

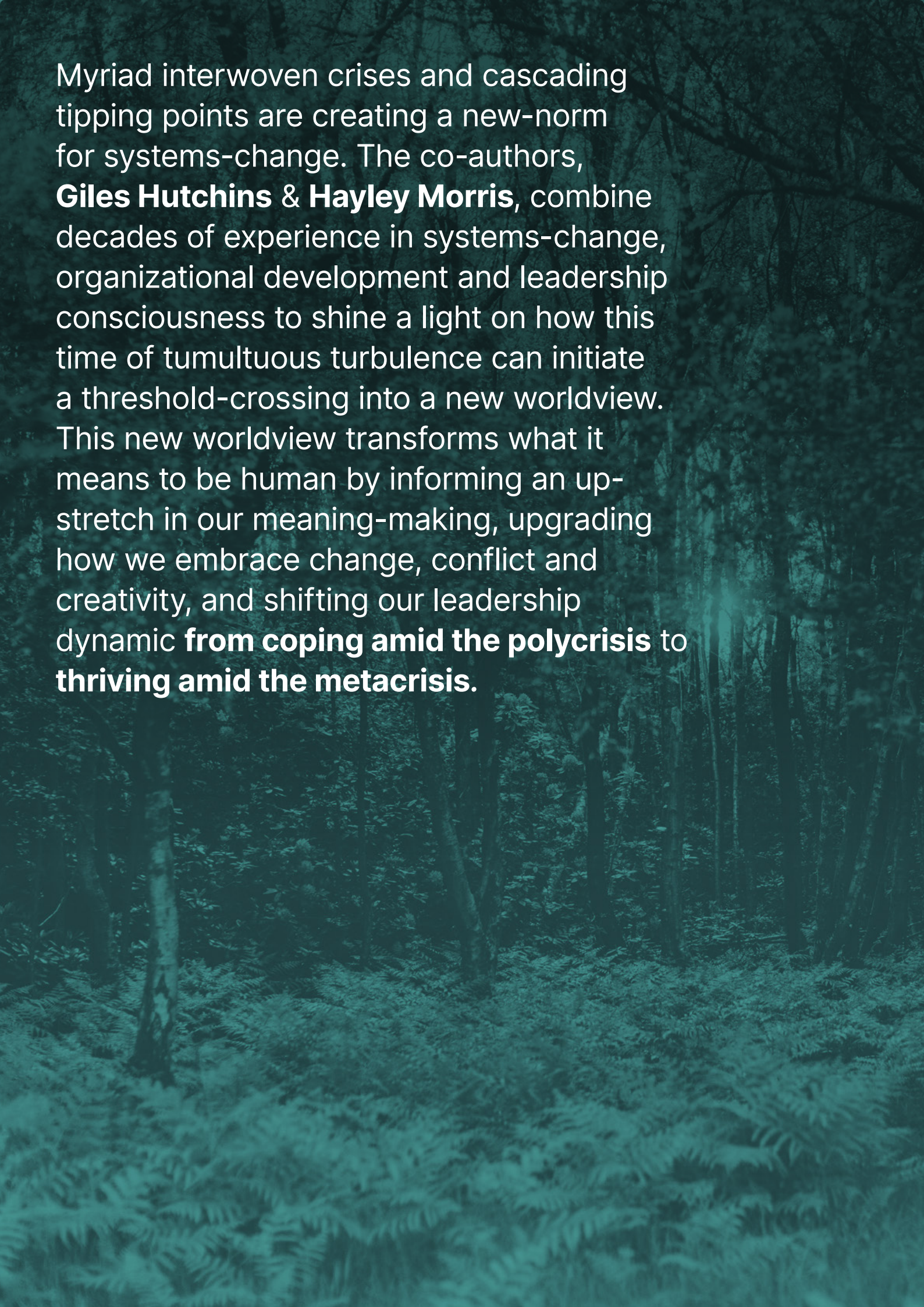


Keys for
Future-Fit
Leadership
Academy

From *coping* amid the polycrisis to *thriving* amid the metacrisis

Becoming a Future-Fit change leader

by Giles Hutchins & Hayley Morris



Myriad interwoven crises and cascading tipping points are creating a new-norm for systems-change. The co-authors, **Giles Hutchins & Hayley Morris**, combine decades of experience in systems-change, organizational development and leadership consciousness to shine a light on how this time of tumultuous turbulence can initiate a threshold-crossing into a new worldview. This new worldview transforms what it means to be human by informing an up-stretch in our meaning-making, upgrading how we embrace change, conflict and creativity, and shifting our leadership dynamic **from coping amid the polycrisis to thriving amid the metacrisis.**

Introduction

The term **polycrisis** has recently found its way into environment, purpose based and social movements. An apt buzz-word that conveys a *critical turning point*. The Greek 'poly' means *many* and 'crisis' (from the Greek 'krisis') means *a state of suspension between two worlds that breeds uncertainty and opportunity*.

Our present **polycrisis** consists of a whole host of crises in their own right: climate change, natural disasters, pandemics, wars, mass migrations, water scarcity, cyber-attacks, socially corrosive levels of inequality, refugee crises, nitrogen and phosphorus crises, accelerating biodiversity demise, collapsing insect pollination, rampant rainforest destruction, widespread waterway pollution, ocean acidification, geopolitical volatility, personal and national debt crises, loss of trust in institutions, crisis of meaning, social contract erosion, obesity epidemic, mental health crisis, childhood and teenager anxiety crisis, rife social media addiction, impending workforce displacement crisis due to AI/Quantum Computing, exponential increase in techno-spheric surveillance, rising misinformation, and the list goes on.

These interrelated crises amplify each other forming a wicked entanglement with dangerous tipping points looming large.

