



**Workshop: Leadership in a New Key:
*How to Create Possibility in a Complex World***

Facilitator: Michael Jones

When: February 15 to 17, 2012

Time: 4:00pm check-in to 4:00pm departure

Where: Kempenfelt Centre, Barrie Ontario

Cost: \$1795 (plus HST) includes accommodations, meals, complimentary copy of *Artful Leadership*, an *Artful Leadership* journal, plus a 30 minute consultation call prior to the workshop

Registration: Secure your space at admin@thinkspot.ca or call 905.639.1314

**About the workshop:
Leadership in a New Key:
*How to Create Possibility in a Complex World***

Most leadership education programs address style, process and leadership issues through lectures, and case analysis. The program focuses on building leadership naturally out of the shared wisdom and the collective intelligence of the participant's shared experiences, challenges and aspirations as leaders. To achieve this, leaders are taught to shift their emphasis from tactics and strategies to creating the spaces and opportunities for learning how to see differently. This unique style of reflective learning guides participants toward awakening new possibilities that are in line with their deepest dreams and aspirations.

The program will be of most interest to those who have made a successful transition to leadership and see their work not only as a skill or position, but as lifelong learning journey of transformation. They are seeking a deeper exploration of their leadership potential in ways that integrate the mind, heart, and body in a learning environment that is reflective, spacious, organic and whole.

Using the power of story, generative conversations, time alone in nature, and guided group exercises, individuals will become more aware of, and comfortable with the strengths within themselves. Through these practices we can gain a greater awareness of the qualities of personal vitality, empathy, creativity and openness to possibilities that are the source of great leadership. By asking provocative and evocative questions, we can re-imagine and regenerate our personal leadership potential and lead in the way that is expected in today's complex environment.

THiNKSPOT Workshops:

At THiNKSPOT we believe every action or event contains a cost and benefit—both from tangible and intangible perspectives. Our purpose is to make sure every benefit exceeds the cost as the result is greater productivity.

We believe strongly in the work of Michael Jones and his focus on Reflective Leadership. The risk of moving ideas forward without investment in reflection and contemplation can be significant—even for the most key and impactful actions and events.

We invite you to join Michael Jones for 2.5 days where we will spend time developing our self-reflective capacities to sense and respond to what is emerging from our personal and collective experience, and from the larger environment. By learning to be effective storytellers and story listeners it will help in developing a greater sense of our own personal gifts and strengths, finding our own voice, and our own unique perspective as leaders.



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“Most organizations are not at a loss for innovative ideas – what is missing is a supportive environment or fertile ground for these possibilities to take root and grow.”

Michael Jones



Responding to a New Story

In times of complexity, pressures, and constant change we are consistently asked to achieve more with less. **Leadership in a New Key** offers a unique learning space to momentarily break from this cycle, to pause, to rejuvenate, to reflect. Much of the leader’s work today is not in playing the notes but in listening for what is emerging in the space between.

To listen wisely into these in-between spaces we need to find a new path of leadership that involves re-imagining possibilities in our life and work in order to not only do different things or do the same things differently, but to see and hear familiar landscapes with fresh eyes and fresh ears. For leaders to be more effective in building networks of relationships and broad collaborations they will need to develop their own inner perspective and unique voice as leaders.

In these times of uncertainty when people's familiar moorings are being tested, leaders need to turn back to themselves and reflect what lies at the core of their own inner nature.

We are between stories now. The old management story (where everything is compartmentalized and in silos) is no longer adequate. In the old story, time is fragmented; in the new story we are developing capabilities that help us recognize and change our relationship with time, to see that time is on our side. In its place we need a new story of possibility - a story in which we may lead from our gifts and recognize and celebrate the essence in others in order to create a future based on a shared sense of hope, innovation, creativity and the imagination.

Until recently this new story has been the exclusive ground for creative artists more than for managers or leaders. But the time is right now for each to listen for their own 'music' and ignite the artistic imagination so that it may serve as the foundation for co-creating a new leadership story - a story in which the full potential of our future can be seen and realized.

Michael Jones

Three Levels of Learning and Leadership

Taking the image of a tree as our point of reference: The first level of learning is symbolized by the leaves and branches. These represent the busyness of the day to day with the focus on tactics, action plans, performance goals, desired outcomes and results.

If we direct our attention down a little, to the trunk and lower limbs our attention shifts to looking at the meaning of structures, strategies and processes.

Where we spend the least amount of our time is the ground underneath. Yet it is the re-generative nature of the roots and the soil that give the tree the resilience and the strength to grow.

At the first level we react by asking how do we do things differently, at the second, we respond by asking how do we do different things. At the third level we reflect by asking how do we see differently.

