

# FUTURE VISION 2026

THE TRANSFORMATIONAL  
LEADERSHIP EXPERIENCE



## A UNIQUE PRACTICE, PLACE AND ACADEMIC LEARNING EXPERIENCE

Designed and delivered by the Leadership Centre in collaboration with Do-Well (UK) Ltd, The Future Governance Forum, leading academics, and global experts, Future Vision is designed for senior leaders facing complex, evolving challenges. This programme radically enhances your capacity to lead in a rapidly evolving world.

You already lead with skill and experience, yet the growing pressures of climate change, AI, political uncertainty, and global instability demand new approaches. This dynamic, blended programme combines experiential learning, cutting-edge leadership theory, and real-world practice.

You'll engage with top experts, explore adaptive leadership in diverse locations, and work alongside skilled practitioners. Through collaboration and reflection, you'll refine your approach to leadership—shaping new insights and ideas throughout the journey.

As the UK evolves and devolves, Future Vision will take you across key locations in both the UK and the US, offering a unique, immersive learning experience that will empower you to lead, influence, and thrive with greater confidence, insight, and a powerful network of allies. Hear previous participants' experiences [here](#).



“Future Vision surprised me... two of the strengths are; it's not stuck in one place and it's not stuck in one subject... it's been a fantastic community to be part of.”

-Will Moy, CEO, Campbell Collaboration

## 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.

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 insights.

Former participants include:

- Elected officials
- Chief Executives & Executive Directors across public services (local, combined, health and housing)
- Chief officers of police and fire services
- Senior leaders in the armed forces and diplomatic service
- Senior civil servants (Director General and above)
- Senior leaders across education and the voluntary sector
- Directors and chief executives across the private sector



# THE FOUNDATIONS

The Leadership Centre has distilled decades of experience of working adaptively into five systemic leadership capabilities that support leaders to see, think and behave in a way which empowers you to respond effectively to today's leadership challenges, using narrative to galvanise others, which will support you to build self-awareness, emotional resilience and trust, ensuring you lead from within with integrity and confidence.

You'll develop the ability to navigate complex, interconnected challenges, gaining insight into systems thinking and the tools needed to make sense of chaos. At the heart of this process is convening meaningful conversations—building influence through listening, facilitating collaboration, and framing strategic discussions that inspire action. Through storytelling, you'll learn to communicate your vision.

The programme encourages an innovative mindset, where creativity and experimentation are central to driving positive change. Equally important is personal governance, a focus which will support you to build self-awareness, emotional resilience and trust, ensuring you lead with integrity and confidence. The modules are also shaped by three core themes

— adaptive leadership, cultural competence, and political nous — which are woven throughout and will be evident in each stage of your learning journey.



*“Without a doubt the best training I have ever done.”*

previous participant

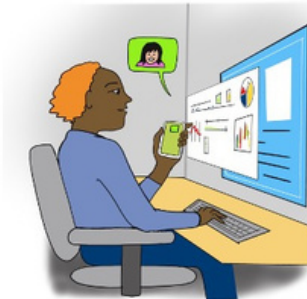
# THE FOUNDATIONS

In addition, we will be working with University of Birmingham and you will be encouraged to explore how its work around The 21<sup>st</sup> Century Public Servant, and in particular the ten characteristics, supports and challenges our work. We will also reflect on the latest research from The Future Governance Forum as it relates to our learning. We are mindful that much leadership theory is white, male and western and we continue to work with our colleagues Meera Spillett and Rosemary Campbell-Stephens to enhance the cultural competence of our programme. The co-creative nature of our programme means our cohort members also drive content.

## THE 21<sup>ST</sup> CENTURY PUBLIC SERVANT NOW



**MULTILINGUAL**



**DATA CURIOUS**



**RELATIONSHIP CURATOR**



**AMBIDEXTROUS**



**SENSE EXCHANGE**



**THINKING WHOLE SYSTEM**



**HYBRID OPERATOR**



**FRUGAL INNOVATOR**



**HARDY PERENNIAL**



**AT THE THICK END OF THE COMPLEXITY WEDGE**

# MIRRORING EVOLUTION & DEVOLUTION



Leadership is changing—just as the UK is evolving and devolving, so too has Future Vision. This dynamic, immersive programme takes place across diverse learning environments, both regionally and internationally, offering senior leaders an unparalleled opportunity to develop, challenge, and refine their leadership. Each module is designed to stretch and stimulate, with no two experiences feeling the same. A consistent methodology has been designed for each module that ensures a powerful and cohesive learning journey, built around:

