



Leadership beyond the conventional

a transformational leadership programme

“In a world of change, the learners shall inherit the earth; while the learned shall find themselves perfectly suited for a world that no longer exists”.

Eric Hoffer

The essential focus

This programme increases the capacity of participants to exercise leadership which is capable of transforming their organisations and the people who work in them. Aimed at those already achieving much, this programme explores how leaders can make a substantive difference.

Outside the box?

In today's increasingly complex and rapidly changing world organisations demand that key leaders 'think outside the box' whilst consistently delivering bottom line results which are firmly 'inside the box'. The stretch implicit in these demands is the substance of this truly unique programme.

This programme engages with this apparent contradiction in extending leadership capability - enabling leaders to contribute in unique ways to change within their own organisations and the wider theatre of their lives.

Developing 'post-conventional' capacity

Thinking 'outside the box' requires an innovative and independent mindset which explores the assumptions, built-in restrictions and self-imposed constraints of conventional approaches. We describe this mindset as being 'post-conventional'.

Key post-conventional leadership attributes include the ability to:

- think and act from a systems perspective
- understand situations from multiple perspectives, thus creating multiple and unexpected routes forward
- recognise the role of principle and mindful discernment in leadership
- lead from the 'inside-out', exploring simultaneously purposes, strategies and actions
- use inquiry as an approach to leadership and learning

How will participants gain?

Participants have the opportunity to make step changes in their capacity to lead. Working from existing strengths they will develop the confidence to lead 'post-conventionally'. This means:

- using their power with greater flexibility – getting more people on board more often
- operating more effectively in complex environments
- becoming increasingly influential leaders within their own organisations
- leading from an ever clearer set of personal principles

- clarifying their own self-imposed constraints in order to 'reach beyond'
- learning to surf turbulent change with more skills and recovering with greater resilience from the inevitable duckings

The Programme Structure



- pre-programme; participants complete sentence completion form (creates a leadership profile)
- interview and selection of participants
- two 3-day workshops, with a gap of approximately 8 weeks
- one development interview with a facilitator between workshops
- action inquiry groups, launched in the programme, continue at the instigation of the participants

Selection of participants

Participants should be invited because:

- they have proven ability to deliver results
- they are likely to benefit from developing 'post-conventional' leadership capabilities
- their work context gives them space to grow
- their experience, seniority or abilities are consistent with the target group for the programme

Where is the programme run?

This programme is only run in-house because of the impact that having colleagues working together developing post-conventional leadership can have on the wider organisation. Ideally the programme is for 8 to 14 participants.