

BRC LEADERS' SUMMER SCHOOL 2024

DELEGATE ONBOARDING BOOKLET

CONTENTS PAGE

WELCOME Page 2

THE LEARNING PLATFORM Page 3

PRE-PROGRAMME PREPARATION Page 4

- Conscious Leadership & Truthsayers Neurotech® Self-Assessment Page 4
- Leadership Metaphors Activity Page 5
- Onboarding Videos Page 5
- Contributors Page 5
- Time with your Line Manager Page 6
- Leadership Introductory Questions Page 6

KEY DATES Page 7

GETTING READY FOR THE RESIDENTIAL Page 8

- Travelling to Ashridge House Estate Page 8
- Arrival and Departure times Page 8
- Registration & Check-in at Ashridge House Page 8
- Dress code whilst at the Residential Page 9
- Fitness at Ashridge House Estate Page 9
- Meals & Refreshments Page 9-10
- Laptops/Tablets & Wi-Fi Page 10
- Psychological & Physical safety Page 10
- Harassment & Discrimination Page 11
- Ill Health Page 11
- Smoking & Vaping Page 11

TOP TIPS Page 11

SOCIAL MEDIA POLICY Page 12

ATTENDING ORGANISATIONS Page 12

THE 'TO DO' LIST Page 12

GENERAL INFORMATION Page 13



BRC LEADERS SUMMER SCHOOL

WELCOME

Welcome to the **BRC Leaders' Summer School**, we are delighted that you are joining us for the Summer School in the grounds of Ashridge House Estate for 2024. This module contains essential information to support you in preparing to unlearn what you think you know for the programme and key activities to complete ahead of the first residential (Disruptive Immersion) – **it is important that you take the time to read this information thoroughly before you arrive at the residential.**

We have taken our legacy of OSS Retail (formerly Oxford Summer School) and created a learning experience that will be experiential, thought provoking and inspiring for all leaders. Our previous residential Summer Schools (Foundation & Academy) have evolved to recognise the diverse number of leadership roles you represent within the retail sector.

This will be our 94th year as part of the history of OSS Retail but our third at Ashridge House. The lenses of our Summer School are **People, Purpose, Planet and Profit** – key megatrends that continue to impact our industry both now and most certainly in the future. Throughout the course you will be challenged and inspired to consider how you can have influence on the retail industry to create a more sustainable future for us all, now is an opportunity to create this change as the world aligns with its values and purpose. Our school values of **Inclusivity, Integrity and Ingenuity** will thread throughout the Summer School, and these will be brought to life by our contributors, our thought leaders, the content, and our delegates.

The Summer School spans over the summer period but with an agile approach focusing on 'Collaborative Conversations,' allowing you to learn in the flow of life and work. You will have ongoing support from a dedicated Group Coach to truly experience the social learning element of the Summer School along with individual development outcomes that you will identify through our bespoke self-assessment tool in partnership with Truthsayers Neurotech®. Further information on this can be found later in the document.

When you arrive at Ashridge on the 4th June you will have a digital agenda of what to expect over the 3 days as well as access via our learning platform and BRC Learning app.

Our team will also be on hand throughout the Summer School, helping to create a unique learning experience which culminates in our final residential (Meaningful Action) on the 24th & 25th July where you will have the opportunity to immerse yourself into the learnings from the previous 7 weeks and have your last group coaching sessions to consider 'what next'. This is a fantastic opportunity to network with the groups, to consolidate your learning and to explore the practical solutions that help to make the future a successful one for you and your teams as you consciously put your experience into practice.

It is great to have you with us this Summer and I look forward to meeting you at Ashridge House Estate on the 4th of June and continuing this development journey together. If you have any questions, then please feel free to contact me by e-mail at vicki.young@brc.org.uk



Vicki

Vicki Young
Head Learning
British Retail Consortium

THE LEARNING PLATFORM

If you are reading this, then you have successfully navigated to your programme page on the Learning Platform! The system has been set up to help guide you through your onboarding, the residential days, online live sessions, and your on-demand learning.

