

LEADERSHIP FOR A NEW TIME



Recognize and enhance personal awareness and confidence

Develop new patterns of thought and behavior

Stay healthy through change cycles and turmoil

Tap creative and problem-solving powers

Access intuition

Experience visioning and accelerate learning

Improve relationships

Develop a roadmap to recharge your organization

**LIVING
AND
LEADING
CHANGE**
REFLECTIVE RETREATS

LEADERSHIP FOR A NEW TIME

Changes abound in every facet of life and in every system or organization with which we are connected. It is this continuous change that provides opportunities to tap new potential and chart a new future for an individual or an organization.

Underneath the economic slowdown and social stresses, something different is taking shape. Many people, organizations, and communities are searching for ways to re-ignite a sense of meaning around their work and their lives. They will make this unsettling era a turning point to reshape their outlooks and their ways of doing business.

Such reshaping requires leadership that starts and ends with authentic human beings. The leader's work (paraphrasing Reinhold Niebuhr's *Serenity Prayer*) is to recognize and save what needs saving, change what needs changing—and having the wisdom to understand the difference and the courage and discipline to do what is required.

Living through change depends entirely on our intentions and attitudes. Change and uncertainty can open us to new ideas, to connections to our authentic selves and to others and to personal renewal and health. On the other hand, change can seem unsettling and traumatic. Leading an organization or community through change can seem daunting, yet this is the way to resilience—the ability of an individual or organization to self renew and thrive.

The Big Questions

How can we navigate change with purpose and hope?

How can we experience life at a deeper level?

How do we lead others to embrace change and create positive futures?

To answer these questions, individuals need a deeper level of knowing about their purposes and true natures. We start by affirming the source of inner knowledge, love, and creativity. Identifying our own challenges to successfully navigating change, and gaining skills and tools in this process, enables us to connect purpose and action and to face every day with energy and hope.

“I think of our inner life, our soul as something we come into life with. It's shining, in our hearts. It's always there with us. But as we go through life, this light, which is in the lantern of how we are...gets covered with soot, layers of conditioning...We have to find a way to clean the sides of our lantern.”

(Elizabeth Lesser from *Oprah's Soul Series*)

With this understanding and these tools, we are able to create nurturing environments in our organizations and to move from a problem focus to an opportunity focus, from doubt to trust, and from despair to optimism. Healthy people and healthy organizations are able to deal positively with the uncertainties that come with change and to act with confidence and hope.

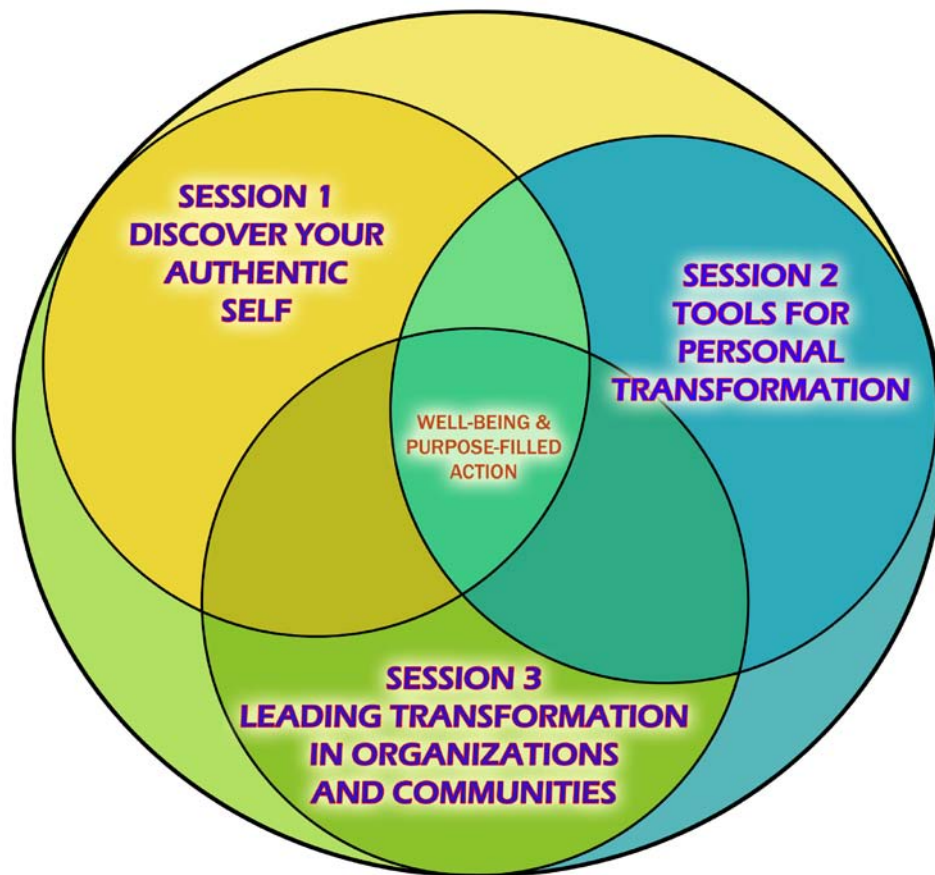
Living and Leading Change is a series of three learning sessions designed to enhance your ability and confidence to face and create change that is intentional and worthwhile and to lead others through change in organizations and communities. The sessions are complemented with learning

