

# ROUNDTABLES FOR EXPERIENCED MANAGERS

15-19 APRIL 2024 ONLINE

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[www.oneplanetleadership.org](http://www.oneplanetleadership.org)



Welcome to the RoundTables for Experienced Managers

Recognising the crises affecting our climate, nature and humanity, the suffering of wars & famines, the confusion of industry transitions and disruptive technologies, it's time for 'one planet leadership'.

Responsible leadership is a worthy aspiration for any manager or entrepreneur. But it's not easy, and there is no recipe or formula: it is always made and consumed in real time, uniquely to each situation.

We invite you to join us, along with other experienced managers, to work on some of the details that make responsible 'one planet' leadership a real possibility in every job.

In this one week intensive workshop experienced managers compare the way they frame and tackle their current managerial challenges, drawing on the insights of experienced peers from all over the world, and using advanced consulting methods to devise effective solutions. Appropriate conceptual frameworks are introduced by faculty to assist in this sense-making and analysis. It is from these real-world, real-time realities that we face into global challenges and possible, practical steps that suit each person's unique circumstances.

It requires your active participation, willingness to discuss your current dilemmas, and especially your curious, intelligent questioning of your peers and faculty. It is for people who prefer an independent and creative approach to learning.

I hope you will join us.

Prof Jonathan Gosling  
Co-Founder & Director

WELCOME



# PROGRAMS

Our portfolio of One Planet Leadership Programs aim to support people who want to understand more about taking a lead to improve their companies, communities, societies - and careers; and to do this in the midst of intensifying crises around the world.

In this brochure we focus on the **RoundTables for Experienced Managers**, designed for those in employment and managing or leading a team.

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- 01 RoundTables for Experienced Managers**  
Focuses on the current challenges faced by people in positions of authority and responsibility, all round the world.
  - 02 Choices for the Rising Generation**  
Designed for full-time students and others who are figuring out where to put their energies, how best to go about it, and how it fits with what is happening in other parts of the global economy.
  - 03 Facilitator Track**  
To train and support **professional consultants, facilitators and organisers** who are pursuing similar missions in their own work.

## What is One Planet Leadership and what difference can it make to you?

One Planet Leadership is concerned with the profound relations amongst people and between humans and Nature, and how to make these more fruitful through our working lives. It recognises connections and interdependencies between ecology and economy, and between personal motives, organisational purpose and wider society.

Businesses face ever greater tensions between serving their immediate stakeholders (investors, customers, employees) and the wider publics likely to be affected by their company's activities – including as-yet unborn generations and distant eco-systems. What should leaders be responsible for? The actual priorities for any particular organisation are often conflicted and more a matter of judgement than calculation.

International NGOs and public organisations face parallel dilemmas: Polarising tendencies in global politics can drive a wedge through inclusiveness; localisation, mistrust of institutions and technical experts challenge established hierarchies. Who has legitimate authority, and who will be held accountable to stakeholders with different interests? All this puts greater emphasis on listening, understanding and wise responsiveness.

This program provides the opportunity to develop worldly-wise perspectives and peer-to-peer relationships: qualities that will be crucial for many careers and certainly for sustainability transitions by businesses and governments.

Participants and faculty on these programs collaborate in structured processes of reflection, analysis and friendly consulting.

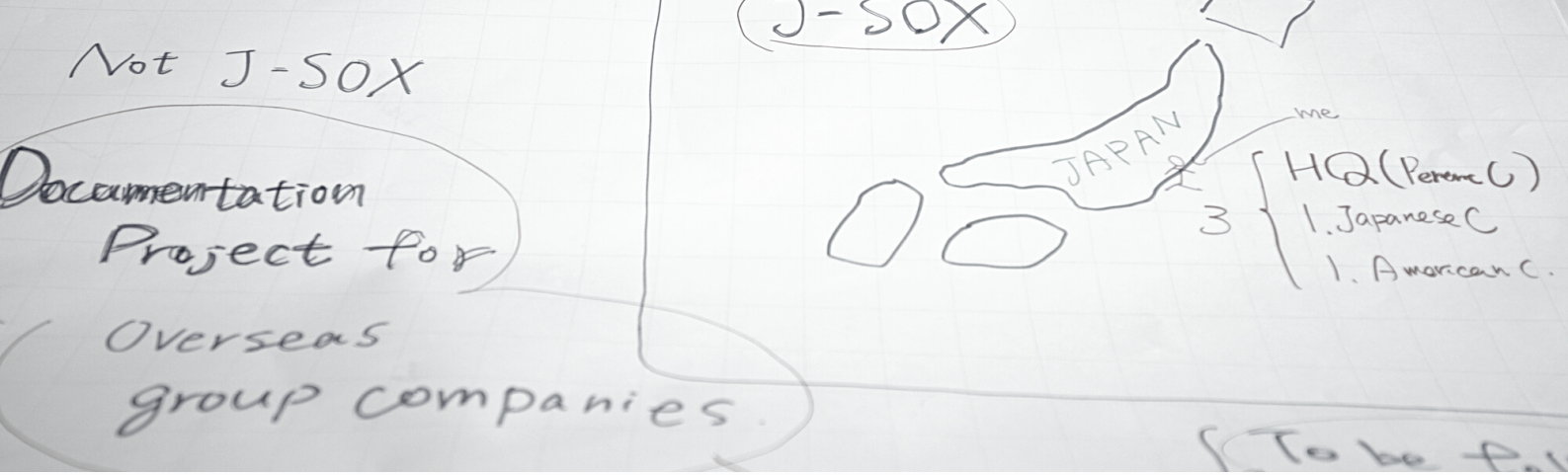
The programs are in 4 parts:

1. The purpose and nature of managerial work and leadership in complex situations.
2. Looking at how leadership is accomplished in a number of other organisations and cultures.
3. Application to your own circumstances.
4. Options for responsible leadership by citizens in different parts of for respons

The contribution of each individual is key, as we are concerned with the reality of leading and managing - however complex it might seem.







# FACULTY

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We are proud of our inspirational faculty. They are drawn from across the globe. The Experienced Manager Program will be directed by Jonathan Gosling. Other faculty will be drawn from the following:



## **Jonathan Gosling**

*Co-Founder & Director, UK*

Emeritus Professor at Exeter University and Founder and Director at Pelumbra. He was co-founder of the One Planet MBA and is Lead Faculty with the Forward Institute in the UK. He co-founded this 'RoundTables' programme with Henry Mintzberg in 2006.

## **Miriam Gage**

*Programme Manager, UK*

Co-Director at Pelumbra, Miriam works as a Coach specialising in Personal Development challenges. She is an experienced facilitator of large groups, providing them with resources to expand their strengths and leadership in an ever-changing world.



## **Lydia Mutare**

*Faculty- Zimbabwe & UK*

Lydia is a skilled international leader with vast experience as a leadership development practitioner and coach.

"Well done to the faculty for the quality and efficiency of delivery, it's been inspirational. Thanks to all for their contributions and insights, I feel there has been a great deal of wisdom openly given

ONLINE- 2021 PARTICIPANT

## **Kentaro Iijima**

*Faculty, Japan*

Adjunct lecturer, Yokohama Business School (YNU) as well as founding his company, Kentaro office, in Tokyo in 2016 after a 40-year experience at Fujitsu HR.



## **Mias De Klerk**

*Faculty, South Africa*

University of Stellenbosch-Professor in leadership and human capital management at the University of Stellenbosch Business School, where he is also the Head of Research and the Centre for Responsible Leadership Studies.

## **Ian Sutherland**

*Faculty- Canada*

Dr. Ian Sutherland is currently Vice-president pro tempore (Grenfell Campus) at Memorial University, Canada.



## **Henry Mintzberg**

*Co-Founder, Canada*

Henry Mintzberg is a leading expert on managing, organising and strategy. Author of many books and articles, he co-founded and is a key faculty member of this 'Roundtables for Experienced Managers' programme.

# A Collaborative Program

A Consortium of course providers collaborate to offer this unique opportunity to their employees, exec-ed students or leadership development clients.

The Consortium consists of business and engineering schools, large organisations and smaller OD and LD consulting companies. They each commit to send a number of people each year, and to contribute to design and delivery.

In addition, some participants come independently, for their own learning and worldly wisdom.

Consortium partnership is by arrangement with the organisers to ensure a multi-national spread of participants. Partners commit to 3- 5 years and to send between 5 and 15 people each year. They pay a small annual partnership fee.

Per-person participation fees are set at a level to enable people to engage from a wide variety of economic circumstances. On-line mode is considerably less costly than in-person.

## Partner Schools

Our partner schools bring a diversity of cultures, languages and managerial challenges to the group, so that together we can explore how things get done in a cross-cultural world, and how to work more effectively.

Our current partners are:





## Who are the participants?

The program is suitable only for people who are currently holding managerial or leadership responsibility. This could mean you are in substantial management jobs, you manage projects, a professional team, a campaign or a social movement. It is not suitable for full-time students, even if you have work experience in your previous careers, because we work on real, current challenges.

## Company visits

Participants will visit (on-line) each others' businesses and learn how managers from other sectors and cultures approach the conundrums that are inherent to managerial responsibility. This context provides opportunities to compare and discuss the effects of major issues such as climate change, globalisation, gender relations and so forth. It also opens a window into the many ways in which authority becomes legitimate (or the opposite), and how the widespread desire for good leadership works out in different settings. Bringing all this together into useful, actionable insight - what you can do about it - is the focus for the consulting process that follows.

