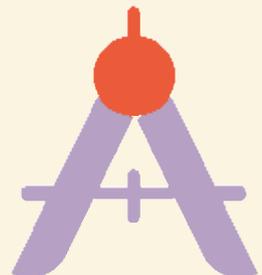
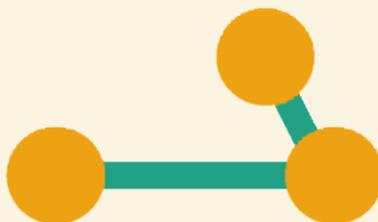
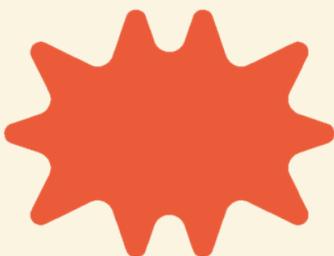
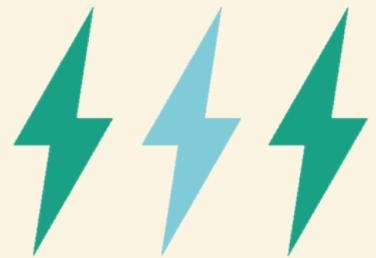
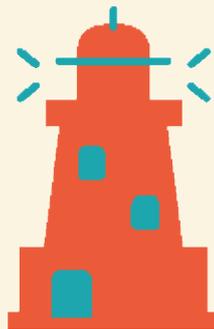
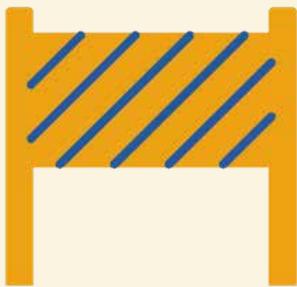
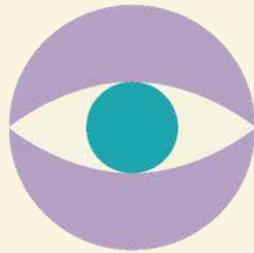




GALLERY OF IDEAS

FAIRER HEALTH

FOR ALL LEADERSHIP



GALLERY OF IDEAS

FAIRER HEALTH FOR ALL LEADERSHIP

Welcome to the Gallery of Ideas. This exhibition holds space for and gives power to the voices of more than 100 people living and working across Greater Manchester. Each person generously shared their ideas for the leadership we need to make Fairer Health for All a reality in Greater Manchester.

For over a year, we heard from citizens with lived experience of inequality as well as from citizens working in and with the health and care system. We shared in open, honest and moving conversations of 'what' leadership we need to develop and 'how' we need to develop it differently.

It is an understatement to say it will take a collective effort to shift the status quo and we all have, in varying degrees, a part to play in this shift. This work looks at the contribution we can make with leadership and specifically development design. The idea being, if we can think differently about 'what', and 'how' we are designing, we can intentionally 'design for' access, awareness, power redistribution and the many other ways we create the conditions to build an alternative and just future for health.

We also know there needs to be a shift in what is seen as 'the work'. To do things differently, the work is in seeing differently, thinking differently, recognising feeling and prioritising relationships. This is a huge topic and to protect space we have intentionally prioritised ideas relating these areas.

You will see the ideas on the walls around you. Some will be familiar*, some will have been hiding in plain sight and some may be new. The ideas will not be perfect. But it is important to share how they exist today. Ideas are a source of power in themselves. If the idea exists in the present, it can spread or not depending on how we choose to act and interact with it.

As you walk around, talk, debate, develop the idea further and notice what you feel as you go. We would like to invite you to stay with and go to the area of discomfort. Look there. Follow the questions or the tension. It is telling you we might be on to something new...

**THE WORKING DEFINITION OF LEADERSHIP WE USED IS
'WAYS OF SEEING, THINKING, FEELING, RELATING, DOING
AND BEING TO SEE A NEED FOR OR MAKE A CHANGE'.**

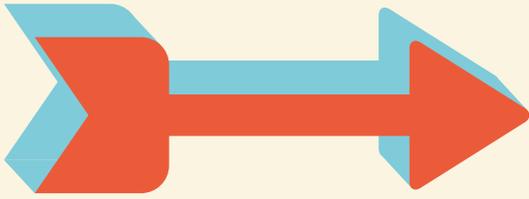
This work has been commissioned by:

**NHS Greater Manchester
&
Greater Manchester
Health and Social Care Partnership**

This work has been curated by:

**Collaborate Out Loud CIC
&
The Work in Progress**

We are grateful for conversations with all of our collaborators. This work has been part of a conscious collaboration.*Origin of ideas is not reflected, just what we heard reflected back to us.