We recommend bookmarking the <https://www.brclearning.org.uk> and now would also be a good time to download the Apple or Android BRC Learning App. You can find these in the Apple and Google App stored by simply searching 'BRC Learning'. Please note that the Android experience can vary by device but do let us know if you have any issues.

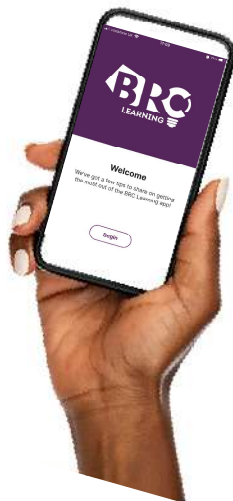
There are some learning materials that are available to you now and more learning will be released each Monday (from the 10th June) throughout the programme. As modules are released you will receive notifications via email and the app if you have downloaded it and allowed notifications. You will have also received an email with the calendar invites to all the in-person and live online sessions and associated Zoom links.

As you complete your learning, the system will guide you through to whatever is coming next, and you are always able to go back to review, revise, and revisit anything you have already seen.

Please note you can toggle on the subtitles in each video and if you need any additional support throughout the programme, please do get in touch with the BRC Learning Team via brclearning@brc.org.uk or speak with your Group Coach.

You can also add a profile picture and change your settings from the main navigation bar and visiting 'profile'.

Following the close of the programme in July you will be sent a PDF of all your individual learning thoughts, reflections, and questions that you have answered via your online notebook, and you will have access to the programme materials until Spring 2025. We will also provide 3-month follow-up reflection sessions with cohorts to embed the conscious practice you have started to evolve.



PRE-PROGRAMME PREPARATION:

Please put aside approximately 2 hours to complete ahead of the first residential.

Prior to attending the Summer School there are several activities for you to complete within the Onboarding module, this is known as the 'Preparing to Unlearn' phase and it is essential that these are completed or considered to set you up for success on the programme:

- ✓ Get familiar with the learning platform and download the app to access your learning on the go (see previous section)
- ✓ Complete your Truthsayers self-assessment tool **by the 29th May 2024** (see below)
- ✓ Consider and prepare your Leadership Metaphors activity to bring to day 1 ('Getting ready for the programme module' - see page 5)
- ✓ Watch the pre-recorded videos within the Onboarding (Preparing to Unlearn) module to set your mindset for the school (see page 5)
- ✓ Familiarise yourself with our contributors on the home page of the Learning Platform
- ✓ Review the dates of the live sessions during the virtual bridge and add these to your calendar.
- ✓ Spend time with your line manager to explore your learning intentions for the programme (see page 6)
- ✓ Update your Leadership: Intro questions to capture your learning intentions (at the end of the onboarding module)

Conscious Leadership & Truthsayers Neurotech® Self-Assessment

What is Conscious Leadership? There are a few ways we might describe conscious leadership and one we find helpful is from Forbes:

"Conscious leaders operate from their heart, lead with transparency, and are committed to their own growth to expand their self-awareness and ability to serve," "They're tuned in to themselves, their mission and their community, and use their business as a tool for personal, spiritual, and professional growth."

At the heart of conscious leadership is **self-awareness**.

Conscious leadership is about moving from meeting only my own needs and my need for success to a more collaborative, collective mindset where there is a conscious choice of: *I do this for the benefit of the larger system*. Sometimes we describe this move as one from egocentric to ethnocentric to ecocentric, from **Ego** to **We-go**, from **Me** to **We**.

There are several ways in which we are going to support you in this conscious leadership journey at the summer school:

1. Inviting you to complete your Leadership survey with Truthsayers Neurotech®
2. Introduce you to key aspects of how we can develop this conscious leadership through discussion and elevating your personal awareness in the live plenaries
3. Explore with your Group Coach your own increase in awareness and developmental commitments
4. Receive access to a suite of short films during the virtual bridge that cover a variety of topics to enhance your conscious leadership journey. These will be released weekly.

