

Fairer health for all leadership Locality insights

April 2024



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Insights from 10 localities

This pack includes insights from the 10 localities across Greater Manchester. It is part of a broader piece of work to explore what leadership has the potential to create the conditions for Fairer Health For All.

Across the 10 localities, we spoke to Directors of Public Health, Deputy Directors of Public Health, Neighbourhood leads, Strategic leads for FHFA in locality and leads for communities.*

Leadership focus

We explored what was currently happening and ideas for what could be helpful. We defined leadership broadly as - ways of perceiving, thinking, feeling, relating, doing and being. Mechanisms and structural descriptions are not included although heard.

January to April 2024

Conversations took place from January to April 2024.

*Community Insight pack and GM System insight pack are available.

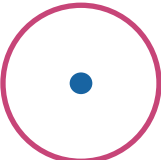
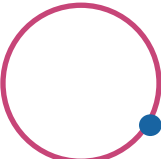
A Frame

What we heard from people in GM reflects emerging ideas of consciousness based system leadership by Otto Scharmer (see the table on the next page).

Two guiding principles of which are:

- 1. We cannot change the system unless we change the consciousness (mindsets)**
- 2. We cannot change consciousness/mindsets unless the system sees itself**

What is considered the main leverage point for change? A shift of locus of attention from which we operate. We will see examples of shifts in perceiving, thinking, feeling, doing and being in working towards reducing health inequality in localities. Each locality looks different due to their unique community make up, history and legacy.

Field: Structure of Attention	Micro: ATTENDING (individual)	Meso: CONVERSING (group)	Macro: ORGANIZING (institutions)	Mundo: COORDINATING (global systems)
 1.0: habitual awareness	Listening 1: Downloading habits of thought	Downloading: Conforming: speaking from fitting in	Centralized control: Organizing around hierarchy	1.0 State centric: commanding
 2.0: ego-system awareness	Listening 2: Factual, open-minded	Debate: Confronting: Speaking from differentiating	Divisionalized: Organizing around differentiation, decentralizing	2.0 Free Market: competing
 3.0 stakeholder awareness	Listening 3: Empathic, open-hearted	Dialogue: Connecting: Speaking from inquiring others, self	Distributed/networked: Organizing around stakeholders groups	3.0 Social Market: negotiating/networking
 4.0 eco-system awareness	Listening 4: Generative, open-presence	Collective Creativity: Co-creating: Speaking from what is moving through	Eco-system: Organizing around what emerges (co-sensing, co-creating)	4.0 Co-creative: Eco-system Economy Awareness Based Collective Action

The Matrix of Social Evolution (all system levels, all structures of attention)

Insight 1: A New era

Recognise what is 'of its time'

Even where localities have a long history and legacy of doing things differently, we are in a new era which requires new ways of working and further shifts of power to community.

Beyond certainty

Examples of will for collective 'working out' what is needed in the new world. This is not a quick fix.

“the time is right”

“we don't have to persuade that inequalities is important”

“Feels like there is lots of momentum in localities”



Insight 2: Leadership focus of attention

Looking in: facing organisations/system

1. **Structure of attention:** From centre of own system, stuck inside own boundaries.

Looking out: facing community

2. **Structure of attention:** On the periphery, looking out.

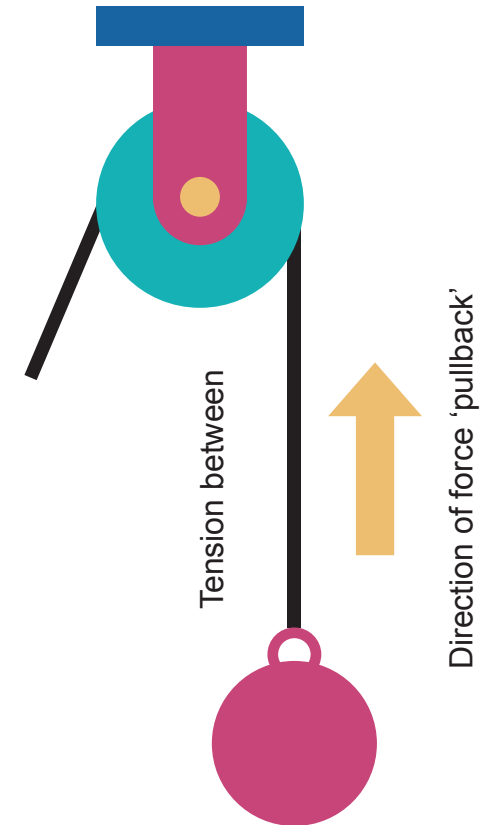
A sense that currently leadership needs to look different.
Recognition that there is a pullback - fallback response.

Working with

3. **Structure of attention:** Relational dimension, attention originating outside the boundaries of our own system.
Moving into other perspectives.