- **Psychologically safe learning** – fostering bold thinking and deep trust.
- **Experiential, real-world learning** – engaging with people and places tackling complex leadership challenges.
- **One to one group work** – enabling reflective practice, ensuring individual growth and resilience.
- **Strong academic input** – drawing on research and insights from world-class institutions. The range and depth of our academic partners plus their strong position in place adds to the “Pracademic” drive of this unique programme.
- **Guided curiosity and hosted dissonance** – challenging assumptions and broadening perspectives. The space we curate in different places is safe but also brave; you will be learning at the edges of your experience.
- **Cross-system collaboration** – working across sectors to co-create sustainable solutions.

With residential learning across England, Wales and Boston, Massachusetts, this programme connects you with leading academics, practitioners, and peers, helping you build the insight, networks, and skills to lead in an uncertain world that will last a lifetime.

Images: Some of the locations you will visit during the programme (top to bottom - Manchester Metropolitan University, Cumberland Lodge Windsor, Boston)

## THE COMPONENTS

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

### FACE TO FACE

#### 1. INTRODUCTION & ORIENTATION

**24 hour event, Cumberland Lodge, Windsor  
15th - 16th October 2026**

Kickstart the journey with cohort-building, an interactive welcome from faculty and an introduction to key themes. You will begin to uncover your leadership challenge and the inner and outer work required to make the most of the programme.

#### 2. ADAPTIVE LEADERSHIP IN SYSTEMS

**3 days & 2 nights, Manchester Metropolitan University  
11th - 13th November 2026**

Gain a critical understanding of systems and adaptive leadership—how it differs from management and how it works in practice. You will engage with senior leaders and academics, explore real-world applications through site visits, and deepen your regional connections. Reflective practice and group work will help refine your leadership challenges.

#### 3. PUBLIC NARRATIVE & MOVEMENT BUILDING

**3 days & 2 nights, Wrexham University & Gladstone's  
Library  
6th - 8th January 2027**

Develop a critical understanding of Public Narrative and its potential for influence and change. Together we will explore the “art of influencing” at a personal, organisational and place level.

Building on the insight and confidence gained through our immersive public narrative learning experience, you will explore how power is exercised through leadership action and the role relationships play in achieving and sustaining change.

As with all modules in place you will test learning by engaging with your cohort members, senior leaders and community figures, exploring the power of narrative in place and systems, and enhancing regional knowledge through site visits and group conversations.

## 4. THE 21<sup>ST</sup> CENTURY PUBLIC SERVANT & CULTURAL COMPETENCE

**3 days & 2 nights, University of Birmingham & Trowers & Hamlin  
24th - 26th February 2027**

Our time in Birmingham will begin with meeting leaders by position. We explore the extent and limitations of their power. Academically you will gain a deep understanding of cultural competence and explore the work of University of Birmingham around the 10 characteristics of the 21<sup>st</sup> Century Public Servant.


All of this learning will have its practical application tested by meeting leaders by position and action in Birmingham to see what theory survives contact with practice. Time will also be made for development of your leadership challenge.

## 5. FOCUSING ON THE FUTURE

**4.5 days & 4 nights, Boston, Massachusetts  
18th - 22nd April 2027**

Your packed agenda for our time in Massachusetts will provide space, opportunity, insight and perspective on geopolitics, social policy and technology. You'll be encouraged to explore your leadership challenge using these different insights. To enable this you will spend time hosted time at MIT, Suffolk University, Harvard Boston Children's Hospital, City of Boston Council, the British Consulate and Plymouth MA Police Academy.

Exploration and testing academic learning in practice and considering its application to your work will be central to our time in Boston.



*"From day one, it's been an absolutely amazing programme. I think this course has given me the opportunity to really think what kind of leader I am and what legacy I want to leave when I finish my career... you will gain so much."*

- Christopher Dzikiti, Interim Executive Director of Operations , Care Quality Commission

## 6. SENSE MAKING & TURNING LEARNING INTO USEFUL ADAPTIVE LEADERSHIP PRACTICE

**3 days & 2 nights, Plymouth Marjon University  
9th - 11th June 2027**

With an act of historical symmetry, for the final module in this pracademic programme you will find yourself in Plymouth UK.

