

# Future Vision 2024/25

Leadership in a volatile, uncertain and complex world



UNIVERSITY OF  
BIRMINGHAM

BIRMINGHAM  
LEADERSHIP  
INSTITUTE

FUTURE  
VISION

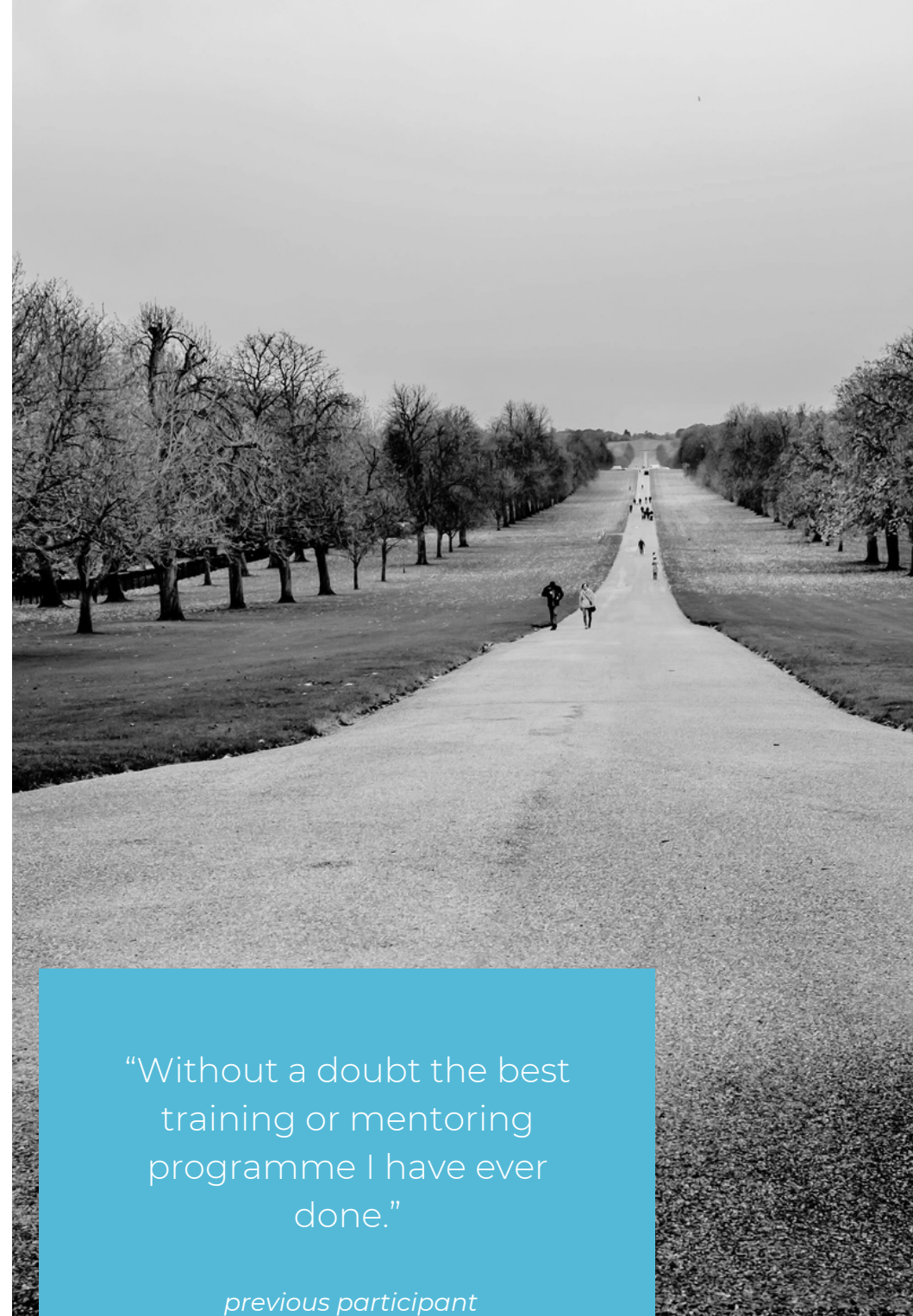
## AN INTRODUCTION

This highly acclaimed programme, delivered in collaboration by the Leadership Centre and the Birmingham Leadership Institute, 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.

