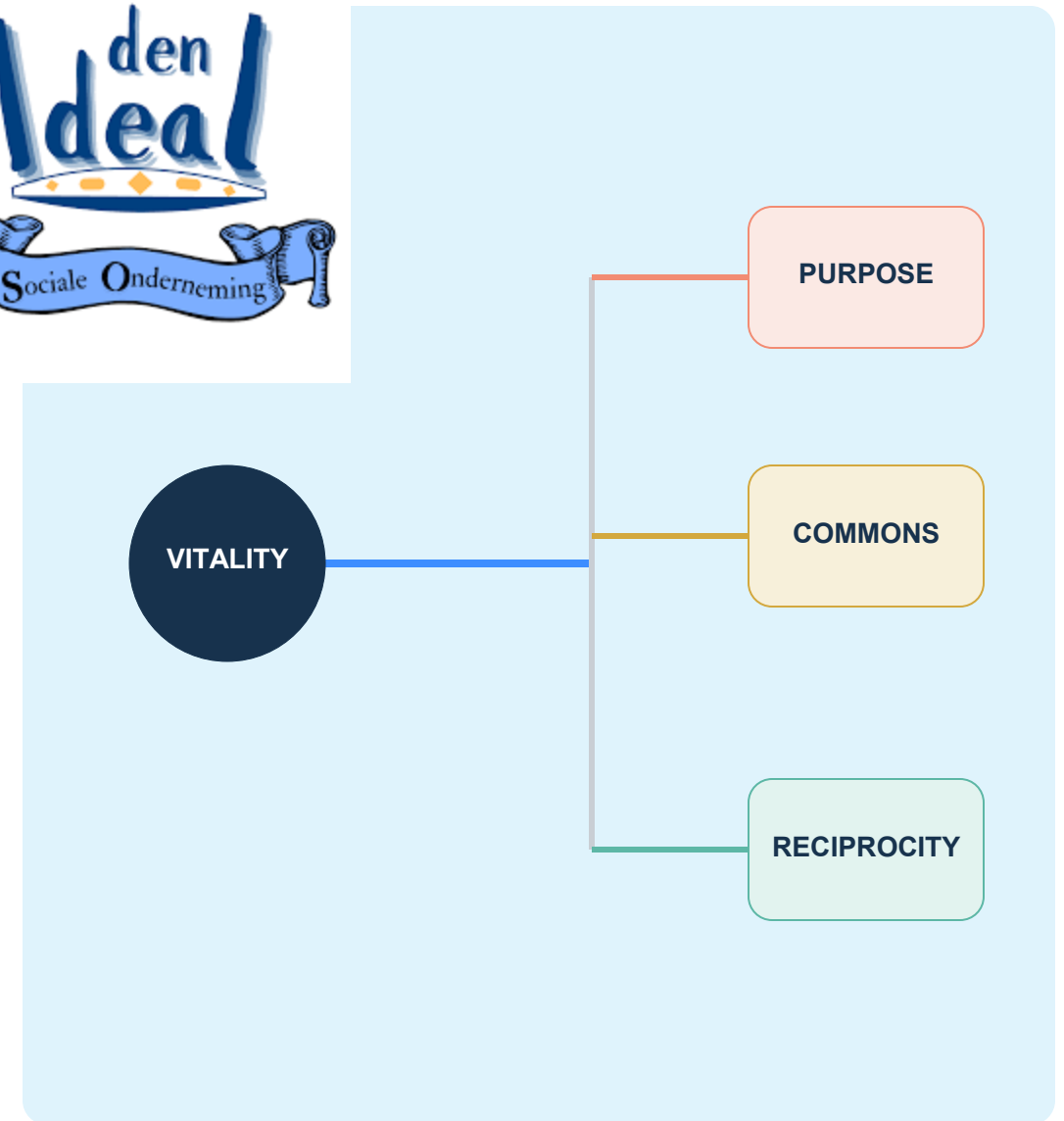


# Beyond Sustainability

Why Regenerative Governance  
is a Developmental Challenge

Jan De Visch  
Connect & Transform/Flanders Business School  
*Presentation*  
21 september 2026



