



Regenerative Leadership

From 6pm on Wednesday 27th November until 12.00 noon on Friday 29th

WHAT DOES IT REALLY TAKE TO LEAD IN THE 21ST CENTURY?

This Conversation seeks to open up a new thread for the Fellowship, which we will follow through in subsequent events. In this first one, we will explore what it takes to release a different quality of thinking in the way we lead today. We can view it as a movement from an 'acquisitive', to a 'sustainable' and into a 'regenerative' mindset.

Regenerative leadership is all about the breakthrough into the new - the radical energy of successful evolution, which brings something previously unknown, unheard of or 'impossible' into the world. In their exploration of the theme, Laura Storm & Giles Hutchins describe modern enterprise as "perhaps the most powerful organised force of human creativity on this planet today" What is our role as leaders in cultivating and embodying this?

The concept presents us with two questions, which we will explore together in the Conversation.

'What' – is crying out to each of us as most in need of breakthrough in these times?

'How' – we develop capacity for regenerative thinking, dialogue and action in our systems?



Regenerative Leadership

November 27- 29, 2024

We will consider:

- How we stay mentally alert to the possibility of regenerative breakthrough
- How we work with 'stuckness' and the 'frustration energy' this contains
- How true breakthrough emerges - in robust dialogue of apparently conflicting 'truths'
- How we bring 'living system' wisdom into our organisational routines
- The bigger picture: our role as stewards, leading with future generations in mind

The Conversation will also touch into the creative tension between the learnings of the scientific, industrial and technological revolutions and the timeless wisdom of humanity and nature, which, in all its forms,

- thrives through divergence, creativity at the edge of boundaries
- maintains balance and order through convergence, boundary and structure
- unfolds through emergence, the healthy tension between the two.

It recognises, as we are painfully learning today, that organisations are not mere programmable machines, but complex adaptive systems, where leaders, us, create the conditions for thriving in ever-changing circumstances.



AGENDA

The Conversation will follow our usual flow in 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 from our experience
- **"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!"

After settling into the Vicars' Hall we will begin the Conversation exploring the theme of 're-generative leadership' by sharing our own personal experience of this – specifically of times when unexpected breakthroughs emerged from apparent 'stuckness' and/or something new was able to emerge which transformed and renewed a challenging or deteriorating situation.

We will use this to explore the dynamics of regenerative leadership and the conditions in which it seems able to arise. We will also step into our individual and collective sensing of where regeneration is most necessary in the context we face today. And allow ourselves to be stirred by this.

The following morning we develop the enquiry, exploring patterns of 'stuckness' we are finding ourselves being drawn into and delving further into what it is that seems to be feeding this, whether in our specific organisational situations, or more broadly in our shared context. We will notice the impact of this and the temptation to 'hunker down' in the face of complexity, scale and apparent conflicts/agendas.

This will take us into looking not just at the 'what is stuck' but also the 'how' – the patterns and assumptions of organisational life that may be compounding the problem whilst seeking to resolve it. This is where our capacity as Fellows to provide different perspectives and creative challenge into each other's situations will be invaluable.

“TELL US MORE”

In this phase of the Conversation, we start to 'mine' and develop the wisdom that is emerging. Given our understanding of how breakthrough occurs in dialogue.

- How do we create spaces in which we can hold people in the discomfort of conflicting 'truths' and perspectives until something is able to emerge?
- How do we enable more informal, generative, explorative contacts and connections to be made across our systems that release creativity and insight?
- How do we employ insights from 'living systems' to release true generativity?
- Applying the practical wisdom of 'third force' – the reconciling energy between the opposites where real shift occurs.
- How do we shift the energy in challenging, pressurised situations so that something new can emerge?
- How do we look again at our own leadership to make sure that we are not the problem!
- What is the wisdom path to regenerative leadership, accessing and trusting our deeper, more intuitive knowing.

We will also look and learn and support each other on how and where we are being invited to step into our own journey, individually and organisationally, into shifting the emphasis and tone of our leadership into a more re-generative mode, with all the risks that this may entail.

- What is really possible if only....
- How and where could we intervene to break stuck patterning?
- Which relationships are crucial to engendering a new flow of possibility?
- What conversations can unlock this?
- What vested interests and 'untouchable' routines need to be disrupted?
- Being 'tempered radicals' – radical enough to challenge the system, tempered enough not to get rejected by it?