Prior to the start of the school, as part of your welcome e-mail you will have a personalised link and invitation to partake in the Truthsayers self-assessment tool. It is important that you complete this by the **29th May 2024**, the survey should take no longer than 10-15 minutes to complete. It is advisable to complete this when you have time to concentrate and avoid distractions as this could impact the output from the survey.

Leadership Metaphors Activity

As part of your preparation for the Summer School, we ask you to complete a 'Leadership Metaphors' activity which you can find within your onboarding module. Be prepared to share your thoughts, or metaphors, at the first residential with the rest of your group and take the time to complete your initial reflections within the onboarding module.

Onboarding Videos

As part of your onboarding, it is also key to your unlearning for you to watch the **Complex Context** video montage, this captures the themes of now and will give you some key messages that will continue throughout the course of the Summer School.



In addition, to support you in setting your mindset for the course and the 4 lenses of **People, Planet, Profit** and **Purpose**, our lens owners have created a short video for each lens for you watch ahead of the first residential.

As you watch the videos start to think about your own reactions to the content, what are you starting to think about what our lens owners are saying and how would you like to explore this further during the course.

Contributors

We consider ourselves privileged to have such a wealth of knowledge that our contributors bring to the Summer School, whether this be as a lens holder, or a 'bridging the gap' expert or a keynote speaker.

Within the learning platform you can see a range of the contributors that you will be exposed to throughout the course of the Summer School, take some time to understand what each individual, or organisation may bring to the content and consider any specific questions you may wish to ask them. On the next page is a summary of supporting companies and further information is on the system.

