Time to think, freedom to develop, opportunity to act

Leadership, Life and Learning

A unique Relational Leadership Programme tailored to meet the individual development needs of aspiring leaders facing the changing needs of the Workplace of Tomorrow
Introduction

In today's fast-paced, shifting organisational and social landscape, key players face challenges demanding different levels of skills and understanding to work effectively with change and the need for increased collaboration, inquiry and engagement.

Over the last 15 years we have designed, developed and delivered over 70 long-term leader development programmes, equipping over 1,000 managers, leaders and decision makers and influencing many more. Participants have come from small social enterprises, iconic UK companies, community groups and public sector settings. All have benefited from a highly applied, transferable and peer-based learning environment. We extend the understanding of leadership skills and characteristics beyond the weary emphasis on the usual suspects and offer a more holistic and inclusive approach.

This flagship Oasis programme is for leaders and managers who need to learn how to equip themselves with improved relational practices in organisations. It offers opportunities through innovative peer learning to develop insights that harness your experience, challenge your assumptions and sharpen your applied practice. It will help you work out how to meet the emerging expectations of the Workplace of Tomorrow, building resilience, at the same time as achieving a healthy balance between life and work.

Oasis has delivered relational leadership programmes across the UK and globally for 30 years. We offer a tried and tested intensive development approach which moves beyond traditional training approaches.

Whole Person Learning (WPL)

The programme takes a Whole Person Learning approach and gives participants the time to think in a learning environment and the freedom to consider their own development needs.

Oasis is the pioneer of Whole Person Learning, which has been a guiding principle of the Globally Responsible Leadership Initiative and Agenda 50+20 for business and business school education.

WPL seeks to enable people to bring more of themselves to their lives, work and communities. It enhances personal responsibility, autonomy and wellbeing. This offers an opportunity for greater self-management and efficacy, and access to authentic personal power and authority.
By extension, this greater autonomy can then translate into a richer contribution to one’s work, personal relationships, community and ultimately to the planet.

**Good questions**

Whether for organisational, leadership, managerial, team or individual change, good questions form the basis of a more effective development process. The questions we work with on the programme include:

- What is leadership and what is management?
- What does it take to be an effective relational leader?
- What will be called for from leaders in the future when facing increasing complexity, uncertainty and ambiguity?
- To what extent will collaboration and influence replace control and power?
- How will those in leadership and management respond to increasing demands to adapt to the changing climate of organisations and organisational life?
- In a world where team development is vital, what is the requirement on those managing to be a team facilitator, leader and coach, as well as everything else?
- As demands change, to what extent are key employees developing themselves to sustain their employability?

**Who is this programme for?**

*Leadership, Life and Learning* is for you if you relate to any of the following:

- You want to deepen your understanding of the changing nature of leadership and management and develop strategies relevant to your own circumstances unlocking potential and creativity
- You are facing challenges and conflict demanding different levels of skills and understanding to work effectively with change
- You are looking to develop your decision making in the context of increased collaboration, engagement and distributed leadership
- You are interested in considering new paradigm approaches to management and leadership, and in developing deeper approaches which result in a more leaderful practice
- You want to develop advanced skills to work on the development of groups and teams within your own organisation
- You want to develop strategies for managing increasing complexity, uncertainty and ambiguity in a rapidly changing context
• You have questions around wellbeing at work – LLL provides a chance for perspective, re-focusing and re-energising.

**Benefits**

This is not a traditional leadership development programme. It challenges participants to develop in new ways, at depth. Our particular approach to learning allows you as an individual to create a bespoke process to meet the specific context you are working in. For some, the true benefits only unfold when they apply their learning back in their workplace and come face-to-face with the positive changes that then occur. For others, the benefits reveal themselves through the feedback received from their colleagues and managers.

Benefits cited by past participants include:

- Increased confidence as a leader
- Improved team awareness and how I impact on others
- Improved self-management and the application of skills when dealing with others and situation
- Developing responsibility for my own learning
- Time to think and reflect – not just react
- Flexibility in aligning managerial response with organisational need
- Improved capacity for effective decision-making
- Improved capability for managing change
- Bringing to the fore underused or even unrecognised abilities
- Building on established strengths and unlearning unhelpful behaviours
- Shaping a healthy life/work balance

**Elements of the programme**

The programme models the process of effective relationship (the Oasis Seven Stage Model), from contact to closure. There is a strong emphasis on developing the Whole Person in leadership, creating the ‘developing’ leader – enabling the individual to increase the range of options available to them.

There will be a number of assignments, determined by the individual participant, to ensure they make an effective contribution to their learning outcomes.

Interim peer learning groups will be formed to support and develop individual learning plans, and individual one-to-one development sessions will be offered by the facilitators.

The programme provides an opportunity to make a diagnosis of self, team and organisation and to determine ‘right’ action, in collaboration with others. A balance of input, practice, dialogue, creativity and self-direction is sustained.
A rigorous Self and Peer Assessment process based on individual learning plans allows individual competencies (either previously identified in your own work setting or shaped through the programme) to be used as a tool for assessment.

