Leaders today face a world that is increasingly uncertain, complex, volatile and ambiguous. The old models no longer apply – particularly those that offer guidance on the way change works. Gone is the capacity to define and rigorously manage a predictable and ordered set of steps to the future. In its place is a new leadership requirement – the capacity to know how to catalyze and guide generative change.

There is a new model for leadership emerging – one that builds not on mechanistic blueprints, but is instead based on the capacity to listen for and galvanize the underlying wisdom and inherent creative power in systems. This kind of change unfolds over time, cannot be manipulated, has a definite design and rigor, but requires a far different stance from the leader – a personal stance – where one is aware of the deep connection between what is in them, and what occurs outside of them.

This is the kind of leadership that catalyzes genuine innovation, and produces strategic breakthroughs. It is also the leadership that inspires commitment to coordinated execution – and not merely compliance – to delivering new organizational direction. People today do not want to be controlled and led, they want to participate in creating a new future, one where their own creativity is called into action. Leadership exists at every level: generative leaders know this and call others to deliver their finest.

Session 1

Hearing the Call | Leading the Creative Process | Initiating Generative Change

In Session 1, participants learn how to lead the creative process, discover their purpose and awaken to their own greatness. By coming together in an innovative working and learning environment, individuals come to see the blind spots between their intentions and impact. They learn how to think together, how to shed their false identities, and embrace their true identity as a source of generative change.

By working with the power of the invisible, participants become aware of the creative potential behind any complex problem and learn what it takes to launch a generative change process. They understand the factors that cause fragmentation and polarization and identify how to overcome reactivity and the addiction to problem fixing. To help them access collective intelligence, participants learn to diagnose and name high leverage points for change in complex systems.

Session 2

Learning to be Trustworthy | Building Collective Leadership | Prototyping Innovation

Session 2 enables leaders to perceive and embrace difference and diversity of thought. Participants learn how to do the emotional learning and inner work required to transform unwanted dynamics and ineffective behavior – and to develop a set of practices to do this continuously. By cultivating a deeper level of compassion and a more balanced perspective, participants learn to lead their people in a way that releases their creativity, passion and courage so that the benefits of participating in the LGC go viral throughout the organization.

This part of the program also expands a leader’s understanding of what it takes to build an aligned core of leaders. Participants learn to catalyze and facilitate creativity, breakthrough thinking and maturation in teams. Through working live with business critical issues and projects, individuals practice designing prototypes that deliver transformational change.

Session 3

Pioneering Leadership | Creating the New | Engaging the Wider Community

This session activates the inner shift that enables participants to claim and embody a new identity as a leader. They articulate their own model of leadership and commit to a set of principles, practices and methods for on-going refinement and development. Participants embrace a new sense of openness, trust and risk and, as a result, assume responsibility for producing unprecedented results.

During this session, participants learn to operate in an ever more uncertain and complex world. They understand the difference between mobs and collective intelligence and learn the principles and practices of distributed leadership as a means of cascading change throughout an organization. Finally it assists individuals to build capacity for living and leading in a new world by cultivating a set of practices for collective reflection and continuous improvement.

Leadership For Generative Change

DATES
21 – 25 January 2013
18 – 22 March 2013
20 – 24 May 2013

FURTHER INFORMATION
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Generative Community

Leadership for Generative Change is more than just an educational program; it is a gateway into a global community of practitioners. These are leaders who are awakening to and operating from a new paradigm, and who are mutually cultivating the highest standards of leadership. Participants over the past two decades have come from enormous variety of backgrounds, countries, cultures, sectors and industries to expand their potential and transform the ways they think and act. They come from the private sector and the public sector; they are rising leaders or senior players seeking transformation in their careers.

The LGC is unique in gathering very different leaders to develop a common and deep understanding of themselves and of what it takes to produce a generative core of leadership and change. This understanding transfers across alumni – people from different programs find themselves networked and connected in a common understanding that is immediately supportive and powerful. The ongoing graduate community serves as an ongoing source of action research and theory development, a place to share best practices and tools and a context for ongoing professional development.