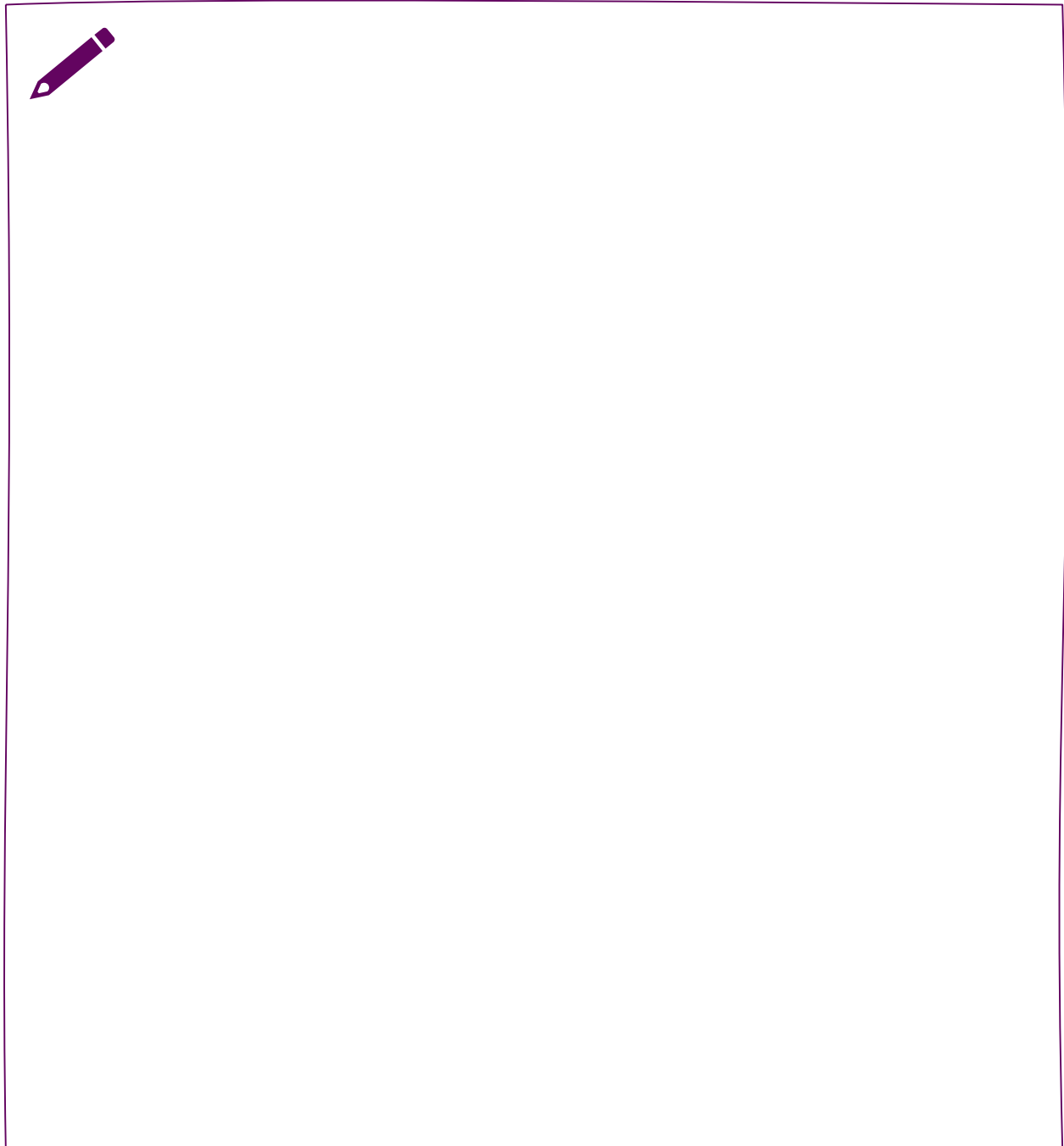


Time with your Line Manager

Before attending the school make some time to sit with your line manager to discuss your personal learning intentions for the programme and how this may link to the business objectives. You may also want to consider any additional stretch objectives that you would like to tackle at the residentials of the school such as leading a group activity, presenting, or challenging yourself to focus on an area that you are not as comfortable or familiar with.

Within the Onboarding module, you will have a space where you can capture your learning intentions under '**Leadership Introductory Questions.**'

You may want to capture any initial thoughts or questions below as you continue to the remainder of the booklet:

A large, empty rectangular box with a purple border, intended for writing. A small purple pencil icon is located in the top-left corner of the box.

Key Dates

Preparing to Unlearn (Onboarding)		
20 th May – 2 nd June 2024	Learning Platform/Self-Led	Onboarding details shared: <ul style="list-style-type: none"> - Access to the Learning Portal - Pre-reading/video review - Conscious Leadership Self-Assessment - Complete Learning Intentions - 1:1 with Line Manager
Disruptive Immersion (Residential 1)		
4 th – 6 th June 2024	Ashridge House Estate	Residential 1: <ul style="list-style-type: none"> - In person immersion to the course content
7 th June	Virtual/Self-Led	E-Learning Content: <i>The Self-Aware Leader</i>
Collaborative Conversations (Virtual Bridge)		
w/c 10 th June 11 th June 12 th June	Virtual/Self-Led	E-Learning Content: <i>Teams That Fit Together</i> Business Simulator: 15 min drop in, 3.00pm – 6.00pm Self-Led Coaching Group
w/c 17 th June 19 th June 19 th June 20 th June	Virtual/Self-Led	E-Learning Content: <i>Conscious Leadership</i> Live Session: <i>Circular Economy</i> , 2pm – 3pm Coaching Group: 3pm – 4.30pm Simulator submission: <i>Deadline 5.30pm</i>
w/c 24 th June 26 th June 26 th June 27 th June	Virtual/Self-Led	E-Learning Content: <i>Conscious Leadership</i> Live Session: <i>Big Data</i> , 2pm – 3pm Self-Led Coaching Group: 3pm – 4.30pm Simulator submission: <i>Deadline 5.30pm</i>
w/c 1 st July 2 nd July 3 rd July 3 rd July 4 th July	Virtual/Self-Led	E-Learning Content: <i>Conscious Leadership</i> Business Simulator: 15 min drop in, 3.30pm – 5.30pm Live Session: <i>Digital Transformation</i> , 2pm – 3pm Coaching Group: 3pm – 4.30pm Simulator submission: <i>Deadline 5.30pm</i>
w/c 8 th July 9 th July 9 th July 10 th July	Virtual/Self-Led	E-Learning Content: <i>Leading Through Ambiguity and Change</i> Business Simulator: 15 min drop in, 2.00pm – 5.00pm Self-Led Coaching Group: 3pm – 4.30pm Simulator submission: <i>Deadline 5.30pm</i>
w/c 15 th July 17 th July 17 th July 18 th July	Virtual/Self-Led	E-Learning Content: <i>Conscious Leadership</i> Live Session: <i>Wellbeing with Retail Trust</i> , 2pm – 3pm Coaching Group: 3pm – 4.30pm Final Simulator submission: <i>Deadline 5.30pm, results released</i>
Meaningful Action (Residential 2)		
24 th – 25 th July 2024	Ashridge House Estate	Residential 2: <ul style="list-style-type: none"> - Immersive reflection into the learnings and 'so what now?' - Celebration Event
Conscious Practice (Alumni)		
3 months' time	Virtual/In-Person	Reflection session with BRC and the Programme Designers

