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# LEADING WELLBEING

## RESEARCH FESTIVAL

### 2015

Twitter Feed  
Hashtag:  
**#leadingwell**

Access wifi with the  
following code:

**brathaywifiaccess**



**IFLAS**  
INSTITUTE FOR LEADERSHIP  
AND SUSTAINABILITY

University of  
**Cumbria**





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## Who are Brathay Trust and the University of Cumbria?

### Brathay Trust

At Brathay we know that everyone has the capacity to do extraordinary things that can inspire and benefit others. This drives our mission to improve the life chances of children, young people and families by inspiring them to engage positively in their communities.

We support our charitable efforts through enterprising fundraising and events, together with the knowledge in our research hub, and complimentary professional activity that delivers organisational and people development consultancy to private and public sector organisations.

Our dynamic approach is built upon a mutual trust that reaches out to touch communities across the UK from our inspiring Lake District base. Our expert teams engage with people of all ages and from all walks of life to discover the Brathay effect, enthused by a simple belief in the transformational power of people working together.

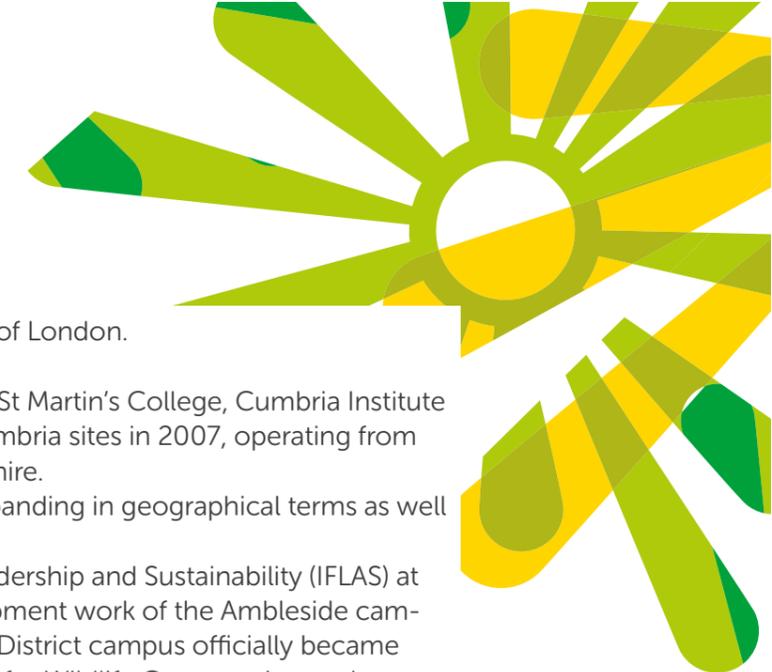
### People and Organisational Development at Brathay – from inspirational individuals to inspiring people

In 1968, a management development consultant called John Adair found his way to Brathay Hall and experimented with his ideas, developed at Sandhurst Military Academy, with commercial clients. Brathay was able to observe and learn from John, who was to take his Action Centred Leadership model to a global audience. At the same time, apprentice managers who had seen the impact Brathay had on their young employees, asked Brathay to work with more senior staff, developing their leadership and team working skills to enhance business effectiveness.

In the half century that followed those early experiments Brathay Trust has supported many thousands of employees to transform themselves in order to help transform their businesses. Our message is simple but inspirational - you have the skills and the capacity to change your organisation – you just need to inspire your people to succeed. Brathay is now a successful charity with a well-established social enterprise model; our training and consultancy services support our work with young people through knowledge sharing and financial subsidy. We celebrate our 70th year in 2016; and we remain as passionate as we have always been about transforming lives.



# Who are Brathay Trust and the University of Cumbria?



## Brathay Research Hub

Research is one of Brathay's charitable objectives: "To initiate and prosecute, whether at the said centres or elsewhere, investigation and research into questions affecting the education of such persons". Such persons' refers to all the participants and organisations that Brathay Trust works with.

Brathay's Research Hub uses research and evaluation to generate knowledge that informs practice, products, programmes and strategy internally and externally. We regularly carry out literature reviews, reviews of evidence based practice, theories of change, evaluations, case studies and research. We run internal and external practice development to ensure the dissemination of research into practice. We disseminate our knowledge through our website, publications and conference presentations. We are specialists in creative methodologies to engage the hard to reach and / or to elicit deeper levels of meaning.



## Brathay and the University of Cumbria Working Together

Brathay and the University of Cumbria have a longstanding relationship. Brathay has delivered on the Masters in Development Training for many years, and the University of Cumbria accredit some of Brathay's Leadership programmes, and engage Brathay for professional coaching. In 2012 Brathay and the University of Cumbria recognised and reinforced this joint work in a Strategic Partnership. This includes the University recognising Brathay as an Institutional Partner for Shared Delivery on the Aspiring Leaders Programme in 2014. You will hear from some of the students of this programme during the three days of the Festival. The second cohort of ALP students is part way through their programme and we hope to welcome more in the future. This conference is borne out of that strategic partnership agreement, out of the two organisations' commitment to bring together their experience and skills for mutual benefit.

## The University of Cumbria and the Institute for Leadership and Sustainability (IFLAS)

How can we be such a new university and have such a long history? Read on to find out more.

St Martin's College was the largest of the institutions which went on to form our university. It was founded in Lancaster by the Church of England in 1964 to train teachers. It grew over the years and developed a fine reputation for the quality of its teacher and health professional training, opening a campus in Carlisle along the way as well as taking over Charlotte Mason College in Ambleside.

The former Cumbria Institute of the Arts can trace its history back to 1822 when the Society for the Encouragement of Fine Arts was formed in Carlisle. It eventually became the only specialist institute of the arts in North West England and one of only a small number of such institutions in the country. Recent alumni include Turner Prize winners, actor Charlie Hunnam, Gerard McKeown, performance poet and ceramicist, Thomas

Hopkins-Gibson, recently commissioned by Liberty of London.

University of Cumbria was formed by the merger of St Martin's College, Cumbria Institute of the Arts and University of Central Lancashire's Cumbria sites in 2007, operating from campuses spread across Cumbria and north Lancashire.

Since then the university has continued to grow, expanding in geographical terms as well as academic scope.

In 2012 we launched our innovative Institute for Leadership and Sustainability (IFLAS) at our Ambleside campus (see below). Major redevelopment work of the Ambleside campus started the following year, and in 2014 the Lake District campus officially became home to the National School of Forestry, the Centre for Wildlife Conservation and our outdoor studies courses - more outdoor students study with us than with any other higher education institution in Europe.

The University's commitment to provision in London continued, with its campus (originally created by St Martin's College) relocating to new premises in East India Dock Road in 2013.

## The Institute for Leadership and Sustainability (IFLAS)

IFLAS is emerging as a global hub of inquiry, teaching, and dialogue on enabling the transition to more fair and sustainable societies, a trajectory that this Festival can only serve to advance.

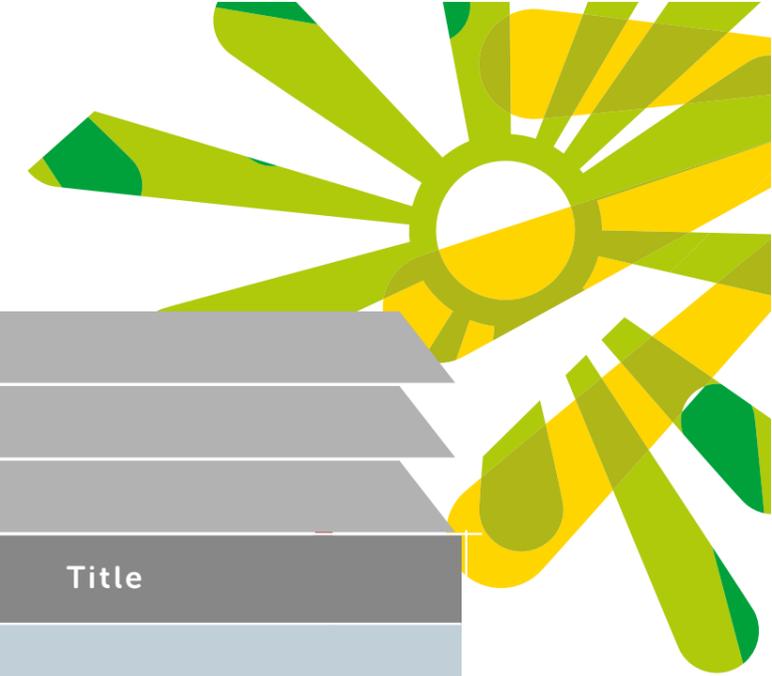
The challenge of social, environmental and economic sustainability requires "sustainable leadership" - ways of relating that promote change that is mutually beneficial for the person, organisation, stakeholders and world at large. The scale of the sustainability challenge means it is best characterised as a "transition" from unsustainable ways of living and working.

Part of the University of Cumbria Business School, our campus in the British Lake District was founded in 1892 as a place of experiential learning. IFLAS continues this tradition of approaching inquiry and education as adventure. The local landscape provides a venue, and the heritage a compass, for personal and collective transitions.

With our postgraduate degrees, short courses, research programmes, inspiring events, world-class staff and associates, and global networks, we are supporting a new generation of sustainable leaders: well-balanced professionals for a better-balanced world. In 2014, we launched a new course - the Postgraduate Certificate in Sustainable Leadership and next April we launch an MA in Sustainable Leadership Development. At the Festival we are celebrating what our Institute for Leadership and Sustainability has become. With around 2000 students from over 100 countries, nearly 3 years after it was conceived, it is time to share our approach more widely.

By the end of the Festival, after some meaningfully fun conversations, dances or hikes, we hope you will be keen to stay involved. Most easily, please connect through our online Sustainable Leaders group on LinkedIn. For scholars, next summer Brathay and the University of Cumbria will run a smaller academic symposium on wellbeing and Prof Jem Bendell is organising a Leading Wellbeing retreat in Indonesia in February.





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# Abstracts, Keywords and Biographies

## Theme: Enterprise Wellbeing

### Eren Öztürk: The role of collaborative leadership and co-working spaces for sustainable urban transformation

Cities are generally associated with having a decent quality of life and wellbeing. Recently, they become one of the basic problems of sustainability. Solving these problems often requires collaboration and cooperation. It is claimed that sustainable urban transformation demands community building efforts as well as collaboration and can change the paradigm of power structures that leads to both sustainability and wellbeing outcomes. It is also thought that groups practicing collaborative leadership are more effective. This presentation examines the contribution that CWS's towards sustainable urban transformation by enabling trust to each other, creating social value, sharing physical space, contributing to community building, and so on. They can offer different kind of leadership which can be described as being away from controlling the users (of the space) and more in a shared understanding. CWSs highly need a framework which triggers the collaboration and co-creation capabilities of users whilst does not claim a control or domination on users in order to foster and advance the outcomes of the work done in CWSs. Therefore co-working spaces might be seen as a natural container of collaborative leadership to be held. Sustainability is a complex issue and therefore leadership practices are needed to take place within these kinds of organizations which may be addressing sustainability challenges. This research can contribute to the literature in terms of introducing the new skills and practices those can be acquired by sustainability practitioners who especially works on sustainable urban transformation.

Bio: I am a strategic sustainability practitioner and learner. I work for a sustainability consultancy company, S360, based in Istanbul, Turkey. The main domain of my work is to stay closely with our clients (this case some of the biggest companies in Turkey) and walk with them through their sustainability path. I also use participatory planning techniques and tools for facilitation processes. As an environmental engineer by training and having a master's degree on Strategic Leadership towards Sustainability, I have been involved both in the theoretical as well as practical sides which enables me to strengthen my knowledge by philosophizing and experiencing in the field. I am currently running my PhD research at IFLAS, and mostly working on a new kind of leadership approach for enabling organizations to flourish. For me, the biggest challenge of today is the separation between mind and heart as well as between nature and human being. I am a rower and slack liner.

keywords:  
collaborative leadership, co-working spaces, wellbeing

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### Gail Mulvey: Regional resilience and collective action: the response of local state actors to the needs of rural enterprise in crisis

The lack of integration between policies and organisations is exacerbated in rural regions while there are inherent dangers of interventions imposed from above that lack sensitivity to local social networks and the norms of behaviour that typify small rural businesses. A succession of crisis conditions has been experienced by businesses in Cumbria over the past decade or so. These include the impacts of the outbreak of foot-and-mouth disease (FMD) in 2001, the floods that affected Carlisle in 2005 and the episode of flooding in the County during 2009. On each of these occasions, local authorities working in partnership with local business support agencies, voluntary sector organisations and regional agencies in NW England have implemented emergency plans that have included consideration of business continuity and the threats posed to communities by business failure. This paper examines the response of the public and private sectors to these periodic business crises and concludes by considering the relevance of the concept of regional resilience at the micro-economic level.

Bio: Dr Gail Mulvey is a Research Fellow in the Centre for Regional Economic Development at the University of Cumbria, Carlisle, UK. Her research interests are in the economics of the labour market, regional economic development and rural businesses. [gail.mulvey@cumbria.ac.uk](mailto:gail.mulvey@cumbria.ac.uk)

### Olayinka Olaleye (and Guoxin Ma): Entrepreneurship for Wellbeing: Change in name or change in ethos.

The study posits that only a dynamic view of entrepreneurship rather than the current static one has the potential to bridge the gap between entrepreneurship's potential and individual and society-wide wellbeing, particularly in contexts marred by institutional voids. To make the case for the proposition, the study starts by delineating the emergence and growth of the construct "wellbeing" within the business and management academic domain. To achieve this, systematic literature review as a method that helps both management researchers and practitioners to objectively evaluate, aggregate and synthesize the large body of research on the construct of "wellbeing" is employed. From the review, while entrepreneurship is acknowledged as a potential tool to address problems surrounding wellbeing, there has not been much engagement by the entrepreneurship field with the construct of "wellbeing". A critique of current trends in the entrepreneurship field regarded as constraints to the potential of individuals to use entrepreneurship as a tool to achieve different forms of wellbeing beyond individual benefits is further made. The study concludes by advocating for a change in disposition rather than the creation of new names to signify what role entrepreneurship should play in ensuring a holistic form of wellbeing.