This situation demands not just systems-thinking applied at the level of symptoms, but a deeper attention to root causes – the dominant worldview's ideologies and narratives that inform this wicked entanglement.

NGOs, philanthropists, and purpose-based leaders have used systems thinking to identify the most effective points of intervention, aiming to solve crises or, at the very least, begin reversing their symptoms. Most frameworks used for this work recognise that the highest-leverage intervention is changing mental models. While it is broadly accepted that this is how systems truly change, across civil society and change leaders, little attention is given to how we transition our worldview.

Let's apply a three-level frame for systems-change:

1. **Repairing what has been lost** – direct action that reacts to and addresses an immediate problem or need
2. **Changing the rules of the system in place** – laws, regulation, public opinion to sway government
3. **Changing the mental model that created the system** – shifting the worldview and its level of consciousness

At level one, we are patching up and mopping up from the mess of our broken systems. As new problems emerge in this sea of crises, the need intensifies to rebuild what has been lost and to bolster front-line support for those most affected.

In addition, at level two, attention is needed to shift our systems through reforms to environmental, health, education, and energy policy, as well as corporate law, industry-based regulation. Also subsidies and incentives originally designed for the Industrial Revolution which are extractive at their core.

These changes can relieve pressure, but they can also feel like plugging a hole in a sinking ship. Much of today's problem-patching and systems-change work is driven by the same level of consciousness that created the problems in the first place. If we want to move through, and beyond, the **polycrisis**, we need to shift our mental models by bringing a different level of consciousness to bear, while also addressing the flaws inherent in the dominant worldview and in systems that are no longer supporting us.

Work needs to happen in parallel at all three levels amid this unfolding **polycrisis**. This Thought Paper focuses on the third level: changing our mental models and shifting our worldview. Its specific aim is to support change leaders working on systems change, so that we move towards interventions that are designed from a new level of consciousness.

**"We cannot solve problems
from the same level of
consciousness that
created them."**

— Albert Einstein, physicist



A Supreme Moment

Such a charged time of change, tension, danger and opportunity dares us to peer beyond the constraints of yesterday. This is where the nascent term **metacrisis** enters the scene. Applying the Greek 'meta' meaning *beyond or transcend-and-include* to convey how the interwoven multifaceted nature of the **polycrisis** becomes a catalytic opportunity to move beyond yesterday's mindset and see with new eyes.

Might we permit ourselves to see this supreme moment of immense turmoil as one of transformation. There is simply no way we can deal with our seismic problems with yesterday's logic, perhaps this is *THE* moment for invoking a new way, a new worldview?

"In times of turmoil the danger lies not in the turmoil itself but in facing it with yesterday's logic."

— Peter Drucker, management guru

Before we dive into what it means to see with new eyes, let's first explore the dominant yet dying worldview of **Mechanistic Materialism (MM)**. Mechanistic sees us manage life like a machine, linear, predictable, made up of fixed parts; nature is a resource that can be extracted and controlled, as it is something out there and separate from human beings.

Materialism speaks to the idea that only what we can see, touch and measure is what matters; and fundamentally 'matter' is the only dimension to life. This worldview has shaped how we approach our economy, organizations, leadership and our everyday lives. It is important to note, this worldview is not wrong, but limited and incomplete in an increasingly complex and volatile world which is asking us to think differently.

Enter the birthing of a new worldview: **Quantum Complexity (QC)** that *transcends-and-includes* MM. QC understands reality as a living, interconnected, self-organizing system in which uncertainty, relationship and emergence are fundamental – requiring leaders and organizations to work with life rather than attempt to control it. This QC worldview is as fresh as it is ancient, as it draws on the latest science and talks directly to ancient and indigenous wisdom.

Brilliant Nobel Laureate scientists burst the MM bubble back in the early 20th century with the advent of quantum physics. In the mid-to-late 20th century many more first-rate scientists applied complexity science, systems-thinking and living-systems dynamics to various disciplines ranging from biology to business. At the turn of the 21st century a flood of far-reaching insights on depth psychology, ecopsychology, holistic science, developmental psychology, psychosynthesis, neurobiology and consciousness studies enriched our contemporary understanding of the human psyche as interwoven within a deeper Mind of Nature.

One of the biggest opportunities this shift in worldview offers is our ability to move from **coping amid the polycrisis** into **thiving amid the metacrisis**. This is not merely an 'outer' reframe in language or some light-touch positive psychology, it's a deep psychospiritual 'inner' reorientation in how we perceive ourselves in relation to systems and wider life, which affects the how and why we do things. For systems-change leaders, this may be characterised as a shift from a **human-doing saving the world** to

a **human-being in service of life**, as we shift from a relentless and reactive fixing of never-ending problems, to a considered and intuitive response to working with complexity.

"The greatest voyage of our lifetimes is not in the seeking of new landscapes but in the seeing with new eyes."

— Marcel Proust, philosopher

MM Mechanistic Materialism	QC Quantum Complexity
Linear, binary, cause-effect sequence	Inner-outer developmental inquiry
Outcomes & destinations	Learning journeys
Data-aquisition for head-certainty	Receptive pattern-sensing with warm & cold data
Rational-analytic logic	Rational-intuitive-emotional-somatic knowing
Strive, achieve, seek, solve	Surrender, presence, listen, dance with
Managing others' impressions	Self-and-systemic awareness
Control over nature	Attune with nature
Reactive to external change	Responsive to inner-outer emergence
Disparate events	Systemic interdependence
Resist tension	Hold tension
Conflict resolution	Tension transmutation
Cope amid complexity	Thrive amid complexity
Left-hemisphere yang dominance	Left-right yin-yang coherence
Dog-eat-dog competition	Collaboration & competition
Power over	Power with
Short-termist, Chronos	Multiple time horizons, Chronos-Kairos
Egoic-persona	Ego-soul dynamic
Anthropocentric	Life-centric
Control-manage	Sense-respond
Parent-child	Adult-adult
Excessive doing	Being & doing
Self-as-separate	Self-as-participatory
Organization-as-machine	Organization-as-living-system
Capitalist-consumerism	Regenerative Business & Economics
Machine-mentality	Living Systems Awareness
Achiever	Regenerator
'Philosophy of hell'	'Philosophy of life'

“The greatest illusion in this world is the illusion of separation.”

