



# Advanced Diploma in Systemic Transformation of Organisations

Professional Development in Change Enablement for Leaders, Coaches and Consultants.

**Programme Overview**



# The purpose

The purpose of the Advanced Diploma in Systemic Transformation of Organisations is to help leaders and organisations build their capacity to transform and establish better ways of working - suitable for a changing world - in which the ability to keep evolving with the context is key.

The programme develops change leaders who can lead and facilitate deep transformation across systems, connecting individuals, teams and organisations with the eco-systems of which they are part, in repurposing their organisations to be fit for the future.

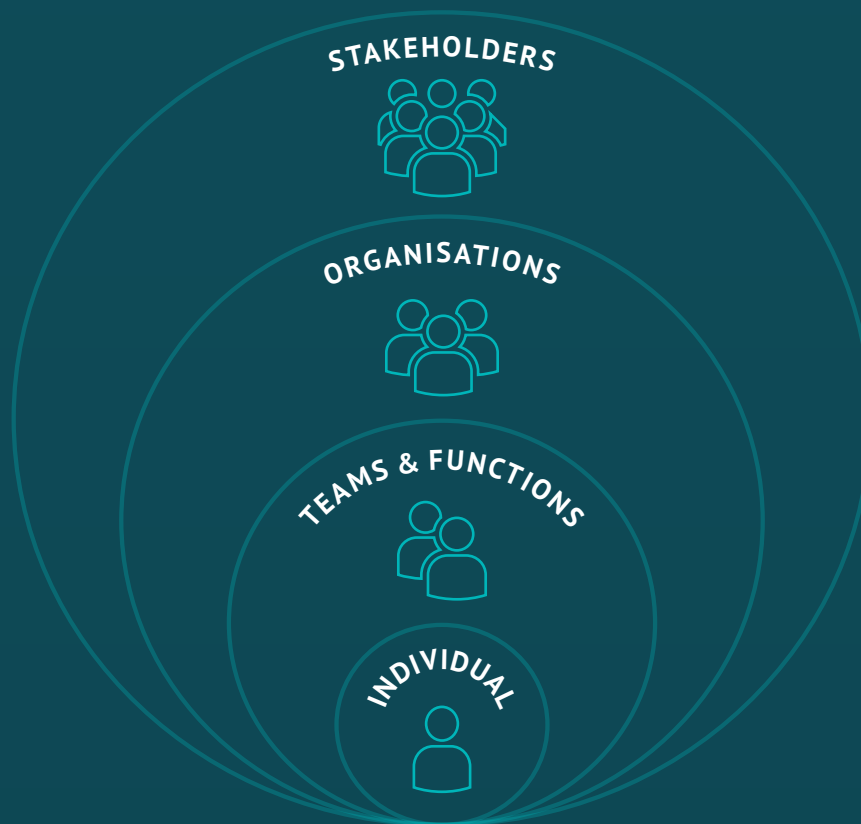
The deep and broad challenges we face today, require a certain kind of “midwifery” to create the conditions in which people can adapt - firstly, in revealing the whole picture and experience of what has been happening in and around them, and then in the process of reimagining, redefining and re-establishing, together, how their organisations could be. Then there is the messy process of learning to come together, appreciating differences and how all parts balance each other in releasing the past and allowing the future to emerge and take shape. Embracing change, as it happens.

## **The context for transforming organisations**

Rule books everywhere are being discarded because they no longer fit. We need better insights, new methods, new skills and new ideas about how to do things, and how to take up all our roles with more connection, depth and meaning in order to generate fairer outcomes.

This requires a higher level of competence in understanding ambiguity and working with complexity, in order to collaborate openly, honestly and with creative emergence as the walls between organisations and hierarchies come down. In this way we learn to work together, passionately, to bring about a better world.

# The uniqueness of the Xenergie programme



Xenergie's programme offers a truly unique "live-learning" journey, supported by creative process and stimulating landscapes which stir the soul. Participants study themselves in practice as agents of change, as members of systems, in order to experience, first-hand, how systemic approaches can leverage significant shifts in individuals, teams, whole organisations, and whole ecosystems.

In short, we develop people to release the old paradigm of hierarchical organisations and "top-down control" and to adapt fearlessly and creatively to a world that is more networked, generative, transparent and mercurial than ever before. The world is as you dream it.


