The Post-Election Landscape: A New Era for Public Services

Cheshire & Warrington Sub-Regional Leaders Board, Summer Conference, 26th June 2015

Breakout session: Systems Leadership behaviours and values to support transformational change

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Overall purpose:

To offer you an opportunity to:

- hear about some of the learning from Systems Leadership research, joint leadership development and place-based projects around the country
- look at what this means in terms of values and behaviours
- look at some of the ways in which people have used these behaviours to engender change
- reflect together about what this means for you, and how you might use the learning to engage with the challenges you face
“Leaders are struggling to innovate, integrate, manage demand and find new solutions.”

“Leaders are wrestling with ‘wicked issues’ that shape-shift and defy resolution, and which cannot be resolved by single agencies acting alone.”

“We are…applying systems thinking to the practical reality of trying to achieve complex change.”

Systems Leadership – cross-sector, shared, ceded, partial, transformational

“Systems Leadership: the collaborative leadership of a network of people in different places and at different levels in the system, creating a shared endeavour and co-operating to make a significant change.”

About leading: when you’re not in charge when you need to ask when it’s complex when you have no money

About shared ambition/relationships: participative/partial/emergent
Starting point: Leadership: making it practical through behaviours

Not just about authority at the top of organisations

It’s a practical understanding – and awareness – about how you do what you do, and the impact on others

So it’s about behaviours, and taking responsibility for them

And it’s everyone’s business – people working at all levels in all sectors

It therefore enables you to lead across organisational boundaries

You can use frameworks to drive culture
Tools to help you think about leadership: levers to pull – frameworks that put leadership behaviours into practical form
Learning from the national Systems Leadership programme: experience and examples from research and practice

Research:
Systems Leadership: Exceptional leadership for exceptional times

Leadership Development:
Leadership for Change
Future Directors

Places:
Systems Leadership – Local Vision; Pioneers
Learning from research: six dimensions of Systems Leadership around behaviours and values

- Ways of feeling - about strong, personal values
- Ways of perceiving - about listening, observing and understanding
- Ways of thinking – about intellectual rigour in analysis and synthesis
- Ways of relating – the conditions that enable and support others
- Ways of being – personal qualities that support distributed leadership
- Ways of doing - behaving in ways that lead to change – includes narrative and reframing skills
Learning from research: when Systems Leadership flourishes: behaviours to look for and encourage

- Willingness to align around a shared purpose or ambition
- Able to build engagement/relationships and really listen: able to reframe/influence
- Preference for outcomes over processes
- Not being bound up with role and with a willingness to take risks
- Able to work reasonably well with conflict and uncertainty
- Having a strong commitment to a service in a particular place
Learning from practice: developing systems leadership in places through joint learning

- **Focus on relationships and shared purpose** – if you have these you can weather the storms

- **Key benefits** lie in increased connectivity and broader relationships

- **Work on** political/senior level support

- **Engage** Public Health colleagues: they can be allies and influencers for you

- **Involve** people in communities and go wider than you originally thought – it’s where energy lies

- **Think about leadership going from senior to operational level** – e.g. LB Merton’s “Do-ers” Group – and start implementing
• Understand that Systems Leadership is not easy, but it can make a real difference

• Be prepared to take time – often a lot of time – to see results

• Patients, service users and carers are crucial – start with them at the centre of your shared ambition

• Work with a combination of purpose and flexibility

• Start with a coalition of the willing

• Be willing to cede leadership and give away ownership

• Start small: start from where you are, use what you have. And start anywhere, go everywhere
Examples of how Leadership for Change participants used different behaviours to achieve real change

**LB Croydon:**
Willing to breach hierarchies and frame issues in terms people across health and local authorities could all sign up to. Led to across-the-board adoption of Early Years strategy for children.

**Blackpool:**
Local authority deliberately ceded power and roles to health players to get real movement on a Big Lottery funded-project.

**Solihull:**
Clinical Commissioning Group heads and Director of Adult Social Care used power mapping, narrative and framing to get progress on integration re: dementia and MH services.
Examples of how Local Vision teams used behaviour change to get real change in their places

Gloucestershire: reducing obesity
HWBB and public health changed approach: worked with communities, planning and regeneration. New services, pathways and cycleways on estates.

Cheshire West and Chester: reducing social isolation
Getting away from local authority-based solutions: Identified different cohorts of people suffering social isolation; developed community-led approaches with schools, housing associations, faith groups.

Cornwall: alleviating food poverty
Connecting the system to itself: multiple initiatives to help people cook and eat well on a minimal budget, e.g. cookery classes in community centres; housing associations in food banks; food networks.
This is leading to practical changes in the way people work

**Leeds Pioneer:**
Developed unified approach and database of all health and social care staff in city – geo-mapping where people live and work, and forming integrated neighbourhood teams across the city, working with ‘Leeds pound’.

**Waverley DC/Birtley House:**
Looking to develop new roles in social care settings, including the Elizabeth Nurse – more flexible across health/social care

**South Devon and Torbay Pioneer:**
Established children’s hub with multi-disciplinary resources; frailty hub for Newton Abbott; integrated services for MH including GP link workers and multi-agency psychological therapies group
It is even supporting behaviour change in information-sharing...
“There is no doubt that Local Vision has enabled some significant shift in mindset and resulting behaviours for some, which has led to new, more inclusive ways of working within the community.”

“…with realisation among many of the potential for collective leadership as part of a wider system and accompanying intent for new ways of working.”

“One important finding is the way in which Local Vision appears to have opened up space for new leaders to emerge, working in non-hierarchical ways, building links and partnerships across organisations.”


University of the West of England, June 2015
Summing up: what this means for you as a Systems Leader

• See yourself as a central enabler and part of a wider system

• Be values-driven and build a long-term sense of shared ambition

• Find the ‘real’ leaders who are making change happen, or (with support) could do so

• Build a network…bring people together – offline – to think together

• Understand difference is more important than consensus – so cherish ‘outliers’ and create conditions for an honest, difficult conversation

• Take time for reflection – personal and shared.

• Just make a start and keep going!
Systems Leadership: questions, reflection and discussion

- To what extent do Systems Leadership approaches, behaviours and values resonate with you?

- To what extent do you already use Systems Leadership behaviours to work with complex/wicked issues?

- What might you do next? What helps and what hinders?
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The Future will be Improvised - http://tiny.cc/revolution

Virtual Staff College research - http://tinyurl.com/VSCSEC

Pioneers One Year On report - http://tinyurl.com/olfozqx

Leadership for Change – www.leadershipforchange.org.uk

Interim Evaluation – http://tiny.cc/LV-InterimEval