— Albert Einstein, physicist

This **metacrisis** move into QC is a radical review of reality that overcomes the dualisms of inner-outer, human-nature, self-other. As we cross the threshold into the new worldview of QC, the way we perceive our own sense of self deepens from **self-as-separate** to **self-as-participatory**.

Embracing the QC worldview helps us view *change* as an ongoing affair, something to **sense-respond** *with* rather than **control-manage** *against*.

It reorients our worldview from **separateness to connectedness**. In turn, our ways of being and knowing expand our capacity for change, conflict, and creativity, shaping us into **Future-Fit leaders** who can learn and co-create in regenerative ways, attuned to how nature works.

“The major problems in the world are the result of the difference between how nature works and the way people think.”

— Gregory Bateson, systems scientist



Future-Fit Leadership depends on a shift:

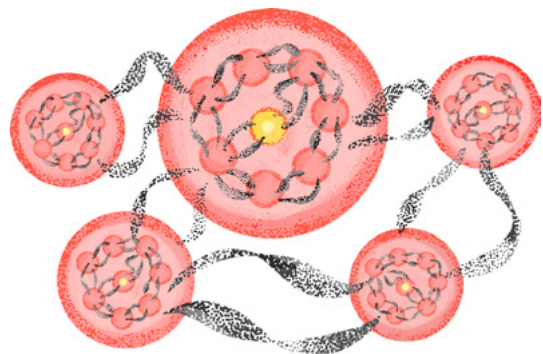
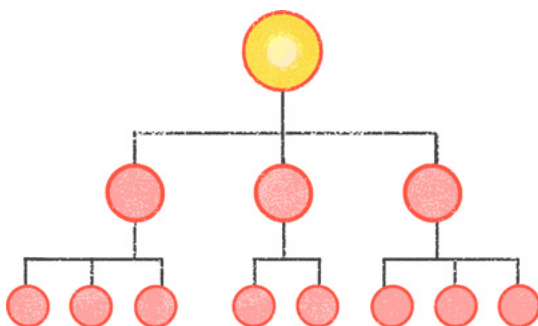
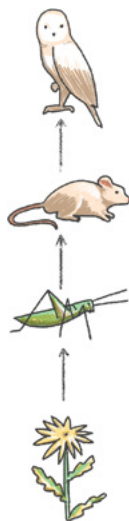
From

Machine-mentality – a reductive, linear, control-orientated, rational-analytic awareness that seeks to manage and control change. (MM is rooted in machine-mentality.)

To

Living Systems Awareness – a relational, emergent, flowing, intuitive, empathic, embodied awareness that learns to dance with change. This awareness helps unlock our creative potential, deepen our psychology, enhance our physiology, expand our meaning-making, and allow us to work the way nature works. (QC is rooted in Living Systems Awareness.)

MACHINE-MENTALITY TO LIVING SYSTEMS AWARENESS



Shift the Story & See with New Eyes

We shape our reality depending on the stories we tell ourselves and those that define our culture and worldview. Over the last four centuries we've become conditioned and addicted to a story of growth and progress. While this story has fuelled many advances in technology, science and innovation, the fruits of which we enjoy today – from hot showers to smart phones to life saving medicines – it's also what's created our sea of crises.

This story influences why, how and what we do. It unconsciously – and often consciously – permits gross violations against life. It puts us singularly at odds with life on Earth, pitting us against each other, in a *survival of the fittest* mentality.

“We do not see things as they are. We see things as we are.”

— The Talmud

Despite the promise of growth, this story is inherently degenerative, pushing us towards the limits of human survival and driving widespread destruction and extinction across the more-than-human world.

This story has caught up with us. We simply can't go on like this for much longer. The time has come to grow-up (and down and in) by living and leading a new story of meaning and purpose into one that draws Living Systems Awareness, regenerative principles, and Nature's Wisdom. This new story is a rebirth – a remembering of an ancient story latent within our humanity. The seeds of this new story have already been sown by modern minds throughout the last century and are starting to sprout amid this critical moment of upheaval. Recent decades have witnessed an upsurge in nature-based regenerative and indigenous practices applied to far-ranging disciplines from farming to economics to architecture to organizational development.

This is a pivotal moment for our organizations, civic systems, impact projects, and more broadly, civilization. We have a unique window available to us in which to welcome-in a new story, a new level of consciousness.

“The very thing that is potentially destroying us is at the same time waking us up.”

— Paul Levy, Tibetan Buddhist practitioner

We might see how this supreme moment of metamorphic metacrisis simultaneously contains both a dangerously degenerative dynamic and an initiatory catalyst that can cajole us into an individual and collective waking-up process. This is ours to play for.

Whilst it can appear as a binary choice between degeneration or regeneration, practically it is an increased self-awareness of our own flickering between the old-MM and new-QC consciousness while we move through the death-rebirth threshold phase-change during the years ahead.

Sometimes we flicker into an up-stretch – an expanded state of meaning-making where we dance amid change, find flow and thrive amid the metacrisis. And sometimes we flicker into a more limited and reactive state of meaning-making where we attempt to control-manage change and *cope amid the polycrisis*.

This initiatory process of **moving through the metacrisis** is fundamentally educatory. The word ‘education’ finds its root in the Latin ‘educere’ which means to *bring forth something latent*. The metacrisis as a threshold-crossing brings forth our deeper human nature. We partake in the educatory process of becoming more conscious of our own deeper humanity. Life becomes the classroom. Every day a meditation that deepens us as we birth into a new worldview.