GETTING READY FOR THE RESIDENTIAL (Disruptive Immersion)

Travelling to Ashridge House Estate

Address – Ashridge House Estate, Berkhamsted, Hertfordshire, HP4 1NS [click here](#) for directions to the estate if you are driving

Parking – Ashridge has a large amount of onsite parking for delegates & visitors, upon arrival please follow the signs for the Visitors car park and make your way to reception to check-in. Cars can also be parked closer to the residential side of the estate once you have your room key.

Rail travel – Berkhamsted station is situated approximately two miles from Ashridge House Estate and taxis to the estate take 5-10 minutes at an average price of £10-£15 for a one-way journey.

Arrival time – Delegates are invited to arrive between 7.30am and 9.00am on both the 4th of June and 24th July, giving you plenty of time to settle into your room (if ready) and familiarise yourself with the grounds. The programme will officially start at 9.30am on the 4th of June and the 24th of July.

Departure time – Both residentials will finish no later than 3.45pm, when planning your return travel please consider the travel time from Ashridge House to the station to make your train home. You may want to consider pre-booking a taxi with reception to collect you and sharing with other delegates.

Early Arrival – If you have a long way to travel and would like to arrive a day before the course starts then there are several hotels local to the venue that are more cost effective and can be booked directly. You can check availability at Ashridge, just let us know and we can send the availability link to you.

If for any reason you believe you will arrive later than 9.30am please contact one of the BRC Learning team on 07979 956267

Registration & Check-in at Ashridge House

Upon arrival to Ashridge House Estate please head straight to the main Reception where you will be greeted by one of the team and given your welcome pack and pass. In some instances, your room may not be ready for you to check into straight away, in this scenario your luggage will be stored in a secure place until it is ready.



Each delegate will have their own room to stay in whilst at the residential which includes a private ensuite bathroom, some rooms may be more modern depending on which area you are in. You will be given your access key to your private room upon check-in along with any codes to internal doors within the site. Each room has a hairdryer and iron for you to use along with a kettle and basic tea/coffee supplies.

If you have any accessibility needs whilst at the residential, please ensure that you highlight these to us ahead of the programme by contacting vicki.young@brc.org.uk.

Dress code whilst at the Residential

We want you to feel comfortable in your surroundings whilst at the Summer School and therefore the dress code is smart casual for both residential. You will have the opportunity each evening to refresh ahead of dinner and whilst there is no expectation to dress up for dinner you may want to bring a change of outfit after a long day in the same clothes.

At the second residential we will be having a Gala Dinner celebratory meal, whilst there is no official dress code delegates are welcome to dress up or down as they see fit, this is your time to celebrate a special occasion and some professional photographs will be taken on the evening.

If you intend to use the gym whilst at the residential please remember to bring swimwear and appropriate gym attire – you will not be permitted to access these facilities if you are not dressed appropriately.

