



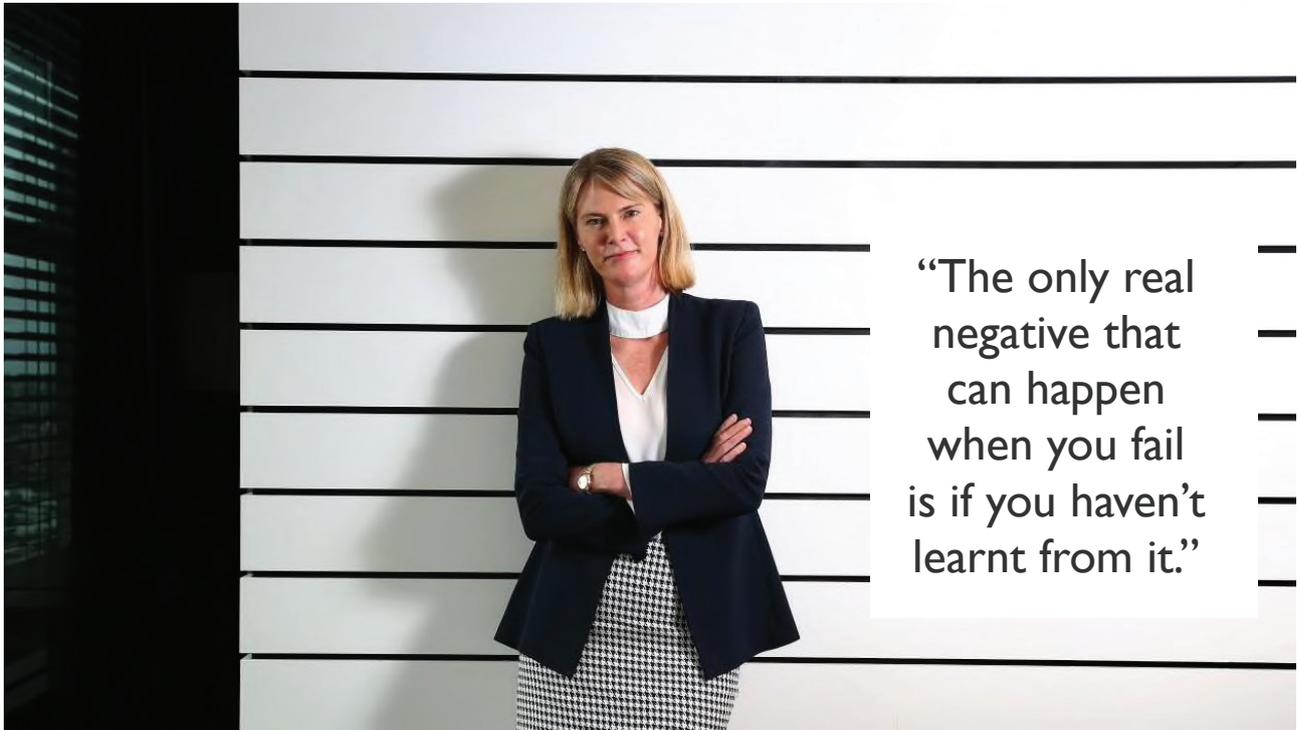
# You as a leader in July 2021

From 6.00pm on Thursday, July 19th 2018  
until 3.30pm on Friday, July 20th 2018

**Background Note and Agenda for our 21st Leadership Conversation**

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Society of Leadership Fellows, St George's House, Windsor Castle



Maile Carnegie, Managing Director, Google Australia/New Zealand

## A Conversation in three parts

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*We will engage with this Conversation in three parts.*

The themes of the three Parts will reflect the three main themes of our Guiding Principles for our Leadership Conversations:

**1 TRUST**

**2 CONNECT**

**3 STRETCH**

In the next few pages, we explain how we intend to make this one of the most trusting, connected and stretching Leadership Conversations that we have yet convened.

TRUST  
TRUST  
CONNECT  
CONNECT  
STRETCH  
STRETCH

## Part I **TRUST**

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# TRUST

Our opening challenge for small groups:

It **IS** now July 19 2021 and we are all here at a reunion discussing what we are each doing in our careers as leaders.

