



LEADERSHIP LEARNING LABS

Leadership development from **the space between**

Leadership Learning Labs explore leadership at the frontier of new thinking; where leadership is recognised as an attribute of the organisation and not the individual. The aim of the Leadership Learning Labs is to bring together thought leaders, executives, business leaders managers and HR specialists to question the many assumptions held about leadership. Then to step into new ways of thinking, discover more about leadership psychology and examine leadership learning possibilities from this new perspective.

By contrast, the traditional leader-follower model is limiting in today's complex business environment. Managers and leaders know this but are not yet equipped to engage leadership in a broader way. This broader perspective considers leadership as the activities of many people leading the business forward, where untapped talent and ideas are brought to the surface, valued and acted on.

In a world of global institutional networks, we face issues where hierarchical leadership is inherently inadequate. This is the big difference between our world and the context that led to the leadership ideas of Confucius and Plato twenty five hundred years ago.

Peter Senge et al (2004)
Presence

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www.thespacebetween.com

For more information call

01981 580040



LEADERSHIP AS A GENERATIVE ACTIVITY



Our approach to leadership learning is what you might call inside out learning:

- Learning new psychological perspectives rather than new knowledge;
- A process of discovery rather than diagnosis;
- Increasing awareness rather than learning new skills;
- Discovering the positive rather than controlling the negative;
- Questioning rather than answering;
- Personal and collective insight rather than behaviour change;
- Where leadership is a USP of the organisation rather than the style of an individual;

.... and, because there aren't just leaders, followers and teams, we are interested in leadership in every individual.

Leadership becomes defined through a set of principles rather than identifiable characteristics. Through ...

- People working collaboratively to a common purpose
- Structuring organisations to support conversation and dialogue
- Connecting the big vision with small activities
- An imaginative flux and flow of leaderful moments
- Managers *facilitating* leadership
- Building confidence in individuals and groups to take initiatives
- Separating authority and hierarchy from leadership.

Using arts-informed learning

We use [arts-informed](#) methods to engage active imagination and to facilitate inquiry. Not only is this a highly effective way for achieving sustainable results, it also helps people to step into new frames of reference with confidence.



WE ARE CURRENTLY OFFERING

- **Forums for executives, thought leaders and researchers.**
- **Action Discovery Groups**
- **Organisation Development initiatives**

Forums offer thought leaders, executives and researchers an opportunity to address critical questions on current leadership models and investigate the implications of this new way of thinking towards business growth and success.

Action Discovery Groups for middle managers and HR specialists, consists of a series of six one day events over a period of 6-8 months where (up to 12) participants engage with new leadership ideas and determine the learning that they believe they will need in order to take a step in this new direction. Participants receive personal coaching aligned to their learning, between group days. Learning is gained through experience, self reflection and discovery.

Themes include;

- The psychology of leadership in organisational systems;
- What it means to *facilitate* leadership in the organisation;
- Building self belief and self confidence through reflective practice;
- The role of authority when separated from leadership;
- Developing effective relational practice and issues of power and politics in leadership.

These Groups are currently being offered in-house. We are planning to run open programmes based on this learning model.

Organisation Development where we work with key people in an organisation to consider organisation-wide leadership learning needs.

FORUMS

ACTION
DISCOVERY
GROUPS

ORGANISATION
DEVELOPMENT

BACKGROUND NOTES

History tells us that different leaders emerge under different circumstances, yet conventional leadership learning does not account for this, instead the trend has been to develop leaders into a role.