Attendees will be able to see how the construct of wellbeing has developed over the years and also identify where it is today and which way ahead is essential to take the

keywords:  
resilience, cumbria, crisis

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keywords:  
entrepreneurship, wellbeing and systematic literature review

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construct. The areas neglected till date can also be identified and hence help direct energy and resources in the right direction. Attendees, particularly stakeholders involved in teaching and encouraging entrepreneurship in the developing world would also be able to hear the case for an alternative model of entrepreneurship suitable to such context which is promising in ensuring shared prosperity and reduction in poverty and inequality.

**Bio:** Olaleye Olayinka is a PhD student in Marketing and Business Strategy at the Hull University Business School. He's a member of the Africa Research Group at the University. He has work experience in the furniture manufacturing industry both working at the free trade zone and later running his own outfit before proceeding for his PhD program. Olaleye's main research interests are in organizational intelligence, entrepreneurship, business strategy and critical realism. He has a keen interest in the ingenious and indigenous strategies that small businesses use to navigate institutional voids. His current research looks into constraints to the emancipatory potential of manufacturing SMEs in Nigeria.

**Bio:** Guoxin (Moona) Ma has been working on her PhD Management on a Hull University Business School PhD Studentship Award since September 2013. Before arriving at Hull, she worked as a management consultant in China and Malaysia for 8 years. Moona has broad interests in Management/Marketing topics including learning, leadership, justice, emotions at work, employment relationships, entrepreneurship, critical realism and translation issues. Her current research focuses on the psychological contract and the atypical employment especially in the Chinese context.

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Post-sustainability leadership will have to be exercised in finding ways for human communities to inhabit the uncontrollable conditions which will characterise the world that is coming. This will require a therapeutic politics of retrieval, renewing kinds of deep resilience which these communities have progressively lost, along with a recovered sense of realistic human possibility and an acknowledgement of the tragedy in which we have involved ourselves and the planet. This recovery must include a renewed acceptance of creative leadership-and-followership in human affairs, and of human creativity more generally. It offers the only prospect of genuine human well-being which now makes sense.

**Bio:** John Foster is a freelance writer and philosophy teacher and an Associate Lecturer in the Department of Politics, Philosophy and Religion at Lancaster University, where he works with undergraduates and runs the schools outreach programme. His academic writing has been mainly in the philosophy of environmental economics, politics and education. Latterly he has gone out on a limb by challenging the dominant sustainability paradigm in these areas, most recently in *After Sustainability* (Earthscan from Routledge, 2015). He enjoys walking and thinking, and can still sometimes do both at once. He lives in the North Cumbrian hills.

**Alan Beattie: Writing a world in transition: whispers from the Cumbrian edgelands**

In this presentation I will read a sequence of poems written by Norman Nicholson MA DLitt OBE Queens Gold Medal for Poetry, who was born, lived and died in the same house in Millom at the southern end of the West Cumbrian coastal strip. His subject matter was always the environment of Cumbria, rural and urban-industrial, physical and social; but his writing was profoundly informed by a concern to record not just place and space but also transition and transformation. He left uniquely vivid close-up accounts of disrupted landscapes, dispersed and disappearing lifecourses, and disquieting long-term timescapes. Nicholson's famous literary predecessors, the Lake Poets, had turned Cumbria into what's been called a "forcing house for new ideas about the proper relationship between man, property, environment and morality". Nicholson's work is often in dialogue with those forebears and their legacy - but he takes us on a mazy dance from the 1800s to the present-day, with himself and fellow-Cumbrians, amid the poverty and industrial dereliction around the borders of the National Park. As myself a Cumbrian born and bred, who's worked both in public health and in community arts and theatre locally (and across the world), I hope to highlight urgent local/global issues raised by Nicholson's poetry.

The presentation will show a vivid and startling worked-example of:

1. a rather marginalised local voice that speaks for far-wider constituencies in Cumbria and beyond
2. a discourse about ecosocial wellbeing within which the poetic and the scientific imagination meet

keywords:  
wellbeing,  
poetic,  
kinaesthetic

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**Theme: Beyond Sustainability?**

**John Foster: Leadership after Sustainability**

Sustainability has failed. We have not seriously started on the drastic global reductions of CO2 emissions which are required to keep beneath any sustainable threshold, and since these reductions are now required over the very short term, we therefore won't achieve them. We are already in for it.

Many are still in denial about this. But giving up pretending need not mean giving up altogether. We need to seize the opportunity to represent post-sustainability positively, as an escape from the Enlightenment hubris which has led human beings to try to act beyond their powers in controlling and managing the world.

Leadership in these (as in any) conditions will mean, as it always has meant, going out in front to articulate an emerging common will and to initiate the actions in which this realises itself. Human leadership has an essentially expressive-creative role, reflecting deep features of the human condition. Such leadership, with the associated followership, must be radically charismatic, depending flexibly and organically on the gifts of individuals creatively deployed.

keywords:  
post-  
sustainability,  
leadership,  
creativity



- 3. a trigger and inspiration for fresh insights, new lines of thought, new courses of action for wellbeing
- 4. an agenda for discussion and debate about 'the local and the global', about 'staying put' and 'moving-on'
- 5. a provocation to reflect on the place of the sensuous, embodied, kinaesthetic, and poetic in academic work.

**Bio:** Emeritus Professor of Public Health at Cumbria University; Tutor-Researcher at Lancaster University since 1989. Born and brought up in Cumbria, went on to have a dual career. He trained and worked in dance theatre (Russian Ballet; European Modern Dance; American Contemporary Dance), helped invent Experimental Dance in London in the 1960s, and was briefly Professor of Dance & Drama at the Guildhall School of Music & Drama. Studied and researched medical sciences at Oxford, London and Nottingham, and worked in child health, mental health and public health in UK NHS and for WHO overseas. Has long been an activist for ecosocial approaches to health, and forever trying to find a place for community development and celebratory arts in working for health. Wrote influential Open University books and materials 'Health and Wellbeing' (1992+). Enthusiasm for everything kinaesthetic continues, especially dance therapy and community dance, but nowadays mainly reciting and writing ecopoetry

**Malcolm McIntosh: Thinking the Twenty-First Century: Ideas for the New Political Economy.**

The starting point for this book, which is subtitled 'The New Political Economy', is a statement from the 2012 The United Nations Secretary-General's High-Level Panel on Global Sustainability which called for both an intellectual transdisciplinary and a cross-sectoral approach to sustainable development and a "new political economy". There are five reasons why we need a new political economy. The first relates to sustainable development and its concomitant, globality and Earth awareness, where, for the first time we see and feel the world as one entity in our minds and hearts. The second is concerned with the highest level of evolution - the evolution of knowledge - and in this case the evolution of the balance between what we think we know and what we feel, intuit and discuss. We have come to a critical juncture in which awe and wonder have been marginalised by science, modernity, technology, consumerism and neoliberal economics. Third, the rise of empathy and social, perhaps global, cohesion are a natural progression from the first and second systems changes outlined here – Earth awareness and rebalancing science and awe. I call this nurturing spirit the rise of the feminisation of decision-making and governance as it is a fundamental recognition that the rise and success of the human race is due as much to empathy, sociability, sharing, and group work as it is to competition and masculinity. We are in the process of rebalancing the yin and the yang. The way we organise ourselves as humans on planet Earth is undergoing massive disruption just now. Our organisations and institutions are inexorably changing – and this is the fourth systems change. Fifth, evolutionary success and human survival

**keywords:**  
evolution,  
adaptation,  
learning

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depends on our ability to learn and our ability to adapt through learning. The way we learn, and our approach to education, will determine our chances of survival.

**Bio:** Malcolm is former Director of the Asia Pacific Centre for Sustainable Enterprise, Griffith University, Australia. Professor McIntosh is the producer, author and co-author of more than 20 books and numerous articles, and is a frequent commentator on social issues and business responsibility and has been a Special Adviser to the UN Global Compact. His latest book, Thinking the Twenty-First Century: Ideas For The New Political Economy published in April 2015: [www.greenleaf-publishing.com/thinking](http://www.greenleaf-publishing.com/thinking).

**Theme: Leading Health**

**Grace Hurford, Kay Donnellon: Communication and Comfort Measures for People with Dementia at End of Life: Integrating Specialist Services in Community Settings**

As a consequence of an increasing elderly population the incidence of those living and dying with dementia is increasing with demands for quality care throughout the health and social care sector. This study involved delivery of workshops to care home staff specifically for improving communication and comfort measures at end of life for people with dementia and evaluating their effect three months later to assess whether these approaches had been embedded into practice. Through promoting confidence in the approaches they were taking and a realisation that communicating is the core of compassionate care the care home staff were empowered to provide effective multidisciplinary palliative care for their residents with dementia. This team approach ensured appropriate support was available at end of life within these care homes where the person wished to be with familiar people and surroundings which ultimately promoted client choice.

**Bio:** Kay Donnellon lectures in advanced clinical practice and palliative care at the University of Cumbria in both undergraduate and post graduate programmes. After a long career in community and primary care nursing palliative care has remained a passion and has allowed her to develop collaborative working arrangements with local hospices assisting in accrediting modules with them. It was with one of these hospices that this research study was undertaken and the results of which are also to be presented at the 3rd international conference on Alzheimer's and Dementia in Toronto, Canada in September. Kay is also a current PhD student researching quality in out of hours services where she is an active member of her local clinical governance group as well as Advanced Nurse Practitioner.

**Bio:** Grace Hurford lectures in public services management at the University of Cumbria and has also contributed to a number of postgraduate health programmes locally and nationally. Internationally she has helped to set up a school of public management and leadership in Azerbaijan and supported a medical / nurse leadership QA programme in Malaysia. She has been a visiting fellow to DUBS (Durham University Business School) and also worked closely with CETAD (Lancaster University) delivering health leadership

**keywords:**  
dementia,  
end of life care,  
communication  
and comfort  
measures

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**room:**  
terrace  
**theme:**  
leading health  
**paper:**  
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programmes. Grace is module leader for the UoC/Robert Kennedy College Ambleside Masters residential modules. Her doctoral research was in the field of public policy and planning, and current research is focused on values and ethics in public services, and linking natural science and business for experiential learning outdoors.

**Geoffrey Etule: Adopting a strategic approach to health & wellbeing.**

The university recognises that the health and wellbeing of its workforce is crucial to the delivery of its strategic objectives and has made some investment in occupational health and counselling services for its employees and students. However, there was no health and wellbeing strategy in place and health and wellbeing programmes were being delivered in a piece meal and disjointed fashion. With a growing body of health and wellbeing research indicating that organisations that prioritise staff health and wellbeing perform better with improved staff satisfaction and lower rates of sickness absence, the HR function realised that a strategic and more coordinated approach was imperative. The results of the 2014 staff survey were used to conduct focus group sessions with over 400 employees and feedback received was used to develop a health and wellbeing strategy. The strategy is built around four themes;

- Theme 1: Improving the physical wellbeing of our staff
- Theme 2: Improving the mental wellbeing of our staff
- Theme 3: Improving wellbeing through people management practices
- Theme 4: Supporting economic and social wellbeing

Through the strategy and robust action plan, the university is now clearly demonstrating its commitment to promoting a culture where wellbeing is embraced by everyone. Through a comprehensive health and wellbeing strategy with a robust action plan, the university now ensures that supporting health and wellbeing is not seen as a separate initiative, disconnected from other priorities. Rather, it is integral to enabling the university meet its challenges and create an engaging environment for its employees and students. Attendees will learn how by working collaboratively with a variety of stakeholders (students union, trade unions, sports science lecturers, lead chaplain), it is possible to drive forward health and wellbeing programmes for staff and students and make it a business priority for all line managers.

**Bio:** I have been engaged within the Human Resources and Organisational Development field for over 16 years and I am currently employed as the Director of Human Resources at the University of Cumbria. Prior to this, I was the Director of Human Resources and Organisational Development for an NHS Foundation Trust for 5 years. I spent 13 years working for different NHS Trusts at various levels within Human Resources and Organisational Development.

I am a holder of a BA degree in HR, a MA in Personnel & Development and an MSc in HR Leadership. I am also a Chartered Member of the CIPD.

**keywords:**  
staff,  
health,  
wellbeing

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Through my HR career, I have developed a keen interest in promoting equality and valuing diversity and I am passionate about making a difference to the health and wellbeing of individuals. Over the past 8 years, I have developed and implemented successful health & wellbeing strategies and led on a number of health and wellbeing related projects all geared towards improving the working experience of staff and other key stakeholders. I firmly believe that actively promoting health and wellbeing programmes is essential for both staff and students. A healthy working and learning environment is imperative if students and staff are to attain their full potential.

**Katalin Illes: Being well and Leading well**

Building on the latest research in leadership, neuro-biology, organisational and leadership development the paper suggests that the socioeconomic, geopolitical and cultural-spiritual challenges of our time are interconnected. To address them we need a fundamental change of perspective. "Not only do we have to change things, but we have to change the way we see things" (Brabandere 2005, p. xi). We need to let go of the mindset of maximum "me" - maximum material consumption, and start looking at the world as deeply interconnected (Scharmer, O. and Kaufer, K.2013.). Leaders have a key role to play in recognising individual and collective responsibilities and showing the way towards a more human and healthier way of life. Learning to see our blind spots requires a particular kind of deep personal and collective listening. To recognise our patterns we need to slow down, suspend judgment, listen with our whole being, be comfortable with the silence and wait patiently for the feelings and thoughts to emerge.