Working Within

4. **Structure of attention:** Generative and connecting to what is emerging in the current moment from the surrounding system.



“Organisational leadership and enabling communities to lead are very different but interconnected. We need to focus on both but they are very different”

Insight 3: System Barriers

We heard examples of barriers to working in new ways - most of which are often implicit and unspoken.

Commitment but not capacity

Labels, titles & structures

Expectation of delivery against purpose can get in the way and reduce tolerance for risk.

Silo working

Complexity of the different players in health and care can fuel silo working.

Power, trust & openness influences decision freedom and laterality

In the context of devolution how is decision making filtering down to lower levels in GM?

Scarcity thinking

Plans get in the way of emergent working

Financial position

Restrictive funding flow, disinvestment, budget, constraints, governance. Deficit language shield to creativity in conversations.

Protecting space & territory

Territorial response, walls and protective factors can spring up.

Perceptions of hierarchy & permission

“More confident to make change in communities than organisations”.
There is a permission based model in most teams.

Degree of psychological safety

Insight 4: Political context

The challenge is inherently political

Political drivers hold problems in place at every level - funding allocation, personal political view, structural determinants, upbringing, culture, where you live, access, finances – individualised opinions for systemic issues.

Political environment

Leadership demonstrated by leads and elected members is an influential factor.

Stability in priorities despite changes in leadership is key

Long term change not short term demonstration – e.g. X year gap between least and most deprived wards – won't change in the short term.

Political risk

There is a nervousness – are we prepared for something not to work the first time? Whereas simply trying is the focus in the community. There is a 'trying mindset'. Setbacks are not seen as a failure.



Insight 5: Navigating barriers to drive action

Data led approaches

Need stories and good data.

Make barriers & action visible

Identify barriers, gather insights and build a call to action. Action owners who are making progress are visible, invested and active in having conversations.

Small steps - below radar work

No asking – just get working to move forward. There will be a point of scale where there is a need to learn how to navigate wider system influence.

Patience & perseverance

Drive forward and drive impact despite barriers and challenges.

Go with risk

Have the freedom to fail alongside a process of accountability. Make decisions within fail safe approaches.

Focus and framing

We can't do everything. Proportionate universalism focus. Priority to decide to the focus. Core20Plus is a helpful framing.

Vibrant infrastructure to broaden participation

Create opportunities to broaden participation.

Relational shifts

Relational shifts - away from parent /child.

Lead without ego & get out of the way

Let go and learn how to get out of the way. Appreciate some things are better done without us.

Collaborative mindset

Work through problems together.

Advocates for change with no direct authority

Bring partners together and create a safe space to bounce ideas together and then take away to have difficult conversations.

House the conversation

How do we embed inequalities integrated thinking into all conversations?

Power & resource sharing

Generosity with everything time, power and resource sharing.

Art of the possible mindset

Constraint drives a creativity mindset. Have a solution focus despite difficult barriers. Create a sense of enthusiasm and hope.

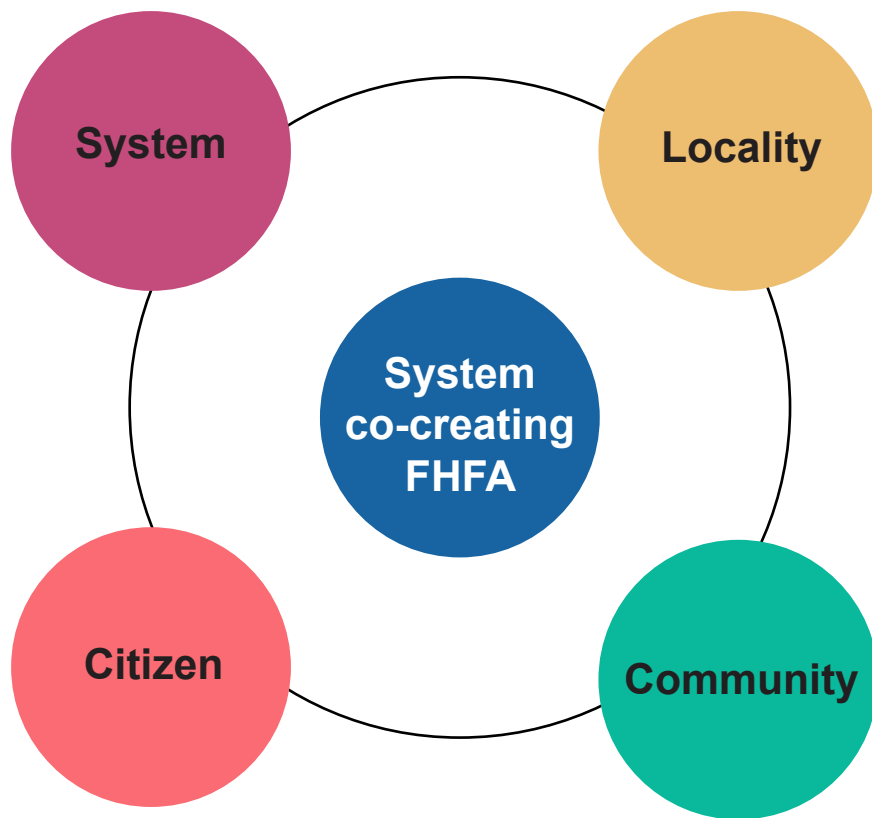
Core principle - conflict resolution

Insight 6: Islands of leadership

How do we create connection and coherence between the islands of leadership?