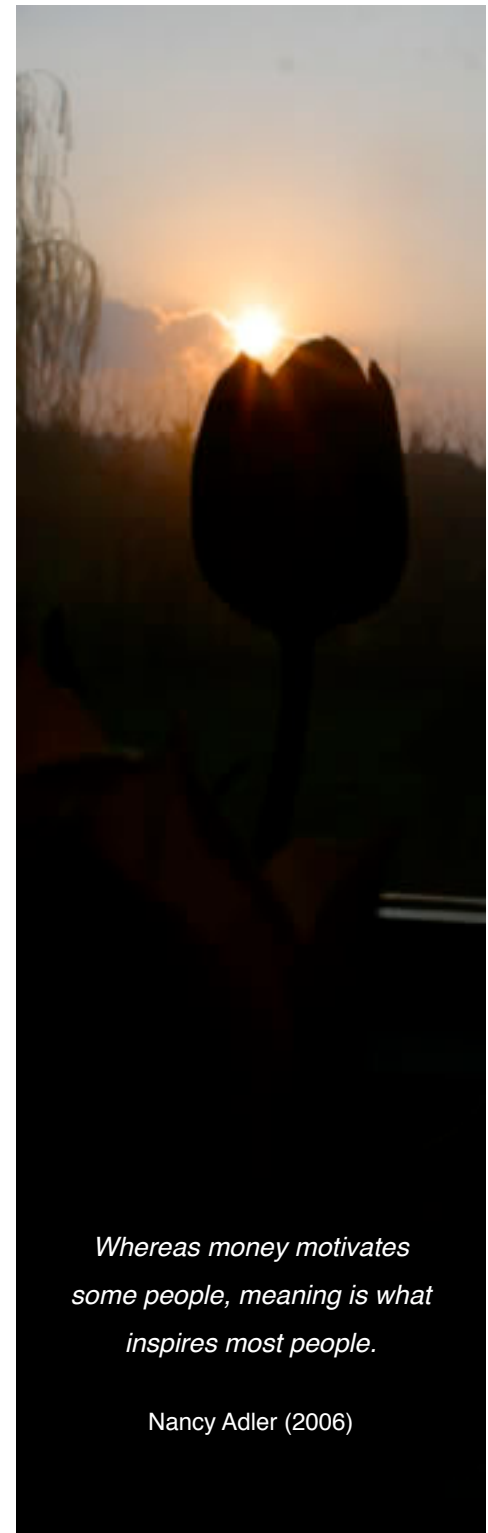
Additionally, leadership development has maintained a focus on the individual. As a counter balance Leadership Learning Labs put leadership in the context of the wider stakeholders. Although leaders, academics and professionals have pointed out the need for this, leadership learning and development has been slow on the uptake.

Living leadership in collective terms opens up radical new ways for leadership practice in an organisation. We acknowledge that you cannot transport old thinking into new world views, so the learning in Leadership Learning Labs is drawn out of the system rather than put in. What this means is that leadership issues, which have previously presented a puzzle to deal with, such as differences between men and women, and dealing with passive, blame cultures, are understood in terms of deeper collective patterns of behaviour and approached in a different way to conventional learning methods.

We are keen to work with organisations and people interested in growing and developing case studies for publication and conference presentations.

Visit thespacebetween.com

or for more information call 01981 580040



*Whereas money motivates
some people, meaning is what
inspires most people.*

Nancy Adler (2006)

Participating organisations benefit from early insight into this way of thinking, gain advantage from research into new leadership development approaches and can put learning to immediate effect.

Leadership Learning Labs are run by Sue Congram, Simon Dawson and Associates

Sue Congram C.Psychol.

Sue has been studying corporate leadership and developing ideas towards Leadership Learning Labs for the past three years through Doctorate research and consultancy work. Her expertise in leadership psychology has grown over 20 years in consultancy practice. Sue has worked with large corporations such as the BBC, LloydsTSB and the NHS where she has developed executive teams and coached men and women in senior roles.

Sue also teaches organisational, management and leadership psychology to professionals in the UK and abroad, which she has been doing for many years.

Publications include books on developing strategy, valuing diversity and people skills. Sue has written chapters for edited books on coaching and consulting and more recently she has co-edited a book titled Imagination and Education, to be published by Routledge in 2008.

Email: sue@thespacebetween.com

Simon Dawson FCIPD

Simon's contribution stems from his experience as a senior manager in HR, and through his current PhD research which has far reaching implications on the broader aspects of leadership.

Simon has spent much of his career in corporate work where his main area of expertise is in the management of people systems.

He has worked for Unigate Ltd, J Lyons Ltd, WH Smith Ltd, Praxis plc and Helphire plc. He is qualified in Myers-Briggs (MBTI) and Thomas International (PPA) psychometrics.

Simon also guides SME's on many aspects of leading a business forward in terms of recruitment and dismissal, contractual management and employee relations.

Email simon@thespacebetween.com



**To find out more,
or to participate in a
Leadership Learning
Lab:**

**Email [Sue Congram](mailto:Sue.Congram@thespacebetween.com)
or call
01981 580040**

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