



Training for Regenerative Leadership

Module 8

Regenerative Organisational and Management Practice

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Let's protect our environment!

Regenerative Organisational and Management Practice

Implementing regenerative principles in organisational structures, processes, and daily routines.

by Upwell

8.1 Introduction

Topics and Key Concepts

This module focuses on how regenerative principles can be embedded in the everyday practice of organisations. Rather than revisiting why regeneration matters, this module asks how it can be made visible in the way organisations are actually run: in meetings, decision-making, communication, team routines, leadership behaviour, resource allocation, and management processes.

Building on the previous modules, participants are invited to bring together insights on regeneration, systems thinking, inclusion, leadership, change, and reflection, and translate them into practical organisational action. The focus is not on large-scale transformation strategies alone, but on the concrete organisational habits and structures that shape everyday working life. In this way, the module helps participants move from intention to implementation.

The module is particularly relevant because many organisations already express values such as sustainability, inclusion, participation, and wellbeing, but these values are not always reflected in daily routines and management practice. Regenerative organisational practice means aligning values with action and creating working environments that support learning, trust, contribution, adaptability, and long-term health. This module therefore serves as the practical bridge between the ideas explored in the earlier modules and the participants' own next steps for implementation.

Topic of the Module:

This module focuses on the practical embedding of regenerative principles in organisational and management practice. It explores how organisations can shape their everyday routines, structures, and ways of working so that they support participation, inclusion, wellbeing, shared responsibility, and continuous learning.

Its relevance lies in the fact that regeneration becomes real only when it is reflected in everyday organisational life. It is not enough for organisations to define regenerative ambitions at the level of strategy or values; these ambitions must also shape how people collaborate, how decisions are taken, how communication flows, how feedback is handled, and how leadership is practiced on a daily basis.

Within the overall training programme, this module has a specific role: it is the implementation-oriented module that connects the previous learning to concrete organisational practice. While earlier modules focus on understanding regeneration, analysing systems, reflecting on inclusion and bias, leading change, and measuring impact, this module concentrates on how those insights can be translated into daily organisational routines and management choices. It also prepares participants to develop their own **Regenerative Pathway** as a realistic and context-based next step.

Key Concepts:

Regenerative Organisational Practice: An approach to organising work that aims to strengthen people, relationships, and the wider systems connected to the organisation, rather than only maintaining current operations.

Management Practice: The everyday ways in which work is coordinated and led, including communication, meetings, decision-making, feedback, and delegation. These are key areas where regenerative principles become visible in practice.

Alignment between Values and Practice: The consistency between an organisation's stated values, such as inclusion, wellbeing, or sustainability, and its actual daily routines and behaviours.

Regenerative Routines: Regular practices that support reflection, participation, learning, wellbeing, and adaptation in everyday work.

Distributed Leadership: A leadership approach in which responsibility and initiative are shared across roles and team members, supporting ownership, collaboration, and adaptability.

Psychological Safety: A work climate in which people feel able to speak openly, contribute ideas, ask questions, and raise concerns without fear of blame or exclusion.

Regenerative Pathway: A practical set of actions and priorities that helps participants translate regenerative principles into realistic next steps in their own organisational context.

Overall Goals and Learning Objectives

The overall goal of this module is to support participants in translating regenerative ideas into concrete organisational and management practice. It helps them identify how daily routines, structures, and leadership behaviours can either reinforce conventional patterns or contribute to more regenerative ways of working.

A second goal is to strengthen participants' ability to recognise the practical dimension of regeneration. Instead of treating regeneration as a broad organisational aspiration, the module encourages participants to focus on the specific practices that shape daily work: how meetings are facilitated, how responsibilities are shared, how teams learn, how inclusion is enacted, and how workplace conditions support both people and purpose.

The module also serves as a synthesis space within the training. Participants are encouraged to connect the learning from the earlier modules and use it to define realistic, context-sensitive priorities for their own organisational setting. This provides the basis for the development of their personal or organisational **Regenerative Pathway**.