The benefits of connecting mind, heart and the felt sense are well documented. Integrating such practices into the organisational culture increase the level of wellbeing, the levels of trust, honesty and openness of communication.

Some techniques from the Leadership Embodiment practice are explained. These techniques utilise the somatic intelligence of the body and when practiced regularly reduce stress, enable more skilful presence and assist wellbeing and good leading in organisations.

**Bio:** Katalin Illes is a Principal Lecturer in Leadership and Development at the University of Westminster in London. Previously she held leadership positions in the UK and China, contributed to international collaborative partnership developments and worked as an adviser and consultant. Her research interests and publications include ethical and embodied leadership, trust, spirituality and innovative ways of developing leaders and organisations.

**keywords:**  
leadership  
development;  
wellbeing;  
leadership  
embodiment

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**Theme: Leading Education and Culture**

**Katie Carr: Leading Sustainability in Schools**

What is the role of schools, and more specifically school leadership, in the transition to a sustainable future for humankind? What different forms of leadership are needed to enable this role? The challenges are huge and complex, and for those of us engaged in promoting sustainability learning, it is clear that the issue has never been more pressing. Action at government and corporate levels is required, as well as an immense shift in patterns of consumption, especially in richer countries.

This paper aims to explore the nature, challenges and opportunities of sustainability leadership within the context of formal education in the UK. A critical pedagogy (Freire, 1970; Gatto, 1992) lens is used to explore ways in which the formal education system is constructed on mental models that are inherently unsustainable, and that reinforce the principles of hierarchy, power and control, separation, competition and colonialism that are at the root of sustainability challenges.

Drawing on interviews with school leaders, some possibilities for school leaders will be explored, such as alternative pedagogies that create space for relaxed, collaborative, co-constructive learning, that encourage critical thinking, and reignite for children a sense of connection with each other and with the environment.

(Woodlin, 2014).

**Bio:** Katie Carr is the Director of Cumbria Development Education Centre (CDEC), a charity that supports educators across Cumbria to critically engage with development and sustainability issues, in order to embed education for a fair and sustainable world. She is also a student on the IFLAS PGC in Sustainable Leadership.

**Hilary Jennings: The Happy Museum Project – leading sustainability and wellbeing in cultural institutions**

The sustainability challenges we face are often considered cultural challenges as much as environmental ones. The Happy Museum Project creates a public context within a subsidised national network of institutions, in which such cultural innovation can be explored further with professional leadership at its heart. This presentation would share learning from over four years of the Project which brings together thinking around well-being and sustainability and investigates the particular role of museums and culture in leading the development of individual, organisational and societal resilience in the face of global challenges. Since 2011, the Project (supported by PHF, ACE and CyMAL) has funded creative interventions in 22 museums with the aim of developing individual leadership, facilitating organisational change and creating a community of practice around focus on sustainability and wellbeing. In-depth evaluation using the Story of Change and associated research has taken learning from these interventions to develop a set of common Principles and a suite of case studies, tools and resources. In 2013 we

keywords:  
education,  
leadership,  
sustainability

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commissioned a ground-breaking piece of econometric research with Daniel Fujiwara of the LSE Museums and Happiness – the Value of Participating in Museums and the Arts measuring the value of museums to people’s happiness and has a major new research programme - the LIFE survey, which explores how museums create well-being, and how significant that well-being is. For more information see [www.happymuseum.org](http://www.happymuseum.org) or follow us on twitter @happymuseum.

Happy Museum has over four years practical experience testing out how thinking around sustainability and wellbeing can be applied in the context of cultural leadership. During this time we have learnt much about the leadership challenges involved for individuals and for institutions - and the potential to impact on their communities. We would like to share learning around leadership which empowers individuals to become active citizens and supports them to develop mutual relationships – key underpinning Happy Museum Principles. In particular we would like to share the concept of leading through Stewardship of people, place and planet.

**Bio:** Hilary Jennings works freelance in the cultural sector. She co-authored Sustainable Ability ([www.sustainableability.com](http://www.sustainableability.com)), mapping approaches to climate change across the UK cultural sector and is co-founder of the Case For Optimism ([www.caseforoptimism.org.uk](http://www.caseforoptimism.org.uk)) a workshop programme which creates space for cultural practitioners to maximise their creative response to global challenges. She is Director of the Happy Museum Project ([www.happymuseumproject.org](http://www.happymuseumproject.org)) which investigates how leadership in cultural institutions enables them to play a unique role in engaging communities in a stronger linkage between well-being and environmental sustainability.

She was Associate of the Cultural Leadership Programme and has worked extensively in the craft sector managing the Craft Skills Awards and acting as Interim Chair of the UK Craft Industry Board.

She was founder co-chair of Transition Town Tooting and is currently Trustee of both the Transition Network and Bioregional (One Planet Living). Her interests include local drama and outdoor swimming.

keywords:  
culture,  
stewardship,  
museums

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and culture  
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**Joshua Malkin: Gender, Culture & The Politics of Wellbeing: Parenting as a Model for Leadership**

Individual and collective wellbeing flourishes in an enabling environment - a conducive context not dis-similar to the love found within functional families. No matter what kind of family we grew up in, ‘we are all mothered children’ ( Genevieve Vaughn). Most of us have an experience of being parented and, for those lucky enough to experience that within a functional family, it forms an experiential understanding of a conducive context for wellbeing.



**Theme: Citizen Leadership**

**keywords:**  
parenting,  
leadership,  
wellbeing

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coleridge  
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leading education  
and culture  
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As a model for leadership, conscious parenting offers a compass for hosting, curating and leading wellbeing and sustainability conceived both personally and politically. The question that interests me is what constitutes an equivalent gesture of love at a collective level and how might a model of functional parenting inform the leadership of wellbeing and sustainability.

My starting points are Rudolf Steiner (Love & Its Meaning In the World) and Bert Hellinger (Orders of Love) and the distinction between entitlement and 'the gift of self restraint' ( the freedom not to). I suggest that unless leadership encapsulates elements of the archetypal mature feminine and the mature masculine it will be unbalanced and will be unable to be recognised in a collective context.

A purely liberal gesture encapsulating human rights, egalitarianism and social justice is a necessary but insufficient basis for a new transformational narrative of collective wellbeing. It contains the archetypal gestures of the feminine in terms of nurturing and maternal reverie (Wilfred Bion) but not the fathering gestures of boundary setting, adaptability and challenge.

Wellbeing cannot exist out side the soil of civil society which is a collective equivalent of familial love and potentially offers an integrative frame that balances human responsibilities with human rights and can hold the archetypal elements of both masculine and feminine.

**Bio:** Originally trained as an artist, Joshua is a practitioner rather than an academic. He works on communications and strategy for the Network of Welbeing. He is a director of the Elysia Commons who are piloting a new economic model of regenerative ownership and distribution. He is a partner in a holism and complexity consultancy - Transformation Strategies and a co-convenor of the Civil Society Forum.

**Emerging Leaders from Keswick School.**

**keywords:**  
sixth form,  
EPQ,  
learning skills

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**theme:**  
keswick school

'Keswick School is hugely successful in providing for students' personal development and academic success in equal measure. The two elements combine to produce students who are exceptionally proud of their school and eager to take full advantage of all it offers. Students are polite, mature, well-balanced and inquisitive.' Ofsted Report (July 2011) A selection of sixth form students from Keswick School will be presenting work in progress relating to their Extended Project Qualification (EPQ). The EPQ is an opportunity to gain advanced level recognition for a self-chosen individual project: it develops many of the independent learning skills valued by universities and employers. Three examples are Alice Ma whose project is about lymphomas in both humans and animals, specifically dogs, and how their treatments are cross-related; Thomas Gilchrist whose project is about the potential colonisation of the planet Mars; and Chris Hurford whose project is about the sustainability of CERN.

**keywords:**  
leadership,  
school  
improvement,  
student behaviour  
management,  
residential  
experiences

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citizen leadership  
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**Chris Loynes: Well-being led from the ground up - keeping the State at bay in education**

Gagen (2013) argues that governing emotions through national programmes such as the Social and Emotional Aspects of Learning (SEAL) programme is counter-productive leading to conformist behaviours rather than active citizens. Drawing on recent case study research of residential experiences co-constructed by pupils and teachers this paper argues that effective engagement with the social and emotional worlds of young people through experiential approaches to teaching and learning, that is 'from the ground up', enhances wellbeing in dynamic and contextualised ways. Enhanced quality of relationships with peers and teachers leads to greater trust and confidence in students, the break down of polarised sub-cultures in the classroom and playground, more widely disseminated socialisation skills and a readiness to engage in learning. Harnessing the leadership capabilities of differently gifted and talented young people also leads to active engagement and leadership with the social life in and out of school. As a consequence significant decreases in poor behaviour were also reported including the cessation of the exclusion of students in some schools. The findings indicate that an emphasis on relational rather than bureaucratic approaches to influencing the life of a school community can be effective and lead to a virtuous circle of student and school improvement.

Gagen (2013) Governing Emotions. Transcactions.

**Bio:** Dr Chris Loynes is Reader in Outdoor Studies at the University of Cumbria. He also consults in the UK and internationally for universities and experiential education organisations. He holds a long-standing interest in the applications of the outdoors to youth transition conducting research into the roles of knowledge and power in programmes. Recently he has been providing advise to a national project encouraging the wider and more effective use by schools of residential experiences and to a project introducing outdoor education to Italian teachers. He is also exploring the application of outdoor, experiential approaches to raising issues of sustainability through non-formal education and adult learning.

**Stephanie Rearick, Lorrie Hurckes: The Creative Destruction of the US Prison-Industrial Complex: We Can Do It!**

Madison WI is an epicenter of the struggle between the US' brutal and racist prison-industrial complex and Wisconsin's longstanding traditions of progressive and cooperative action. The city's identity is torn - consistently lauded as a #1 city on multiple lifestyle ranking systems, yet it's one of the worst places in the US to raise black children.

The authors of this paper are in the thick of this struggle, having worked since 2006 to build and run timebanking-supported restorative justice youth courts. Our youth courts have been the only diversion program in our state to directly address the relationship



between kids and cops, and to build leadership, accountability, and new social and economic opportunities for participating youth.

In our paper we will demonstrate how connecting a cooperative economic approach with diversion programs has both boosted capacity and addressed root causes of social ills. And we will present a blueprint for political and economic strategies to build leadership, community peacemaking capacity, and economic opportunity through mutual aid networks. As we build leadership and capacity for real community-created public safety, we also change the economic and social conditions that have kept people subjugated by the system. We will report on our progress-to-date in our paper and presentation.

**Bio:** Based in Madison, Wisconsin, Stephanie Rearick is founder and Co-Director of the Dane County TimeBank (DCTB) - a 2800+-member timebank devoted to building a just and inclusive economy - and Project Coordinator of Mutual Aid Networks. In addition to her work in timebanking and promoting grassroots-up economic and community regeneration, Rearick is co-owner of Mother Fool's Coffeehouse. Rearick worked for Greenpeace for six years of young adulthood, helped launch Madison Hours local currency in 1995 and served for several years on the steering committee of independent local political party Progressive Dane. Rearick also works as a musician, performing since 1993. Her solo work is keyboard-based classical/cabaret/pop (piano, Casio, trumpet and loops). Rearick also plays drums and shares vocal duties in Ladyscissors, a jangly guitar, 3-girl-singers 4-piece rock n roll band.

**Bio:** Lorrie Hurckes is the Co-Director and Youth Court Coordinator with the Dane County TimeBank. She has been with the TimeBank since 2007 and sees the TimeBank as a tool for systems change and community organizing. Lorrie has been working in social services since the mid 90's, and has a particular interest in advocating for human rights and equality. She earned a bachelor's degree in Psychology at Eastern Illinois University. Lorrie has worked within the mental health system, the human services system, the criminal justice system, and the school system. She is currently focusing her work with the TimeBank on developing alternatives to the traditional juvenile justice system and increasing timebanking in the school system. Lorrie has recently expanded the Dane County TimeBank's Youth Court program into all four Madison high schools. She presently serves on Dane County's Disproportionate Minority Contact Advisory and Implementation Committee, Dane County Restorative Justice Coalition, and is a TimeBank USA Ambassador Core member. In addition to her work with the TimeBank, Lorrie also is an artist and musician.

**Rhona O'Brian, Julie Taylor: Wilful Blindness, Social Abjection and the Rotherham Inquiry: re-evaluating leadership, citizenship and social justice**

Through an analysis of the relationship between Child Sexual Exploitation and economic deprivation, this paper addresses the complex tensions between structure, agency and

the failures of leadership across a number of statutory agencies. By engaging a dialogue with concepts such as wilful blindness (Heffernan, 2012), social abjection (Tyler, 2013), cultural intelligibility (Butler, 2010) and the misuse of power (Foucault, 1982) this paper addresses the troubling organizational, institutional and individual failures brought to light by the findings of the Rotherham Inquiry. The paper will identify a number of key issues which appear to underpin systemic failures of leadership, including wilful blindness, dehumanization, attachment disorder and corruption. In order to achieve our collective goals of sustainable wellbeing and social justice, a change of climate is required in which a more thoughtful democratization of traditional structures of power enable 'just' cultures to flourish. By challenging traditional and hierarchical understandings of leadership, this paper explores concepts such as courage, community, empowerment and attachment. By re-evaluating leadership, citizenship and the notion of 'just' cultures, this paper seeks to propose a transformative approach in which empathy, visibility, transparency and responsibility is promoted and sustained.

