

Executive Challenge Academy

Introduction

To embark on the full executive challenge program is to commit to a year of engaging, listening, exploring, and generating creative responses to the complex social policy challenges of our time.

It will be a year of building and practicing the skill, discernment and confidence needed to respond to complex social issues.

Undertaking this journey requires a willingness to let go of what we think we know, a willingness to sit with uncertainty, and a willingness to work with what emerges as a result of the learning experiences offered.

Undertaking the journey also assumes a willingness to be in relationship with fellow leaders from government, non-government and corporate sectors.

The journey will commence with a scenario thinking exercise - a process that is currently driving social change efforts across the world. It will continue with a deep exploration of what it takes to build strong governance and organisational sustainability, providing solid ground on which to generate and test new initiatives and partnerships. The program will flow into the territory of relational leadership, followed by an optional solo bush retreat. In September participants will be at the beginning of a powerfully generative and future focused phase of the journey, centred around the creation of world class social policy.

The commitment to this journey, is, in itself a decision to not only respond, but to drive change in a world that is demanding new ways of being and operating as a leader.

Welcome!

Jan

Archersfield Consulting and Management Pty Ltd

Executive Challenge Academy

Scenario Thinking

In this process, social change facilitator Adam Kahane will help participants to understand scenario thinking, and build their capacity to work with the two fundamental drivers of social change and leadership: power and love. The workshop will bring together theory and practice, concepts and stories, dialogue and experimentation.

Adam will contribute the approaches he has developed over his twenty years as a leader of innovative multi-stakeholder processes to address complex social challenges. He will coach participants in reflecting on their own experiences of trying to effect social change — in communities, organisations, and societal settings — and in crafting new ways forward.

This exploration will build the participants' capacity to combine power and love to work more effectively in and with social systems of all scales. It will also assist participants gain clarity about what is going on in our system.

Together, we will work to create initiatives that can contribute to shifting the larger system.

You may find these two books on the methods interesting reading before we meet:

- *Presence: An Exploration of Profound Change in People, Organisations and Society*, by Peter Senge, Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, provides an orientation to the U – Process by several key contributors to the theory.
- *Solving Tough Problems*, Adam Kahane's account of his evolving understanding of how to facilitate resolution of "stuck" issues, a journey that led him to the U-Process.

Adam Kahane

Adam Kahane is a partner in Reos Partners (www.reospartners.com), an international organisation dedicated to supporting and building capacity for innovative collective action in complex social systems, and a Visiting Practitioner at both the University of Oxford and the University of Waterloo.

Adam is a leading organizer, designer and facilitator of processes through which business, government, and civil society leaders can work together to address their most complex challenges. He is the author of *Solving Tough Problems: An Open Way of Talking, Listening, and Creating New Realities* and *Power and Love: A Theory and Practice of Social Change*.

During the early 1990s, Adam was head of Social, Political, Economic and Technological Scenarios for Royal Dutch Shell in London. Previously he held strategy and research positions with Pacific Gas and Electric Company (San Francisco), the Organisation for Economic Cooperation and Development (Paris), the International Institute for Applied Systems Analysis (Vienna), the Institute for Energy Economics (Tokyo), and the Universities of Toronto, British Columbia, California, and the Western Cape.

Other members of Reos Partners will support Adam and Jan in the Scenario Thinking Workshop.

Executive Challenge Academy

Corporate Governance

The development of governance capability and capacity is a critical element of leadership. We propose to develop and facilitate a tailored, condensed program to deliver a directors update on contemporary governance issues for senior managers serving in the public, corporate and community sectors.

This practical program will deliver improved governance effectiveness and understanding. The program will also deliver recommendations to continuously improve the knowledge and application of practical governance and may form the foundation for a broader, state or national educational program.

The global financial crisis and repricing of risk have led to significant business failures and the identification of numerous governance lapses. The performance and leadership of senior management, boards and chairmen has become the subject of intense scrutiny and broad concern.

Our work with boards demonstrates the significant value added to companies and stakeholders through practical training programs that improve governance capacity and capability. We believe it is important that the board and senior management develop a shared understanding of the duties of directors, the role of the board and practical ways to improve board effectiveness.

We work with boards, chairmen, executive managers and CEO's to improve board effectiveness in a practical and enabling way. Integrity Governance differentiates itself in board and senior management work through an approach that is constructive, personal, professional and enabling.

John Harte

John is a professional business manager and non-executive director. He specialises in professional services, particularly investment management and financial services. John has over 15 years experience in business management, including head of business, chief executive, chairmanship and directorship roles in a range of companies from multinationals to SME in Europe, Australia, and the US.

John has a strong affinity with the not for profit, government, education, primary production and healthcare sectors. He holds an honours degree in Veterinary Medicine; he is a Fellow of the Australian Institute of Company Directors, a Fellow of the Institute of Directors (UK), a member of the Chartered Institute of Public Relations and the Australian Institute of Marketing. He has the *Company Directors Course* Diploma and has completed the *Mastering the Boardroom Course*. He is a national facilitator for the Australian Institute of Company Directors and completed the "*Leading Professional Services Firms*" postgraduate course at Harvard Business School in June 2006.

John is a principal of both the Gnarwarre Group of Companies and Integrity Governance. He is chairman and/or director of several companies.

Executive Challenge Academy

Corporate Sustainability

Recent IBM surveys of CEOs of the world's largest companies show that they believe their companies will be facing even more challenging environmental change in the future than experienced so far. Most of these CEOs also believe that their companies have not managed change effectively to date – that they have not yet built into their organisations an effective capacity to manage the level of change they encounter now let alone what they expect to encounter in the future. Yet these research studies also show that there are organisations where the reverse is the case – where large scale change projects are effectively implemented with outstanding performance results. Clearly it is possible to build into organisations the capability of anticipating change, initiating change and managing it effectively. When we consider the changes that lie ahead, by far the greatest challenge will be to respond to climate change and a group of associated environmental shifts that will substantially reshape our world, the way we live and work. We need to move from the carbon-based industrial society to the low carbon post-industrial society based on alternative energy sources. This is a transition at least as great as the transition from an agrarian society to the industrial society: a transition we know as the industrial revolution. As for the industrial revolution, there will be many organisations that do not survive while others with new capabilities will come to the fore.

The ability of organisations to survive and thrive in the future will be based on an acceptance of the scope and speed of the economic, social and technological revolution that is currently underway and an ability to manage ongoing change while maintaining high performance. The key to achieving this is to create cultural change that supports innovation and rapid adaptation that in fact goes beyond just reacting to change to shaping it.

Studies of transformative organisations show that successful organisational change depends on a few key factors. One of these is the ability of senior executives to transform themselves. Personal development cannot be separated from organisational development. The course will focus on identifying key current and future environmental challenges as well as on the kinds of organisational changes that need to take place. It will also focus on understanding how to bring about transformational change in organisations and on the skills of the transformational leader.

The workshop process will combine presentations and discussion around leading-edge research knowledge about how to bring about effective organisational change, case studies of organisational transformation presented by leaders who played key roles, and practical experiential exercises designed to enhance participants' self awareness and skills in change leadership. All sessions will be interactive with plenty of opportunities to share experiences and to learn from each other.

Dexter Dunphy AM

Dexter Dunphy is Emeritus Professor in the School of Management at the University of Technology Sydney, where he previously held the position of Distinguished Professor until March 2008. His main research and consulting interests are in corporate sustainability, the management of organisational change and human resource management. His research is published in over 90 articles and 24 books, including *Beyond the Boundaries: Leading and Re-Creating the Successful Enterprise*, with Doug Stace, McGraw-Hill, Sydney, revised edition 2001; *In Great Company: Unlocking the Secrets of Cultural Change*, (co-authored with Q. Jones, R. Fishman, M. Larne and C. Canter), Human Synergistics, Sydney, 2006; *Organizational Change for Corporate Sustainability*, (with A. Griffiths and S. Benn), Routledge, London & NY, revised edition 2007; *Corporate Governance and Sustainability: Challenges for Theory and Practice*, (with Suzanne Benn), Routledge, London 2007.

Dexter has consulted to over 160 private and public sector organisations in Australia and abroad. His consulting includes advising on major organisational transitions, design of human resource strategies and implementing sustainability practices. Dexter holds the degrees of BA(hons) M Ed(hons) and Dip Ed from Sydney University and PhD in Sociology from Harvard University. He has held visiting professorships at Harvard University USA, Keio University Japan, Shanghai First Medical College, PRC,

Executive Challenge Academy

Dexter Dunphy AM continued

the National University of Singapore and the Helsinki School of Economics and Business Administration, Finland. From 1990 to 1997 he was Director of the Centre for Corporate Change at the AGSM, one of only twenty Special Research Centres in Australian universities funded by the Australian Government.

He has been a recipient of a Fulbright Senior Scholar Award, the University of New South Wales' Vice-Chancellor's Award for Teaching Excellence and, on leaving the University of NSW in 2000, was appointed Professor Emeritus. In 1998 he was awarded the Australian Human Resources Institute's Mike Pontifex Award for Outstanding Contribution to the Human Resources Profession and The Australian and New Zealand Academy of Management's Distinguished Member Award for contributions to management research, scholarship, education and leadership. He is a Fellow of the Academy of Social Sciences in Australia, of the Australian Institute of Management, the Australian and New Zealand Academy of Management and CPA Australia. He is also a member of the Westpac Community Consultative Council, a Senior Associate of the UTS Centre for Corporate Governance, a Patron of the Global Sustainability Institute at RMIT, Adviser to ARIES (The Australian Research Institute in Education for Sustainability) at Macquarie University, a member of the UTS Sustainability Steering Committee and a Director of the Prostate Cancer Foundation of Australia. In 2007 he was awarded an AM in the Order of Australia honours list for service to education, particularly in the fields of organizational change, corporate sustainability and business management, and to the community.

Dexter is currently advising on corporate change programs and supporting sustainability initiatives within UTS and other organisations.

Executive Challenge Academy

Authentic Leadership

As fear and aggression escalate in society and organizations, what is our role as leaders? How do we maintain focus, courage, integrity? When good initiatives and projects get swept aside by crises and cut-backs, how do we avoid cascading despair? How do we not succumb to aggression and fear ourselves?

Such times call forth a new yet timeless kind of leadership.

As leaders, we are working within the systems of power, but claim a different basis for our leadership. Authentic leaders work for human goodness, whose unshakable strength and confidence arise from gentleness. They demonstrate compassion and clarity of insight. From being grounded in their own authenticity, they develop the capacity to remain open to what is, to encounter experiences fully. In this way, they become fearless and effective leaders, even in the midst of turmoil.

Presenter Meg Wheatley, recognizes the need to develop this capacity in ourselves and others. She knows this works best when it is a collective effort, when we can support and inspire one another. Therefore, this workshop is designed as a joint inquiry/experiment into *how we practice* authentic leadership with ourselves, with each other, and within our organizations. We aspire to create a community of leaders willing to explore fearlessly and practice authenticity moment to moment during the life of the programme.

In order to encourage depth, risk-taking, and community, Meg encourages participants to bring:

- An ongoing, disciplined spiritual or contemplative practice (of any tradition)
- An ability to take responsibility for yourself within a group
- A willingness to step into the unknown with companions
- A desire to practice fearlessness

Meg Wheatley

Margaret Wheatley is an internationally acclaimed speaker and writer and President emerita of The Berkana Institute. She has been an organizational consultant and researcher since 1973 and a dedicated global citizen since her youth. Her first work was as a Peace Corps volunteer in Korea and a public school teacher and urban education administrator in New York. She has been Associate Professor of Management at the Marriott School of Management, Brigham Young University, and Cambridge College, Massachusetts.

Since 1973, Meg has worked with an unusually broad variety of organizations on all continents. Her clients and audiences range from the head of the U.S. Army to twelve year old Girl Scouts, from CEOs to small town ministers. This diversity includes large corporations, government agencies, healthcare institutions, foundations, public schools, colleges, major church denominations, the armed forces, professional associations, and monasteries. All of these organizations are wrestling with a common dilemma—how to maintain their integrity and effectiveness as they cope with the relentless upheavals and rapid shifts of these chaotic times. But there is also another similarity: A common human desire to live together more harmoniously, more humanely.

She co-founded The Berkana Institute in 1992, a charitable global foundation that works in partnership with a rich diversity of people around the world who strengthen their communities by working with the wisdom and wealth already present in their people, traditions and environment.

(www.berkana.org). The Institute has worked in dozens of countries, most of them in the Third World, and has discovered that the world is blessed with tens of thousands of courageous, life-affirming leaders. They are young and old, in all countries, working in all types of organizations and communities.

www.berkana.org.

Executive Challenge Academy

Meg Wheatley continued

She has served in a formal advisory capacity for leadership programs in England, Croatia, Denmark, Australia and the United States, and through her work in Berkana, with leadership initiatives in India, Senegal, Zimbabwe, South Africa, Mexico, and Brazil as well as Europe..

