



Leadership  
for change

# Leadership for Change Programme

## Cohort 4: Systems Leadership for STPs

**A single national programme for senior leaders in public services, rooted in systems leadership.**

The Staff College, The Leadership Centre, Public Health England and NHS Leadership Academy are collaborating on a fourth cohort of a single national programme, which brings together those in senior leadership roles leaders from Children's Services, Adult Social Care, Public Health, the NHS and the Voluntary and Community Sector.

"The programme has helped our local system find clarity and work through our integration agenda."

Cohort 3 Participant

"The programme is a great opportunity for leaders from STP footprints to support their work to achieve system change."

Caroline Chipperfield  
The NHS Leadership Academy

## Sustainability and Transformation Plan (STP) Areas

STP footprints represent a new way of working for the health and care system. This programme provides a great opportunity for leaders working in these footprints, or teams involved in similarly complex initiatives, to work and learn together on shared purposes to achieve system change.

Building on the success of the first three cohorts, Leadership for Change Cohort 4 has been redesigned specifically to support teams that are leading the implementation of STPs.

While Leadership for Change will enable individual and team learning it is designed primarily to support the practical implementation of the complex change and transformation processes required for STPs to be successful. Leadership for Change will not provide time away from the day job; it will provide time and space in which you will be able to get on with some of the most important parts of the day job. The programme will provide a structure and support for you to apply systems leadership in practice not an environment to consider systems leadership in theory.

Leadership for Change Cohort 4 will work with groups of 4-6 leaders who are playing a leading role in the implementation of some aspect of a specific STP. Participants could come from any sector including Children's Services, Adult Social Care, Public Health, CCGs, Hospitals, health and social care providers and the Voluntary Sector.

**Leadership for Change comprises three two-day Core Residentials and four one-day Extended Leadership Workshops over the course of eight months. Each Core Residential and Extended Leadership Workshop will introduce frameworks, tools and approaches but the focus will be on applying these to the live issues facing each of the STP teams.**

### Systems Leadership

Systems Leadership is about how you lead across boundaries - departmental, organisational or sector. It recognises that leadership isn't vested in people simply because of their title or organisational position; that it is possible – indeed, necessary – for leadership to be shared and ceded – and that you can come together on the basis of a shared ambition to achieve a goal, accepting partial or “clumsy” solutions on the way to getting there. The programme has at its core the premise that working with uncertainty and ambiguity is a given in a public sector context of “permanent white water” which requires people to practice a greater degree of adaptive leadership with a willingness to experiment with different methods and processes to address the challenges facing them.

The programme offers alternative approaches to leadership, particularly relevant to the complexity and ambiguity faced by those leading public services today, and is brought to life through individual participants working on real systemic challenges with their peers.

A new element in the programme for cohort 4 is the introduction of the notion of New Public Governance which has emerged from the recently published RSA/ Staff College international research “Changing the Narrative: A new conversation between the citizen and the State.”

The report concludes that times of volatility, uncertainty, complexity and ambiguity (VUCA) call for a radically different approach to public sector provision which challenges the role and purpose of the local state and the still prevailing culture of New Public Management. Using this premise as a focus, participants will individually and collectively explore the potential in their contexts for shaping a new approach to public sector provision which is rooted in supporting the development of increased community resilience and citizen co-production.

### Why should I participate in this programme?

Public services are no longer provided by simple organisations that can deliver at the press of a button, and service improvement requires the engagement of an ever growing number of stakeholders, rather than by compliance with a set of rules, however skilfully devised.

What we need is a much more sophisticated approach which recognises the complex times we are living in, where demand for services is up and tolerance of failure is down. Increasingly, there are multiple sources of authority for the delivery of public services and those in leadership positions are increasingly working in a context of ever growing complexity and ambiguity.

Leadership for Change offers senior leaders from across the public sector the opportunity to develop a whole range of skills that will help them through the increasingly complex leadership challenges facing them.

### Programme Delivery

Chris Lawrence-Pietroni is the Leadership for Change Programme Delivery Lead. Chris is a Fellow of Practice at the Blavatnik School of Government, University of Oxford and a Systems Enabler with the Leadership Centre. He teaches and consults widely in the UK, US and Europe focusing on leadership and change in complex systems with a particular interest in applying and adapting insights from social movements and adaptive leadership.

“The experience has been an amazing opportunity. I feel privileged to be amongst the cohort and I have learnt huge amounts. Been on a personal journey which will help me immensely over the next 12 months and for the rest of my career.”

Cohort 2 participant

## What's involved

The programme is made up of three, two day residential events, a series of complimentary Extended Leadership Workshops, an optional bespoke 360-degree survey examining the characteristics of systems leadership and access to a pool of highly experienced coaches.

## Place teams

The programme takes small groups of senior leaders from different sectors from across a place (a 'Place team'), introduces them to Systems Leadership approaches and helps them to apply them to a complex or 'wicked' leadership challenge in their locality, for example integrating health, social care and other services, or improving health & wellbeing outcomes for citizens and communities.

Given the nature of this programme, places are offered to small teams of people who are committed to a shared systems challenge they wish to make progress on during their time on the programme. Each place team should be made up of a minimum of four participants from a range of professional disciplines and organisations. In practice, we have found constructing teams like this to be the most effective way to embed lasting change and our experience from the first two cohorts has told us that smaller teams have struggled to gain traction for the changes that they are trying to effect locally.