THE TIME IS NOW

There is a shared sense that the time is now. There is momentum. There is also unprecedented pressure and challenge. It is how we work with and within the challenge to balance competing priorities that offers insights for leadership.

A NEW ERA



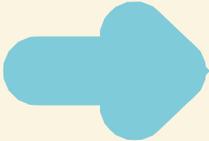
Even where we have a long history of doing things differently, we are in a new era. What worked then, is not necessarily right for now.

A NEW POWER



This new way of working needs to centre power distribution and enable further sharing and shifts of power to community.

BEYOND CERTAINTY



There is a will to work collectively over time (no quick fix) to navigate an era beyond the certainties we are used to.

IF NOT NOW, WHEN?



We will never be fully ready. To ignore the collaboration, decisions, investment, action necessary to address health inequalities over the long term is an expression of privilege.

IF NOT YOU, WHO?



The hard work we do today will lay the foundations for future generations. We can be good ancestors.

IF NOT IN CHALLENGE, WHY?

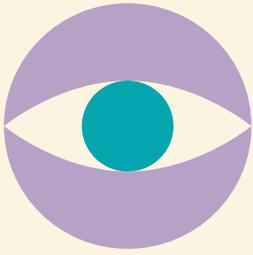


We can see challenge as a way to understand the current moment better, what we need to let go and what will work going into a future where significant global challenges are likely to intersect.

WE CAN HOLD HOPE



In moments of real challenge, it takes hope to help change happen. We can see this work as essential in creating a brighter future.



WAYS OF SEEING LEARN TO SEE BEYOND WHAT YOU UNDERSTAND

The root of new leadership is enabling a new way of seeing the world. Our lens, world view or 'mental models' have been shaped not only by our own lived experiences of the time, family, place, culture, society we have grown up in, live in and work in. It is also shaped by what we see around us and what has been passed to us from generations before. This lens then goes on shape what is visible to us and possible for us (and others) in the future. To seek new opportunities for development, we can start by looking here.



LOOKING OUT, IN AND IN-BETWEEN

Attention is required in many directions. To see, hear and feel what is happening there is a need to look within, between, in the liminal spaces and outside traditional boundaries in any sense.



LEARN FROM THE EDGE

It is from the vantage point of lived experience or community wisdom that solutions to prevailing challenges are visible that might not be visible from the system view.



DEEP LISTENING

Engage with and listen to individuals and seldom heard communities with lived experience of inequality to prevent actions that unintentionally worsen inequalities.



SEEK DATA TO HELP YOU SEE

We can learn to pay attention to stories, numbers, patterns, and what is present, absent or emerging to see the reality of what is happening.



LEARN WITH, NOT FOR, COMMUNITIES

We can learn to rebuild awareness and understanding with (rather than for) communities from the perspective of diversity and lived experience.



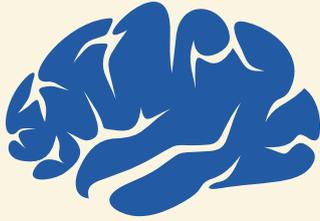
LEARN ABOUT LEADERSHIP FROM LIVED EXPERIENCE OF INEQUALITY

We can learn about leadership from the perspective of lived experience of a specific inequality (in a fair exchange).



A 'FAIR EXCHANGE'

Often people come and extract knowledge but don't spend time understanding the realities. We can value community contributions and ideas in a Fair Exchange.



WAYS OF THINKING THINKING IS THE WORK TOO

Changing the way we think can both change our experience of the system and the system itself if action is aligned. We heard the importance of mindset, intentionality and imagining as well as thinking in generational terms. Thinking about the quality and depth of our thinking is a starting point. We must identify our strengths and limits as well as work together to think deeply and differently.



THINKING IS THE INNOVATIVE PRACTICE

Creating space to think deeply and differently is part of the work. Without which, we will not think beyond what is known. We often dismiss the shifts in thinking as the source of innovation.



INEQUALITIES INTEGRATED THINKING

We can integrate inequalities into all thinking and 'house it' in lots of different conversations which together have the potential to create a collective shift.