This educatory and bringing forth process is not reducible to a classroom or on-line modules. It’s an embodied multi-year journey that reorientates our psyche while morphing our meaning-making from a narrow-mindedness to a holistic and embodied **being-and-knowing**. The psychoanalyst Carl Jung called this **individuation**, a journey toward deeper authenticity, wholeness and right-relation with self-other-world.

Without this personal and collective educatory process of bringing forth what is latent within us, we face total collapse. It’s really that simple. To try and avoid the hard (yet emancipating and invigorating) work of shifting consciousness is to avoid the catalysis of this metacrisis and busy ourselves with shuffling the proverbial deckchairs on the Titanic.

“If you bring forth what is within you, what is within you will save you. If you do not bring forth what is within you, what is within you will destroy you.”

— Jesus Christ

This is what **future-fitness** entails – the capacity to not simply cope, hunker-down and survive amid the rapidly evolving landscape ahead, but the inbuilt learning capacity to adapt, evolve and thrive by becoming more agile, authentic, co-creative and adult as we deepen our **self-and-systemic awareness**.

This shift in consciousness is a natural, life-changing process. Think of it as a shift in awareness in terms of how we perceive our life experiences, relate with others and the world, respond to change, and make meaning out of our challenges. A life-changing journey or **midlife crisis** involving an **ego permeation-and-maturation** movement beyond the immaturity of first adulthood into second adulthood (true adult) for deep morality, soulfulness and connectedness.

“Future-fit Leadership draws on insight from living-systems and seeks life-affirming futures - working toward harmony with the evolutionary dynamics of nature to enable our future generations, and all life on Earth, to thrive.”

— Giles Hutchins, coach & author

Adult Developmental Psychology & Vertical Development

Vertical development draws on adult psychology and leadership development research into how people's ego-stage development (level of consciousness) influences what they notice and become aware of, and therefore, what they pay attention to, prioritize and act on.

From a developmental perspective, the ego is how the self is structured at a given stage. A leader's effectiveness to lead systems-change amid rising complexity enhances as one moves up a stage in meaning-making, i.e. vertical development expands our capacity to become a **future-fit leader**.

Whereas 'horizontal development' informs *what to know* by acquiring new skills and capabilities within the same stage of meaning-making, 'vertical development' transforms *how we know* by up-stretching us into a new stage of meaning-making. An individual's vertical development stage (level of consciousness) significantly affects how they function in work and life, not just the tools and skills they have but the way they embrace complexity and guide the up-stretch of their organization and stakeholder system toward future-fitness.

Let's use the metaphor of filling-up a cup, as indicative of horizontal development. We pour into the cup more skills and content through courses and training. Nothing wrong with this, as it equips us. Yet, if the cup is shaped by MM, then our learning and development will be limited by the constraints of machine-mentality - the size of the cup. Finding a bigger cup is indicative of vertical development. We significantly expand the amount of knowledge and embodied wisdom we can hold and work with through an expanded worldview. MM's narrowed reductive cup becomes a far larger QC vessel, and we call upon far more wisdom for moving through the metacrisis.

The last few decades have witnessed increasing research corroborating what adult developmental psychologists found throughout the 20th century, that the psychology of our adulthood moves through spiralling ego-stages that affect how we lead and operate, and also how we structure our organizations, institutions and social systems.

Exiting one stage and moving into another involves a substantive leap in our meaning-making. The leap involves an uncomfortable yet emancipating death-rebirth process: letting-go of old ways, integrating shadow aspects of our deeper nature, and embracing new ways of seeing ourselves, each other, and the world.

While modelling 'levels of consciousness' has limitations, it can act as a useful frame to help navigate the developmental process of bringing forth deeper stages of meaning-making. In the book *Keys for Future-fit Leadership* a Seven Stages of Leadership Development model is outlined, for this paper we will summarize into the three main adult developmental phases*:

1) Socialized Mind

Focused on the ideas, norms and beliefs of the people and systems around us (i.e. family, organizational culture, society, etc.).

At this stage we are **change-averse**, keen to fit-in to team dynamics and organizational norms, and feel a sense of family/tribe within the organizational culture. We **struggle with tension** and are uncomfortable with fast-moving change, need consistency and clarity on what to do and how to do it. We take too much personal responsibility for how other people experience us. As a result, we spend too much energy **managing others' impressions of ourselves** and avoiding hurting other people's feelings.

2) Self-Authoring Mind

Increased **emotional intelligence** means we take responsibility for our own inner states and emotions, and realize we are always changing and learning, while developing a sense of authority and voice.

This is a significant up-stretch beyond the Socialized Mind whereupon we quest for our own

values, beliefs and sense of purpose. Our identity breaks-out of socialized conditioning and we become more **self-aware** of our own uniqueness. Our change-aversion eases significantly as we realize the opportunities for growth and learning that come with change. In Maslow's Hierarchy of Needs this correlates with 'self-esteem', a desire to feel respected by others, while also having **respect for other's differences**.

While the first M of the MM worldview – mechanistic – starts to be moved through at this Self-Authoring stage, the second 'M' – materialism – is still prevalent. One's sense of self is still largely contained within the ego-persona, and one views nature as 'out there' with **mind separate from matter**, albeit with a more **relational** and eco-systemic comprehension. This underlying sense of separateness breeds a backdrop of anxiety, judgement and fear amid fast-paced change. While we still try to control change, with a reactive or assertive life-stance, we move through the uncomfortableness and confusion of change more quickly than we did at the Socialized Mind.

3) Self-Transforming Mind

We are no longer held prisoner by our ego-identity. Instead, we explore our deeper **soulfulness** and sense the **immanent-transcendent** interconnectedness of life.

