

Leading to Change

Cultivating Leadership 2018

Inspired to **explore**
Encouraged to **reflect**
Emboldened to **act**

Simon Delf, Course Director

Drawing on over 17 years' experience of leading group learning and development activities, Simon is a confident and skilled facilitator.

His approach is often described as “natural” and “intuitive” – placing an emphasis on building a strong rapport with participants in order to establish trust and confidence in the learning process.

His work in recent years has focused on the nature of “collaborative learning” in which participants are invited to see themselves as the subject of the learning as well as active learners about a chosen subject. This requires participants to bring high levels of motivation and curiosity to the learning activity in which they also accept responsibility for individually and collectively setting learning goals, bringing the learning activities to life through creative engagement, and drawing out sought and unsought insights from the activity.



Leading to Change

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What is it?

Cultivating Leadership is a 7-day development course for established and emerging leaders. Participants are drawn from a wide variety of backgrounds and professions – united in their desire to bring about positive change where they feel it is most needed.

Over 60 people have completed the annual course since it was established in 2011. They have each gained from the wide variety of experiences, ideas and insights of their fellow participants – as well as from unique and invaluable encounters with numerous leaders and change-makers who have enlivened the course as external contributors.

Real life challenges are shared, explored and tackled – with fellow participants and with external contributors. **Activities are thought-provoking and imaginative.** Learning is enjoyable, relevant and lasting – undertaken in a spirit of curiosity, open-mindedness and generosity.

Who is it for?

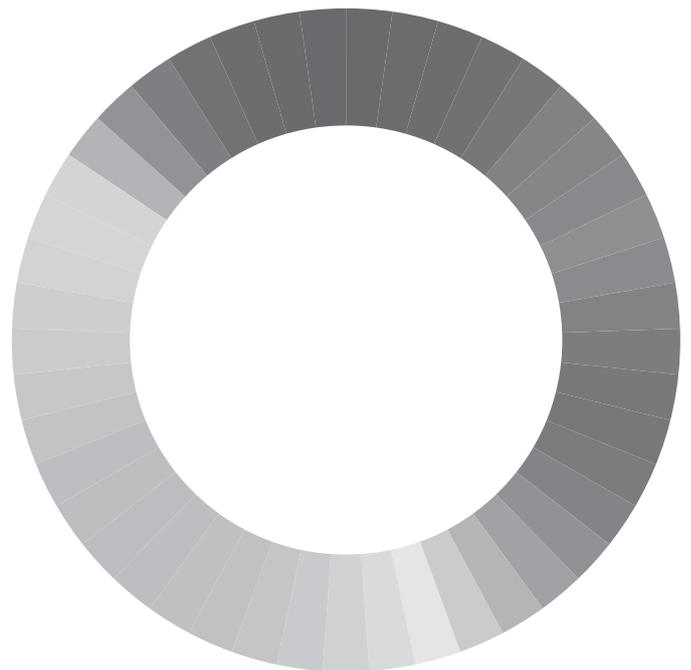
You may be taking on a new challenge. You may be stepping up into a new role. You may be coming to a crossroads. You may be feeling bogged down in problems that seem intractable. You may want to gain a greater clarity and understanding about how you can improve your performance. You may simply be looking to be stretched and stimulated in order to recharge your batteries.

What is certain is that 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 does it work?

It provides participants with a space in which to prepare for the challenges that lie ahead. It is a creative hothouse in which to develop thinking, stimulate ideas, share perspectives, explore options and deepen understanding. It is 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 tools to face the future with an increased sense of purpose, greater clarity and renewed enthusiasm.

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.**



“Real learning gets to the heart of what it means to be human. Through learning we re-create ourselves. Through learning we become able to do something we never were able to do. Through learning we re-perceive the world and our relationship to it. Through learning we extend our capacity to create, to be part of the generative process of life. There is within each of us a deep hunger for this type of learning.”

Peter Senge, MIT-based author, researcher & educator

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What will I gain?

As a participant you will benefit from gaining:

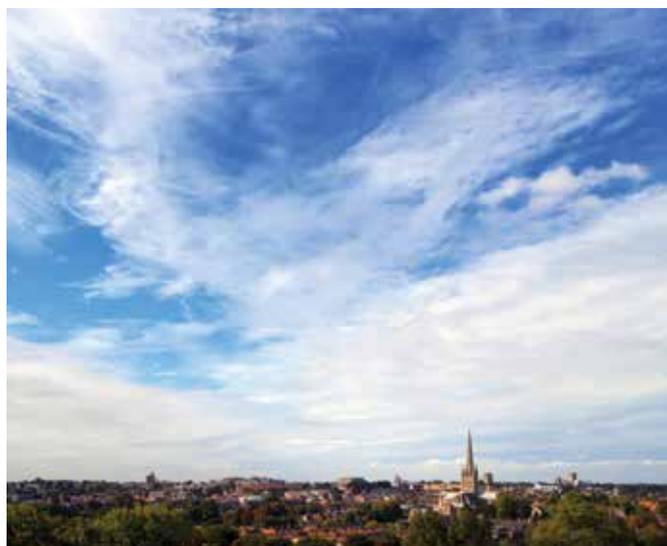
- An individually tailored leadership development and implementation plan.
- More effective approaches to building and supporting relationships that lead to positive change – and dealing with those that don't.
- Greater clarity of purpose and confidence in achieving your goals.
- A variety of techniques and activities that can be used to support your leadership endeavours.

