

SOUL OF LEADERSHIP

An innovative 18-month programme for anyone in a leadership role

Leading with integrity and effectiveness
through cultivation of inner resources



Offered in partnership
with Shalem (www.Shalem.org)

Woodbrooke
Quaker Study Centre
www.woodbrooke.org.uk

Who is it for?

This programme is for you if you are in a formal or informal position of leadership in a business, public sector organisation, charity/voluntary organisation, or faith group and want to deepen your inner resources in order to lead with long-term effectiveness and integrity.

You may also have taken up a 'change agent' position within your community, but not have a formally appointed role.



What does the programme involve? What commitment does it require of me?

This is an 18-month programme, starting in January and finishing in June the following year.

It includes:

- Four 4-day residentials (see page 4)
- Meetings (in person and/or virtual) with a small, regionally-based cohort between residentials
- Personal reflective practice
- An online forum for whole-group discussion and reflection.

What will I get out of it?

This programme will offer you restoration, renewal and revitalisation from the everyday challenges of holding a leadership position. It will empower you to achieve greater professional efficiency while experiencing renewal and clarity of vision.

The Soul of Leadership programme will guide you on a journey of transformation as you integrate

contemplative, spiritually-grounded practices into your life.

You will be able to:

- Learn to identify the times you have led with soul and learn how to do so more consistently
- Apply course readings to your own leadership situation, with the help of course tutors and other participants
- Learn to practice discernment in difficult leadership challenges
- Learn various leadership approaches and when to use which
- Learn to break the cycle of destructive communication through nonviolent communication practices
- Learn to assess your organisation's challenges in light of its deepest values
- Apply theories of development and change to your own organisation
- Learn to identify and overcome "immunity to change" in yourself and your organisation.



The residentials

Grounded in Spirit: contemplative leadership for the 21st Century

Late January (Year 1)

The first residential considers the structures and processes of 21st century decision-making (both individual and corporate) and explores how discernment practices can be integrated into decision-making. Insights from the fields of spirituality, management, and leadership studies will be combined to examine decision-making and discernment in various settings.



The 6 R's of Sanctuary

Early June (Year 1)

The second residential focuses on how leadership efficacy is enhanced as leaders intentionally take time apart from their leadership context to engage in spiritual practices. This residential will share learning gained from leadership, theology, and spirituality studies as a means to teach participants a spiritually-connected and grounded way of leadership.



Contemplative Leadership for Change

Early January (Year 2)

The third residential will help participants consider how they adapt to change. Through an experiential, interactive process, participants will examine continuity and change in their own lives and in the lives of the groups they lead, and learn how to identify and overcome blocks that prevent them from achieving their goals.

Putting it All Together

Early June (Year 2)

The final residential will help participants develop a "Rule of Life" plan that allows them to fully integrate their learning and experiences into their leadership contexts.

How much does it cost?

For current pricing see the insert in the middle pages or visit www.woodbrooke.org.uk/pages/soul-of-leadership.html

The fee covers: full-board accommodation (breakfast, lunch and dinner) for 4 x 4-day residential, from 9am on day one to lunch on day four; all materials, online provision and input from course leaders between residential.

It does not include overnight accommodation before or after residential; any costs of voluntary face-to-face meetings with your small cohort between residential.

How and when do I need to pay?

When your application has been accepted, we will request a 20% deposit to secure your place. Should you need to cancel or withdraw from the course there may be fees payable depending on the time of cancellation and monies already paid.

Please see the insert in the centre pages for more details about our cancellation policy.

Self-funding individuals: we offer a number of different payment options to help spread the cost. Please see the insert in the centre pages for more details.

Applications

If you would like to discuss the content and process of the course to decide if it is suitable for you before applying, please e-mail

mbenefiel@executivesoul.com or lynne.sedgmore@gmail.com.

For questions relating to Woodbrooke, fees, bursaries, etc. please email enquiries@woodbrooke.org.uk or call 0121 472 5171.

An application form is available at www.woodbrooke.org.uk/pages/soulappform.html
Please complete and return your form online. If you are unable to do this for any reason, please email enquiries@woodbrooke.org.uk or call 0121 472 5171.

Applications will be approved by the course tutors, and we will then confirm your place. Your deposit will not be banked until this has taken place.

The venue

Woodbrooke is Europe's only Quaker Study Centre, based in the former home of George Cadbury, a Grade II listed building set in 10 acres of organically managed gardens. It provides a nourishing and inspiring setting for courses, conference groups and bed and breakfast visitors.



Woodbrooke's courses are open to spiritual explorers of any faith or none.

Some are focused on topics of interest specifically to Quakers, and many deal with themes of broad social concern.