For a small, yet growing, percentage of adults a metamorphic **mid-life crisis** may occur that invokes a profound psychological reorientation in us. This is the key transition from **Achiever to Regenerator**, which both transcends and includes all previous stages. Occurring at any age in our lives from late thirties to late sixties we undergo a multi-year **death-rebirth** journey that signifies a radical shift in meaning-making.

*Source: Robert Kegan

In doing so, we possess a deeper sense of self, which enables us to be comfortable with conflicting ideologies and change-agendas, and able to **hold tensions** and paradox while working systemically amid complex systems-change. We may still experience uncomfortableness even confusion amid fast-paced change, but we find our centre more readily and are more resilient, adaptive and evolutionary.

Change is no longer seen as something to manage, rather change is seen as the very fabric of life; it's what brings forth our creative advance.

In Maslow's Hierarchy of Needs this correlates with '*self-actualizing*' and '*self-transcending*', a desire for creative self-fulfilment in realizing one's deepest potential, and also a moving beyond the sense of self as an autonomous ego-identity **self-as-separate** into a more receptive, permeable and relational **self-as-participatory**.

Here we thrive amid flow, emergence and tension, and facilitate **developmental learning environments** across the inner-and-outer nature of the organization (its culture and its stakeholder ecosystem).

Our way of being-and-knowing is no longer dominated by the rational-analytic linearity of MM, and we welcome-in intuition, somatic sensation, Creative Imagination and **Nature's Wisdom**.

Our psychological center of gravity is now grounded in our deeper soul-scape that brings us into **right relation** with the more-than-human-world as we learn to attune with how nature works.



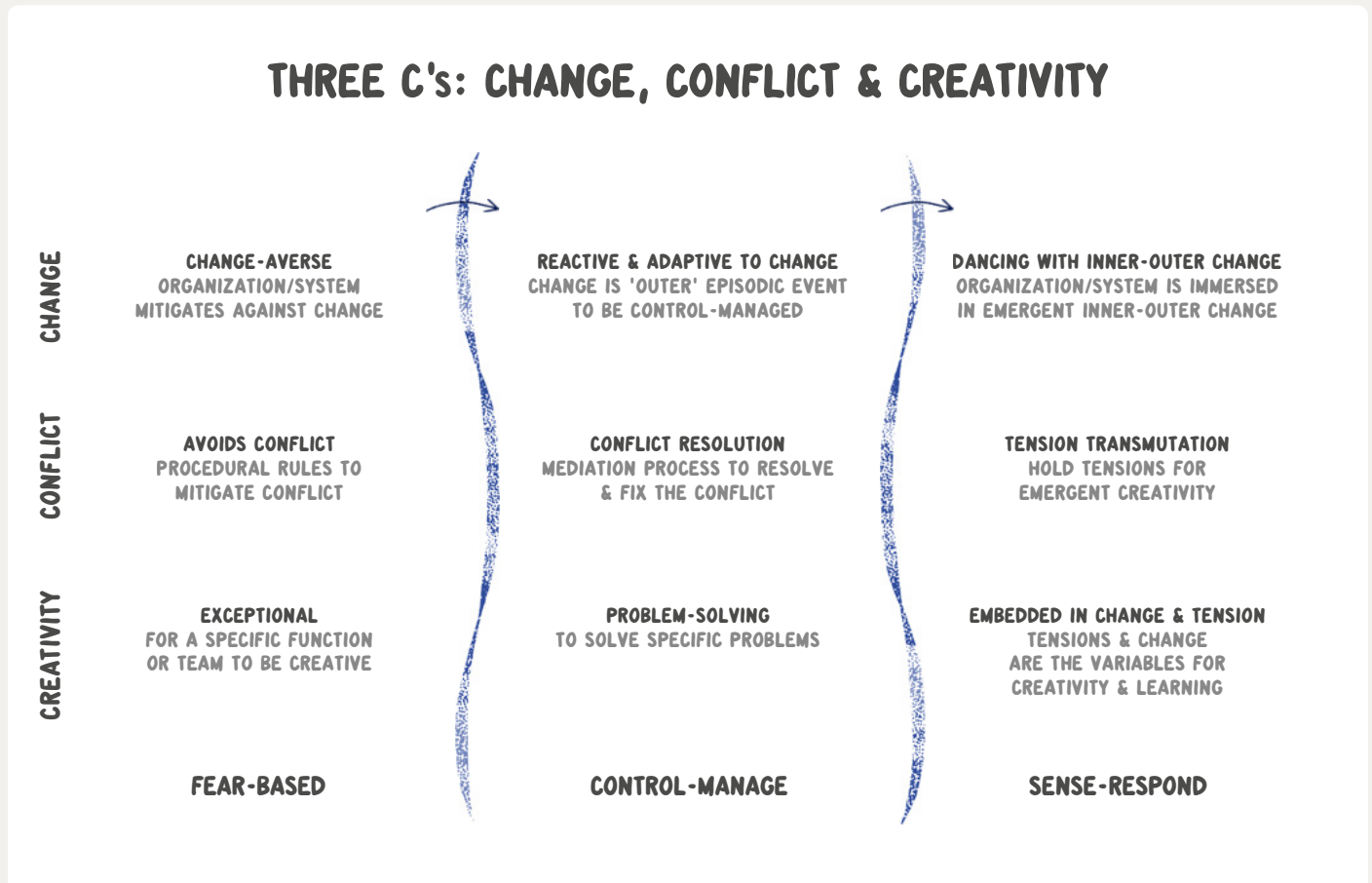
THE THREE S'S - SELF, SYSTEM, STRATEGY

Moving through the three main ego-stage categories of Socialised Mind to Self-Authoring Mind to Self-Transforming Mind we experience shifts in our perception of our own selves, the systems we engage with, and the strategies we enact. These shifts are subtle, complex and contextual, with a synopsis highlighted in the table below.



