

The Centre for Leadership, Learning and Change is sponsored by



Leadership in a Connected World

A Series of Evening Workshops

The Cass Centre for Leadership, Learning and Change (CLLC) is hosting a series of evening workshops exploring 'Leadership in a Connected World'. This is an opportunity to meet fellow professionals and update your skills at Cass Business School, London.

The credit crunch is a timely, if painful, reminder that we live in a highly connected and interdependent world. Decisions taken by people in leadership positions at the top of organisations can and do affect people throughout the globe. Many companies now have influence that matches or surpasses that of governments, and yet the leaders in charge of these companies are not elected and are not formally accountable to anyone but shareholders.

Inside organisations too, decisions, actions and outcomes are interconnected. Outcomes emerge from a continuous process of interaction, in which seemingly straightforward decisions taken in one part of an organisation can have unforeseen and significant effects elsewhere.

So what is the role of leadership today? Do we have to redefine the leader's role? Are we all leaders now? Or, on the contrary, is power more concentrated than ever before? We explore some of the emerging themes in the field – looking at the role of spirituality in leadership, communication, followership, power and responsibility.

Evening Workshop Series Schedule

No.	Date	Speaker	Topic
1	30/10/08	Robin Ryde	Thought Leadership – Moving Hearts and Minds
2	27/11/08	Danny Chesterman	The Road Less Travelled – Approaching Leadership through the Eyes of the Follower
3	11/12/08	Sue Howard	Spirited Leadership – Developments in the Application of Organisational Spirituality
4	29/01/09	Gina Lawrie	Nonviolent Communication: a Language of Connection
5	26/02/09	Simon Walker	The Social Ecology of Leadership – Mapping the Dynamics of Power in Social Systems
6	26/03/09	Jean Vanhoegaerden	Cross-cultural leadership - Leading Effectively in a Global Environment
7	30/04/09	Ian Dodds	The Power of Small and Inclusive Leadership
8	28/05/09	Tim Richardson	Responsible Leadership – A Case Study from PricewaterhouseCoopers

Please find detailed information about the workshops and speakers below.

Benefits

The talks will appeal to anyone with a leadership role in organisations, as well as those who are involved in leadership and organisational development. This includes line managers, HR specialists, OD and L&D practitioners, and academics. Benefits include:

- Seeing how other organisations have developed leaders according to new ideas and principles
- Learning about some of the latest ideas in leadership in a practical and applied way
- Meeting other people who are interested in new approaches to leadership development
- Meeting leading-edge practitioners who can help you relate these ideas to your own situation

Format

One of the guiding principles of the CLLC is that theory and practice should work in partnership. The talks will work through the theoretical grounding of the subject areas covered, give examples of how the approaches covered have been applied in practice and also give you the opportunity to explore how these might be applied to your own situation.

All talks will be followed by a buffet reception, where you will have the opportunity to meet the speakers, as well as share experiences and network with fellow delegates.

Timetable

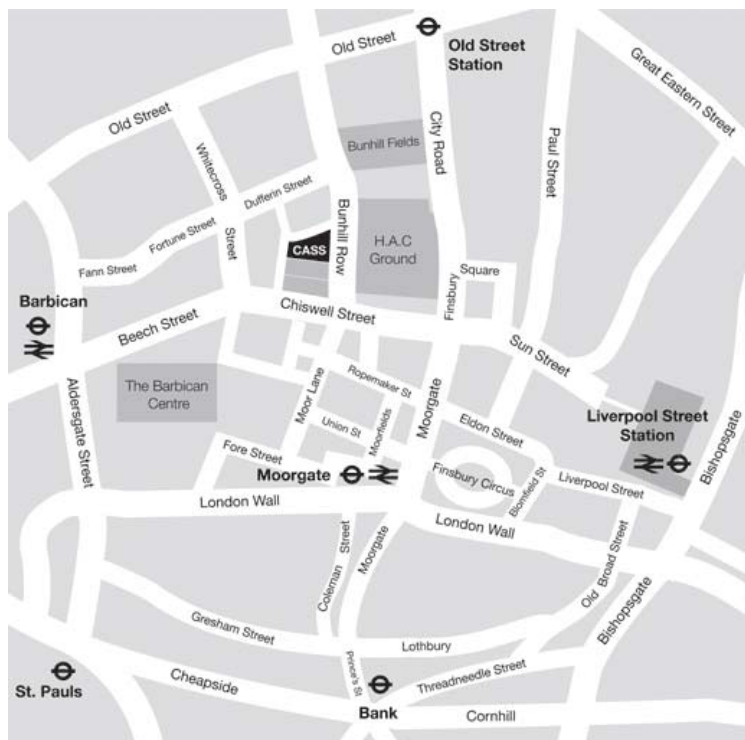
18:00 Light refreshments
18:30 Session starts
20:15 Networking and refreshments

Cost

£30 per session (10% reduction if booking four or more sessions)
£20 per session for students, academics and those from the not-for-profit sector
(10% reduction if booking four or more sessions)

Location

All talks will take place at Cass Business School, 106 Bunhill Row, London, EC1Y 8TZ



The Evening Workshop Series and Speaker Biographies

Thought Leadership – Moving Hearts and Minds

Thursday 30th October 2008

All leadership starts with thinking - about problems, about possibilities and about organisational capabilities. This session will look at what executives can do to transform the thinking and actions of those around them. In particular, the workshop will identify ways in which you can increase your skills in exemplary decision making, learn to develop quick organisational change and enhance your leadership skills.

