



The humble disruptor



From 6.00pm Monday, November 30 until
3.30pm Tuesday, December 1 2020

Background Note and Agenda for our 52nd Leadership Conversation

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

**This Leadership Conversation builds on
our theme of Disruptive Leadership**

*"A whisper
lasts longer
than a shout"*

from 100 mindsets of challenger leaders



Benefits from joining us in November

A chance to:

- 1** reflect, with some distance, on the disruptive impact of Covid 19 to our lives, our businesses, our society
- 2** explore what this has awoken or enabled us to see in ourselves and our work that was previously hidden from view
- 3** share where our passionate and uncompromising hope for the future lies and discuss what it will take to voice that hope, name what needs disrupting and face the forces maintaining the status quo
- 4** build your own personal strength as a powerful, humble disruptor
- 5** share personal feedback with other Fellows as the Conversation develops in ways that are always geared to our self-improvement as leaders
- 6** give and receive support through the special WhatsApp group that we will set up at the end of the Conversation
- 7** Share progress in implementing resolves at our online follow-up. We love the fact that nearly 3 months after a Conversation we're still there for each other as Leadership Fellows. We're always struck by the power of the sharing about which resolves have worked out really well - and not so well!

***The more you put in
the more you take away!***



Our mission from 6.00pm on November 30th:



To re-vitalize each other's 'humble disruptor' spirit for those times and places where we ask, "does it really have to be like this?"

We will ask:

- **Who am I as a disruptor, humble or otherwise? What is my experience of being the voice of hope and possibility in places that are stuck, of dissolving conventional thinking? What are my personal 'watch outs'?**
- **Where am I sensing a catalytic energy building, maybe where I am up against something that is confounded by conventional wisdom? For the sake of what do I sense the energy building?**
- **Where do I find my personal strength in critical times? If I am honest, what psychological, emotional and physical strength is it going to take to cause 'purposeful instability', at a time when we are seeking to stabilise a new normal? What am I willing to give? What sacrifice am I willing to make?**

"This is me!"

"Tell us more"

"Yes I can!"



The three stages to our Conversation

We will structure our discussions around three stages:

1 "This is me!"

We put stage one under this heading because early on we want to encourage you to **share a story** that helps us understand better where you are coming from as a leader. To help us achieve strong connections across our group, please be up for sharing something about yourself in a way that helps others gain some sense of the hope and ambition that emboldens the humble disruptor in you

2 "Tell us more"

Stage two is under this heading because we hope that by now we will all want to mobilise the power of questioning to draw each other out. We want to **get behind each other's stories** as we support each other in asking what we now see that we may previously have gone to sleep to or tolerated. Where we want to step in with courage and kindness, to be more contentious, more energetic, and to ask, "what is driving that desire?"

3 "Yes I can!"

Our third and final stage is about each of us **facing into a really empowered place** where we have a greater sense of all that we can achieve by humbly disrupting the status quo with a potent light touch.

For every breakthrough in thinking during this third stage, we will be able to identify its origins in the stories that we have each shared and the curiosity that others have shown in response.

"This is me!"

From 6.00pm on Monday through to 10.00am on Tuesday

After agreeing our Guiding Principles for this Conversation, we will explore our first question in small groups.

Our thinking at the moment is that in small groups we should ask you what you know of your-self as a humble disruptor? What is your experience, your learning? How have you failed spectacularly or provoked a breakthrough in a meaningful way?

Are you, for example, more or less

- Patient : impatient
- Tolerant : intolerant
- Calm : spikey

Given the unprecedented disruption that has taken place across all aspects of our lives, what has this shone a light on that was previously unseen or tolerated that you no longer accept?

What is the opportunity that is opening here?

Through your answers we should be able to focus our discussions and prioritise the key issues that we engage with in ways that match what **you** most want to take away from this Conversation.



"Tell us more"

From around 10.00am on Tuesday through to 12.45pm

By around 10.00am on Tuesday we hope that everyone will have had a chance to make some sort of contribution to our discussion. We are now ready to start probing our subject in greater depth, giving you the chance to talk about what you are not currently talking about but that you know is energetically moving within you.