**Bio:** Dr Rhona O'Brien is a lecturer in Child and Family Studies at the University of Cumbria (UoC). Rhona has teaching and research experience in Gender Studies, Sociology, Social Science and Cultural Studies and is particularly interested in analysing racialised, classed and gendered inequalities, identities and violence. Rhona qualified as a Children and Families Social Worker in 2013 and continues to work for a third sector organisation in residential projects across Merseyside supporting vulnerable young people and children who are experiencing a range of complex issues.

**Bio:** Dr Julie Taylor is the principal lecturer in applied psychology at the University of Cumbria (UoC). Julie has worked at UoC for 11 years in a number of academic roles; previously Julie worked as a researcher at the Cognition and Brain Sciences unit, Cambridge. Julie's main academic interest is examining the binary 'victim/offender' with a particular emphasis on the role of social connectedness, identity and stigma in the maintenance of this dichotomy. This focus has fostered an allied interest in employing research strategies and methods that are inclusive, service user defined and robust. Julie is currently working on a project with male residents within a step-down service exploring social reconnection through nature.

**Frank Peck: Leadership and sustainability in the knowledge economy: what difference does place make?**

Despite the major changes encompassed by the term globalisation and the enabling power of new communications technologies, a growing body of literature suggests that place-based processes still matter in understanding leadership and sustainability in the knowledge economy. In regional studies, there is growing interest in the hypothesis that "leadership" could be a missing factor in current explanations of why some places thrive while others languish in the global economy. This presentation reviews current understanding of the role and significance of place-leadership and in particular, the extent to which place presents new or unique challenges for leadership. Place, however, is not just a collective noun for physical settings at various subnational scales ( cities,

**keywords:**  
abjection,  
wilful blindness,  
abuse

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**keywords:**  
mutual aid,  
social justice,  
prison reform

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**theme:**  
citizen leadership  
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**keywords:**  
economic geography, knowledge economy, leadership

towns, regions) upon which leadership can be exercised. It can also be used to refer to the socio-spatial context within which any change occurs. So, while there is a debate as to whether place can be shaped by leadership, equally this has provoked questions about whether leadership itself can be properly understood outside the context of "place". The paper concludes by considering place-based processes and their significance as a setting for leadership in sustainable business practice.

**Bio:** As Director of the Centre for Regional Economic Development, Frank Peck conducts research on regional economies and provides consultancy services for external agencies and organisations involved in local and regional development. Previous research includes publication on the regional impacts of inward investment, industrial restructuring and small business and entrepreneurship in rural areas. More recent work has focused on the regional effects of public procurement and the employment impacts of contact centres in peripheral regions. Current directions focus on the following themes: Regional clusters, knowledge networks and regional innovation: Local and regional development strategies

## Theme: Of Words and Vibes

### Nigel Bell: The Leadership Gap – Metaphors, Models and Mindsets

Decades of research into, and development of, leadership have generated a wealth of theories, models and methodologies; case studies demonstrate the real return on investment some organisations have secured through the well-judged application of such theories into practice. However, with an average corporate "lifespan" of 15 years, a workforce of which only 1 in 5 is passionate about their work, and authentic sustainability struggling to move from the margins to the mainstream of corporate life, there clearly remains a gap between theory and impactful practice. Individually and collectively we rely on (usually subconscious) mental models and images to make sense of our world. We expose and reinforce these through the metaphors we use and hear. Our long-held attachment to mechanistic, hierarchical images has exhausted its usefulness. This paper exposes how pervasive and deeply ingrained these mental images can be; it invites us to watch our minds in action and to heighten our self-awareness. It postulates that a new engagement with nature and images of nature will refresh our "image bank", helping us re-establish and sustain the personal connection with our home planet we need if we are to demonstrate authentic leadership through the radical change which the sustainability imperative demands.

**Bio:** Managing Partner at All Change Business Advisors Limited. Nigel is, at the same time, CIO, change programme leader and performance coach committed to ensuring organisations, leaders, teams, programmes, projects and individuals achieve their full potential through business transformation, service innovation, strategy formulation, business development, bid development, portfolio management, programme and

**keywords:**  
metaphors, models, leadership

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project management, or 1:1 coaching - all focused on real business, social and/or personal outcomes. The digital world is an exciting one but it is the people at either end of a digital transaction - the service provider and the service user/customer - who give it value and meaning, and it is technically skilled colleagues who turn a business concept into a service reality... Nigel helps people with such diverse perspectives find shared understanding and common purpose and turn these into executable plans.

### Clare Mumford: Using storylines of silence to develop sustainable project work

Many interdisciplinary community projects seem to encounter difficulties over time based on interpersonal aspects, where such issues as personality clashes or differences of opinion lead to processes of guarded communication and limited engagement. This presentation draws on findings from recent ethnographic research which explored how members of an inter-organisational project talked about their own silence behaviour, and how they constructed the need to not speak up with ideas, opinions or concerns over the course of the project. Three discursive "storylines" of silence emerge from the data as resources by which participants made their own communicative behaviour sensible and rational, and which created the idea of silence as a way of both developing and maintaining a range of different relationships both inside and outside the project group. The aim of the session will be to walk these three storylines - of interpersonal relationship management; of organisational responsibilities and duties; and of pragmatic influence - to develop their practical application in other real-life contexts.

The discourse on how silence might be understood and rationalised emerged from professional talk in the UK in a specific ethnographic context. An appreciation and discussion of the storylines' more general application may be of practical interest to leaders of projects, particularly those bringing together different groups or organisations, who wish to develop more satisfying processes of communication and social interaction between project group members. It will introduce in a very accessible way Mikhail Bakhtin's concept of dialogic discourse, to show how talk has social consequences.

**Bio:** Clare is a PhD student at the Open University Business School in Milton Keynes. She has just submitted her thesis on silence in inter-organizational project working. Prior to her PhD study, she worked in the public and the voluntary sector on environmental policy, stakeholder relations and project management.

**keywords:**  
communication, project groups, silence

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### Anthony Randall: Coming off the fence: Can local media lead a new focus on community wellbeing

The local press has long advertised itself as playing a crucial role in community life. This role has always been defined on the media organisation's own terms and as



conditional on its (debatable) claim to independence from any particular interest group. This research is interested in whether that classic, 'objective mirror on the community' stance can, or should, be shifted towards local media accepting a more collaborative, proactive role in attempting to enhance community wellbeing. The study relates to a series of structured face to face dialogues with editors and their staffs, carried out in their own local newsrooms, in which they are asked to consider practical examples of what their role as 'community wellbeing leaders' could look like, and to express their views on the social, commercial and professional viability of such a role. The research presents a model for understanding the motivations and barriers which exist for journalists examining their potential for influencing.

Offers key insights and understanding of drivers and impulses behind the output of local media, and the potential available for those interested in using local media or working with local journalists to disseminate information/ initiatives/campaigns or calls to action.

**Bio:** Anthony Randall is a senior lecturer in journalism in the department of Arts and Humanities at the University of Cumbria. A new researcher, he is interested in journalism's sustainability and the role and impact of information-based media in local communities. His first research initiatives are concerned with community level responses to opportunities arising from the disruption of traditional media systems in the current digital revolution. He is a journalism practitioner with more than 30 years of local, national and international experience as a writer and editor for newspapers and magazines in Britain, the United States and Australia. He holds an MA in Media and Journalism and is currently completing a PGC in Sustainable Leadership at UoC.

**keywords:**  
community,  
media,  
wellbeing

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**Richard McGregor: "Too fast, too fast" - lightning conductor?**

**Question:** Why did they bury the conductor 20 feet into the earth? **Answer:** Because deep down he was a nice guy. In the late 1980s a short BBC Panorama report bemoaned the lack of obvious conductors with both technical knowledge as well as the necessary charisma to lead the major orchestras. The report was illustrated by some scurrilous clips ranging from Tom and Jerry to a Kenneth Williams cameo, so to judge by the number of jokes round conductors and music leaders it would appear that leadership in musical is a somewhat regrettable necessity. A quarter of a century on and the BBC describes Simon Rattle, on his appointment as future conductor of the London Symphony Orchestra, as a "leader, interpreter and innovator". Clearly big name means guaranteed business, but, is there a mismatch between what Musicians feel about their 'leader' and what the public demands or expects. What does leadership mean in music - it's clearly no joke?

**Bio:** Richard McGregor is Emeritus Professor of Music at the University of Cumbria. He has written a number of major articles on Peter Maxwell Davies, James MacMillan, Wolfgang Rihm and Sally Beamish. He also writes about spirituality, agency, identity,

**keywords:**  
conducting,  
music leadership,  
characteristics

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creativity and inspiration. As a performer, he has played solo piano works of the twentieth century and as has been a member of saxophone/piano and 2-piano duos, as well as undertaking much accompanying and conducting work.

**Theme: Kaleidoscope of Practices #1**

**Neil Ralph: Critical reflection as a catalyst for sustainable leadership development**

Conventional approaches to leadership development encourage participants to engage in established notions of leadership practice that are often inherently unsustainable. They do not permit the authentic expression of an individual's values and beliefs through their leadership, aligning instead with those of established gurus. Rising to the challenge of Bendell & Little (2015) that leadership educators must challenge assumptions about leadership practices that have proven to be unsustainable, this paper explores the case for the development of increasingly self-aware leaders through reflective and reflexive pedagogies. By examining the process and content of an innovative leadership development programme it highlights the benefits to individuals and organisations. Current research highlights the value of increased time and space for reflection during leadership development programmes partnered with purposeful practice and longitudinal reinforcement to develop wise and sustainable leadership practices.

**Bio:** Neil Ralph is a Senior Teaching Fellow at the Lancaster Leadership Centre where he is Programme Director for the MSc in Project Management and MA in Hospice Leadership. Specialising in individual and organisational change, Neil's passion is developing leadership practice through reflective pedagogies. Neil has developed the unique mindful manager module, which develops the self-awareness, critical reflection and conduct that are vital to effective practice, as part of the Lancaster Executive MBA. His leadership development interventions, which harness the power of mindfulness and reflexivity, have had significant impact amongst senior executives across the commercial and not-for-profit sectors, including Airbus UK, Kenya Red Cross and the UK Hospice movement. Neil is a Fellow of the Higher Education Academy and member of both The Association for Contemplative Mind in Higher Education and Association for Project Management. He holds a Masters degree in Project Management and Postgraduate Certificate in Coaching from Lancaster University.

**keywords:**  
leadership  
development,  
critical reflection,  
practical wisdom

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**Sian Modine: The Development of Purpose for Leadership and Sustainable Wellbeing**

The development of purpose is central to wellbeing, leadership and sustainability. Individuals and organizations with a clear purpose are more likely to act in ways that are consistent and authentic. Those that lack a sense of purpose are likely to be



**keywords:**  
purpose,  
leadership,  
sustainability

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practices #1  
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unnecessarily influenced by external factors and 'blown off course'. The development of individual and organizational purposes that contribute to a sustainable world are, therefore, crucial.

"Can purpose be developed?" - I believe it can. At least I believe that it's possible to help people discover or reconnect with their sense of purpose. In general there are three categories of leader - those with a clear purpose to contribute to a sustainable world, those with an alternative purpose (e.g. to make money), and those who are yet to connect to their purpose.

Leadership development interventions, therefore, need to be multi-targeted in their approach. We need to work with those leaders in the first category to help them be the most effective they can be. We also need to provide immersive learning experiences for the others to help them reconnect with themselves, with others and with the natural world in order to develop purposes aligned with what the world really needs.

**Bio:** Sian is an independent leadership development consultant and facilitator. She has worked internationally with organizations to help them deliver their business strategies and create environments that encourage people to develop and succeed. Sian has extensive experience of delivering programmes that involve collaboration between corporate organizations and those in the third sector and has witnessed first-hand the power of cross-sector dialogue in locations as diverse as the inner city of London and a fishing village in Thailand.

Her current focus is on the integration of wellbeing and sustainability with leadership development. This integration extends beyond the success of organizations and the people who work in them to the sustainability of the world in which they operate. Her goal is to create programmes that develop leaders who want to make a positive impact in the world and create workplaces, communities and societies where both people and the natural world can flourish.

**Emily Oliver: Compassion Cultivation Training (CCT) and leadership**

- Loving kindness' CCT meditation / practise
- Introduction into origins of compassion based meditations and Stanford University's CCT meditation course (<http://stanford.io/1Deoil8>) including overview of existing literature
- Overview of my independent study action research programme findings to date
- Key themes:
  - CCT and leaderships: ability to recognise others as fully human; development of a sense of interconnection; interaction with mindfulness
  - empathy, mindfulness and compassion: brief exploration of the relationship and definitions
  - compassion and well-being: ability to fully experience suffering (of others and self)

- critique of mindfulness and compassion-based meditations
- implications and opportunities for sustainability

- Sources for future personal exploration / practise
- Experiential learning through meditation / practise
- Developing a critical understanding of compassion and mindfulness meditations
- Opportunity to cultivate active compassion for self and others at the event
- Opportunity to consider implications / opportunities for personal, community and societal applications
- Awareness of opportunities for further personal exploration

**Bio:** Swarm Associate / CCT™ Trainer / Forest School Practitioner. Driving positive social change as a project manager, consultant and entrepreneur. Working across organisations, communities and campaigns, in systems ranging from renewable energy to the arts. Gets a buzz out of bringing people together to make things happen, getting stuck in quickly, finding win-win situations (if anyone says the project is impossible, I'm even more tempted), and getting results.

**keywords:**  
mindfulness,  
meditation,  
leadership

**friday**  
11:30 to 13:00  
**room:**  
theatre  
**theme:**  
kaleidoscope of  
practices #1  
**paper:**  
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**Paula Lernelius, Karen Jaques: Giving orders: A constellations approach to leadership**

The session will introduce the rationale for using more relationally-based practices to look at systemic dynamics. Leaders need a variety of methodologies for gaining insight into the issues underpinning sustainability and wellbeing. Particularly important are methods that are substantively different from the individualistic problem-solving approach that is so endemic in the workplace and beyond. One of these methods is Organisational Constellations, an approach to working with individuals, teams and bigger collectives, based on family systems theory and the work of Bert Hellinger.

