Together, we will address inequality & empower EVERYONE to be active in a way that works for them

Maximising the potential of walking • Considering the impact on climate change • Addressing inequalities created by Covid-19

Enabling children & young people to have positive experiences of being active THROUGHOUT THEIR CHILDHOOD

Creating accessible, safe, & inclusive places & environments for physical activity

Maximising the potential of physical activity to improve physical and mental health

Working with people & communities who experience the greatest inequality

Creating a culture where everyone can be active & MOVE MORE

HOW?

GROWING OUR UNDERSTANDING OF PEOPLE AND COMMUNITIES by working closely with lived experience and listening to resident voices

WORKING COLLABORATIVELY across and between partners and sectors

SUPPORTING AND DEVELOPING PEOPLE who can lead and influence others to move more

TARGETING AND ALIGNING INVESTMENT to where it's most needed

ADVOCATING FOR AND INFLUENCING policy and practice

FOCUS ON LEARNING AND ADAPTING, understanding what works and applying it to our work

Our shared aims:

1. CREATING A CULTURE where everyone can be active and move more.

2. Enabling CHILDREN AND YOUNG PEOPLE to have positive experiences of being active throughout their childhood.

3. Working with PEOPLE AND COMMUNITIES who experience the GREATEST INEQUALITY.

4. Maximising the potential of physical activity to improve PHYSICAL AND MENTAL HEALTH.

5. Creating ACCESSIBLE, SAFE, and INCLUSIVE PLACES AND ENVIRONMENTS for physical activity.

In addition to the imbalances and inequalities of Covid-19, there are two themes that cross through all of the aims - the POTENTIAL OF WALKING in a way that's accessible to everyone and OUR CARBON FOOTPRINT AND IMPACT ON THE ENVIRONMENT. These considerations feed into almost all of our aims and actions.

Our united approach

This is a systems-based, collaborative approach with everyone leading and participating together. Partners and communities uniting around a shared vision and adopting shared outcomes so that we are aligned and working towards the same things. The power of our collective work is in the sum of the parts, including integrated health and care, voluntary and community organisations, young people services and education, wellbeing, sport, leisure, transport, housing, environment, community safety and planning, to name but a few.

At the heart of this united approach is people and communities 'owning' the change they're trying to create by being involved and feeling empowered. Everyone and every place is different, and it's important to understand and appreciate individual and local circumstances that influence people and communities to be active.

How we work to achieve this is key. We're learning that it will take a commitment to:

SUPPORTING AND DEVELOPING PEOPLE who can lead and influence others to move more.

WORKING COLLABORATIVELY across and between partners and sectors.

FOCUSING ON LEARNING AND ADAPTING, understanding what works as well as what doesn't and applying it to our work on an ongoing basis.

ADVOCATING FOR AND INFLUENCING policy and practice.

TARGETING AND ALIGNING INVESTMENT to where it's most needed.

GROWING OUR INSIGHT AND UNDERSTANDING OF PEOPLE AND COMMUNITIES by working closely with lived experience and listening carefully to resident voices.

We've already started our journey towards a united approach, and are already growing the movement. And while we're not starting from scratch, we do recognise that there are ways we can better come together and unite to encourage physical activity in Nottinghamshire and Derbyshire.

Active Partners Trust

Systems Leadership Workshops

Workshop 4: Tuesday 18th June 2024, 1.00 pm – 4.00 pm

**Understanding your landscape: the lie of the land**

Debbie Sorkin, National Director of Systems Leadership, the Leadership Centre

What we'll be covering this afternoon: (hopefully a fair amount of ground)

o **Very brief recap on what we've covered so far, particularly in relation to what it means to work in complexity; foundations of working in a system; and getting a broader perspective**

o **So, who's in your system? What are you working with? Introduction to Rich Pictures.** *Individually, working on a Rich Picture (and getting a cup of tea)*

o **Given who's in your system, who do you want to influence? Stakeholder and Actor Mapping.** *In small groups: sharing our Rich Pictures and identifying potential priority stakeholders*

o **Getting a better handle on what's happening: Root Cause Analysis and Multiple Cause Diagrams**

o **Small group reflections: where might we use this?**

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Recap: the story so far...
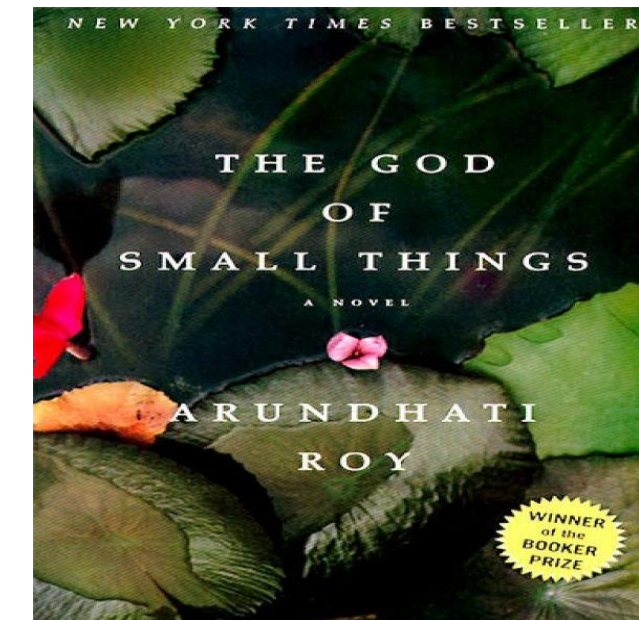
Working in complexity – what it means

The foundation: shared purpose

Using systems leadership approaches – and it is about leaderSHIP/behaviours

Thinking about how you might get to where you want to go: Dancefloor/ Balcony and Future Basing

The lie of the land (1): who's in your system?

