

Cultivating Leadership

2012

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Where leaders come together to learn about themselves and the world in which they operate in order to become more effective in bringing about positive change where they feel it is most needed.

*“In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.”
Eric Hoffer*

Cultivating Leadership

What is it?

Cultivating Leadership is a 7-day development course for established and emerging leaders. Real life challenges are shared, explored and tackled – with your fellow participants and with external contributors. Activities are **thought-provoking and imaginative** – stimulating new thinking and understanding. Learning is enjoyable, relevant and lasting – undertaken in a spirit of curiosity, open-mindedness and generosity.

Why now?

Leaders and change-makers from all sectors and backgrounds face a future that is unpredictable, complex and turbulent – we are operating in a state of flux. More than ever before leaders need to find high-quality environments in which they can **learn, adapt and develop** – away from the coal-face where the clamorous urgency of today's problems provide no space for the seeds of tomorrow's solutions to grow.

How will it work?

It will provide participants with a space in which to **prepare for the challenges that lie ahead**. It will be a “hothouse” in which to develop thinking, stimulate ideas, share perspectives, explore options and deepen understanding. It will be a forum in which conversation, discussion and debate will give participants the opportunity to explore issues and themes that are important to them. But most of all it will give participants the confidence and tools to face the future with an **increased sense of purpose, greater clarity and renewed enthusiasm**.

At the end of the course you will have grown as a person and as a leader. You will have a greater awareness of your leadership abilities and how to maximise them in the service of your aspirations. You will have widened your connections locally and established valuable relationships with a diverse peer group of people shaping the future of the area.

You will have the confidence to pursue your ambitions, the courage to act upon your convictions and the willingness and ability to **work with others to bring about individual and collective success**.

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What will I gain?

As a participant you will benefit from gaining:

- A Personal Leadership Manifesto - an individually tailored leadership assessment and implementation statement.
- More effective approaches to building and supporting relationships that lead to positive change.
- Greater clarity of purpose and confidence in achieving goals.
- A variety of techniques and activities that can be used to support your leadership endeavours.

How does it work?

As a participant you will:

- Explore the leadership challenges of your peers and play a part in helping them to find imaginative and sustainable solutions – and in the process stimulate your own thinking and practice.
- Step into unfamiliar territory and gain valuable insights into the contexts in which other leaders operate – broadening and deepening your understanding through a variety of engaging encounters and conversations.
- Place your real life leadership challenges into a leadership framework that makes self-awareness the catalyst for turning experience into insight, and insight into improved performance.

“Simon quickly enabled a large and disparate group of individuals to work together effectively in a non-competitive fashion. He skilfully facilitated the group with a mixture of subtle guidance and careful direction whichever was appropriate to the circumstances.

His skills and also his extensive network of private, public and third sector contacts provide him with a unique and valuable insight into all types of challenges facing leaders in the workplace.”

Jon Humphreys

Relationship Director, Corporate Banking Centre, Santander

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What do we mean by leadership?

Definitions and theories of leadership are plentiful, and with each passing month new ideas and propositions vie for our attention.

But there is one self-evident truth – leadership does not exist in the description but in the action. It is when we move beyond intention to expression that leadership realises its potential. It is when we choose to live out our leadership behaviours rather than simply laminate them and put them on the wall that we begin to influence events rather than simply respond to them.

For our purpose we use the following definition of leadership:

“To take responsibility for, and bring to fruition, the collective process by which goals are achieved, ambitions are realised and potential is brought vividly to life.”

Enhance the scope and influence of your leadership.

- Understand more fully the connections and inter-relationships that shape the wider landscape in which you operate.
- Explore how to build mutually beneficial relationships based on the “seek first to understand before being understood” principle.
- Explore the nature of the powerful dynamics that lie behind the “public faces” of other key players in the area and how this helps to define their aspirations and limitations.
- See your leadership ambitions through the eyes of others and use this knowledge to become more strategic and focused in your endeavours.

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Is it right for me?

Cultivating Leadership is designed for:

- People that want to learn from the experiences and insights of others in the real world rather than in the classroom.
- People that are motivated by a desire to understand themselves and their world more fully and profoundly.
- People excited by the prospect of being part of a collaborative exploration that poses important questions without promising easy answers.
- People who are willing to discover, reveal and unearth the benefits of learning rather than expecting them to come neatly labelled and packaged in the form of handouts and theories.

You will meet a wide variety of leaders each seeking to bring about positive change in their respective environments. These “leadership encounters” will take various formats – from round-table conversations to behind-the-scenes visits. Each will provide a degree of unedited insight into the challenges faced by others, and into the strategies and initiatives undertaken by way of a response.

Themes of leadership such as clarity of purpose, communicating vision, resilience in the face of turbulence, imaginative problem-solving, inspiring high performance and others will be brought to life through these leadership encounters – although the changing contexts and environments in which they will be explored will ensure a constantly shifting and evolving series of perspectives and viewpoints.

Cultivating Leadership can be a springboard for those taking the first steps of their leadership journey as well as a source of re-invigoration for those already well down the path. Selection is based on your desire to learn, your willingness to engage and your intention to put your learning into practice.

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How much does it cost?

The cost of the 7-day Cultivating Leadership course is £2,295.

Businesses and organisations that employ fewer than 20 people may be eligible for a discounted rate – details on request.