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 has always been true, the overlapping effects of climate change, the rise of artificial intelligence, international conflict and political uncertainty - and much else besides has only made it 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.



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

*previous participant*

*Windsor Great Park*



“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.”

*previous participant*



## DEVELOPING YOUR OWN INTERNAL CAPACITY FOR HANDLING COMPLEXITY

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.**

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 and in complex contexts requires the ability to work with multiple sources of data, diverse stakeholders, conflicting interests, competing needs and contested aspirations.

“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*




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Future Vision uses these dynamics as the raw material for leadership development drawing both on the deep experience of the cohort and bringing an extraordinary range of practitioners, experts and perspectives into dialogue with them. 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.**



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

*previous participant*

## 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, 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.



*Boston skyline at night*



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
- Chief Fire Officers
- Senior Armed Forces Officers
- Senior figures from the Diplomatic Service e.g. an Ambassador
- NHS Chief Executives
- Senior leaders in Public Health
- Senior Civil Servants
- Senior leaders in education
- 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 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.”

*previous participant*

## THE PROGRAMME DESIGN



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

*previous participant*

## 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.
- Five days of residential learning in Boston, Massachusetts drawing on our deep relationships with key institutions, including Harvard, MIT and Suffolk Universities, 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.



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

*previous participant*

Practice in Breakouts

(2 mins) Reflect: How could you have used the empathetic bridge to enable others to respond with agency rather than react with fear?

Person A will practice the empathetic bridge (2 min), person B will provide feedback/coaching on how that went (2 min). Then switch.

1. How would you acknowledge the loss?
2. Express empathy
3. Narrate hope
4. Enable choice

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Practice in Breakouts

(2 mins) Reflect: How could you have used the empathetic bridge to enable others to respond with agency rather than react with fear?

Person B will practice the empathetic bridge (2 min), person A will provide feedback/coaching on how that went (2 min). Then switch.

1. How would you acknowledge the loss?
2. Express empathy
3. Narrate hope
4. Enable choice



Dr Marshall Ganz speaks to participants at Harvard

## THE COMPONENTS

The programme is divided into several blocks across the year. Attendance at the core blocks is essential.

### FACE TO FACE

#### BLOCK 1

**24 hour design event, Cumberland Lodge, Windsor  
15th - 16th May 2024**

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.

#### BLOCK 2

**4 days & 4 nights, Cumberland Lodge, Windsor  
14th - 18th July 2024**

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  
24th September 2024**

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

#### BLOCK 4

**4.5 days & 5 nights, Boston, Massachusetts  
13th - 17th October 2024**

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, Harvard Kennedy School and Suffolk University.

#### BLOCK 5

**2 days, 1 night, Cumberland Lodge  
20th - 21st November 2024**

28 hours spread over two days, to check in on progress with your leadership challenges and to help you reflect on the Boston experience.



## BLOCK 6

**Full day, The Exchange, Birmingham  
6th February 2025**

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

## BLOCK 7

**24 Hours, Cumberland Lodge, Windsor  
5th - 6th March 2025**

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 90 minute facilitated virtual Zoom sessions in between face to face elements of the programme.

## 1:1 COACHING

Each participant will have the opportunity for 6 hours 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.

## 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.

## MEET THE TEAM

Future Vision is delivered in collaboration by the Leadership Centre and the Birmingham Leadership Institute. The two organisations enjoy a successful collaborative relationship and, bringing their respective skills to bear, have together relentlessly sought to refine and improve the Future Vision offer year on year to best support our most senior leaders to develop their capacity for leading in complexity.