Rich Pictures

Rich Pictures

o Not a work of art

o More about 'what does my/our system feel like?

o Who's in the system? What are the relationships? Who isn't included? Where are you? Or the people you support/work with?

o As many stick figures as you like or as creative/colourful/symbolic as you like

o Shows up what's sensed but can't easily be put into words, or assumptions in play

o The point is not the picture but the questions the picture makes you – and others - ask

Task: please have a go at drawing a Rich Picture either of your system, or of a part of it


o Not a work of art

o More about 'what does my/our system feel like?

o Who's in the system? What are the relationships? Who isn't included? Where are you? Or the people you support/work with?

o As many stick figures as you like or as creative/colourful/symbolic as you like

o Shows up what's sensed but can't easily be put into words, or assumptions in play

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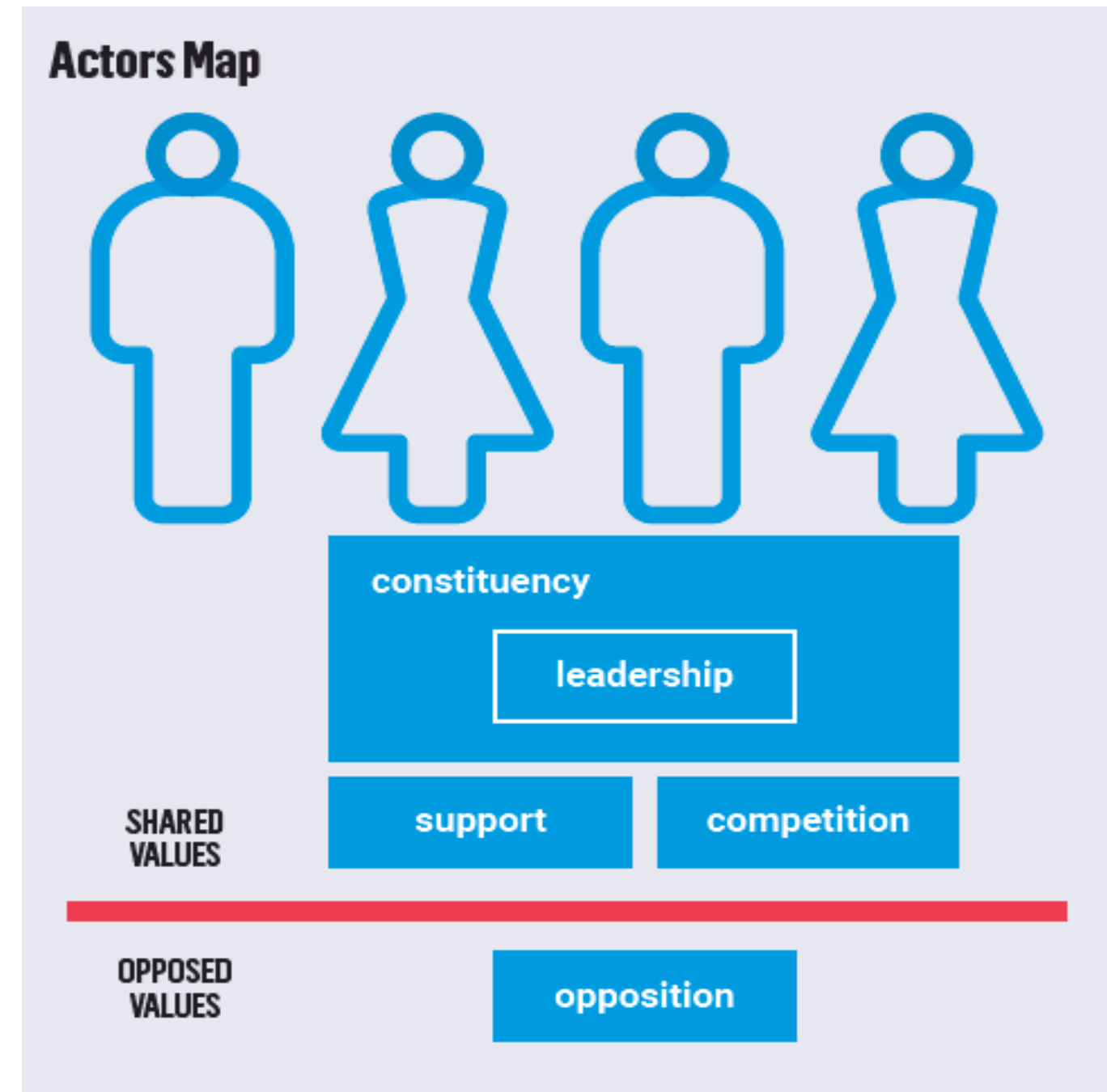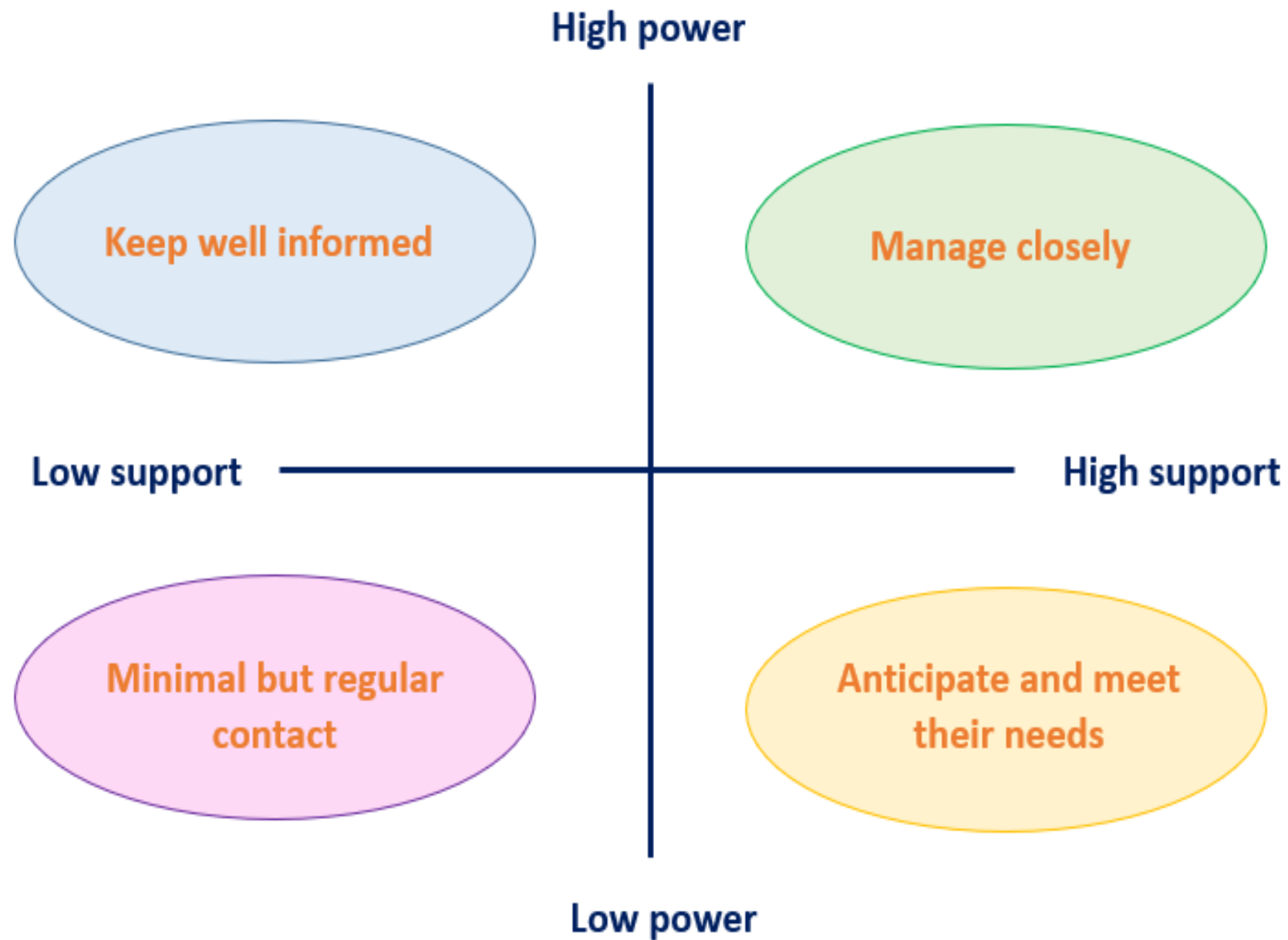# Understanding the landscape:
The lie of the land