We would encourage you to be creative about who you include in your place teams. Remember this is a systems leadership programme, therefore it's important that stakeholders from as many different parts of the public sector system are represented; these roles should include, but are not limited to, the following:

- Directors of Children's Services
- Directors of Adult Social Services
- Directors of Public Health
- CCG Chief Officer or Accountable Officers
- Third sector leaders
- Social Care providers
- Leaders from NHS Trusts
- Local Safeguarding Children's Boards Chairs
- Senior Leaders from the Police and emergency services
- Senior Leaders from the Education Sector (e.g. Heads and Deputy Heads)

## Application process

Application round for Cohort 4 will close at midnight on Friday 24<sup>th</sup> February 2017.

We are only looking for teams to identify themselves, their reasons for wanting to participate in the programme and that they are able to attend all aspects of the programme.

All applications are to be made online at: [www.leadershipforchange.org.uk](http://www.leadershipforchange.org.uk)

## What will it cost?

The cost of participating in this programme is **£850 + VAT** per person.

Before applying, please check that you can attend each of the key programme elements for the duration.

The full eligibility criteria can be found at [www.leadershipforchange.org.uk/eligibility-criteria/](http://www.leadershipforchange.org.uk/eligibility-criteria/)

If you are unsure about your eligibility for the programme, or for any other information, please contact: [info@leadershipforchange.org.uk](mailto:info@leadershipforchange.org.uk)

or call Tony Watton on **0115 7484124**

Visit the dedicated website at:

[www.leadershipforchange.org.uk](http://www.leadershipforchange.org.uk)

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“This is one of the best leadership courses I have done. A great mix of latest thinking and real life taught in a way that really sticks. The cross agency element is really powerful and makes for benefits far wider than the course content. Would definitely recommend.”

Cohort 2 participant

# Timeline

January	Application process opens 2 <sup>nd</sup> January 2017	
February	Application round closes 24 <sup>th</sup> February 2017	
	Successful Place Teams will be notified w.c. 6 <sup>th</sup> March 2017	
March	Leadership for Change Coaches meet with Place Team to define and refine systems leadership challenge	
April	<b>25<sup>th</sup> &amp; 26<sup>th</sup> April</b>	Drawing on insights from living systems and the Adaptive Leadership framework developed by Ron Heftetz you will explore and apply concepts and frameworks that you will use throughout Leadership for Change to diagnose the systems challenges you are facing in your STP and to develop real-time action options.
	<b>Core Residential 1:</b> Living Systems & Adaptive Leadership	
May	<b>25<sup>th</sup> May</b>	Why are individuals and organisations engaged in your STP finding it so hard to change even when they support the outcomes you are trying to achieve? What is stalling change across the system? Drawing on the work of Robert Kegan and Lisa Lahey you will apply deepen your understanding of the processes at work and apply the concept of 'immunity to change' to yourself, your organization and your STP system to develop real-time action options.
	<b>Extended Leadership Workshop 1:</b> Immunity to Change	
June	<b>13<sup>th</sup> June</b>	If 2016 taught us anything it is the power of effectively framing issues and crafting narratives that motivate others to join us in action. Drawing on the work of George Lakoff, Marshall Ganz and others you will learn how to frame and reframe key dilemmas arising in your STP and to craft relevant narratives that are coherent across multiple organisations and places and which can enable shared action.
	<b>Extended Leadership Workshop 2:</b> Framing & Narrative	
July	<b>25<sup>th</sup> &amp; 26<sup>th</sup> July</b>	Every STP is aiming for a step-change in prevention and we know that this will require behaviour change on an unprecedented scale. How exactly are we going to achieve this? What is the role of the citizen and the state? Applying insights and examples from behavioural science, social movements, co-production and citizen-led change you will work on the most pressing issues for your STP.
	<b>Core Residential 2:</b> Behaviour Change at Pace and Scale	
September	<b>13<sup>th</sup> September</b>	Having introduced and worked with core living systems concepts and framework we will draw on the work of David Peter Stroh and others to deepen and broaden your range of skills, techniques and approaches so that you can more effectively enable systems thinking amongst your STP stakeholders and partners.
	<b>Extended Leadership Workshop 3:</b> Systems Thinking for Social Change	
October	<b>18<sup>th</sup> October</b>	Systems leadership often requires demanding 'emotional labour' and our inner world both affects our responses to and is deeply affected by the wider systems of which we are a part. We will bring these dynamics to the centre of our attention and support you to consider what you need individually and in relationship with others to sustain you as a passionate systems leader.
	<b>Extended Leadership Workshop 4:</b> Being a Systems Leader	
November	<b>23<sup>rd</sup> &amp; 24<sup>th</sup> November</b>	In the final Core Residential you will have an opportunity to work in depth with colleagues from across the system to clarify your learning so far about your STP, your system and yourself and to develop further action options. This will include an extended session with invited guests from all levels of your STP system – locally, regionally and nationally – to share your insights and to work together in real time drawing on concepts, frameworks and approaches that you have found valuable.
	<b>Core Residential 3:</b> Connecting systems, connecting people	