Quaker concern for honesty and integrity has led to a reputation for fair and honest business practices. Belief in the fundamental equality of all people results in fostering the leadership and integrity of all. The ethos of Woodbrooke will provide a highly supportive setting for our work together.

Accommodation is in comfortable en-suite study-bedrooms. All meals provide a choice of vegetarian or meat/fish dishes, and special diets are well catered for. Guests have 24 hour access to the library which has been described as "a hidden gem", as well as the gardens and other facilities.

For further information, please visit www.woodbrooke.org.uk.



Background and underpinning philosophy

Twenty-first-century leaders are rewarded primarily for their drive, decisiveness, productivity, and long work hours. In such an environment, what is likely to happen to the soul of the leader? Too often, it shrivels and hides, resulting in harm to the leader and to the community or organisation the leader serves.

The past decade has witnessed scandal after scandal: in business, in non-profits, and in religious institutions. Leaders can end up feeling overwhelmed and giving in to pressures to ensure profitability, or to the allures of greed and power. In this manner businesses may lose their reputations and their customers, public institutions lose the confidence of their stakeholders, and faith leaders lose the trust of their members. This world of scandals and leaders who feel out of touch with their deep values and authenticity desperately needs leaders with soul.

Myriad forces have converged to create this state of affairs. The primary force, the rise of modern science over the past 350 years, has caused Western culture (which increasingly influences leadership in other parts of the world as well) to focus on the external to the detriment of the internal. There is much we can learn from the internality of the East.



We believe that an eclipsed knowledge of the inner reality of consciousness has distorted Western understandings of leadership, causing leaders and leadership scholars to focus on external results to the exclusion of internal growth and development. In most of what they learn about leadership, whether in their training or in the reinforcement received on the job, leaders are encouraged to focus on external results. They are taught that outward results matter, with no time for the inner life. What is measured becomes what is real; because external results can be measured, the value of the inner life is discounted or, more commonly, ignored.



Of course, there is nothing wrong with focusing on external results. Certainly leaders must focus on the results and impact of their leadership in order to face reality squarely, to meet their targets and to serve their organisational purpose and stakeholders' interests. Assessing results and adjusting one's leadership according to the consequences of one's actions is one of the marks of an effective leader.

At the same time, when roots don't receive the nourishment they need, branches eventually wither. Long after its inner strength has begun to erode, a tree may look outwardly strong, especially to the untrained eye. It is only when a strong wind knocks down the once-mighty tree that it becomes clear to most observers that its roots died long ago. Paradoxically, the external results lauded by those who study leadership depend upon the internal. Yet the internal is largely a taboo subject in leadership literature. Like arborists trying to improve the health of a tree while ignoring the roots, leadership scholars, by and large, have been blind to a significant dimension of leadership.

This programme pays attention to those roots and seeks to reorient the work of leadership with a greater focus on inner reality. It enables leaders to become their best selves by cultivating an inner life as a means of balancing and responding to the challenges and demands they face, while enhancing personal and organisational well-being. The programme achieves this objective by addressing the questions: What would it look like, both for the leader and for the organisation a leader serves, for a leader to cultivate their inner life, to spend time in reflection, to model that cultivated inner life for others? How can leaders find resources they need for ongoing spiritual nourishment in the midst of the pressures of leadership? What is the process of spiritual transformation that occurs when a leader walks the inner path, and how can that process be supported?

In addressing these questions, we offer a new form of leadership development that focuses on the 'soul' or inner life of the leader, introduces principles that any leader can follow, shares experiential practices and shows leaders how to put these principles into practice. This programme illustrates how a person becomes an even more effective leader, one who leads with integrity, and explores how such a leader stays on the path of soul when inner and outer forces challenge that commitment. It shows that leading with soul is possible over the long haul, and how to remain nourished and revitalised from your roots.

(Adapted from *The Soul of a Leader* (Crossroad, 2008) by Margaret Benefiel, pp. 15-20)



Programme leaders

Margaret Benefiel, PhD

Margaret Benefiel is the Executive Director of the Shalem Institute (www.Shalem.org). Prior to coming to Shalem, she ran her own consulting, speaking, training, and coaching business, Executive Soul, helping leaders and organizations nurture their souls and express their deepest values institutionally. At the same time, she taught as adjunct faculty at Andover Newton Theological School in the area of contemplative leadership.

Margaret is a Quaker and holds a B.A. in History from Princeton University, an M.A. in Mathematics from Portland State University, an M.A. in Theology from Earlham School of Religion, and a PhD in Spirituality from Catholic University of America.

Her publications include *Soul at Work* (Seabury, 2005), *The Soul of a Leader* (Crossroad, 2008), and *The Soul of Supervision* (co-editor, Morehouse, 2010), along with numerous journal articles.



