

**FORWARD  
INSTITUTE**

FORWARD  
FELLOWSHIP  
PROGRAMME



**THE FUTURE IS  
OURS TO MAKE**



# FORWARD FELLOWSHIP

## Leadership has changed. Leadership Development has not.

For years, leadership meant managing performance, mitigating risk, navigating complexity. That model made sense in a world where change was incremental and the future felt stable.

That world is gone. Today's leaders are operating in a far more contested environment.

The future isn't something to adapt to. It's being shaped right now, by the decisions organisations make today.

It won't reward those who simply maximise within the current system. It will belong to those who reimagine what winning means, where legacy is measured not just in performance, but in the futures you build.

### That's why we built the Forward Fellowship.

It's not a course. It's not a network. It's an expansive, demanding space: rigorous and alive, serious and joyful. An antidote to the school of administration that has passed for leadership development for too long.

The Fellowship isn't for everyone. It shouldn't be. Each year we accept 100 exceptional leaders, carefully curated from business, government and society. People willing to be changed and to change the world around them.

This moment demands acts of extraordinary leadership.

**Are you ready to step up and grasp it?**

# Introducing the Forward Fellowship

A 15-month leadership programme for senior leaders who want to hone the practices needed to build a different future.



## Inner shift outer impact

Beyond skills and frameworks, the Fellowship challenges your assumptions at the root, giving you the space, stimulus and creative courage to form your own vision of the future you want to build.



## The people are the programme

A cohort of 100 leaders who would never otherwise share a room, alongside the most pioneering thinkers and practitioners in their fields. A one of a kind space of intellectual friction and human challenge.



## Expand what you believe is possible

Experiential learning that exposes you to the people and organisations already building the next era, not as inspiration, but as evidence of what is achievable.



## Live work, not endless theory

Bring a live strategic challenge and work on it throughout the programme with peers, expert facilitators and provocateurs. Not development running in parallel to real work. Development that is the work.



# The programme at a glance

100

leaders

15

months

Launch

Leadership  
mirror

Residential  
3 DAYS | MAR

Leadership  
exchange

Discussion  
group

Residential  
3 DAYS | JUN

Discussion  
group

Residential  
3 DAYS | NOV

Discussion  
group  
JAN 2028

Leadership  
mirror

## WHAT TO EXPECT



### Immersive residentials

Three in-person residentials in iconic locations across the UK. The heart of the programme. Where the deepest challenge, imagination and growth happen.



### Discussion group

Your cohort within the cohort. A trusted circle of 10 peers guided by an expert facilitator.



### AI enabled reflection

Lumen, our AI thinking partner, surfaces what's moving across the cohort in real time and provokes you to go deeper.



### Leadership mirror

Begin and end your journey with radical reflection. Gather honest feedback and confront the questions that matter most: about your leadership, your assumptions, and what needs to shift.



### Leadership exchange

Paired with a Fellow from a different sector, you'll spend time in their organisation. A rare opportunity to see your own leadership through completely fresh eyes.



### 1:1 coaching support

Expert coaching throughout. Stretching your thinking. Keeping you focused on building, not just reflecting.



### Tools to amplify impact

Practical frameworks, facilitation techniques and AI tools to take what you've learned back into your organisation and make it count.



### A lifelong community

The Fellowship doesn't end at 15 months. You join an enduring network of 1,500 + leaders reimagining the future.



# Impact of the Forward Fellowship

The Fellowship produces four deliberate shifts, developed with global experts in leadership, character, systems change and futures thinking.



## Clearer strategic vision

The ability to look beyond immediate demands, expand perspective, and define a more ambitious and coherent future for your organisation.



## Greater capacity to lead through complexity

Strengthened ability to hold and work with and through complexity – across systems, power dynamics and competing priorities without defaulting to caution or short-termism.



## Stronger leadership judgement

Greater clarity about what you stand for, how you are experienced, and how to lead with intention under pressure.



## More effective mobilisation for change

Better able to influence others, align people around a shared direction, and convert responsible ambition into meaningful action.



The Fellowship helped me step away from the day to day, learn from others and deeply challenge my own leadership style and assumptions. The network and opportunities have been incredible.

**Eve Henrikson**  
SVP, Booking.com

**Booking.com**

# Who is this for?

## 100 exceptional leaders.

A selective programme for senior leaders who have the power, appetite and courage to shape what comes next.

Our Fellows aren't looking for a conventional leadership programme. They're asking a harder question: what got me here won't get me to what's next, so who do I need to become, and where do I go to find out?

## Often, they are:

Delivering today while reshaping for tomorrow

Making high-stakes decisions without clear precedent

Leading through uncertainty, transition and competing pressures

Working with power and influence that can shape systems

They do not find this moment exhausting.  
**They find it the most alive leadership has ever been.**

## Previous Fellows include



**Karl Boyce**  
Global Digital Director,  
McDonald's



**Ade Adelekan**  
Deputy Assistant Commissioner,  
Metropolitan Police



**Hannah Bernard OBE**  
Group Director of Business  
Banking, Nationwide



**Nick Cowley OBE**  
Major General, Commandant of the  
Royal Military Academy, Sandhurst



**Katharine Crossland**  
Customer & Digital  
Commerce Director, Unilever



**Jo Roper CMG**  
HM Ambassador  
to the Netherlands



# Who leaders learn alongside

The calibre **and** diversity of the cohort define the experience.

BCG

NETFLIX



TESCO

Uber



BARCLAYS

FORTNUM  
& MASON  
EST 1707

W  
wellcome



unicef

Bank of England

National  
Theatre

PRIMARK®

NHS

centrica



Civil Service







# World class minds. Real world challenge.

We draw on top faculty, bold thinkers and pioneering operators from around the world. People not just observing the future but actively making it.

## Academic and intellectual depth

Faculty from Oxford, INSEAD and beyond.

## Provocateurs and visionaries

Radical ideas from voices like Margaret Heffernan and Sam Conniff, in settings like Sandhurst and the Wellcome Genome Campus.

## The next frontier

Innovators and builders shaping the next era, from companies like Netflix and DeepMind.

## Global systems leaders

CEOs, senior government and military figures at the heart of consequential decisions.



The Forward Institute has had a profound impact on my perspective, and it's not an exaggeration to say that it has transformed my outlook on the world.

**David Morgan**  
COO, EasyJet

**easyJet**



Real leadership

is measured

by the



FUTURES  
IT CREATES



# About the Forward Institute

**The Forward Institute is an independent non-profit working with senior leaders to shape a better future.**

Organisations today are operating in conditions of sustained uncertainty, complexity and change. Many are focused on being well-managed. Far fewer are led with clear intent about the future they are creating. We work with senior leaders to close that gap.

Working across business, government and society, we help leaders recognise their agency and responsibility, strengthening their ability to set direction, make better decisions under pressure, and lead with greater clarity and purpose.

We do not just help leaders navigate change. We help them decide what comes next, and act on it.

Change leadership

# CHANGE EVERYTHING

Find out more

[fellowship@forward.institute](mailto:fellowship@forward.institute)



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