Robin Ryde is the Head of the Centre for Strategic Leadership within the National School of Government. He has a background in leadership and organisational development spanning numerous sectors, both in the UK and Internationally. In particular Robin was the youngest person to direct the British Prime Minister's flagship leadership development programme and he has delivered cross-sector development and consultancy in the UK, the US and other territories including South America and Eastern Europe.

The Road Less Travelled - Approaching Leadership through the Eyes of the Follower

Thursday 27th November 2008

Have you ever felt we may be in danger of becoming habituated to exploring leadership through the eyes of the leader? What happens when we approach leadership through the eyes of the *follower*? What kind of followership is necessary for you to deliver your organisation's mission? These are some of the questions we shall explore in a joint exploration of the role of followership and the part it can play in opening up new avenues for personal and organisational development.

Danny Chesterman is a senior consultant with Bath Consultancy Group, specialising in leadership development and whole system change in Public Service. His passion is in learning across boundaries: professional, organisational, cultural. He has directed leadership development programmes for public bodies throughout the UK, including Scottish Local Authority Chief Executives and collaborates closely with the National School of Government and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) around leadership issues and collaborative working. In 2002, as a Senior Associate with Demos, the influential independent think tank, he published the pamphlet, "Local authority? *How to develop leadership for better public services.*"

Spirited Leadership – Developments in the Application of Organisational Spirituality

Thursday 11th December 2008

Sustainability issues are at the top of more and more business agendas and organisations are being called upon to become more conscious, that is more aware and responsible. In her book *Megatrends 2010* (Hampton Roads, 2005), Patricia Aburdene explores the quest for morals and meaning in business and suggests there is an urgent need for Capitalism to undergo a *Spiritual Transformation*. In this workshop we will explore recent developments in the field of organisational spirituality, particularly from a UK perspective, and reflect on the relevance of personal spiritual growth to leadership using the Holistic Development Model derived by Dr. Marjo Lips-Wiersma.

Sue Howard is Director of Corporate Affairs for the Journal of Management, Spirituality and Religion; co-author of the *Spirit at Work Phenomenon* (Howard & Welbourn) and most recently contributed, as a "*Thinker of Tomorrow*", to the book "*Beyond – Business and Society in Transformation*" (Raich & Dolan). Her work in the field has influenced the recognition of Spirituality as being core to authentic leadership development in a variety of post-graduate management contexts including Ashridge business school and Roffey Park Institute. Sue is currently using Dr. Marjo Lips Wiersma's "Holistic Development Model" (www.holisticleadership.co.uk) as a tool to help people unfold their own awareness of the importance of the spiritual dimension to every day life and work.

Nonviolent Communication: A Language of Connection

Thursday 29th January 2009

You are probably aware of how judgement, blame and demands lead to disconnection, but is awareness enough to make the changes you seek? In this session we will explore how our thinking and language can facilitate either connection or disconnection. Choices will open up as we learn about needs-based communication, owning our language, and descriptive v. diagnostic thinking. This session provides a taster of Marshall Rosenberg's Nonviolent Communication process.

Gina Lawrie works internationally as an OD consultant, integrating Nonviolent Communication, Open Space Technology and complexity theory into her consulting, training and coaching. She works in all sectors, helping people bring their whole selves into work the workplace; mental, emotional and spiritual. She draws on her past in psychology, social work, management development and mediation.

The Social Ecology of Leadership – Mapping the Dynamics of Power in Social Systems

Thursday 26th February 2009

"If X does Y what will Z do next?" So Henry Kissinger would begin each day with this geo-political question at the administration's daily briefing. Thirty years on, the same question is relevant to our leadership: Can you predict what is going to happen next in a social system? Can you anticipate where the Credit Crunch will lead to in 12 months time? Can you foresee the impact of your next policy change? Can you help others to take responsibility for the impact of their actions? Simon Walker will be introducing a model of Social Ecology that offers a heuristic for social actions and reactions applicable for all in leadership.

Simon Walker is the Founder of The Leadership Community. Other than training leaders, he teaches at Oxford University and lectures internationally across the world. In the past, he has competed internationally at athletics, sold his art for a living, studied Biology under Richard Dawkins and continues to serve as an ordained Priest. He has lived in Oxford for the last five years, written four books, is run ragged by three children, set up two companies and lives with one wife. Thousands of people have been influenced by his work, and millions will never hear of it.

