

# Caplor Horizons Strategy



# Welcome

Caplor Horizons is a charity that works with other charities and responsible businesses.

**Working locally, nationally and internationally, we support individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence. In virtue of ensuring their effectiveness and sustainable future.**

Utilising the talents of our team, we create distinctive learning opportunities to address the specific needs of our partners and clients.

Our Advisors are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that we can provide high quality and distinctive services at an accessible cost.

One of our Advisors is Professor Charles Handy, an author and social philosopher. In a conversation with Caplor Horizons, he said the following about the organisation:

*“I don’t see you changing the world. I think, rather like me, you have to work through other organisations and get them to change the world. They have the expertise, and you give them the confidence – the spark – to know that they can do it and to be curious and experimental along the way.”*

Day to day, we facilitate the creation of transformational, safe and inclusive environments for individuals, teams and organisations to find their own solutions.

The next page summarises our strategy. More insights follow afterwards. If you have any questions or comments, please don’t hesitate to get in touch.

*Rosie Bishop, Lorna Pearcey and Ian Williams – Co-Directors*



Learning differently  
Thinking differently  
Acting differently

## Our Vision

Change makers creating a sustainable future

## Our Purpose

To be courageous, compassionate and creative in facilitating transformational change

## Our Values

**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

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 Strategy on a Page

*April 2021 to March 2025*



## Our Envisaged Future

By March 2024 we will strive to have...

Been courageous, compassionate and creative in facilitating transformational change. Specifically:

- Transforming leadership
- Strengthening resilience
- Increasing collaboration

Contributed to a movement for change to tackle large scale, systemic issues. Specifically:

- Ensured that responses to climate change and biodiversity loss run through all our work.
- Driven climate change and biodiversity loss higher up the political agenda.

## Our Strategic Goals

**01** Transforming Leadership

**02** Strengthening Resilience

**03** Increasing Collaboration



# Living Our Strategy

**Our strategy is shaped in a dynamic, iterative, highly participative way through conversations with people within the Caplor Community.**

We believe that strategy is a journey and that the process is as important as the result. For us, strategy needs to be an ongoing conversation within an organisation. To gain further insights about this approach, click [here](#) to read our 'Essentials of Strategy'.

To co-create our strategy – and keep it alive in an effective way – a 'Strategic Change and Development Group' has been established.

This comprises 'experts by experience' of our work internationally. It includes the voices of our Partners, Clients, Advisors, Board and Staff. The Group is an example of how we are committed to learning differently, thinking differently and acting differently. Exact numbers at each gathering varies. However, in general terms:



**85 MEMBERS** OF THE CAPLOR COMMUNITY HAVE BEEN INVOLVED, COMING FROM **11 COUNTRIES** AND REPRESENTING **56 ORGANISATIONS**



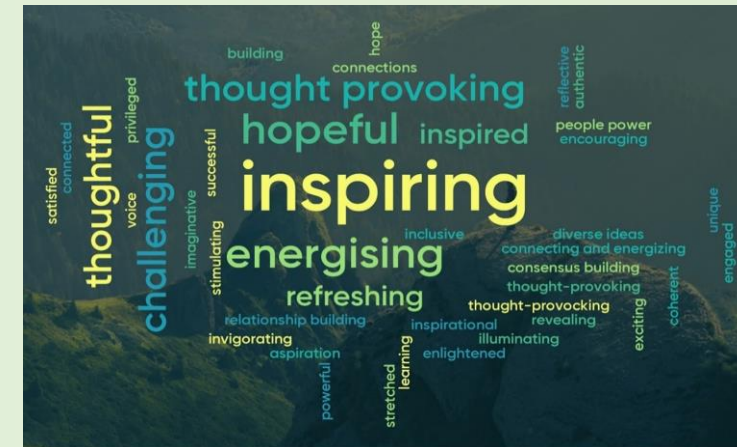
**98%** OF THE PEOPLE THAT HAVE BEEN INVOLVED HAVE FELT THAT THEIR **VOICE IS BEING HEARD**, SCORING THE PROCESS 9 OUT OF 10



**42%** OF THE GROUP ARE FROM OUR **PARTNER ORGANISATIONS**. **29%** ARE ADVISORS AND **29%** ARE BOARD AND STAFF MEMBERS.