# Governance usually arrives too late

## WHAT DASHBOARDS SEE

**profit**  
**throughput**  
**emissions**  
**growth**

RESULTS

SOURCES

## WHAT GOVERNANCE MUST SEE

**trust**  
**learning**  
**reciprocity**  
**shared capability**

**Are the relationships producing our results becoming healthier—  
or more fragile?**

# Living systems develop through tensions— not by eliminating them

AUTONOMY

COHESION



Freedom without fragmentation

STABILITY

DIVERSITY



Reliability without rigidity

DIFFERENTIATION

INTEGRATION

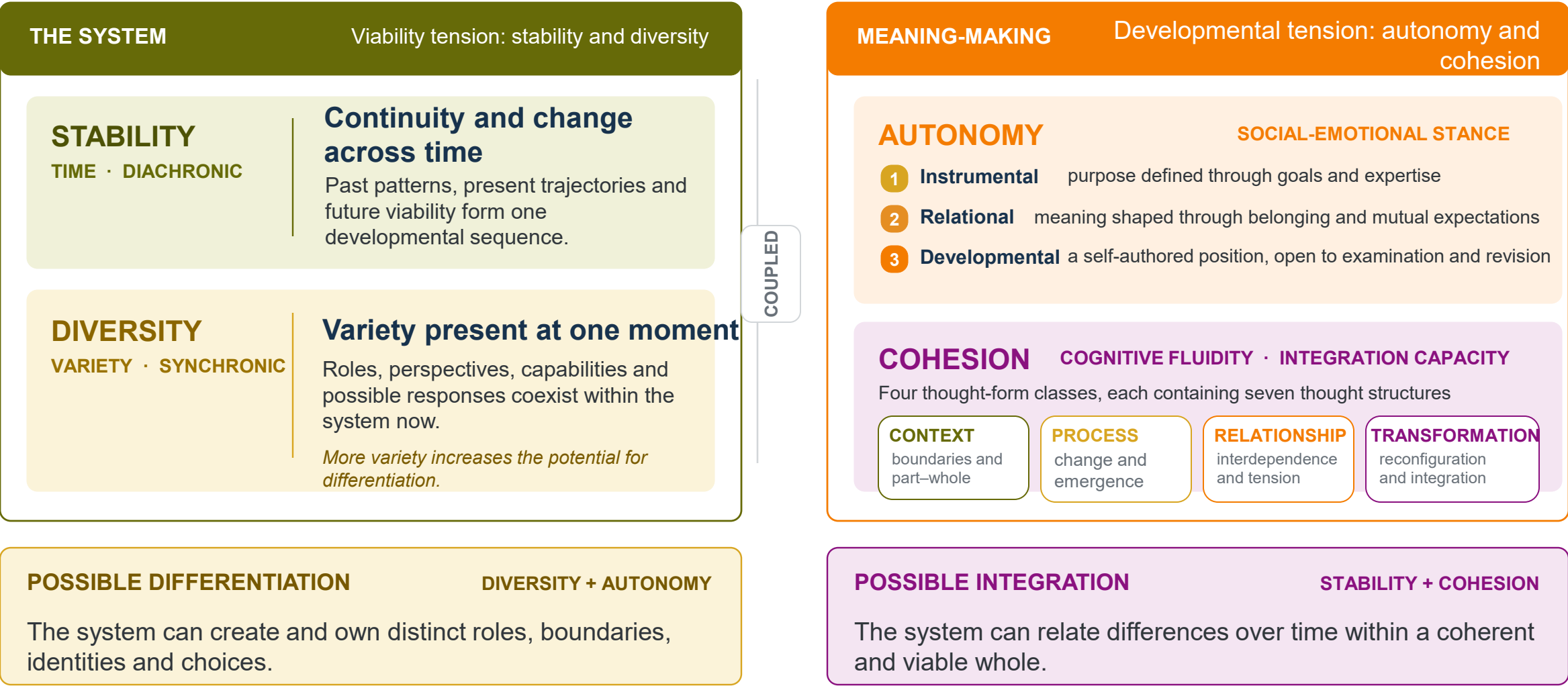


Novelty without incoherence

**Developmental capacity = holding both poles and regulating their  
relationship**

# Regenerative governance links system viability and developmental capacity

Two tensions shape what a living system can sustain, distinguish and reconnect



Regenerative governance keeps differentiation and integration in continuous relation.