Tea/comfort break

The lie of the land (2): given who's in your system, who do you want to influence?
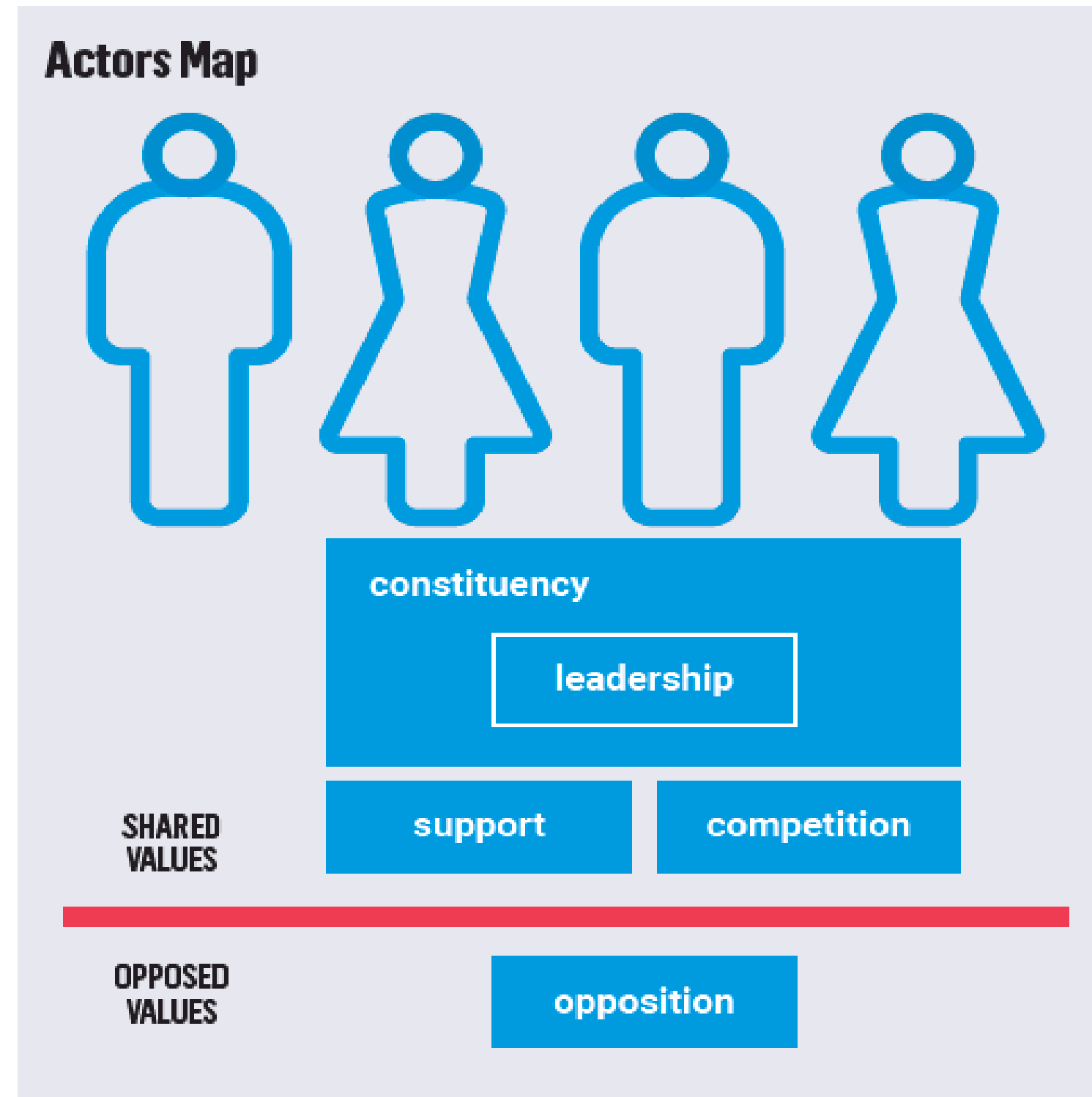
# Once you have a sense of your system, you can identify your allies (and know your enemies): Stakeholder and Actor Mapping

High power

Keep well informed

Manage closely

Low support — High support

Minimal but regular contact

Anticipate and meet their needs

Low power

Actors Map

constituency

leadership

SHARED VALUES

support

competition

OPPOSED VALUES

opposition

LEADERSHIP CENTRE

Task: who do you want to influence?

o **In threes:**

o **Please talk about your Rich Pictures**

o **Ask questions about the Pictures: who's in? Who isn't? Why are things drawn in a particular way? What questions do you want to ask?**

o **Then, from the Rich Pictures, who – specifically – do you want to influence? Please keep a note.**
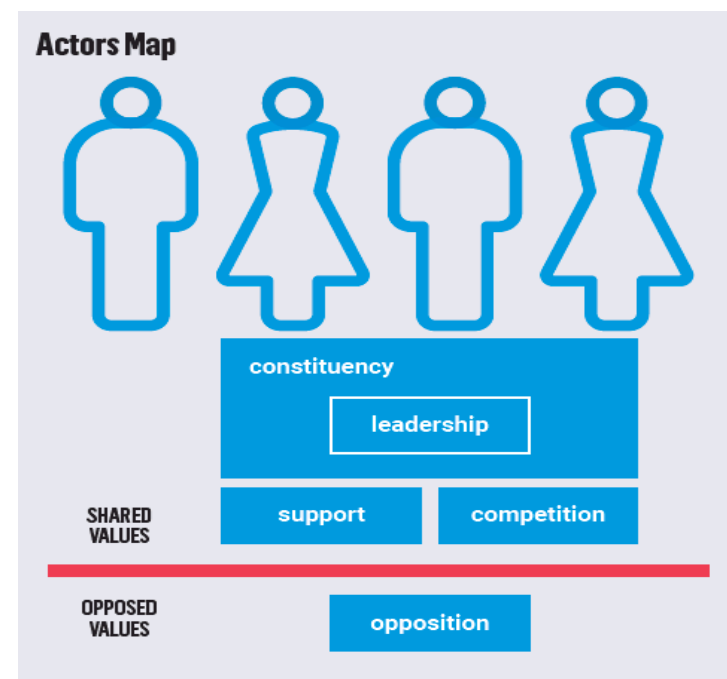
The lie of the land (3): working with Root Cause Analysis and Multiple Cause Diagrams

Root Cause Analysis

o The process of discovering the underlying causes of issues, in order to identify appropriate solutions.

o Range of different methodologies available.

o Based on the premise that it's much more effective to systematically prevent and solve underlying issues rather than just treating ad-hoc symptoms.

o And whilst in complex issues, there are likely to be multiple factors in play, it can be surprisingly effective to start somewhere and think things through, systematically – it gives you a starting point.

o If this sounds like a good way to use your time, you'd be right.

