

A very warm welcome to the Change Leaders' Oxford Conference 2023!

We are very excited that you are joining us for our exploration of 'simplicity' and the ways we can use the concept to improve our professional practice - and our lives.

We hope the weekend will provide an inspiring and challenging tapestry of learning experiences combined with lots of joyful (re-)connections with fellow tCLers, old and new.

The programme is designed to provide a range of different perspectives on our theme:

- Simplicity in thinking
- Simplicity in behaviour
- Simplicity in (behavioural) change
- Simplicity in organisations

You can find a little more about our approach in the conference theme section below.

A key design criterion has been to have real impact for every person in the room. We hope the sessions and discussions will provide you all with practical take-aways that will change and improve your professional practice and personal lives alike. We also hope to inspire reflection and change long after the conference is over. For that onward journey, we have bought copies of books by two of our external speakers for you all to take home.

We are immensely grateful to the outstanding academics and practitioners who are generously sharing their time, research and wealth of experience with us throughout the conference. We feel incredibly privileged to have them with us to support our learning and our future practice. We are also grateful for the advice and support of Saïd Business School and the tCL Board. And finally, without the engagement from all of you - the tCL Community - we would simply not be here! So thank you all!

This 'conference book' attempts to cover all the key information about the schedule, content, speakers, delegates and, last but not least, food and drink to nourish and inspire us throughout! If you have any questions or comments, please get in touch with any one of us on the Conference Team.

Enjoy!

Your Oxford 23 Conference Team:



[Annette Toft](#)

Conference team



[Deborah Jones](#)

Conference team



[Julia Beck](#)

Conference team



[Katja Rinkinen](#)

Conference team



[Mariann Györke](#)

Programme Director

CONTENTS

1
WELCOME

2
CONTENTS

3
CONFERENCE THEME & PROGRAMME

4
PROGRAMME AT A GLANCE

5
SPEAKERS

6
CONFERENCE VENUE

7
MEALS AND REFRESHMENTS

8
CONFERENCE DELEGATES



3: Conference theme & programme

At its most basic, simplicity refers to *clarity, straightforwardness, plainness and unpretentiousness*. In other words, things are understandable, unambiguous, straightforward and effortless.*

Our brains can process cognitively and emotionally simple stimuli without delay or rumination, leaving capacity for more complicated or complex issues when necessary.

But 21st century life is full of noise. Many of us constantly expose our brains and nervous systems to a level of stimuli that they haven't evolved to handle, leaving us chronically overwhelmed and overloaded. Our health and our effectiveness is suffering as a result.

So how do we free ourselves of cognitive overload and create space for the things that really matter? Our speakers on Friday will help us to focus on understanding the importance of simplicity to the way we function as individuals and as groups. They will introduce us to simple (though not necessarily easy) techniques to help us use our agency in both.

What better place to start than the way we think? There are techniques we can use to create the space and calm to think and reflect more clearly. This in turn helps us, as individuals, to make better and more effective decisions. Leveraging the brain-body connection to create and support mental space and calm by undertaking short simple exercises is another technique we will explore.

Social interaction is fundamental to our lives but it can also be a source of stress and anxiety. It doesn't have to be that way. Understanding how we interact with one another, appreciating the fundamental dynamic of groups and our own role in those groups can help us make our social interactions simpler and more straightforward and positive for our brains to manage.

As change makers, our aim is not only to create change in or for ourselves or for individual clients, but also to support change that has impact on the wider world.

Here too, it is our hypothesis that simplicity can help us when wrestling with the complexity of wicked problems. On Saturday, we therefore move on to consider simplicity and change on a larger canvas.

PTO.

* Oxford English Dictionary, App edition 2023





As the German poet and writer, Johann Wolfgang von Goethe so aptly observed nearly 200 years ago:

“Everything is both simpler than we can imagine and more entangled than we can conceive”—Johann Wolfgang von Goethe (1833)

In other words, simplicity and complexity not only coexist side by side, they balance and interact. They are, in a sense, two sides of the same coin.

When we focus all our attention and energy on the complexity of the problem that we are trying to solve, or the organisation that we are seeking to change, it can be easy to miss opportunities to leverage very simple approaches. Opening our minds to the simplicity hidden within the maze of complex systems and problems could make us more effective change makers. At least that is our hypothesis for Saturday and Sunday’s sessions.

On Saturday, our speakers will challenge us to appreciate the simplicity nestled within complexity - along with practical ways in which we can leverage it for change. It may be less elegant than a Fiboacci sequence, but it might be just as effective!

