

Process to Practice

Summit 2026

4-6 August 2026
Sydney

Elevating processes & operations to improve how work really gets done

Speakers include:



hbf

Sanjeev Gupta
Chief Information and Transformation Officer
HBF Health



CITY OF SYDNEY

Dr Tom Gao
Chief Information Officer
City of Sydney



FUJITSU

James Kissell
Global Director - Global Operations
Fujitsu



Clyde Livingston
Senior Manager, Business and Process Architect
Macquarie Group



AON

Azra Amir
Head of Process Excellence Asia Pacific
Aon



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Ravi Ramachandran
Principal - Operational Excellence Transformation
Telstra



NOKIA

Arslan Munir
Head of Agile - Lean Agile Centre of Excellence(LACE)
Nokia



Australian Retirement Trust

Lenka Bednarikova
Head of AI & Advanced Analytics
Australian Retirement Trust



NSW Transport for NSW

Sneha Gadkari
Business Transformation Leader
Transport for NSW



nab

Peter Seweiha
Senior Consultant Diagnostics & Solutions
NAB



NSW Customer Service

Jay Chiew
Business Improvement Coach
NSW Department of Customer Service



PMI Project Management Institute Sydney Australia

Julia Checchia
Lecturer
PMI AGSM @ UNSW Business School & Board Member
PMI Sydney Australia



MUFG

Lennart Borst
Workflow & Process Transformation Lead
MUFG Pension & Market Services



UTS

Alan Skinner
Director, Lean Six Sigma Program
UTS Business School



IXOM

David Schelbach
Chief Sustainability Officer
IXOM

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What is **Process to Practice** Summit 2026?

This is a practitioner-led summit for leaders responsible for turning process improvement into measurable performance. If you're tired of transformation strategies that don't translate into day-to-day execution, or automation layered onto broken workflows, you're not alone. This event focuses on what actually works: process-first thinking, disciplined execution, and operating models that hold up under real-world pressure.

Across two focused days, you'll hear how organisations are using BPM, process mining, Lean Six Sigma, and AI to redesign workflows, remove friction, and deliver measurable outcomes. You'll learn how to turn strategy into execution, diagnose whether problems are structural or operational, and bridge the gap between how work is designed and how it's actually done.

You'll leave with practical approaches to deliver AI that performs, embed continuous improvement that lasts, and scale operational excellence without increasing complexity.

Top 7 reasons to attend

You'll leave the summit ready to:

1

Deliver measurable results by connecting strategy directly to day-to-day operations

2

Identify and eliminate bottlenecks, delays and hidden inefficiencies using real data

3

Solve the right problems faster by distinguishing structural issues from execution gaps

4

Reduce friction, rework and workarounds by aligning how work is designed with how it's actually done

5

Deliver AI and automation that actually works by fixing the process first

6

Build continuous improvement that sticks by embedding it into governance, capability and frontline teams

7

Scale process excellence across the organisation without slowing delivery or increasing complexity



Advisory panel:



Roger Tregear
BPM consultant, educator, coach & process-based management evangelist



Sneha Gadkari
Business Transformation Leader
Transport for NSW



Peter Seweiha
Senior Consultant
Diagnostics & Solutions
NAB



Alex Kokkonen
Consulting Partner -
Market Research & Advisory
DXC Technology



Brent Robinson
Operational Excellence Advocate
Learning Teams



08:30 Registration & welcome coffee
08:50 Opening remarks from the Chair



Lara Husselbee
Director + Designer
[Lara Husselbee Pty Ltd](#)

Process-led transformation in practice

09:00 **HBF's Journey to transformation: value-driven, process-led, and data-based**

- 3.1 million hours, 500+ people, and an organisational turnaround from laggard to leader
- Why process re-engineering came before technology and the difference between AI that delivers and AI that disappoints
- AI claims automation in production: 90%+ accuracy and 50% cost reduction built on clean data and standardised processes
- Deploying AI agents across member and contact centre channels to move service delivery from transactional to consultative
- Practical AI governance that accelerates adoption while giving teams clarity and the Board confidence
- Managing the people dimension: sustaining change across 1,100+ employees over five years



