



## Leader in the Mirror!



**From 6.00pm Thursday, November 26 until  
3.30pm Friday, November 27 2020**

**Background Note and Agenda for our 49th Leadership Conversation**

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

## **This Leadership Conversation builds on our Raising our Performance as leaders theme**

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*A link to this Insights Report is on the final page, containing*

*Chapter 1 - Self-Limiting Beliefs*

*Chapter 2 - Owning our Energies more*

*Chapter 3 - Creating more Reflection Time*

*Chapter 4 - Creating the Right Pace for Change*

*Chapter 5 - Success in Leadership and Personal Happiness*

*This Conversation is inspired by the words of Sarah Walker-Smith, Leadership Fellow*

***"It's what we do now, in the moments that really matter that defines who we really are  
Be Brave, Be Honest, Be Kind."***

## Benefits from joining us in November

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A chance to:

- 1 reflect, without judgement, our own leadership through these times
- 2 explore patterns of behaviour that we find ourselves in; those that serve us, and those that do not serve us
- 3 share our 'moments of truth' through the pandemic, where patterns have been disrupted, frontiers crossed and a deeper truth has emerged
- 4 build personal strategies for ongoing self-reflection that stimulates peaceful strength in leadership performance
- 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

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



## **Our mission from 6.00pm on November 26th:**



***To support each other in facing our personal truths as leaders, not denying where emotion is at work under-ground, resourcing ourselves for what lies ahead.***

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There are few places where we can look at ourselves in the mirror with bare attention and see both our strength and our vulnerabilities.

There are few spaces where it is safe to share our thoughts and our feelings with people who understand the complexities of the world we navigate, the subtlety of relationships, the light and dark of leadership.

There are few people who will speak their truth without needing it to be our truth, who do not judge or seek to fix but who, with humility, seek to share insight and experience.

There are few times when our leadership has been more crucial. None of us come out of this time unchanged.

### **We will ask:**

- Who do I see before me? What has changed since I last looked?
- Where am I stuck in patterns that no longer serve? Where am I 'holding my breath'?
- Am I committed to make any changes needed for all the work and life tasks that I face?

**"This is me!"**

**"Tell us more"**

**"Yes I can!"**



# The three stages to our Conversation

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We will structure our discussions around three stages:

## 1 "This is me!"

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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 who the leader is that you see in the mirror, at this time.

## 2 "Tell us more"

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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 how we might each release more of the truth of who we really are as leaders, not as we hope or fear ourselves to be.

## 3 "Yes I can!"

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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 being courageously facing and opening the door before us.

**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!"

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*From 6.00pm on Thursday through to 10.00am on Friday*

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

*"I have often stood side by side chatting with people as they gazed at their reflections in the mirror. Sounds easy. How does a mirror work? The answer is just to look at it! Yet why is this easy exercise sometimes so demoralizing and difficult? I stand there and see the outside looking great. He/She stands there seriously gazing within and saying things that do not equate with what I see".*

*What is it that we see reflected? Why is this?*

Our thinking at the moment is that in small groups we should ask you to first take a good look in the mirror and bear witness to your-self:

- How have I been?
- What has this period given me / taken from me?
- What new or different things have I observed in myself in this new period?

And to share what you see

- What surprises me?
- What disappoints me?
- What am I left curious about?

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"

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*From around 10.00am on Friday through to 12.45pm*

By around 10.00am on Friday 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, moving from 'who I think I am', through 'who I fear I am' to 'who I really am'.

This is when we want to start by asking ourselves.

- which pattern of behaviour, that may have been reflected in previous conversations, have I found myself in?
- how do my patterns serve and not serve; me, the people around me, my business?
- how are others experiencing me right now?
- where am I hiding? what do I not allow myself to see?
- what do I sense flowing through me?
- which frontiers do I find myself at?
- what is mine to courageously face?

*"What we don't transform, we transmit."*

# "Yes I can!"

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*From 12.45 on Friday through to 3.30pm*

Following our discussion on the Friday morning, we begin to prepare for our returning, to sharpen up a small number of strategies for self-leadership that we regard as potentially high in impact.

There are rarely absolutes in leadership, few fixed points. We are forever *becoming* leaders. We nurture our wisdom living through complex challenges and taking time for self-reflection, a practice crucial to developing our inner guide.

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

- for self-care that enable flourishing
- for self-reflection that nurture growth
- for deep honesty that raise performance

Combined, these enable us to embody a peaceful strength in the leading of our own organisations, to look ourselves squarely in the mirror, see the truth of who we really are.

## **Being effective in challenging others**

We challenge each other in order to draw out our qualities, to stretch our intentions, to encourage growth, to ignite our inner fire.

To pick up the words of Sarah, in challenging others we seek to

***Be Brave, Be Honest, Be Kind***



# Raising our Performance as Leaders

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What does 'raising our performance as Leaders' really mean in the time of great disturbance that we are in?

In the 1st phase of our response to COVID 19 there was a need to attend to immediate concerns for our people, our customers, and the financial security of our business. To put in place structures, policies, procedures for new ways of working, to act fast and with grace.

The 2nd phase maybe required more space - more connection and contact in the unknowing, where fear, anxiety grief and frustration may have sat alongside hope for recovery. Otherwise these things get bottled up in our teams and organisations, drain energy and inhibit resilience, adaptability and innovation.

This Conversation provides the space, the pace and the grace for us to attend in a kind and honest way to our own deep experience of this time, to notice what we maybe have 'contained' or unconsciously imbibed without our full awareness. What we are containing can 'leak' into our own leadership behaviour, affect our energy and impact on those we lead.

