



# CAPLOR HORIZONS RIPPLE PAPERS

*...creating ripples of change*

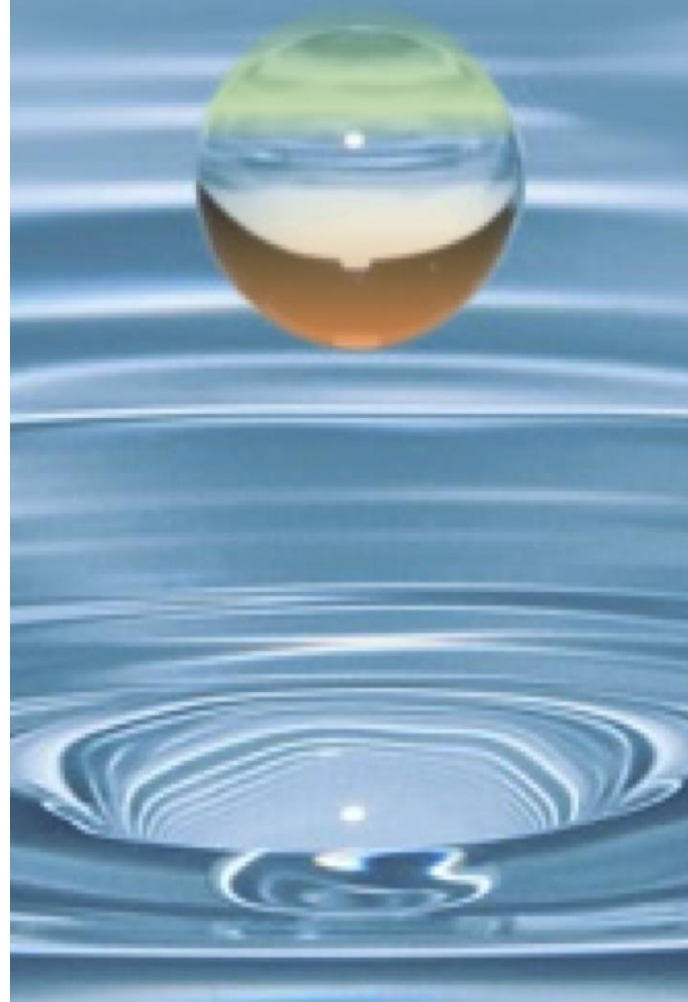
A conversation  
with Charles  
Handy

‘We’ beats ‘I’ all  
the time

Reflections on  
meaningful change  
and the importance  
of relationships.

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*Learning differently*

*Thinking differently*

*Acting differently*

## A conversation with Charles Handy.

### 'We' beats 'I' all the time – reflections on meaningful change and the importance of relationships

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#### Introduction

This paper summarises a conversation with Charles Handy that took place at his London home in September 2022. Charles has been described as 'one of the giants of contemporary thought'. We have been hugely fortunate to have been able to count him as a good friend and our trusted *'Thought Leadership Advisor'* since we started. In many respects this paper is an exploration of what it means to be 'a good friend'.

Charles generously and kindly offers his wisdom, which not only draws upon his reflections on the current social, political and global context, but includes many decades of experience of social and political change and uncertainty. This breadth and depth of insight, generously shared, is received as a privileged gift. His wisdom always shines a helpful light.

When we spoke the news headlines in the United Kingdom were dominated by a Conservative party's leadership contest and the recent death of Queen Elizabeth II. Global events included devastating climate related disasters in Eastern Africa and Pakistan, as well as an energy crisis exacerbated by war in Europe. Against this backdrop, Charles' thoughtful words and incisive observations carry a profound hope for our shared future. Our conversation was wide ranging. It covered various topics including the nature of leadership, the essence of resilience in the face of adversity. Also, how to nurture the next generation of leaders or changemakers. Nine themes emerged: *The Power of Friendship; The Power of Sharing Leadership; The Power of Coaching; The Power of Words; The Power of Love and Loving Relationships; The Power of Stories; The Power of a Soulful Organisation; The Power of Purpose; The Power of Honesty in Friendship.*



Throughout the conversation with Charles, he kept returning to the point about how and why deepening human relationship lies at the heart of all meaningful change.