THE THREE C'S - CHANGE, CONFLICT, CREATIVITY

The three main ego-stage shifts affect how we embrace change, conflict and creativity. Once again, these shifts are subtle, complex and contextual, with a synopsis highlighted in the table below.



The Journey In & Down

**“The seat of the soul is there
where the inner and the
outer worlds meet.”**

— Novalis, poet

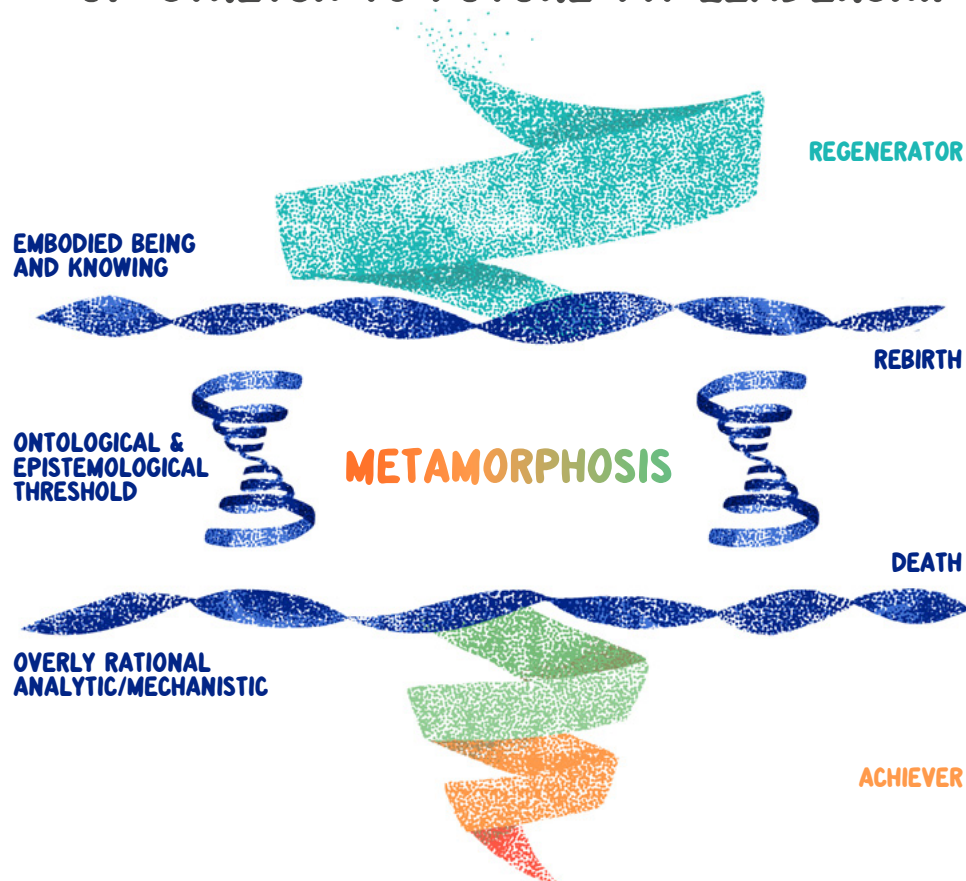
Such a profound worldview shift may seem like a step too far amid so much rising complexity and cognitive overwhelm these days, and yet it's the only step that permits us to thrive amid rising complexity. Anything less will see us subsumed in status quo anxiety and fail to bring about the worldview shift our life-affirming futures need.

The real danger of this epochal moment is that urgent panic to fix and solve, triggers the Achiever's impatience into overdrive.

With this urgency and impatience, we convince ourselves that there's simply no time to waste on 'inner stuff'.

This inner journey lies at the heart of all wisdom traditions the world-over. The ancients have referred to this journey with the timeless phrase *Know Thy Self* which aptly speaks to what this journey entails: to *know* our true Self.