INEQUALITIES FRAMING AND FOCUS

We can prioritise work in inequalities despite financial and competing challenges. We can't do everything alone; we can do more with others.



FROM SCARCITY TO ABUNDANCE THINKING

There is leadership everywhere in our communities. There are so many ideas out there that are ready to get going (sometimes they just need a little bit of help).



ART OF THE POSSIBLE THINKING

We can focus on what is possible despite the barriers. Acting on what is possible now creates the platform for what is possible next. Constraint can be a driver of creativity.



POWER OF DIFFERENCE THINKING

We can make more progress on reducing inequality if we create the space to come together from the point and power of difference.



SMALL TESTS - BELOW RADAR WORK

Ask for forgiveness not for permission. Finding ways to get moving, test and learn from ideas.



DECISION POINTS ARE TURNING POINTS

Decision points are opportunities that either take us towards or away from the goal. Freedom to make decisions can be distributed to those most impacted by the decision.



WAYS OF FEELING **LET'S NOT FORGET** **WE ARE HUMAN**

This is the moment to break with industrial legacy and speak to our humanity. There is an opportunity for leadership development to recognise the breadth and depth of our diverse human experience. We can actively work with generational and lived experiences to shift attention, awareness, perspective, understanding and ultimately, possibility.



PATH BREAKING CAN BE BREAKING

If you are trying to do things differently, the work is on hearts and minds, influencing without authority and is often outlier activity without funding. It can feel like a grind and lead to burn out.



REMEMBER WE ARE HUMAN

To support letting go of existing practices and structures we can design development that is holistic, wellbeing centred, trauma informed and welcoming of grief.



MAKE THE INVISIBLE WORK VISIBLE

To change 'out there', we must change the systems of awareness, perspective, understanding, thinking and feeling within us. We can make this critical, yet often invisible work, visible.



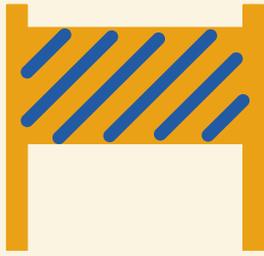
IF IT'S KNOWN, IT'S NOT NEW

Uncertainty is an indicator we are testing new ways of working. With uncertainty comes discomfort.



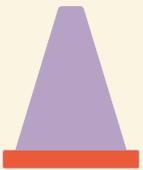
SELF-CARE IS ESSENTIAL

Centring care is essential to perseverance in contexts of challenge. Self-care and compassion can be positioned as a professional component of leadership.



WAYS OF FEELING SAFETY BARRIERS

Many barriers can be understood in terms of protection behaviours (e.g. protecting territory or professional identity). Behaviours that once kept a particular person or group safe can limit our growth – either individually or collectively.



RECOGNISE WHAT MAKES US FEEL SAFE MIGHT BE KEEPING US STILL

Working in new ways can feel difficult for us. What makes us feel safe can sit at odds with embracing approaches fit for the complexity of challenge we face.



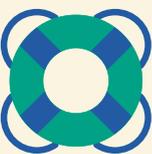
UNLEARNING

We should not assume there is an existing level of awareness of concepts relating to inequality, intersectionality, power, sustainability, leadership or any other pillars holding complex issues in place.



GO WITH RISK

Building repetitive exposure to vulnerability, discomfort and risk within fail safe limits into development has the potential to support practice.



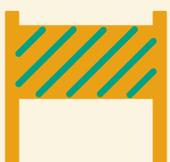
TENSION IS TELLING US SOMETHING

Tension is a natural part healthy systems and there needs to be ways to work through this and not see it as negative, rather as part of the process of moving forward.



CHANGE IS GRIEF WORK

To change we must let go of what we no longer need. We can give space and vocabulary to the experience of this grief.



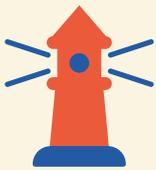
THE NEXT RIGHT STEP

Driving change and impact despite barriers can feel slow and repetitive. Keeping focus on the purpose and the small things we can do where we are to move in the right direction.



WAYS OF FEELING ISLANDS OF LEADERSHIP

Although the ability to demonstrate leadership sits with us all, we don't connect with the term equally, if at all. When living and working across large places, we can think of 'islands' of leadership. The go to places or people we automatically connect to. We heard there is an opportunity to shift the dynamics and exchanges between people in different parts of the Greater Manchester system.



MANY FORMS

Leadership takes many forms and does not always come with a title in communities as it does in public services. Look for it and you find it everywhere, every day.



