



SOCIETY OF LEADERSHIP FELLOWS,  
ST GEORGE'S HOUSE, WINDSOR CASTLE



# RELEASING ENTREPRENEURIAL LEADERSHIP: CREATING SPACES FOR INNOVATION AND CHANGE

WEDNESDAY 2<sup>ND</sup> DECEMBER, 2026  
9.30AM – 4.30PM



## WHY THIS CONVERSATION?

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The leadership challenge we want to explore together in this conversation is how we inject and sustain an entrepreneurial spirit and create environments that welcome rather than resist change. With careful nurturing, even the most apparently disruptive ideas can flourish.

The conversation will focus on our role as leaders in cultivating a climate in which innovation and rapid adaptation is a way of life. This will involve us examining and releasing our own energy and belief in the face of self-limiting patterns as well as how we encourage this in others - not just those in our direct teams but also those whom we engage with across organisational systems and boundaries.

It is a conversation about how we harness creativity, insight and energy for change within processes and relationships that get stuck in established patterns. This gets easier if we are able to release intelligent 'intrapreneurship' around us but more difficult as perceptions of fear and uncertainty increase.

## CORE THEMES

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### **Taking Permission to Think Differently:**

*Empowering leaders to embrace new perspectives and foster an environment where creative ideas flourish.*

### **Presenting Ideas Effectively:**

*Crafting ways to share potentially disruptive ideas, within 'proven' systems and established relationships that may not want to welcome them*

### **Welcoming & Processing Change:**

*Cultivating a culture and mindset that is change-oriented – able to channel innovation positively and transform risk into opportunity.*

### **Manage Risk and Resilience:**

*Working in a mature way with both the personal and organisational risks inherent in change and cultivating*

### **Energy & Engagement:**

*Sustaining the momentum of innovation by harnessing a dynamic, entrepreneurial spirit that revitalises traditional structures.*



## CONVERSATION FLOW

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All our conversations follow a robust three phase process which not only yields powerful insights but also engenders sustained shift in leadership focus and impact.



### 'See'

Helping each other as leaders to 'see our seeing', where we:

- Enquire into the honest reality of our own experience.
- Notice the lens through which we are viewing things.
- Grasp the full significance of what we are in.
- Identify new invitations and possibilities for our leadership.



### 'Be'

Helping each other embrace the deeper invitation to change, where we:

- Identify our own blocks and resistances - emotional and/or practical.
- Explore the deeper dynamics of the situation we are in.
- Access a wisdom and inner clarity that can shape new intention.
- Mobilise the energy, resources and belief to step into real change.



### 'Do'

Helping each other move from intention into committed action, where we:

- Find new and sustainable focus, grounded in practical action.
- Engage significant others in this.
- Ground the practical resolve to overcome old patterns that may resurface.
- Learn powerfully and positively as we step into change.



## PHASE ONE:

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### Seeing how and where we need to encourage intrapreneurship

In today's fast-evolving and turbulent landscape, we are all aware of the need to be able to adapt rapidly to new pressures and/or opportunities. Without the luxury of lengthy planning headroom, we find ourselves having to lead and respond iteratively, learning as we go. We will explore how these forces are playing out in our different contexts and where blocks to innovation are holding us up in our capacity to adapt rapidly. Could it be that our attention has been captured by familiarity instead of possibility? It may be less about generating brilliant ideas immediately and more the questioning of old limits.

## PHASE TWO:

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### Being a positive force for innovation

As we delve deeper, we will blend personal reflection on our own experience with novel group exercises to unpack how risk, personal resilience, and cultural inertia interact in the subtle task of inspiring innovation. We will examine the role of permission—for ourselves as well as our teams and colleagues - to think and act differently.

We will also explore how entrenched cultural norms limit the expression of new ideas. and reflect on how perceptions of personal and organisational risk can be reframed as a necessary step towards breakthrough innovation. During the dialogue we will be encouraged to notice our own assumptions, deepening the dialogue and challenging each other on what is really possible.



## ✓ PHASE THREE:

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### Doing what it takes to release intrapreneurship into action

This may include:

- Formulating concrete commitments to create 'innovation spaces' within their areas of responsibility.
- Assessing the strategic and emotional risks of change and designing strategies to mitigate those risks without stifling creativity.
- Designing small, actionable experiments rather than aiming for overnight transformation.

We will emphasize the importance of incremental change, recognising that the journey toward innovation is as much about embracing our vulnerabilities as it is about capitalising on our strengths. We will consider how innovation gets traction in the midst of a busy operation and what we can do to support this. We will look at the art of presenting or seeding new ideas in a way that invites rather than alienates and also identify practical steps we can deploy to build a climate in our teams that increases receptivity to new ideas and possibilities.

In the period following the conversation we will have the opportunity to share both successes and setbacks, ensuring a warm and authentic exchange of ideas and experience



## DETAILED AGENDA

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### WEDNESDAY 2<sup>ND</sup> DECEMBER

|       |                                                                                                                                                                                                                                                      |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09.30 | Arrivals and welcome refreshments                                                                                                                                                                                                                    |
| 09.45 | Introduction and context setting                                                                                                                                                                                                                     |
| 10.15 | <b>Phase One: See</b><br>Share personal observations and reflections from own experiences. How we experience the constraints of 'the way things have always been done'. Finding the space to think and act differently and the learning that arises. |
| 10.45 | <b>Phase Two: Be</b><br>In small group discussions, we delve into the underlying dynamics that stifle or release innovation and begin to reflect on what this really means for us.                                                                   |
| 13.00 | Working lunch and informal networking                                                                                                                                                                                                                |
| 14.00 | <b>Consolidation of Morning Insights</b><br>Exploring commonalities and divergences in thought and starting to discern invitations to think and act differently in our leadership.                                                                   |
| 14.30 | <b>Phase Three: Do</b><br>Action planning session to formulate intentions and practical commitments over a proposed timeline.                                                                                                                        |
| 15.00 | Break                                                                                                                                                                                                                                                |
| 15.15 | <b>Action planning in Pairs/Trios</b><br>Focusing on practical steps, role responsibilities, and short-term objectives.                                                                                                                              |
| 16.00 | <b>Group Reflections and Commitments</b><br>Reconvening, summarising and closing as a whole group.                                                                                                                                                   |
| 16.30 | Conversation Close.                                                                                                                                                                                                                                  |

## FOLLOW-UP

- Ongoing dialogue through a dedicated digital forum (e.g., WhatsApp).
- Share summary and any supplementary resources/readings on Releasing Entrepreneurial Leadership.