



Leadership
for change

Leadership for Change Programme

Cohort 4

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

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 Third Sector.

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

Cohort 3 Participant



About the programme

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 building blocks upon which the programme has been constructed are the six dimensions of systems leadership as identified by the international research published by the Staff College. www.thestaffcollege.uk/staff-college-research/systems-leadership-research/

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.

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 RSA and Staff College believe.... that there is an urgent need to set about ‘Changing the Narrative’ for public services and public policy.... this is not something that can happen through institutional fiat or a technocratic blueprint. It needs substantive, long-term conversations between citizens and those with particular responsibility for our local and national public services.”

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.

“Expected a good experience and opportunity for networking, my expectations were exceeded as the calibre of other attendees, the honesty and the sharing has been brilliant.”

Cohort 1 Participant

“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

Working towards a common understanding of leadership approaches

The programme is underpinned by a number of core leadership constructs.

It is helpful if participants have some prior knowledge of the following constructs or at least for one or more member to have knowledge of the constructs that they can embed within the team:

- Keith Grint's 'Wicked, Tame and Critical Issues'
- Heifetz & Linsky's 'Adaptive Leadership'

What's involved

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

Place teams

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)

Teams already participating in other systems change initiatives such as Pioneers, Vanguard (Fore-runners) and Local Vision, may be particularly well placed to submit an application to the programme but applications are not limited to these places.

Application statement

As part of the application process, all applicants within the team will be expected to submit a supporting statement which demonstrates a willingness to deploy the attributes of a systems leader to effect positive change in their local context. All applications are to be made online at: www.leadershipforchange.org.uk

Application round for Cohort 4 will open on Monday 10th October and will close at midnight on Sunday 20th November 2017.

Sponsorship

All applicants must have the support of their Chief Executive (or equivalent) to participate in the programme. This is a critical demonstration of support for the change you wish to make within your systems.

In addition, it is important that the participant has permission to attend residential events, Master classes and to spend time working with their other team members in between residential.

We have found that without this support from a senior level it is difficult for teams to make progress on their systems leadership challenge. Sponsors will be required to provide a short supporting statement as part of the application process.

The Panel

The panel assessing applications will be comprised of members of the Leadership for Change steering group.

What will it cost?

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



Leadership for Change Programme Timeline Cohort 4

The full eligibility criteria can be found at 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

or call Tony Watton on **0115 7484124**

Visit the dedicated website at:

www.leadershipforchange.org.uk

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

November	Application process opens 10th October 2016
	Application round closes 20th November 2016
December	Application assessed by independent panel w.c. 5th December
	Successful Place Teams will be notified w.c. 19th December
January	Leadership for Change Coaches meet with Place Team to define and refine systems leadership challenge
February	Core Residential 1 9th & 10th February 2017, Warwick University
March	Systems Leadership - Extended Leadership Workshop 1 16th March 2017, Birmingham
April	Core Residential 2 19th & 20th April 2017, Leeds
May	Change Relationship - Extended Leadership Workshop 2 25th May 2017, Leeds
June	Systems Resilience - Extended Leadership Workshop 3 13th June 2017, Leeds
July	Extended Leadership Workshop 4 4th July 2017, Nottingham
	Core Residential 3 25th & 26th July 2017, Leeds

Project based learning