Knowledge (Knowing):

Participants will be able to:

- describe what regenerative organisational and management practice means in everyday terms;

- explain how daily routines and management processes influence organisational culture and wellbeing;
- identify the difference between stated organisational values and actual organisational practice;
- recognise the role of participation, psychological safety, and distributed responsibility in regenerative organisations;
- understand how structures, routines, and communication patterns can support or hinder regenerative practice.

Skills (Know-how):

Participants will be able to:

- analyse everyday organisational routines through a regenerative lens;
- identify where current practices are misaligned with organisational values or regenerative intentions;
- assess management practices in relation to participation, inclusion, communication, and wellbeing;
- generate concrete ideas for improving routines, structures, and leadership practices in their own context;
- outline a realistic regenerative pathway for implementation in their team, organisation, or professional environment.

Attitudes (Attitudes):

Participants will be able to:

- value everyday practice as a key site of organisational transformation;
- demonstrate openness to rethinking established routines and management habits;
- appreciate participation, trust, and shared responsibility as foundations of regenerative work;
- show commitment to aligning leadership behaviour with regenerative and inclusive values;
- take responsibility for contributing to practical and context-sensitive organisational improvement.

Resources

- **Regenerative Leadership**
<https://www.wordsworth.com/sales/authorbooks?ISBN=9781783241194>
- **Reinventing Organizations**
<https://www.reinventingorganizations.com/>
- **The Fifth Discipline**
<https://www.penguinrandomhouse.com/books/163984/the-fifth-discipline-by-peter-m-senge/>



- **Leadership and the New Science**
https://www.bkconnection.com/products/9781576753446_leadership-and-the-new-science
- **An Everyone Culture**
<https://hbsp.harvard.edu/product/14259-PDF-ENG>
- **Drive**
<https://www.danpink.com/books/drive/>

TED Talks

- **How to build (and rebuild) trust — Frances Frei**
https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust
- **Why good leaders make you feel safe — Simon Sinek**
https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe



8.2 Activities

Activity 1: Icebreaker

Learning Objectives:

- Participants get to know each other in a light, funny, and active way.
- Participants engage with the topic of regenerative pathways through movement, imagination, and quick personal sharing.
- Participants begin reconnecting with the learning journey from Modules 1–7 in a playful and non-formal way.
- Participants create a positive and energetic atmosphere before starting the Regenerative Goose Game.

Procedure and methods:

Procedure	Group format	Materials	Time
The facilitator welcomes participants and explains that they are about to create a fast, funny “human pathway” around the room. The facilitator says that regenerative change does not always start with a perfect plan: sometimes it starts with one small step, one strange idea, or one unexpected connection.	Plenary session	Open space; facilitator notes	1 minute
Participants stand up and move around the room. When the facilitator says “STOP!”, each participant pairs up with the person closest to them.	Plenary session / pair work	Open space	1 minute

In pairs, participants answer the first quick prompt: “If your regenerative journey were an animal, what animal would it be and why?” Each participant has about 20 seconds to answer.	Pair work	Prompt cards or facilitator prompt	2 minutes
Participants start moving again. When the facilitator says “STOP!”, they find a new partner. This time they answer the second prompt: “If your learning from Modules 1–7 were a superpower, what would it be?” Each participant gives a short, funny answer and connects it to something they learned. NB: The facilitator may mention the module topics if helpful.	Pair work	Prompt cards or facilitator prompt	2 minutes
Participants move around once more. When the facilitator says “STOP!”, they find a final partner. They answer the third prompt: “What is one ridiculous but useful object you would bring on a regenerative pathway?” Each participant names one object and explains how it could help.	Pair work	Prompt cards or facilitator prompt	2 minutes
The facilitator brings everyone back into plenary and asks 3–4 volunteers to share the funniest or most creative answer they heard, not necessarily their own. The facilitator briefly connects the answers to the module topic by highlighting creativity, imagination, cooperation, and future-oriented thinking.	Plenary session	None	1 minute
The facilitator closes the icebreaker by explaining that participants have already started building small pieces of a regenerative pathway through humour, imagination, and exchange. These ideas will support the next activity, the Regenerative Goose Game.	Plenary session	None	1 minute