*"...the gathering of people was just so impressive! The depth and breadth of knowledge, experience – when combined with such obvious enthusiasm for what Caplor Horizons does and stands for – is remarkable and in my experience unique."*

**Strategic Change Group Member**



*The ambition of the Strategic Change and Development Group is far reaching.*

*Within the context of our Governance – as explained in our Governance Handbook – the group ensures different voices inform what we do and how we do it.*

*The group gathers online during the year. It emboldens us to bring about transformational change.*

*It challenges us in different ways, including to keep to our strengths-based approach: "doing the best at what we are best at for the benefit of others".*

# Our Call to Action

The world is facing immense challenges, yet opportunities for positive transformation exist. Issues such as climate change, biodiversity loss, increasing inequalities, conflicts over resources and a pandemic have changed the way we live, feel and behave.

In the face of this, we are committed to contributing towards a movement for change.

We understand that there is no simple formula for success. However, we share a strong conviction that inspiring and enabling change makers is vital.

**Our vision is “change makers creating a sustainable future”.** We want to encourage and assist a new generation of change makers that are committed to making a positive and lasting impact.

**In achieving our vision, our purpose is “to be courageous, compassionate and creative in facilitating transformational change”.**

We hold the view that if we are to achieve meaningful change, we need to learn differently, think differently and act differently. If we continue in the same ways, our planet and humanity face dreadful consequences. We need to change!

**We have put our three core values of courage, compassion and creativity at the centre of our new strategy.** These values guide us. They lie at the deepest level of our organisational culture. Our values and beliefs provide continuity in a rapidly changing world.

**We realise that transforming leadership, strengthening resilience and increasing collaboration are essential to address the issues we face.**

## What underpins our vision and purpose?

Along with our Ripple Papers, we have published a book called: “The Change Maker’s Guide to New Horizons – Organising Differently for a Sustainable Future”.

In this and other resources, we’ve articulated what we’re convinced we need to encourage to create positive and lasting change.

Click [here](#) to read the book; or [here](#) for our papers.



*“The Caplor Horizons book brings out a number of qualities that could help to address real social problems that we are all grappling with.”*



Lontia Chinkubala

Edmund Rice, Zambia

# What do we mean by a Sustainable Future?

**A sustainable future requires joined up thinking on the acute issues the world faces, including climate change, biodiversity loss, social justice, cultural respect, human rights and long-term economic stability.**

There is no simple way to achieve this. The issues are complex and interconnected.

Tackling one concern may have foreseen and unforeseen consequences, which may positively and negatively impact on many other issues.

As a result, we take an ecosystem approach and integrate sustainability into the purpose and soul of our organisation, both internally and in our work with others.

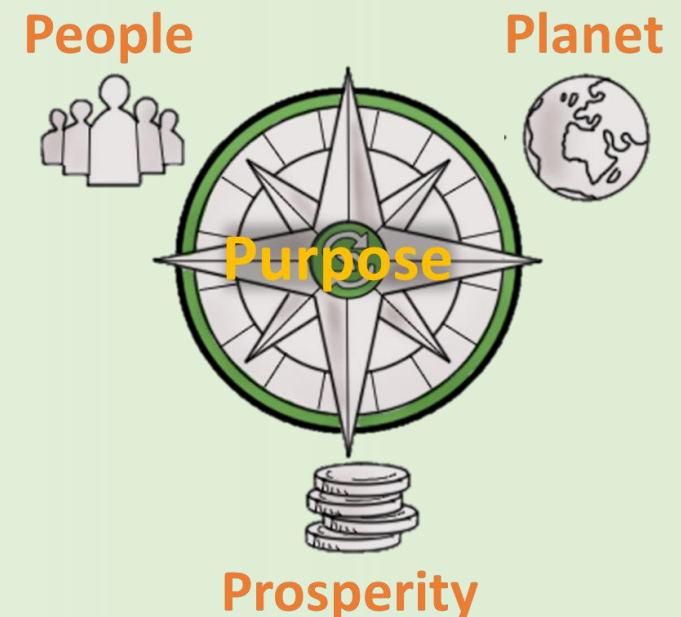
Inspired by Rockström and Steffen's Nine Planetary Boundaries, Kate Raworth's Doughnut Model, John Elkington's Triple Bottom Line and the United Nations' Sustainable Development Goals, we have defined our approach to sustainability using the 4Ps below:

- **Purpose** – Our purpose is our guiding compass: this compass keeps us true to our vision of a world where leaders deliver a sustainable future for all which is led by our values and culture for justice.
- **People** – Tackling social injustice, addressing inequalities and promoting human rights wherever possible
- **Planet** – Treading as softly as possible on the Earth's resources, looking after our fragile ecosystems and controlling our use of natural resources that future generations will depend on
- **Prosperity** – Ensuring basic needs are met and that all human beings can enjoy equitable and fulfilling lives

*"Caplor Horizons encourages participants to adapt to emerging needs as they unfold. We are now more aware of the 4 pillars of sustainability and are striving to make farmers in The Gambia aware of these issues."*



**Ousman Jammeh**  
The Gambia





# Our Values

We have put our values at the centre of our new strategy. We have backed these with neuroscience insights to illustrate why they matter so much to us.

## Courageous

**We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations**

**Courage comes from the gut.** Although we may experience it as a feeling, it is triggered at an instinctive level. It anchors us. It precedes emotion and thought in the chain of human reaction. The primary cause of courage is belief, feeling inspired to engage in a cause that is bigger than ourselves. When we are inspired, we are primed to engage. This reflects a deep, underlying need to be part of something greater, something that we believe in.

## Compassionate

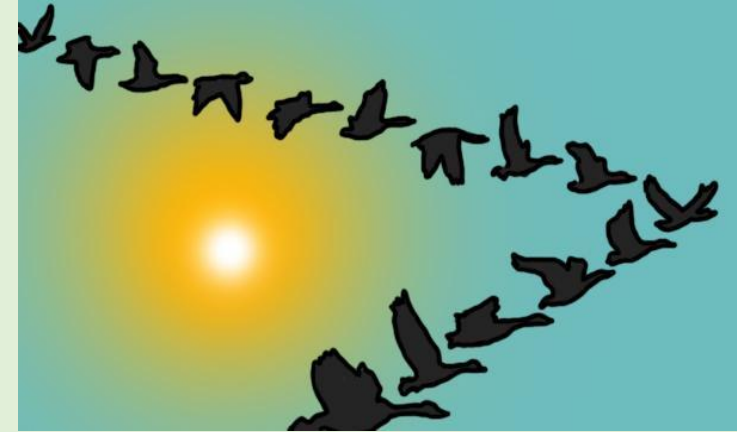
**We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others**

**Compassion comes from the heart.** The heart is the centre of our connectivity to others and our energetic environment. It has important neural connections with the emotional limbic system of the human brain. Moreover, it constantly tunes into the energy that surrounds us. This is a critical capability in feeling empathy for others and in sensing connection with nature.

## Creative

**We are innovative and resilient in an ever-changing world**

**Creativity comes from the brain.** The prefrontal cortex of the human brain is the centre of our creativity. It is the region of the brain where we assemble our complete blend of instincts, feelings and thoughts to create a rich tapestry of human processing, capability and expression. Here is the seat of our imagination, our ability to conceive of the unknown, the bigger picture, and the horizons that lie beyond our experiences.



*"The values of Caplor Horizons represent a state of total engagement, where we are instinctively, emotionally and intellectually invested in a cause that is greater than any one of us. We feel a compelling connection with the total community of which we are a part.*

*When we are aligned through shared values we are in a state of energetic resonance and we amplify the energy collectively available to us. They become the fuel of our intent.*

*The channel for this intent is then provided by our sense of purpose, which gives us a direction of travel and shows us the horizon we wish to explore.*

*Whilst we can explain the different roles of gut, heart and brain, they are part of a highly sophisticated integrated system, collaborators within the human organism".*



**Clive Hyland**

**Neuroscience Advisor**

# Our Culture for Justice

Our values are at the heart of what we do. These are

- **Courage** to challenge injustice
- **Compassion** for those experiencing injustice
- **Creativity** to think and act differently to find solutions to injustice

These values are expressed internally through our culture, through how we do things, and through our work with our partners and clients. This includes:

- Our shared leadership and our distributed leadership approaches
- Our collaboration with others, working together rather than in competition
- Our membership, networks and partnerships bring people and movements together, creating dynamic strength through co-operation
- Being committed to challenging abuses of power and calling out injustice in the many forms it manifests, in particular: gender, ecological, economic and racial injustice. We recognise the vital importance of decolonisation, through our mindsets and actions, and strive to take positive actions for change.
- We believe that all injustices are interconnected; that they can't be separated; that all intersectionalities are important. We're therefore committed to challenging all forms of injustice.
- We believe that our commitment to a culture for justice will help to guide us in bringing about transformational change for a more just world.