“When a complex system is far from equilibrium, small islands of coherence in a sea of chaos have the capacity to shift the entire system to a higher order.”

Ilya Prigogine, Chemist and Nobel Laureate



Anyone who is leading a community group small or large is a community leader

Across the conversations we heard about the importance of community leadership and ‘the few’ that are relied upon.

Citizen & community leadership development

Examples of community Champions connecting to wider citizens and community leaders. Some areas describe strong community leadership but citizen leadership as “getting lost along the way”

Coherent distributed approach

We heard a sense that to enhance coherence we need to be developing leadership not in isolation but collectively.

“The more that I discover areas that are not working in the same direction...The leadership work is to connect the system back to itself ”

Insight 7: Create space to come together

Create space to bring together different partners around the issue

Bring different perspectives, different lens, connect dots across the system.

Create a safe space to bounce ideas together

Value difference in thinking. Let solutions come from everyone.

Honest and open partnerships

Build trust, share power and build more generative conversations. Learn. We need to do more together.

Proximity x decision making

Data drives what we want to do. Permission shift and a proximity shift. Decisions need to be made by those impacted by them.

Create shared language

FHFA activity is happening.
It is just called something else. We can co-create a shared language around inequalities.

“Spaces for listening, sharing, reflection and action”

“Coming together to deliver the agenda forces you to have the wider lens and system response”



Insight 8: Conditions for deep understanding

Clear & identifiable links

Create named, clear identified links embedded into community to deeply understand the barriers upholding inequality.

Work with strong local anchors

Enable understanding, build capacity, speed up delivery, demonstrate trust and move funding through the local economy.

Continuity

It takes time to deeply understand the community/needs/barriers and build trust.

Search for nuance

Build nuanced intelligence of the needs of specific communities within each area (diversity in each area – no one has the same priorities).

Insight 9: Inequalities integrated thinking

Art of the possible - Prioritise despite challenge

“Take the position of prioritising work in inequalities despite the financial challenge – otherwise it will never change”

“Start what is strong not what is wrong”

Create conditions for thinking

Thinking is the work. Change in thinking precedes change in behaviour. Helpful to develop a toolkit to support thinking about inequalities.

“Myth have to do something else – inequalities integrated thinking”

Data driven

Two pronged approach - numbers & wisdom. Do not neglect what is emerging for what is already evidenced.

“we need to do this in our day to day work. Looking at current processes and how these might be causing inequalities “

Insight 10: Feeling

Psychologically safe enough

Psychological safety is both moment to moment and across a lifecycle. If we don't have it, we don't have openness, honesty and therefore we don't have different conversations. What will help different people with different experiences feel safe enough?

Get used to feeling uncomfortable

Give power to and welcome feeling uncomfortable. Work with distrust.

Grief work

There is loss in letting go of what was invested in, created, celebrated and worked in the past.

Freedom, trust & ownership

For communities - trust and a sense of ownership – shift from talking to towards listening towards working with. From senior leaders - share problem focus not solution cascade. This is supported by clarity and accountability.

Energy

Energy important for motivation and momentum.

Insight 11: Deep listening

Listen to voices of residents

It is important to listen to voices of residents to understand priorities and not make inequalities worse by misplaced action.

Know when to leave space

Skilled facilitation – know when to guide and when to leave space – step back so others can step forward.

Representation and involving lived experience is key

Hearing patient stories – individual understanding of the issues/experience.

Listen to what is needed & wanted

Provide support where needed and wanted and learn to get out of the way.

Insight 12: Be good storytellers

From conceptual to tangible

Build a shared understanding. What are the inequalities and who is facing them?

Speak community language

Articulated needs in understandable lay language.

Reset the conversation

Recognise the different paradigms. Storytelling, language and systemic narrative – cultural foundations. Shift power to - you said we did.

Hyperlocal framing

How are we understanding how and to what people identify with in places and speaking from that place.

Share community experience

Share in the urgency and share our understanding of the importance of community experience.

Shift prevailing cultural fallbacks

For example, that 'health' equals 'the NHS'. Shift the narrative from what ill health to recovery looks like or to what a healthy life looks like. What does that story sound like.

What is in it for me?

How is change meaningful and relevant to each stakeholder and what they want or need.