John Whittington describes such a system as a continuously changing mass of relationships, hierarchies, loyalties and motivations. These loyalties and motivations are largely hidden from conscious awareness and constellating is a valuable method for revealing their influence through felt experience.

One of the interesting features of constellations work is the set of systemic "orders" used to inform it. A relational practice in this context "inquires" into the deeper nature of the system using felt experience, seeking to identify where key elements of the organisation system are focused and where tension points exist, using the following orders as a guide:

- Belonging - Has everything that should belong in the system been recognised and included?
- Place - Are things in their right place in relation to each other in space and time?
- Give and Take - Is the exchange of money / recognition etc fair?

We will explore from this perspective, what factors may be contributing to the impasse

**keywords:**  
leadership,  
systemic,  
constellations

**friday**  
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theatre  
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kaleidoscope of  
practices #1  
**paper:**  
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many feel when it comes to taking leadership action towards a more sustainable world. We will also make suggestions on how this methodology could be of service in developing a greater awareness of the relational systems within which we're embedded, an awareness that we hope could foster a different order of leadership action.

**Bio:** Dr Karen Jaques – aspirant skier and dabbler in painting. In her working time, Karen helps with thought leadership within Impact International, working as a senior consultant designing and delivering leadership programmes. She has been fascinated by the systemic nature of things since her doctorate (in biology) and runs an Organizational Constellations practice group in Kendal.

**Bio:** Paula Lernelius - IFLAS student, member of Kendal Constellations Practice group, executive coach-facilitator. She once had a real job in financial services where she worked as a business analyst and noticed how problems and inefficiencies were usually systemic. She now earns some money as Learning Manager at Earthwatch, designing sustainability leadership programmes. Originally from Sweden she loves all things outdoors and has a folk song for every day of the year.

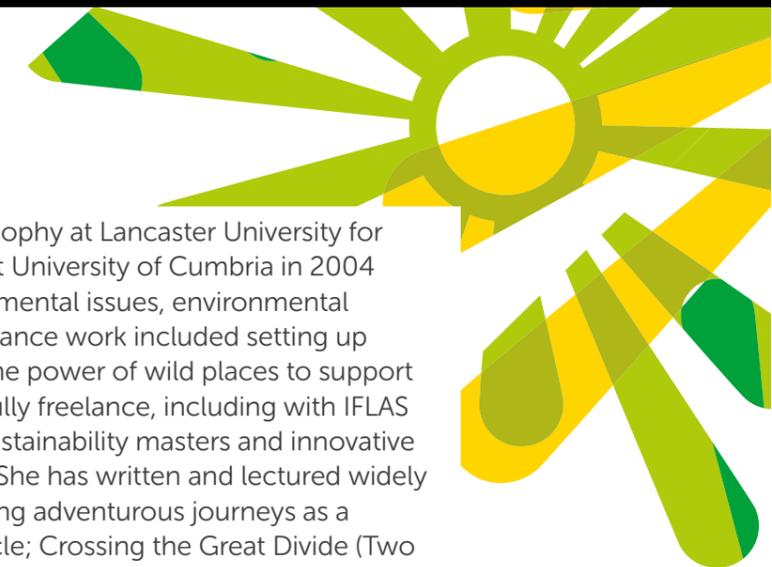
## Theme: Mindful of Nature and The Nature of Mind

### Kate Rawles: The wellbeing of plankton: Countering anthropocentrism in leadership for sustainability

Mainstream Western conceptions of 'sustainability' and 'well-being' are usually anthropocentric. It is the well-being of humans that is desired, with that of other-than-humans and living systems sought as a means to this end. In the still influential 'Brundtland' definition of sustainability as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs', the needs are assumed to be human, while other-than-humans are valued only instrumentally. Their contribution to our needs/well-being is of course critical, as I will discuss in relation to plankton; and focusing on 'what nature does for us', 'ecosystem services' etc can be understood as strategic. But anthropocentrism and instrumentalisation are, arguably, root causes of our interconnected environmental crises. And asserting 'bigger-than-self' values in relation to other species has been shown to strengthen commitment to intrinsic values across multiple issues. I will argue, therefore, that the 'great man' myth in leadership theory is paralleled by 'the great men' myth in sustainability; that it urgently needs to be unlearned; and that leadership in sustainability includes articulating, asserting and acting on the intrinsic as well as instrumental value of other species.

**keywords:**  
anthropocentrism,  
sustainability,  
plankton

**friday**  
11:30 to 13:00  
**room:**  
coleridge  
**theme:**  
mindful of nature  
and the nature of  
mind  
**paper:**  
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**Bio:** Dr Kate Rawles lectured in environmental philosophy at Lancaster University for ten years before joining the Outdoor Studies team at University of Cumbria in 2004 as a half-time lecturer, teaching 'big picture' environmental issues, environmental education, sustainability and sea kayaking. Her free-lance work included setting up Outdoor Philosophy, short courses which harness the power of wild places to support and inspire sustainable leadership. She now works fully freelance, including with IFLAS and Forum for the Future on their Leadership and Sustainability masters and innovative Reconnections programme (with Jonathon Porritt). She has written and lectured widely on environmental issues and is passionate about using adventurous journeys as a communication medium. Her book *The Carbon Cycle; Crossing the Great Divide* (Two Ravens Press, 2012) based on a 4553 mile bike ride following the spine of the Rockies exploring climate change, was shortlisted for the Banff Mountain Festival Adventure Travel award. This summer she rejoins Pangaea Exploration's yacht *Sea Dragon* to work on plastic pollution and overfishing. <http://www.outdoorphilosophy.com>.

### Steve Onyett: Being positively shadowy- towards leading ourselves and others from more of who we really are.

".. 'What can I actually do?' The answer is as simple as it is disconcerting: we can, each of us, work to put our own inner house in order" (Schumacher, 1973).

Jung's formulation of the human shadow describes those unseen parts of ourselves that shape much of who we are and what we do without awareness. It is often misunderstood as a negative, unworthy shameful place, when in fact it contains much that serves us and our dreams for our place in a better world. We explore shadow as a radical, strengths based approach that allow us to step more fully into our authority and authenticity. Our work takes people on a journey that integrates work on the human shadow with asset-based, appreciative approaches and practices that offer deep connection with the truth of our experience. It unleashes the power of action based on being fully with what is, rather than fixing; allowing emergence from connection rather than "driving" change. It calls us to host places for radical connection that inspire action towards sustainable change for a better world. Crucially it calls us to build capacity for others to do the same.

Introduction to evaluated work that integrates work with the human shadow with leading edge asset-based approaches to personal and collective wellbeing and change, as well as the ancient practice of hosting. Insights into the work of Embercombe in Devon as a place of inspiration and action. Relevance to everyone seeking to lead from their whole selves while seeking to offer that to others around them. Contextualised within insights into the achievement of practical and sustainable improvement in complex, paradoxical, and uncontrollable contexts.

**Bio:** Steve specialises in supporting people to lead from their whole selves, and to meet the challenge of listening, speaking and acting from the heart. He is a clinical psychologist focusing on leadership development, facilitation, and coaching, founding

**keywords:**  
leadership,  
shadow,  
holism

**friday**  
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**room:**  
coleridge  
**theme:**  
mindful of nature  
and the nature of  
mind  
**paper:**  
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Onyett Entero in 2009. He holds professorial roles at the University of Exeter, the Centre for Citizenship and Community, and the University of the West of England. He remains active in national research on team working in mental health.

Alongside the work on the human shadow of his talk, Steve is also practiced in the Way of Council in the Ojai Foundation tradition, is trained in Appreciative Inquiry and Solution Focused approaches to development, and is a fully qualified coach to executive level. Steve is Chair of Trustees at Embercombe, a charity and social enterprise promoting a more socially just, sustainable and spiritually fulfilling human presence on earth.

**Alex Hope: Sustainability of the Self – Harnessing Natural Cycles for Leadership Development**

Effective leadership is key to wellbeing and sustainability and there is a need for leaders who lead with purpose, values and integrity. This realisation has led to interest into new models of leadership such as 'authentic leadership' and 'mindful leadership' which seek to help business leaders connect with their inner self in order develop more adaptable and compassionate decision making processes. The development of these models point to the need for leaders to practice sustainability of the self: to develop their own wellbeing before tackling increasingly complex societal and business sustainability problems. This presentation starts from the position that human interaction within society and the natural environment is highly complex, and recognises the role that feelings, emotions and motivation play when attempting to find solutions to sustainability problems. It draws upon principles of deep ecology and practices such as permaculture and the natural step to demonstrate how leaders can develop sustainability of the self. In doing so it develops a model that aligns cycles of leadership with the seasons and cycles of the natural world suggesting that leaders must recognise that there is a time for visioning, a time for planning, a time for action and a time for reflection.

Attendees will benefit by understanding why it is essential that leaders must consider their wellbeing and sustainability of the self an essential part of their leadership role. They will learn how they can develop the capacity to tackle complex societal and business problems by acknowledging and working with the seasons and their own natural cycles. As a result, attendees will be better equipped to lead with purpose, authenticity, creativity and integrity whilst also inspiring others to do the same.

**Bio:** Dr Alex Hope is Senior Lecturer in Business Ethics at Newcastle Business School, Northumbria University where he undertakes research and teaching in areas such as corporate social responsibility, responsible management, business ethics and sustainable development. He also works as an Associate Lecturer for the Open University teaching on their Environmental Management programmes. He has over 15 years experience working in management and leadership roles in private and public sector management positions across a diverse range of sectors including retail and local government and as director of a sustainability and leadership consultancy. Dr Hope holds a degree in Environmental Management, Masters in Academic Practice and PhD in Sustainable

**keywords:**  
leadership,  
sustainability,  
natural cycles

**friday**  
**11:30 to 13:00**  
**room:**  
coleridge  
**theme:**  
mindful of nature  
and the nature of  
mind  
**paper:**  
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Development. He is a keen advocate of academic use of social media and can be found writing in his own blog [www.drSustainable.com](http://www.drSustainable.com) and on Twitter @DrSustainable.

**Emerging Leaders: Brathay / University of Cumbria Aspiring Leaders Programme (ALP)**

**Eva Vavrova: Reconnect - a social enterprise model for wellbeing.**

The results of the Institute of UK Management (2009) Working Life Survey showed that over 70% of employees say stress is damaging to their health and their productivity. Stress at work plays a huge role in employment absenteeism (Mind, 2013) and this costs £7 billion every year in the UK alone (WHO, 2010) – it is not something employers can afford to ignore!!!

Did you know that 131 million days were lost due to sickness absences in the UK in 2013? And that the main cause for working days lost in 2013 was musculoskeletal conditions (such as back and neck pain), leading to 31 million days lost!

Massage and meditation helps reduce the impact of stress and anxiety levels in employees and leads to better morale, improved productivity, better decision making and ultimately better performance (Steers & Black 1994; Tang Y-Y et al, 2007).

Reconnection is a newly established social enterprise offering mind and body complementary therapy services. The mission is to support people to become empowered and to improve the corporate within organisations.

Reconnection is driven by a social chance that that is happening in current economic and political climate. With the overall increase of physical and mental health issues the need for shift is necessary.

Reconnection provides onsite massage and meditation services in order to support people to become empowered to find inner strength to live fulfilling lives and to support a change of organisational culture which leads into financial prosperity.

This presentation will explore what this social enterprise model can offer the wellbeing needs of organisations and communities. We will discuss what impact massage and meditation has on individuals, sharing case studies of the beneficiaries of Reconnection and how we can use the power of massage and meditation to improve corporate well-being of organisations.

**Bio:** Eva is a founder of a social enterprise Reconnection. Her mission is to create a space where individuals and organisations feel empowered to use their internal strengths and resources to improve their well-being, and to encourage individuals to be the drivers of positive social change.

**keywords:**  
mind and body,  
social enterprise,  
empowerment

**friday**  
**11:30 to 13:00**  
**room:**  
syndicate room 1  
**theme:**  
ALP  
**paper:**  
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**Kevin Goodall: The experiences of an aspiring social entrepreneur developing a third place**

In 2012, NHS North Lancashire identified Morecambe as having the highest number of alcohol-related hospital admissions in the area and commissioned a citizens' jury to produce the Morecambe Alcohol Inquiry report, proposing solutions to the question "What do you think would make it easier for people to have a more responsible relationship with alcohol?"

The resulting development of a third place in Morecambe, a public place on neutral ground where people can gather and interact (where the first place is home and the second place is work), is an alcohol-free space for the community that will celebrate its first anniversary on Saturday (18th July) and this talk will cover the experiences of setting-up such a project.

**Bio:** Kevin is a graduate of the University of Cumbria Business School. He has recently completed the innovative three-year 'Aspiring Leaders Programme', which aims to find the community leaders of the future for Cumbria and North Lancashire. After working in the community sector for over five years, Kevin launched a new social enterprise for which he has received grants from UnLtd and support from the international 'School for Social Entrepreneurs' programme. A dry bar and community arts space called WE, the project is a community interest company located in one of the most deprived communities in England.

quicker than previous times. The framework of the ALP programme has allowed me to explore this about myself, before I implement it as a leader. As a leader I have developed an understanding of recognising that everyone has a very different way to manage stresses and adversity either in the workplace or personally.

**Bio:** Megan Fearnley, a participant from the first cohort of The Aspiring Leaders Programme which ran from 2011 to 2014. At the age of 18 years old I was the youngest participant on the programme, living in South Lakes Cumbria with my Mum and two older brothers. When I was offered the opportunity of being a part of this brand new programme, I had just finished studying at College with no prospects of going on to study Higher Education. My employment status was full time made up of; working as Home Carer and Youth Worker in Training for a Charity, whilst also Volunteering for Cumbria Fire & Rescue Service. Now I am living independently, supporting adults with complex learning difficulties with challenging behaviour, as well as, working in a children's residential home with emotional and behavioural difficulties.