Getting started with a Root Cause Analysis

o **Three potential goals:**
  o to discover the root cause
  o to better understand how to learn from underlying issues
  o to be able to apply the learning

o **So you're looking to determine:**
  o what happened
  o why it happened
  o what you can do instead (or more of)

o **Usually three basic type of causes:**
  o **Physical** – tangible, material items failed in some way
  o **Human** – people did something wrong in the circumstances or didn't do what they should have done
  o **Organisational** – a system, process or policy is faulty/not appropriate

Doing a Root Cause Analysis

- **Work with a group**
  - Much better to have a range of eyes on the issue

- **Define the problem**
  - Work with one thing, where you've got evidence of something happening

- **Start by going through, in detail, _what_ happened**
  - Go through each step, slowly – you're looking at the sequence of events
  - What was the impact?
  - Don't be tempted to look at reasons/causes at this stage

- **Then start looking at _why_ it happened**
  - Is it a physical, human or organisational cause? Is it a mix of factors impacting each other?
  - What are the underlying conditions?
  - Try and identify as many factors as possible

- **Then you can start thinking about learning and doing things differently**

Some tools and techniques: cats, fish and 5Whys

5 Whys:
- You ask 'why? [did something happen]' until you get to the root of the problem

CATWOE: looking at the same situation from different perspectives
- **Customers** (patients, families)
- **Actors** (people who implement the solutions)
- **Transformation** (process that's affected)
- **World** view
- Process **Owner** (who is this?)
- **Environmental** constraints

Using a Fishbone Diagram Template (Ishikawa)

o **Start by defining the problem statement and placing it on the right-hand side of the fishbone diagram**

o **Then identify potential causes of the problem**

o **Then categorise these causes – physical, human, organisational**

o **Then list out each cause as the 'bones' of the fish**
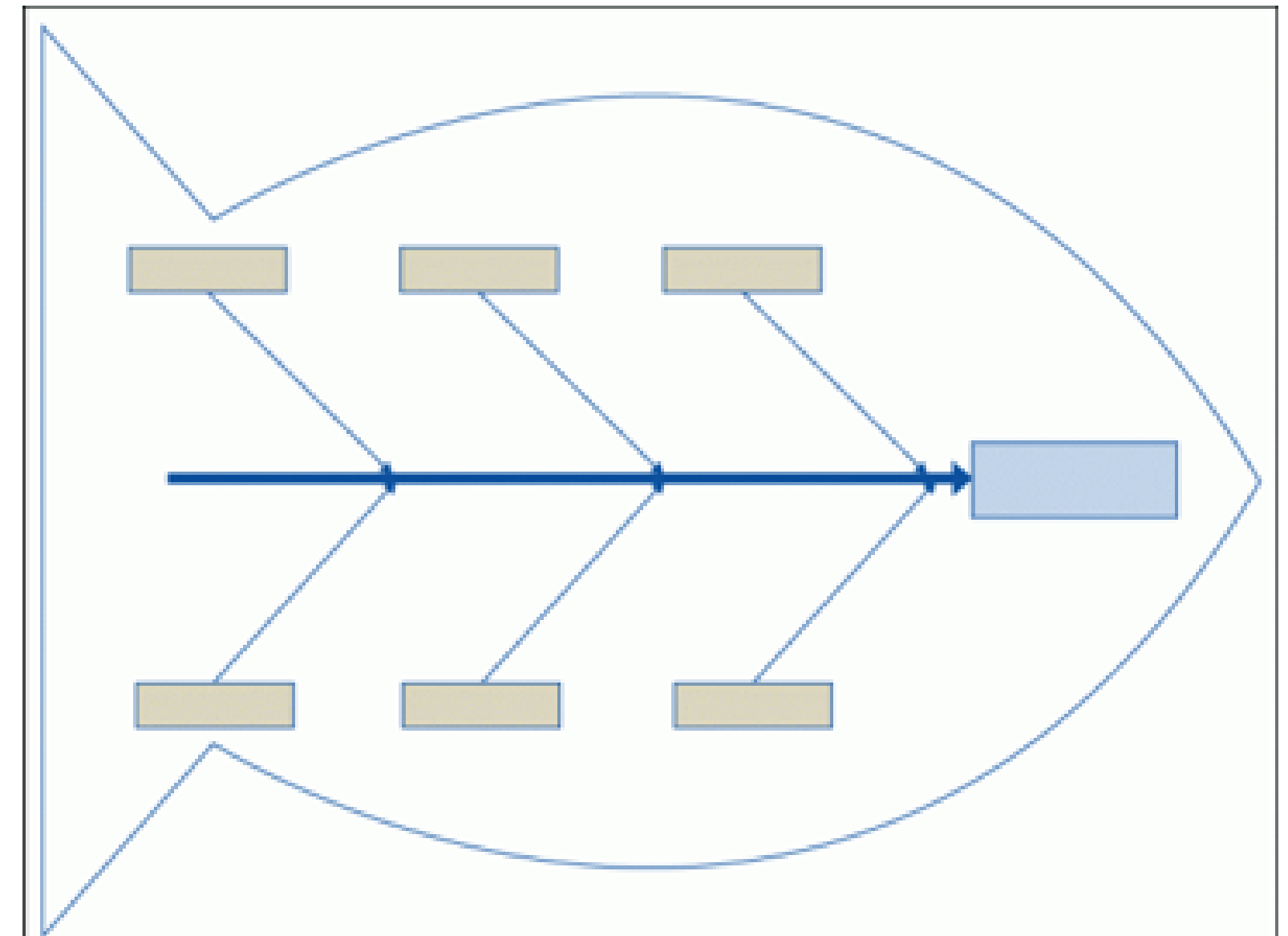
Multiple Cause Diagrams

o Helpful when you've got a complex problem (or you think you have)

o Helpful when you've got people pointing fingers of blame at each other

o Helpful because the aim is not to come up with an instant solution

o Rather, the aim is to (literally) see more of the picture and the range of factors

o In other words, it's to understand the complexity better and change the way people think

o This in turn can help everyone agree on a starting point/problem to tackle

Drawing a Multiple Cause Diagram

o **Start at the end and begin with the problem:** just one problem

o **Think about the primary causes of the problem:** ask: why is this happening?