Participants form pairs and briefly present their draft pathway to a partner. The partner responds with 2–3 guiding questions, such as: What part is already concrete? What is still too broad? What could be the smallest possible first step?	Pair work	Completed draft pathway; pens	7 minutes
Participants return to individual work and revise or complete their pathway based on the exchange. They then write a final commitment sentence, for example: “In my context, I want to improve _____ by changing _____, starting with _____.”	Individual work	Regenerative Pathway Sheet; pens	5 minutes
Final reflective closure: The facilitator invites a few volunteers to share one concrete action or commitment from their pathway. The facilitator closes the module by highlighting that regenerative change grows through realistic, shared, and repeated actions in everyday practice.	Plenary session	None	3 minutes

Links Canva:

My Regenerative Pathway:

https://docs.google.com/document/d/1AGq2rFGQ9_jlZz95heSLEfHW3Veg2ibr/edit?usp=sharing&ouid=111798081988837821599&rtpof=true&sd=true



Activity 2: The Regenerative Goose Game — “Playing the Pathway”

Participants play the Regenerative Goose Game to revisit key ideas from Modules 1–7, reflect on personal and organisational transformation, and collect ideas that will later be used in the final activity, “**My Regenerative Pathway.**” The aim of the game is **not to win as quickly as possible**, but to generate useful reflections, insights, and practical ideas.

Learning Objectives:

By the end of this activity, participants will be able to:

- recall and connect key concepts from Modules 1–7, including regenerative thinking, systems awareness, collaboration, wellbeing, circularity, organisational change, and future-oriented action;
- apply regenerative principles to concrete personal, professional, and organisational situations;
- strengthen communication, listening, cooperation, and reflection skills through game-based group interaction;
- identify meaningful insights, challenges, values, and commitments that can support the development of their own regenerative pathway;
- connect individual learning with collective transformation and shared responsibility.

Procedure and methods:

Procedure	Group format	Materials	Time
The facilitator introduces the Regenerative Goose Game as the main activity of the module. Participants are told that the game will help them revisit the key topics from Modules 1–7 and collect ideas for their final personal pathway. The facilitator clearly explains that the aim is not only to reach the final space, but to reflect, discuss, and learn from each other while building material for the next activity.	Plenary session	Regenerative Goose Game board; facilitator notes; game rules	5 minutes

Participants are divided into small groups of 4–6 people. Each group receives one game board, one set of cards, one dice, and one pawn per participant. Participants sit around the game board and choose their pawns.	Group work	Game boards; card decks; one die per group; pawns	5 minutes
The facilitator explains the rules of the game. Players take turns rolling the dice and moving their pawn along the board. When a participant lands on a space, they follow the instruction on the board or draw the relevant card. The cards may ask them to answer a question, respond to a challenge, reflect on a situation, share an example, or propose an action. The facilitator reminds participants that the purpose is to gather useful ideas, not to compete.	Plenary session / group work	Printed rule sheet; board; die; pawns; card decks	5 minutes
Participants play the game in their groups. Each player rolls the dice, moves along the board, and completes the task connected to the space where they land. Other group members listen, ask questions, and may add their own reflections. The facilitator moves between groups to support the process, clarify rules, and encourage meaningful discussion.	Group work	Regenerative Goose Game board; die; pawns; full card deck; timer	25 minutes
When the game time ends, each participant writes down at least three insights, ideas, values, challenges, or possible actions that emerged during the game.	Individual work	Pathway Notes worksheet or blank paper; pens	5 minutes
Debrief: Each group discusses the following questions: What was the most important insight from the game? Which challenge felt most relevant to our context? Which idea could become part of a regenerative pathway? Each participant shares one key takeaway.	Group work	Participants' notes; game board; cards	8 minutes



