

# LEADERSHIP

IN FAMILY BUSINESS  
IFB CONFERENCE 2022



## NATIONAL CONFERENCE 2022 | LONDON 9-10 JUNE

Thu 9 June	DAY 1
8:15 - 9:00	<b>Registration and Breakfast</b>
9:00 - 9:15	<b>Welcome &amp; Opening Remarks</b> Sir James Wates - IFB Chairman and Neil Davy - IFB CEO
9:15 - 10:00	<b>Sustainable Leadership</b> Jeremy Schwartz - Former CEO of The Body Shop, Pandora and Conival In this opening keynote speech, Jeremy will talk about how the family business sector is well placed to take a leadership role in the sustainability agenda including concrete actions and initiatives family businesses can implement today to become more sustainable.
10:00 - 10:45	<b>Is Your Board Future-Ready?</b> Does your board composition reflect the needs of your business for the future? Does it have the depth and breadth of leadership experience to cope with the unexpected? How will it withstand the next crisis? This session will explore how to build board resilience to successfully navigate the coming years.  Speakers include: Oliver Cummings - Nurole and Bella Hoare - C. Hoare & Co. The discussion will be facilitated by Iraj Ispahani - Ispahani Advisors, Board Member, Ispahani Group and CEO of Ispahani Advisory Ltd
10:45 - 11:15	<b>Break</b>
11:15 - 12:30	<b>INTERACTIVE SESSIONS</b>
	<b>Leading From the Heart</b> For many years overlooked, emotional intelligence, or EQ, is now being recognised as an essential component of effective leadership. This interactive workshop will explore how EQ can be applied to lead today and engage the next generation. It will include practical skills to ensure your leadership helps nurture the quality of relationships your business depends on for the future. This session will be facilitated by Becky Hewitt - Kin & Co

	<p><b>The Leadership in Stepping Down</b>          Passing the baton to the next generation can be one of the hardest challenges any family business leader will face. It requires self-awareness, courage of your own convictions, trust in those you handover to, and a willingness to let go. In this workshop, you'll explore how to prepare yourself, the next generation of leaders, family members and employees for the next chapter in your family business story. This session will be facilitated by <b>Martin Stepek - Scottish Family Business Association</b></p>
	<p><b>Next Generation Leaders: Supporting the Cast of the Future</b>          While attention focuses on the individuals nominated to be the next generation of leaders of the business, the role and value of family business owners less actively involved in the day-to-day business can easily be overlooked. But they can often be the unsung heroes in the story of successful succession. This workshop will look at the significant role the wider family and shareholder body can play in a smooth transition. This workshop will be facilitated by <b>Juliette Johnson – Juliette Johnson Advisory</b></p>
	<p><b>The Family Business Leader as a Coach</b>          Top-down, command-and-control leadership has its time and place. But when systemic disruption is the order of the day, are traditional matrix management approaches flexible and adaptable enough? Do we need leadership from within and across the business, as well as from the top? And what does that mean for current leaders? What new leadership styles do they need to adopt to allow others across the business to also lead? In this workshop we will explore the role of leader as coach, what that means for the leaders themselves, and for those that also want to step-up. This session will be facilitated by <b>Nick Ellerby - The Oasis School of Human Relations</b></p>
	<p><b>Leading Through the Conversational Labyrinth</b>          Ultimately 'business' – family or otherwise - is based on a series of interdependent relationships, a 'company' of people coming together with a common goal and shared ambition. Effective interaction and dialogue are the 'web' that connects these people, and holds the relationships, and business, together. But as we all know that's not an easy task. In this session we'll delve into the complex world of conversation, and consider how holding effective and meaningful conversations is the foundation of authentic, trusting leadership. This workshop will be facilitated by <b>Roseanna Ramsey and Nick Mayhew - Alembic Strategy</b></p>
12:30 - 14:00	<b>Lunch</b>
13:15 - 14:00	<p><b>Lunch and Learn Sessions</b>          Join one of these interactive and provocative sessions to get insights and practical advice on developing new skills as a family business leader.</p>