The beginning of our conversation with Charles included an exploration of the words 'we' and 'I'. And, as Charles reminds us in Letter 16 of his book *21 Letters on Life and its Challenges* (2019), "'We' beats 'I' all the time".

Lots of well-crafted words are required to form the wise letters that Charles wrote to his grandchildren. Letters that, as one commentator put it: *'shrewdly probe the challenges that lie ahead pointing the next wave of workers, entrepreneurs, citizens, philosophers, dreamers and lovers in the direction of the answers.'* During our conversation, it was clear that words and how we use them, the way that we attend to them and the feelings that they carry, matter deeply to Charles.

## The Power of Friendship

The first theme that emerged was the power of friendship and diverse friendships.

Letter 16 begins: *"I hope that you will be lucky enough to go through life saying 'we' more often than 'I'. Companionship is so important, to have someone with whom you can share your hopes and uncertainties. It does not have to be a life partner. It can be your family, a team at work or a whole organisation, even a movement."*

This, along with the other themes that emerged in our conversation with Charles, all circle back to the simple, central, profound point that 'we' beats 'I' every time. Whether one is exploring the crucial characteristics of leadership or resilience, the essence of good coaching relationships or the qualities that are to be nurtured in the next generation of change makers – it matters greatly whether 'I' or 'we' is our point of departure.

We asked Charles what the non-profit sector in general, and Caplor Horizons in particular, can do to create a stronger sense of 'we'. Charles responded with stories about leadership that wove together topical news items, insights from his personal life along with a fine appreciation for the sweep of history. Powerful stories, as we shall see, matter as much to Charles as words do.

Regarding the UK's Conservative Party leadership contest, that had recently taken place, he explained...

**Charles:** *I was waiting for one of the candidates to say 'luckily for me, and for you as a nation, I don't have to answer all these challenging questions myself. I shall have people around the cabinet table who are often wiser and more experienced than me. My job is to help them reach a joint decision which I will then communicate to you and make sure that it is implemented'. There is what I call 'the temptation to autocracy' – 'if you let me get on with it, I can do it much better by myself'. However, that is not the best way. For instance, if you start an organisation, you often want people who can help you to be an extension of yourself. An extension of your eyes and your ears, your hands or your feet. Basically, you think you know best because you had the original idea. And yet this is the road to failure. The answer is pretty obvious: it is not to have people the same as you. Instead, ten heads, thinking differently, are better than one. And many hands, connecting in different ways, make light work. However, giving up the temptation to be the autocrat is very hard. One thing that I learnt from being ill in recent years is about the importance of having help. I have always enjoyed hosting family gatherings. As a family we used to gather regularly for big family events. I used to love coordinating this, doing the cooking myself, inventing games and so on. Yet*

*when I had my stroke, I couldn't do any of this. So, I had to let my children do it instead. And much to my surprise they did it very well. In short, it is tempting to believe that you are the best person to do the things you know about. However, you are not always best placed. Other people are often more capable.*

For Charles a crucial antidote to the 'temptation to autocracy' is to recognise that firstly, you cannot do everything alone. You need the help of other people as friends; ideally as 'critical friends' in the positive sense – people who care deeply enough to prompt you to consider alternatives. Such friendship enables wise and effective decision making. And secondly, diversity is crucial. This ensures that you listen to a variety of perspectives that question and challenge your assumptions so that you can learn, think and act differently. Healthy leaders, organisations, communities and societies have a strong sense of what the 'we' looks like. And they seek to build on it. 'We' does not always look or sound the same as 'I'.

'We' needs the power of friendship – and diverse friendships – for it to thrive.