Small charities, social enterprises, micro-businesses and community projects are eligible for a bursary, however places are limited and will be allocated on a first come first served basis.

VAT is not applicable on these course fees.

When does it take place?

Cultivating Leadership 2012 course dates are as follows:

Day 1*	Thursday 02 February
Day 2	Thursday 23 February
Day 3	Wednesday 21 March
Day 4*	Wednesday 18 April
Day 5	Thursday 17 May
Day 6	Wednesday 13 June
Day 7*	Thursday 12 July

Days run from approximately 8.30am to 6pm except where marked by a * in which case they include an evening meal and are likely to finish at about 8pm.

Venues are located in and around Norwich.

How do I apply?

You can request an Application Form by sending your contact details to Simon Delf at simon.delf@leadingtochange.co.uk or by phoning Simon on 07810 876344.

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What does “collaborative learning” look like in practice?

Visits

Meet leaders on their own patch and get a behind-the-scenes insight into the challenges they face as they seek to put into practice their leadership beliefs and approaches.

Focused conversations

Each leadership encounter is designed to allow a candid and productive exchange – bringing the multitude of leadership issues to life in ways that generate unexpected learning whilst enabling each individual to explore areas directly relevant to their own endeavours.

Experts by experience

Supplement theory and observation by directly drawing on stories and perspectives of those who have “lived experience” to share. Learn to listen without judgement in order to broaden the knowledge base you build your understanding on.

Presentations

Those leading ventures will share knowledge and information in order to provide context for the experiential investigations. Presentations are less ends in themselves and more about being catalysts for further inquiry.

Creative exercises

Real life encounters are complemented by thoughtfully designed sessions intended to stimulate new thinking and fresh insights – focused on encouraging imagination and self-awareness.

Coaching

Individuals bring real life challenges to be addressed in Collaborative Coaching Circles™ in which appreciative enquiry and “open questions” are used to free up thinking and identify practical steps to move forward.

Reflection

The course provides opportunities for structured reflection in order to bring the experiences undertaken into a personal arena in which learning and insights can be made sense of in order for them to become catalysts for personal development and changed behaviour.

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Sample Cultivating Leadership course day

Please note this is an indicative example and content and timings may change.

Day Four **Stories that Inspire Change**

Communication is the lifeblood of effective leadership – clarifying goals, galvanizing commitment, encouraging participation, influencing outcomes.
“If you want people to join you on a journey don’t give them guidebook showing them where to go, tell them a story of what they’ll find when they get there.”

08.30 **Registration, tea and coffee**

08.45 **Welcome and Briefing**

Outline intentions for the day and share learning objectives.

09.00 **Collaborative Coaching Circles™**

In small groups, using appreciative inquiry techniques, participants share current challenges and explore ways of responding more effectively to them.

09.45 **The Good, the Bad & the Ugly**

Participants share examples of communication activities they have been involved in – from corporate branding to community activism – illustrating successes and failures in order to draw out relevant and applicable learning.

10.30 **Visits: meet the story-tellers**

In small visit groups meet those working in the fields of Marketing and PR. Gain insights into the approaches and techniques used in effective communication.

12.15 **Visit Reflections**

In plenary, identify key learning insights and themes that emerged from the visits and explore how these can be applied to your current practice.

12.45 **Lunch**

13.30 **The Influencing Pyramid**

An engaging exercise to explore the nature of personal influence and advocacy.

14.15 **Keynote presentation: Norwich Capital of Culture**

The experience of taking part in a major public campaign to win support from across the city and its many different interest groups and stakeholders.

15.30 **Refreshments**

16.00 **The Hard Sell – the ex-offender’s story**

A workshop designed to provoke creative and imaginative responses to a difficult social issue. Hear directly from a former prisoner and organisations working with ex-offenders. Can you respond to the challenge of using your communication skills to influence public opinion?

17.15 **Reflect and review**

Assess what you have learned and apply it to your own leadership development goals. In pairs, identify a range of practical steps to help you integrate your learning “into the day job”.

18.00 **Close and depart**

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Testimonials

"Simon is an inspirational leader and facilitator, infinitely patient, and able to bring surprising insights out of those with whom he is working."

Andy Newman,

Director, Newman Associates

"Simon is inspired and inspiring, a networking genius with limitless enthusiasm, determination and commitment to connecting people for the greater good. The collaborative learning experience was for me one of the best I have had the privilege to encounter and in no small part it is thanks to Simon's ability as facilitator."

Michelle Raper

Partner, Rostron & Partners

"Effective planning and preparation underpins delivery of the facilitation – ensuring this stays focused and participants are enthused to contribute and make a difference."

Jon Shalom,

Community Safety Co-ordinator, Norfolk County Council

"Simon is a specialist in collaborative inquiry and learning. His passion and enthusiasm to enable high quality shared learning creates the possibility of lasting connections between individuals. Simon was a flexible, empathetic and an inspiring catalyst for change."

Alison Whittle

Project Manager, Norwich Mind

"I found it phenomenally impressive how Simon, seemingly effortlessly, was able to convey complex scenarios in such a way that everyone 'got it' and at the same time were empowered and inspired to take meaningful action – the kind of action that leads to change."

Martin Lake

Chairman, Federation of Small Business