Insight 13: Just do it

Let go - enable autonomy

Know the destination but not the route. We just need to let things happen and be the way they need to be.

Let solutions emerge

Allow solutions to develop in ways not previously thought of.

Give ownership

If needed, within context of fail safe experiments.

Create a shared language

There is lots already happening. It just might be called something else. Is it helpful to create a shared language?

Take the backstage

Leadership is not about being at the front all the time but being backstage.

“Lets do it” - Find a way

Let's see what assets we can work with. Let's just try it – test and learn approach.

We can pivot if its not working .

Influence without formal power

Create a collective agenda

How can scrutiny be an enabler?

Insight 14: The importance of health creating places'

Pay people for participation

People are time poor and money poor & both time and money influence access. Move money to people in the community where possible. Either by participation or local leadership initiatives (e.g. grant examples).

Build community capacity building in to any investment

Shift the narrative to how the net zero agenda supports health vision to bring the agendas together from an asset perspective.

Move money within the local economy

How budget is divided needs to shift to place emphasis on and model seriousness about prevention.

‘Only realistic change is not blaming self for position in. Not actually able to work on the real issue within time and budget so working on reducing the additional harm of the issue – e.g. feeling of guilt etc “ its not your fault Jack”

So what does this mean for leadership development?

8 insights for future
leadership development
that matter most to
localities



FHFA - Leadership development

What matters most to localities?

Locality led - “do with us, not to us”

Leadership development opportunities vary & are largely informal and organic conversation about what works embedded into professional conversations.

Space

Collective safe space to connect, build relationships, explore what is GM & what is local, share and learn from good practice and innovate.

“Enabling, supporting, resource providing”

Do not develop in isolation

System, locality and community learn and develop leadership together. Opportunity to develop coherence and a shared language.

Bitesize - “small & manageable”

Priority is people in the locality so opportunities that fit with busy flexible working (e.g. lunch & learns)
Ability to choose what do and don't do
How to get the development down to teams?

Four fundamental principles for future development with localities

How do you create support without end points?

Self assessment

Easy visual tools to help see the position and challenge to put things in place to mitigate.

Tools

Tools are a good idea to help thinking and doing differently. Tools to help evaluate what is done. Somewhere to go to find resources.

Facilitated development

Targeted development for key people, places or groups to drive change.
Programmes work if around a problem - not just a topic focus. Development needs to be real. Not academic.

Funding

Funding for local grants or projects – learn through doing or to support programme management to bring activity together.

So what: Summary

What to develop (14 insights) x how to develop (8 insights)



What to develop (insight summary)

How to develop (Conversation starters for co-design)

Ways of perceiving	1. A new era	"Collective conversation leadership in the current moment - let go, keep and do (01, 02, 03, 07)"
	2. Leadership locus of attention	Connect to resources that support intentional shifts in attention and aligned practice (04)
Leadership in the current moment	3. System barriers - explicit to implicit	"Identify common/local and areas for collective voice/coherent action (01, 02, 03, 07)"
	4. Political context	"Identify common/local and areas for collective voice/coherent action (01, 02, 03, 07)"
	5. Navigating barriers to drive action	"Identify common/local and areas for collective voice/coherent action (01, 02, 03, 07)"
Ways of relating	6. Islands of leadership	"Space to come together and identify the areas for coherence? (01, 02, 03, 07)"
	7. Create space to come together	"Space to come together and identify the areas for coherence? (01, 02, 03, 07)"
Ways of thinking	8. Conditions for deep understanding	"Tools or resources to support (01, 05,06,08)"
	9. Inequalities integrated thinking	"Tools or resources to support (01, 05,06,08)"

What to develop (insight summary)

How to develop (Conversation starters for co-design)

Ways of feeling	10. Feeling	Social emotional development alongside practical leadership development (human aligned) (02)
Ways of doing	11. Listening	"Space, tools or resources to support (01, 02, 05,06,08)"
	12. Storytelling	"Space, tools or resources to support (01, 02, 05,06,08)"
	13. Just do it (with 14. Health Creating Places)	Collective development approaches (01 - 07)



FHFA - locality Leadership development

What x How

Locality led “do with us, not to us”

Create the space for conversation with and between localities to share back insights and co-create the development path.

Space

Topic of conversation from insights to consider co-creating with localities:

- Share insights
- Leadership in the current moment
- System barriers - Areas of coherence & collective action
- Islands of leadership - connecting what works

Do not develop in isolation

Key insights for development to co-create with system, locality and community:

- Leadership in the current moment - what do we need?
- Power and resources
- Self and system shifting
- How we see
- How we think
- How we work with what we feel
- How we connect
- What we will do together

**“Enabling, supporting,
resource providing”**

Bitesize - “small & manageable”

Co-create the how of development based on insights 04-08.

Get in touch

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