Given that humble disruption may take place over long, subtle time scales or in the blink of an eye, we want to start asking ourselves

- Where am I questioning, "why do we do this?"
- What is energetically charged for me?
- What is the hope or possibility that I want to lead others to?
- Given that possibility is fed by relationship, who is with me?
- What am I attached to that I may need to let go of in order to humbly disrupt?
- What risk am I willing to take?
- What do I need to strengthen to be ready to stand, with peaceful conviction, in the place of purposeful instability?

"Yes I can!"

From 12.45 on Tuesday through to 3.30pm

Following our discussion on the Tuesday morning, we begin to prepare for our returning, to sharpen up a small number of resourcing strategies.

During this closing phase we, therefore, support each other in developing practices

- for self-care that enable us to withstand the psychological and emotional strain of a disruptor
- for self-reflection that nurtures humility
- for deep honesty that faces into our fear and builds courage

Combined, these enable us to embody **care-ful conviction** in any disruption we seek to cause.

Being effective in challenging others

We challenge each other in order to strengthen our character, to test our intentions, to empower our will.

Be Hopeful, Be Courageous, Be Kind

'Disruptive Leadership'

As humans, if we are honest, most of us are only really comfortable with change if we initiate it or benefit from it.

As leaders, with a desire to make our worlds a better place, we disrupt the status quo.

We can do that with force, causing disorder, turmoil and resistance or with a humble whisper, a passionate and compassionate invitation that challenges and stimulates.

Why me? For the sake of what am I stepping into this?

Why now? What is this the time for?

What is always exciting about these Leadership Conversations is the extent to which a breakthrough on the part of one Fellow triggers yet more powerful breakthroughs and resolves on the part of others, we spark each others' ideas and sustain each others' energy, as we hope to experience on November 30th - December 1st.