Please picture yourself in a role that makes you think “it must have been a good three years, because this role really draws on my talents as a leader – and most days I feel very lucky to be doing this job”.

- ❓ **What IS this job that you’re in?**
- ❓ **Is it the same as the one that you have now, except that it has been enhanced and developed to give you greater authority?**
- ❓ **Or is it something completely different? Or something in-between?**

You see why we put this first part under the banner of trust, don’t you? We need every Leadership Fellow involved in this Conversation to trust the rest of us to enable you to think out loud in your small group, knowing that later on in the process you reserve the right to change your mind completely about the leadership role what you want to be aiming for in three years’ time.

We hope that at this stage you will be prepared to be **risky** in your thinking. As a general rule, we find that those who let themselves take some risks with the ideas that they share early on nearly always gain more from this experience than those who are cautious and hold back.

We want you to feel that you can use this Conversation to reach for the stars – and the sooner you’re reaching for them, the easier it will be to determine whether you perhaps need to fix your sights on a slightly different galaxy compared with the one you’re aiming for at the moment!

## Part 2 **CONNECT**

We put this second Part under the banner of our second guiding principle that we all seek to “connect” with each other at Leadership Conversations, because this is the stage when we want to support each other in critiquing our ambitions for three years’ time.

On the Friday morning we start off as a single group, and after we have shared some initial reflections drawing on our discussions over dinner, we break into (new) peer support groups of 3 for up to 40 minutes, with the following challenge for each of you, in turn:

- ❓ **Please remind the group of the future that you described for yourself in three years’ time. What MOST EXCITES you about that now and what is your NUMBER ONE CONCERN?**
- ❓ **Do you feel that your ambition for the role is strong enough to enable you to overcome your main concern?**
- ❓ **Or is there something about your main concern that suggests that you need to think rather differently about your three-year ambition compared with the way you were thinking about it yesterday?**

### **Your sounding board**

This is the stage when we ask each of you to be **open to moving on in your thinking** about what could be best for you in three years’ time. Let the others in your small group be your sounding board, and please encourage them to be as “real” with you as they can be.

If this is to happen, your role in **drawing them out** is crucial.

So if one of them says that they think you’re not being ambitious enough, please don’t just say you will reflect on that. Ask them why not – and what it is about how they have heard what you’ve said in our time together so far that makes them feel that.

## Part 2 **CONNECT**

*continued*

### ***“Harnessing the power of our curiosity ....”***

This peer support and advice is one of the most special dimensions to our work together as Leadership Fellows, which is why the guiding principles emphasise the importance of harnessing the power of our curiosity to draw others out and gain fresh insights.

When we come back to the main group, we want to draw out any among you who have begun to shift in your thinking about what you would most like to be doing in three years' time.

### **Learning from the "shifters"**

In the past, we have found that the people we all learn from the most are the “shifters” – and we learn the most not so much from the shift itself but **why** they are shifting in their thinking.

So often, what holds us back from doing what we really want as leaders is some **self-limiting behaviour** that it is very difficult to “call” unless we are in a position of trust where people are asking us the probing and challenging questions that can make us quite surprise ourselves when we put into words the real reason for why we're getting in our own way!

### **Questioning our own assumptions**

This is the stage when we want to ask that we all make a conscious effort to question our own assumptions.

The more we're all prepared to challenge our assumptions, the more we will take away from the third and final part of this Conversation. That is all about **going for the stretch**.

## Part 3 **STRETCH**

By the end of the morning, this process of questioning and challenging the assumptions that we each made when we opened up this Conversation should put us in a frame of mind where we can gain most benefit from the third and final part of this Conversation.

This is all about our third guiding principle, that we should use this space and time together in Leadership Conversations to stretch ourselves as leaders as much as we can.