	<p><b>Leaders on Camera</b></p> <p>Want to be more confident and impactful on the big screen? This session will give you the opportunity to experience and practice real-world interview scenarios with a media professional. Jeremy Higham, award-winning ex-Channel 4 Documentary Director, will share how he uses documentary techniques to get under the skin of companies, unearthing the stories that really sets businesses apart. Higham &amp; Company helps leaders communicate the essence and values behind their brand to inspire customers, motivate staff and draw in the best new recruits. They work with companies including Boden, Charlie Bigham, Dualit and MARS to get their leaders communicating confidently and impactfully. This session will be facilitated by <b>Jeremy Higham - Higham &amp; Company</b></p>
	<p><b>What Sets Leading Family Businesses Apart?</b></p> <p>Following the recent publication of KPMG's 2022 Global Family Business Report, this session will reveal the secrets of how family business leaders stay ahead of the competition and continue to prosper and grow from generation to generation. The session will be led by <b>Tom McGinness - KPMG</b></p>
	<p><b>Are Leaders of a Family Business Naturally Family Leaders?</b></p> <p>Leading a business and being a family leader are not one and the same thing. But as the leader of a family business, these roles and expectations can blur. Leading a family business involves driving the performance of the business and working with non-family Executives and Directors, but also preserving family cohesion; ensuring the family shareholders act as responsible owners. This session will help current leaders of the family business, family shareholders, as well as the NextGen understand the complexity, nuances and demands of leading a family business.</p> <p>Speakers include: <b>Chloe Benest - Bettys &amp; Taylor's, Michael Bibby - Bibby Line Group, Damini Sharma - OM Group</b>. This session will be facilitated by <b>Prof. Ajay Bhalla - Bayes Business School</b></p>
14:00 - 14:45	<p><b>Family Business Leadership – It Takes a Community</b></p> <p>When we talk about business leadership, people often think of the CEO and their Executive team. But a successful multi-generational family business involves leadership from all levels and generations. In this panel discussion, we will explore how best to cultivate leadership both within your business and within your family and the important role this plays in creating alignment and unity. We'll also look at some of the mechanisms and structures that can help encourage and nurture future leaders.</p> <p>Speakers include: <b>Sir James Wates - Wates Group, Alex Sharpe - Family Council Chair of Macphie</b>. This panel session will be facilitated by <b>Russell Howarth - Family Business Partnership</b></p>
14:45 - 15:00	<p><b>The Year Ahead in Policy</b></p> <p><b>Fiona Graham - Director of External Affairs and Policy, IFB</b></p>

15:00 - 15:45	<p><b>What's Next for Business Policy?</b>  For the past 6 years, business policy has been dominated by crises, and short-term policy-making to react to rapidly changing events. In this session, we will take a step back, look at the longer-term trends that will affect policy making in the year ahead what that means for your business, and where there are opportunities for the family business sector to influence and lead the debate.</p> <p>Speakers include: <b>Natascha Engel - Policy Connect, Fraser Raleigh - SEC Newgate, Philip Salter – The Entrepreneurs Network, Catherine van Weenen - NatWest.</b> The session will be facilitated by <b>Fiona Graham - Director of External Affairs and Policy, IFB</b></p>
15:45 - 16:15	<p><b>Break</b></p>
16:15 - 17:00	<p><b>How Do You Activate the Next Generation of Leaders?</b>  It's the inevitable question. As we look to the next generation as the inheritors and stewards of the business for generations to come, how can we prepare them for the role and responsibility, whilst acknowledging their approach and priorities may differ from the current generation, and the world they will be tasked with leading the business through will be markedly different from the one we have today. This panel session will look at how to activate your Next Generation to get involved in the family business and give them space to make their own way.</p> <p>Speakers include <b>Maria Villax - 3rd generation family member of Hovione Pharmaceuticals &amp; Tomas Blakemore - A F Blakemore &amp; Son Ltd.</b> This session will be facilitated by <b>Dr Rania Labaki - HEDHEC Business School</b></p>
17:00 - 17:45	<p><b>Family Business in the Spotlight: Westmorland Family</b>  Chair and second-generation family member, <b>Sarah Dunning</b> will share her insights on leading the family firm through volatile times; how they have been cultivating resilience both externally and internally, and her reflections on the importance of diversity. This fireside chat will be facilitated by <b>Ken McCracken - MFBC</b></p>
17:45 - 18:00	<p><b>The IFB – Looking to the Future, Neil Davy - IFB CEO</b></p>
18:00 - 20:00	<p><b>Drinks Reception</b>  Join us for our drinks reception where you will have the opportunity to network with new and old friends from the IFB community.</p>
Fri 10 June	<p><b>DAY 2</b></p>
8:30 - 9:00	<p><b>Registration and Breakfast</b></p>
9:00 - 9:15	<p><b>Welcome with Sir James Wates - IFB Chairman</b></p>