Sanjeev Gupta
Chief Information and Transformation Officer
[HBF Health](#)

09:30 **Revitalising business performance through operational excellence, BPM and AI**

Telstra shares how it is rebuilding performance by putting operational excellence at the core and layering in BPM, AI and transformation tools in the right sequence. This session explores how a process-first approach enables smarter automation, reduces friction across workflows, and creates a scalable foundation for continuous improvement and better customer outcomes.



Ravi Ramachandran
Principal - Operational Excellence Transformation
[Telstra](#)

10:00 Partner presentation
10:20 Morning Tea

10:50 **PANEL DISCUSSION: Designing the intelligent enterprise with BPM at the core**

- How to leverage BPM as the structural framework for scaling AI and machine learning across legacy systems
- From rigid process modelling to "living" processes that use real-time data to self-optimize and predict bottlenecks
- Redesigning workflows that balance high-speed automation with meaningful human decision-making and oversight
- Leveraging AI and process mining not just for data, but for actionable decision-making
- Moving beyond simple efficiency metrics to track the ROI of process agility and organisational resilience



Moderator:



Lara Husselbee
Director + Designer
[Lara Husselbee Pty Ltd](#)



Sneha Gadkari
Business Transformation Leader
[Transport for NSW](#)



Stefan Norvall
Principal Consultant & Founder
[Synexia](#)

Panelists:



Peter Seweiha
Senior Consultant Diagnostics & Solutions
[NAB](#)



Alan Skinner
Director, Lean Six Sigma Program
[UTS Business School](#)



Lennart Borst
Workflow & Process Transformation Lead
[MUFU Pension & Market Services](#)

11:40 **Process excellence that performs: optimising operations and measuring impact**

- Embedding process maturity in complex organisations to improve efficiency, strengthen business relationships and enable agility
- Applying structured governance and collaborative leadership to build scalable, user-focused frameworks
- Implementing best-practice processes that deliver measurable operational value



Clyde Livingston
Senior Manager, Business and Process Architect
[Macquarie Group](#)

12:10 **Proving the ROI of process improvement by turning manual processes into measurable savings**

- Targeting a high-volume manual process to unlock fast, high-impact improvement
- Applying a structured, tool-driven approach with clear goals and execution discipline
- Delivering and quantifying measurable time and cost savings from focused improvements



Azat Baltaev
Continuous Improvement Specialist

12:40 Networking Lunch

Building ways of working that stick

13:40 **FIRESIDE CHAT: Designing a way of working that actually delivers**

- Designing a cohesive way of working that integrates Lean, Six Sigma and Agile to sustain transformation and operational performance
- Embedding an operating model that delivers efficiency, quality & speed
- Lean (efficiency): focusing on the value stream
- Lean Six Sigma (quality): empowering data-driven rigour needed for AI
- Agile (velocity): shifting from annual planning cycles to iterative sprints



Jay Chiew
Business Improvement Coach
[NSW Department of Customer Service](#)



Lara Husselbee
Director + Designer
[Lara Husselbee Pty Ltd](#)

14:10 **Making process improvement relevant before you try to make it excellent**

- Establishing the primacy of process
- Enabling and sustaining continuous process management
- Delivering proven, valued, business benefits



Roger Tregear
BPM consultant, educator, coach & process-based management evangelist

14:40 Partner presentation

15:00 Afternoon Tea

15:30 **Designing processes that deliver improved internal efficiency & better customer outcomes**

- Moving away from "set and forget" procedures toward agile processes that adapt to real-time customer data and market shifts
- Identifying & removing friction across the end-to-end journey
- Connecting back-office processes to the front-line customer experience
- Building a digital foundation that can grow without adding complexity or diminishing the user experience



