



For such a time as this...

Complexity and Chaos

From 6pm on Monday 14th March until 11.15am on Wednesday 16th

This two-night Conversation provides the space for you to step back and be discerning enough to detect the call of these times. The aim is to strengthen a wisdom that will enable you to stand with clarity and confidence in the midst of the powerful forces that are at play in our contexts today. What do we do when we don't know what to do as leaders - when we are truly in the unknowable and unpredictable? How to distinguish the difference between the chaotic, the complex, the manageable, and what these require of us?

You are invited to take a pause from life's demands and come to a generative and creative space to reflect on your leadership journey through these times - past, present and future. It is for those who want to pause, take stock, reflect and awaken to a freer and fuller expression of their leadership in these conditions. During the pandemic, many of us have been incredibly busy and focused on keeping the show on the road, and with adjusting finding longer term plans, but may not have found the space to pause properly and access your deeper, grounded wisdom about what is really needed from you in these times – which may well be *less not more*...

"The real voyage of discovery consists not in seeing new landscapes but in having new eyes"
Proust

You may be very familiar with what really matters to you and what weakens you. You probably know the power within you to make happen what you want to make happen and the ebb and flow of this. You know what you bring....to your role, to your organization, to the world? But what does the world, your organization, your role need from you? Not what are you up to in life, but what is life up to in you?

Given the leadership role/space you find yourself in right now, with all the gifts, resources, experience, and wisdom that you have, what is being called for from younow?



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During the opening phase of this Conversation we will take stock and notice what is consuming most of our energy – mental, emotional and physical – and this will cause us to enquire into this: what is this for? What is really driving us? As we get beneath and beyond this, and as we settle into the special space at Windsor, we will access a different energy in the second phase of the conversation - the real energy of life flowing through us, which is usually clearer, more purposeful and more sustainable. What does it take to surrender to the call of life within us? To 'let go and let come.' The challenge then in the final phase becomes one of reprioritising in line with this call, and staying in it, rather than getting caught back into other concerns.

"If not me then who, if not now then when?" Hillel the Elder.

(Full quote: ""If I am not for myself, who will be for me? If I am only for myself, what am I? If not now, then when?"")

Agenda

The Conversation will flow through three key stages:

- **This is Me** – taking stock of where we find ourselves currently in relation to this theme and the questions that are arising
- **Tell Us More** – enquiring more deeply into our learning and insights as we probe into this experience
- **Yes I can, Yes I will** – turning wisdom and insight into intention and practice



“This is me”

In the opening phase of the conversation, '**This is me**', we will help each other to pause and take stock honestly of where we are right now and what drew us to this conversation.

The world has changed and we continue to work out how to respond. We will share something of our lived experience of navigating the complexity and chaos of the past 2 years and the toll it has taken

With some space and distance from the busyness of the every day we will see where we are

- Reacting to immediate challenges
- Being Resilient and leading through uncertainty
- Recovering, re-setting, and seizing opportunities
- Adapting to a new world or returning to a familiar old way

In a world of complexity and chaos, our understanding is often deduced in retrospect. We will look back and draw out, through story and metaphor, what has really changed, above and below the waterline, for each of us, our teams, our context.

“Tell Us More”

In the second phase we will move into a richer enquiry – '**Tell us more**'. As we listen to each other, observe, and connect, we will see patterns and themes emerging for a deeper collaborative inquiry where we truly nurture each others' wisdom

- Societal shifts that require a response
- The narrative of our organisations and the implications of that

An honest look at what it really takes to lead in these times.

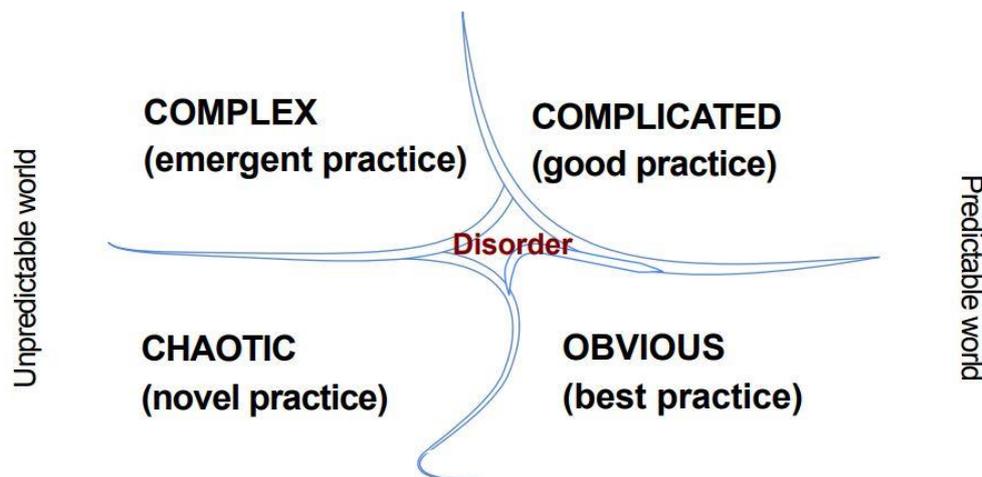
“Yes I can!”

