

# Invitation to the dance: a toxic challenge?



Helping clients and consultants to stay alive,  
and survive

## Personal Development Workshop: 8-9 June 2015, Rome

### A unique opportunity

We invite you to take part in this special two-day personal development workshop for senior leaders, consultants and coaches, to learn about the art and practice of Adaptive Leadership. The workshop is being offered as part of the ISPSO Annual Meeting in Rome, and provides a unique opportunity for organisation development professionals to think about their practice with an international group of peers.

The theme of the ISPSO Annual Meeting is *Toxic Emotions, Organisational Health, and Social Well-Being*, and the workshop uses the lens of Adaptive Leadership to develop the theme for organisation practitioners.

### The art and practice of Adaptive Leadership

'Adaptive Leadership' is a distinctive approach to practising, teaching and consulting on leadership, developed by Ron Heifetz and Marty Linsky at The Harvard Kennedy School, Harvard University. It is widely used in the commercial world of business, and politics, as well as the public and voluntary sectors. Over the past 20 years it has become a popular and effective leadership and organisational development framework, and is used in consultancy practice and leadership development - particularly where the



organisation faces the task of achieving large scale and complex change and, where the aim is to facilitate behavioural and cultural transformation. In this workshop we will introduce participants to the principles and tools of Adaptive Leadership, and how the approach can be used to understand 'toxic' organisations, change, and the dangers of leadership. The theoretical framework underpinning Adaptive Leadership draws on psychodynamic systemic approaches and concepts, and reframes them for practical use in a broad range of working environments. In particular, we want to use the framework of Adaptive Leadership to focus on:

- Understanding and exploring the nature of the invitation to participate as a consultant, coach, or in a leadership role, when undertaking work in toxic organisations. What happens to the consultant's/leader's role and task, and what can be done about it?;
- Distinguishing between 'technical problems' and 'adaptive challenges';
- Exploring the relationship between competence, authority, leadership and knowing;
- Building the capability of the consultant/coach on how to work with those in leadership positions, so that they are ready to absorb losses, and renegotiate a new authority contract as the basis for change;
- Moving from insight to action;
- Finding ways to help consultants support their clients and colleagues 'stay alive' through times of change and turbulence, as well as taking care of themselves.

### **Workshop methodology**

This is an intense, and highly participative and workshop. Each participant is asked to come prepared to share a story of either working in, or with a toxic organization, and will use the Adaptive Leadership framework to reflect on their experience to generate new insights for their professional practice. The workshop will make use of small group work and peer consultation circles to give each participant an invaluable opportunity to apply Adaptive Leadership principles to their personal area of inquiry and practice. Our intention is that an opportunity is created for the sharing of

practical insights and learning, across specialist and non-specialist areas of professional knowledge and experience.

### **Who is this workshop for?**

The workshop is designed for a mixed group of specialist and non-specialist practitioners working as organizational consultants, coaches, managers, and leaders in the commercial and public sectors. Participants will be drawn from as many different areas as possible in order to create a diverse group, and to facilitate learning.

### **Some outcomes**

- Participants will gain a foundation in Adaptive Leadership practice, and the possibilities available to the organisational consultants /coaches/leaders of becoming 'smart troublemakers';
- Participants will become familiar with the language and conceptual framework of Adaptive Leadership so that it can provide additional and complementary tools and methodologies for consulting in commercial organisations;
- Participants will hone their diagnostic and consulting skills to enable their clients to be better placed to absorb losses and renegotiate authority contracts in order to mobilise change.

### **Workshop length**

- 2-days, with some pre-work and post-workshop engagement

### **Cost and registration**

The cost of the workshop is €300 (excluding travel and accommodation). Please book and pay for the workshop through the ISPSO website: <https://ispsso2015.wikidot.com/about:annual-meeting>

### **Enquiries**

If you have an questions about the workshop and would like an opportunity to discuss it, please contact Mary Joyce, [maryjoyce@leadingmindsconsulting.com](mailto:maryjoyce@leadingmindsconsulting.com) +44 (0)7885 755920





## Facilitated by

### **Reka Czegledi-Brown**

Global Group Head of Leadership Development at Standard Chartered Bank, where she is responsible for introducing practice-based leadership development to drive organisational transformation and growth. Prior to this, she held senior executive roles in various financial institutions devising overall strategic direction, related organisational and leadership development to deliver against the Financial Conduct Authority (FCA) agenda to establish customer-centric, ethically driven banking services and culture.

She is an associate fellow Chartered Occupational Psychologist, a fellow member of the CIPD. She holds numerous postgraduate degrees in coaching and consultation, and is an alumni of the Tavistock and graduate of the Harvard Kennedy School of Government's Executive Education Program 'Adaptive Leadership.' She is currently working on her doctorate at Ashridge Business School on 'Transformational Change in the Financial Industry'.

### **Mary Joyce**

Executive Director of Leading Minds Consulting, where she specialises in working with senior teams and boards in transition, who are working to achieve organisational change. She consults on leadership dynamics, organisation development, and is an executive coach. She has over 15 years' experience of leading strategic change at board level in the public sector, and has developed national programmes in leadership development, governance and the dynamics of boardroom behaviour.

Before establishing her consultancy practice, she held senior leadership roles in education and health, trained at the Tavistock (where she taught and was Director of Postgraduate Studies) and at Ashridge Business School, and is an alumni and graduate of the Harvard Kennedy School of Government's Executive Education Program 'Adaptive Leadership.' She is also a visiting faculty member for the Clinical Psychology Doctoral training at Canterbury Christchurch University, External Examiner for Cambridge University's Certificate and Diploma in coaching, and is co-editor and author of a recent book on creating a coaching culture in organisations.