Sneha Gadkari
Business Transformation Leader
[Transport for NSW](#)

Diagnosing & fixing friction, failure & operational drift

16:00 **When process improvement fails: diagnosing structural vs execution problems**

- Developing a clear diagnostic to distinguish execution problems from structural constraints
- Identifying when optimisation has reached its structural ceiling
- Reaching a simple decision threshold for when structural repair is economically justified



Stefan Norvall
Principal Consultant and Founder
[Synexia](#)

16:30 **Mind the gap: bridging work-as-imagined and work-as-done**

Operational waste, such as rework, friction, workarounds, delays & duplication is often your earliest signal of system stress. These are not just productivity problems. They are indicators that Work-as-Imagined and Work-as-Done are drifting apart. Learn how to create high-performing systems that focus on understanding alignment gaps rather than focusing on closing compliance gaps.



Brent Robinson
Operational Excellence Advocate
[Learning Teams](#)

17:00 Closing remarks from the Chair and end of Day 1

17:10 Networking Drinks



Conference Day 2 | Wednesday, 5 August

08:30 Welcome coffee

8:50 Opening remarks from the Chair



Natasha Sharma

Senior Business Analyst and Continuous Improvement & Innovation Specialist

The next frontier of process excellence

09:00 **Architecting organisational intelligence: building organisations that learn, adapt & improve**

- Why the speed of unlearning is now more valuable than the speed of execution
- Moving from rigid KPIs to fluid, improvement-oriented cultures
- How the next decade of work will redefine "institutional knowledge"



Arslan Munir

Head of Agile - Lean Agile Centre of Excellence (LACE)
Nokia

09:30 **PANEL DISCUSSION: The psychology of change: driving adoption in a process-first world**



- How can organisations use transformational or servant leadership models to drive efficiency?
- Beyond the 'Go-Live': Moving from forced compliance to organic adoption by aligning new processes with user motivations and daily workflows
- Managing change fatigue: strategies for maintaining momentum and psychological safety during long-term, whole-of-organisation transformations
- The feedback loop: building structured communication and training frameworks that treat employees as co-creators of the process, rather than just end-users

Moderator:



Roger Tregear

BPM consultant, educator, coach & process-based management evangelist



Azra Amir

Head of Process Excellence Asia Pacific
Aon



Panellists:

James Kissell

Global Director - Global Operations
Fujitsu



Julia Checchia

Lecturer
AGSM @ UNSW Business School & Board Member
PMI Sydney Australia

10:10 Partner presentation

10:30 Morning Tea

Strategy, AI and the intelligent enterprise

11:00 **From boardroom ambition to operational reality: making strategy deliver through process excellence**

- Developing a roadmap for closing the gap between ambitious board-level strategy and the reality of daily execution
- Closing the circuit between high-level ambitions and the reality of daily workflows
- Moving toward a culture of "Work-as-Done" excellence where process enables rather than restricts
- Defining the strategic metrics that prove Process Excellence is a high-yield value driver, not a cost centre



Julia Checchia

Lecturer, AGSM @ UNSW Business School & Board Member, PMI Sydney Australia

11:30 **FIRESIDE CHAT: The AI-human symphony: orchestrating AI-human workflows for the adaptive enterprise**



- How AI shifts processes from static rules to real-time, self-optimising workflows
- Why the future of leadership is about orchestrating the hand-offs between machine intelligence and human intuition
- Practical insight on how to implement "modular" scalability



Dr Tom Gao

Chief Information Officer
City of Sydney



Lenka Bednarikova

Head of AI & Advanced Analytics
Australian Retirement Trust

12:00 **AI-driven process improvement: combining process mining, automation and AI for real results**

- AI-driven process improvement that's built on strong BPM foundations
- Practical approaches that fuse process mining, automation, and AI
- Key challenges and risks associated with AI-driven process improvement



Sandeep Johal

Managing Director & Principal Consultant
Nano Business Technology

12:30 Networking Lunch

Methods, execution & long-term performance

13:30 **Precision and pace: combining Lean and Six Sigma for faster, smarter process improvement**