The live learning principles of the culture transformation consulting process taught in this Advanced Diploma are underpinned with systems thinking and group relations psychology, and a deep attention to the practice of authenticity and personal integration of knowledge and skills in real-life environments. A significant focus is the personal development of practitioners themselves as an instrument of transformation in others – the success of any intervention depends significantly on the condition of the intervenor. The programme, therefore, develops change agency

skills through exciting and very challenging action discovery techniques. Participants form a learning laboratory and experiment with themselves and each other – and the Xenergie faculty – as we all form a system to apply and test new approaches.

## The programme also explores:

- Influencing and engaging with stakeholders in co-creative processes
- The purpose of organisations
- Teams as a vehicle for change
- The role of the internal consultant
- Designing and implementing strategies collaboratively and emergently
- Hosting developmental interventions that support and enable people to work with VUCA (velocity, uncertainty, complexity and ambiguity)
- Establishing reflective processes for aligning and re-aligning people to purpose
- Adapting to a new working rhythm of constant evolution





## Who is the programme for?

The Advanced Diploma in Systemic Transformation of Organisations is aimed at those who are really ready for this challenge and who wish to influence change at a strategic level and help design the architecture of human engagement processes of organisations as they transform for new times. This programme will help you to design and facilitate interventions within your own or client organisations.

## Typical participants

Participants must bring an existing knowledge of coaching and leadership and strong evidence of active personal awareness development, as this is an advanced programme in which you will be required to reach deep within yourself, and the systems in which you are part, in order to leverage transformation.

Within organisations: senior managers, internal coaches, change managers, project managers and experienced leaders from any field who want to lead transformation inspirationally in a systemic way – people who wish to improve the capacity of their people to adapt to a transforming world.

Qualified external coaches, management consultants and experienced OD consultants seeking to develop and expand their team coaching competence and innovate their service delivery and value proposition for changing times.

This programme provides a “container” and “peer support” for your own transformation, in the evolution of work as a change agent within your own organisation or in client organisations..

***We can't tame chaos.  
We have to embrace it.  
Find a new speed and  
rhythm to get over the  
obstacles.***



# Benefits

The programme elicits and develops a significant ability to bring about transformational improvements for adjusting to a world in change.

Some improvements happen in a relatively short space of time simply by revealing and reconnecting trapped resources. Other improvements resulting from key insights may result in longer term strategic innovation. The focus on both long and short term through this process is a critical key to success and sustainability.

- Upgrades the cultural capacity of organisations and communities to respond more effectively to today's challenging questions, including how to work towards the greater good and purpose that today's society demands.

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- Encourages participants to understand the underlying issues and interdependencies of systems. This is enabled through participants' own learning experience as part of this programme, as they are required to become a learning and service delivery team, not just a group of individual learners.

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- Facilitates participants in significant personal transformation in order to understand and become ready to accompany transformation in organisations and individuals.

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- Leverages the power of networks and connections to speed up and scale cultural change.



# Learning objectives

- Undertake a personal quest in order to gain an understanding of the theory and practice of Systemic Organisational Transformation and bring about transformational improvements in systems as a result, including self.
- Work systemically, considering how inter-connectedness and fractals within organisational systems affect outcomes.
- Develop your practical and competence by shifting your being, doing, knowing and outcomes, as a transformation agent .
- Flex your creative mind with ways to sense the future and facilitate thinking around new scenarios and preparing people to be ready to respond to multiple possible futures.
- Gain deep personal understanding of yourself in your roles.
- Apply and develop interventions in your own context, using the “new social sciences” around systems thinking, transformation, transpersonal psychology and integral theory.
- Bring about change and transformation inside organisations, by designing and facilitating interventions and assessing/analysing impacts.
- Begin to master new sources of sensory data and ways of reading the systemic environment.
- Demonstrate the ability to converse, connect with and influence a diversity of world views, through the construction of learning and service relationships.

# Philosophy behind the programme

The programme draws significantly on new models of organisational development that recognise that change is not a linear process – it is a messy journey of many connecting parts where the skill lies in questing, reading and working with the parts (mindsets, working structures, habits, motivations, business needs) and provoking reflection, conversations and actions to bring about change and development at multiple levels of existence and awareness.

Personal growth and consciousness development are vital to the success of participants, and the ability to manage oneself and others through periods of great uncertainty and challenge. It is anticipated that each person will interpret and find their own practice level within the programme, suited to their likely sphere of interaction and integrated with their own previous experience. Depth is developed as participants continue to study their own experiences, question their beliefs and develop new insights about the nature of life, fuelling increasing confidence in their quest towards greater meaning, purpose and effectiveness.