## Accreditation

The program is accredited at Masters level by several of the partner business schools, forming an elective module in EMBA and similar programs, including a professional PhD, or as a stand-alone 'executive education' course. We can help with integration into a curriculum or into an Exec Ed portfolio.







# SCHEDULE

Monday	Tuesday	Wednesday	Thursday	Friday
<i>Citizen and Leader</i>	<i>Below the surface of power</i>	<i>Accomplishing Management</i>	<i>Reflections</i>	<i>One Planet Leadership</i>
Forming the learning community	Unseen workings of authority, influence and responsibility.	Virtual Company Visits	Case-by-case Friendly Consulting on your challenges	Impact that matters
Your managerial challenges	Observation to narration.	Prepare Presentations	Collaborative coaching on actions to take	Leading with Purpose
Managerial mindsets	Meaning-making in diverse worlds	Company Visit Insights		Back in the Fast Lane
				Close

We will host the program on Zoom, 9am-2pm BST (GMT+1) with regular breaks throughout. Please note this timetable is subject to change. Some Consortium Partners may schedule additional activities before or after.

## **What you will learn on these days:**

The program illuminates five managerial mindsets - reflective, analytic, worldly, collaborative and action-oriented. Bringing these into the scope of complex, fast-changing contexts will help you to make best use of your innate wisdom.

During the first two days you will learn how to analyse the 'soft influencing' processes of management. The focus will be your own managerial and leadership work, and clarifying what 'good' looks and feels like. This will be an international, multi-cultural and multi-lingual group, so appreciating the 'differences that matter' is crucial for effective leadership. It will require a truly worldly mindset and you'll use methods you can immediately apply at work.

By the third day we will be ready to explore diverse business ecosystems, and you will visit (on-line) the workplaces and meet colleagues of other class members - as they will visit your workplace and colleagues. (Preparation for this is part of the pre-course assignment). This is a unique opportunity to compare managerial cultures and to gain external perspectives on your workplace. The focus on realities of participants' managerial and leadership work is a unique, highly valued aspect of this programme.

On the fourth day - Thursday - you will learn and deploy a dynamic, structured consulting method to re-frame your own managerial challenges. This will be one of several practical take-aways from the course.

On the fifth day we concentrate on purpose, leadership and community-ship. Our individual working lives, the organisations we serve and the communities we belong to can really make a difference towards a better world. There's no preaching - but tough and important questions to address.







## What the program gives you:

- The 5 mindsets of management: Reflective, analytic, worldly, collaborative and action
- Practical peer-learning methods - coaching ourselves
- One Planet Leadership - perspective, knowledge and methods
- Cross-cultural understanding
- International network
- Work alongside world-leading professors
- Consultancy on your own managerial challenges and opportunities
- Leadership development
- Soft skills for managing
- Certification by renowned business schools

“I liked the mix of participants – experience and background as well as faculty members, all had their own expertise and style which complemented the flow and structure of the course. The program was fluid and conducive of learning, providing opportunities to think, reflect and question and apply this approach to our own situations. The organizers found a very subtle and clever way to create a safe environment for participants to be able to share their challenges as well as provide support and solutions to their peers.”

COPENHAGEN, DENMARK- 2018 PARTICIPANT



# PARTICIPATION TIMELINE

01

## Checkout the website

You can find out more about all our programs at:  
[www.oneplanetleadership.org](http://www.oneplanetleadership.org)

02

## Ask any questions

Anything unclear or you want to talk through the process with someone? Drop us a line at:  
[info@pelumbra.com](mailto:info@pelumbra.com)

03

## Register your place

Ready to sign up and secure your place? Great! Drop us a line to for a registration form: [info@pelumbra.com](mailto:info@pelumbra.com)

04

## Pre-reading

We'll send preparatory materials to you about six weeks out from the start of the program. We will also include information on preparation you should make for company visits.

05

## Programme

Our program runs on Zoom for five hours with breaks throughout. Please make sure you available 9am-2pm BST (GMT+1)

15-19 April 2024

06

## Learning beyond

Join our Alumni events and stay connected with your cohort through our LinkedIn page and mail outs.





"This was a management / leadership program with a difference. It does not tell me how to manage rather helps me understand how to interact with others by better understanding myself."

2017 PARTICIPANT

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# NEXT STEPS



Contact us to find out more or to register for your place on the RoundTables for Experienced Managers.

[info@pelumbra.com](mailto:info@pelumbra.com)

[www.oneplanetleadership.org](http://www.oneplanetleadership.org)

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# PELUMBRA LTD

CONSULTANCY FOR WORLD THINKERS

Pelumbra is a consultancy dedicated to understanding the more complex, subtle and nuanced aspects of power and responsibility in the modern world. We host this and other programmes around the world, retreats for thoughtful creativity, and offer individual coaching.

You can find out more about the company, Jonathan and Miriam, as well as the other programs we run at: [www.pelumbra.com](http://www.pelumbra.com)