9:15 - 10:00	<p><b>Tandem Leadership - Family and Non-Family Working Together</b>          In this panel session, we will explore how family and non-family can seamlessly and effectively work together whilst acknowledging the inherently different stakes and interests in the business. We will be joined by <b>Warren Haskins and Julian Winfield - Haskins Garden Centres</b>. The conversation will be facilitated by <b>Tom McGinness - KPMG</b></p>
10:00 - 11:15	<p><b>INTERACTIVE SESSIONS</b></p>
	<p><b>Family Council Leaders</b>          Where do the boundaries of the business and the family lay? Family Councils can help you navigate the blurred lines which seem to separate the two. This session provides a safe space for participants to share how they run their Family Councils; discuss challenges they face, and generate ideas on how to approach issues arising. This session will be open only to participants involved in their Family Council and it will be facilitated by <b>Juliette Johnson - Juliette Johnson Consultancy</b></p>
	<p><b>IFB Chairs – A New Community</b>          As part of the launch of new Communities within the IFB Network, this roundtable will provide a safe space for Chairs of Family Business Boards to share their experiences; exchange and discover new insights; and receive peer feedback. The discussion is only open to Chairs of Family Business Boards. This roundtable discussion will be facilitated by <b>Sir Michael Bibby - Bibby Line Group</b></p>
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	<p><b>Leading Through the Conversational Labyrinth</b>  Ultimately ‘business’ – family or otherwise - is based on a series of interdependent relationships, a ‘company’ of people coming together with a common goal and shared ambition. Effective interaction and dialogue are the ‘web’ that connects these people, and holds the relationships, and business, together. But as we all know that’s not an easy task. In this session, we’ll delve into the complex world of conversation, and consider how holding effective and meaningful conversations is the foundation of authentic, trusting leadership. This workshop will be facilitated by <b>Roseanna Ramsey and Nick Mayhew - Alembic Strategy</b></p>
11:15 - 11:30	<p><b>Coffee Break</b></p>
11:30 - 12:15	<p><b>The Future of Work</b>  Brexit, COVID, Ukraine and political uncertainty at home. Business leaders have been repeatedly forced to pivot and adapt their business models and operations to survive while protecting balance sheets, supply chains, livelihoods, and lives. Now, we have inflation and a cost-of-living crisis. How are leaders expected to focus on the immediate crisis <i>and</i> prepare for the future when everything is clouded in uncertainty? This panel will explore how leaders can ready themselves for the challenges ahead.</p> <p>Speakers include <b>Joanne Werth - Samworth Brothers</b> and <b>Rosie Warin – Kin &amp; Co.</b>  The session will be facilitated by <b>Bryony Cove - Farrer &amp; Co</b></p>
12:15 - 12:45	<p><b>Closing Keynote Address</b> <b>Jude Ower MBE - Founder &amp; CEO of Playmob</b>  Jude is the founder and first generation owner of Playmob, a gaming platform that helps organisations achieve the SDGs. She delivered the world's largest citizens poll on climate attitudes which led to the People’s Climate Report, providing 50 world leaders with policy data to reduce carbon emissions.</p> <p>She is also co-founder of the Playing for the Planet Alliance created with UN Environment Agency and businesses including PlayStation and Xbox enabling 1.4 billion monthly users to take action to become carbon negative. Jude is also part of the Department of International Trade’s (DIT) Global Entrepreneur Programme which mentors international founders coming to the UK, and part of the DIT Female Founders group. She received an MBE from the Queen for her work.</p> <p>In her keynote speech, Jude will share her insights and perspectives on her journey as entrepreneur, harnessing the commercial opportunities that social and environmental issues offer to enable business to be a force for good.</p>
12:45 – 13:00	<p><b>Wrap-up &amp; Close</b>  <b>Neil Davy - IFB CEO</b></p>
13:00 – 14:00	<p><b>Lunch</b>  An opportunity to network with fellow family business leaders, reflect on key insights from this year’s Conference and look to the year ahead.</p>