Together we will take time to reflect upon and embed our learning so far and, in particular, surface thoughts and feelings from our time in Boston.

This final module will stretch our thinking towards possible futures for ourselves, our organisations and those we serve. In our mission to help make changes stick, we will explore organisational culture as it is often felt as a key barrier to system leadership. This module will explore how these barriers show up and critically review approaches to overcome them.

The programme concludes by finalising your leadership challenges and exploring how you can stay connected to the unique leadership community you will now be part of.

## THREE MODULES ONLINE

In addition to the dynamic, place-based learning that is unique to Future Vision you will also have access to at least three online learning modules. These 90-minute online sessions will be co-designed with you, focusing on topics you find important — such as AI, UK and global politics, personal purpose, self-care, and resilience.

## 1:1 COACHING

Each participant will have the opportunity to access 6 hours of 1:1 coaching over the duration of the programme. The sessions will be delivered by members of the 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.

Many members of the cohort find this useful but we recognise that this is not for everyone, so we offer this element of the programme as an optional extra.

## MEET THE TEAM

Future Vision is delivered by the Leadership Centre in collaboration with Do-Well and The Future Governance Forum, with each module designed and led by Faculty Director Ken Perry. As part of our commitment to evolving and devolving the programme—mirroring shifts across the UK—each location features a strong academic lead, ensuring place-based expertise shapes the learning experience. Alongside a wide variety of expert guest contributors, this team ensures a dynamic, regionally grounded learning experience.



**MARK ROGERS**  
**FACULTY CHAIR**

With a career spanning teaching, local and regional government, consulting and the civil service, Mark previously served as Chief Executive of the Leadership Centre and now continues to contribute as Faculty Chair of Future Vision. 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 bring to the richness of the leadership endeavour.



**KEN PERRY**  
**FACULTY DIRECTOR**

With a career spanning the public, private and third sectors, Ken works alongside leaders across the UK to support their success through systems leadership, organisational development and community transformation. His passion for whole systems working and people-centred change has been shaped by 38 years of experience, particularly in health, housing, higher education and social care. Ken mentors CEOs and senior leaders through Consiglieri support and leads public narrative training and systems leadership programmes, equipping leaders to build and sustain movements for change.



## HAMIDA ALI FACULTY ASSOCIATE DIRECTOR

Hamida Ali is Head of Learning and Partnerships at The Future Governance Forum, a progressive and non-partisan think tank focused on the 'how' of practical implementation over the 'what' of policy development. Hamida served as a councillor for the London Borough of Croydon from 2014-2022. In October 2020, Hamida was elected as Leader of the Council and responsible for stabilising the council through a period of significant turbulence prompted by serious financial and governance problems. Hamida co-facilitates leadership development programmes for councillors in leading roles for the Local Government Association and has 25 years' experience of addressing equality and diversity in organisations across the public sector.