o **Connect the causes to their effect:** draw an arrow that shows the direction of the path from cause at the foot of the arrow to effect at the point. The arrow means 'causes' or 'leads to'.

o **Now think about the causes of the causes:** ask again, why is this happening?

o **And connect, and ask again** and connect with arrows. Do the paths make sense? Add in smaller steps if you need to. Try not to cross arrows over.

o **Make sure that all the arrows from any point on the diagram ultimately lead you to the central problem**

o **Review the diagram, explore and discuss it:** ask where an intervention can be made/tried

Example – Why a Work Group is underperforming?

(http://www.projects.kmi.open.ac.uk)
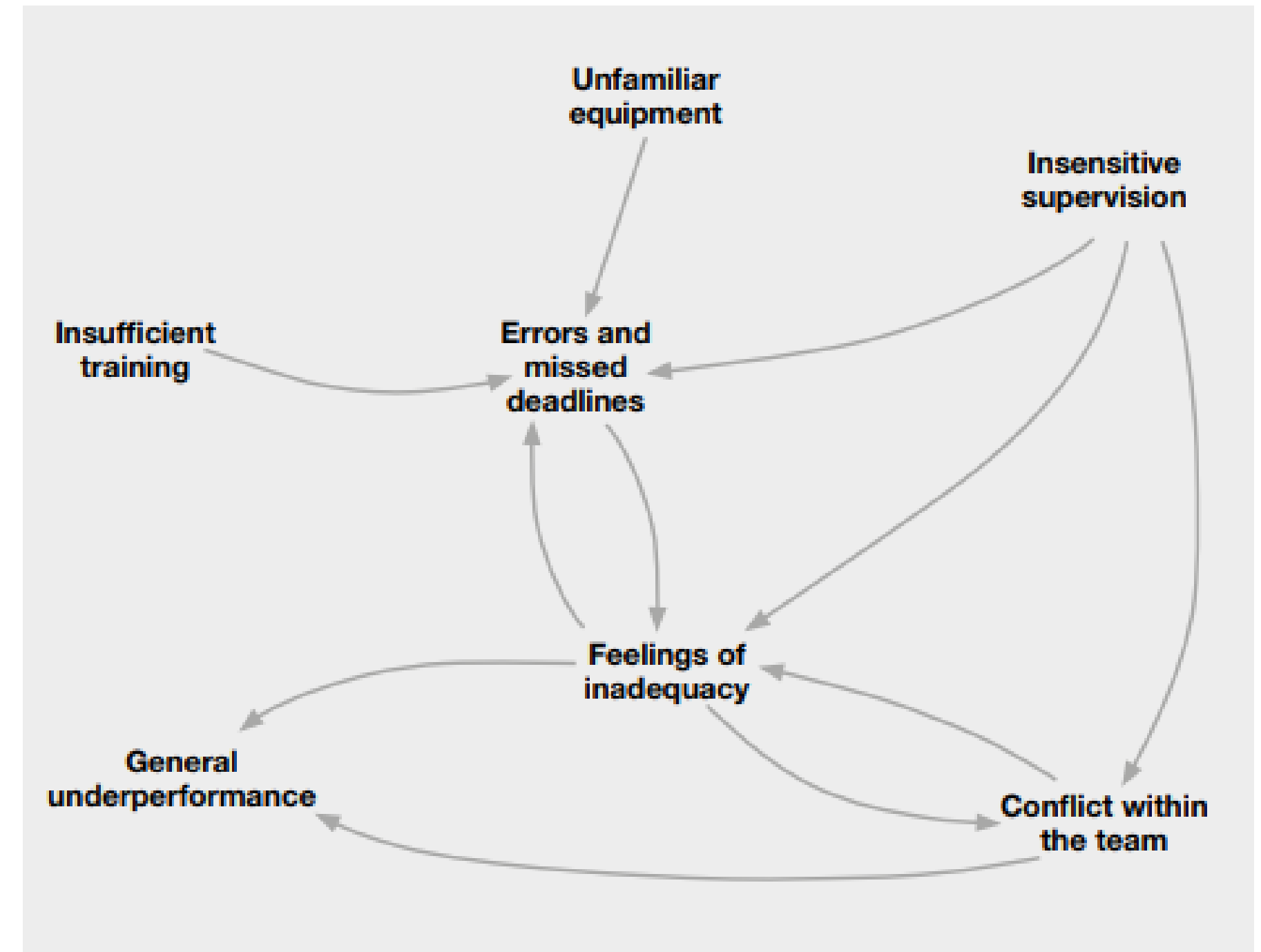
Small groups: where might we use these approaches?
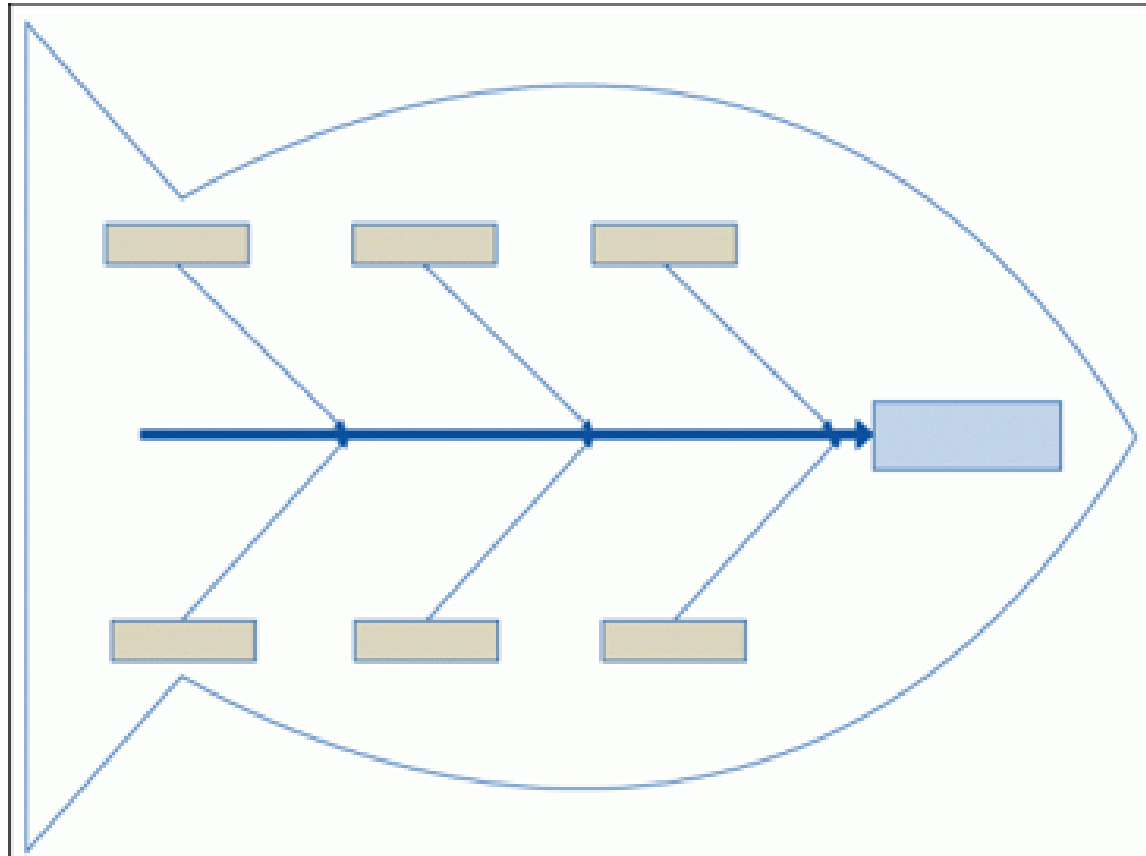
o   What particularly resonates with me about what I've just heard?