**Paper Session 3: Saturday 13:30 to 15:00**

**Theme: Psychology and Economy**

**Megan Fearnley: What has "The Aspiring Leaders Programme" taught me about Leading Wellbeing?**

A chance for me, the youngest participant on the first pioneering Leadership Programme for the Third Sector, to share and question the benefits and importance of this programme.

The Francis C Scott Charitable Trust (FCSCT) commits over £1 million every year to charities operating in Cumbria and the very North of Lancashire. FCSCT will support charities working in the most deprived communities (both urban and rural) who are addressing the key transitions in a child's/young person's life 0-21 year olds, (www.fcscct.org.uk, 2012). Chris Batten the Director and other Trustee's believes – "Leadership can and should come from within the communities charities serve" (Batten C, 2011). So together with Brathay and the University of Cumbria they came up with this once in a generation chance for leaders of tomorrow to develop, without worrying about funding as FCSCT covered most of it.

During ALP I learnt a lot about Resilience and what it takes to adapt to stress and adversity. We determined that resilience is about a process a person goes through which everyone can learn and develop, instead of being a trait a person may have. I have recognised my own coping strategies and use my wide support network to get me through. This then made each adversity I faced easier to manage and I got through it

**Carmen Smith: The Psychology of Sustainability through Mutual Credit**

Through a lack of financial support, civil society organisations are hindered in their attempts to secure social resilience, enhance sustainability, and promote wellbeing within society. Responding to the need for sustainable finance, this presentation explores the psychology of mutual credit. It draws on interviewees experiences within community initiatives, asking: why do they choose to use mutual credit, how do they experience group membership, what are their preferences, and how do these findings relate to the literature in psychology, sociology and economics?

Members' engagement with mutual credit is explored in terms of psychological needs satisfaction. This is the theory that human behaviours function to meet human needs (Maslow, 1943). Mutual credit satisfies three intrinsic needs: autonomy, competence and relatedness.

In contrast, consumer goods and extrinsic monetary rewards undermine both these needs and the drive for personal and collective resilience: the type of intrinsic motivation that can affect real societal change. Deeper motivations are also explained as 'transformative moments' in participants' lives, and the role of personal and group identity is discussed with regard to developing

**keywords:**  
community social  
enterprise,  
alcohol-free,  
third place

**friday**  
11:30 to 13:00  
**room:**  
syndicate room 1  
**theme:**  
ALP  
**paper:**  
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**keywords:**  
resilience,  
self-awareness,  
leadership-  
awareness

**friday**  
11:30 to 13:00  
**room:**  
syndicate room 1  
**theme:**  
ALP  
**paper:**  
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**keywords:**  
financing,  
community,  
sustainability

**saturday**  
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**room:**  
terrace  
**theme:**  
psychology and  
economy  
**paper:**  
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mutual credit in both mainstream and alternative cultural communities.

The psychological understandings presented here aim to be transferable across multiple contexts. Attendees can apply these understandings to promoting non-monetary relations in their own work as it provides evidence of their psychological benefits. They also inform the design of non-monetary systems that account for members' experiences. Above all though, this presentation is intended to inspire the curiosity of listeners and stimulate conversation about the motivations and desires that drive participation in the new economy movement, as well as how an understanding of these may be applied to promote positive action.

**Bio:** Carmen Jayne Smith is a researcher in social and psychological approaches to sustainability: I grew up in South Africa and have lived in the UK since thirteen years of age. After completing my undergraduate degree in Psychology, I conducted research for television and news media before embarking on a masters and PhD at the University of Bath. My research interests are focussed on the psychology and development of community currency systems but also include ways of living and interacting with nature; in my studies I have also explored permaculture and eco-village life.

**Nadine Andrews: From intention to action: psychosocial factors influencing pro-environmental decision-making**

This paper draws on findings from an interdisciplinary research study that seeks to gain insight into key psychosocial factors influencing pro-environmental decision-making in organisations. Taking an individual-level analysis, the empirical study enquires into the experience of individuals with responsibility for environmental policy, strategy and practice as they attempt to enact meaningful change. In exploring the intersection between individuals and organisations, it illuminates underlying processes that help explain why despite good intentions, decisions people make at an organisational level may end up being misaligned with their personal values and intentions (and indeed the espoused values of the organisation).

The paper focuses on four factors in particular: cognitive frames of human separation from nature, repression of emotion, satisfaction of innate psychological needs, and repression of environmental identity. The implications of these contextual factors on psychological wellbeing, motivation, resilience and effectiveness, as well as on environmental decision-making, is discussed. Gaining understanding and awareness of these psychosocial processes and their potential impacts, allows for leaders to consciously, mindfully, design organisational contexts and interventions that are likely to support rather than undermine congruence and that help develop the inner resources needed for acting effectively in that face of catastrophic environmental destruction. Learn about key psychosocial factors and their potential influence on psychological wellbeing and decision-making. As these processes tend to operate below the level of conscious awareness, by becoming aware of them we can gain more control over them and can choose to intervene to alter their dynamic.

**keywords:**  
psychosocial,  
organisation,  
environmental

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terrace  
**theme:**  
psychology and  
economy  
**paper:**  
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**Bio:** Nadine Andrews is a final year PhD researcher with HighWire Doctoral Training Centre Lancaster University. She teaches Mindfulness Based Stress Reduction (MBSR) courses and uses mindfulness and nature based approaches in coaching, facilitation, consultancy and research. Previously Nadine worked for 20 years in various aspects of music industry and festival management, and in arts and heritage sector in strategic marketing, organisational development, management research and evaluation, training and facilitation.

**Mark Horsley: Debt, Wellbeing and the Dark Side of Consumer Society**

The purpose of this presentation is to explore the significance of the rapid and unchecked expansion of consumer indebtedness over the last few decades in terms of the 'wellbeing' of the general population in the United Kingdom and further afield. Drawing on the author's own primary research data (see, for instance, Horsley, 2015) as well as a diverse, interdisciplinary literature from many different corners of the social sciences we will consider the possibility that individual lives are increasingly reliant the prevalence of borrowed payment means. In a 'consumer society', in other words, it will suggest that our culturally-mediated sense of self, purpose, value and fulfilment rely quite substantially on the proliferation of fictitious payment means, which arguably serve to paper over the cracks in what might well be an increasingly unsustainable and imbalanced set of socio-economic structures that seemingly struggle to provide meaningful lifestyles by more conventional means. What's more, we will suggest that the prevalence of borrowed payment goes hand-in-hand with a number of consequences that not only damage national and international economies – the case of the 2008 financial crisis and its ongoing reverberations, for instance – but also have similarly deleterious effects on the quality of individual life.

The primary benefit of this paper to conference delegates is that it will offer an original insight into what has already become one of the defining social problems of the early twenty-first century. When it comes to the existing contingencies of everyday life the proliferation of personal debt has been all but unmatched as an enabling factor but also comes laden with the physical and emotional consequences of non-payment. In this context, the paper should serve to open up a fruitful debate around future policy directions and the possibility of ameliorative intervention.

**Bio:** Mark joined the University of Cumbria in January 2015 as a Lecturer in Criminology after transferring from the University of the West of England in Bristol. In the last seven years he has also taught sociology and criminology at the Universities of York, Sunderland, Northumbria, Leeds Beckett and West of Scotland. Mark grew up near Carlisle but left in 2003 to study for an undergraduate degree in criminology. He later completed a taught postgraduate degree in 2007 and, most recently, a PhD in Sociology with a study of consumer indebtedness titled 'The Dark Side of Prosperity', which will soon be published with Ashgate as a research monograph.

**keywords:**  
debt,  
wellbeing,  
consumerism

**saturday**  
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**room:**  
terrace  
**theme:**  
psychology and  
economy  
**paper:**  
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**David Peetz and Georgina Murray: How important is finance capital in leading action on climate change?**

The major owners of most large listed corporations these days, including carbon emitters, are financial institutions. There is increasing concern that finance is ever more dominated by short-termism, leading to increased volatility in share prices and inability to address climate issues. But other parts of finance capital are shifting towards a more long-term approach. This paper focuses on why and how some parts of finance capital are paying more attention to climate issues, including how effective they are in affecting corporate behaviour and the different mechanisms that they use to focus attention of corporations on long term issues of sustainability and climate. We pay attention to such issues as: separate sustainability units within financial organisations; information systems; training; performance management and performance-related pay; organisational culture; leadership; discussions with and pressure on target corporations; public policy lobbying; and the potential for collaboration with groups in civil society such as trade unions and environmentally-focused non-government organisations.

**Bio:** David Peetz is Professor of Employment Relations at the Centre for Work, Organisation and Wellbeing at Griffith University. He is a Fellow of the Academy of Social Sciences in Australia as well as the author of *Unions in a Contrary World* (1998) and *Brave New Workplace* (2006) and co-author of *Women of the Coal Rushes* (2010), in addition to numerous academic articles, papers and reports. His current research includes studies on university staff and careers, trade unionism and union education, executive remuneration, productivity and with Georgina Murray, working arrangements in coal mining, gender, corporate ownership, and finance capital and climate change.

**Bio:** Georgina Murray is Associate Professor in Humanities at Griffith University, in the Centre for Work, Organisation and Wellbeing. She lectures in political economy and sociology and is the author of many articles and papers as well as *Capitalist Networks and Social Class in Australia and New Zealand* (2006), co-author of *Women of the Coal Rushes* (2010), and co-editor of *Financial elites and Transnational Business – who rules the world?* (2012). Her current research includes studies on corporate networks, think tanks, the wealthy and powerful, and with David Peetz, working arrangements in coal mining, gender, corporate ownership, and finance capital and climate change.

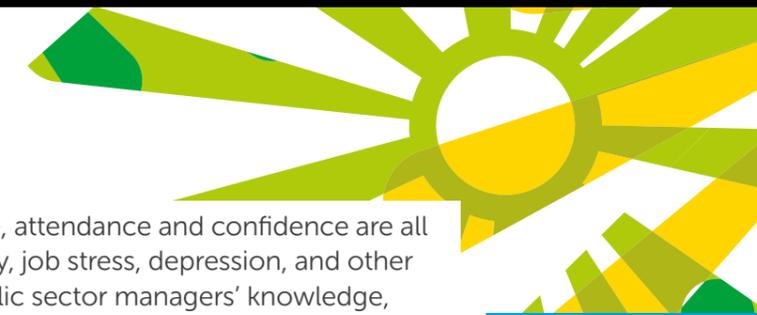
**Theme: Wellbeing at Work**

**Kathryn Huddart (and Grace Hurford): Myths and horror stories: leading mental health and wellbeing in the workplace**

Tackling mental health issues in the workplace is fraught with difficulties (Taylor, 2012) but the effects of mental ill health are so significant that it is important to engage with this challenging area. Mental ill health problems harm employees, business is

**keywords:**  
climate change,  
finance capital,  
responsible  
investment

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**room:**  
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**theme:**  
psychology and  
economy  
**paper:**  
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damaged, output, employee retention, performance, attendance and confidence are all problematic when employees are affected by anxiety, job stress, depression, and other difficulties. This study gauged a small sample of public sector managers' knowledge, training and approaches towards managing employees with mental ill health, through replication of a national survey, and follow up interviews were then conducted to gain deeper insights into issues and challenges. Findings confirmed the national picture but also tracked the emerging responsibility of line managers to proactively lead change in this field. The importance of resources, support and training for empowering managers was also noted in this context.

To gain an understanding of the wider picture on mental health at work, and the issue of stigma that needs addressing To be empowered to lead pro active change in the area of workplace mental health, either as employees or as managers.

**Bio:** Kathryn Huddart is currently completing MSc in Occupational Therapy. Graduated from University of Cumbria with BA(Hons) Business Management with Human Resources in 2013. Career prior to studies was within Banking and Finance sector.

**Bio:** Dr Grace Hurford lectures in public services leadership at the University of Cumbria and has also contributed to a number of postgraduate health programmes locally and nationally. Internationally she has helped to set up a school of public management and leadership in Azerbaijan and supported a medical / nurse leadership QA programme in Malaysia. She has been a visiting fellow to DUBS (Durham University Business School) and also worked closely with CETAD (Lancaster University) delivering health leadership programmes. Grace is module leader for the UoC/Robert Kennedy College Ambleside Masters residential modules. Her doctoral research was in the field of public policy and planning, and current research is focused on values and ethics in public services, and linking natural science and business for experiential learning outdoors.

**Emily Wassell: Leadership and wellbeing capital**

Many of the challenges facing leadership may be solved using findings from wellbeing science. Wellbeing is the balance point between challenges and supports. The purpose of this viewpoint is to highlight multidisciplinary research findings that support leadership focusing on wellbeing capital. This viewpoint reviews research on wellbeing, realms of wellbeing, fit, co-responsibility, and a framework for measuring, analyzing, and improving wellbeing. The incongruence between experimental research and real world practice should not extend to leadership. This viewpoint spans multiple disciplines and examines holistic leadership solutions to current global crises. It is critical for leaders to understand how to measure and analyze wellbeing factors in the environment, individuals, businesses, communities, and nations. To increase wellbeing, leaders need to leverage challenges and supports. More research and development on tools to measure and analyze wellbeing capital will provide new insight into decision-making. Leaders need to re-examine capitalist and Newtonian constructs that focus on material capital,

**keywords:**  
support,  
training,  
mental health in  
the workplace

**saturday**  
13:30 to 15:00  
**room:**  
wordsworth  
**theme:**  
wellbeing at  
work  
**paper:**  
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**keywords:**  
wellbeing,  
leadership,  
wellbeing capital

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room:  
wordsworth  
theme:  
wellbeing at work  
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profits, order, and competition, and begin to focus on wellbeing capital, the common good, chaos, and collaboration. For a better future for all people and the planet, leaders must consciously strive to increase wellbeing. This viewpoint is significant because it offers a definition of wellbeing capital for leadership theory.