circles and personal coaching so participants can stay connected to the work and the experience.

“Nothing endures but change.” (Heraclitus)

“All real change is grounded in new ways of thinking and perceiving. While institutions matter, how they operate arises from how **we** operate.”

(Peter Senge)



The vision of the co-creators of *Living and Leading Change* is to create a community of individuals and organizational leaders who are on the cutting edge of leadership--a community of learners who share their wisdom, connect to their core beings and to each other, and live well and with purpose.

Living and Leading Change is for anyone who yearns for hope and purpose in the midst of dramatic changes in your personal and professional lives. *Living and Leading Change* is also for teams of people who are maneuvering through the rapids of organizational change in these current economic conditions. In a time of economic recession, increasing the levels of well-being and commitment among key leaders reduces conflict and stress and provides real advantage for any organization.

To accommodate different schedules and learning needs, *Living and Leading Change* is offered in a variety of ways: a series of three sessions (2 ½ days each) scheduled throughout the year, a week-long session, and a tailored learning experience for a team of people from a single organization.

To further enhance skill building and practical application, individual coaching sessions are available, as well as mentoring and facilitated learning circles.

“Your task is not to become a leader. Your task is to become yourself, and to use yourself completely—all your gifts and skills and energies—to make your vision manifest...You must, in sum, become the person you started out to be, and enjoy the process of becoming.”

(Warren Bennis)

How this Experience will Help You and Your Organization or Institution

Each individual will gain new information, leadership tools, and a supportive network that can extend and sustain the benefits over time. Here's an initial list of benefits that are likely for leaders and for their organizations:

Individual Benefits	Organization Benefits
Improved levels of optimism and reduced stress	Improved levels of employee productivity and innovation
New practices that generate sustained periods of well being and ease conflict	New ideas about strategy deployment that bring your organization to the leading edge and mobilize people's energy and commitment
New practices to stimulate creativity and innovation	Useful tools to get your organization through especially turbulent cycles and position it for accelerated growth
Connection to a community of leaders committed to breakthroughs	Increased leadership potential and job satisfaction for participating employees
Connection to accessible life coaches	Membership in a unique learning network providing change coaching to executive staff or leaders

What You Will Learn

As a participant, you will encounter new concepts, practices, resources, and tools that will help you:

- *Recognize and enhance personal awareness and confidence*
- *Develop new patterns of thought and behavior*
- *Stay healthy through change cycles and turmoil*
- *Tap creative and problem-solving powers*
- *Identify ways to tap intuition and develop your own learning agenda*
- *Learn new approaches to visioning and hosting strategic conversations or sessions*
- *Improve relationships on your teams.*
- *Understand basic systems and feedback loops*
- *Develop a roadmap to renew or recharge your organization.*