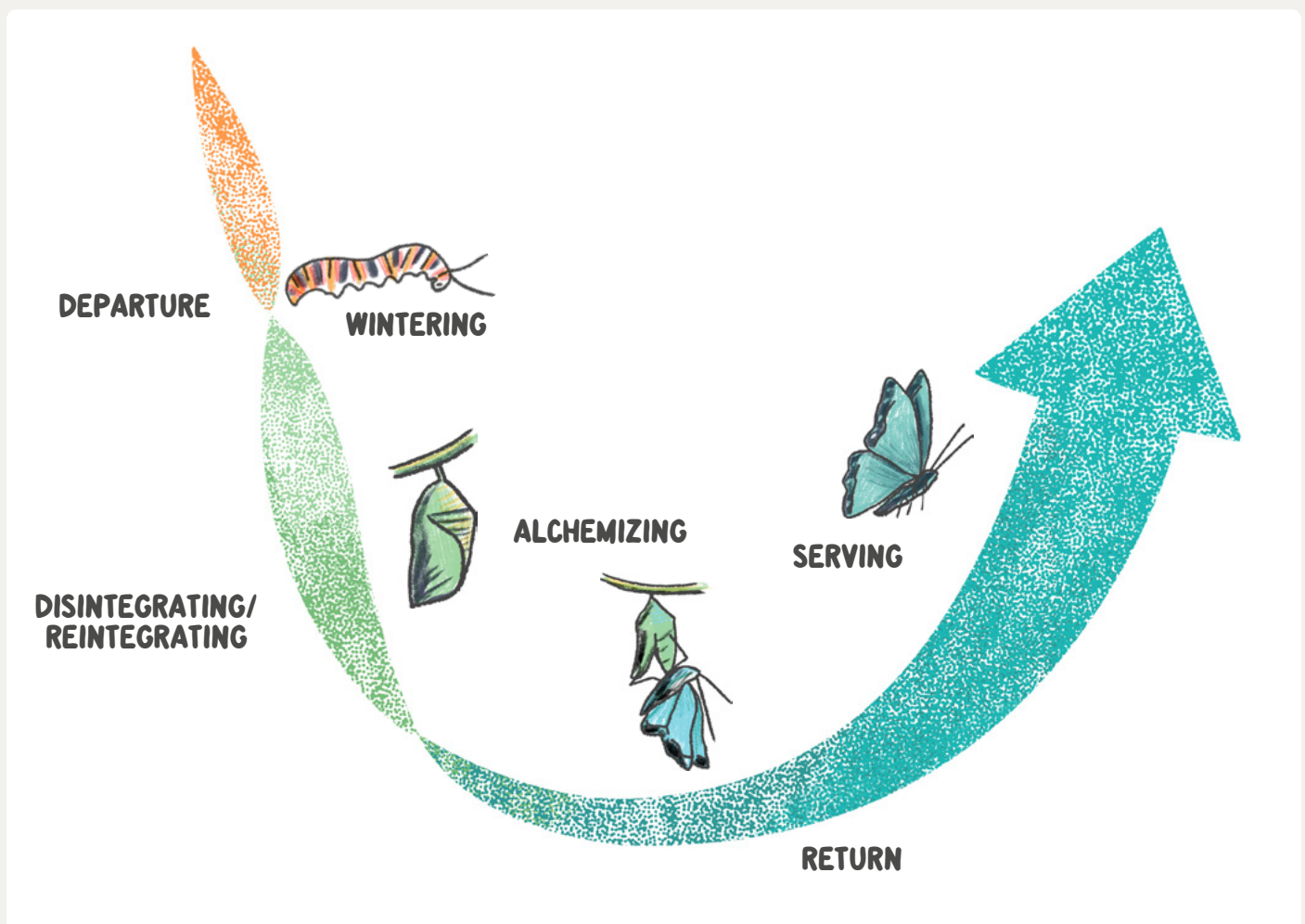
UP-STRETCH TO FUTURE-FIT LEADERSHIP



There are many depths to human awareness, and no matter what you read, the words can never beat the reality of becoming more intimate with our own everyday life experience. If life is teaching us one thing, it's to experience life more fully as it is and learn from the experience to bring forth more of who we truly are.

This inward journey of descent to bring forth what is within us, is the mythological journey that the world myths convey - a timeless psychospiritual kernel common to humanity, with a primal pattern of

departure ('call to adventure' or **Wintering**), initiation (journeying inward and downward through a death-rebirth process of 'disintegration and reintegration' or **Alchemizing**), and return (a bringing forth of our true nature by honing our soul-craft into **Serving**). This timeless tradition is conveyed by the ancient phrase '*dying before you die*': a psychological death by letting-go of the old self (Wintering), paving the way for a reorientation and reintegration (Alchemizing) and psychological rebirth by welcoming-in the new self in service of life (Serving).



Make no mistake, this inner journey calls upon courage and may activate confusion, suffering, depression, privation, challenge, and tumultuous tension. Yet it's challenge and tension that reveal a wisdom that otherwise remains buried inside. Hence the old adage, *'Adversity reveals genius, prosperity conceals it.'*

The sacrifice endured on the journey crucifies and dismembers us, down into the descent of our own shadows, wounds, constrictions, and fears. Uncomfortable tensions pull us apart, disorientating and disrupting what we thought we knew of self and world. In disintegrating the old self, the dominant egoic 'I' habits, personas, protection-rackets, and thoughtforms that encapsulate the Achiever as self-as-separate in turn disintegrate. It's only through this descent into our own dying that we slough off the old skin. Here, in this inner space, we form a kind of cocoon inside our psyche, to process the disintegration-reintegration and to birth and nurture the true nature of our soul. We find our way of living and leading more authentically in **right relation** with self-other-world.

"Knowing yourself is the beginning of all wisdom."

— Aristotle, philosopher

This is the ultimate purpose of the journey – to serve life – and it's an act of immense love and truth attained through wisdom. The conscious, evolutionary dynamic of life itself is enriched by our own process of becoming more human.

"The greatest breakthroughs of the 21st Century will not occur because of technology. They will occur because of an expanding concept of what it means to be human."

— John Naisbett, business futurist

Whilst historical research indicated that only a small percentage of leaders transition from **Achiever to Regenerator**, there's a notable rise in impact and purpose-based leaders seeking new ways of operating.



There are myriad ways leaders can support their inner journey using both ancient and modern inner work practices, including nature immersion, vertical development coaching, movement-based energy cultivation, meditation, breathwork, and intention setting. We find nature immersions to be unparalleled in terms of the depth of self-reflection, embodied experience, and the integrated awareness necessary for the shift to **future-fitness**. There is now a wealth of scientific evidence showing how being in nature significantly improves our empathy, our ability to reason, and our capacity to deal with change, listen more effectively to others, tune into our own challenges, and embrace complexity.

Nature Immersions can range from a day in the woods to multi-day sessions that include overnight solos for mini death-rebirth processes to stimulate a depth of **receptivity-creativity** for the ego to

permeate and become more receptive to the unconscious aspects at play within the psyche. When liminal immersive experiences are shared with other leaders from diverse organizations, or team members from the same organization, a potent collective process of individuation can occur. Through dialogue in nature around the campfire, deep listening, feeding back and aiding each other's development by vulnerably sharing while working through tension and conflict, we start to see our own unconscious aspects and those of the organization and wider stakeholder systems more clearly. For more information on Future-fit Leadership nature immersions tailored for purpose-based leaders, philanthropists, impact investors and systems-change practitioners, visit the [Keys for Future-fit Leadership Academy](#).