# Onboarding and preparation

**All participants** are interviewed by the course faculty for suitability and readiness for this course. Specifically we seek to understand your desire and experience which has brought you towards this programme, and also to understand how you are currently engaged in influencing change and working towards the greater good.

**All participants** complete a statement of purpose on registering for the course, in order to crystallise in their minds, for themselves and the learning group, what they hope to get from the course and to think ahead in terms of the difference it will make to their lives/work. Application of learning is therefore introduced at an early stage.

**All participants** attend an introductory webinar or workshop in order to understand what is expected of them and how the course will proceed. This usually takes place on-line and has the benefit of connecting the group before they begin their journey together.



## Opportunity of technology

Given that technology is fuelling change in the world, the programme aims to embrace technology and on-line participation as part of the developmental challenge and opportunities that we face in improving how to connect more effectively across geographies and time-zones. Participants are expected to similarly embrace on-line participation, as well as being available for face to face meetings through the development of regional practice pods and learning communities, many of which are powered by Xenergie's SystemiX community learning platform.

## Course documentation

Participants receive a course handbook and access to our on-line learning platform where a range of resources including notes, slides and videos, as well as articles, provide support to learning. The focus is on real life practice and discussion of meaning during the group sessions, so participants are also encouraged to source their own references for reading with which to fuel discussions, as well as the reading list supplied by Xenergie.

## Accreditations

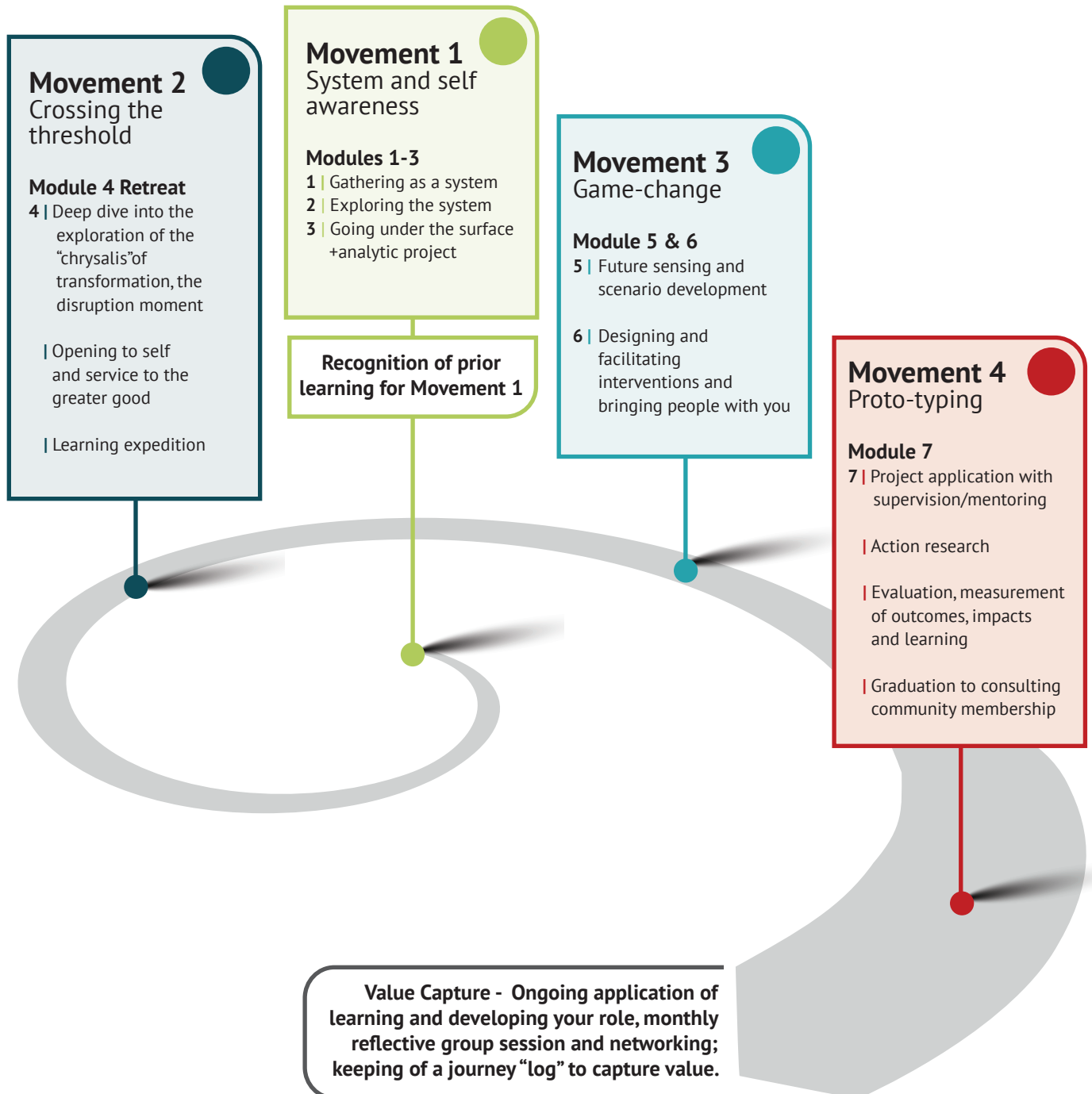
This programme is accredited by the Association for Coaching at Advanced Diploma Level and for CCEUs by the International Coach Federation.