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.

What will I do?

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.



The learning experience

Experiential in nature, **self-directed** in practice and **collaborative** in spirit.

You will engage with a wide variety of leaders each seeking to bring about positive change in their respective environments. These leadership encounters 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.

Is it right for me?

- Do you want to learn from the experiences and insights of others in the real world rather than in the lecture theatre?
- Are you motivated by a desire to understand yourself and your world more fully and profoundly?
- Are you excited by the prospect of being part of a collaborative exploration that poses important questions without promising easy answers?
- Are you 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?

If you are – then you are the sort of person that Cultivating Leadership was designed for.

"Mistakes are the portals of discovery."

James Joyce (1882-1941) Irish Novelist

"If you want truly to understand something, try to change it."

Kurt Lewin

"The greatest obstacle to discovery is not ignorance – it is the illusion of knowledge."

Daniel J. Boorstin

07810 876344

How much does it cost?

The cost of the 7-day Cultivating Leadership course is £2,395 + VAT.

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

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

VAT is applicable on the course fees.

When does it take place?

Cultivating Leadership 2018 course dates are as follows:

Day 1* Thursday 01 February
Day 2 Thursday 22 February
Day 3 Thursday 22 March
Day 4* Thursday 19 April
Day 5 Thursday 17 May
Day 6 Thursday 07 June
Day 7* Thursday 05 July

Days run from approximately 9am to 5pm except where marked by an * 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 calling Simon on **07810 876344**.

“Something fundamental changes when people begin to ask questions together. The questions create more of a learning conversation than the normal stale debate about problems.”

Mike Szymanczyk,
Chairman & CEO, The Altira Group

“The old ways are dissolving and the new has not yet shown itself. If this is true then we must engage with one another differently, as explorers and discoverers.”

Margaret J. Wheatley,
Speaker, Writer, Consultant & President of The Berkana Institute

“Complete understanding is fatal to learning. Things are either unfamiliar or familiar, but the minute we feel we have a complete understanding of something we have thrown up a barrier to further learning.”

Richard Proskauer



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.

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.

Focused conversations

Leadership encounters are designed to allow a candid and productive exchange – bringing the subject to life in ways that generate unexpected learning whilst enabling each individual to explore areas directly relevant to their own endeavours.

“Conversation is a meeting of minds with different memories and habits. When minds meet, they don’t just exchange facts: they transform them, reshape them, draw different implications from them, and engage in new trains of thought. Conversation doesn’t just reshuffle the cards: it creates new cards.”

Theodore Zeldin,
Historian & Author

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.

“Our most effective knowledge management tool is conversation. The words we choose, the questions we ask, and the metaphors we use to explain ourselves, are what determine our success in creating new knowledge as well as sharing that knowledge with each other.”

Nancy Dixon

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“I nominate one of my clergy every year for the Cultivating Leadership course. The feedback from those I have nominated is uniformly enthusiastic (unusual for clergy!). The breadth of the programme, the interaction of participants and the way in which people in the public, private, voluntary and faith sectors all work together gives it a unique character.”

The Rt Revd Graham James
Lord Bishop of Norwich

“Norse has had people take part in the Cultivating Leadership course for a number of years and it has been one of the best investments we have made in individuals. Everyone has taken something different but unique from the course, but all have demonstrated increased confidence and self-awareness which is feeding into their long-term development.”

Tricia Fuller
Group HR Director, Norse

“Cultivating Leadership is more an experience than a course – spending time with peers from other sectors and working through topics together gave greater depth to our discussions, and being guided by Simon we were continually challenged to focus on how we can utilise our learning back in the workplace. Cultivating Leadership has inspired, and re-energised me to tackle my challenges with fresh approaches.”

Trudi Wakelin
Director of Licensing,
Marine Management Organisation

“The atmosphere and culture of the programme, led by Simon, enabled and encouraged this apparently informal approach to learning, and yet in retrospect I realised it was the key ingredient to its success. It is so easy to think one’s own organisation, and its problems, is unique. This course helped remind me that often the solution is to be found by looking at the problem in a different way.”

Prof. Mary Jane Platt
Senior Lecturer, UEA Medical School

“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

Leading to Change



Leading to Change would like to thank the following people whose contributions have helped to enrich the experience of participants on the Cultivating Leadership course since its launch. The collaborative learning ethos proposes that through sharing our experiences and insights with others in a spirit of open-minded curiosity and exploration we will both cultivate the learning of others whilst deepening our own understanding of the issues that concern us most.