During this phase of the Conversation we will seek to embody approaches to generative dialogue, creating space for powerful small group conversations that seek to stretch our sense of what is really possible. Again the founding principles and unique quality of the Fellowship will be invaluable here in creating a climate for creative challenge, inspiration and breakthrough.



“YES I CAN!”

In the final phase of the Conversation we will help each other crystallise the clarity we have found into intentions and specific commitments for how we lead going forwards. This may concern:

- Our own role and thinking, how we keep a different mindset available to us as we re-enter our leadership
- New narratives that we may want to deploy or perspectives we want to bring
- How we engender this in 'key others' around us
- How and where we may want to intervene to create shift – within our own organisations and beyond into wider social and contextual issues
- Key relationships – where different conversations are needed. How to start.

Having got to the quality of connection that the two-night format provides, we will be able help each other turn our enquiry and reflections into purposeful commitments going forwards.

The nature of this Conversation is such that we will need to bed it down into tangible and concrete next steps or risk slipping back. We will therefore give this plenty of space on the last day.

There will then be an opportunity to follow-on with each other and explore what happens as we experiment with more generative approaches in our leadership and dialogue.



Timings: Wednesday 27th November

1430	You are welcome to check in to your room in St George's House
1630	Tea in the House for those joining Evening Prayer in the Chapel
1705	Evening Prayer (<i>optional</i>)
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 share our personal stories as leaders in small groups, then any themes emerging – with the wider group. In light of the themes, we agree on our question to consider during discussions over dinner.
1945	Drinks followed by dinner in the House Dining Room at 8pm
2115	Tea/coffee and after dinner drinks in No. 25 The Cloisters
2145	Private floodlit tour of St George's Chapel, departing the Sitting Room (<i>optional</i>).

Thursday 28th November

0745	Breakfast is served in the House Dining Room.
0845	We start again promptly in the Vicars' Hall, exploring in more depth some of the themes that emerged yesterday evening and identifying the most fruitful lines of enquiry in this for each of us.
1000	We move on to Stage 2: "Tell us more" where we work more intentionally on the aspects that are most relevant to us, supporting and challenging each other in the process. This may be 'inner work' on our own leadership or 'outer work' on how we seek to shape and transform our team and organisations – or both.



Thursday 28th November cont...

1100	Break for tea/coffee and personal reflection time
1130	We draw out key messages from our reflection time and take our particular challenges into another round of small groups.
1300	A hot buffet lunch is served in the Vicars' Hall
1355	Team photo on the West Steps of the Chapel ...Then back together as one group in the Vicars' Hall to continue in the "Tell us more" enquiry into the issues that have most resonance and significance for us
1515	We pause to take stock and notice what is really moving for us and take some personal reflection time. Tea and refreshments
1600	Back together in the Vicars' Hall, we move onto Stage 3: "Yes I can!" As we go through this stretch stage, where we start to ground our learning and self-awareness in our own specific context, we encourage more feedback. We also focus energy on any 'stuckness' amongst us, where anyone may appreciate group support to help unlock their thinking and move forward.
1705	(Optional) Evensong in the Chapel
1800	The Conversation resumes, as we start to crystallise and step into the wisdom and insights that are speaking to us directly in our own leadership
1930	Drinks in No. 25 followed by dinner in the Dining Room
2130	Tea/coffee and after dinner drinks in No. 25 The Cloisters



Friday 29th November

- 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
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- 0845** Vicars' Hall. We start again promptly and take a moment to notice what is starting to become clear to us as we begin our final day together. From this we then we help each other focus and firm up our intentions Where is the invitation for each of us more fully to embody the wisdom we are accessing?
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- 1045** We invite each of you to work in pairs or trios over tea or coffee to sharpen up your personal resolves and commitments in the light of your intentions
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- 1140** Closing words and a whole group 'gathering up' of the wisdom that has flowed, both major insights and smaller practical tips.
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- 1200** Close of the Conversation
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Video link-up:

At the end of the Conversation, we will confirm the arrangements for our follow-up zoom call to check in on the progress we have each made in progressing our resolves.

The key to us making the best possible use of our time in this is for Fellows to post a brief Whatsapp beforehand updating the rest of us on how you have been getting on, and especially which ones you found the most challenging. We then take it from there!

Follow up: Friday 14th February, 2.30pm – 3.30pm