### **The Power of Sharing Leadership**

Caplor Horizons strives to model shared leadership. Shared leadership arose as a theme in our conversation when asking: *"how can people begin to develop a stronger sense of 'We' in their lives?"*

**Charles:** *You can start by asking people to make a list. To fill in the names of the 'We'. There must be some. Because nobody, if they are honest, thinks they can do everything by themselves. The list ought to be as diverse as possible. If we look back in history, for instance, a nineteenth century politician in the United States, famously appointed to their cabinet, a 'Team of Rivals'. Others around the world have, at different times, brought together very unlikely combinations of people and then enabled them to work together. The individuals involved may not have been the most popular. They were, however, the most well equipped to carry out the roles they performed. Another example happened in the UK. Against the backdrop of the second world war, a government brought about radical changes in Britain. Along with other changes, it created the Welfare State, the National Health Service and it widened access to university education. The leader at the time used the strengths of the people around him. None of whom were as clever as he was. Furthermore, he didn't claim to be at all clever. In all such cases, the discipline is to listen, to make a list of the qualities that others bring, yet you lack. To work out ways to share influence and leadership to bring about significant progress.*

Caplor Horizons sees many examples of shared and distributed leadership in its work. These can be very powerful in bringing about change. Those organisations that commit to co-creating a strategy, enable people to 'be at their best', encourage people to take up and share responsibility and cultivate a culture which values learning, diversity and experimentation seem to progress the most.

Starting from a position of 'we' is crucial. Individualistic leadership, leadership that begins with 'I' – whereby the locus of control, power and decision-making sits with one person, or a restricted few – can stifle creativity. As can homogeneity of thought and perspective.

For Charles there are myths and unhelpful stories that are told about leadership which people often and unthinkingly buy into...

**Charles:** *...There is a sort of sense of the 'great man of history'... that individuals change the world. I don't think they do. But it is a popular thing. When you talk of leadership you think of people out front. Follow me.*

Charles is a proponent of the power of sharing leadership responsibilities. He believes that there are better stories to tell: stories about leaders who do not put themselves out front but stand alongside or even behind others. And this entails shifting the focus from 'I' to 'we' and shining a light on the profound importance of trust, friendship and humility.

## **The Power of Coaching**

Coaching emerged as a theme in the context of trust, friendship and love.

To allow ourselves to be challenged – to have our beliefs exposed to the scrutiny of others, to be willing to listen carefully to someone who might see in you a potential that you yourself cannot see – there needs to be a strong bond of trust. A true and deep friendship that is nurtured (as you would a seed) and cultivated (as you would a field that you hope will yield an abundant crop).

At Caplor Horizons we can see that the outside perspective offered from a place of friendship is not only essential but can be transformative for individuals, teams and organisations. We appreciate that building trust and friendship with those we collaborate with is essential.

In Letter 16 Charles states that: *"No one is so good that they have no need of an outside perspective, nor should any activity go without regular reviews. It is a comradeship based on trust and shared interests. If you find yourself in such a group you will be fortunate"*

In our conversation with Charles, he elaborated on this in relation to coaching. When asked about how he sees coaching, he paused to reflect and then said...

**Charles:** *I think coaching is about providing 'endless feedback' in a positive sense. And offering alternative models...*

This is of importance, he suggests, in enabling one to think beyond the narrow parameters of 'I' and *"embrace a wider, more open perspective which is what a good coach helps someone to do"*.

Charles said: an *"essential condition of a coach is the capacity to listen and ask excellent questions"*. He used another story in the news at the time of the interview to illustrate the point...

**Charles:** *...One of the things that the Queen taught me, in my limited interactions with her, was the importance of good questions. She never provided any ideas, she only asked questions. So, the best coaches only ask questions. Have you thought of...? Have you tried this...? Then the ideas come from the coachees, and they own the ideas. Coaches prompt with questions, rather than having the ideas for people and telling them what to do.*

Asking good questions, and at times offering perspectives that challenge, is made easier and more effective when done from a place of friendship. When asked about the difference between coaching and mentoring, Charles reflected and said...

**Charles:** *Oh, I don't think there is much difference really. These are just words. In both cases you are a friend. And this is very important because you can only accept challenging comments from someone who genuinely likes you.*

For Charles trusting relationships go deeper. In our conversation, he considered these in terms of love. And it is on the foundation of love, that challenging perspectives and alternative models can be offered and received. Through *"loving relationships, we listen more carefully and reach a deeper understanding"*:

**Charles:** *Like great teachers love their pupils, great coaches love those that they are coaching. In such cases you know that you can accept all sorts of criticism. For instance, after every talk I gave Elizabeth, my wife, who has now passed away, would give me notes. We worked together closely. She was by business partner as well as my wife. She might say something like 'you went too fast at this stage' or 'nobody could see your slide'. Because Elizabeth loved me, I was always prepared to listen to her. People can have loving relationships in different parts of their lives and they can make a big difference.*

Drawing on another example, Charles reflected on his son's time as a teacher in a school and the importance of trust and depth of relationships, again related to coaching. At one point many people asked his son to be a coach to them. In order to be effective, his son only chose those that he knew the best. Charles suggests that taking time to build trust and develop the bond of friendship not only helps to identify shared interest but cements commitment to, and conviction in, coaching relationships...