There are 190 acres of grounds at Ashridge House Estate, and you will be doing some movement between locations and outside so flat shoes are recommended.

Check the weather for the period you are at the residential, whilst we are in Summer it could be extremely hot, but the British weather can change so be prepared for all the elements and it does tend to get chilly in the June evenings!

Fitness at Ashridge House Estate

Ashridge House has a fully working gym and swimming pool which is open daily from 6.30am to 8.00pm, there will be time within the agenda for you to use these facilities if you wish to do so.

The pool and gym can be accessed at any time without the need for booking, there are also several classes and if you have the time you may want to attend one. These will need to be pre-booked, please visit the Lifestyle Centre for further details upon arrival.



The 190 acres of land at Ashridge provide plenty of space for you to either explore the glorious grounds, go for a walk or a run so please bring appropriate footwear.

Meals & Refreshments

Breakfast, lunch & dinner are included whilst you are at the residential. Breakfast is served between 7am and 9am, lunch between 12.30-2.00pm and dinner from 7pm to 9pm. Apart from breakfast all other meals are scheduled around the agenda for the 3 days so on some days may be outside of the above timings. If you have notified us of any dietary restrictions then the chef will have taken this into consideration, when getting your food just let one of the team know and they will show you what dishes are available for your needs.

Teas, coffees, and water will be available throughout the day at the residential free of charge, there are several water stations across the site, so **it is recommended that you bring a refillable water bottle** with you to top up.



Within the forecourt of Ashridge House there is a Bakehouse Café which is open from 9am to 5pm daily serving coffee, sweet treats, and baked goods. There is an additional charge payable by individuals for anything purchased in the café.

The bar will be open each evening until 11pm serving soft and alcoholic drinks, any items purchased here are payable by the individual/group at the time of purchase. For the 5th of June and 24th July there will be some alcoholic and non-alcoholic drinks provided as part of the evening festivities. If any individual or group requires alcohol, or alternative soft drinks, with any other evening meal this is payable directly to the bar.

You may wish to bring any additional snacks or soft drinks for your own consumption within your room, food and drink not purchased onsite will not be allowed into the main meeting spaces. You should not bring your own alcohol.

Ashridge House Estate is a cashless venue, and all purchases must be paid for by delegates at the time of consumption.

Laptops/Tablets & Wi-Fi

You are welcome to bring your laptop or tablet with you whilst at the residential to access the learning platform and a laptop will be required on the final day of the first residential, unfortunately laptops will not be provided by BRC Learning.

There is a strong Wi-Fi connection across the whole of Ashridge House Estate, the password will be given to you upon check in to the venue.

Psychological & Physical safety

Learning happens at its best and deepest when we are in psychologically safe spaces. Spaces where we can share without fear of judgment and feel that we are able to turn up as our authentic selves. We hope that the Summer School will bring a level of challenge to you, to your thinking and how you lead.

Sometimes when what we know about ourselves or how we do things is challenged it can be uncomfortable and we might need support to be able to be *'comfortable with this uncomfortableness.'*

You will be part of a small coaching group facilitated by a Group Coach. In this group you will be able to find some of the support you will need to be *'comfortable with any uncomfortableness.'* All our Group Coaches are previous delegates of the Summer School so can truly empathise with how you are feeling.

Built into the programme are various times for reflection where you can slow down, take a breath, and take stock of where you are, and what you are experiencing and learning. Some of these reflective spaces will be outdoors and will be supported by Simon Hawtrey-Woore our dedicated outdoors coach. Beyond this you will also have the support of the broader BRC Leadership school team if needed.

This includes:

- Emma Cushing: Programme Host
- Alison Emans: Group Coach Lead
- Vicki Young: Head of Learning, BRC (Mental Health First Aider)
- Sam Redman: Programme designer (Accredited Coach)
- Rob Husband: Programme designer (Therapist and Counsellor)

If at any point you are struggling with any of the content, outside influences or the environment please do not hesitate to speak with your Group Coach who can signpost you as appropriate.