Meg's path-breaking book, *Leadership and the New Science* was first published in 1992, and has been translated into more than 20 languages. This book is credited with establishing a fundamentally new approach to how we think about organizations. It is a standard text in many leadership programs, and has won notable awards, including "Best Management book of 1992" in *Industry Week*, Top Ten Business Books of the 1990s in *CIO Magazine*, and Top Ten Business Books of all time by *Xerox Corporation*. Two subsequent editions have been published in 1999, and 2006. The video of *Leadership and the New Science*, produced by CRM films, has also won several film awards.

Meg draws her ideas from many places, beginning with the discoveries in new science that profoundly shift our worldview. To her science background, she now adds the perspectives and wisdom from many different disciplines, cultures and spiritual traditions that she has learned from. She writes frequently for professional journals and magazines. These articles can be downloaded free at www.margaretwheatley.com. A list of training DVDs, CDs, and other resources is also available.

Meg received her doctorate from Harvard University's program in Administration, Planning and Social Policy. She holds an M.A. in Communications and Systems Thinking from New York University, and a B.A. in History from the University of Rochester. She has received several awards and honorary doctorates. In 2003, The American Society for Training and Development honored her for "distinguished contribution to workplace learning and development" and dubbed her "a living legend". In April 2005, she was elected to the Leonardo Da Vinci Society for her contribution to the development of the field of systems thinking. This society was created by the University of Applied Technology, Phoenix, AZ.

In awarding her their highest honor, ASTD, noted: "Meg Wheatley gave the world a new way of thinking about organizations with her revolutionary application of the natural sciences to business management. Her concepts have traveled across national boundaries and through all sectors. Her ideas have found welcome homes in the military, not-for-profit organizations, public schools, and churches as well as in corporations. Through the Berkana Institute, a charitable foundation which she started in Provo, Utah, Wheatley is supporting the development of local leaders in over 40 countries to foster societies that tap and evoke the best of human capability. Through her interdisciplinary curiosity, Meg Wheatley provides new insights into the nature of how people interact and inspires us to build better organizations and better societies across the globe."

Executive Challenge Academy

Creating Public Policy

Sohail Inayatullah is Professor at the Graduate Institute of Futures Studies, Tamkang University, Taiwan, and Adjunct Professor, Faculty of Arts, and Social Sciences, University of the Sunshine Coast, Australia.

Sohail will work with participants to build on their individual and collective understandings of the system of which we are part, and our leadership roles within that system. He will use the tools and processes of futures studies to help us deepen and broaden our perspectives.

Sohail draws on his vast experience in the international field as well as his intimate knowledge of the Australian (and especially Queensland) policy environment to make this a critical workshop for Queensland policy makers and shapers

Dr. Sohail Inayatullah

Professor Sohail Inayatullah, Macrohistorian and Grand Pattern of Change Scholar.

Dr. Sohail Inayatullah, a political scientist, is Professor at Tamkang University, Taipei (Graduate Institute of Futures Studies), Visiting Academic/Research Associate at Queensland University of Technology (Centre for Social Change Research); Adjunct Professor at the University of the Sunshine Coast (Faculty of Social Sciences and the Arts); and, Associate, Transcend Peace University. Inayatullah is a Fellow of the World Futures Studies Federation and the World Academy of Art and Science. He is on the International Advisory Council of the World Future Society, and on the Professional Board of the Futures Foundation, Sydney.

In 1999, he held the UNESCO Chair at the Centre for European Studies, University of Trier, Trier, Germany and the Tamkang Chair in Futures Studies at Tamkang University, Taipei, Taiwan. From 1981 to 1991, he was senior policy analyst and planner with the Hawaii Judiciary, where he coordinated the Court's Foresight Program.

He has edited numerous special issues of the journal *Futures* in the areas of: Communication Futures; Alternative Futures of the University; What Futurists Think; The Futures of South Asia; Layered Methodologies and Anticipatory Action Learning. He has also co-edited a special issue of *Foresight* on Ageing Futures.

In Australia, he has contributed to the *Australian Financial Review*, having published articles on cyber-lobbying, revolutions in governance, digital home futures, dissent in universities, ageing, capitalism and the Internet. Most recently he has written for *The Age* and the *Sydney Morning Herald*. He has been interviewed for numerous television and radio programs, including the BBC radio and Internet special on 'Visionaries and Education in the 21st century'.



Executive Challenge Academy

Global Classroom

This Global Classroom video series can be accessed at your own pace, during September 2010. It features four fundamental concepts of organisational learning, leadership and change. These are:

- Organisational Culture,
- Process Consultation,
- Organisational learning / systems thinking, and
- Theory U

The speakers and authors will reflect on the essence of these concepts and how they have evolved as we have moved from a mostly stable twentieth century, into a twenty first century marked by ecological, social, economic, and spiritual crisis and disruption.

