



Embracing Complex Transitions

3-5 March 2025

Mont Fleur Conference Centre, Stellenbosch

**Our 2025 training retreat invites you to
dive into the complexity of sustainability transition**



Embracing Complex Transitions

The [Incite team](#) and guest co-presenter Donna Glanvill of [The Cynefin Co](#) look forward to hosting you at our 2025 training retreat. This two-day, residential-only training offers a practical introduction to using complexity-adapted tools to enhance sustainability integration and practice.

You will leave with:

- ❖ A deeper understanding of complexity and what it means for sustainability practice
- ❖ Practical complexity-fit tools to support sustainability strategy, innovation and stakeholder engagement
- ❖ Insight into how these are being applied to accelerate sustainability transition amongst your peers
- ❖ An extended network of practitioners who are pioneering more effective ways to bring about the sustainability transition.

Deepen conversations as you roam the fynbos or sample local blends from South Africa's leading winelands region.

Cost (including full programme and accommodation):

R18,000 ex VAT

Early bird rate of R16,000 ex VAT till 31 January 2025

Your hosts

The Incite team includes **Jonathon Hanks**, **Nicola Robins** and **Treve Jenkin**.

Donna Glanvill is a consultant, thinking partner and facilitator at **The Cynefin Co**, an action research and development hub working at the limits of applied complexity science.

We hope you will join us.

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Retreat format

We focus on discussion and practical exploration. All materials will be available to participants. The Chatham Rule applies.

We have provided for a maximum of 20 participants, and Mont Fleur will accommodate us all in single, en-suite rooms.

Previous retreat participants

- Pepkor Group
- Nedbank
- Pick n Pay Group
- Old Mutual Group
- Food Lovers Market
- Sibanye-Stillwater
- Impala Platinum
- Tiger Brands

To register your interest or reserve a place, please be in touch with Treve at treve@incite.co.za

Read on for the draft programme...

Draft programme

Day 1: Monday 3 March, 2025

Check-in and orientation	09:00 onwards
1.1 Making sense of where we are <i>Brief review of current and emerging developments in our field, as organisations and practitioners. This session will be based on participants' input gathered using SenseMaker®. Incite's 5A framework will aid our further reflection.</i>	10:30-12:30
Lunch	12:30-13:30
1.2 The challenge of complex or systemic risk <i>Why highly interconnected risk is different and what it means for us as practitioners. Using examples from different contexts, this session will help to deepen our understanding and insight.</i>	13:30-15:00
Tea	15:00-15:30
1.3 Using complexity-adapted tools for decision support in sustainability <i>Using input drawn from participants' own experience (good and bad), we will explore how the Cynefin framework can be used to inform practical next steps.</i>	15:30-17:00
Dinner – Meat-free Monday	18:30-19:30
1.4 Will business play a leading role in driving the transition? <i>After dinner chat with leading global voices joining via Zoom.</i>	19:30 – 20:30

Day 2: Tuesday 4 March, 2025

<p>Early run, stretch or swim</p> <p><i>Activate your senses or your snooze button.</i></p>	06:00-07:00
<p>Breakfast on the terrace</p>	07:15-08:15
<p>2.1 Exploring the theories of change that informs sustainability action</p> <p><i>When do targets work well? When don't they work well? Exploring theories of change that underpin our strategies and the contexts in which they are effective.</i></p>	08:30-10:00
<p>Tea</p>	10:00-10:30
<p>2.2 Accelerating transition: From disruptive to adaptive innovation</p> <p><i>The enduring appeal of win-win strategies and why they frequently underdeliver. How your teams can identify and use emerging patterns to inform strategic innovation. Case study: Financial services.</i></p>	10:30-12:00
<p>Lunch</p>	12:30-13:30
<p>2.3 Applying complexity-adapted tools to respond to the climate challenge and expectations of TCFD / IFRS S2</p> <p><i>How Pepkor Group is soliciting diverse perspectives and supporting its teams to inform its response to climate risk. Case study: Retail.</i></p>	13:30-14:30
<p>Tea</p>	
<p>2.4 So what? Now what?</p> <p><i>Addressing parked items; unresolved challenges; arising questions. How might we integrate what we have learnt together?</i></p>	15:00 – 16:30
<p>Braai on the terrace</p> <p><i>Join us for pool, darts or volleyball around the honesty bar.</i></p>	18:30
<p>2.5 Governance and the Sustainability Transition</p> <p><i>After dinner chat with governance experts. We will explore the role of leadership, structure, boards, accountability and more.</i></p>	19:30

Day 3: Wednesday 5 March, 2025

Early run, stretch or swim <i>Activate your senses or your snooze button.</i>	05:30-07:15
Breakfast on the terrace	07:15-08:15
3.1 Open for Networking <i>Time to have the conversations you haven't had so far. Use the network to obtain fresh perspectives on what is worrying you or for reflection on current efforts.</i>	08:30-10:00
Tea <i>Please pack and check-out, but welcome to leave bags in the room</i>	10:00-10:30
3.2 Rounding Up Resources <i>Tapping the collective to assemble a toolkit of resources: networks, frameworks, methods, and tools (including tech).</i>	11:00-12:30
Lunch	13:00-14:00
Swim/sauna and head back home.	14:00-15:00
Depart	15:00