

Purpose, Leadership and Communityship towards sustainable futures A strategic dialogue retreat with [Professor Henry Mintzberg](#)



A rare opportunity to meet with Professor Mintzberg and join a small group of fellow leaders in a beautiful National Trust setting to explore how we can 'do development differently'.

With Professor Jonathan Gosling and Dr Alexandra Stubbings
11.30am Thursday 19th to 5pm Friday 20th September 2019
[Hartwell House, Aylesbury, UK](#)

Governments around the world are declaring a climate emergency and setting zero carbon targets. Evidence from the [IPCC](#) and the [UN](#) point to an accelerating full-spectrum environmental calamity. Clearly urgent and transformative responses are needed. Our built environment, transport, energy, technological and social systems – all face radical disruption. The expectations on business and civil society leaders, to provide solutions to these pressing global challenges, are higher than ever. **How do we build flourishing, sustainable communities in such an unpredictable context? How do we design, plan and strategize in the joined-up and emergent way that these wicked problems require? What is our collective responsibility and opportunity to do different?**

In this day-and-a-half retreat, the world-renowned strategist Professor Henry Mintzberg, in a rare visit to the UK, will join a small group of leaders and change-makers, to examine these urgent questions and consider how we do strategy differently.

In recent years Mintzberg has turned his attention to 'rebalancing society', balancing better the contributions of private, public and plural sectors, to connect them in more deliberate ways. He argues that we won't stop natural and economic destructiveness until we recognise and institutionalise such a balance, and one way to rebalance is to enhance [communityship](#) alongside leadership to take a more systemic and human approach to strategy that is grounded in connection and dialogue.

It follows, then, that effective strategy can no longer be developed in splendid isolation behind boardroom doors. The retreat recognises this, providing a space to safely step out of our organisational

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bunkers and meet with others in new ways, taking the precious time needed to inquire deeply into our own and each other's perspectives, in order to see the issues afresh.

Jonathan, who has worked with Mintzberg over many years developing their approach, and Alexandra, similarly grounded in relational principles, will hold the space for a small group of leaders/citizens to engage in strategic dialogue together, bringing some light theory and process to help uncover deep connections between seemingly independent phenomena and explore new ways of acting upon them.

We will explore the changing roles of leaders, particularly in building and developing communities – roles like advocate, influencer, social entrepreneur. Sessions will integrate developing the skills of dialogic engagement with the application of strategic insight, systems thinking and complexity theory. You'll leave with a clearer sense of how you personally can contribute to solving urgent social problems and how you can engage with others to advocate for systemic change.

Participation is open to anyone involved in conceiving, designing, building, re-configuring, animating and organising in and for urban life. It is particularly for those who recognise the necessity for connectedness - within oneself, with colleagues, across society, and to other natures and generations. We hope an adaptive pricing model will facilitate this, encouraging delegates from relatively well-off organisations to partner with and subsidise someone who could not otherwise be there.

Fees include meals, refreshments, overnight stay. Travel and other expenses excluded.

Private Sector (individual)	£2450
Private Sector (individual plus CSO / young leader)	£3450
Public Sector (individual)	£1750
Public Sector (individual plus CSO partner / young leader)	£2750
NGO / Community leader	£1150

Fees are subject to VAT at prevailing rate.



Cleghorn Professor of Management, McGill University, **Henry Mintzberg** is a leading expert on managing, organising and strategy. From 1991 to 1999, he was a visiting professor at INSEAD, France. Author of many books and articles, in 2004 he published a critical analysis of modern management education, advocating for more emphasis on enabling practicing managers to rely upon action learning and insights from their own experience. Henry then co-founded and is a key faculty member of this 'Roundtables for Experienced Managers' programme and gives Executives and EMBA students from across the globe an opportunity to reflect on and compare their management experience and the cultural differences inherent in how managers perform and get things done.

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Jonathan Gosling is Emeritus Professor of Leadership at the University of Exeter and visiting scholar at universities around the world, including Indian Institute of Management in Ahmedabad and Renmin University of China. He is author of 9 books and many academic articles. As a Director at [Pelumbra](#) he promotes thoughtfulness in confusing contexts, hosts writing retreats and educational programmes for experienced managers, and consults to international companies, agencies and multi-party projects. He is one of two lead faculty at [The Forward Institute](#), and a co-founder of [CoachingOurselves](#) and the One Planet MBA.



Alexandra Stubbings is Managing Director of [Talik & Co](#), a consultancy founded to develop organisations that benefit people, society and nature. An OD consultant with a background in the City of London and consulting faculty at Ashridge Business School, she facilitates leadership teams to deeply examine their contexts, develop clear purpose-led strategies and implement them through culture change and adaptive leadership programmes. With deep knowledge of the Built Environment sector, she sits on the OU School of Engineering and Innovation Advisory Board and chairs development of a Masters-level apprenticeship in Systems Thinking Practice.