



**FUTURE
VISION**



Future Vision 2021

Leadership in a volatile, uncertain and complex world



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Delivered in collaboration by the Leadership Centre and the Birmingham Leadership Institute.

This highly acclaimed programme offers a unique experience for senior leaders who recognise that what they already know and how they already lead is not sufficient to meet the nature of the challenges they are facing.

How does Future Vision approach leadership and leadership development?

Future Vision starts from the assumption that you already know a great deal about how to lead effectively. Despite this you are increasingly aware that the interrelated and interdependent nature of the multiple challenges facing your organisation, business, community, or place can at times seem overwhelming. Despite all your skill, experience and effort progress is difficult. If that was true pre COVID-19, the increasing challenges of what we might call long COVID are becoming more and more evident.

We understand this experience to be the result of seeking to lead in genuinely complex contexts. To assist you with this we approach developing your leadership both from the inside-out and the outside-in.

“ *I found Future Vision to be a profoundly transformational experience, and there’s no doubt in my mind that I wouldn’t have made the jump to leading the organisation that I now lead today without it.*

Without a doubt the best training or mentoring programme I have ever done.

I walked away from Harvard and MIT thinking ‘I have seen the future’!

You tap into knowledge that you wouldn’t otherwise come across.

What past participants have said about the programme





Developing your own internal capacity for handling complexity

Research on adult development shows that:

“When we experience the world as ‘too complex’ we are not just experiencing the complexity of the world. We are experiencing a mismatch between the world’s complexity and our own at this moment.”

Robert Kegan & Lisa Lahey

Future Vision provides experiential learning and practical tools you can use to develop your internal capacity for complexity long after the programme has ended.

We call this inside-out.

Building on the work of our colleague Karen Ellis we aim to help you develop four key capacities foundational to leadership in complexity:

- Sense-making
- Perspective-shifting
- Self-relating
- Opposable Thinking

Developing your skill and expertise in approaching leadership challenges systemically leadership in complex contexts requires the ability to work with multiple sources of data, diverse stakeholders, conflicting interests, competing needs and contested aspirations. Future Vision uses these dynamics as the raw material for leadership development drawing both on the deep experience of the cohort and by bringing an extraordinary range of practitioners, experts and perspectives into dialogue with them. On Future Vision you could find yourself learning with environmental and social activists, world-leading experts on systems thinking or social change, and senior figures from the world of politics, business, and academia.

In particular, Future Vision will provide you with the opportunity to:

- Develop systems thinking and approaches
- Engage with contemporary social, political, environmental and economic forces
- Work across and between spatial levels - local, national and global
- Draw on practitioner experience from diverse sectors

We call this aspect outside-in.

Who is Future Vision for?

If you are looking for a developmentally stretching programme that will challenge you to think again about dearly held assumptions, behaviours and beliefs acquired over the course of an already successful career Future Vision will suit you well. Future Vision is not for everyone. If you are looking for a programme that is going to offer a magic bullet about leadership which claims that you will be transformed into the leader you always hoped to be, Future Vision is not for you.

A cross-sector and interdisciplinary programme for senior leaders

Exercising leadership in complex contexts inevitably requires working across traditional organisational, professional, political and spatial boundaries. Future Vision is therefore an explicitly cross-sector programme for up to 25 participants selected to ensure that the cohort can benefit from a genuinely diverse range of experiences and perspectives. In a given year, a Future Vision cohort might include:

- Elected officials e.g. Local Authority Leaders and Police and Crime Commissioners.
- Local Authority Chief Executives.
- Chief Constables and Chief Fire Officers.
- Senior Officers from the armed forces.
- Senior figures from the Diplomatic Service e.g. an Ambassador.
- NHS Chief Executives from across the system
- Senior leaders in Public Health.
- Senior Civil Servants from across Whitehall
- Senior leaders in pre-18, Further and Higher Education.
- Charity and third sector chief executives
- Senior figures in the business community.

“ *It's a great forum to unburden myself in. I'm surrounded by leaders facing very similar sets of problems to me – but as none of them work in my sector, it's a very non-competitive atmosphere where you can be totally frank in a way that you can't always be with your immediate colleague.* ”

What past participants have said about the programme



It's really opened my eyes to the bigger picture, and the emerging world we're working in.

I'm amazed at how much we cover in just the first 24 hours – and really excited about what we can do in a week, a month, or a year.

What past participants have said about the programme



A bespoke programme

Unlike most leadership development programmes, Future Vision is co-designed each year with each cohort. While the inside-out and outside-in approaches provide the underpinning methodology, the specific content is tailored to the needs and interests of the cohort and the particular set of challenges they are facing. The building blocks of Future Vision are:

- Individualised assessment, feedback and one-to-one developmental support drawing on research into adult development.
- Ten days of residential leadership development in the UK building deeply trusting relationships across the cohort and enabling experiential learning.
- Four days of residential learning in Boston, Massachusetts drawing on our deep relationships with key institutions including Harvard and MIT, public and civic bodies, private companies and distinguished individuals.
- World-leading leadership development with specialised inputs from locally, nationally and internationally renowned contributors within residential and via webinars between residential.
- Peer-led System Leadership Challenge Groups within and between residential to support experimentation and application of learning in real time.
- We also create the environment in which participants learn from, as well as with, each other.