**MARK ROGERS**  
**PROGRAMME SPONSOR**

With a career encompassing teaching, local government, consulting and the civil service, Mark now brings his leadership experience to the role of Chief Executive at the Leadership Centre. As an alumnus, he has experienced first-hand the transformative impact of the Centre's programmes in supporting and challenging participants to embrace systems thinking and tackle wicked issues to achieve better outcomes for people and places. Mark's formative years working with children and young people with additional needs means that he values more than ever the contribution that inclusion and diversity, including neuro-diversity, bring to the richness of the leadership endeavour.



**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.





## KATHRYN PERERA LEAD FACULTY

Kathryn Perera is the Director of NHS Horizons, leading the co-design and implementation of large-scale change initiatives within the English National Health Service. Prior to this, Kathryn spent eight years working in politics, including as the CEO of Movement for Change, a national social enterprise founded by Rt. Hon. David Miliband. Kathryn is a barrister by background and a US-UK Fulbright Commission scholar. Kathryn's areas of experience include social innovation; policy engagement; social movement theory and practice; community organising and public narrative; and advocacy



## AXELLE BAGOT LEAD FACULTY

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.



## MARK DALTON, PROGRAMME MANAGER

Mark is experienced in designing and delivering leadership development programmes. Since joining the Leadership Centre in 2015 he has curated eight cohorts of the Future Vision Programme and leads on a number of other projects and programmes alongside. Mark lives in Nottingham with his wife Sheona and dogs Poppy and Louis. He also has two grown up sons, Jacob and Thomas. Mark is a sports fanatic and has just begun his final year of studying for a degree in Spanish and Philosophy with the Open University.

## GUEST CONTRIBUTORS

While the core design of Future Vision is consistent, and delivered by our Director and Lead Faculty, each year we welcome numerous guest contributors to the programme. These contributors are invited based on early co-design work with the Future Vision participants during our first residential. Below is a selection of our recent guest contributors, by way of example:



### MARSHALL GANZ

Marshall Ganz is Senior Lecturer in Public Policy at Harvard University. He helps leaders of civic associations, advocacy groups and social movements learn how to organise communities that can mobilise power to make change.



### HOUMAN HAROUNI

Director of the Equity and Inclusion Fellow program at the Harvard Graduate School of Education, is a practice-based theorist of culture and education. His work—which combines psychology, philosophy, political economy and pedagogy—addresses the potential of institutions for maintaining or changing social relations.



### PORSHA OLAYIWOLA

Porsha Olayiwola is Boston Poet Laureate and a native of Chicago who writes, lives and loves in Boston. Porsha is a writer, performer, educator and curator who uses afro-futurism and surrealism to examine historical and current issues.





## HUGH O'DOHERTY

Hugh was raised in Northern Ireland is now Adjunct Lecturer at Harvard Kennedy School. He has taught leadership and conflict resolution at the Jepson School of Leadership Studies, the University of Maryland, and the John F Kennedy School of Government.



## IMANI CLOUGH-BROWN

As a Consultant and Facilitator Imani supports organisations to effectively engage young people and historically underrepresented communities in their work, from community projects to governance.



## MEERA SPILLET

A former Director of Children's Services with over 35 years' experience in the social care and education sector, Meera designed the Black and Asian Leadership Initiative (BALI) to support aspiring Black leaders. She is the author of 'Black Leaders Missing in Action' and 'Cultural Competence'.



## ROSEMARY CAMPBELL-STEPHENS MBE

Rosemary is a veteran educator who received her professional training in England, but her breadth of experience is international. Rosemary is a Visiting Fellow at the Institute of Education, University College London.

## HOW TO JOIN 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 £14,995 + VAT and for large public sector organisations is £12,250 + 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](mailto:mark.dalton@leadershipcentre.org.uk) in the first instance.



[Watch participants and faculty talking about their own experience of Future Vision.](#)



“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.”

*previous participant*