**Charles:** *I think it is this friendship bond that is so important. It is very nice if the individual can choose their coach. I don't quite know how you do that, but you have got to be together for some time.*

Coaching, if it is done well and with love, 'helps people discover the best in themselves'. And this is a perennial theme for Charles. In Chapter 12 of *The Second Curve* (2017) he writes powerfully about one of his favourite concepts, that of 'The Golden Seed: *"it is part of my optimistic belief in humanity that there exists in each of us the seed of possibility. This is our 'golden seed' which, if we knew what it was, and if it were to be fertilised, watered and cared for, might lead to personal fulfilment"*

One of the most important things that coaches can do to inspire the next generation of leaders and change makers is to help people discover the best in themselves (to prepare the ground that is to be cultivated so that the seed can grow):

**Charles:** *Well, I always return to Aristotle and my interpretation of something important he said. This is 'do the best at what you are best at for the benefit of others'. I think what coaches can do is to identify what people are best at, and how they can harness what they are good at for the benefit of others. And that can be a very positive thing, because you don't always know what you are good at. It can be hard until somebody tells you.*

Later in our conversation with Charles we will hear that this innate sense of purpose and strong belief in our unique reason for being not only leads to fulfilment but also lies at the heart of resilience in the face of anxiety and adversity. Before this, however, we further explore the theme of words and their power.

## The Power of Words

Charles touched upon the power of words and the profound importance of how we choose and use them. The power that is held in telling a good story. The power that can and should be recognised in others – not taken from or held over them. The power we sense in the silence between words or feelings that we get beyond words that can tell us so much about the soul of an organisation. All of which provides a deeper perspective on how to work with and inspire the next generation of changemakers.

Words, as Charles noted in our conversation, can be ‘weaponised’, particularly when there is power at play. For example, when we talk about ‘compassion’ it is imperative that it contains a deep appreciation for ‘empathy’ because empathy means ‘feeling with or standing beside’ another person rather than ‘feeling for or standing over’ another. Otherwise, there is an unequal power relationship, a theft (almost) of another’s power rather than acknowledging (and valuing) the power that the other holds. And that, Charles said, is morally wrong. However, perhaps one gets this sense that words matter to Charles most strongly in what he does not say. In the silence between the words – in the time that Charles takes to reflect upon each question that he is asked – choosing his words carefully because they matter. Explaining why he does not like the word ‘empower’...

**Charles:** *power lies with the people that are nearest the action. And stealing any of their power is actually theft. And morally wrong. You are there not to give someone power but to help them use the power that they have already got. ‘Empower’ suggests giving away power from you and I think it is important to recognize and acknowledge that they already have power. They may just need encouragement to use the power they already have to generate ideas, take initiatives and so on. They don’t need to be told to do it but told they are able to do it. It is a question of trusting them, inspiring them to use their initiative and the power they already hold. The word ‘empower’ suggests that you are holding all the power and that you are giving it away. I am saying ‘you don’t have it, they have it’. So, I don’t tell someone what to do. They know that I trust them to do whatever is right. And they can ask me for help if they need it.*

## The Power of Love and Loving Relationships

Beginning from a position of ‘I’ can be intimately connected with unequal power relationships – holding ourselves separate from, disconnected, over and above another, so that power can be wielded not distributed and shared (as it is when we operate from ‘we’). To support others by sharing power, perhaps, is nothing more complicated, or more profound, than entering into a more loving relationship...

**Charles:** *I think you have just got to create this bond of friendship, and trust and ‘love’ if you want to use that word. Before you can help people. You have got to know people very well and to like them and only then will they accept any advice or questions that you ask them.*

When further discussing what ‘love’ meant Charles said...