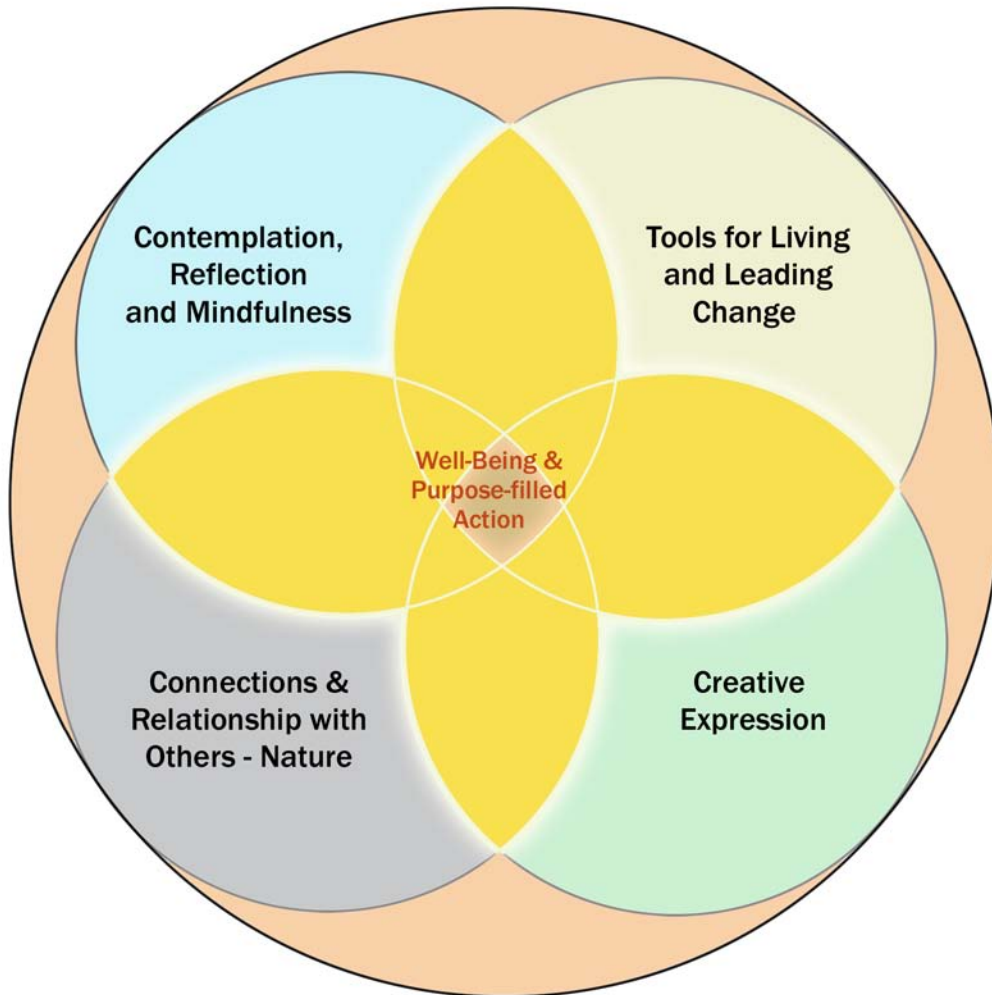
“Everybody is climbing the same mountain, but each views it from a different angle and believes that is an entirely different mountain.”

(Michael Jung)

You will be provided with a journal, a set of the *Building Blocks of Change*, and a series of short readings that will be examined during the retreats.

Session Content

Each session is focused on producing well-being and purpose-filled action through exploration around four elements illustrated below. The retreats will provide multiple experiences to allow for a blend of quiet, individual discovery and practice, conversation, and shared learning exchanges. This supports individuals to access inner wisdom and intuition and to share with others in a collective partnership. Participants are expected to be inquisitive and to commit to full presence and participation that best matches their own comfort level.



Main Reinforcing Elements of Living and Leading Change

Retreat Descriptions

Session 1

Discover Your Authentic Self

The intention in this session is to take a holistic approach to personal wholeness and authenticity that works from the inside out. Cultivating meaning in your life will help you to navigate change. The path to meaning starts with discovering the personal purpose for each of our lives and the natural strengths and gifts that we bring into our lives and our work. Integrating all this helps you create your own unique and authentic leadership.

This first session will help you uncover and break old patterns of thought and behavior and face the uncertainties of life with more confidence. Through dialog circles and periods of quiet reflection, participants will explore the balance between “being” and “doing” and how these mesh to create a ground of well-being and increased personal fulfillment.