Each group shares one key insight with the whole room. The facilitator writes the insights on a flipchart or whiteboard and groups them under common themes. The facilitator then makes the transition explicit: “You have now collected the raw material for your own pathway. In the next activity, you will turn these reflections into a concrete personal or organisational action plan.”	Plenary session	Flipchart whiteboard; markers	or	7 minutes
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Canva Links:

Cards

<https://canva.link/0lnrx53v2fr0fam>

Boardgame

<https://canva.link/fwsod4v1heyrepz>

Facilitator Guide:

<https://docs.google.com/document/d/1zQKeKoTA8rMgGbHAQtt-JPli7zToQFbs/edit?usp=sharing&oid=111798081988837821599&rtpof=true&sd=true>



WP 3 | Activity 2 | Module 8

Facilitator Guide – Regenerative Goose Game

Purpose of the activity

The game turns the reflections from Modules 1–7 into a personal Regenerative Pathway that is concrete and achievable.

Number of participants

Play in groups of 4–5. Each participant has their own Pathway Sheet, while sharing the board, die, and cards.

Suggested duration

55 minutes in total: 5 minutes for the introduction, 35 minutes of gameplay, 10 minutes to complete the sheet, and 5 minutes for final sharing. NB you may edit the timing accordingly.

Materials needed

1 printed board per table, 1 die, 1 card set, 1 token per player, 1 Pathway Sheet per participant, and pens.

Core rule

The goal is not to arrive first, but to complete a concrete pathway. Every brief spoken answer should also be written on the personal sheet.

Instructions for the facilitator

Keep the pace moving. When answers become abstract, ask: What is happening now? What exactly would you change? What is the first step? Who do you need to involve?

Closing

Invite each participant to formulate a final sentence: "In my context, I want to improve _____ by changing _____, starting with _____."

Game rules

Roll the dice and move your token.

Read the instructions on the space or draw the required card.