Learning Activities

The program will include a variety of reinforcing learning methodologies and practices, including:

- An off-line world of practice including video reflection, role playing, skill-building, dialogue, personal transformation, and theory-testing with a group of about thirty people and core faculty.
- A real-world component where participants actively engage their own organizations through practical interim assignments. Here they will have an opportunity to apply their new knowledge, set up experiments, and bring the results back to the off-line group.
- Opportunities for cross-organizational learning where participants may choose to undertake joint projects with other companies, share resources, and find other ways to develop a critical mass for learning.
- Study groups where participants from a single institution meet periodically either by teleconference or face-to-face in order to deepen their competencies.
- Personal reflection including journaling, meditation, exercise, assignments and readings.
- Coaching conversations periodically with members of the core faculty and staff, to further the participants’ learning and the development of skills.
- Creation of internal partnerships where there are opportunities for others within the participant’s organization (such as people to whom participants report, for whom they are responsible, and with whom they interact) to participate in this work and deepen and extend the learning process.

Return on Investment

There are several steps an organization can take to optimize its return on investing in Leadership for Generative Change. Ultimately, an investment in the LGC is an investment in the future of your organization. The return is realized in the transformation of your people into leaders who understand how to navigate the complexities of the changing landscape. Specifically, when organizations send intact teams to the program, these teams have an opportunity to move through existing patterns of interaction toward a deeper capacity to act. It is especially potent when people representing key interfaces within the organization attend together. In this way, the LCG helps organizations identify key leverage points in the system and offers a dynamic forum in which to apply the power of learning.

Guest Faculty

We invite guests to engage in real-time and thought-provoking dialogue with participants to generate innovative insights and pioneer new practices. Guests will include current and former senior executives from leading global organizations, artists, martial arts masters, explorers, and social leaders.
William Isaacs

William Isaacs is Founder and President of Dialogos, a consulting and leadership development firm based in Cambridge, MA, and a Senior Lecturer at the Sloan School of Management. He is a leading authority on dialogue, collective leadership and the design and implementation of generative change.

His book, Dialogue and the Art of Thinking Together (Doubleday), has been translated into seven languages, including Swedish, Chinese, and Hebrew. It was featured in Fast Company as a guide to "the secret of good informal conversation," and has been acclaimed by a variety of reviewers as the definitive guide to profound change through speaking and listening. Change Management Monitor, a publication of reviews of management books, included Dialogue and the Art of Thinking Together in its list of the twelve most significant business books.

For the past 20 years Dr. Isaacs has consulted to senior leaders of major organizations around the world, assisting them to create system wide transformation. His work focuses on catalyzing generative change and innovation, coaching leaders to think and act in transformative and strategic ways, and creating learning environments for building the creative capacity to handle an increasingly volatile and uncertain world.

He has advised and worked with CEO’s of global enterprises, applied his ideas in international and regional development contexts, worked to transform alliances and partnerships, built collective leadership in Fortune 100 senior teams, facilitated high level dialogues among senior policy, corporate and NGO leaders, and navigated management union conflicts.

Dr. Isaacs received an A.B. in policy studies from Dartmouth College, an M.Sc. from the London School of Economics, and an M.Phil. and D.Phil from Oxford University. He lives in the Boston area with his family.

Leslie “Skip” Griffin, Jr.

As a Senior Associate at Dialogos, Skip Griffin consults with corporations, international agencies, foundations, and community organizations to help them create their desired futures.

Since 2003 he has worked with Dialogos as an executive coach, faculty for Leadership for Collective Intelligence, designer/presenter of Art of Thinking Together Courses and consultant. Skip specializes in transformational coaching for senior leaders, helping them to understand: the ways multiple parts of their life (mental, spiritual, physical, emotional, etc.) affect job performance and satisfaction, ways to develop effective strategies for issue resolution, how to think of and build teams and real systems change. He has worked successfully with senior executives in diverse business, government, healthcare, and educational organizations, helping them achieve both personal fulfillment and outstanding business results.