**We like to describe our way of working using the metaphor of a flock of flying geese. These wonderful birds demonstrate extraordinary teamwork and leadership. They provide an ideal way to depict our culture for justice.**

**Like geese, we focus on our purpose: to be courageous, compassionate and creative in facilitating transformational change. Our values inspire and guide us: they give us wings.**

**Geese travel long distances for a purpose. Like them, we do something for a purpose: we are driven – unwavering and committed – to bring about world in which change makers create a sustainable future.**



*"The Caplor team has brought a powerful breadth of perspective to us as well as much needed challenges to our thinking."*

*They have created powerful safe spaces for difficult areas to be discussed and resolved.*



**Shivani Singhal**

**Dharohar, India**

*"Rarely have I participated in a workshop like this where every delegate owned the outcome with passion and energy."*

*Participants greatly valued the positive, open and honest atmosphere that was built through the Caplor approach.*

*All reported that the experience was one where they felt included, valued and were listened to respectfully."*



**Dean McGlaughlin**

**Edmund Rice  
Development, Australia**



# Our Culture for Justice

## Ways we live our culture for justice are through...

- **Shared leadership** – Geese fly in a V formation and take turns to fly at the front. At Caplor Horizons we promote shared decision making, shared leadership and shared responsibility. It is important that organisations and networks challenge how they are structured to enable leadership to flourish regardless of gender, race, age, class. This is something we actively encourage with our partners and strive to model in our leadership approach.
- **Everyone matters** – Like geese, we believe that we are all leaders in our own distinctive and collective ways. Diversity fosters a culture of livelier conversations and creativity, and an atmosphere of dynamic innovation. We therefore strive to be inclusive and diverse in our way of working together with people. We work to ensure that people with different perspectives can engage. We have a zero tolerance for unacceptable behaviour or attitudes and are committed to calling this out. We believe it is important to consistently challenge our assumptions and inequalities including our privilege and power, and are committed to this as an ongoing journey.
- **Collaboration** – As each goose flaps its wings, it creates an uplift for the bird immediately following. The whole flock achieves a much greater flying range than if each bird flew on its own. Strategic partnerships and other forms of collaboration are at the heart of the way we work.
- **Taking a strengths-based approach** – Geese honk to recognise each other and encourage those up front to keep up their speed. We believe in doing the best at what we are best at for the benefit of others. Recognising and valuing our own strengths and those of others is the key to being an effective, authentic leader.
- **Offering support in challenging times** – Like geese, we stand by each other in difficult times and are willing to help whenever we can. We are compassionate and offer friendship and kindness to others. We challenge imbalances in power. Through facilitation, mentoring, coaching and allyship we develop meaningful, supportive relationships.
- **Adapting, adjusting and overcoming challenges in our environment** – Geese adjust to changing environments and adapt their journeys each year. Like them, we strive to be innovative, adaptable, and resilient in an ever-changing world. Reflection and learning are essential to this. We also strive to overcome the deep-rooted challenges and inequalities that our environment presents such as patriarchy, racism and climate change, through our advocacy and thought leadership.



*"I do not think of Caplor Horizons as an organization or a company; I see it as a community"*



Kevin Hickey

EIL Intercultural Living, Ireland

*"Overall, the contribution has been transformational.*

*Caplor Horizons has worked with us in finding innovative, creative ways to re-energize the organization.*

*Caplor Horizons works with really complex ideas and they manage to make it look easy.*

*There are times when people don't appreciate that we are working because they are having fun and enjoying it.*

*People say: it didn't feel like work."*



Heydi Foster-Breslin

An Cosán, Ireland

# Our Community

At Caplor Horizons we are a network of individual change makers, each with our own unique talents, working together for a common purpose.

We don't think of ourselves as an organisation, we think of ourselves as a community.