The programme's frameworks include:

- The Oasis Seven Stage Model
- Polarity model of leadership and management
- Developmental model of team effectiveness
- 7 Principles to Shape the Workplace of Tomorrow.

Other frameworks and working models will be used according to the needs of the learning group.

**Format**

The programme uses a combination of inputs, individual and paired work, experiential and structured sessions, practical exercises, work-based practice, facilitated group reflection and discussion.

Additionally, peer learning groups will be formed which will meet outside the programme schedule to review individual learning plans and applied practice and to model the peer principle of learning and support.

**Assignments**

- **Individual learning plan** – creating a contract outlining development needs and goals for the programme
- **Learning journal** – to track key events, behaviour change and insights
- **Then, now and where next?** – an autobiographical presentation outlining the development of the participant as a manager/leader, their approach, sources of inspiration, strengths and limitations and areas of development
- **Applied Project** – a relevant work-based project providing a vehicle for learning in action and subsequent reflection and analysis.

**Assessment**

The programme will use and model a Self and Peer Assessment process.
Structure and Schedule

A start-up day will provide opportunities to discuss the programme framework, raise questions, initiate preparatory work and consider manager support mechanisms.

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<thead>
<tr>
<th></th>
<th>Start up day</th>
<th>28 SEPTEMBER 2015</th>
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<tbody>
<tr>
<td>Module 1</td>
<td>15/16 OCTOBER</td>
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<tr>
<td>Module 2</td>
<td>18/19/20 NOVEMBER – RESIDENTIAL</td>
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<tr>
<td>Module 3</td>
<td>14/15 JANUARY 2016</td>
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<tr>
<td>Module 4</td>
<td>24/25/26 FEBRUARY – RESIDENTIAL</td>
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<td>Module 5</td>
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<td>Module 6</td>
<td>12/13 MAY</td>
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<tr>
<td>Follow up day</td>
<td>28 OCTOBER 2016</td>
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The initial day session is followed by six modules over seven months, of which two will be residential, and a follow-up day five months after completion of the modules. Continuity and application of learning are enhanced through peer learning groups and one-to-one mentoring.

Developing with the Oasis School

For Oasis, leadership in organisations is the on-going evolution of hard-won learning and experience in multi-disciplinary settings, deep culture change, relational practice, with people committed to meaningful action.

It’s the journey of sustained research by our facilitators, learning through leading edge ideas, applying human relations approaches with social enterprise, responsible business, international business schools and a myriad of organisations across a range of sectors.

It’s 25 years of developing over 20,000 people across organisations and cultures to make a difference, and 10 years of partnering with international business schools and global companies, as well as facilitating the UN/EFMD Globally Responsible Leadership Initiative.

Our views often contradict much of the conventional wisdom about leadership and human nature. Our work is intended as a guidepost and challenge to all those engaged in the intensely personal and important endeavour we call leadership, life and learning.

The Facilitation Team

The programme will be facilitated by Benita Treanor and Charles Greenwood. Both have extensive experience in developing, designing and delivering longer term development programmes within the commercial, housing, health and educational sectors and have been associated with Oasis for over six years. They are deeply interested in groups as a means of learning and change, and the potency of personal empowerment through self and peer approaches and Whole Person Learning.
Benita Treanor

Benita is an experienced leadership development consultant, facilitator, coach and coach supervisor. She offers a grounded authentic approach, alongside her vitality and commitment to honest applied practice. Known for her humanity, she offers a ‘whole hearted’ approach to connecting people to their passion, values and purpose in the world.

She brings a wealth of practice from previous experiences in her early career in the financial sector, family-owned construction company, her own catering and hospitality business and running services in healthcare and whole person wellbeing.

Her focus on developing others has been applied successfully in a wide range of settings, from global companies and professional services, to social change and public services. She sees awareness of values as key to enabling individuals and organisations to increase their ability to clarify what they stand for, have the capacity to articulate what they value, understand what their context calls for, and the resilience to engage with others for useful and effective outcomes for people and the wider community.

Her commitment to developing both herself and others has spanned over 25 years from her early relationship with Oasis in 1989 and her roots as a humanistic psychologist. She relishes the opportunities being a core associate of Oasis affords her, working alongside a wider community of people committed to developing 21st century human relationships.

“My way of working is to creatively assist people to meet their situation where they are, and enable them to bring together their knowledge, skills, motivation and awareness, to determine steps to mindful actions. I have found that when people have time to ‘think’ and reflect and connect to ‘bigger’ parts of themselves and what they do best, it offers fertile ground for change and something different to emerge.”

Current activities include:

• Facilitating business priority groupings as part of a broader OD initiative.
• Developing leaders through one-to-one coaching and mentoring.
• Developing people through values in practice work. Enabling teams to improve decision making with ‘right vs. right’ conversations.
• Skills-based development to increase people's capacity to work with ‘bold’ conversations, different perspectives and develop clearer understanding of role purpose and responsibility.