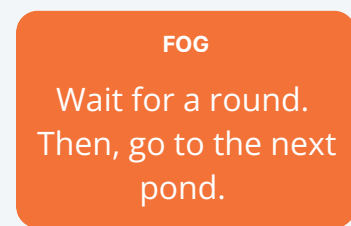
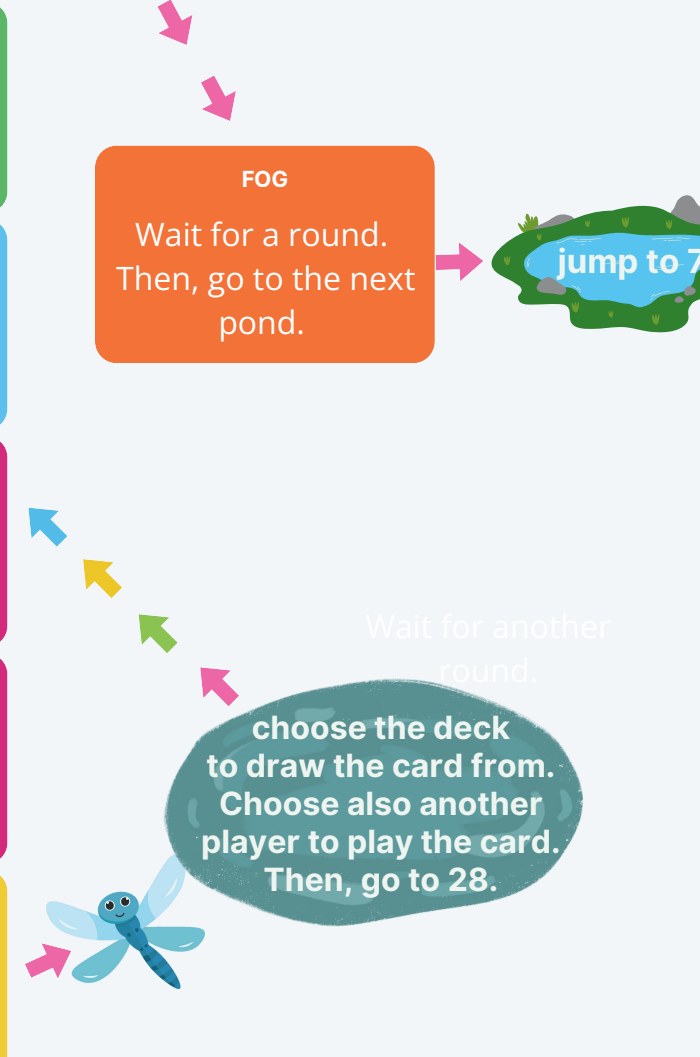
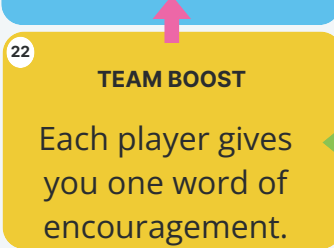
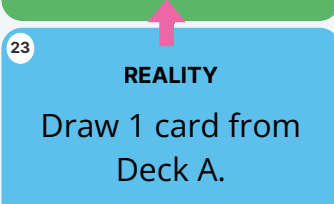
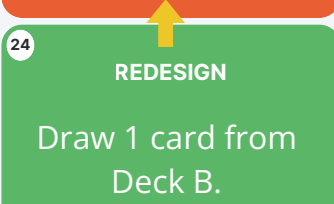
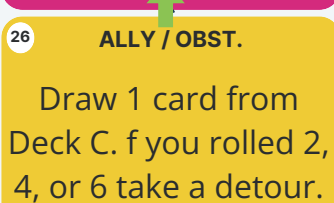
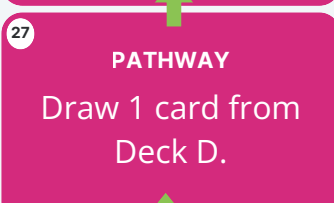
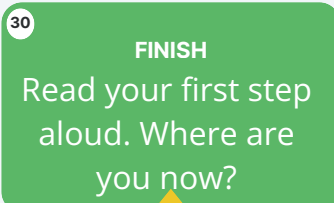
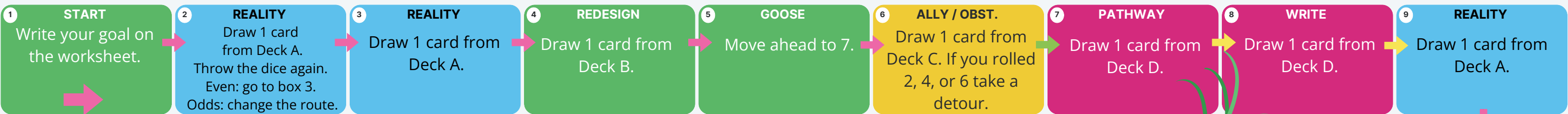
Answer aloud, briefly and clearly.

Write the useful answer on your Pathway Sheet.

If you land on a Goose space, move ahead as instructed.

If you land on an Obstacle space, apply the effect shown.

When time is up, everyone completes the final sentence of their pathway.