We will pay attention to the spirit that animates our lives and shapes our participation in families, groups, and communities. We will explore how we tune in to this divine guidance and create flexibility in spirit and action. If our personal spirit is flexible, we are able to stimulate inner change and contribute to positive shifts in our lives and organizations.

“Our awareness of the spiritual is intuitive, achieved through some deep instinct that speaks to us of the interconnectedness of all living things. It is the soul that informs the compassion we feel for other human beings and that suffuses the mundane with a sense of the sacred. It is the soul that translates incident into experience, knowledge into wisdom.

(Jane Hope)

“I think that inner light really is the experience of the divine within, and we can access that any time...Spirituality is about the wholeness of our being connected with ourselves, with everyone else, with all that is God.”

(Rev. Ed Bacon)

Throughout the session, participants will have time to integrate insights and practices into a new leadership outlook or attitude. The session will introduce practices and tools to enhance your ability to engage nature, listen deeply, generate new ideas, and build peacefulness and vitality.

Session 2

Tools for Personal Transformation

Healthy people and organizations are able to navigate and learn from change and become more resilient people and organizations as a result. This session builds upon the insights and reflective practices explored in Session 1, helping you develop a roadmap to renew or recharge your life.

The session expands your personal change toolbox by helping you uncover personal experiences that shape your major relationships, your levels of health, and your sources for bringing new ideas and dreams into reality.

This can lead to increased personal well-being, heightened creativity, and more meaningful relationships. This session helps accelerate your learning and change mastery while establishing regular practices (mindfulness, stretching, and brainstorming) that aid in maintaining a healthy balance.

As a group and individually, we will examine our life-nurturing practices as well as those that deplete our life forces, especially when we are experiencing significant change. We will explore ways to start and maintain practices that contribute to peace, calm, gratitude, and joy in the midst of transition.

Continuing the design of the first session, the session reinforces the practices and tools that enhance your ability to engage nature, listen deeply, generate new ideas, and build peacefulness and vitality. You are encouraged to bring your own successful change tools to share in an open space with other participants.

“The question we have left unasked is: What sources are leaders actually operating from?...What counts is not only what leaders do and how they do it but the interior condition, the inner place from which they operate...In the process of conducting our daily business and social lives, we are usually well aware of what we do and what others do; we also have some understanding of how we do things. Yet if we were to ask the question ‘From what source does our action come?’ most of us would be unable to provide an answer. We can’t see the source from which we operate.”

(Otto Scharmer)

““What we do is often based on habitual patterns of action and thought. A familiar stimulus triggers a familiar response. Moving toward a future possibility requires us to become aware of—and abandon—the dominant mode of ‘downloading’ that causes us to continuously reproduce the patterns of the past.”

(Otto Scharmer)

Session 3

Leading Transformation in Organizations and Communities

Session 3 provides a deeper exploration of the personal and organizational shifts that can trigger lasting transformation. Transformational leadership helps others participate in organizational change, and using their gifts to serve the larger mission. This contributes to heightened synergy in your organization.

Understanding an organization's life cycle, and the systems in which we operate, is essential for organizational transformation. This session provides tools for visioning, applying basic systems and feedback diagrams, and setting up meaningful dialog. Participants will also explore ways to use myth and metaphors to reframe organizations.

The life-nurturing behaviors examined in Session 2 will be applied to organizational health and well-being and tools for organizational application will be shared. Participants will practice tools to produce more effective relationships: deep listening, trust building, and visioning. Participants will also build a set of creative competencies that help organizations break through barriers and create gracious, trusting, and positive environments.

"In unknown territory we need a compass not a map, something to give us direction and purpose. We will find that compass not in the surface layers of change but deep in the culture where values live. Responsible action will come from deepening our knowledge of the present, understanding historical shifts in culture, operating more in tune with nature."

(International Futures Forum)

Practices and tools that enhance your ability to be more fully present and calm, and to engage nature, listen deeply, generate new ideas, and build peacefulness and vitality in your life and work continue in Session 3.

"My religion is very simple. My religion is kindness."