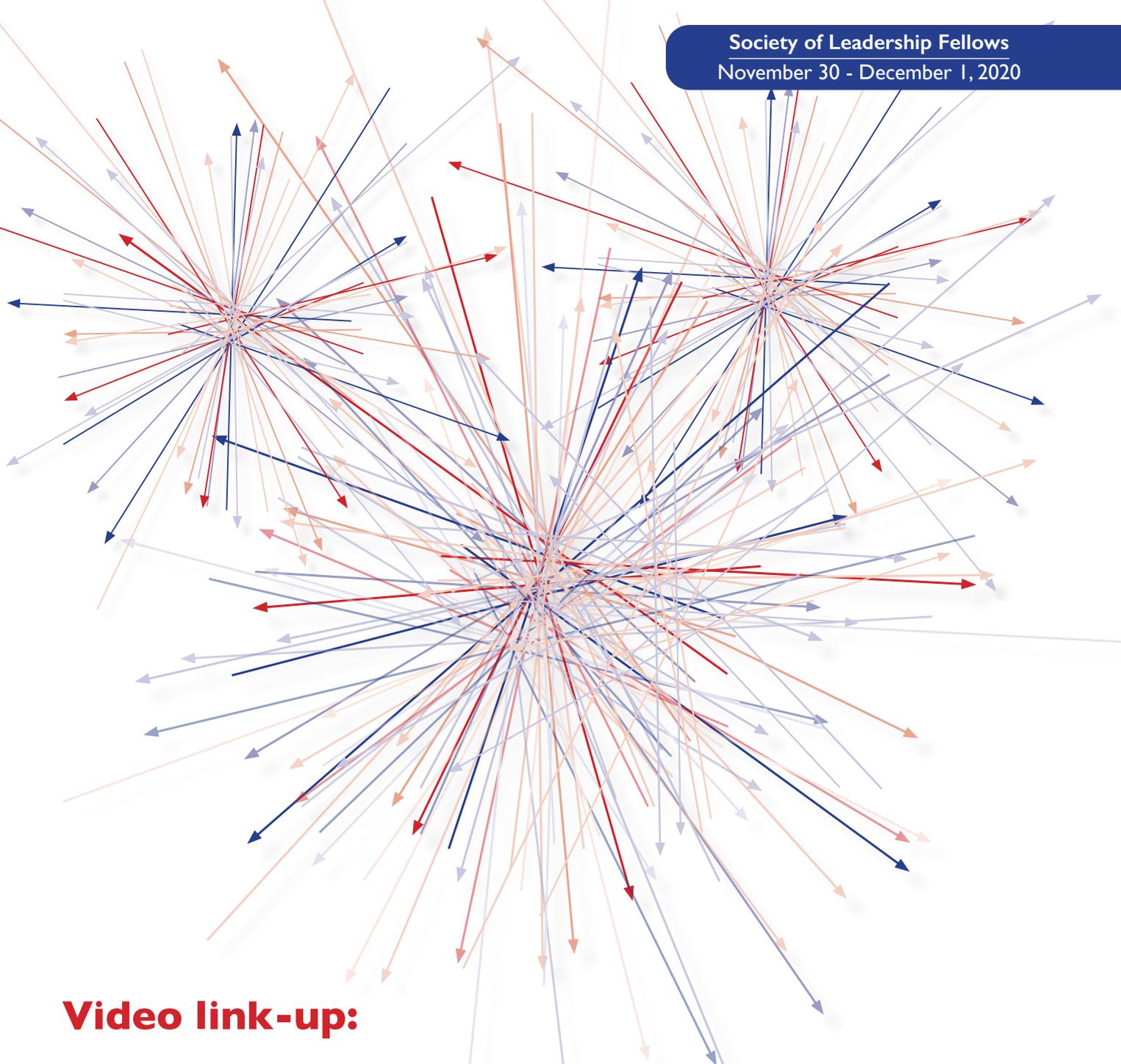
Agenda

Monday, November 30th 2020

2.30pm+	You are welcome to check into your room in St George's House
4.30pm	Tea in the House for those joining Evensong in the Chapel
5.05pm	Evensong (<i>optional</i>)
5.50pm	Vicars' Hall. Refreshments, then start of the Conversation at 6.00pm. Introduction to the Guiding Principles and then on to Stage One: <i>This is me!</i> We break for small groups and when we return we encourage you to share some aspect of your personal story that helps other Fellows gain a sense of what the humble disruptor means to you
7.40pm	Free time/ drinks in the Sitting Room of St George's House
8.15pm	Working dinner in the House Dining Room
9.30pm	We go through to the Sitting room for tea/coffee and after-dinner drinks
9.45pm	Private floodlit tour of St George's Chapel, departing from the Sitting Room (<i>optional</i>)

Tuesday, December 1st

7.45am	Breakfast is served. Please clear your personal belongings from your room and bring them down to the Vicars' Hall, so that the domestic staff can prepare our rooms for the next group
8.45am	We start again promptly in the Vicars' Hall. At 10.00am or earlier we move on to Stage 2: <i>Tell us more</i> (page 7). We move in and out of small groups as we identify specific challenges that require quality thinking time. We capture key "take aways" as we go and at around 12.30 prepare for Stage 3: <i>Yes I can!</i> (page 8)
12.45pm	A hot buffet lunch is served in the Vicars' Hall and we work together in our groups. At 1.40 we have a team photo on the West steps of the Chapel (<i>weather permitting!</i>)
1.45pm	Back together as one group, we draw out the key outcomes of our lunchtime discussions. We prepare for our final round of small groups, after which we invite each of you to sharpen up your personal resolves to enable you to become more effective as leaders who challenge others. We close the Conversation promptly at 3.30pm .



Video link-up:

In the final minutes of the Conversation we will arrange a time for a follow-up video link-up in March to hear how much progress we have each made in taking forward our resolves.

The key to us making the best possible use of our time in March is for Fellows to share a brief email beforehand updating the rest of us on how you have acted on your resolves, and especially which one you found the most challenging. We then take it from there!

Suggested time for Video Link-up: (tbc)