Throughout our time together we hope to support each other in sharpening up some powerful resolves for self-leadership that we can draw on as we courageously and humbly return.

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, as we hope to experience on November 26-27.



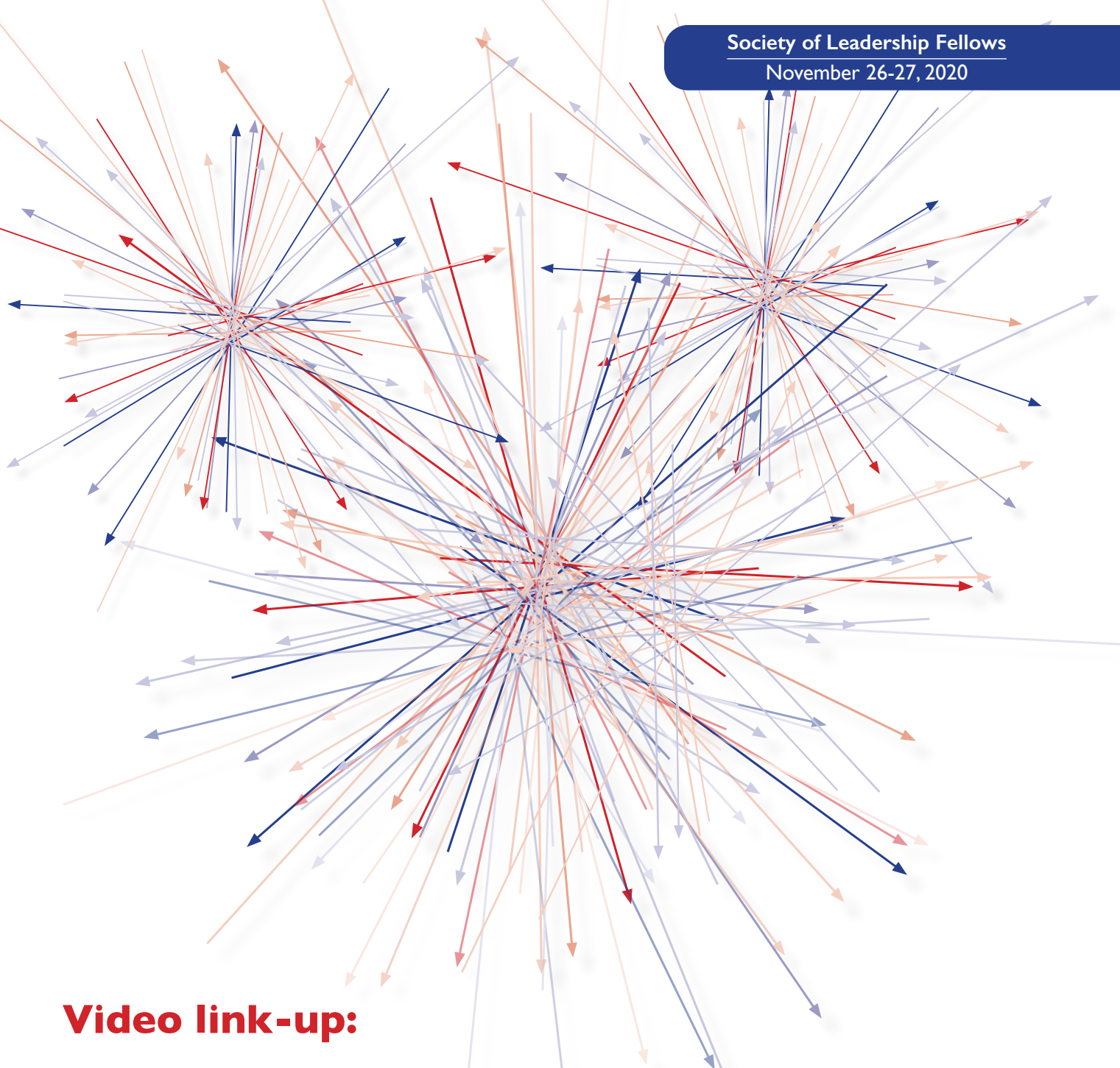
# Agenda

## Thursday, November 26th 2020

<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 ( <i>optional</i> )
<b>5.50pm</b>	<b>Vicars' Hall.</b> 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 <b>personal story</b> that helps other Fellows gain a sense of what leader in the mirror! means to you
<b>7.40pm</b>	Free time/ drinks in the Sitting Room of St George's House
<b>8.15pm</b>	Working dinner in the House Dining Room
<b>9.30pm</b>	We go through to the Sitting room for tea/coffee and after-dinner drinks
<b>9.45pm</b>	Private floodlit tour of St George's Chapel, departing from the Sitting Room ( <i>optional</i> )

## Friday, November 27th

<b>7.45am</b>	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
<b>8.45am</b>	We start again promptly in the Vicars' Hall. At <b>10.00am</b> 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)
<b>12.45pm</b>	A hot buffet lunch is served in the Vicars' Hall and we work together in our groups. At <b>1.40</b> we have a team photo on the West steps of the Chapel ( <i>weather permitting!</i> )
<b>1.45pm</b>	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 make a point of "reflecting peaceful strength" in the mirror. We close the Conversation promptly at <b>3.30pm</b> .



## Video link-up:

In the final minutes of the Conversation we will arrange a time for a follow-up video link-up in January 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 January 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: