

# The Field

Mastering the Art and Science  
of Transformational Leadership

A 9 month  
leadership programme

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# This is a leadership programme for the future

## We live in turbulent times

Whether it is navigating digital disruption, driving a sustainability agenda or entering new markets, organisations today must withstand and learn to operate in a world of unprecedented complexity and uncertainty.

## It shows in our organisations...


Each day organisations realise that they cannot operate like they used to, but adjusting to a new reality is challenging.

Too often organisational purpose and strategy never reaches the front-line employees. Agile programmes fail due to a lack of agile culture. And sustainability is attempted without sufficient shifts in leadership thinking.

## ... and adds massive pressure on leaders.

Even the most ambitious leaders can find it difficult to learn new ways of leading. Old thinking and habits die hard.

But to lead organisations in the 21<sup>st</sup> century is a new game. Of finding new ways to motivate employees. Of making long-term decisions without having all the answers and of balancing control and autonomy in highly complex environments. A new game that only few leaders will find easy.



## But turbulent times can also be the beginning of an exciting and meaningful future

If we are willing to let go of old beliefs and ideas, we can seize new opportunities for transformation.

In this programme, we invite you to learn **the art and science of transformational leadership**. It's a journey where you learn to lead from a deep intent and create new possibilities in turbulent times.

But first we must learn to surf the waves of transformation. It takes practice and it starts with you.



# Why we are different

## Personal Transformation

This programme is about you. As a leader, your self-awareness and intent determine the results you can achieve with and through others. We help you unleash your existing wisdom and refine your way of being, doing and seeing.

## Holistic Approach

The programme is carefully designed to reflect the true complexity of leadership. We help you integrate the nuances and dynamics between mindset, behaviour, culture and systems - necessary to succeed with transformation.

## Future Ready

We cannot predict the future, but we can finetune our ability to make wise and timely decisions. Most tools will soon be outdated, so we focus on refining you and your capacity to create organisations full of purpose, sustainability, and meaningful collaboration.

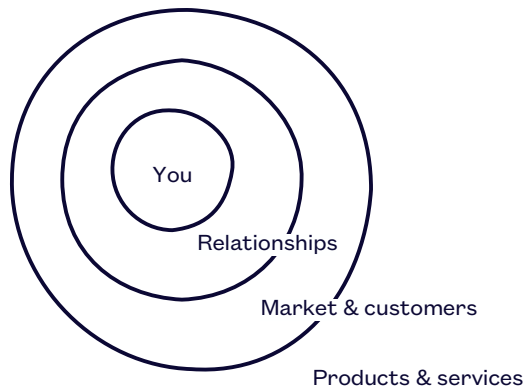
# Takeaways

## For you as a leader

- + Clarify your personal leadership intent
- + Lead from your authentic self
- + Deepen relationships with colleagues and inspire others to grow
- + Make confident decisions without having all the answers
- + Turn potential conflict into creative problem solving

## For your organisation

- + Make employees feel motivated despite pressure and uncertainty
- + Create highly aligned and engaged teams with high performance
- + Remove and set boundaries to unleash organisational purpose and potential
- + Understand the dynamics of organisational transformation to minimize risk and overcome barriers



*You are in the centre of your leadership field*

## What is transformational leadership?

Transformational leadership is the ability to set a clear direction from a strong intent. It is the willingness to challenge your own pre-conceived ideas, humbly explore the depth of relationships and experiment with organisational boundaries to unleash purpose and potential.

Transformational leadership starts with you. Your intent, what you want to create, and why it matters. You *are* the centre of your leadership field.

A transformational leader realizes that their seeing, doing and being create ripples throughout the field. That it shapes their relationships and what they are able to create with and through other people.

Leading from intent, a transformational leader holds the space for the organisation to develop in a way that would otherwise not be possible.

## Transformational leadership as a discipline

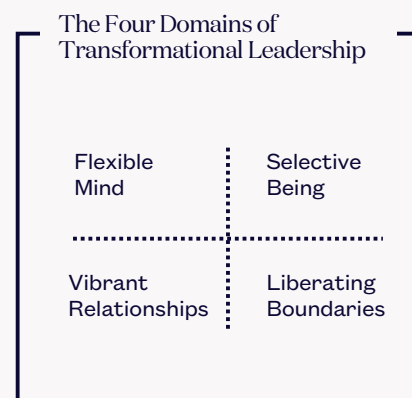
To practice transformational leadership as a discipline, we must learn skills and capabilities across four domains

*Flexible Mind* is the ability to suspend and expand the way we perceive our own experience

*Selective Being* is to have the awareness and choice to be and act in a way that best suits the situation

*Vibrant Relationships* is the ability to create an environment with dynamic interactions full of life

*Liberating Boundaries* is the process of setting and removing boundaries to unleash potential



See full model on page 12

This leadership programme is called *The Field* because your leadership field is where you make things happen.

Your leadership field is defined by the role you play, the people you touch, the products and services you offer, the markets you serve, and the infrastructure that enables you.

As a leader you bring intent and creativity into the field. What is possible in the field is a reflection of who you are. Your seeing, doing and being defines the language you use, the actions you take and the range of options you believe to be available.

With the willingness and courage to explore your way of seeing, doing and being, you may transform yourself and thus, create a shift in what is currently possible within your field.

This programme is an invitation to let go of old patterns, be guided by your inherent wisdom and allow the seeds of new choices to take root across your leadership field.



## Who should participate?

This programme is for senior leaders who are willing to unlock their own leadership style and ready to do things differently.

Specifically this programme is relevant for;

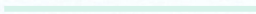
- CxOs, managing directors and founders
- Leaders of large scale strategic programmes (agile, digital, lean, etc)
- Senior managers leading and coordinating diverse groups of people
- Directors of organisational development or corporate strategy



# We embark on a journey like no other

To become a transformational leader is to become a vessel for an already existing wisdom. It is a source of knowing that resides within the people running the organisation and around it - a kind of wisdom that allows us to show up with our fullest potential, both as individuals and as a collective.

This programme is about awakening the creator that resides within all of us. To let go and embrace new beginnings within ourselves and for the organisations we lead.



## Programme details

- 13 days (4 modules) over 9 months
- Practice and training calls between modules
- Limited to 16 participants

The programme runs for **9 months**. The format and flow is designed to help each participant undergo personal transformation and build the capacity to manifest new beginnings within their organisations.

#### Module 1:

### Awaken The Creator Within

What is truly important to you? What do you want to create? This module is about nurturing the creator within each leader. To come back to the original intent behind our role as a leader.

We practice building self-awareness and facilitate a move beyond doubt, cynicism and fear. It's a process of investigating our own narrative, while practicing deep listening and curiosity.

We will uncover our "automatic" ways of seeing, doing and being and pave the way for more intentional decision-making. We will reconnect with our courage to dream and play and infuse our work as leaders with new life.

#### Module 2:

### Embrace The Darkness of Transformation

What happens when our intent meets resistance? Within ourselves and others? This module is a journey into the darkness that follows the beginning of transformation.

We explore hidden stories, beliefs, and emotions. And with the willingness to see more of ourselves, we begin to leave old patterns and habits behind.

As our outlook shifts, we can begin to see collective transformation with new eyes. We understand more about how transformation arises in the context of relationships, group dysfunctions and day-to-day conversations across the organisation.

#### Module 3:

### Shape A Field Of Possibilities

What is really possible? The limitations we face as leaders are rarely what we believe them to be. In this module, we learn about collective blind spots and the dominant worldviews that govern how we run our businesses.

We investigate how boundaries exist in structures as well as minds – and how they can both serve and hinder an organisation's potential. We learn how pioneering organisations with exceptional performance challenge common beliefs and use boundaries to shape fields full of possibility.

With new insights, we design experiments to make intent come alive across our leadership field between module 3 and 4.

#### Module 4:

### Manifest New Beginnings

How can we continue to unlock the potential of our organizations? In this module, we integrate all that we have learned and become, and carve a path for continued learning and practice.

We finalize a map with field observations and insights from practice and experiments. This map will serve as a guide for future transformation within our leadership field.

In a final step in this journey of transformation, we look back, honouring what has been and celebrating the work that got us here. We then look ahead and create a setting for each participant to step fully into the role as a transformational leader, parting with old ways and inviting new beginnings in.

# Practice is a cornerstone

As transformational leaders, we have to engage in three types of practice. We know that practice can be hard to fit into a busy schedule, so we help you seamlessly weave practice into your day-to-day work.

## Personal practice



*How do I relate to myself?*

By practicing how I engage with my thoughts and feelings, I can expand how I see and experience the world.

## Relational practice



*How do I interact with others?*

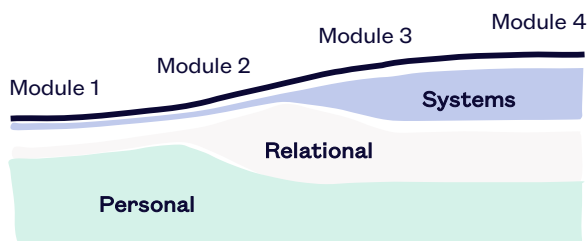
By practicing my seeing, doing and being in relation to others, I can become selective in how I respond and interact with other people

## Systems practice



*How do I apply boundaries within my leadership field?*

By practicing my ability to read the organisational landscape, I can reveal the dynamics of boundaries and find ways to unleash potential.



There are three types of practice. Personal practice which serves as the foundation for relational practice, which in turn serves as the foundation for systems practice.

## Examples

Some of the benefits you will see from practice during the programme

### Control

Sometimes our need for control is really about our need to manage our own fears.

Operating from a clear intent, you will often find it easier to let go of control and allow people around you take more responsibility.

### Meetings

It is quite normal to see shifts in meetings, with the conversation becoming more present, full of intent and caring.

You might also bring specific practices into play, such as check-ins and checking your ego at the door.

### Collaboration

Because you begin to operate from a clearer intent, you will often see shifts in the way you collaborate.

We see examples of saying no and yes more consciously, asking more for what you want, and being more clear about what you are able to give.



# Expectations - yours and ours

## What you can expect from us

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- We will create a field with the possibility for personal transformation to occur
- We will support and challenge you through uncompromising honesty
- We will be open to learn from you
- We will care for you from the bottom of our hearts

## What we expect from you

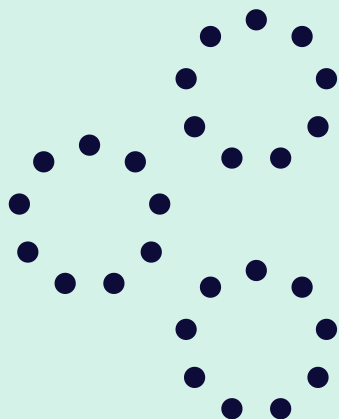
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- That you show up with willingness and courage
- That you participate fully in all modules and training calls and prioritize practice as part of your everyday leadership
- That you are open to experiencing difficult emotions
- That you are ready to have a laugh at the madness of the world

## What you can expect to experience

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- Each programme is limited to 16 participants. We value an intimate group where lively debate and insightful conversations can flourish
- The programme is firmly rooted in theory, but is not a "dry" experience. We make insights actionable through a wealth of hands-on practices, tools and discussion activities
- In addition to group and pair-exercises, activities will engage body, mind and spirit through for example journaling, meditation and beginner's yoga
- You will become part of a strong community of transformational leaders that will continue to support your growth beyond the programme





Ready for a  
new beginning?



# Why we need to integrate art and science

.... and why it is the foundation for real transformation. With the rise of science and all the good it brings, we have been disconnected from our inner wisdom and the *art* of life and business. Separating art and science has left us with an amputated relationship to the world as a whole, and to our role as leaders in it.

In 1998 integral theorist Ken Wilber wrote *The Marriage of Sense and Soul*.

Wilber proposes that modern society was too quick to reject “the spiritual and subjective world of ancient wisdom” during the scientific enlightenment in the 16<sup>th</sup> century. Although science has brought invaluable insights, its reliance on “objective”, empirical knowledge leaves out important nuances.

Every situation, problem or ‘thing’ in the world, can be viewed and understood both from a domain of subjective (inner) and objective (outer) experience.

On the objective side we find modern knowledge rooted in **science**. The scientific method breaks information into its component parts - from the structuring of business processes all the way to quantum mechanics. Science fosters *outer knowledge*.

The subjective side reflects the spiritual or intuitive **wisdom** within each of us. It’s the magic that happens when an idea arises seemingly out of nowhere, when we know we must say “no” to a seemingly good business deal or when a team intuitively dives into a deep collective understanding of the problem. Subjectivity fosters *inner knowing*.

We follow in the footsteps of Ken Wilber and contend that **one must approach the world with both the domain of the subjective (knowing) and the objective (knowledge)** to fully solve the challenges we face today.

In this programme, we wholeheartedly seek to **integrate** the scientific knowledge underpinning psychology, group-dynamics and business with the deeper intuitive, spiritual and non-rational knowing of each participating leader.



# The Transformational Leadership Model ©

Our Transformative Leadership Model© is based on the integral thinking developed by Ken Wilber. In praxis it means that the model ties into a combination of pioneering ideas, well-established research and old wisdom from a gallery of great scientists, thinkers and practitioners.

The purpose of this programme is not to understand the complexity of this model. Rather your focus as participant is to engage in the exercises that will raise your ability to operate and think like a transformational leader. But we want to share this model to create a common playing field and unveil how our way of seeing, our facilitation and the programme design are all holistically founded on the work of a many great minds that came before us.

*Individual*

*Collective*

*Subjective*

*Objective*

Flexible  
Mind

Selective  
Being

Vibrant  
Relationships

Liberating  
Boundaries

## Flexible Mind

*Flexible Mind* is to be able to suspend and expand the way we perceive our own experience. It will create the possibility of responding creatively instead of reactively to the world.

We practice true curiosity by working with awareness, fear, shadow sides and core beliefs.

### Selected topics

- Intent & Creation
- Awareness & Knowing
- Shadows & Beliefs

### Selected theorists / practitioners

- Joseph Jaworski, Joseph Campbell, Edmund Husserl, Rudolf Steiner
- Daniel Siegel, Francisco Verela, Elenor Rosch
- Carl Jung, Byron Katie, Judith Beck

## Selective Being

*Selective Being* is to have the awareness and choice to show up in a way that suits each specific situation. Do people and situations require you to be supportive, demanding, caring or really tough?

We practice deep listening, acceptance and curiosity to show up with the kind of *being* that your leadership field calls for.

### Selected topics

- Being & Expression
- Compassion & Acceptance
- Movement & Freedom

### Selected theorists / practitioners

- Erich Fromm, Rollo May, Heidegger, Wendy Palmer
- Paul Gilbert, Tara Bach,
- Rudolf Steiner, David R. Hawkins

## Vibrant Relationships

*Vibrant Relationships* is to be able to create an environment with dynamic interactions full of life – with the capacity, resilience and safety for people to show up with their whole selves.

We practice creating settings and conversations full of sincerity, directness and vulnerability, that still feel safe and inspiring.

### Selected topics

- Speaking & Dialogue
- Group Dynamics
- Collective Worldviews

### Selected theorists / practitioners

- William Isaacs, Diana Whitney, Kerry Patterson
- Irvin D. Yalom, Louis Cozolino
- Don Beck, Frederic Laloux

## Liberating Boundaries

*Liberating Boundaries* is about creating and removing boundaries to unleash potential. Boundaries exist not only in our systems and nature, but equally in our culture and mindset.

We practice how to understand and transform boundaries through system dynamics, worldviews and operating principles.

### Selected topics

- Applied Boundaries
- Systems Thinking
- Learning, Groups & Systems

### Selected theorists / practitioners

- Ray Dalio, Corporate Rebels, Aaron Dignan
- Ralph D. Stacey, Ken Wilber
- Peter Senge, Otto Shamer, Robert Kegan, James W. Tamm

# Facilitating the journey



**Jakob Møller Beck**  
*Lead Facilitator*

Jakob is on a mission to make our work more meaningful – especially in the face of a fast-paced 21st century. He has worked with personal and leadership transformation for over 10 years and helped both senior executives in large corporations and SME CEOs.

Having seen the difference leadership can make, Jakob is passionate about fostering candid conversations, helping leaders thrive by moving through fear, and enabling groups to create extraordinary performance by building understanding, accountability and choice.