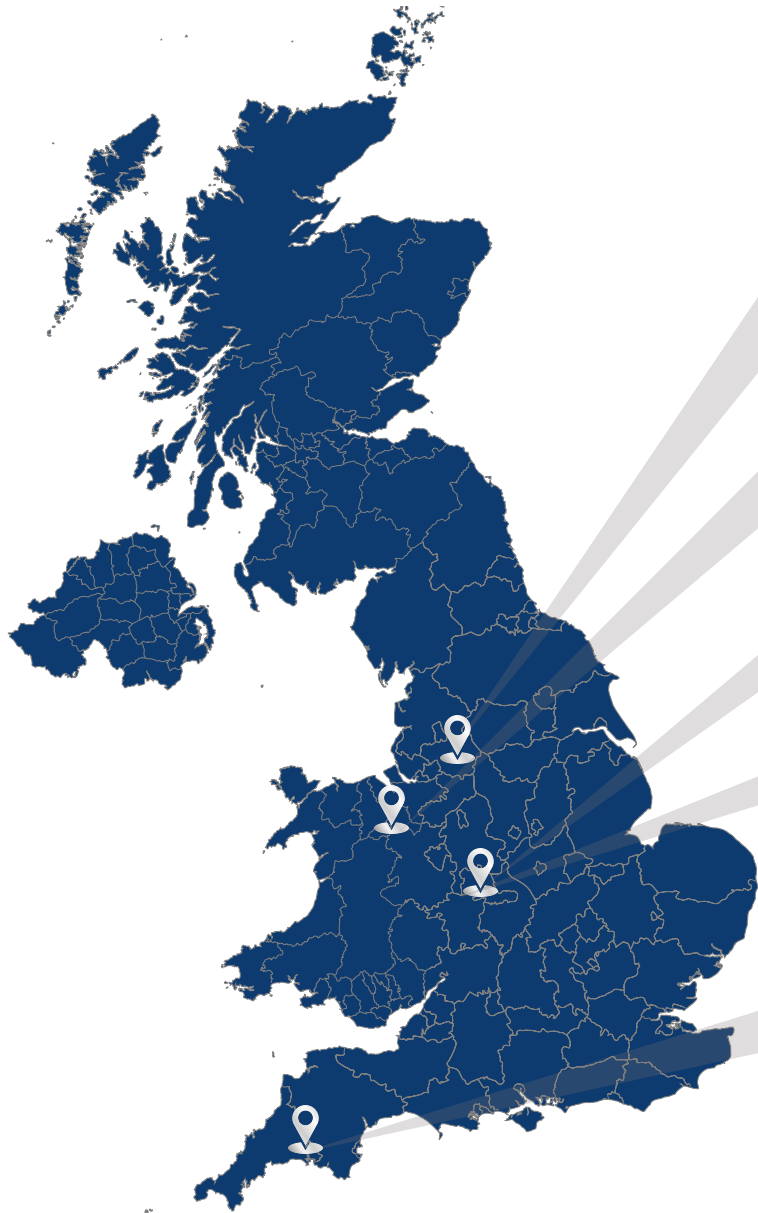
## DEBBIE SORKIN FACULTY ASSOCIATE

Debbie is National Director of Systems Leadership at the Leadership Centre, which includes the provision of place-based support for leaders to help people develop their capacity to lead across organisational and sector boundaries. Prior to joining the Centre, she was Chief Executive of the National Skills Academy for Social Care, the sector's leadership development body. She writes regularly on leadership and speaks at national and sector events on systems leadership. She also brings extensive non-executive experience as a board member across not-for-profit social care organisations and housing associations.

## SHARON THOMAS PROGRAMME MANAGER

Sharon is Programme Manager at the Leadership Centre, with a background in Occupational Psychology and experience delivering programmes across healthcare and the charity sector. She began her career in education before moving into programme leadership, managing initiatives with NHS trusts and charity partners, and brings expertise in workforce planning, leadership development and organisational change.

## OUR ACADEMIC LEADS



### PROFESSOR ANYA AHMED

Academic Director, Doctoral College,  
Manchester Metropolitan University



### PROFESSOR JOE YATES

Vice Chancellor, Wrexham University



### PROFESSOR CATHERINE MANGAN

Professor of Public Management and Leadership &  
Deputy Pro Vice Chancellor, University of Birmingham



### PROFESSOR CATHERINE NEEDHAM

Professor of Public Policy & Public Management, Health  
Services Management Centre, University of Birmingham



### PROFESSOR CLAIRE TAYLOR

Vice Chancellor and Chief Executive,  
Plymouth Marjon University



### STEVE WHITTAKER

Program Director (Corporate Relations)  
Massachusetts Institute of Technology, Cambridge, MA



UNIVERSITY OF  
BIRMINGHAM



# A LEADERSHIP PROGRAMME LIKE NO OTHER

We recruit a diverse mix of exceptional leaders through nominations from Future Vision alumni, recommendations, and open applications.

The standard participant fee for local government and VCSE organisations is £15,000 + VAT, for NHS and Civil Service £18,000 +VAT and for private sector organisations £20,000 + VAT. All accommodation and food is included in the price.

To apply or nominate someone, contact Sharon Thomas at [sharon.thomas@leadershipcentre.org.uk](mailto:sharon.thomas@leadershipcentre.org.uk) or fill in an [expression of interest form](#). To ensure accessibility, discounted places may be considered in certain circumstances. Please get in touch with Sharon to discuss.

*“Be ready for a really exciting, amazing ride in terms of your life journey and personal development... this isn't like other courses, it's felt holistic. I've been challenged in ways I didn't think I would be challenged. I would highly recommend this programme if you are looking for something a bit different but has public services and the greater good of humanity at its heart.”*

- Raffaella Goodby, Chief People Officer  
Birmingham Women's and Children's NHS Foundation Trust