Format:

Each session includes a sixty minute teaching / lecture module on DVD.

Networking:

As part of the Global Classroom you will have the opportunity to interact with other participants around questions, experiences, and ideas. Details will be provided after registration.

Literature and Resources:

A list will be provided of articles referred to in these lectures.

Edgar H. Schein

Society of Sloan Fellows Professor of Management Emeritus
Professor Emeritus

Edgar Schein investigates organizational culture, process consultation, the research process, career dynamics, and organization learning and change. In *Career Survival: Strategic Job and Role Planning* (Pfeiffer, 1994), he presents concepts and activities for managers and employees based on research he first reported in *Career Dynamics: Matching Individual and Organization Needs* (Addison-Wesley, 1978). In his book, *Strategic Pragmatism: The Culture of Singapore's Economic Development Board* (MIT Press, 1996), he describes how the board created the Singapore economic miracle. His recent books are *Process Consultation Revisited: How to Build the Helping Relationship* (Addison-Wesley, 1999); and *The Corporate Culture Survival Guide* (Jossey-Bass, 1999). His most recent book, *DEC is Dead; Long Live DEC* (Berett-Kohler, 2003), is a cultural analysis of the rise and fall of Digital Equipment Corporation.

Dr. C. Otto Scharmer

Dr. C. Otto Scharmer is a Senior Lecturer at Massachusetts Institute of Technology, the founding chair of the Presencing Institute, and a founding member of the MIT Green Hub. Scharmer has consulted with global companies, international institutions, and governments in North America, Europe, Asia, and Africa. He has co-designed and delivered award-winning business leadership programs for client firms including Daimler, Price Waterhouse Coopers, Fujitsu, and Google. He also facilitates cross-sector programs for leaders in business, government, and civil society that focus on building people's collective capacity to achieve profound innovation and change.

Scharmer holds a Ph.D. in economics and management from Witten-Herdecke University in Germany. He introduced the theoretical framework and practice called "presencing" in his book *Theory U: Leading from the Future as It Emerges* (2007), and in *Presence: An Exploration of Profound Change in People, Organizations, and Society* (2005), co-authored with Peter Senge, Joseph Jaworski, and Betty Sue Flowers. With his colleagues, Scharmer has used presencing to facilitate profound innovation and change processes both within companies and across societal systems

Executive Challenge Academy

Peter M. Senge, Ph.D.

Peter M. Senge is a senior lecturer at the Massachusetts Institute of Technology. He is also founding chair of the Society for Organizational Learning (SoL), a global community of corporations, researchers, and consultants dedicated to the "interdependent development of people and their institutions." He is the author of the widely acclaimed book, *The Fifth Discipline: The Art and Practice of The Learning Organization* (1990, revised edition published 2006) and, with colleagues Charlotte Roberts, Rick Ross, Bryan Smith and Art Kleiner, co-author of *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization* (1994) and a fieldbook *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations* (March, 1999), also co-authored by George Roth. In September 2000, a fieldbook on education was published, the award winning *Schools That Learn: A Fifth Discipline Fieldbook for Educators, Parents, and Everyone Who Cares About Education* (2000), co-authored with Nelda Cambron-McCabe, Timothy Lucas, Bryan Smith, Janis Dutton, and Art Kleiner.

Dr. Senge has lectured extensively throughout the world, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. His areas of special interest focus on decentralizing the role of leadership in organizations so as to enhance the capacity of all people to work productively toward common goals. Dr. Senge's work articulates a cornerstone position of human values in the workplace; namely, that vision, purpose, reflectiveness, and systems thinking are essential if organizations are to realize their potentials. He has worked with leaders in business, education, health care and government.

The Fifth Discipline hit a nerve deep within the business and education community by introducing the theory of learning organizations. Since its publication, more than a million copies have been sold world-wide. In 1997, Harvard Business Review identified it as one of the seminal management books of the past 75 years. There have been feature articles in Business Week, Fortune, Fast Company, Sloan Management Review and other leading business periodicals regarding the work of Dr. Senge and his colleagues at MIT and SoL.