**Bio:** Dr. Emily Wassell is an experienced educator and passionate academic. Her research interests include appreciative inquiry, care and wellbeing, and quantum leadership. Emily is the co-founder of DEW, which is software to assist in measuring, understanding, and improving wellbeing. Dr. Wassell is enthusiastic about changing social constructs, reimagining education, and creating a better future.

**Graham Randles: Happy workers, happy planet?**

As national and global approaches to measuring happiness and well-being gather pace they are providing new insights into how we may best approach sustainable development by considering headline indicators "beyond GDP." At the same time, the evidence is mounting that a focus on employee engagement and well-being at work leads to a range of business benefits from reduced absenteeism to increased productivity and that this in turn leads to improved business performance. This paper brings together reviews of the literature relating to the measurement of happiness and well-being with research into happiness and well-being at work to address a question that has so far been largely overlooked: to what extent does well-being at work support sustainable development? Highlighting lessons from leading companies, it looks at the roles of leadership, values and measurement in creating high well-being, sustainable businesses.

By considering the systemic links between workplace well-being and wider sustainable development, this presentation will both inform attendees and stimulate debate. Do higher well-being companies always contribute positively to sustainable development and do organisations with strong sustainability values automatically have higher well-being? Attendees will learn from the well-being literature and stories and be challenged to take a new perspective on these questions.

**Bio:** Graham Randles is NEF Consulting's Managing Director. Since joining in June 2012, Graham has spearheaded a strategic drive to apply market-leading methodologies for social impact assessment based on the principles of Social Return on Investment (SROI), to a wide range of applications, from national and international charities to public authorities and corporate reporting. Graham has over 10 years' experience in environmental consultancy and extensive experience of managing large projects for international charities including WWF. He has strong programme management experience and has overall responsibility for client liaison, research design, project management and quality assurance. Graham offers a strong combination of commercial, entrepreneurial and sustainability experience and a passionate interest in the environment.

saturday  
13:30 to 15:00  
room:  
wordsworth  
theme:  
wellbeing at work  
paper:  
3

keywords:  
wellbeing at work,  
happiness,  
values,  
sustainability

**Theme: Examples from Lakeland**

**Keith Jackson, Jacqui Jackson: Sustaining local family food business: leadership without authority**

The creation of a sustainable community requires leadership that can influence stakeholders with a combination of power and interest over the community's outputs. Exemplars of economically sustainable communities are family businesses in local food supply chains. These businesses have a wide reach of stakeholders from end consumers who as individuals may have lots of interest but relatively little purchasing power to organisations who may have lots of purchasing power but relatively little interest.

This paper follows the continuing journey of a couple as they move from fourth generation local food retail outlets with power and interest over the supply chain to stakeholder/leaders with influence (Keith as a researcher in CRED and Jacqui as vice-chair of the SPAR Retail Guild ) to stakeholders with interest but no official power (working as Jardine Jackson Associates for local food retailers; developing supply chain research for Carlisle Food City and working at Lancaster's CFB with regional family food businesses).

This journey covers the interaction of ownership, power and interest in the local food supply chain and captures how currently with the help of a disparate group of local and national stakeholders they are continuing to influence the actions of the local food supply chain.

**Bio:** Keith has a lifelong interest in the food supply chain and is currently finishing off a PhD on behaviour within the supply chain. Prior to joining the Centre for Regional Economic Development (CRED), Keith worked with Jacqui's family business for twenty years, together they took the business from 5 to 50 staff taking the turnover from £4,500 a week to £3.5 million a year. The business was nationally recognised as a leader in community retailing winning the prestigious Wisemans UK Neighbourhood Retailer award as well as various national grocery awards.

Keith's interests outside CRED revolve around local food. He has worked with Jacqui on local retail projects for Jardine Jackson Associates, he is an active member of Carlisle Food City leading their research project that is mapping the local food supply and is now a director of his sons Coffee Roasting business Bruce and Lukes.

**Bio:** Jacqui was born into family business leadership and is currently Head of Family Business Engagement at Lancaster University Management School. Jacqui has published chapters on family firms and is the UK project leader of the global family business research group STEP. She is also highly active in leadership development having been director of both of Lancaster's small business leadership development programs (LEAD and GOLD).

Prior to joining Lancaster, Jacqui was Retail Director of the National Guild of SPAR, representing over 2,500 retail outlets within the UK. Jacqui has also held roles within the SPAR guild overseeing the marketing and human resource functions of the group. Outside of Lancaster Jacqui has delivered projects to raise the profile of small retailers for Blakemores and James Hall. She is always happy to engage with businesses of all sizes and has taken on the role of MD for her sons Coffee roasting business Bruce and Lukes.

keywords:  
leadership,  
local ,  
family

saturday  
13:30 to 15:00  
room:  
coleridge  
theme:  
examples from lakeland  
paper:  
1

**Jamie Mcphie, Georgia Wingfield-Hayes (and Kay Hebbourn): Stories from the wolf town: community facilitation for sustainability and wellbeing**

This paper presents examples from three community facilitators promoting sustainability and wellbeing in a small Cumbrian town in England called Ulverston (Úlfarr/Wulfhere - wolf warrior, tūn – farmstead). Kay Hebbourn presents 'Hoad Terrace': an unintentional, award-winning community that has evolved organically over a decade. Families share produce, skills, tools, childcare, lifts, and often dine together. They strive to live sustainably and find new ways to best use the land they collectively own. The terrace community have ditched hard boundaries in favour of edible ones and have accidentally co-created a vibrant sense of place. Jamie Mcphie presents 'Walking in Circles': a collaborative action research project to explore how mental health is distributed in the environment as opposed to being solely contained within what has been described as the 'skin bag' of the human form. Georgia Wingfield-Hayes presents 'Film Nights and The Permaculture Project': where documentary films when viewed in a community can inspire shared action. This is how the Permaculture Project began; a community garden where food is grown alongside ideas, friendships and a sense of belonging. These examples are not hierarchical top-down or bottom-up approaches to the facilitation of wellbeing and sustainability. They are horizontal, shared and rhizomatic.

**Bio:** Jamie Mcphie is a lecturer of Cultural Landscapes and Aesthetics in the Outdoors on the University of Cumbria's (UK) Outdoor Studies programmes. His research interests lie in mapping the spread mind in mental health, psychogeography and relational philosophies such as, externalism, contemporary animism and new materialism. As a former performance artist, Jamie has also combined his interests in creativity and outdoor studies to incorporate creative approaches to outdoor education, post-qualitative research and environmental exploration (and occasional activism).

**Bio:** Georgia is a therapist that works with nutrition and other techniques to promote an integrated approach to wellbeing. She is currently a post-graduate student at the Institute for Leadership and Sustainability (IFLAS) and a contributor to OpenDemocracy.net.

**Bio:** Kay is an incessant blogger, writing about permaculture activities especially growing food. Her own blog, This Week In The Garden, aims to inspire people to think about creative solutions to climate change. It contains practical information like growing guides, recipes and 'how to' articles as well as addressing some of the wider aspects of negotiating the environmental challenges that we are all facing. The blog is the story of her ongoing journey of learning how to make a small piece of land produce as much food as possible, whilst building the soil and increasing wildlife habitat. She regularly writes for Permaculture magazines in the UK and Australia. In her day job, Kay is passionate about helping green businesses learn to use websites and social media to market their projects and products.

**keywords:**  
mental health,  
permaculture,  
sense of place.

**saturday**  
13:30 to 15:00  
**room:**  
coleridge  
**theme:**  
examples from  
lakeland  
**paper:**  
2

**Denise Mace: Wellbeing in Practice – Just Get On And Do It!**

The University of Cumbria is one of the largest employers in Cumbria and recognises that wellbeing has a direct impact on our academic programmes and the experience of staff and students. However, there is no budget in place and we have been through challenging times in Higher Education so it was important to use our internal resources. The HR team

Identified key players to engage strategic partners despite the fact that there was no budget and the HR team were operating on 30% less staff than the previous year.  
Held the first ever health and wellbeing week  
Worked in partnership with local and national health & wellbeing experts and invited Dame Carol Black to present to board members and external partners on benefits of promoting health and wellbeing  
Promoted national initiatives eg now have 400 dementia friends!

It can be difficult embedding wellbeing during a time of restructuring and financial constraints within a new University but within one year we have had significant successes. We had a belief in our team, and a passion to deliver. Just Get On And Do It!

It will be beneficial to hear what it is like in 'real life' and in challenging times, working to embed wellbeing in an organisation of 1100 staff who work across 4 campuses. With the right commitment and engagement with partners, everyone can benefit, with evidence to support. The University of Cumbria can discuss what can be achieved with limited budget and reductions in HR staff. Driving wellbeing doesn't have to be expensive – think creatively and make use of internal/external resources.

**Bio:** I have worked as HR Manager at the University of Cumbria for 2 years and my role encompasses university wide projects including developing and implementing a new process for Personal & Professional Development Reviews, an Identity Management System, Long Service Scheme and a Staff Suggestion Scheme. However, in the last year my focus has been on wellbeing and developing better ways to engage with staff. I enjoy developing this area of work and am engaged with University networks to work collaboratively on larger projects for data benchmarking.

Previously, I have worked at Marks and Spencer for 20 years in HR roles across the Northwest, and then self-employed as an HR Consultant supporting local businesses with HR and Training needs. I am a Director of the Shops Board at St John's Hospice in Lancaster where we play an integral role in raising vital funds for the community.

**keywords:**  
partnership,  
promoting,  
embedding

**saturday**  
13:30 to 15:00  
**room:**  
coleridge  
**theme:**  
examples from  
lakeland  
**paper:**  
3



## Theme: Kaleidoscope of Practices #2

### Nigel Dykes: There and back to see how far it is!

By cycling to work I have now travelled more miles than the distance around the world. On my second lap I am exploring why do I do this? What are the benefits? For whom? How do I know? How does my story affect others? Do I reduce my impact on the planet? Is this sustainable? Am I healthier? Should more people be empowered to cycle? By keeping a diary of thoughts, emotions, distances and food consumption I share my experience. I can give an overview of the benefits of cycling from the research community. I reflect on my journeys' achievements, however, but what about the broader journey? I share the story of others who I pass on my journey. I share what they see and think. Commuting poses more questions. I never set out to find these, they are finding me. In essence, I reflect on my recent quest to now live more sustainably. I share struggles, successes and failures. The bike journey has become a catalyst to asking critical questions of my own ideas, beliefs and behaviours. I am not suggesting I have the answer. I am not a model citizen. I have a long road yet to travel.

What are the benefits to attendees? We will have to ask them! I hope that my story serves to question and help us all reflect what we can do each and every day. Are we the difference we want to see in the world? What are our own behaviours? People do notice. People do ask. Our actions speak loud. This is leadership from the ground. This is environmental activism. There is a sense of adventure and excitement in the "ordinary" and the everyday. There might be a big laugh if I fall off my bike whilst giving this presentation.

**Bio:** Nigel Dykes, Course Leader for Outdoor Adventure and Environment, University of Cumbria. His research interests lie in using outdoor adventures and experiences to explore place, our perceptions of environment and ecology. He has is a perennial cyclist. He has been commuting to work for years and sees a bike as a form of transport first. He has been researching his practice which over the last ten years has seen him pedal the equivalent of around the world by commuting. He has emerging interests in active and slow travel and how these philosophies can shape a more sustainable world. He has worked in outdoor and environmental education for 25 years in the UK, Europe and the USA. He has interdisciplinary interests in ecology, cultural landscapes, outdoor and environmental education, conservation and wilding.

### Cathy Neligan: 7 Principles to Shape the workplace of tomorrow

What are the requirements for the workplace of tomorrow when people and planet really matter?

7 principles to shape the workplace of tomorrow:

- CONNECT PEOPLE WITH THEIR PASSION, PURPOSE AND PLANET
  - Aligning purpose with values, ethics, people
  - Encouraging new forms of organisation
  - Being clear what you stand for

- FROM LEADERSHIP TO LEADERFUL
  - Empowering workforce to find the answers
  - Decisions made by those most affected
  - Developing managers as developers of others

- CREATE AUTHENTIC ORGANISATIONS
  - Question, develop and communicate shared values
  - Encourage empathy, integrity and creativity
  - Create accountability with customers/suppliers

- APPROACH COMPLEXITY WITH INQUIRY
  - Allow questions to surface
  - Involve everyone in creating a future picture

- DEVELOP RELATIONAL INNOVATIONS
  - Encourage innovation through the many
  - Encourage community intrapreneurship
  - Slow down, reflect, relate

- TRUST MORE; CONTROL LESS
  - Treat people as adults
  - Challenge the necessity of policies
  - Be clear on the givens

- PATTERN HOPE TO HELP THE FUTURE TO EMERGE
  - Develop creative communities with a cause
  - Consider human-sized ambition
  - Invest in being the best for the world

**Bio:** Director of Communications and Research for the Oasis School of Human Relations, a peer-based organisation which focuses on inspiring and developing 21st century relationship through Whole Person Learning. Oasis publications include Steps to an Ecology of Soul, Working Relationships for the 21st Century, Peering into the Future and 7 Principles to Shape the Workplace of Tomorrow.

