

Each of the five seminars runs from Thursday to Saturday, between October 2009 and May 2010.

**Fees:** Organisations: for 3 participants: £5400; for 2 participants: £3800  
Individuals: £1995

*Please note:* VAT is not included. Accommodation and meals are not included.

**The facilitators:**



**Eric Kaufmann**

**BA, curative-educator, organisation consultant**

Eric has over 25 years experience in the Camphill movement as a teacher, farmer, leader, houseparent and member of an international coordinating group. He now works as a development consultant in many sectors throughout Europe.



**George Perry**

**MSc, mediator, adult educator, trainer in social development**

George specialises in both conflict resolution and the development of human-based organisations. He has been a Waldorf teacher and co-founded a pioneering initiative for young unemployed people. He has wide experience as a consultant with Steiner schools and curative communities.

For further information and an application form, please contact:

George Perry: +44 1452 813262 or [georgeperry@eclipse.co.uk](mailto:georgeperry@eclipse.co.uk)

Eric Kaufmann: +358 447 722800 or [eric.kaufmann@phnet.fi](mailto:eric.kaufmann@phnet.fi)

*“Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately, in its practice.” Max DePree*

EPOC

An initiative of the European Partnership of Organisation Consulting

# HEART LEADERSHIP *in* CULTURAL ORGANISATIONS

*a training programme for 2009/2010*

*“What kind of institutions must exist for people to be able to have the right thoughts on social matters, and what kind of thoughts must exist that these right social institutions can arise?”*

*Rudolf Steiner*



*Nearly fully fledged, Paul Klee 1939*

Organisations need leaders who exercise the heart qualities of sensing, nurturing and challenging, and who can enable their community to make its way forward. A healthy social architecture based on living practical ideals needs to be developed. The task of the leader is to serve this aim.

## The need

Traditional hierarchical or ad hoc leadership styles are proving less and less effective. New ideas based on the right relationship between the individual and the community are required. Typical challenges faced by leaders today are:

- ensuring ideals and values are lived out in policies and actions
- managing the present effectively while keeping a future direction
- to build real cooperation and responsibility among colleagues
- bringing healthy changes and keeping momentum

## The aim of the programme

To work on and develop leadership practices, procedures and concepts that can meet the individual and organisational demands of our time.

## Who is it for?

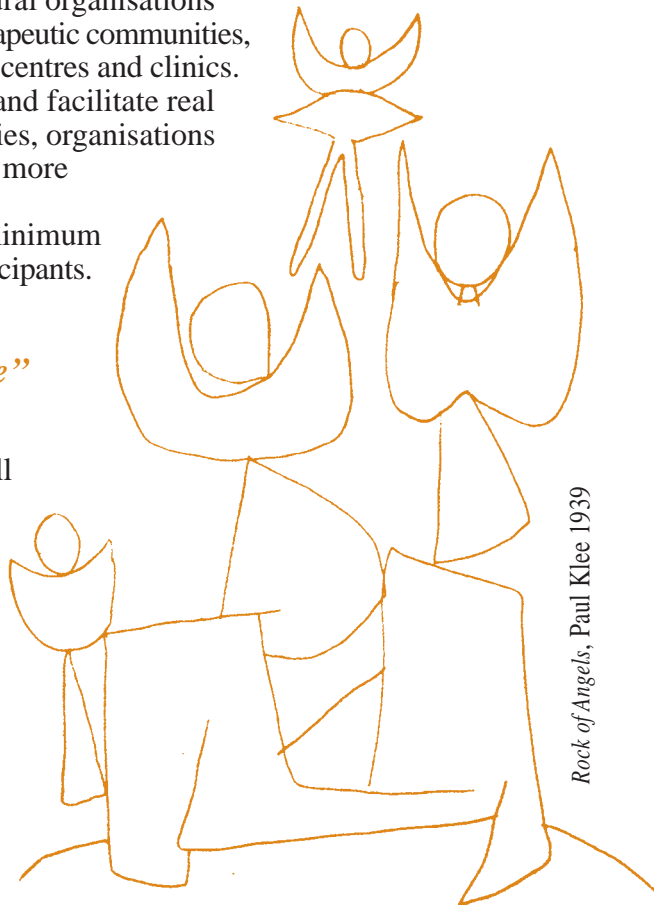
Administrators, management team members, college members, trustees, managers, team leaders. In fact anyone who finds themselves exercising leadership in collegial and cultural organisations including curative and social therapeutic communities, Steiner schools, adult education centres and clinics. In order to share their learning and facilitate real development in their communities, organisations should consider sending two or more participants.

The training is designed for a minimum of 12 and a maximum of 18 participants.

*“Giants see opportunity where others see trouble”*

## About the seminars

The action-learning seminars will include theory, project work and artistic activity. An important feature will be the opportunity to connect with others and learn from each other through sharing ideas, experiences and best practice. They will be held at three UK locations hosted by participants' communities. This further enhances the shared experience and the 'learning group' style of the programme.



Rock of Angels, Paul Klee 1939

## PROGRAMME OUTLINE:

### Seminar 1: FOSTERING SELF-LEADERSHIP 7-9 October 2009

- Heart leadership: leading from 'the middle'
- Walking the talk: working from my core values
- Leadership hologram: understanding my personal style
- Coaching and developing others
- Time creation: being proactive, reactive or overactive
- Healthy stress management: balancing our inner and outer life
- Project work: sustainable interventions

### Seminar 2: READING THE ORGANISATION 18-20 November 2009

- How organisations grow and develop: the 'phases'
- The culture and sociology of an organisation
- Narrative: the stories people share....
- Between the sheets: reading the finances
- Restructuring to facilitate the work
- Managing activities and improving core processes
- Transitions and managing change intelligently

### Seminar 3: EXERCISING LEADERSHIP 27-29 January 2010

- Development activities: people and purpose
- Benchmarking best practice in our field
- Leading and facilitating groups
- Vision and strategy: inspiration and direction
- Planning & decision-making: what is 'consensus'?
- Evaluation processes: learning as an organisation

### Seminar 4: BUILDING COMMUNITY 24-26 March 2010

- Community building and phases of development
- Quality throughout all aspects of the organisation
- Managing our trustees and other stakeholders
- Managing conflict: the tensions of difference
- Non-violent communication: expressing what's important
- Community and karma: living and working together
- Team building: creating synergy
- Appreciative inquiry: dialogue with colleagues and clients

### Seminar 5: WELCOMING THE FUTURE 5-7 May 2010

- Leading from the heart: sensing the way forward with courage
- 'Presence' and the change theory of U
- Steiner's three laws of social dynamics
- Where does my organisation stand at present, where should it stand in the future?
- Caring for myself: maintenance and development
- Aims for the next 3 weeks, next 3 months, next 3 years: my aims; and the organisation's