In the final phase we will start to crystallise our intentions for leading more consciously from the 'steward of these times' perspective – ‘**Yes I can**’. This will involve:

- Shaping a personal programme to sustain the leadership required for these times
- Practical steps to help us navigate complexity and chaos in our systems

In a follow up Zoom session some weeks after the conversation we will have the opportunity to share progress and learn from our experience of engaging with this purposeful inquiry.

Pre questions



Using the Cynefin frame as a reference point and looking back over the last 3 years or so, where has most of your work been in the quadrants above? How is that changing? What is the effect of this on you and your teams?

For more personal reflection:

- What is whispering to you that is seeking your attention?
- What fear does entering into this conversation hold for you?
- What is waiting to be liberated in you and those around you?
- What is this the time forin the maturity and life of your organization, of the people around you and of you?



Timings: Monday 14th March

- 1430 You are welcome to check in to your room in St George's House
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- 1630 Tea in the House for those joining Evensong in the Chapel
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- 1705 Evensong (*optional*)
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- 1750 **Vicars' Hall.** Refreshments, then start of the Conversation at 6.00pm. Introduction to the Guiding Principles and then on to Stage One: ***This is me!*** 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 the nature of complexity that you are in
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- 1930 Free time/drinks in the Sitting Room No. 25 The Cloisters
-
- 1945 Working dinner in the House Dining Room
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- 2115 We go back to the Sitting Room for tea/coffee, and after dinner drinks
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- 2145 Private floodlit tour of St George's Chapel, departing the Sitting Room (*optional*).
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Tuesday 15th March

- 0745 Breakfast is served in the House Dining Room.
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- 0845 We start again promptly in the Vicars' Hall continuing on the '***This is me!***' theme with a deeper sharing of our personal stories: 'where we find ourselves right now as leaders, and what has brought us to this point, what we know of navigating complexity and chaos, what needs our attention?'
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- 1100 Personal reflection time
-



Tuesday 15th March cont...

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- 1130 We will share observations, insights and questions from the telling of our stories to guide the themes of our deeper inquiry, in **Stage Two: Tell us more**. This will involve us getting more forensic as we explore the underlying drivers and dynamics of complexity and chaos in our contexts. What flips us into reactivity? What does proactivity look like when so much is unpredictable?
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- 1300 A hot buffet lunch is served in the Vicars' Hall and we work together in our groups
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- 1355 Team photo on the West Steps of the Chapel ...Then back together in the Vicars' Hall and continuing on with 'Tell us more' – where we begin to explore what is emerging for us as leaders – what is stirring within us and around us that is calling us into a different way of being. This is where we start to get more challenging of ourselves. How are we contributing to healthy and unhealthy dynamics around us? A way of being that stabilises and liberates, that predicts and responds, that educates and learns
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- 1600 Personal reflection time
-
- 1705 (Optional) Evensong in the Chapel
-
- 1745 Refreshments, then resume the Conversation at 6pm where we start to move into the closing phase of the conversation – **'Yes I can'**. What is starting to crystallise for us about changes we want to make in how we are functioning in our leadership in these times?
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- 1915 Free time and pre-dinner drinks in the Sitting Room of No. 25
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- 1945 Dinner is served in the Dining Room
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- 2130 We go back to No. 25 the Cloisters for after dinner drinks
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Wednesday 16th March

- 0730 Breakfast is served in St George's House. Please clear your luggage from your bedroom because the domestic staff need to service the rooms. You are welcome to leave bags in the Sitting Room or bring them down to the Vicars' Hall where we will be for the remainder of the Conversation
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- 0830 Vicars' Hall. We start again promptly and invite any personal insights that have crystallised from our discussions on the previous evening. Then into small groups to work on our takeaways and commitments for our own leadership practice going forwards.
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- 1115 Close of the Conversation
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Video link-up:

In the final minutes of the Conversation we will arrange a time for a follow-up video link-up between **11.30 – 12.30 on Friday 10th June** 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 this 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!