# Journey map

Year 1: Total 15 days class time + 10 hrs 1-1 coaching

Year 2: 6 months –  
2.5 days class time  
+ monthly mentoring  
over 6 months



The Journey is mapped into four progressive Movements of energy through a process of transforming, each comprising a number of modules which allow for participants to both join according to their level of prior experience and to self pace their journey. Most participants like to graduate within 18 months of starting and have a clear sense of how they will be applying their learning, however some decide to take longer in order to fully digest their experience and fit in with other commitments.

The programme is a commitment of time, energy and presence, and engaged with fully, should support and enable your day to day work-life rather than impinge on it. Think of this as your “camino”, your learning and reflective practice for the times ahead.

Whatever pace you choose, you will join a worldwide community of like minds who are keen to connect and share their experiences. Participants enjoy networking with people around the world from walks of life they may not usually meet.



# Project work

During the course, participants engage in a group project together in which they learn how to operate as a consulting team. This provides a range of opportunities and challenges, as the consulting team must also learn to become a team when coaching clients to be a team. What shows up in the client system, shows up in the consulting system, providing a unique opportunity to anticipate and work with the impacts of being an intervenor. The success of an intervention relies to a large extent on the condition of the intervenors.

Detailed instruction is provided for designing and planning project interventions, based on best practice and experience with the Xenergie faculty and the fellow participants, as well as practical assistance with integrating the models into their business environments and existing models.

Some re-contracting takes place so that the group can formulate a robust container to help them through their project and assessment work. This is needed because the group must move into a higher level of responsibility for their own process management and development, as they begin to work with client situations.

Xenergie assists by building a “scaffold container” around the participant(s) to help ensure optimum safety and appropriateness for the participant and the client, given that participants are still trainees. Participants should be aware that projects do take significant effort and time on their part and they should ensure that they can make this time available.

Early planning is advised, as well as choosing projects that can be easily integrated into their daily life eg. choose a project within their current workplace or client base, so that it more naturally blends with work they are already doing.

Group supervision provides support, insight and reflection on project work and it enables a deeper and wider level of “seeing”.

Participants also have access to their own coach-mentor for working on their own individual client projects.

## Choosing your project

The programme offers exciting opportunities for participants to design and practice a range of interventions in their own organisations, guided by the Xenergie team. Some participants join the programme with clear project ideas, whilst others join without knowing which direction they will take. Either way, we guide all participants through “design thinking” to help projects emerge from the systems they are connected to, as well as from their own sense of purpose. This helps develop a clear understanding of how to work with “creative tension” and the “emerging future”.

## Projects undertaken by previous participants include:

- Aligning a sense of purpose within a management team of a start-up organisation
- Improving productivity and efficiencies and succession planning within a manufacturing organisation
- Business innovation for the international operations and trading teams of a leading financial services company
- Improving the efficiency of the Board of a social entrepreneur organisation
- Assisting a technology SME to decide its future
- Healing and support of managers and staff in public health reorganisation
- Developing a new era of leadership in life sciences
- Developing an insight function for joined-up thinking between directorates in a London council
- Assisting a programme of internationalisation in the hospitality industry

# Learning Communities

Xenergie as a global organisation has developed learning communities throughout the world.



Those in Europe are run in native languages when requested to ensure participation is not just limited to English speakers. This includes, French, Italian, Russian and Spanish to name just a few. Check with our team and we can confirm if your language is now covered by our extensive European network of facilitators.



“We don’t see  
things as they are,  
we see them as we are.”

Anais Nin

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