• Personal and professional development.

Outside work, she enjoys spending time with her family, seeding and growing in her allotment, walking, mindfulness and yoga practice.

Charles Greenwood

With 25 years’ senior management experience in manufacturing, retail and consultancy, Charles has made the transition to relational leadership development and now focuses on working with individuals, teams and organisations.

The starting point of this new direction for Charles was his own experience as a participant on this LLL programme in 2009 where he became inspired to work with others in a different capacity – not as a business or organisational leader himself but as an enabler for others to explore their own transitions and challenges when managing the rapid pace of change in our world today. Charles has been a Core Associate of Oasis since 2011.

“I am a curious person and am motivated by others who are open minded and questioning – finding possibilities of viewing the world differently and developing new strategies which create sustainable results.”

Current and recent activities include:

• Designing and facilitating leadership and team development programmes in the UK and East Africa.

• One-to-one development with individuals in a wide range of organisations and sectors.

• Developing a pioneering ‘life re-orientation’ approach to help individuals manage major transitions and envisage new futures.

• Developing and facilitating Sustainable Project Management approaches within organisations using the Seven Stage Model and Whole Person Learning frameworks.

For 2014, Charles is co-facilitating an LLL himself – completing the circle started as a participant in 2009. Also he is working with how to take the development from previous programmes ‘deeper into’ organisations – this includes work with operations teams and also with new approaches to sustainable project management.
Testimonials from former participants

“The process is truly life-changing, for both work and home life; change – for the positive – has been remarked upon in both spheres.”

“I cannot rate it highly enough! It was challenging yet not confrontational, it was inspiring and made me think and have the courage to tackle things that needed tackling. I have a toolkit of developed skills and am confident that I have the will to continue to grow and develop.”

“A process which has changed my whole way of thinking over the last six months…I have applied my learning in all aspects of my work and am more confident and more effective as a manager.”

“Everyone can gain something from the programme, new managers or those with experience. I saw the process as a gift from my employer allowing me some time to stand back from life/work and take stock. I found the experience liberating; there have been a number of positive changes in the workplace, more challenge, more co-operation and more willingness to change long-established stances.”

“The most significant learning experience of my career to date. One year on I have not forgotten my new skills. It is not a traditional college-based management programme and has proven invaluable to me as it is about behaviour and my interaction with people.”
Fee

Fees are in the range of £2,950-£4,750. The fee covers all aspects of participation with the exception of travel and accommodation for modules and peer learning groups, which will be the responsibility of participants. The residential element requires all participants to stay at the Haybergill Centre in Cumbria. One-to-one mentoring sessions may utilise communication technologies such as Skype.

Please inquire for more details. Discounts are available for participants from public sector and not-for-profit organisations, and for those who are self-funding. Oasis is open to dialogue in regard to fee arrangements for those individuals and organisations that have a deep commitment to developing facilitation resources and careers but are facing significant resource constraints.

How to apply

Please send a written expression of interest to pippa@oasishumanrelations.org.uk including previous experience and your reasons for wanting to undertake this programme. If you are applying from a partner organisation please ensure you have their support before sending your application letter.

Mutual interviews are arranged to allow prospective participants to meet with facilitators to consider their specific needs and to discuss any necessary preparation for the programme.

For more…

To have a conversation about this or for details of other programmes, contact one of the facilitators, or speak to Pippa Farrington at The Oasis School of Human Relations.

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charles@oasishumanrelations.org.uk
pippa@oasishumanrelations.org.uk
www.oasishumanrelations.org.uk/programmes
Other Whole Person Development Programmes

In addition to this relational leadership programme, we offer the following longer-term bespoke programmes focusing on other aspects of the Whole Person Learning potential:

**Whole Person Facilitating – Nick Ellerby and Glyn Fussell**

15 DAYS, STARTING JANUARY 2017

A radical programme of experiential, peer-based learning for facilitators and those wanting to develop a deeper, more effective facilitative approach to leading change.

Go deeper with groups and individuals, become part of a challenging and supportive community of practice and learn advanced skills to develop groups and teams within your own organisation.

**Coaching and Mentoring with Head, Heart and Soul – Glyn Fussell and Carole-Ann Jones**

14 DAYS, STARTING 2016

A Whole Person approach giving you the tools, skills and confidence you need to work with others one-to-one. This leading edge programme places the development of the practitioner at the centre of the learning in a way that moves beyond conventional boundaries, allowing real change and real relationship.

For anyone who wants to use coaching and mentoring to support others with rigour, passion and depth, either in your organisation or in private practice.
“This programme was of great benefit and helped me search my inner self, focus on listening and focusing on others as much as myself, and gave me clear thinking as to how I could be more effective as a person and a leader. Thoroughly recommend anyone to embark on the programme: it is truly life changing.”

David Marshall, Director of Funding Development, St Catherine’s Hospice

For more information about this and other programmes contact Pippa Farrington
+44 (0)1937 541700
pippa@oasishumanrelations.org.uk
www.oasishumanrelations.org.uk/programmes