In groups over lunch in the Vicars' Hall, we will engage with the challenge:

**It is now Friday July 20<sup>th</sup> 2021 and we are all back here in the Vicars' Hall.**

**You remember that when you were here with us three years ago you started off on the Thursday evening with an image of the sort of leader you wanted to be in three year's time. In no more than two sentences, please remind us of what you said in that opening session.**

**You now have a leadership role that you find very stretching and incredibly fulfilling, that is as good as you were hoping for then if not even better.**

**❓ What IS that role?**

**❓ Which aspect of the leadership challenge that it offers you do you love the most, and which aspect most keeps you awake at night?**

**Part 3****STRETCH***continued***STRETCH****Letting your thinking move on**

It is really important that no-one feels under any pressure to stand by what you said on Thursday evening – or indeed to denounce it on the basis that you feel under pressure to give us something else!

All that matters is that you feel you have **complete freedom** to let your thinking move on as much as feels right for you, in the context of a situation where everyone else in the Vicars' Hall is part of your support group to help you end up with a three-year strategy that strikes you as stretching and also achievable.

Back in a single group after lunch, we ask how many of you have moved on significantly in your thinking about your leadership ambitions in three years' time. Is this because you weren't ambitious enough last night, or maybe because you now think you were too ambitious?

**Our final stretching group activity**

We then break into new small groups for our final stretching group activity, which is all about **how** you are going to navigate your three-year journey from where you are now to where you want to be.

We will by then have been so focused on where you want to get to that hopefully some of these "how to get there" questions will have come up in a very natural way.

This is the stage when we really focus on how to overcome the main obstacles in your way:

- ? Focusing now on yourself as a leader, what would you say are the one or two self-limiting behaviours of yours that are most likely to get in the way of you achieving all that you want by July 2021 – and what is your best way of tackling them so that they no longer hold you back?**