**Charles:** *I think it means 'paying attention' – being wholly present to another person. Asking the right questions, with curiosity and respect. You have got to somehow or other get a conversation going which bears friendship and trust. And that can often mean encountering a shared problem or being thrown together in difficult circumstances. One's best friends are often those who you were in some sort of strange situation together with, but you survived. It is togetherness that is crucial. So, I think that is why the beginning of any meaningful relationship should start with some kind of exercise in which people are thrown together – out of their familiar surroundings and circumstances. And create some kind of bond.*

When one chooses words carefully, with love and in friendship, other people listen. Whether this is a well-crafted question, a well-timed piece of advice or a well-told story – well-spoken words have the power to move and transform us.

At Caplor Horizons this is something that we recognise to be profoundly important at both individual and organisational level. Whether we are providing one on one coaching support, facilitating strategic change processes or enabling organisations we work with to take a deeper dive into their leadership and culture – we believe that asking the right questions and then listening is the key. And we are fortunate to have people like Charles and other advisors who help from a place of friendship, trust and love.

## **The Power of Stories**

We asked Charles what advice he would give so that we can build on our values (of courage, compassion and creativity) and culture (which is inspired by geese taking it in turns to share leadership when in flight) – so that we can support individuals and organisations more effectively. He returned to a theme that he is passionate about, and does so well himself – the art and craft of telling powerful stories:

**Charles:** *Well, people like examples. Caplor Horizons has a breadth of experience and stories. People like examples of how ordinary people can do extraordinary things because they didn't realise they were that good until somebody told them. Giving them examples so that they know that they 'can do the impossible' once they know what they are very good at.*

Telling powerful stories helps to connect people, helps to inculcate a deeper sense of the 'we'. Stories that can transcend particularity and invoke what is shared across our rich diversity. And sometimes the power in this is what is unspoken, the feeling that can be sensed beyond words. Charles, drawing on his extensive knowledge of political leaders, refers to a previous Prime Minister in the UK (1945-1951) Clement Attlee:

**Charles:** *I think Clement Atlee was the best leader we had and he led by forming a group of powerful people who together could change the world. And he didn't put himself at the head of it. He put himself in the middle of it – or even at the rear of it. So, use examples and stories – illustrate with a different form of leadership. Most people carry in their minds, during this era, Winston Churchill – but actually it was Attlee that won the war, invisible and behind the scenes – working together, with other powerful people.*

And it is what lies in the invisible and unspoken that can tell us about the 'soul' of an organisation which is often difficult to put into words but can be conveyed through powerful stories and intuited when we are attentive. And it is worth remembering that paying attention is how Charles talks about 'love':



**Charles:** *...You know what the soul of a place is very easily. If you walk into a primary school on a Monday morning, you can tell that this is a happy place, a place of learning. You can see it in the faces of the children, it is very hard to describe it. However, you can feel it. It is often difficult to find words to describe this sort of thing. It is always a feeling really. You get the sense of it just talking to people. You get whether they care about the organisation and what it is doing. Soul has got a sense of purpose to it. It seems to be a sense of hope and purpose, again it is in the stories that people tell. If you ask people to describe things, they don't always have the words, but they do have stories.*

## **The Power of a Soulful Organisation**

We asked Charles how he would distinguish the 'soul' of an organisation from the 'culture' of an organisation – which might be all too easy to conflate. Charles offered a concise distinction...

**Charles:** *If culture is about the 'way' we do things around here, soul is much more about 'why' we do things around here.*

Soul is connected to our 'golden seed' our 'purpose'. Charles offered an insight into the value of a deeper sense of purpose when it comes to facing adversity and building resilience. But he also points to the importance of going beyond the 'I'...we do the best at what we are best at... 'for the benefit of *others*'...our reason for being (which can guide us during challenging times) is more meaningful somehow when the journey, or suffering, is shared.

We asked Charles about what people can do to be more resilient given the anxiety and sense of feeling overwhelmed that many are experiencing in the face of turbulent global events and personal circumstances. We referenced environmental degradation and biodiversity loss, the energy and cost of living crisis, conflict in Europe, climate related devastation in Eastern Africa and Pakistan.