Perhaps leveraging *simple* mechanisms and methods, whilst appreciating the full complexity of the problem we are addressing, can also help us to counter the *simplistic* models and promises churned out by consulting giants and many others. It is worth a thought!

We are all familiar with the saying that "*a picture says more than a thousand words*", and the value of storytelling is not news to us change leaders. Mick will invite us to make the connection between the communication power of photography, the role of simplicity and beauty and its impact on change endeavours. As TCL-exhibition curator, Mick will ask us to step behind the lens and take a meaningful picture. We look forward to sharing our images!

Last, but certainly not least, in the final conference session on Sunday, we will explore a case study of simplicity as a guiding principle in organisations with Kalpana, a fellow CCC alumna. She will treat us to a “Jalebi” perspective from India, where simplicity is found within complexity!

Let our discussion begin!

4: PROGRAMME AT A GLANCE - DAY 1

FRIDAY 22 SEPTEMBER

Time	Activity
9.30 - 10.00	Arrivals - coffee and tea
10.00 - 10.30	Welcome and conference introduction
10.30 - 11.15	Simplicity in Thinking – <i>Prof. Madeleine Bernhardt</i>
11.15 - 11.35	Coffee break
11.35 - 12.30	Simplicity in Thinking – <i>Prof. Madeleine Bernhardt</i>
12.30 - 13.45	Lunch
13.45 - 14.00	Simplicity in movement – <i>Deborah Jones</i>
14.00 - 15.30	Simplicity in Behaviour – <i>Dr. Leslie Brissett</i>
15.30 - 15.50	Coffee break
15.50 - 16.30	Simplicity in Behaviour – <i>Dr. Leslie Brissett</i>
16.30 - 17.45	Reflections on Day 1
17.45 - 18.30	Drinks - and short walk to Dosapark
18.30 -	Dinner at Dosapark - Info in section 7



4: PROGRAMME AT A GLANCE - DAY 2

SATURDAY 23 SEPTEMBER

Time	Activity
9.00 - 9.30	Arrivals - Coffee and tea
9.30 - 10:00	Welcome and introduction to conference day 2
10.00 - 10:45	Photography, Simplicity & Change – <i>Mick Yates</i>
10:45-11:15	Coffee break
11:15-12:30	Photography, Simplicity & Change – <i>Mick Yates</i>
12.30 - 14.00	Lunch
14.00 - 15.30	Simplicity in Change – <i>Dr. Leandro Herrero</i>
15.30 - 16.00	Coffee break
16.00 - 17.15	From conference to practice - concrete steps
17.15 - 18.00	Drinks reception
18.00 - 20.00 -	Free evening <i>Opt-in dinner at Sticks n' Sushi - info in section 7</i>

4: PROGRAMME AT A GLANCE - DAY 3

SUNDAY 24 SEPTEMBER

Time	Activity
9.00 - 9.30	Arrivals – Coffee and tea
9.30. - 9.35	Check-in and introduction to conference day 3
9.35 - 10.15	Simplicity in organisations: A “Jalebi” Perspective : Finding Simplicity within Complexity – <i>Kalpna Bansal (CCC13) and Sanjeevani Bansal</i>
10.15 - 10.30	Coffee break
10.30 - 11.15	Simplicity in organisations: A “Jalebi” Perspective : Finding Simplicity within Complexity – <i>Kalpna Bansal (CCC13) and Sanjeevani Bansal</i>
11.15 - 11.45	Reflections
11.45 - 12.30	tCL business and conference close – <i>tCL Board</i>
12.30 - 13.30	Lunch & farewell!



5: Speakers I



Kalpana Bansal

Solution Head & AI at DarwinBox

Kalpana Bansal is a senior experienced strategic leader, with experience in general management, strategy, higher education, and technology. She was last associated in the Chairman's office of Reliance Industries Ltd, and Heads Careers, Competencies and Assessment alongside her role as Domain Head of HR Platform. She is a Doctoral student at XLRI (Strategy)

Prof Dr Madeleine Bernhardt LLM

Director, Center on the Legal Profession,
Bucerius Law School, Hamburg

Since 2004, I have worked with judges, prosecutors, lawyers, and police forces on the quality of their judgment, focusing on cognitive and emotional influences on the decisions and ensuing behaviour. I trained police forces to enable them to actively observe and influence their thinking, feeling and behaviour, improve their examination skills and achieve valid statements, especially in high-stakes cases.

Founder of the boutique consulting firm DEEP HUMAN SCIENCE.