In Summary

“The polycrisis we are experiencing across the planet is an anthropological crisis. It’s a crisis of humanity failing to become Humanity.”

— Edgar Morin, philosopher

This failure is because of a flawed MM worldview with its immature story of growth and progress and a narrowed being-and-knowing capacity. Yet this polycrisis does not need to be a failure of our humanity, it can become initiatory with a *metacrisis perspective*, invoking a profound process of becoming Humanity: an ego permeation-and-maturation into a deeper way of being-and-knowing that’s receptive to and co-creative with the emergent sentience of Life. To forgo this shift in consciousness is to shuffle the proverbial deckchairs on the Titanic.

Let’s not become hopelessly victimised, frozen like a deer-in-the-headlights, fixated on external events and caught up in fight-flight-freeze reactions. Limiting, defending, blaming, polarizing, and fighting only serve to keep us stuck in status quo thinking. Let’s allow alchemic sparks of insight from this inner-and-outer rupturing to ignite a radical review of our relationship with reality.

As Nobel laureate complexity scientist Ilya Prigogine knew, ‘*small islands of coherence in a sea of chaos have the capacity to shift the entire system to a higher order.*’ The coherence of our consciousness attuned with Life has a real impact amid these volatile chaotic times.

This is what is being asked of leaders *today*: The capacity to lean-in to the looming metacrisis with the open-hearted courage and humility to not only cope but learn to thrive, to not just hunker-down but reorientate by creating conditions for ourselves, teams, organizations, and communities to wake up to QC’s relational reality and snap out of MM’s status quo slumber.

The good news is life all around and within us is waiting for us to wake-up and get with the program of Life. Look around you and notice how depleted and run-down everyone and everything is from MM’s exploitative tendencies. It’s utterly exhausting swimming against the stream. The time has come to become future-fit, to learn how to flow as life flows by embarking on a life-changing journey that transforms our worldview, our leadership action-logics and our way of embracing change, conflict and creativity. Then we shift from the **Achiever human-doing saving the world** to the **Regenerator human-being in service of life**.

About the Authors



Giles Hutchins

Thirty years of professional advisory & leadership experience, formerly Director of Business Transformation & Head of Practice with KPMG, and Global Director of Sustainability Solutions for multinational Atos (150,000 employees across 42 countries), last 14 yrs as Executive Coach, thought leader and advisor on future-fit leadership. Author of 7 critically acclaimed leadership books and several leadership papers. His coaching work has been called 'life changing'. Find out more about his coaching [here](#). His Leading by Nature podcast can be found [here](#), which interviews a selection of his coaching clients.



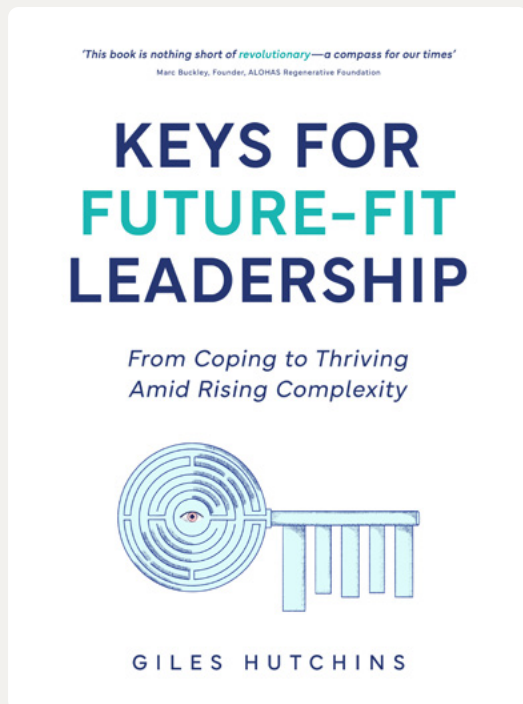
Hayley Morris

Hayley Morris is an Australian philanthropist, impact investor and social entrepreneur, with 20 years' experience across business, philanthropy, investing and systems change. She has co-founded Sustainable Table, Climate Zero, The Regenerative Leader, and farm-to-table restaurant Barragunda Dining. She leads her family's philanthropy and impact investments through the Morris Family Foundation, is a Director of her family office, The Morris Group, and is a certified leadership coach in vertical development, working with change leaders across the impact sector.



Keys for Future-Fit Leadership Academy

Co-founded by Hayley Morris and Giles Hutchins, this leadership academy is dedicated to facilitating a developmental up-stretch toward life-affirming Future-Fitness for purpose-based leaders, philanthropists, impact investors and systems-change practitioners, see www.kffla.co



“Keys for Future-Fit Leadership is nothing short of revolutionary – a compass for our times, providing the formula humanity urgently needs to navigate the seismic shifts we face. Giles Hutchins masterfully unpacks the universal principles of nature and consciousness, revealing a path to abundance that is as ancient as life itself yet urgently relevant. By bridging the chasm between mechanistic thinking and regenerative leadership, this work invites us to rediscover our interconnectedness, embrace complexity, and rise to the challenge of co-creating thriving systems.”

Marc Buckley, Founder, ALOHAS Foundation

“At a time when our planet needs people to work at a systems level, Hayley works in an incredibly important and unique way – connecting people and capital, coaching and supporting changemakers and holding space for people to listen, learn and collaborate.”

Amanda Martin Oam, Founder,
Australian Environmental Grantmakers Network

“Giles has a unique ability to bring leadership groups to a place of psychological safety very quickly where they trust him and the process, which enables them to move very quickly to deeper levels of consciousness and sharing. His leadership immersion days always receive excellent feedback.”

Sharon Olivier, Executive Education Director,
Ashridge Hult International Business School