- Understand why the "Lean vs Six Sigma" debate is dead and how the DMAIC (Define, Measure, Analyse, Improve, Control) framework integrates with Lean's "Value Stream Mapping"
- Learn how to leverage advanced analytics to identify the 1% of variance causing 99% of your bottlenecks
- Beyond tools and belts, discover how to foster a "Continuous Improvement" mindset across remote and hybrid teams
- Explore how AI and automation are augmenting Lean principles to create "Self-Healing" processes

14:00 **Applying Lean and Six Sigma to drive process excellence at scale**

- Redesigning and mapping processes to eliminate waste and enhance social selling
- Utilising "Engineering Thinking" to solve intricate commercial issues
- Ensuring projects remain on time and within budget through disciplined governance



Alan Skinner

Director, Lean Six Sigma Program
UTS Business School

14:30 Partner presentation

14:50 Afternoon Tea

Operational resilience & leadership-level execution

15:20 **FIRESIDE CHAT: Applying HOP to design controls that work in reality**



- Taking Human and Organisational Performance from a theoretical safety concept and baking it into the rigorous world of Critical Risk Management
- Ensuring that "Critical Controls" aren't just checked boxes on a form, but real-world protections
- Identifying "Dumb" or "Difficult" controls before they lead to a "Dangerous" breach of a critical barrier
- How a learning culture reduces the "friction" that usually leads to burnout and system erosion



David Schelbach

Chief Sustainability Officer
IXOM



Brent Robinson

Operational Excellence Advocate
Learning Teams

16:00 **An executive perspective on process excellence – how to turn strategy into seamless execution**

- Connecting operational workflows directly to long-term business KPIs and outcomes
- Moving from "oversight" to "enablement" by building a mindset where every employee is an improve
- Identifying the North Star outcomes and underpinning metrics that prove the ROI of PEX to stakeholders



Marcus Batten

Project & Program Manager, Change Manager, Continuous Process Improvement, Business Development
Fantastic Outcomes

16:30 Closing remarks from the Chair & end of Process to Practice Summit 2026

REGISTER TODAY!

Book before 26 June and save up to \$300 or book as a group and save up to 25%!

The post-conference masterclass provides attendees with morning and afternoon tea breaks and a 1-hour lunch break allowing for extra networking opportunities and in-depth learning.

The masterclasses start at 9:00 and finish at 17:00.

Masterclass A: Turning process into performance: KPIs, ownership and continuous improvement that delivers

Trace the flow of process performance ideas and actions through every aspect of process management, moving process excellence from theory to practice.

The workshop begins with the establishment of compelling reasons for process performance clarity, then describes the discovery of process KPIs and targets, followed by a review of how they are used as effective management tools. Along the way, you'll resolve the vexing question of whose job it is to manage cross-functional performance.

Attendees receive a comprehensive tour through all the aspects of process performance management and receive practical guidance and ready-for-immediate-use tools.

Learning objectives:

- Achieving the "continuous" element of continuous improvement
- Focusing for maximum impact
- Discovery, design, and use of Process KPIs
- Resolving the key question "Who's in charge?"
- Making effective use of 11 specific tools and approaches

Key takeaways:

Performance as the ultimate metric

The core philosophy of the session is that a process has no inherent value unless it drives organisational performance. "Excellence" is redefined not as a well-documented flow chart, but as performance delivered.

- Aligning process improvement to measurable business outcomes, not documentation or activity
- Focusing effort on what actually drives performance, value and results

Strategic Discovery of Process KPIs

A major focus is moving beyond "vanity metrics" to discover and design meaningful Process KPIs and targets. By identifying the correct indicators, organisations can move from reactive troubleshooting to proactive management.