Dr Leslie Brissett

Group Relations Programme Director
Tavistock Institute of Human Relations, London

Throughout my thirty years working in organisational and community leadership I have found myself nourished, on one hand, by the intersection of power, politics, and privilege, and on the other, by serving "the whole person". I am preoccupied by the question: What does it mean to be a "whole person"?

As part of your conference pack, we are delighted to provide a copy of Dr Brissett's book *Dynamics at Boardroom level*.

5: SPEAKERS II



Dr Leandro Herrero

Psychiatrist, MD,MBA,FRSA. Author and International Speaker

Dr Herrero is the CEO and lead designer of products and services at The Chalfont Project Ltd, an international firm of Organizational Architects. He is also the Managing Partner of Viral Change Global LLP that specialises in the application of Viral Change™ as a large-scale ‘mobilising platform’ in organisations. As the pioneer of Viral Change™, he has written the book of the same title (2006, 2008) and its follow-up *Homo Imitans*.

Dr Herrero’s primary focus of work is on the creation of cutting-edge organizational architectures based upon four pillars:

- an enabling design
- a company ‘operating system’
- a mobilising platform (Viral Change™)
- leadership for collective action

As part of the conference pack, we are delighted to provide **copies of Dr Herrero’s book *Homo Imitans* for delegates**

Mick Yates

Photographer & Visiting Professor of Ethics,
University of Leeds

I work mainly with the Inter Disciplinary Ethics Applied Centre, Arts Faculty (IDEA), with particular interest in Data Ethics and the Ethics of Photography. I am also involved with the Leading Minds project at the Centre, research into persuasion and communication, and its ethical implications for modern organisations.



6: CONFERENCE VENUE

All conference sessions along with lunches and drinks take place at:

Saïd Business School

Thatcher Business Education Centre
Park End Street
Oxford
OX1 1HP
Tel: +44 (0)1865 288 800



Travel information to Saïd can be found [here](#).

The entrance to the Thatcher Centre is separate from the main business school entrance. It is located on the west side (opposite Railway Station).

7: Meals and refreshments

Breakfast

Breakfast is for you to organise!

Lunches

A buffet lunch is served in the dining area at the Thatcher Centre on all three conference days. You can take your lunch out on the adjacent terrace in fine weather.

Light refreshments

Coffee, tea and water is available during the day at the Thatcher Centre. Please bring a bottle for your water.

Breaks can be enjoyed in the lounge area and terrace.

Drinks

We have our 'official' **drinks reception** in the lounge / terrace at the Thatcher Centre at Saïd Business School.



7: Meals and refreshments

Dinner - Friday

On Friday night, we have our **official conference dinner** which is included in the conference fee. We will enjoy delicious south Indian cuisine at **Ruchi Dosapark** located just opposite Saïd Business School main entrance.

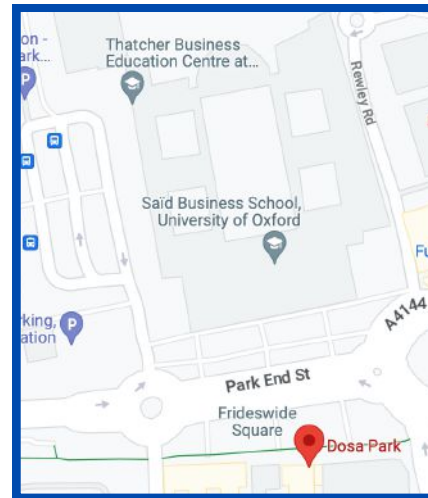
Dosapark represents a wonderful example of our theme of ‘simplicity in living’. All the focus is on top-quality ingredients, skilful preparation and faithful authenticity. There are no frills and no fuss - just great food.

The restaurant is not licensed, but you will have plenty of scope to enjoy an alcoholic drink elsewhere before and after dinner!

[Ruchi Dosapark](#)

25 Park End Street
Oxford, OX1 1HU

Tel: +44 1865791119



Dinner - Saturday

Saturday night is a ‘**free night**’, so you are welcome to make your own arrangements. We have nonetheless made a provisional booking for dinner at Sticks n’ Sushi - do join us if you fancy.

The restaurant has a big roof terrace with lovely views of Oxford spires and roof-tops. Also great for pre- or post-dinner cocktails on a sunny evening...