Cross-cultural Leadership – Leading Effectively in a Global Environment

Thursday 26th March 2009

More and more companies are working globally: customers, suppliers, staff etc. Therefore understanding different cultures is becoming more and more important and is definitely the most ignored aspect of business. In this session we will try to get an insight into how culture matters in doing business, how leadership is different and how cross-cultural teams have great potential but also great risk.

Jean Vanhoegaerden is a member of faculty at Ashridge Business School. He also teaches at Fuqua School of Business at Duke University in the USA, the Gordon Institute of Business Science in Johannesburg and the Hong Kong University of Science and Technology. His main interests and expertise are in international management, globalization and cross-cultural differences, leadership and change; linking the strategic aspects to the 'softer areas' in business. Jean has consulted to numerous firms in Europe, and taught executive courses in North and South America, Europe, Asia, Middle East and Australia. He regularly speaks at in-company conferences around these topics. He also teaches International Management on the Ashridge Executive MBA.

The Power of Small and Inclusive Leadership

Thursday 30th April 2009

This session will examine the largely unrecognised main reason why people feel excluded by organisations – microinequities. It will explore the leadership required to convert “The Power of Small” into making a positive contribution to organisational performance.

Dr Ian Dodds is an experienced diversity and inclusion, organisation development and change and leadership development practitioner with extensive experience of assisting organisations deliver step changes in performance. Ian’s clients include major organizations in the private sector as well as a number of high-profile Government departments. He was recently an invited speaker at the Global Diversity Leadership Summit at the United Nations in New York. His business, in a keynote presentation, at the recent Global Women’s Leadership Forum demonstrated the power of interactive theatre. Previously, Ian spent 22 years with ICI where he was ultimately Group Head of Organisational Development.

Responsible Leadership – A Case Study from PricewaterhouseCoopers

Thursday 28th May 2009

The session will provide an insight and overview of some of the work PwC has done to develop ‘responsible leadership’ in their organisation, through case examples and some practical exercises. These will highlight how this has helped leaders at many levels to then develop a robust sense of their identity, values and purpose. This approach allows leaders to create a *personal leadership vision* which helps to create clear patterns in their decisions and behaviour, even when the context is chaotic.

Tim Richardson is Director of Leadership Development and Talent Management at PricewaterhouseCoopers UK. He has been instrumental in setting up the firm’s Emerging Leaders Programme and creating innovative senior leadership development offerings. He is also a coach to partners and senior people throughout the business. Tim has played an important role in winning awards from the Sunday Times and Managing Partners Forum for effective learning programmes and through the partnership with London Business School on the PwC Business Diploma. He is currently responsible for developing the UK’s talent management agenda and building a global talent management strategy with colleagues from around the global PwC firm. He has spoken at a number of conferences around the world on the subject of talent and leadership.



Booking Form

Please complete the following form and return to: Centre for Leadership, Learning & Change, c/o Lara Howe, Cass Business School, 106 Bunhill Row, London EC1Y 8TZ or email to: L.Howe@city.ac.uk

Personal details

Mr/Mrs/Ms/Dr/Other _____

First Name: _____

Surname: _____

Position: _____

Type of business: _____

Address: _____

Telephone number: _____

Email Address: _____

Please register me for:

- Thought Leadership – 30.10.2008**
- The Road Less Travelled – Approaching Leadership through the Eyes of a Follower – 27.11.2008**
- Spirited Leadership – Developments in the Application of Organizational Spirituality – 11.12.2008**
- Non Violent Communication: a Language of Connection – 29.01.2009**
- The Social Ecology of Leadership – Mapping the Dynamics of Power in Social Systems – 26.02.2009**
- Cross-cultural Leadership – Leading Effectively in a Global Environment – 26.03.2009**
- Leadership and Diversity – 30.04.2009**
- Responsible Leadership – A Case Study from PricewaterhouseCoopers – 28.05.2009**



Payment Form

Booking Fee

£30 per session (10% reduction if booking four or more sessions)
£20 per session for students, academics and those from the not-for-profit sector
(10% reduction if booking four or more sessions)

Payment by Cheque

Please make cheque (Sterling) payable to Cass Business School. Note the programme title and delegate name on the reverse of the cheque and send together with your booking form to: Centre for Leadership, Learning and Change, c/o Lara Howe, Cass Business School, 106 Bunhill Row, London EC1Y 8TZ

Payment by Debit or Credit Card

Please complete the details below if you wish to pay by debit or credit card and return together with your booking form to: Centre for Leadership, Learning and Change, c/o Lara Howe, Cass Business School, 106 Bunhill Row, London EC1Y 8TZ or mail to: L.Howe@city.ac.uk

Cardholder's Name: _____

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Valid from: _____ Expiry Date _____

Amount £ _____ Signature _____

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Terms and Conditions

In the unlikely event that we need to cancel a workshop delegates will be entitled to a full refund of their booking fee. If a delegate is unable to attend the programme a substitute may attend the workshop in his/her place. Where a substitution is made, please notify Lara Howe at L.Howe@city.ac.uk of their name and contact details at least 48 hrs in advance of the event.