Our Caplor Community consists of around 2,000 people from across the world. In addition to our Advisors, Board and Core team, it includes people we have connected with in organisations that we work with (our Partners and Clients) or in our wider network. We circulate our weekly updates to this Caplor Community and involve them in different ways. Relationships are at the heart of how we work.

## Our Partners and Clients

Since 2014, we have worked with over 100 organisations in 18 countries across the world. Over this time, longer-term partnerships have been developed. We always listen first and learn before responding with suggestions to address needs. Quotes from our partners have been embedded throughout our strategy.

## Our Advisors

Advisors are highly skilled people with a commitment to bring about lasting, positive change in the world. They offer their unique skills and knowledge on a voluntary or reduced rate basis. They form an integral part of how we work, both culturally and operationally.

## Our Board

We have an exceptional Board of Trustees who contribute on a voluntary basis to provide effective Governance. In addition, we have Board Advisors adding breadth and depth to our governance activities.

## Our Core Team

We have a small core team which is central to the everyday delivery and coordination of our strategy and operations.

*"Our collaboration has led to significant strategic change; improved team development and collaboration; greater sense of belonging to Ella's among staff and volunteers; greater passion within the team; a better understanding of the direction of growth; and a more unified way of communicating."*

*Knowing that we were supported by Caplor gave us the confidence and morale boost we needed."*



Minke van Til

Ella's, UK

*"Caplor Horizons has made an excellent contribution to our work."*

*We have benefitted from regular engagement since 2015.*

*The diversity of expertise that they bring through their network of experts, and the application of their distinctive tools and resources, including the Caplor House model, has enabled them to provide specific and targeted support."*

*Their growing understanding of our culture and work has made their engagement incrementally more valuable each time."*



Kindra Halvorsen

TechnoServe, USA

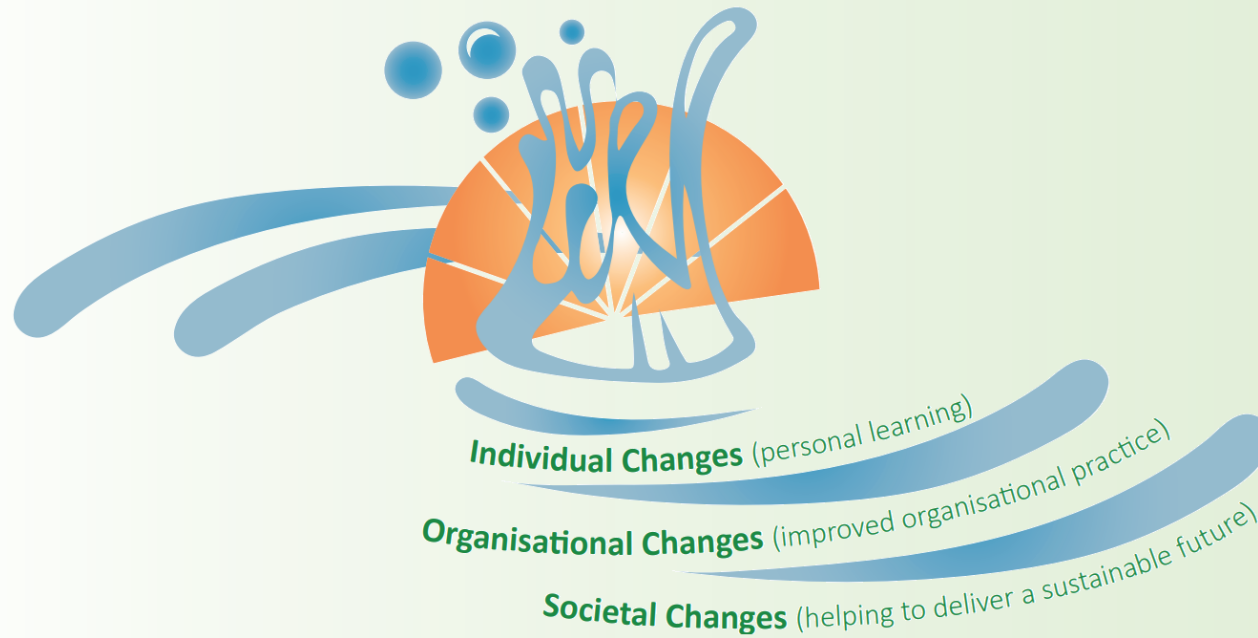
# Our Theory of Change

Our Theory of Change is symbolised by the 'ripples on a pond' image below. 'Ripples' of effect are created:

- First at an **individual level** – e.g. through people becoming more effective at bringing about change
- Then at **organisational levels** – e.g. through enhanced organisational resilience
- Before creating impact at a **societal level** – e.g. through more collaboration or changed policy

This approach has been embedded in our three strategic goals in two ways:

1. **Across the goals** – starting with transforming the leadership of individuals, then strengthening the resilience of their organisations, which then leads to greater collaboration within society
2. **Within each goal** – each of the goals 'ripple out' from (i) developing as individuals within the Caplor Community, who (ii) effect change with other organisations, which (iii) effects change in wider society



[Click here](#) to read our Ripple Paper on 'Developing a Theory of Change'



## Our strategic goals...

### Goal 1: Transforming Leadership

- Within the Caplor Community
- Within other organisations
- Within wider society

### Goal 2: Strengthening Resilience

- Within the Caplor Community
- Within other organisations
- Within wider society

### Goal 3: Increasing Collaboration

- Within the Caplor Community
- Within other organisations
- Within wider society



# Goal 1: Transforming Leadership

## **Transforming leadership within the Caplor Community by:**

- Future-proofing leadership by reframing the notion of leaders to 'change makers'
- Bringing science and spirituality into leadership to think about developing human potential
- Integrating new voices and young change makers into the Caplor community

## **Transforming leadership within other organisations by:**

- Inspiring and enabling change makers to be courageous, compassionate and creative
- Challenging leadership assumptions and championing new models for leadership e.g., co-leadership, feminist leadership, leaderful approaches
- Offering mentoring and coaching opportunities to change makers

## **Transforming leadership within wider society by:**

- Creating new ways to influence and enable opportunities for 'Change Makers'
- Developing highly distinctive models and resources for a new generation of change makers and organisations
- Advocating for a sustainable, values-centred leadership that balances the 4Ps – purpose, people, planet and prosperity – whilst emphasising the need for transformational action on climate change and biodiversity loss

# Goal 2: Strengthening Resilience

## **Strengthening resilience within the Caplor Community by:**

- Continuing to provide high quality services at accessible rates through nurturing and enhancing our Advisor model
- Refining our systems, policies, funding, learning and impact measuring
- Upholding a strong relationship-driven way of engaging with others, both in person and online

## **Strengthening resilience within other organisations by:**

- Enabling them to approach their strategy and strategic change processes in more compelling ways
- Focusing particular attention on personal resilience
- Contributing towards the development of an effective and sustainable income strategy

## **Strengthening resilience within wider society by:**

- Refreshing our online resources
- Encouraging the uptake of and engagement with our online resources
- Contributing to attitudinal and behavioural changes in people and politicians that lead to systemic level improvements to resilience, especially focused on climate change and biodiversity loss

# Goal 3: Increasing Collaboration

## Increasing collaboration within and beyond the Caplor Community by:

- Embedding our '*Strategic Change and Development Group*' as an integral part of our organisational structure
- Being bold and systematic in our approach to selecting, building and furthering collaborations with new clients and partners
- Deepening our online engagement by creating opportunities for cross-partner networking and learning

## Increasing collaboration within other organisations by:

- Creating spaces for multiple forms of exchange to support change making, learning and relationship building at different levels
- Facilitating and supporting change makers to learn about and develop their collaboration skills
- Strengthening cross-cultural collaboration and communication

## Increasing collaboration within wider society by:

- Creating spaces for organisations to connect and work collaboratively to bring together and share ideas and best practice
- Engaging our network in an in-depth piece of research, and subsequent practical guide, around how to successfully collaborate
- Building a collaborative movement for change that contributes towards the Sustainable Development Goals, focusing on large-scale, systemic issues of climate change and biodiversity loss



# Thank You!

We would like to extend a huge thank you to all those in our wonderful Caplor Community who are contributing towards this strategy. A picture from one of the online sessions, that led to its co-creation, is below.

For those that would like more insights about our strategy process, please note that every year we develop an:

- **Impact Report** – which reviews our results in depth and is published on our website [here](#)
- **Annual Plan** – which focuses on details (in each year of the three-year strategy cycle) yet includes a summary ‘plan on a page’

If you are interested in knowing more about what we do in general, please get in touch.



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