The Components

The programme is divided into several blocks across the year. Attendance at the core blocks is essential. The forthcoming cohort will contain the following:

Face to Face Elements

BLOCK 1

24 Hour Design Event, Cumberland Lodge, Windsor

July 21st – 22nd 2021

24 hours spread over two days where participants and faculty co-design the content for the programme. This is an opportunity to meet other cohort members and to shape the year's programme content around your own personal leadership interests and to shape the year's programme content around your own personal leadership interests.

BLOCK 2

4 days & 4 nights, Cumberland Lodge, Windsor
September 12th - 16th 2021

A week of immersion into the aspects of systems leadership prioritised during the design event. The programme is built around a variety of inputs from a range of experts and frontline practitioners who are working to create change at a system level across organisations and within places. There is also time for peer learning and consultation during intensive small group work on your system leadership challenges.

BLOCK 3

Full day, The Exchange, Birmingham
November 25th 2021

A one-day focus on an aspect of systems leadership prioritised during the design event.

BLOCK 4

Full day, The Exchange, Birmingham
January 20th, 2022

A one-day focus on an aspect of systems leadership prioritised during the design event.

BLOCK 5

2 days, 1 night, Cumberland Lodge
March 1st & 2nd 2022

30 hours spread over two days, to check in on progress with your leadership challenges and to help you prepare for Boston.

BLOCK 6

4 days & 4 nights, Boston, Massachusetts
March 27th – 31st 2022

A week of discovering cutting-edge insights, leadership development and learning with peers from around the world. Draws on our extensive academic and practitioner partners including from MIT and Harvard Kennedy School.

BLOCK 7

Cumberland Lodge, Windsor
May 5th and 6th (24 hrs, Cumberland Lodge)

24 hours spread over two days.
A final wrap-up of the programme.

Virtual sessions

In addition to the core dates above. There will be three, two hour facilitated virtual Zoom sessions in between face to face elements of the programme.

Leadership Development Framework (LDF)

Most developmental psychologists now agree that what differentiates leaders is not so much their philosophy of leadership, their personality, or their style of management, but rather it's their internal worldview or 'Action Logic' – how they construct reality and respond to emerging situations, and plan for the future. The Harthill LDF assesses the current 'meaning making' stage of the individual and identifies possible steps to move forward in their development.

You will also receive a report and a one hour debrief with an expert in LDF.

1:1 coaching

Each participant will have the opportunity for 6 x 1 hour sessions of 1:1 coaching over the duration of the programme. The sessions will be delivered by members of the faculty team who will be familiar with the programme content and therefore able to support you in the practical application of your learning to your own leadership challenges.

Meet the team

Professor Christopher Pietroni Programme Director



Christopher is Professor of Leadership Practice at the University of Birmingham and Director of the Birmingham Leadership Institute. His work focuses on leadership and change in complex systems with a particular interest in applying

and adapting insights from narrative, framing, movement building and adaptive leadership. Working in the UK, US and Europe he leads a number of senior executive and graduate development programmes and post-graduate teaching/Exec Ed as well as consulting widely.

Axelle Bagot Faculty Member



Axelle Bagot's work focuses on organizational development, group dynamics, leadership, and innovation in the private and public sector. She is an executive coach, has co-founded the consulting group Leadership Lab International and has taught in

several institutions, including the Watson Institute for International and Public affairs at Brown University, the Harvard Kennedy School of Government, the Instituto de Empresa in Spain, the African Development University in Niger and the Albert Einstein Medical School of Sao Paulo.

Joe Simpson Director, Programme Sponsor



Joe Simpson Having read PPE at Oxford, Joe worked in television for a number of years and in parallel spent 16 years as a councillor in Islington. Joe's passion for and commitment to public service eventually led to him setting up

the Leadership Centre in 2004. He now leads on the Leadership Centre's cross public sector programmes, working closely with senior managerial and political representatives of central and local government, health bodies, chief constables, police and crime commissioners and senior figures in the private, voluntary and third sectors.

Mark Dalton Future Vision Programme Manager



Mark is experienced in designing and delivering leadership development programmes. Since joining the Leadership Centre in June 2015 Mark has curated six cohorts of the flagship Future Vision Programme including the week long study visit to Boston.

In addition, Mark was instrumental in the success of a new programme for very senior NHS leaders, the 2025 Programme. Mark is a Prince 2 practitioner and has worked on numerous large scale projects and programmes in both the private and public sectors.

How do I get on to the programme?

We recruit through nominations from Future Vision alumni, other recommendations and open application.

The participant fee is on a sliding scale dependent on the size and scale of your organisation. As a guide, the fee for large private sector organisations is £12,900 + VAT and for large public sector organisations is £8,900 + VAT. The Leadership Centre offers a limited number of bursaries of up to £4,000 to ensure a genuinely diverse range of suitable participants can access the programme.

If you are interested in putting someone forward for the programme or are interested yourself, contact Mark Dalton mark.dalton@leadershipcentre.org.uk in the first instance.

Watch participants and faculty talking about their own experience of Future Vision

www.leadershipcentre.org.uk/ourwork/future-vision/