REGENERATIVE GOOSE GAME

Fit for the Future: My Regenerative Pathway



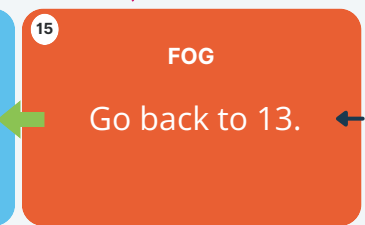
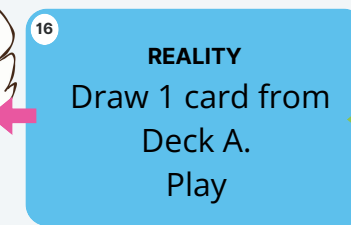
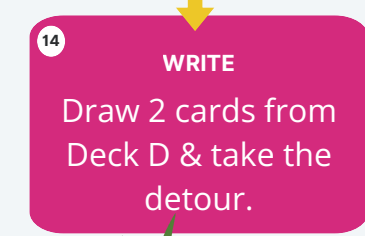
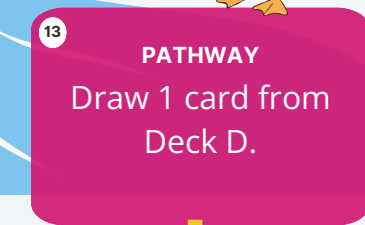
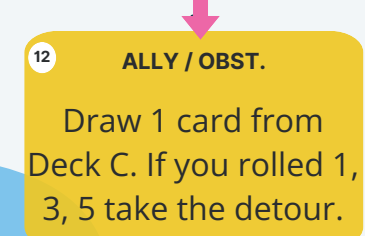
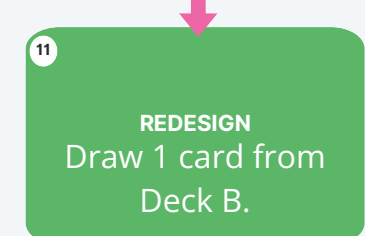
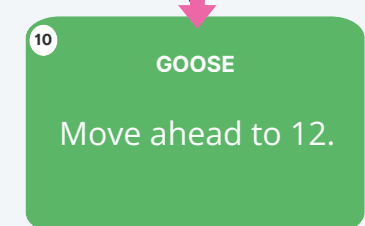
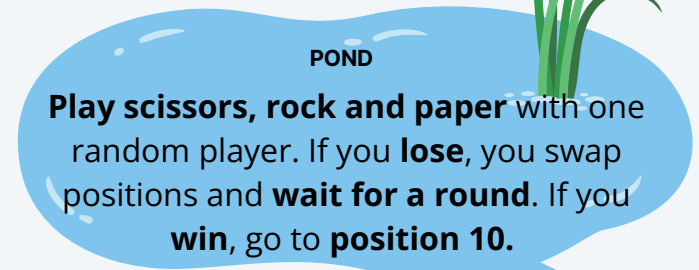
HOW TO PLAY

ROLL THE DICE AND FOLLOW THE PATH FROM START (1) TO FINISH (30).

GOOSE tiles let you move ahead.

OBSTACLE tiles send you back or make you miss a turn.

Reflect, discuss, and plan your regenerative pathway!



PURPOSE OF THE ACTIVITY

The game turns the reflections from Fit for the Future into an individual **Regenerative Pathway** that is concrete and achievable.

DON'T FORGET!

Answer in the most concrete way possible!

CORE RULE

The goal is not to arrive first, but to complete a concrete pathway. Every brief spoken answer should also be written on the personal regenerative sheet.

NUMBER OF PARTICIPANTS

Play in groups of 4-5. Each participant has their own Pathway Sheet, while sharing the board, dice, and cards.

- ### COLOUR KEY
- Deck A: Reality Check
 - Deck B: Redesign Lab
 - Deck C: Allies & Obstacles
 - Deck D: Pathway Builder
 - FOG / Obstacle

A-1

Reality Check

Name one routine, gesture, or practice in your context that already supports trust, clarity, or inclusion.



A-2

Reality Check

Identify one moment in everyday work when people feel excluded, overloaded, or not genuinely heard.



A-3

Reality Check

Which value does your organisation talk about most often? Where is it still not visible in everyday practice?



A-4

Reality Check

Which management or coordination habit is taken for granted, but really needs to be rethought?



A-5

Reality Check

Which part of everyday work gives people energy?
Which part drains it unnecessarily?



A-6

Reality Check

How are decisions usually made in your context? Who tends to be left out of the process?



A-7

Reality Check

What is one thing your team or organisation already does well and should deliberately protect?



A-8

Reality Check

What value is mentioned frequently but is still not clearly visible in day-to-day practice?