(Dalai Lama)

"Love is the power by which we grasp ultimate reality. Love is the deepest knowledge of things."

(Kitaro Nishida)

"The voyage of discovery lies not in finding new landscapes, but in having new eyes."

(Marcel Proust)

Dates and Location

Sessions begin on Sunday at 3 pm. Single room lodging in a modern lodge and food are provided at the learning site. Each session is designed to build on the previous ones, so you are encouraged to sign up for all three sessions.

The sessions will be held at Ferncliff Conference Center in western Pulaski County in central Arkansas. The location for *Living and Leading Change* was chosen for the natural setting, opportunities for quiet reflection and contemplation, physical amenities, and proximity to the Little Rock metropolitan area.

Fees

The costs for the series include materials, meals, and lodging. Costs can be paid by check to Living and Leading Change or with credit cards online at www.ferncliff.org/Conferences.

Dates	Living and Leading Change Series	Cost per Participant
January 17-19 2010	Session 1. Discover your Authentic Self Session 2. Tools for Personal Transformation	\$ 1,500
April 11-13 2010	Session 3. Leading Transformation in Organizations and Communities	\$ 750
	Full Series Cost	\$2,000

The fee for a learning experience tailored specifically to the needs of a team of people from your organization is negotiable. We also plan to offer a weeklong session to allow for deeper learning and exploration.

Additional learning opportunities include:

- One-on-one coaching or mentoring sessions available throughout the year for an additional fee of \$200 per session.
- Annual membership in facilitated learning circles that meet quarterly for an additional fee of \$500.



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Learning Facilitators

Living and Leading Change was dreamed and designed by three experienced professionals of social change, personal transformation, communication, and leadership development.

Ken Hubbell of Ken Hubbell and Associates specializes in leadership and strategy development, communications, and planning for foundations, government agencies, museums, heritage groups, health and educational institutions, and grassroots coalitions. We help clients imagine, learn and lead which often generates new visions, programs, collaborations, message, and products.

Michael Vinson of Healthy Space, Inc. specializes in organizational health and balance. We help organizations organize to maintain their focus in changing times by teaching organizations how to use simple tools to navigate the waters of change. We specialize in meeting facilitation using Open Space Technology and Whole Person Process Facilitation working with the spirit of organizations and focusing on holistic outcomes.

Dianne Williams of Dianne Williams Consulting, Inc. specializes in bringing together diverse perspectives for common purposes and coaching leadership for change and through change. Dianne is a certified mediator. Her practice also includes community, leadership, and organizational planning and development with an emphasis on nonprofit organizations, foundations, grassroots coalitions, and rural communities.

Resources that will be Drawn from During the Retreats

Selections from many different poets, writers, artists, and scientists will be lifted out for exploration and discussion during the sessions. Participants will be encouraged to read, absorb, and integrate material and lessons from some of these resources. You will not be expected to have read any of these prior to the sessions.

Session 1. Discover your Authentic Self
<i>Light and Shadow and Leading from Within</i> by Parker Palmer <i>Leading from Within</i> by Sam Intrator and Megan Scribner <i>Leadership from the Inside Out</i> by Kevin Cashman <i>The Four Agreements</i> by Don Miguel Ruiz <i>Waking Up in Time</i> by Peter Russell <i>The Art of Happiness and The Good Heart</i> by Dalai Lama
Session 2. Tools for Personal Transformation
<i>The Active Life</i> by Parker Palmer <i>Finding Our Way</i> by Margaret Wheatley <i>A Whole New Mind</i> by Daniel Pink <i>Learning for Sustainability</i> by Peter Senge, etc. <i>Changing Minds</i> by Howard Gardner
Session 3. Leading Transformation in Organizations and Communities
<i>Turning to One Another</i> by Margaret Wheatley <i>A Hidden Wholeness</i> by Parker Palmer <i>20 Letters on Spiritual Health and Spiritual Fitness</i> by Jane Wolfe <i>Care of the Soul</i> by Thomas Moore <i>The Secret Language of the Soul</i> by Jane Hope <i>Leadership on the Line</i> by Ronald Heifetz and Marty Linsky <i>Theory U: Open Mind, Open Heart, Open Will</i> by C. Otto Scharmer