# Four vulnerabilities require four governance responses

## GOVERNANCE

## RELATIONSHIP

## DEVELOPMENTAL

● **MISSION  
STEWARDSHIP**

**Purpose through renewal**

Stability ↔ diversity



● **COMMONS  
STEWARDSHIP**

**Shared capability  
supporting autonomy**

Autonomy ↔ cohesion



● **RECIPROCITY  
GOVERNANCE**

**Contribution aligned with  
benefit**

Autonomy ↔ cohesion  
across the ecosystem



● **ECOSYSTEM  
DEVELOPMENT**

**Future possibility through  
integration**

Differentiation ↔ integration



**These are diagnostic lenses—not fixed organizational types.**

# Do not ask: ‘Which governance model are we?’

01

**What relationship must remain healthy?**

purpose • commons • reciprocity • possibility

**VSM**

keeps viability visible

02

**Which tension threatens it?**

autonomy/cohesion • stability/diversity • differentiation/integration

**CSH**

questions boundaries and beneficiaries

03

**Which architecture protects it now?**

choose a response—not an identity

**DEVELOPMENT**

expands what can be held

# What CEOs and change practitioners can do on Monday morning

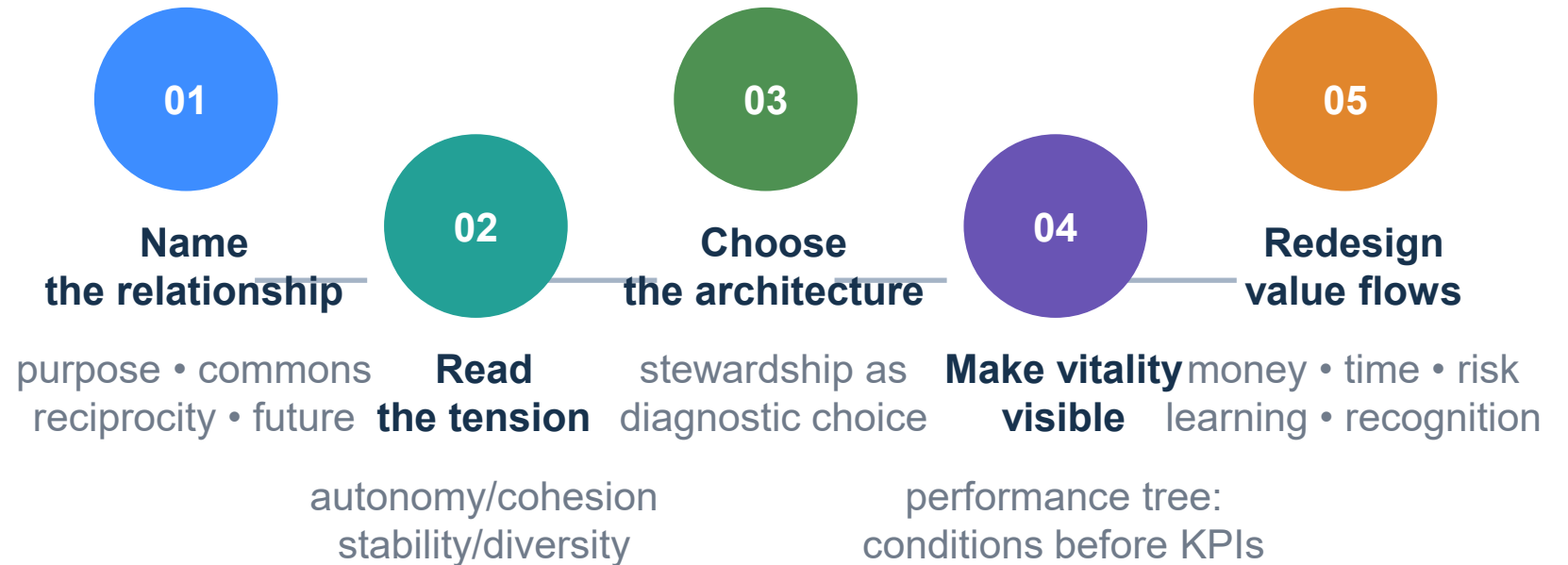
## THE SHIFT

**Stop treating governance as a reporting layer.**

Use it as a developmental practice that protects the relationships on which value creation depends.

