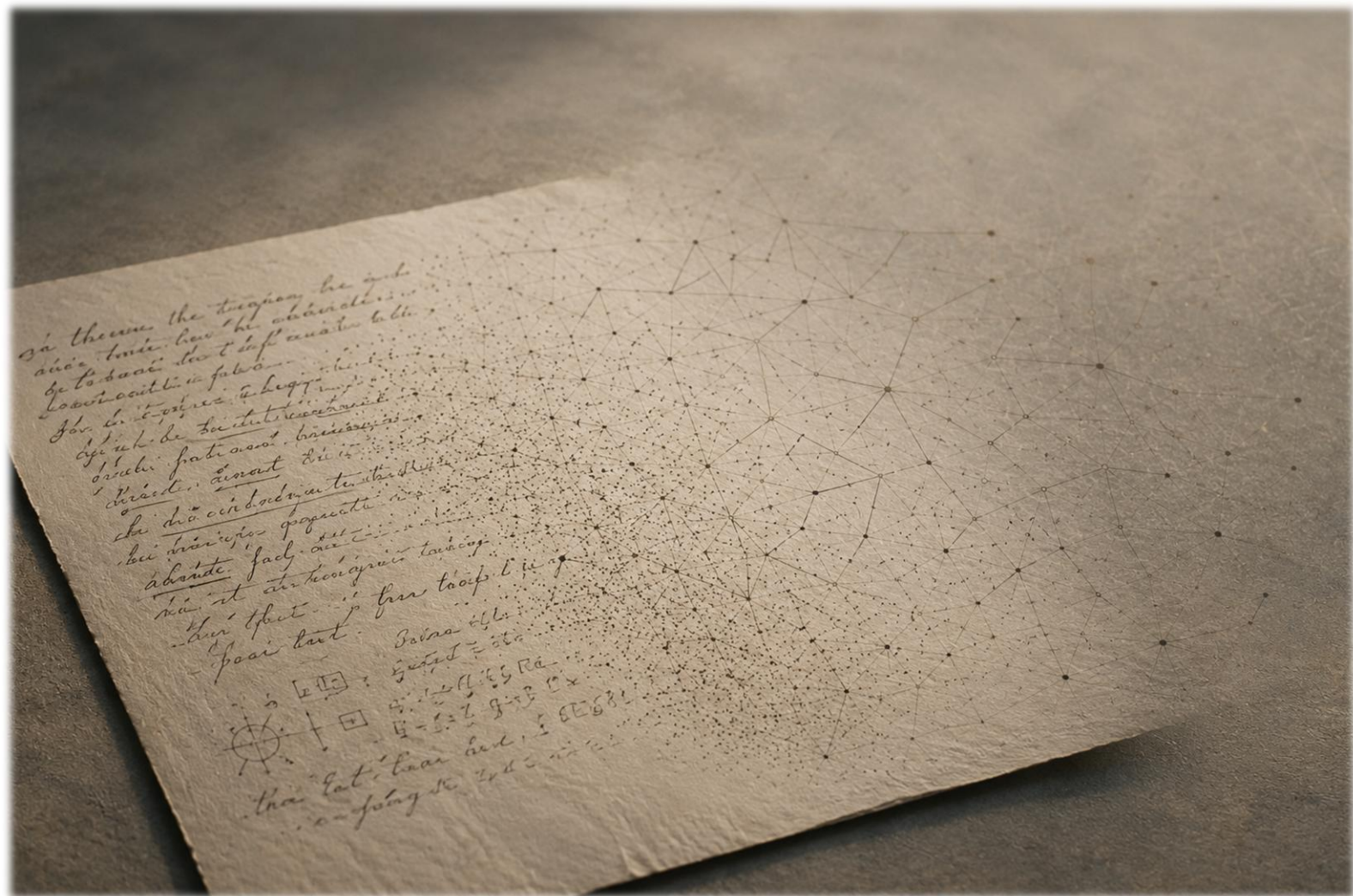




SOCIETY OF LEADERSHIP FELLOWS,
ST GEORGE'S HOUSE, WINDSOR CASTLE



WORKING WITH AGENTICS (THE GRIEF OF OBSOLESCENCE)

6.00PM ON MONDAY 15TH FEBRUARY - 4.30PM ON TUESDAY 16TH

ST GEORGE'S HOUSE, WINDSOR CASTLE



WHY THIS CONVERSATION?

Something is happening that we can all feel but few of us have fully reckoned with. Artificial intelligence is no longer a future possibility - it is a present reality that is reshaping what it means to work, to lead, and to be valued. Agentic systems - AI that acts autonomously, that makes decisions, that does in seconds what used to take a skilled human hours or days - are already here. By the time we gather for this Conversation, they will be unmistakably part of the working lives of most of us.

This is not a conversation about technology. It is a conversation about what happens to human beings when intelligence becomes cheap.

For leaders, there is a double challenge. The first is practical: how do we shepherd this new intelligence wisely? Where should it be deployed and where must human judgement remain sovereign? The second is deeply personal: what happens to our identity, our pride, our sense of worth, when the skills we spent decades building, are done in a moment by a machine?