Whilst we do not anticipate any accidents these can occur, there will be First Aiders onsite to support with any physical injuries and incident reports as required. If you have injured yourself, or are feeling unwell, please speak with your Group Coach who will consult with the BRC Home Team to support you.

Harassment & Discrimination

Whilst we strive to create an authentic, open environment for our delegates there may be occasions where individuals feel that they are being treated differently, victimised, harassed or discriminated against.

If at any point during the duration of the course you feel this way then please contact us in confidence to explore the situation and take appropriate steps to ensure you feel comfortable, and any individuals involved are highlighted to us.

We do not want any delegate, contributor, coach, or guest to feel uncomfortable or be put in a compromising position. Just speak with one of the BRC Home Team or e-mail vicki.young@brc.org.uk in confidence.

Ill-Health

Whilst Covid is now part of our everyday norms and there is no requirement to test as part of your attendance to the residential, we are conscious that we will be in a close-knit environment for a period. Therefore, if you are experiencing any Covid-19 related symptoms, or are feeling unwell, then please make your Group Coach, or the BRC Home Team, aware and we will agree the best course of action.

Masks are not required to be worn at any place within Ashridge House Estate but if you feel more comfortable in wearing one then please feel free to do so. Sanitiser is available throughout the site for you to use regularly and we encourage you to do so.

Smoking & Vaping

There is no smoking or vaping within the bedrooms or indoor spaces at Ashridge House Estate, please use the designated smoking areas and dispose of any rubbish appropriately in the ashtrays provided. Once onsite you will not have an opportunity to leave to purchase items so, please ensure you bring enough tobacco/cigarettes/vapes with you for the duration of the residential.

TOP TIPS

Disconnect from work – this is your opportunity to immerse yourself into the learning opportunities presented to you so manage expectations of your colleagues and organisation that you will be unavailable. Put your out of office on and protect the Wednesday afternoon sessions in your diary.

Home life – the residential will be a very full agenda and you may not get the opportunity to contact home during the day, it is a good tip to manage these expectations up front although there will be time first thing in the morning and before dinner to reconnect with your loved ones.

Be open to the process – arriving at the Summer School with your mindset open to learning will bring impactful rewards as you progress throughout the course. If you are uncertain at any point then speak up, talk to your Group Coach, or a member of the BRC Home Team.

SOCIAL MEDIA POLICY

We encourage you to share your experience on social media whilst at the residential, and during the virtual programme. Please follow us on LinkedIn, Facebook, Twitter, and Instagram by clicking on the below links. Let your friends and network know what you are experiencing!

Follow @brcsummerschool on Instagram where some of our Group Coaches and contributors will be taking over and going live whilst at the residential.

We will also be recording and taking photographs during the in-person programme which you will be able to access after the school.



ATTENDING ORGANISATIONS

We have delegates attending the Summer School from the following organisations, a real breadth of the sector and an opportunity for you to network with peers from diverse backgrounds and experiences:



THE 'TO DO' LIST

- Complete your Conscious Leadership Survey
- Watch the onboarding videos on the learning platform.
- Complete your Leadership Metaphors activity.
- Consider your learning intentions with your line manager.
- Block the time out of your diary.
- Pack ahead of time for the residential
- Consider your safety, and that of others, whilst at the residential
- Be opening to the learning environment that we are creating.
- Connect with your fellow delegates, the relationships you build at the programme will last a lifetime.
- Commit to the values of the school – Inclusivity, Integrity & Ingenuity

GENERAL INFORMATION

There will be several visitors throughout both residentials, this includes contributors. On the 5th June we will be holding a visitors' day for our customers and contacts so please be aware that you may see some unfamiliar faces within the live sessions observing the experience. In addition, on the Gala Dinner night of the 24th July we will be inviting key guests to join us for dinner to celebrate your achievements with you.

We are here to support you so if you have any questions or comments during the Summer School, or that are not covered within this document, please contact brclearning@brc.org.uk and we will be happy to help.