B-1

Redesign Lab

Choose one everyday practice to improve. What should happen differently?



B-2

Redesign Lab

What is one concrete action you could take within the next two weeks?



B-3

Redesign Lab

How can you make your proposal smaller, clearer, and more doable?



B-4

Redesign Lab

What single change would make meetings more useful, fair, or participatory?



B-5

Redesign Lab

What regular moment of feedback or reflection could you introduce?



B-6

Redesign Lab

How can you make sure the change does not depend on you alone?



B-7

Redesign Lab

What one change could reduce unnecessary overload in everyday work?



B-8

Redesign Lab

What repeated practice could help turn this idea into a habit?



C-1

Support & Obstacles

Who could support your idea from the very beginning?



C-2

Support & Obstacles

What obstacle could slow down or block this change?



C-3

Support & Obstacles

What existing policy, routine, relationship, or practice could help you move this idea forward?



C-4

Support & Obstacles

If someone said, "This change is not necessary," how would you respond?



C-5

Support & Obstacles

What resource, permission, time, or space would help you get started well?



C-6

Support & Obstacles

What is the main risk if nothing changes?



C-7

Support & Obstacles

What strength, resource, or skill do you already have that can help you lead this step?



C-8

Support & Obstacles

What concrete sign will show that people are beginning to engage with the change?



D-1

Group Exchange

Share your idea with another player and ask for one practical suggestion.



D-2

Group Exchange

Ask another player who might be excluded or overlooked in your proposal.



D-3

Group Exchange

Exchange obstacles with another player and each suggest one response to the other person's challenge.



D-4

Group Exchange

Explain your first step in one sentence. If it is not clear, rewrite it.



D-5

Group Exchange

Ask another player what part of your plan sounds strongest.



D-6

Group Exchange

Invite another player to question one assumption in your plan.



D-7

Group Exchange

Explain your change in one sentence and ask another player whether it feels realistic.



D-8

Group Exchange

Ask another player which stakeholder you may have overlooked.





A-9

Reality Check

What informal rule shapes how people behave in your context? Does it support or limit trust?

A-10

Reality Check

Where do people usually hesitate to speak honestly?
What makes that space difficult?

A-11

Reality Check

Which group, voice, or perspective is often missing when plans are made?

A-12

Reality Check

What everyday practice creates unnecessary pressure, confusion, or repetition?

A-13

Reality Check

When does collaboration work well in your context?
What makes it possible?

A-14

Reality Check

What is one sign that people feel safe, respected, or included in your team or organisation?

A-15

Reality Check

Which decision or process feels too far away from the people affected by it?

A-16

Reality Check

What is one small behaviour that harms motivation, even if it is considered normal?

B-9

Redesign Lab

Choose one routine that could become more inclusive. What small change would improve it?

B-10

Redesign Lab

How could you create more space for listening before a decision is made?

B-11

Redesign Lab

What could be simplified so people have more energy for meaningful work?

B-12

Redesign Lab

What is one way to make responsibilities clearer without increasing control?

B-13

Redesign Lab

How could a recurring meeting be redesigned to produce more learning, not only updates?

B-14

Redesign Lab

What small experiment could you test for two weeks before making a bigger change?

B-15

Redesign Lab

How could you make progress visible without turning it into pressure or competition?

B-16

Redesign Lab

What practice could help people pause, reflect, and adjust before problems grow?

C-9

Support & Obstacles

Who needs to understand the purpose of your change for it to be accepted?

C-10

Support & Obstacles

What fear or concern might people have about this change?

C-11

Support & Obstacles

What could make your idea difficult to maintain over time?

C-12

Support & Obstacles

Which existing strength in your team could help you move forward?

C-13

Support & Obstacles

What kind of support would make your first step easier to start?

C-14

Support & Obstacles

Who might be affected by your idea but not directly involved in designing it?

C-15

Support & Obstacles

What could you do if the first attempt does not work as expected?