Dr Lynne Sedgmore, CBE

Lynne held 3 Chief Executive roles within Further Education in the UK for 17 years. She has been a non Executive Director on over 25 Boards and works now as a registered coach, soul companion, retreat leader, ordained Interfaith Minister, healer and consultant. She has attended and led spiritual retreats and developmental workshops, including the Enneagram, for over 25 years and is a Benedictine Oblate.

In May 2016 she received the recognition of being one of the UK's 100 Women of Spirit. In 2015 she was named as one of the 500 most influential people in the UK in the Debrett's list. In 2004 Lynne was awarded the CBE for services to education.



Her senior leadership roles include Chief Executive of the 157 Group of large urban FE Colleges, and of the Centre for Excellence in Leadership, which was awarded the International Spirituality in the Workplace Award during her tenure. Previously she was Principal of Guildford College and Head of Croydon Business School. She has advised Whitehall on leadership, innovation, vocational education, community/interfaith cohesion and extremisms. In 2010 she sat on the Prime Minister's National Review of public sector leadership.

As an experienced board member Lynne has held 25 non-executive posts since 1984 including Vice Chair of an NHS board, Director of the Leadership Foundation for Higher Education, the National Further Education Council of Faiths & Beliefs, and the Anne Frank Trust UK. She chaired the UK Interfaith Foundation for 4 years.

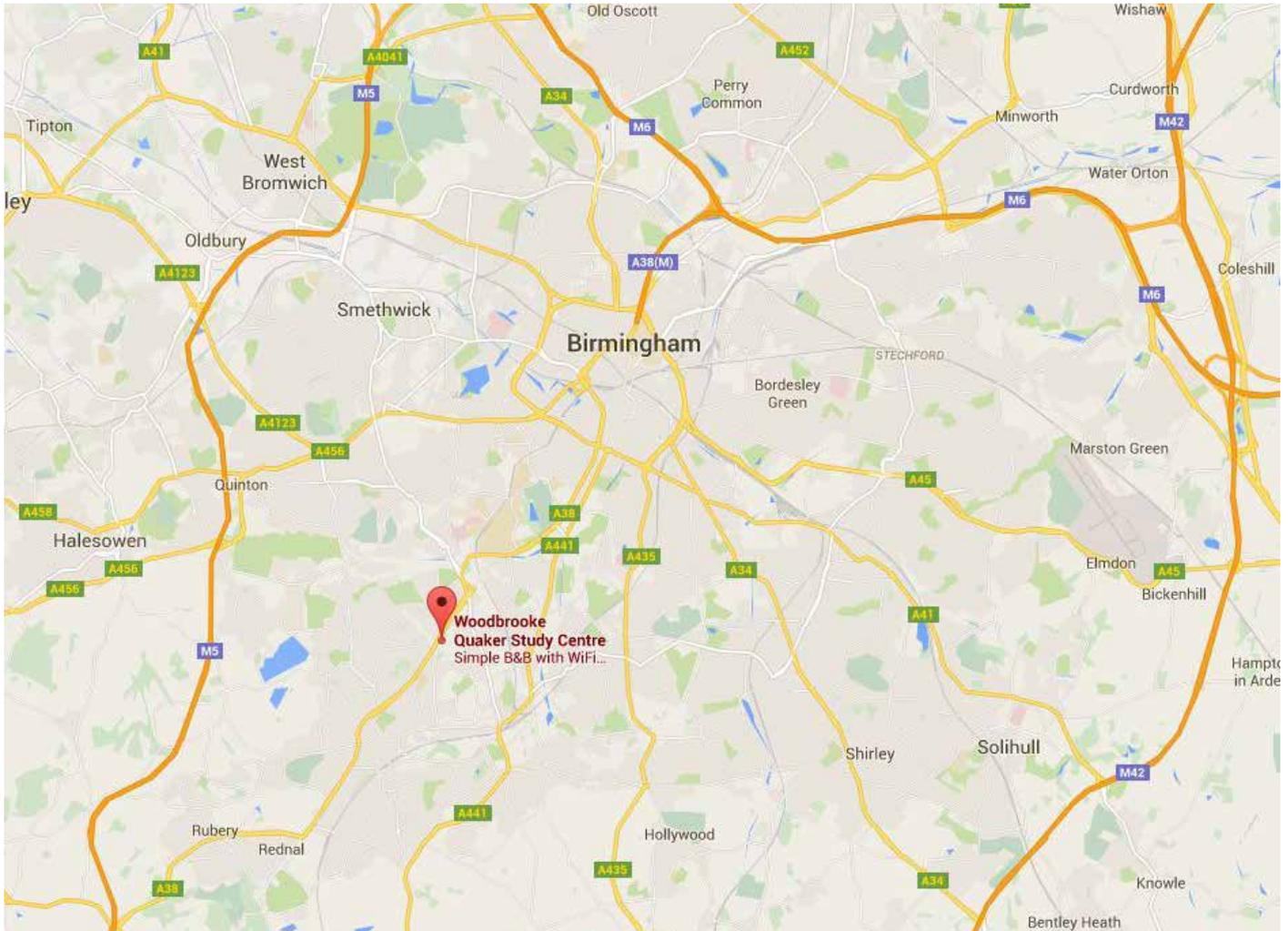
Lynne has a Doctorate in Spiritual Leadership in secular organisations, an MSc in Change Agent Skills and Strategies and is an Honorary Senior Research Associate for the Institute of Education within University College London. She is a fellow of the Royal Society of Arts and a Fellow of the Institute of Directors. She has had several articles published on leadership, emotional intelligence, and spirituality in the workplace; as well as several books and articles written about her leadership.