Again – he wove together the personal, the political and the historical as he gave a broader perspective than the news headlines that all too easily capture our attention. And like all good coaches he offered alternative ways of looking at things which can help challenge our assumptions and encourage us to think differently. However, he began from a place of 'not knowing' – a humility which is often the best place to start any deeply serious inquiry.

When we asked Charles what people can do to be more resilient – he laughed and said 'I wish I knew' – before continuing to reflect.

Eventually this leads to our next theme, the power of purpose. It is worth capturing this section of the conversation exactly as it unfolded because it gives a sense of the flow of meaning that dialogue often generates.

## **The Power of Purpose**

*Does resilience link to creating that stronger sense of 'We' – we partly got on to it by thinking about relationships...what would you say?*

**Charles:** *Resilience is somehow thinking that there is a reason to keep going. A belief in yourself. So once again being the best that you can be. These are all just words...*

*But you have to have some sense of optimism about the future or a belief in yourself?*

**Charles:** *Yes. There is a reason why you exist...it is not just to make money. It is to be a husband, to be a father, to be a friend...*

*So a good source of resilience is to find a reason for being or for one's existence – to do with those things that really matter the most in life?*

**Charles:** *Yes.*

*And how would you define resilience then?*

**Charles:** *'The ability to keep plodding on'. You need reassurance. My children are very good at saying 'you are doing very well dad'.*

*So that sense of reassurance/affirmation when you are doing well is really important from your friends...but you also referenced that sense of being able to keep going.*

**Charles:** *Yes. I am just thinking of myself at the moment...every morning I have to say to myself – keep plodding along, it will get better. I will get more used to it. Develop other bits of yourself.*

*When you do that every morning – when you keep plodding along – is it that sense of belief and what really matters that comes in? Or is it the sense of optimism, that it will get better?*

**Charles:** *Well – I am still needed. I am still a father, still a grandfather...I am a writer of some sorts and a friend to some people and there is a reason for my existence. But it is hard. It is tempting. That is why I appreciate that death can be a great release: you don't have any of these responsibilities anymore.*

*And do you think it is harder to be more resilient in 2022 compared to 10, 20, 50 years ago? Thinking about the global challenges. In a sense you could say that it is worse than before because many people experience much more at a personal level. But is it worse than before? Or do you think it has always been the same at the level of people's feelings and so on?*

**Charles:** *I think it is just different. For instance, floods are different to fires, but they are both horrific. And they can also both be lifechanging. Particularly if you survive. When you discover that you and your family can survive. That is an enormously rewarding feeling...*

*If you were to sum up – what are the most important things about being resilient then? The importance of having a reason for existence, the importance of having an affirmation and reassurance from people...*

**Charles:** *Yes, and just keep going...*

*And do you think that individuals need to keep going...is it collective, is it families?*

**Charles:** *It is everything. For instance, across the world, people found ways to keep going through the coronavirus pandemic. I think many people learnt a lot from it: that they could survive even if they were feeling rotten. It brought families and neighbours closer together. Shared pain can be both comforting and insightful. You discover strength that you didn't know you had.*

*What would you say when people are really at the brink and down...what is it that can help from a resilience point of view?*

**Charles:** *I would start by saying, I am not a therapist, just talking about it to a friend. Somehow when you are a friend and you talk about it, you can identify it together and then it is easier to face it. You can talk about how to deal with it. So, it is about friendships and conversations. This builds connection and resilience because you have shared your worst fears with someone.*

At the heart of what Charles is saying about resilience lies hope in our individual and collective capacities as human beings. Our capacity to find purpose and meaning in our individual lives and the power that comes with solidarity in the face of adversity. Whether this is the love and reassurance that family and friends have to offer – or it is the wisdom that shared suffering can generate. As he said: “...*shared pain can be both comforting and insightful. You discover strength that you didn't know you had*”.