## CORE QUESTION

**Which relationship is most vulnerable right now?**



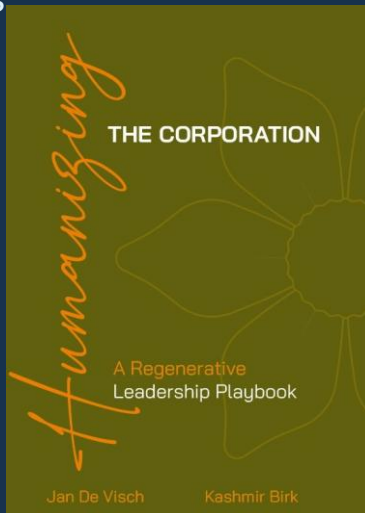
**For the CEO: steward the conditions.  
For the practitioner: design the conversations that reveal them.**

# Beyond sustainability means governing for continued renewal

01

## Humanizing the Corporation

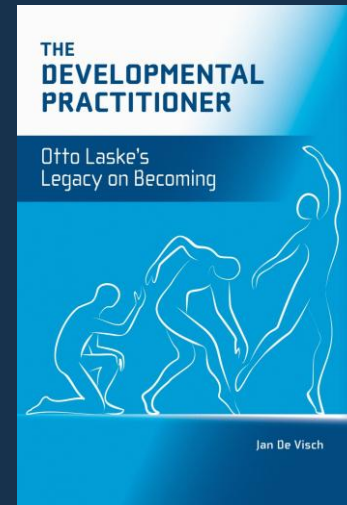
See organizations as living, value-creating systems



02

## The Developmental Practitioner

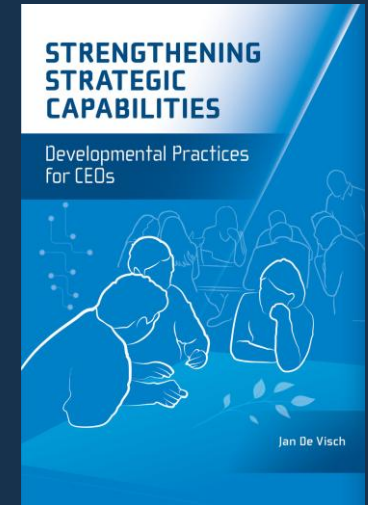
Develop the self that perceives and holds complexity



03

## Strengthening Strategic Capabilities

Turn developmental capacity into organizational practice



**Regenerative governance protects what makes future life, learning and trust possible—especially when short-term performance would otherwise consume it**



- Jan De Visch - [jan@connecttransform.be](mailto:jan@connecttransform.be)
- Jan (b. 1961) is a seasoned consultant and executive coach with decades of experience facilitating complex organizational development processes. As a professor at Flanders Business School, he explores one essential question: What drives organizations toward sustainable growth? His approach blends strategic insight with in-depth developmental understanding, enabling leadership teams to align their structures, cultures, and purposes. Jan is the author of 14 books, including the recent "*Opening the Box: Systems Thinking for Transformational Conversations*" (2024), "*Humanizing the Corporation: A Regenerative Leadership Playbook*" (2025), "*The Developmental Practitioner*" (2025) and his forthcoming "*Strengthening Strategic Capabilities*" (Nov26). His work translates cutting-edge developmental research into practical tools for CEOs, change leaders, and facilitators eager to unlock their organization's full potential. With Jan, transformation is not just a goal—it's a guided process of becoming.



Executive Professor



Managing Director



Chief Ecosystems Officer



President, Belgian Chapter



Advisory Board Member