She is a published poet and a devoted grandmother.

Getting to Woodbrooke

Woodbrooke is based in Selly Oak – around five miles south of Birmingham City Centre. We are easily accessible on public transport from Birmingham City Centre, as well as by road. Free car parking is available on site.

For detailed travel directions, including the most environmentally friendly and cheapest routes, visit our website: www.woodbrooke.org.uk/pages/directions.html



Join the conversation **#SoulLeadership**

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Quaker Study Centre

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SOUL OF LEADERSHIP

January 2017 - June 2018

Woodbrooke
Quaker Study Centre

An innovative 18-month programme for anyone in a leadership role

Dates (Residentials)

This 18-month programme includes the four 4-day residentials listed below. More details about each residential are available in the Soul of Leadership brochure. Thinking of starting in 2018? Get in touch - enquiries@woodbrooke.org.uk

Grounded in Spirit: Contemplative Leadership for the 21st Century

Monday 23rd - Thursday 26th January 2017

The 6 R's of Sanctuary

Monday 12th - Thursday 15th June 2017

Contemplative Leadership for Change

Monday 15th - Thursday 18th January 2018

Putting it All Together

Monday 11th - Thursday 14th June 2018

Costs

Non-profit organisations and self-funded individuals: £2,995

For-profit organisations: £3,750

The fee covers: full-board accommodation for 4 x 4-day residentials, from 9am on day one to afternoon tea on day four; all materials, online provision and input from course leaders between residentials.

Confirming your place

Once your application has been accepted, we will make a provisional booking for you, reserving your place on the programme. To confirm a place on the programme Woodbrooke requires:

- An initial deposit payment of at least 20% of the full fee (a sum of £599).
- A commitment to a programme of agreed future specific payments, or to a quarterly or monthly payment plan.

How and when do I pay?

Once you have paid your deposit, your place on the programme will be confirmed subject to you making a commitment to paying the remainder of the course fee. We can offer a number of options for payment, which are set out below. The figures assume that the full fee is £2995, and that the deposit payment of £599 has been made. Bursaries may be available in cases of financial need. If a bursary is agreed, the figures below will be adjusted accordingly. Please note that a bursary grant cannot be used to make the initial deposit payment.

OPTION 1	A single payment of £2,396 to be received by 30 April 2017
OPTION 2	Two payments of £1,198, to be received by 30 April 2017 and 31 October 2017
OPTION 3	Four quarterly payments of £599, with the first payment to be made on or before 1st March 2017
OPTION 4	Twelve monthly payments of £199.67, with the first payment to be made on or before 1st March 2017

Woodbrooke will consider alternative payment options. Please note that any alternative requires our prior approval.

Cancellation or withdrawal from the programme

If you withdraw part way through the programme, the amounts due to Woodbrooke will be calculated as follows (the start date is the date the first residential begins).

At least 8 weeks before the start date	No cost
Less than 8 weeks before the start date, but before 1 January 2016	The deposit is payable
After 1 January 2016 but before 30 April 2016	30% of the full fee is payable
After 30 April 2016 but before 31 October 2016	50% of the full fee is payable
After 31 October 2016	100% of the full fee is payable

Any monies already paid by you in excess of the required sum will be refunded by Woodbrooke. Any monies still owed by you to Woodbrooke are due with immediate effect.

Cancellation or withdrawal from the programme

For regular payments, our preferred method is for you to set up a standing order arrangement with your bank. We can also make arrangements for regular payments to be taken from your credit or debit card. For single, or ad hoc, payments, you may pay by cheque, credit or debit card, or bank transfer. Please ask for further details.