- Identifying the right KPIs and targets to manage processes proactively, not reactively
- Turning metrics into practical management tools that guide decisions and action

Solving the "Horizontal" Accountability Gap

One of the biggest hurdles in any organisation is the "vexing question" of who owns a process that touches multiple departments.

- Defining clear ownership across end-to-end processes that span multiple teams
- Ensuring accountability is maintained across handoffs, not lost between silos

Sustaining Continuous Improvement

To move from one-off projects to a truly continuous improvement cycle, the masterclass emphasises the use of 11 practical, ready-to-use tools to shift the organisational culture from "fixing things when they break" to a permanent state of process-based management.

- Moving from one-off initiatives to embedded, continuous improvement practices
- Applying practical tools to build lasting capability and a culture of ongoing performance improvement



Roger Tregear

BPM consultant, educator, coach & process-based management evangelist

Masterclass B: Using AI to unlock operational excellence

Move beyond incident-driven improvement and start learning from how work actually happens every day. This masterclass shows how to use HOP principles and AI together to surface early signals of friction, variation and risk, before they impact performance, safety or outcomes.

You'll learn how to uncover the gap between Work-as-Imagined and Work-as-Done across teams, sites and systems, and use that insight to identify where processes are breaking down, becoming unstable or creating unnecessary effort.

By applying AI as a learning amplifier, not a control mechanism, you'll see how to scale operational insight, detect weak signals across large datasets, and turn everyday work into a continuous source of improvement, better decisions and stronger system design.

Key takeaways on how AI and HOP principles unlock operational excellence:

Learning from Work-as-Done, not just Work-as-Imagined

The session emphasises that operational excellence isn't found in a manual, but in the gap between how work is officially designed (WAI) and how it is actually performed (WAD).

- Identifying gaps between designed processes and how work actually happens across teams and environments
- Detecting early signs of system strain before they escalate into failure, risk or performance breakdown

The 4Ds: Surfacing early indicators of system failure

Instead of waiting for an injury or loss to occur, the masterclass teaches participants to systematically look for specific signals in daily operations.

- Detecting where work is difficult, inconsistent, unstable or unnecessarily complex
- Identifying hidden friction, variation and risk signals long before they appear in incidents or metrics

Using AI to amplify learning, not replace judgement

A critical takeaway is the ethical, human-centred application of AI, and its potential as a Sensemaking Assistant rather than a decision-maker.

- Applying AI to detect patterns, weak signals and emerging risks across large-scale operational data
- Using AI as a sensemaking tool to support better decisions, not automate or override them

Shifting from surveillance to insight-driven operations

The masterclass draws a hard line on the role of technology: AI should be used for pattern amplification, not people prediction or surveillance.

- Replacing static reporting and compliance monitoring with real-time operational insight and learning
- Enabling organisation-wide visibility of how work actually happens to drive continuous improvement and better system design



Brent Robinson

Operational Excellence Advocate

[Learning Teams](#)



Partnership Opportunities

At **Process to Practice Summit 2026** you'll connect with a highly targeted audience of operational excellence and process improvement leaders, continuous improvement managers, automation leads, shared services directors and transformation executives. These decision makers are actively seeking better ways to fix flow, scale improvement, and embed sustainable operational performance.

Sponsorship and exhibition packages are now available to support your marketing and growth strategy. Contact **Milad Etemadi** at milade@questevents.com.au or **+61 (0)478 195 857** to explore how we can help you connect with improvement leaders who are actively looking for solutions.



Registration

3 Day Package including Post-conference Masterclass

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Regular price \$3,895

- Full access to the 2-day main conference sessions
- One post-conference masterclass (choose between A or B)
- Networking sessions

2-Day Package

4 - 5 August

Register on or before 26 June **\$2,595**
(SAVE \$300)

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- Full access to the 2-day main conference sessions
- Networking sessions

Post-Conference Masterclass only

6 August

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Skyla Boer

☎ 0450 778 591

✉ skylab@questevents.com.au



Hux Russell

☎ 0431 487 720

✉ huxleyr@questevents.com.au



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