We will name this honestly. There is a grief in obsolescence that goes beyond the practical. A writer who has crafted words for thirty years watches a system produce work that is almost as good in seconds. A blacksmith who once forged by hand watches the world move to mass production. What do we lose when craft is automated? What must not be lost?

In this Conversation, one of us will stand in the agentic space - sharing the reality of working with AI systems daily - and the other will stand in the human space - holding the questions of identity, agency, dignity and what it means to remain fully human in the midst of this. Between these two perspectives, we will find the conversation that matters.

For this conversation there will be some pre-reading and practice to ensure a base level of understanding amongst us.



CORE THEMES

Shepherding Intelligence:

The leadership skill of directing AI – not being consumed by it. Where should intelligence be cheap and where must it stay human?

The Grief of Obsolescence

When skills lose value. Pride, identity, dignity. The emotional reality of being outpaced by a machine.

What Must Be Developed:

Preservation as a leadership question. Not everything that can be automated should be.

Cost and Gain:

Who carries the cost and who benefits from the gain?

The Human on the Loop:

Keeping human judgement explicit and defended. The ethics of delegation to machines.

Skilled Curiosity:

What behaviours do we have to develop to gain the most value?

Practical Integration

Actionable commitments to embed our insights, test new approaches and integrate this wisdom into leadership practice.

CONVERSATION FLOW

All our Conversations follow a robust three phase process which not only to yields powerful insights but also to 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:

Seeing how the agentic world has arrived:

We begin with our lived reality.

How has AI entered your world in the past twelve months?

- What has changed?
- What skills feel threatened?
- What has surprised you - positively or negatively?

In the opening phase we will share honestly, without either hype or fear, what is actually happening in our organisations and our own work.

We will also notice the emotional dimension: the excitement, the fear, the sense of possibility, the creeping anxiety that the world is moving faster than we can keep up. And we will name the two responses that are emerging - those who are racing into the change, and those who want to step away from it entirely. Most of us are somewhere in between, and this Conversation is for all of us.



♥ PHASE TWO:

Being with the grief and the possibility

Having named the reality, we will go deeper. The grief of obsolescence is real and it deserves to be honoured - not managed, not reframed, but felt. Skills that took decades to build are being done in seconds. The career promise that hard work builds an unshakeable foundation has been exposed. What does that do to a human being? To their sense of purpose, identity, and worth?

We will sit with this honestly, not rushing to silver linings. And then, from that place of honesty, we will explore what remains when the doing is automated.

"The professional life is going to be more and more automated. All that's left is the personal."

What does that mean for leadership? For connection? For the things that make us irreplaceably human?

We will also explore what must not be lost - the crafts, the qualities, the human capacities that should never be delegated to machines, even when they could be.



✓ PHASE THREE:

Doing what preserves and what experiments:

As clarity emerges, we will move into practical territory.

- How do we shepherd intelligence wisely in our own organisations?
- What are the safe experiments we can run?
- Where should we be bold and where should we be cautious?

We will work in pairs and trios to formulate practical commitments:

- one thing to preserve,
- one thing to experiment with,
- one conversation to have with our teams.

We will also explore the leadership narrative - how do we talk about AI with our people in a way that is neither panicked nor dismissive, but honest and humane?



DETAILED AGENDA

MONDAY 15TH FEBRUARY

You are welcome to check in to St George's House from 3pm

16.30	Welcome refreshments in the Sitting Room.
17.00	Evensong (<i>Optional</i>)
18.00	Vicars' Hall Introduction and context setting: why we are here, questions we want to explore.
18.30	Phase One: See Personal stories: individual and organisational.
19.45	Break
20.00	Dinner in the Dining Room of St George's House
21.30	Private Tour of St George's Chapel

TUESDAY 16TH FEBRUARY

07.30	Mattins – St George's Chapel (<i>Optional</i>)
07.45	Breakfast in the Dining Room of St George's House. <i>Please clear your luggage from your bedroom. You are welcome to leave bags in the Sitting Room or bring them to the Vicars' Hall.</i>
08.00	Holy Communion – St George's Chapel (<i>Optional</i>)
08.45	Phase One (cont)
10.00	Phase Two: Be Group exploration.
11.00	Break
11.30	Phase Two: (cont)
13.00	Working lunch with informal networking and continued discussion.



DETAILED AGENDA

14.00	Consolidation of morning insights: Recap key reflections and emerging themes.
14.30	Phase Three: Do Action planning session to formulate practical commitments in response to the wisdom arising from the conversation. Applying these to our leadership practice.
15.00	Break
15.15	Phase Three: (cont) Paired/trio discussions: refine personal and collective action steps.
16.00	Group reflections and final commitments: Sharing next steps and key resolutions.
16.30	Closing remarks and outlining follow up.

FOLLOW-UP

Virtual follow-up check-in within 4–6 weeks to review progress on commitments.

Ongoing dialogue through a dedicated digital channel (e.g., WhatsApp).

Share summary and any supplementary resources/readings on Inclusive Leadership.