Cathy's background is in journalism, translation and communications. She has spent time working in Japan and holds a Master's degree in Women's Studies. She is passionate about promoting Whole Person Learning, globally responsible leadership and the requirements for the workplace of tomorrow.

keywords:  
cycling  
(commuting),  
fear,  
freedom

saturday  
13:30 to 15:00  
room:  
theatre  
theme:  
kaleidoscope of  
practices #2  
paper:  
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keywords:  
workplace,  
people,  
planet

saturday  
13:30 to 15:00  
room:  
theatre  
theme:  
kaleidoscope of  
practices #2  
paper:  
2



**Kaz Stuart: System Leadership Development in Children's Centres in the UK**

This case study aims to establish the complex nature of leadership in children's centres in the UK and to demonstrate the value of system leadership as a vital concept for children's centre leadership. The paper presents a case study of leadership development with 24 leaders of children's centres across Hertfordshire. The paper considers the efficacy of system leadership, including distributed leadership within this setting. Evaluation of the programme found that the concept of system leadership was appropriate, supportive and validating for leaders of children's centres, however, the concept needed support with further practical tools and resources. The limitation of the case study is its specificity to one local authority and further research will be needed to see how generalizable the findings are. The implication of the paper is that leaders of children's centres could be supported to work more effectively with system leadership. When leaders of children's centres feel effective, they have enhanced wellbeing and achieve more outcomes, which in turn enhances the wellbeing of the children and families that they serve. Leadership in children's centres is an under researched and under-supported area. This paper makes a new contribution to this sector of leadership.

**Bio:** I am the Director of Kaz Stuart Ltd., a company dedicated to supporting leadership development through training, consultancy, research and impact evaluation. My approach is focussed on the need for individuals to have agency – the ability to be strategically aware of context, to make choices, underpinned by appropriate skills. These three components lead to leaders who have agency, who can act in ways that bring about desired outcomes. I specialise in services for children, young people and families, and integrated working.

I have encountered the challenge of measurement in all settings that work with children, young people and families. This led to my second specialism, developing forms of evaluation that; benefit children, young people and families, fit within practitioner values, and meet the needs of the organisation. I am passionate about supporting evaluation in mutually beneficial ways.

My professional background includes primary, secondary and higher education teaching, youth work, social care, outdoor education, and research all as a practitioner, manager and leader. These experiences inspired my PhD that identified a model of collaborative agency for people working across the Children's Workforce in the UK.

Kaz Stuart Ltd. brings leadership & development and research & evaluation together to enable people to achieve more outcomes for children, young people and families.

**Chris Taylor (and Katie Squire): From Tiny Acorns: The story of one business' journey towards Planetary awareness**

This article tells the story of one company's journey towards more Globally Responsible Practice. For the past four years the Bettys and Taylors Group has been exploring how to engage its employees more actively in caring for the Planet. The article describes this process in an engaging way and draws out some of the things we have learnt along the way. Conscious that we are still only part way through the story, we also identify some of the twists and turns we expect to encounter over the next few years.

One aspect of the story which we feel is important is to set this journey within the overall context of the Group's ongoing approach to leadership and organisational culture. As a family firm we have a tradition of values-based leadership and a strong historical concern for the Planet which supports us all. In recent years the group has also been exploring alternative models of leadership which centre on peer-based working and distributed leadership models.

Katy Squire – Bettys & Taylors Group Communications Manager

**Bio:** Katy has worked at Bettys & Taylors of Harrogate for 20 years, and over that time has championed and supported several of their community and environmental campaigns, including the family business's Trees for Life project. The 30 year long campaign has planted over 3 million trees around the world and helped protect 237,000 hectares of endangered rainforest in Peru. As well as developing opportunities to increase impact and build relationships by engaging consumers and staff with the campaign, Katy's had the good fortune to visit projects and suppliers to see the difference that the Trees for Life has made to people and communities. She's also planted many a tree herself - including one with HRH The Prince of Wales outside Bettys Cafe Tea Rooms in Harrogate.

Chris Taylor – Oasis School of Human Relations

**Bio:** Chris is a Core Associate at Oasis, an entity that promotes radical approaches to personal growth and organisational development. In this work Chris has been involved in Executive Coaching, team development and organisational change, particularly around issues of social and environmental responsibility.

**keywords:**  
system leadership,  
distributed  
leadership,  
children's centres

**saturday**  
13:30 to 15:00  
**room:**  
theatre  
**theme:**  
kaleidoscope of  
practices #2  
**paper:**  
3

**keywords:**  
sustainability,  
leadership,  
organisational  
change

**saturday**  
13:30 to 15:00  
**room:**  
theatre  
**theme:**  
kaleidoscope of  
practices #2  
**paper:**  
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**Emerging Leaders: Brathay / University of Cumbria Aspiring Leaders Programme (ALP)**

**Lesley McCartney and Helen (Aitch) Carter: Can an understanding of generational evolution enable us to create wellbeing in the work place for future generations?**

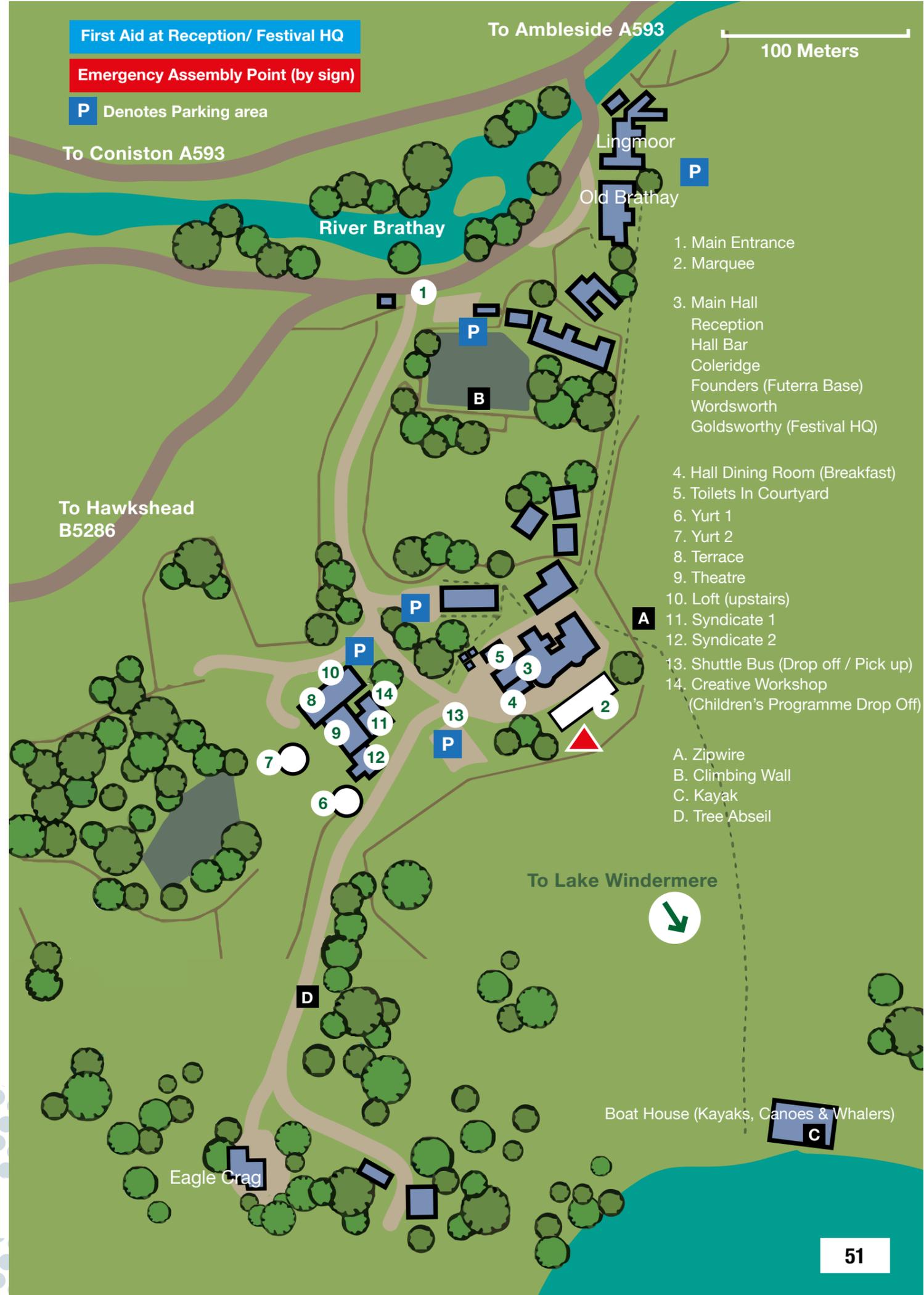
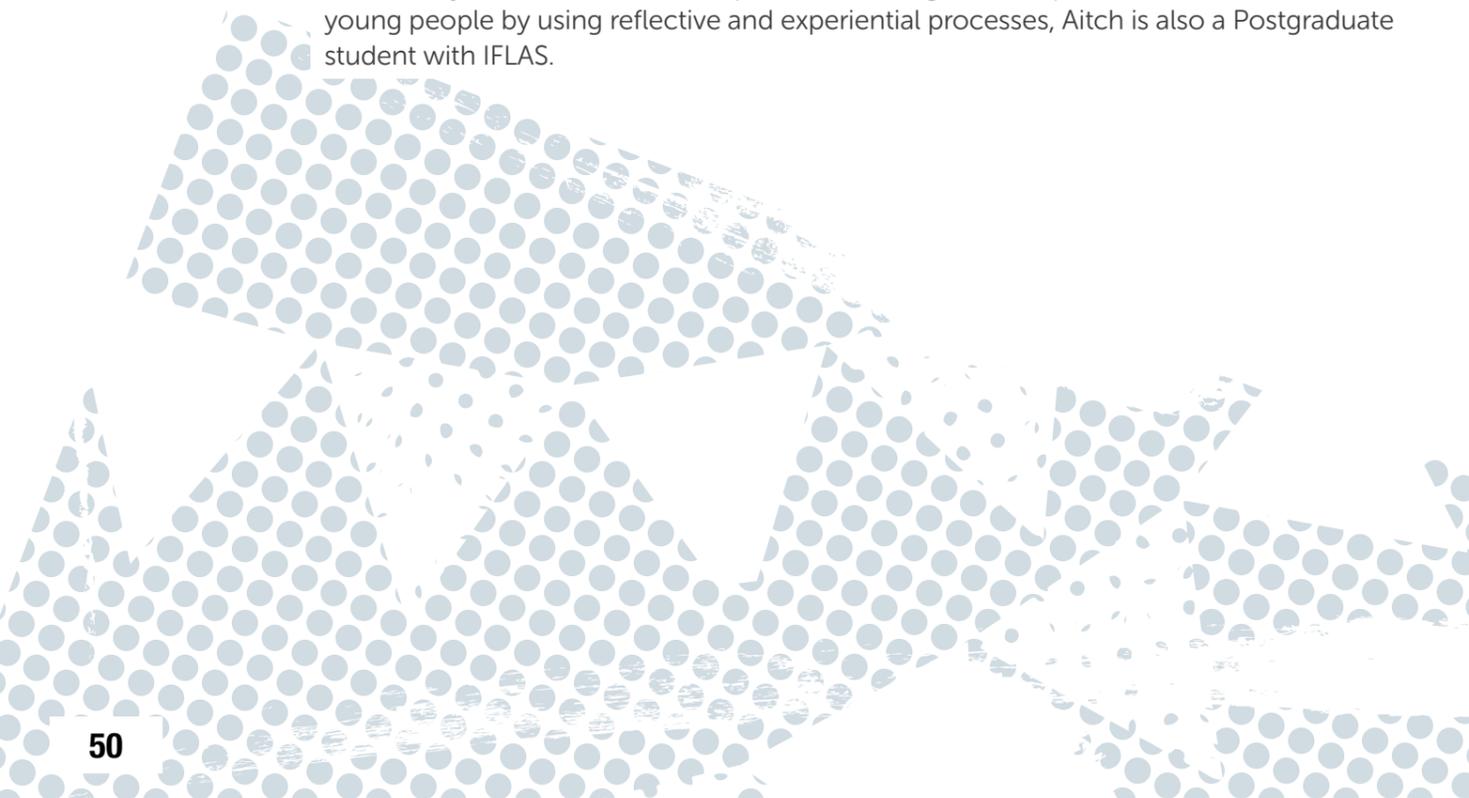
*"I'm Generation Y, my boss is a Baby boomer and he just doesn't get me"*  
 There are three main generations within the work place today, Baby boomers, Generation X and Generation Y, each has their own preferences and ideals. It is our role as leaders to understand and balance these preferences to create an environment where there is a culture of wellbeing within our multi generational workplaces. Within the next three to five years we will start to see a new generation emerging into the workplace Generation Z consisting of young people born from around the start of the millennium. Can we through understanding previous generational evolution predict the likely needs and preferences of this new generation as they emerge?  
 Attendees will have the opportunity to gain an understanding of how generations are evolving and to explore how this may impact their workplace as Generation Z arrives.

**Bio:** Lesley is a graduate of the Aspiring Leaders Program, ALP is designed to develop leadership capacity among young people working and volunteering in the third sector in Cumbria and North Lancashire. Lesley works and volunteers for scouting in the local area.

**Bio:** Aitch is the director of the Aspiring Leaders Programme, which equips Cumbrian civil society leaders with leadership skills and a degree. An experienced educator of young people by using reflective and experiential processes, Aitch is also a Postgraduate student with IFLAS.

**keywords:**  
 generation Z,  
 evolving needs,  
 predicting preferences

**saturday**  
 13:30 to 15:00  
**room:**  
 syndicate room 1  
**theme:**  
 ALP



**“How beautiful can life be? We hardly dare imagine it.”**

Charles Eisenstein,  
Sacred Economics: Money, Gift, and  
Society in the Age of Transition.

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Twitter Feed  
Hashtag:  
**#leadingwell**