Andrew Barnes, Managing Partner, Howes Percival / Judith Bell, Operations Manager, Healthwatch Norfolk / Tim Bishop, Chief Executive, The Forum Trust / Dan Bradfield, Director, Naked Marketing / Michael Bunting, Deputy Headteacher, Recreation Rd Infant School / Jonathan Cage, MD, Create Consulting / Marion Catlin, Creative and Cultural Consultant / Sheila Childerhouse, Chair, NHS Norfolk / Sharon Choa, Artistic Director, Chamber Orchestra Anglia / Elizabeth Claxton, Managing Partner, Rostrons / Jon Clemo, Chief Executive, Community Action Norfolk / Alexandra Cosgrove, Chief Executive, The Grow Organisation / Simon Coward, MD, Hethel Innovation Centre / Heather Cracknell, Pioneer Curate, Diocese of Norwich / Siân Croose, Co-Director, The Voice Project / Matthew Cross, Deputy Chief Executive, Broadland District Council / Nigel Cushion, Chairman & Founder, Nelson Spirit / Anna Douglas, Director of Marketing & Development, The Norfolk Foundation / Richard Draper, Founder, The Benjamin Foundation / Sue Eagle, Consultant, Eastern Region Leadership Network / Siobhan Eke, Director, Genki / Chris Ellis, Vicar, St Matthews Church / Emma Finn, Communications & Engagement Manager, New Anglia LEP / Sandra Flanagan, Director, Maynard Training & Consulting / James Foster, Director, Ask the Audience / Anne Francis, Director, Carnival Consulting / Kerry Furness, Head of Organisational Development, Norfolk County Council / William Galinsky, Artistic Director, Norfolk & Norwich Festival / Andi Gibb, Director, Urbanblu / Martin Graham, Chief Executive, Norfolk & Suffolk Probation Trust / Chris Gribble, Chief Executive, Writers' Centre Norwich / Ben Handford, Director, Naked Marketing / Diana Hare, Development Editor, BBC English Regions / Mark Harvey, Principal, MH Consulting / Flik Hemmant, Director, Anteros Art Foundation / Suzi Heybourne, Director, The Magdalene Group / Nicola Hill, Assistant Head, Norwich School / Lucy Hogg, Operations Director, WEETU / Jennifer Holland, Practitioner, Bowen Therapy / Kevin Horne, Chief Executive, NWES / Anthony Hudson, Director, Hudson Architects / Johnny Hustler, MD, Archant Anglia / Caroline Jarrold, Community Affairs Advisor, Jarrold & Sons / Natalie Jode, Executive Director, Creative Arts East / Sally Kelly, Director, The Guild / John Last, Chief Executive, Norwich University of the Arts / Christina Lister, Communications Manager, Norwich HEART / Sadie Lofthouse, HR Director, Adnams / Mike Loveday, Chief Executive, Norwich HEART / Prof. Tom Macagno, Sustainability, Chatham University / Dr Shaun Maguire, Senior Lecturer, UEA / Rik Martin, Operations Manager, Community Action Norfolk / Laura McGillivray, Chief Executive, Norwich City Council / Kevin McNally, Assistant Headteacher, Notre Dame High School / Jason Middleton, Programmes Manager, New Anglia LEP / Sarah Mintey, Chief Executive, Developing Experts / Peter Mitchell, Group Managing Director, Jarrold & Sons / Andy Newman, Director, Newman Associates / Danny O'Hara, Manager, Norfolk Can Inspire / Mette Ohrvik, Chief Executive, Sue Lambert Trust / Richard Packham, MD, Great Yarmouth Borough Council / Dick Palmer, Chief Executive, TEN Group / Corrienne Peasgood, Principal, City College Norwich / Kirsty Pitcher, Manager, The Benjamin Foundation / Stephanie Potts, General Manager, Dragon Hall / Richard Powell, Director, History of Advertising Trust / Chris Price, Chair, Norwich CCG / Michelle Raper, Partner, Rostrons / Mark Reilly, Business Development Manager, Equal Lives / Andrea Rippon, Director, Who Are You Now? / Jeremy Robson, Managing Partner, M+A Partners / Philip Search, Social Media Specialist / Graeme Stewart, Deputy Chief Executive, The Matthew Project / Tim Sweeting, Chief Executive, YMCA Norfolk / Gavin Tempest, Chief Inspector, Norfolk Constabulary / Vanessa Trevelyan, Head of Museums & Archaeology, Norfolk County Council / Graham Tuttle, Chief Executive, Norfolk Community Foundation / Jon Warne, President, Norwich Credit Union / Charlie Watson, Director, East Publishing / Paul Weston, Music Delivery Manager, The Garage / Maggie Wheeler, Chair, Norfolk & Suffolk Dementia Alliance / Daniel Williams, Director, Your Norfolk / Peter Wilson, Chief Executive, Theatre Royal Norwich / Sean Whyte, Managing Director, C>Media / Charlotte Young, Chair, School for Social Entrepreneurs

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