The Fifth Discipline Fieldbook (over 400,000 copies sold) was developed in response to questions from readers of *The Fifth Discipline* who wanted more help with tools, methods and practical experiences in developing enhanced learning capabilities within their own companies. *The Dance of Change* is based on more recent experiences of companies developing learning capabilities over many years, and the strategies leaders develop to deal with the many challenges this work entails. Dr. Senge has also authored many articles published in both academic journals and the business press on systems thinking in management.

Executive Challenge Academy

A Change Lab Approach

Today's most pressing challenges are characterized by enormously high complexity. Relying on past experience to figure out what to do is no longer sufficient. We need to find new ways to problem solve that allow us to uncover powerful innovations with the potential to bring forth a better, more robust future. We have to shift how we think and act—from mechanistic to systemic, from closed to open, from downloading and debating to reflective and generative dialogue, from a heroic leadership model to one of shared or collective leadership. But most importantly, we have to be willing to change ourselves before we can change the system.

In this workshop, we will explore an advanced problem-solving approach called the "Change Lab." A practical application of the U-Process, the Change Lab gives us tools that enable us to

- cultivate an in-depth understanding of our current reality
- connect to our innate wisdom so that we can identify and bring a new reality into being
- design and test alternative solutions that can dramatically shift the system

In order to actually experience this methodology and practice with the tools, we will apply the Change Lab to an actual case study (topic TBA). Through pre-program briefings, reports by stakeholders, coursework, and interviews within the larger community our overriding objective is to create an experience that gives you both a firsthand experience of using the tools and an understanding of how you can apply the methodology to your own work.

The Change Lab has been developed over the past decade in the context of projects addressing challenges in finance, health, education, food, justice, regional development, climate change, and services to children, in North, Central and South America, Europe, Southern Africa, Asia, and Australasia.

Whether you are working within a single organization or across sectors — integrating business, government, and civil society — the Change Lab helps individuals, organizations, and multi-stakeholder groups address problems in a systemic, creative, and participative way.

This workshop will introduce participants to Change Lab process which could lead to a full three day change lab on an emerging social issue beyond the Executive Challenge Academy. It will be facilitated by Jan Archer.

Executive Challenge Academy

Hypothetical

Hypotheticals as made famous by Geoffrey Robertson, have been a means of story telling about past, present and future in a lively and focused way. The working title for this hypothetical is "Social Policy and Innovation; Our Story, Our Future—What Next?"

This lively production will be a fitting finale for the Executive Challenge Academy and a means of inspiring to whatever may follow in 2011. As a conclusion to the journey, the Hypothetical will be staged in a theatre location to enhance audience participation.

Members of the faculty as well as journey participants will be invited into the design and delivering of this event. Dexter Dunphy, Sohail Inayatullah, Neil Dempster and Cheryl Kernot have expressed interest in participating in this forum.

MacGregor State High School, Film and Television program, will be recording and producing this event which will be made available for purchase as a DVD.

Executive Challenge Academy

Bush Solo (Optional)

As part of your leadership journey, you are invited to participate in a 6 day bush retreat at Numinbah Valley, deep in the rainforest between Binnaburra and Mt Warning. The bush retreat comprises 2 days preparation and debrief and a 4 day bush solo – the perfect opportunity to process the journey to that point, let go of what we think we know and let new possibilities around life and leadership, emerge.

The property we will utilize is known as “Yowgurrabah” – which is said to mean “Place of fat goannas” in the local dialect. The property actually covers two indigenous countries and multiple groups have claim.

Located in the beautiful Numinbah Valley, and just 10km from the Queensland/NSW border, Yowgurrabah is a privately owned property which borders the national park on its Western and Eastern boundaries and is dissected by numerous small creeks, draining into the Nerang River which roughly divides the property in half.

Solo sites will be selected carefully to ensure that participants are both safe and private with minimal distractions from the built world.

The rainforest setting will provide the ideal setting for rest, reflection and clarity, with a strong focus on the practice of “being” rather than “doing”. Participants are encouraged to eat lightly and observe the flow of nature, without contact with others during the solo component.

Participants will be required to attend the full programme if possible and to provide their own food, tent and bedding. An information kit and full briefing will be provided during May to assist with preparation. No books, music, cameras or watches will be required while alone in the bush, however, journaling before and after the solo experience is strongly encouraged.

Suggested dates:

Commencing late in the afternoon on Thursday 22nd July or 29th July, finishing on the Tuesday afternoon or, ideally, the Wednesday morning. Solo component starts early on the Saturday morning and participants come back in on the Tuesday lunch time.

The optional Bush Solo will be discussed more fully with journey participants when the program commences. The costs for this Bush Solo will be advised upon request.