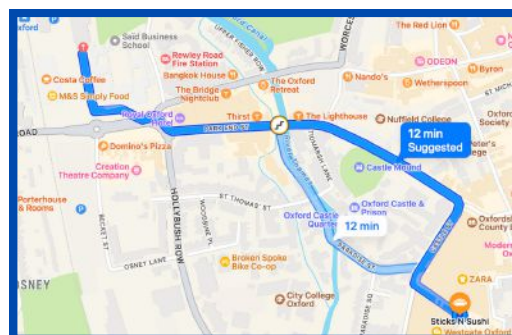
Sticks n’Sushi represents our theme of ‘simplicity in living’ in a slightly different way to Dosapark - but it is no less authentic and delicious. The Japanese / Danish fusion concept relies on the exquisite simplicity of Japanese food, fused with the simplicity of Danish design and aesthetics.

Please note:

- the cost of dinner at Sticks n’ Sushi is not included in the conference fee
- The full a’la carte menu is available to us because we have booked multiple tables of six rather than one large group. We are not restricted to the large group menu.
- Please indicate at your earliest opportunity whether you wish to join us. We will cancel any spare seats at 10 am Saturday, to be fair to other diners and to the restaurant.

Sticks n’ Sushi
Rooftop Terrace
311 The Westgate
Castle Street, Oxford, OX1 1NZ

Tel: +44 1865 237 777



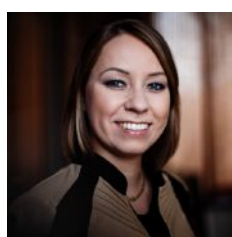
8: Conference Delegates I



Alexis Kummetat

CCC10

France



Alina Maria Korczyk

CCC15

UK

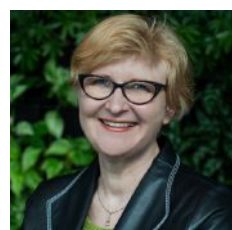


Annette Toft

CCC17 / Conf

Team

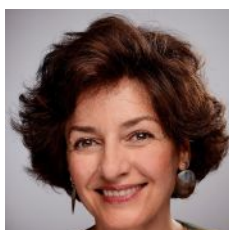
UK



**Berit Daugaard
Freese**

CCC2

Denmark



**Carla Hilber del
Pozzo**

CCC5

Switzerland



Catherine Cheung

CCC18

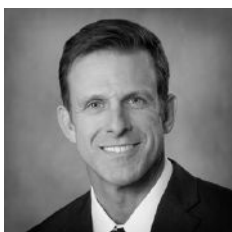
France



Christine Dawood

CCC14

UK



David Cooper

CCC15

USA



Deborah Jones

CCC3 / Conf team

UK



Dong Zhong

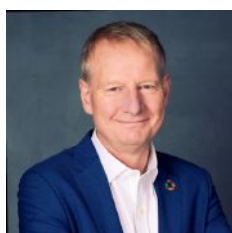
CCC18



**Hanne Dorte
Sørensen**

CCC5

Denmark

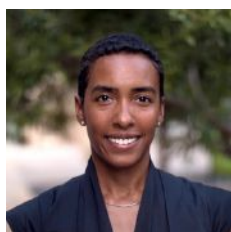


Haje Schütte

CCC13

France

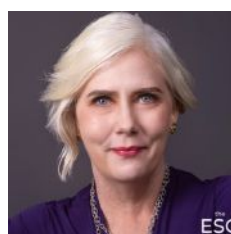
8: Conference Delegates II



Jasmine Victoria

CCC17

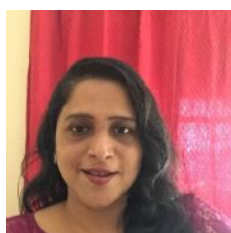
Puerto Rico



Joanne Flinn

CCC1

Singapore



Kalpana Bansal

CCC13

India



Katja Rinkinen

CCC17 / Conf Team

Germany



Lone Rønberg

CCC14

Switzerland



Mark Clark

CCC9

UK



Jason Sheper

CCC1

Canada



Julia Beck

CCC2 / Conf Team

Germany



Sanjeevani Bansal

Speaker / guest

India



Lars Thuesen

CCC4

Denmark



Marcel Fehr

CCC 18

Switzerland



Mauricio Espinosa

CCC17

USA

8: Conference Delegates III



Moula Mokhobo-

Amegashie

CCC15

South Africa



Paula Payen



Remi Adebajo

CCC17

UK



Roberto Saco

CCC2

USA



Runa Sabroe

CCC17

Denmark



Sharon Wood

CCC4

China



Shekhar Pula

CCC5 / BoD

Netherlands



Ted Lemmers

CCC17

Netherlands



Thea Hazel-Stals

CCC5

Netherlands



Thora Haavik

CCC10

Norway