Since 2012, Jakob has lived and worked internationally serving clients across the US and Europe. Jakob founded MøllerBeck as a consulting business in 2018, and it has been built on experience from subjects such as purpose driven leadership, cross organisational collaboration, pioneering governance methods, value stream transformation, agile development, culture transformation, co-creation across complex stakeholder landscapes and leadership coaching.

In his role as a facilitator, Jakob is working with leaders by tapping into his own personal experiences with transformation. At the age of 20, he was stabbed in the stomach leading to a partial paralysis in his left leg. This became the start of deep personal transformation, with years of practice of giving up old ways of seeing, doing and being.

Experiencing the possibilities of personal transformation, Jakob then spent years researching the connection between personal and company transformations. Today, it is clear to him that leaders hold the key – or rather they *are* the key – to unleashing the true potential of an organisation.

Finally, Jakob has several certifications within cognitive and integral coaching and is a professionally certified facilitator of transformation. He has trained with world leading experts and spent years integrating mind, body and spirit in daily exercises.



# Holding the space for transformation



**Mette Kim Bohnstedt**  
*Programme Director*

An educator, facilitator and entrepreneur, Mette is always exploring ways to create fruitful conditions for people to learn and grow. She has created and led transformative education programs on four continents, worked as a creativity consultant with large Danish companies and been a teaching fellow and researcher at Harvard University.

More recently, Mette has designed and facilitated six month leadership programmes with public sector top executives from five European countries. Through careful learning design, she has helped enhance leaders' capacity for innovation, creative thinking and digitization.

Mette's work with leaders has convinced her that sustainable change is only possible when leaders are able to walk the talk. When they don't, people feel demotivated at best and resistant at worst. But not enough leaders think to start with themselves. And not enough leadership programmes focus on personal transformation.

As programme director, Mette's role is to design the experience and hold the space in a way that invites transformation in. Holding the space for transformation is to create a container full of possibility. An environment that invites exploration, the courage to challenge assumptions and the willingness to have a beginner's mind.

In deep collaboration with Jakob as lead facilitator, Mette creates the conditions for an experience with seamless shifts throughout the day, a keen eye on the well-being of each participant and the feeling of a natural integration between the transformational work and all the practical elements that support the experience.

Mette's training as a coach coupled with her deep experience as a designer of leadership programmes make her a perfect fit for this role. As a participant you will experience Mette's caring and attentive eye to finding ways to support you. She might even see what you need, before you do.

# Our invitation

Frankly, we are tired of playing by the rules that no longer serve us. We believe that many leaders feel the same. Our work is a choice to break away from the boundaries of the past and to create a future that we can be proud to leave future generations.

If we do not transform how business is done today, everyone continues to pay a high price – from employees, leaders and business check-books to the planet at large.

This is a time and age, where we must choose who we are, what we stand for and what we absolutely must insist on.

Our work is for leaders willing to play their part in doing good. It intends to raise the bar for what is possible, for those who have the courage to stand out.

So what kind of leader are you? What are you willing to stand for?

If you want to be a leader that leaves the world a bit wiser, healthier and more compassionate than you found it, we sincerely hope you will accept our invitation. To join us and make a positive dent in the world.



# Upcoming dates and locations

2021/22

## Fall 2021 start (Aug to May)

- + Module 1: August 24-27 (retreat)
- + Module 2: October 13-15
- + Module 3: December 8-10
- + Module 4: May 4-6

## Spring 2022 start (Feb to Nov)

- + Module 1: February 1-4 (retreat)
- + Module 2: March 30-1
- + Module 3: June 1-3
- + Module 4: November 1-4

## Programme details

- + Duration: 13 days (four modules) over 9 months
- + Practice and training calls between modules
- + Participant-led learning groups
- + Limited to 16 participants

## Location

- + Module 1: Gilleleje Badehotel (retreat)
- + Modules 2,3,4: Langelinie Pavillonen (Central Copenhagen)

# Want to sign up?

***Please go to***

[www.mollerbeck.com/the-field](http://www.mollerbeck.com/the-field)

***Questions? Please call***

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- + 45 53 53 28 73





Be willing  
to be a pioneer