For 15 years, Skip was the director of community relations and public affairs at the Boston Globe newspaper, where he engaged senior executives and other management in an ongoing reflection and redesign process to understand the ways to use high-quality public outreach between the newspaper and ethnic associations, non-profit organizations, special interest advocacy groups and small town and county governments as a way of increasing brand loyalty and market share.

He also served as a Director of the Boston Globe Foundation, Co-coordinator of Globe Santa and a member of committees overseeing the development of employee assistance programs.

Skip served as Associate Dean of Student Affairs and Director of the African American Institute at Northeastern University in Boston. Working with the President, Senior Council of Deans, other key administrators and faculty, he was able to engage key stakeholders in the co-creation of a learning process that resulted in the design and building of a network of referral sources and menu of programs that produced significant improvement in minority student performance and retention.

From 1976-1980 he served as a member of the Federal Receivership team at South Boston High School helping to implement court ordered busing and integration. He helped to design and implement innovative approaches to reducing violence, building an inclusive community and improving learning.

Skip holds a B.A. in Government from Harvard College and a Masters of Education in Organizational and Social Policy from the Harvard Graduate School of Education.
Sarah Rozenthuler is a Senior Dialogos Associate. She has over 10 years experience as an internal and external consultant, designing and delivering leadership interventions, coaching business leaders and their teams and facilitating multiple-stake holder dialogues. Her first book, Life-Changing Conversations (Duncan-Baird) was published in the US, UK and Australia in 2012.

A Chartered Psychologist, Sarah launched her career working for SHL, the leading global consultant in psychometrics. To broaden her experience, she spent four years earning her living as a street circus performer juggling fire in the fiestas of Spain. Sarah followed this by working for several years as a consultant psychologist in the UK Civil Service, including the Cabinet Office.

Sarah has worked with Dialogos since 2008 and was on the faculty for the highly acclaimed Leadership for Collective Intelligence program since 2010. Recent projects also include leading several in-demand workshops on dialogue for the British Psychological Society and facilitating 3-day Art of Thinking Together programs in the UK and US.

Sarah holds a first class degree in psychology and post-graduate qualifications in organizational psychology and spiritual development and facilitation. She lives in London and travels frequently.

Bradley Chenoweth

Bradley is a Senior Dialogos Associate and Director of Dialogos Australia. He is an organisational consultant, coach, dialogue facilitator, mediator and lawyer. He has consulted to leaders of organizations around the world assisting them to develop their knowledge of each other in order to create new ways of doing business.

He is a Certified Action Learning Coach with the World Institute of Action Learning. Bradley is also experienced in a range of methodologies on which he draws to assist clients.

Bradley is a mediator of organizational, business, community and cross-cultural disputes. He was lead consultant on a large-scale community consultation and internal transformation for a global mining group. He is a curriculum designer and board member with the Mawul Rom association, a path breaking remote indigenous cross-cultural leadership and mediation program.

Bradley also teaches dispute resolution in professional programs as well as undergraduate and post-graduate courses at various universities. He is Visiting Fellow to the Law School at the University of Western Australia and Lead Trainer for LEADR, a pre- eminent Australasian membership organization that promotes alternative dispute resolution, and accredits and refers mediators.

Dialogos was founded in 1995 to promote the practice and development of collective leadership and generative systems change.

Dialogos is a proven leader and intellectual pioneer, developing new methods and practices in organizational learning, dialogue and identity based leadership change.

Dialogos has been the recipient of a number of leadership development awards, including the prestigious Helios Award for its groundbreaking “First-Level Leaders” program, designed and carried out for BP’s 10,000-member supervisor cadre, and the “Top Leadership Development Programs” designation by Leadership Excellence magazine. Our leadership education is consistently ranked in the top 10 of small consulting and leadership development firms (by such organizations as “Executive Excellence”).

Dialogos was founded by William Isaacs, who is one of the world’s leading authorities on dialogue. His work builds on the formative work of the MIT Organizational Learning Center (where he was a co-founder) and the MIT Leadership Center’s work on Distributed Leadership (where Dr. Isaacs is a Fellow).

Dialogos is comprised of senior practitioners and an extensive network of highly experienced leaders, including senior scientists and academics, current and former CEOs, presidents and community leaders from around the world.