## Part 3

## STRETCH

*continued*

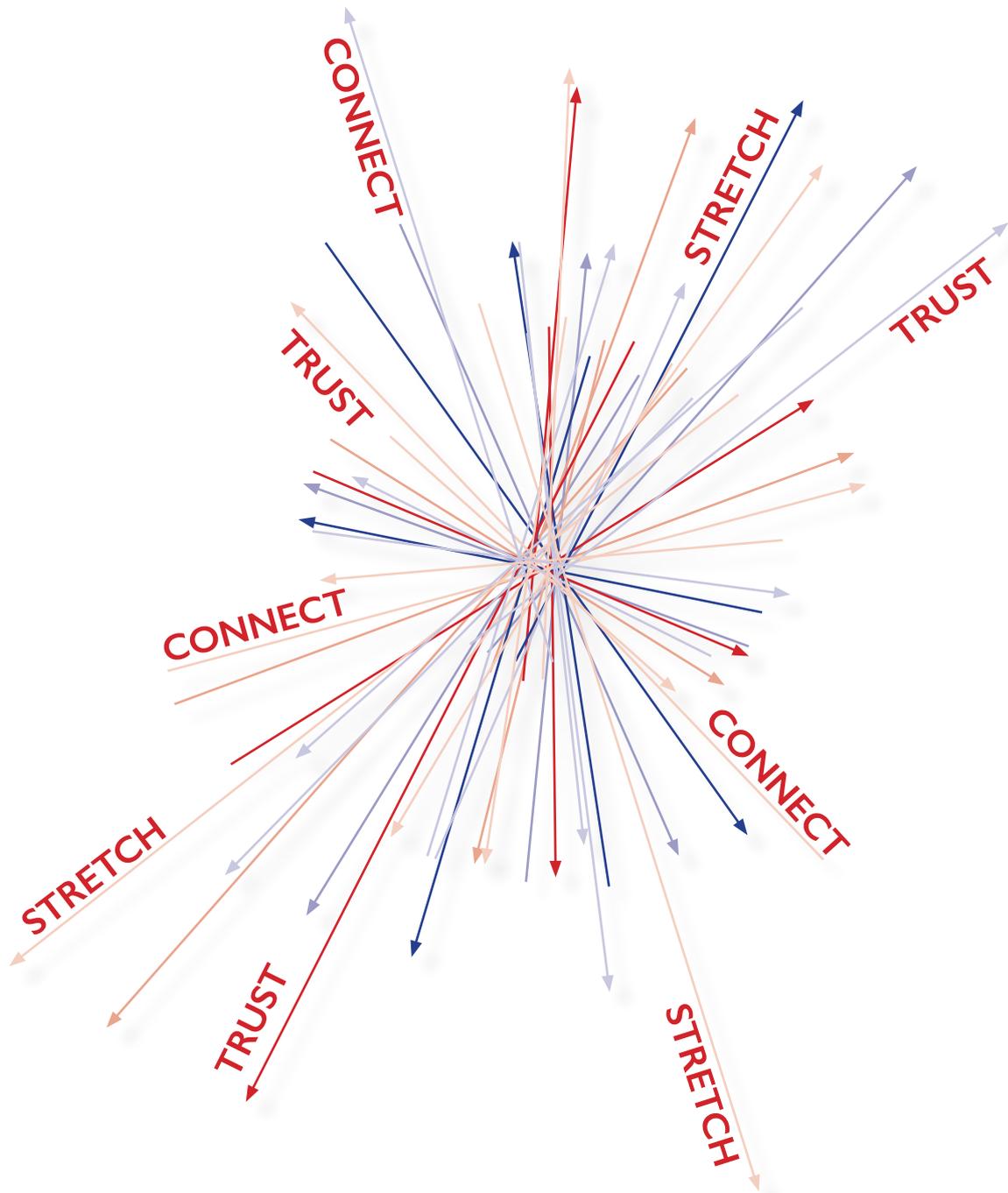
### Powerful final 45 minutes

Your answers to these questions should set us up for a powerful final 45 minutes in which we hope to support each other in nailing our three year leadership strategies - and in the process, containing those self-limiting behaviours of ours that can hold us back so much unless we engage with them in a thoughtful way.

*“Build your own dreams, or someone else will hire you to build theirs.”*

**Farrah Gray**





## October 25 video link-up

In the final minutes of the Conversation we will also arrange a time in October for a follow-up video link-up to swap notes, so that we can hear how much progress others have made and inspire each other once again as we all continue the process – that in many ways never stops – of silencing the doubting voices within and seeking to achieve our full potential as leaders.

**Suggested time for Video Link-up: 9.30 to 11.00am on Thursday October 25th, 2018**

# Agenda

## Thursday July 19th, 2018

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<b>2.30pm+</b>	You are welcome to check into your room in St George's House
<b>4.30pm</b>	Tea in the House for those joining Evensong in the Chapel
<b>5.05pm</b>	Evensong (optional)
<b>6.00pm</b> <b>In the Vicars' Hall</b>	Refreshments, then start of the Conversation. After agreeing our guiding principles for the Conversation, we break into small groups to consider our opening challenge for Part One (page 4)
<b>7.30pm</b>	After feedback and debate, we agree on one or two key issues to explore over dinner
<b>7.40pm</b>	Free time/ drinks until dinner is served promptly at <b>8.15pm</b>
<b>9.45pm</b>	Private floodlit tour of St George's Chapel (optional)

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## Friday July 20th, 2018

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<b>7.45am</b>	Breakfast is served in St George's House
<b>8.45am</b> <b>In the Vicars' Hall</b>	We hear any overnight reflections before we move on to Part Two (page 5) and break into peer support groups for 40 minutes. Back in a single circle we hear from those who are beginning to shift in your thinking, concentrating on <b>why</b> you are shifting and what you see as the <b>self-limiting behaviours</b> that are in danger of holding you back.  At around 12.15 we move on to prepare for our lunchtime groups when we will engage with the questions that open Part 3 (pages 7-9). Once we are all clear about our mission we split into small groups
<b>12.30pm</b>	A hot buffet lunch is served in the Vicars' Hall and we work together in groups on our Part Three questions
<b>1.15pm</b>	We hear your feedback from groups, and then break for our final round of small groups
<b>2.20pm</b>	In 2's we focus on how you can each best move forward towards your vision of yourself as a leader in July 2021, doing all that you can to let go of your self-limiting behaviours that could easily get in your way, unless you have a strategy for managing them from now on. Tea, coffee and cake available
<b>2.40pm</b>	As we each share our resolves in this final session, we ask you to adopt a ground rule of 'no recycling', under which we all agree not to repeat views that we have already shared in the Vicars' Hall. There is time for positive challenge across the group before we conclude this Leadership Conversation <b>on the dot of 3.30pm.</b>

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Lisa Sugar, Founder, President and Editor in Chief, POPSUGAR.