BE IN RELATIONSHIP

Go to communities and meet people where they are (not where the formal system is).



THE MANY, NOT THE FEW

We heard about the importance of community leadership and 'the few' that are relied upon repeatedly. How do we broaden participation and connection?



TRUST WORKS BOTH WAYS

Communities don't always feel trusted or trust when they are the ones taking the risk and can make the difference to outcomes in their community.



RELATIONSHIPS ARE THE WORK

Do not outsource the conversation. Building trust and relationships via consistent conversation and a focus on connection is the work.



POWER FOR RELATIONSHIPS

Acknowledging and redressing power imbalances to consciously build an equal power base from which to grow relationship is an important ongoing consideration.



ALLIES WITH AGENCY

There needs to be ways to connect the different islands of leadership together that also allow the agency each group or individual needs to act with and for their community.



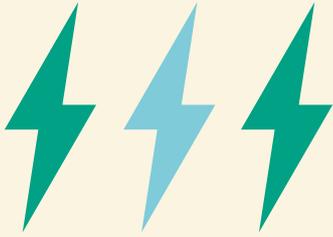
GATEKEEPERS

When we rely on the same people to connect to communities these people can become gatekeepers and voices end up being filtered through them rather than being heard directly.



RELATIONSHIPS ROOTED IN PLACE (OFTEN CALLED 'ANCHORS')

Organisations (and arguably services or people) rooted in place can enable understanding, build capacity, speed up delivery, demonstrate trust and move funding through the local economy.



WAYS OF RELATING REWRITE POWER

All design is power frozen. Some (like laws) are more difficult to change than others (like leadership development). However, any design both shapes and is shaped by prevailing social norms. Power can be an explicit conversation in Fairer Health for All leadership development. We can intentionally grow awareness of where power sits (who has access to it and who does not) and actively make choices to redress the imbalance. Give power and authority to communities and build approaches that create the conditions to grow power.



POWER LITERACY

We can grow awareness of the historical and prevailing legacy of power, sources of power, how to read it and how to write it for equity and justice.



SEEING ME IN POWER

We heard 'I don't often see people like me in positions of power'. We need to make visible the greater diversity of people in power and all types of power.



LET POWER FLOW

We need to let go, learn to lead without ego and let power flow by enabling autonomy and agency. Solutions will emerge, if we give up power and encourage ownership.



SEE POWER TO USE POWER

To realise our power, we must see where we have it. Although ease of access to traditional sources of power might vary, we can have power in many unconventional ways.



POWER INFLUENCES CONNECTIVITY

Some areas of the system are reluctant to give up power for the system to make progress. In other areas, there is reluctance to step into and own the space required.



SHIFTING THE DYNAMICS

We heard the recognition of a move away from paternalistic relationships to ones where people are equals and make shared decisions from multiple perspectives on an issue.



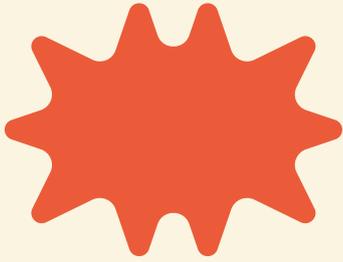
WHERE IS THE POWER?

It can feel like power sits elsewhere. Maybe with a title or a position. Sometimes people with perceived power don't feel they have the power to make the changes needed either.



POWER & RESOURCE SHARING

Generosity with everything - time, power, knowledge, connections and resource sharing - has the potential to open up new ways of working not possible in the status quo.



WAYS OF RELATING WORDS SHAPE WHAT IS POSSIBLE

We can design development to equip people with the understanding to speak out about inequalities (language, duty, belief, evidence, narrative), which has the potential to broaden access, thinking, open different types of conversation, aligned action and leadership.



WORDS ARE BUILDING BLOCKS

Words are the building blocks to recognise current realities, reframe challenge, describe desired futures, share power and create openings for new possibilities.



DIFFERENT WORDS BUILD DIFFERENT BRIDGES

What we understand by the words used varies based on our identity and lived experience. The words we choose can create, reinforce or break with structures and systems of oppression.



BROADEN DESCRIPTIONS OF DEVELOPMENT TO BROADEN ACCESS

There is a temptation to strive for uniformity to describe leadership and development. What we have learnt is that different words can create access into development for different people.



