



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



6.00PM ON THURSDAY 17TH JUNE - 4.30PM ON FRIDAY 18TH

ST GEORGE'S HOUSE, WINDSOR CASTLE



WHY THIS CONVERSATION?

"In times of crisis, when uncertainty is rife, leaders who can inspire trust and temper anxiety are indispensable. Given how tumultuous the world is, the need for robust and moral leadership feels more critical than ever"

CEO Institute of Customer Service

This Conversation is not about moralising leadership but instead will explore the moral dimension of leadership in a world where truth is contested, compliance is rewarded, and the cost of standing up is rising, where sensitive political or societal issues are ever present.

We will explore, not through abstract theory or philosophy, but through the honest examination of our own experience, giving space to reconnect with the standards we hold ourselves to, to witness the ways in which those standards are being tested and to reassess the moral principles of both our leadership and those shaping society for future generations.

There is a movement from living and leading guided by our own moral compass to standing up, standing for, expressing publicly, which makes moral leadership gritty and real, provocative and courageous.

By coming together in honest enquiry and reflection we will strengthen and inspire each other's moral leadership ambition and action.



CORE THEMES

Ethics and Morals <i>A practical distinction: enduring principles versus shifting social norms. Which ground are we standing on?</i>	The Shaping of Conscience <i>Personal, organisational and societal</i>	Moral Ambition <i>Leading meaningful action rooted in principles and purpose.</i>
Go Along to Get Along <i>The dynamics and cost of compliance and the tipping point when pragmatism becomes collusion. The emperor's new clothes at institutional scale.</i>	Values Across Generations <i>Values embodied in one generation are assumed and can easily be lost in the next. "The minute you take your eye off, it actually goes."</i>	
Radical Outlier <i>What courage does it require? What becomes possible when even one person steps out?</i>		

CONVERSATION FLOW

All our Conversations follow a fundamental three phase 'flow' which has been proven not only to yield rich and powerful insights but also to engender sustained shift in personal clarity, conviction and commitment.



'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 our being:

We will share where we find ourselves performing – saying things we do not fully believe, participating in rituals that feel hollow, going along with narratives that we privately question. This is not about grand moral stands. It is about the daily, quiet compromises that accumulate.

As we share, we will help each other discern:

- **Where is the pragmatism that serves us well (every organisation requires some degree of going along)?**
- **Where has it tipped into collusion – into participation in something we know to be wrong?**
- **Where does our moral ambition lie, our dreams of success and impact, personally and professionally?**



♥ PHASE TWO:

Being on Moral Ground

Having named the terrain honestly, we will go deeper. If morals are social constructs that shift, then moral certainty is always provisional.

We delve into the shaping of our conscience and source of our moral ambition: Finding it and bringing it to life.

We will work in small groups, exploring questions such as:

- **What do I believe to be true regardless of what my organisation or society currently rewards?**
- **What values have I inherited that I never examined?**
- **What am I willing to risk for the things I hold to be right?**

We will also explore the systemic dimension:

How moral erosion becomes institutionalised? Or well-intended decisions get distorted along the way?



✓ PHASE THREE:

Doing what integrity requires:

As clarity emerges, we will help each other identify the practical steps that follow from what we have discovered. This is not about grand gestures. It is about small, specific acts of moral leadership that begin to shift the culture around us.

- **What conversations do I need to have?**
- **Where do I need to say what I actually believe, rather than what is expected?**
- **And how do I sustain this when pressure to comply returns – as it inevitably will?**

Working in pairs and trios, we will help each other formulate honest, achievable commitments. We will also explore how we support each other beyond this room – because moral leadership is rarely sustained alone.



DETAILED AGENDA

THURSDAY 17TH JUNE

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
19.45	Break
20.00	Dinner in the Dining Room of St George's House
21.30	Private Tour of St George's Chapel

FRIDAY 18TH JUNE

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
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	Paired/trio discussions: refine personal and collective action steps.
16.00	Group reflections and final commitments: Sharing next steps and key resolutions.
16.30	Close of Conversation and departures

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 Moral Leadership.