C-16

Support & Obstacles

What signal would show that this change is becoming part of everyday practice?

D-9

Group Exchange

Share one part of your idea that still feels uncertain and ask another player for advice.

D-10

Group Exchange

Ask another player what could make your first step easier to understand.

D-11

Group Exchange

Explain who benefits from your idea and ask another player who else should be considered.

D-12

Group Exchange

Share one possible obstacle and ask another player to suggest a realistic response.

D-13

Group Exchange

Ask another player whether your idea feels too big, too small, or concrete enough.

D-14

Group Exchange

Explain your idea without using abstract words. If needed, rewrite it more simply.

D-15

Group Exchange

Ask another player what resource, person, or moment could help you start.

D-16

Group Exchange

Share your final commitment sentence and ask another player to make it more concrete.

Activity 3: My Regenerative Pathway

In this final activity, participants use the insights collected during the Regenerative Goose Game, together with their reflections from Modules 1–7, to develop their own practical regenerative pathway. This activity serves as the final application and reflective closure of the whole training module.

Learning Objectives:

By the end of this activity, participants will be able to:

- identify one or more concrete priorities for regenerative change in their own professional or organisational context;
- translate reflections and ideas into a realistic and structured pathway for action;
- define practical first steps, possible allies, and necessary conditions for implementation;
- connect personal learning with everyday organisational practice;
- formulate a final commitment that can guide future action after the training.

Procedure and methods:

Procedure	Group format	Materials	Time
The facilitator introduces the final activity by explaining that participants will now turn the ideas generated during the game into a personal or professional action pathway. The facilitator emphasises that this is not about creating a perfect long-term strategy, but about identifying realistic, meaningful next steps.	Plenary session	Facilitator notes; flipchart with harvested insights (optional)	5 minutes

The facilitator distributes the Regenerative Pathway Sheet and explains its structure. Participants are invited to use their notes from the Goose Game and from previous modules. The sheet may include sections such as: What do I want to strengthen? What needs to change? What is my first realistic step? Who needs to be involved? What support is needed? How will I know progress is happening?	Plenary session	Regenerative Pathway Sheet; pens	5 minutes
Participants work individually on their pathway. They review their notes, identify their priorities, and complete the pathway sheet step by step.	Individual work	Regenerative Pathway Sheet; personal notes; pens	15 minutes
Participants form pairs and briefly present their draft pathway to a partner. The partner responds with 2–3 guiding questions, such as: What part is already concrete? What is still too broad? What could be the smallest possible first step?	Pair work	Completed draft pathway; pens	7 minutes
Participants return to individual work and revise or complete their pathway based on the exchange. They then write a final commitment sentence, for example: “In my context, I want to improve _____ by changing _____, starting with _____.”	Individual work	Regenerative Pathway Sheet; pens	5 minutes
Final reflective closure: The facilitator invites a few volunteers to share one concrete action or commitment from their pathway. The facilitator closes the module by	Plenary session	None	3 minutes



highlighting that regenerative change grows through realistic, shared, and repeated actions in everyday practice.			
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Links Canva:

My Regenerative Pathway:

https://docs.google.com/document/d/1AGq2rFGQ9_jlZz95heSLEfHW3Veg2ibr/edit?usp=sharing&oid=111798081988837821599&rtpof=true&sd=true

8.3 Materials/Templates

Download the kit to play Activity 2 & 3

<https://drive.google.com/drive/folders/16ovBQMQAB75cSnW8EjfbLpumzM8wPnSg?usp=sharing>



WP 3 | Activity 3 | Module 8

Worksheet – My Regenerative Pathway

Complete this sheet during the game. Use simple words and concrete actions.

1. Area I want to improve

2. Everyday practice I want to change

3. Why it matters

4. First concrete step (within 2 weeks)

5. People to involve

6. Likely obstacle

7. Helpful support or resource

8. Sign of progress

9. My final commitment sentence

In my context, I want to improve _____ by changing _____, starting with _____.



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