## **The Power of Honesty in Friendship**

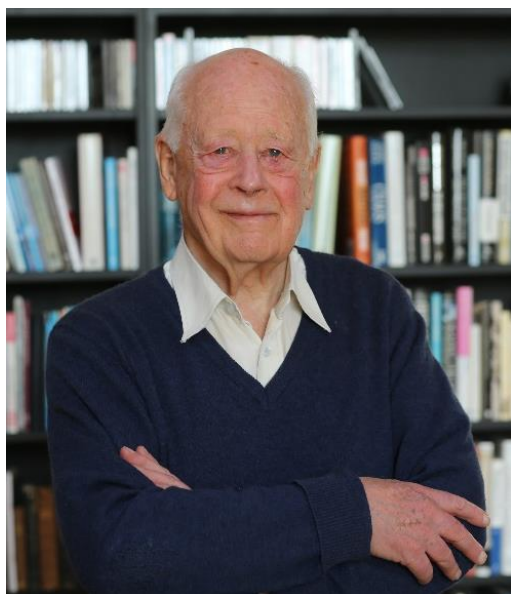
Towards the end of our conversation with Charles we asked him what he thinks about our focus on a ‘next generation change makers programme’ – did he have any reflections he could share with us? Gently challenging us, as good friends and good coaches do, he said:

**Charles:** *Change maker makes me think about ‘rainmaker’ Rainmaking is about fertilising the ground, preparing the ground for the future. It makes me think about farming, about preparing the ground and sowing the seeds of the future. And to be a successful farmer you have to think way ahead. It is not a short-term business. And you have got to love what you do, and you have got to cultivate the ground, prepare the seed, nurture it and so on. Metaphors like this can be much better than referring to ‘leadership’ because you are really helping others to grow.*

Drawing inspiration from organic, natural, longer term change processes is aligned to what the world needs at this current juncture. He reminds us that a successful farmer needs to think ‘way ahead’. Taking this idea further perhaps we might start to reflect on what some geologists refer to as ‘deep time’ or ‘deep history’. Periods of time that span millennia, that extend beyond the sweep of human history – and you can only ever work *with* change that is occurring at this level. You do not make it. And there is certainly no room for individualism or egocentric leadership, no great person of history that can steer or ‘make’ change when we are contemplating deep time. There can only ever really be the ‘we’ that is implied when we think about our planet and the myriad lifeforms that we share it with.

And, as Charles reminds us... ‘We’ beats ‘I’ all the time.

## About Charles Handy



Charles Handy is a social philosopher, writer, broadcaster and lecturer. He regularly features among the top names in 'Thinkers50', the list of international management thinkers, and was awarded a Lifetime Achievement Award.

He was born and raised near Naas in Ireland and now lives in London. He has, in his career, been an executive with global business, an economist, a professor at the London Business School, the Warden of St. George's House in Windsor Castle (a study centre for social and ethical issues) and the Chair of the Royal Society of Arts. He is also known in Britain for his Thoughts for Today on the BBC radio breakfast show 'Today'.

Charles was the first significant international authority on organisations and leadership, with over two million books sold around the world. His work on broader issues and trends has changed the way we view society.

Charles has been proactively supporting Caplor Horizons since the outset. Charles' involvement with Caplor Horizons has included facilitating sessions, providing perspectives and sharing his findings both in the UK and overseas, for example in India. Click [here](#) to watch a film about the start-up of Caplor Horizons in which Charles provides a commentary.

Charles' wife Liz, who has sadly passed away, was a renowned photographer with many books and exhibitions to her name. Charles and Liz combined their skills to produce photo-documentaries celebrating the work of various charities around the world. As part of this, they created a booklet about Caplor Horizons in the form of a 'still life' using symbolic objects to depict our purpose and values.

## Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

**Our vision is:** *A world where leaders deliver a sustainable future for all*

**Our purpose is:** *To be courageous, compassionate and creative in facilitating transformational change*

**Our values are:**

- **Courageous** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- **Compassionate** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- **Creative** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

**Our beliefs are:**

- Through diversity we ignite dynamic innovation
- Collaboration helps achieve greater impact
- Everyone matters
- We are all leaders in our individual and collective ways – we are all change makers!
- Learning is more effective if it is fun, engaging and creative
- Building on people's strengths creates greater resilience

**Our strategic goals:**

- Goal 1: Transforming Leadership
- Goal 2: Strengthening Resilience
- Goal 3: Increasing Collaboration

Learning differently  
Thinking differently  
Acting differently