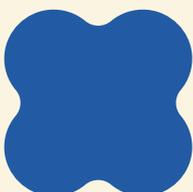
CREATE A SHARED LANGUAGE

There is a lot happening. The same thing can be called many different things. It could be helpful to intentionally develop a shared language.



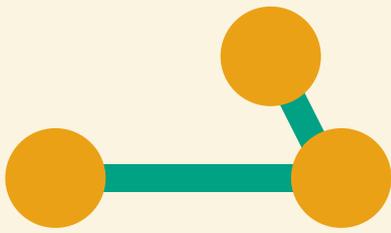
'LEADERSHIP'

This is not a word that many people in community use for what they are doing. They are simply getting on doing what's right for their community.



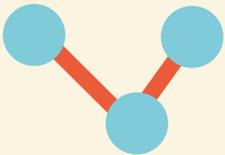
BE GOOD STORYTELLERS

To build a shared understanding of inequalities and who faces them we need language to speak to the many not the few and be clear on what we have heard and what has happened as a result.



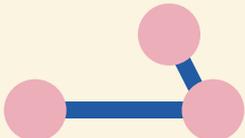
WAYS OF RELATING CONNECTING THE SYSTEM TO ITS SELF

We have observed many initiatives raising foundational awareness of complex issues. For valid reasons (clarity, funding, remit), the scope can lead to a focus on one main issue. In developing the leadership required to enable Fairer Health for All, there is need to keep connecting the system to itself, raise awareness of intersecting and interacting issues (e.g., economic and political system legacies, inclusion, climate reality) with the potential impact of action/inaction at differing levels.



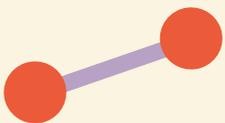
AN APPETITE FOR CONNECTIVITY

In some areas there is an appetite for connectivity to explore aims, areas of convergence and maximising existing capacity of existing leadership development.



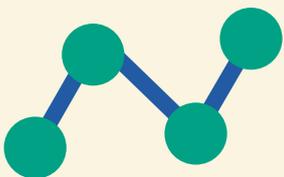
LIVED EXPERIENCE

People are often put in categories and boxes, and this gets in the way of great community leadership as people can be excluded and marginalised (unintentionally) with this approach.



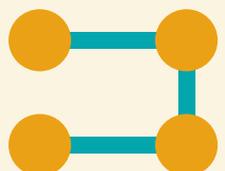
HARD TO REACH (NOT)

People and groups are not hard to reach they are not being reached in the right way and by the right people.



VIBRANT INFRASTRUCTURE TO BROADEN PARTICIPATION

Create opportunities to broaden participation codesigned with those we want to participate.



ADVOCATES FOR CHANGE WITH NO DIRECT AUTHORITY

Bring partners together and create a brave space to bounce ideas together and then take away to have difficult conversations (supporting each other in the process).



THE HOW

SIMPLE RULES OF DESIGN

Beneath the diversity in descriptions needed to broaden access, there is value in collectively exploring and creating simple rules for design in GM. The mantra we heard was: 'Not another programme. We have lots already'. So, the question is, how can we develop leadership differently? We heard the following principles for collective design:



DO DESIGN WITHOUT ENDPOINTS

Enable, support, resource.



DO NOT DEVELOP IN ISOLATION

Bring the system, locality and community together in learning.



DO REAL AND RELEVANT

Develop in, around or emerging from real work wherever it happens.



DO TARGET

Avoid one size fits all. Don't be afraid to target specific development opportunities to drive change and growth for everyone.



DO CENTRE LIVED EXPERIENCE OF INEQUALITY

This is not an add on. This is a first step and a core continuing conversation.



DO DESCRIBE DEVELOPMENT DIFFERENTLY

There will not be one way to describe development that speaks to all. Embrace diversity in description to broaden access.



DO BITESIZE

Small and manageable, with choice, accessible by all.



DO CREATE SPACE

To think, connect, share, build, explore, learn and test.



DO NOT FORGET WE ARE HUMAN

Design for the full spectrum of human experience - from joy to pain.



DO WITH US, NOT TO US

Co-design from multiple perspectives and particularly with those experiencing development and impacted by the change



DO CREATE A 'FAIR EXCHANGE' FOR CITIZEN CONTRIBUTION

Ask first, value participation in ways described and consider the symbolism for power.



DO DESIGN FOR POWER TO FLOW

Make power explicit and intentional. Ask 'where is the power?' Then design for power to flow to.