This is the work of Artful Leadership as we learn how to create new possibilities for leading and learning in a complex world.



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Leading From the Significance of Place

Share a story of your own connection to place and how has this place inspired you. All leaders come from somewhere and where they come from gives shape, meaning and values to how they lead. How do we create spaces for our gifts to be expressed and places for others gifts to be seen? In a turbulent world where there are no clear rules, no consensus and no clear way forward discovering the source of our gifts and seeds of inspiration helps us see more deeply and to navigate wisely and be at ease with a larger unknown.

Leading From the Power of Story

People want to belong to more than a job or career, they also want to belong to a story. The foremost capacity for transformational leaders is to be good storytellers and story listeners. Effective leaders are known for their 'narrative competence', that is their ability to frame the big picture in the context of a compelling narratives that both inspire and speak for the whole. Stories set a context for the full breadth of what everyone want to achieve. As we undertake this leaning journey what is the story we want to tell?

“Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.”

Peter Drucker

Leadership in a New Key: Core Topics

Leading From Our Gifts and Unique Strengths.

"Who will play your music if you don't?" "When as leaders do we feel most alive and engaged and what are we uniquely called to do?" Creating a community that recognizes the unique gifts and strengths in oneself and in each other creates a possibility space that taps into a deep well of intuitive wisdom and knowledge. It also builds unique capacities for collective thinking and co-creating together. To lead from our gifts is an act of service and creates a bond that brings and holds the community together.

Leading From Emergent Possibility

In this time of complexity, leaders need new questions - questions that awaken qualities of being that are more organic, creative and whole. Artists often create not out a detailed vision worked out in advance but by following their own 'thread of aliveness' That is the deep-seated sense of wonder and curiosity that inspire and enliven their work. How do we engage new questions in a spirit of authentic inquiry that can help us connect with and follow the thread of aliveness that can give deeper meaning and significance to our life and work?

Rediscovering the Commons and Our Common Life Together

The chaos and complexity in our world creates a unique opportunity for crafting a 'renaissance' in leadership practice. Renaissance means literally a renewal - a coming together - of crossing bridges to create a new sense and care for the commons and the community of the whole. This includes creating opportunities for meeting across perceived boundaries and disciplines in order to see familiar issues and problems with fresh eyes and ears.



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Slow Down to Go Fast

We often have a detailed picture of what leadership should be but when inundated with other work, however, our 'busyness' keeps us from actually *becoming* the leaders we want to be. Unfortunately, when taking time to "reflect" is viewed as time wasted, the perspective is actually backwards. In fact, if we never make the time to reflect, we are likely to spend more time on *corrective* action than on *generative* action.



Why we need Leadership in a New Key?

Too often the language we use reduces the scale of what we want to accomplish - we adopt tactical solutions and expect transformational results.

Jaya Kumar President PepsiCo, Global Nutrition Group Platforms

About Michael

Michael Jones is a leadership educator, an acclaimed pianist, composer and recording artist and an award winning author of two books on leadership and creativity, including "Artful Leadership".

A widely recognized thought leader, Michael is known for his innovative work in bringing together authentic leadership, creative artistry and dialogue practice to create cultures of possibility in our organizations and communities.

Michael has been a Senior Fellow with the James MacGregor Burns Academy of Leadership, University of Maryland, A Senior Associate with the MIT Dialogue Project and Dialogos Inc., a Leadership Fellow and Associate Faculty with the Executive MBA and Senior Executive programs at The Centre for Professional Excellence, University of Texas, San Antonio and a Charter-Consulting Member with The Society for Organizational Learning (SoL).

He has presented his workshops on Leading Artfully to The Leading for Innovation Programs at the Banff Centre, The Creative Education Foundation and Creative Problem Solving Institute, The Art of Thinking Together and Foundation of Dialogue Programs with Dialogos Inc., The Global Innovation Group at Proctor and Gamble, and the Executive MBA Programs at the University of Texas, San Antonio, Texas.

Testimonials

"Intelligent, genuine, open and transformational... Michael is able to meet his audiences where they are and move their thinking forward."

Leanne Grillo Conference Director,
Pegasus Communications
System Thinking Conferences

"Michael is an outstanding pianist – his connections to leadership are equally powerful."

Nick Nissley
(Former) Executive Director
Leadership Development
The Banff Centre

As an accomplished musician and composer, Michael Jones brings a unique sensibility to the subject of leadership. While other writers address style, process, and leadership issues, Michael illuminates the deep parallels between leadership and the creative process. "

Peter M. Senge,
author The 5th Discipline and The Necessary Revolution
Founding Chair, SoL [Society for Organizational Learning]
Senior Lecturer, MIT, Sloan School of Management