o   Where might I use these ideas/try them out?

o   What would help/get in the way?
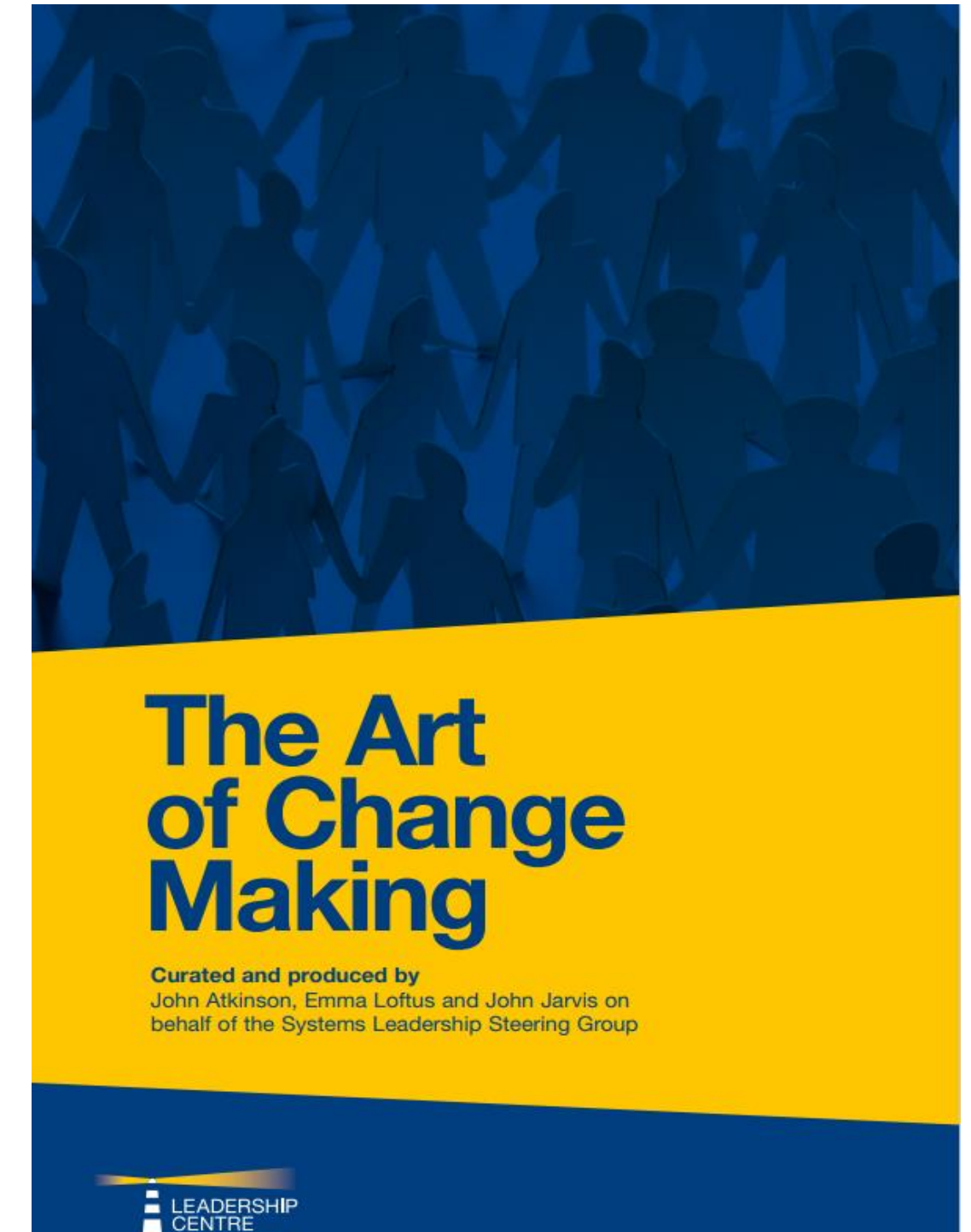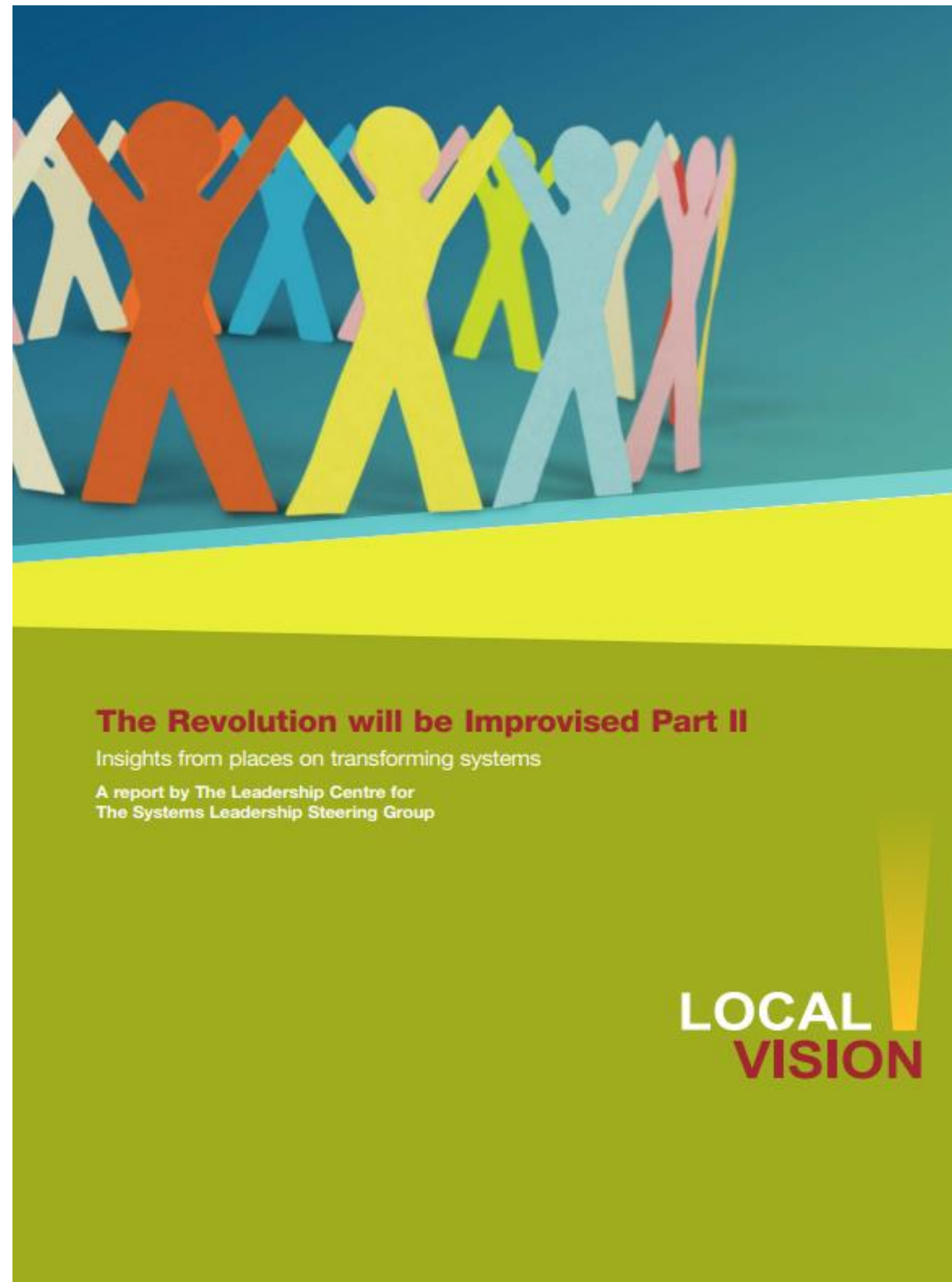
o   What support would I need?

Please keep a note of anything that particularly strikes you.

Coming up....

o **The power of influence (1) Empathy Mapping and Reframing 11th July**

o **The power of influence (2) Public Narrative 17th September**

o **Keeping change going: leading through uncertainty and developing resilience 17th October**

More case studies and lessons learned

The Revolution will be Improvised Part II
Insights from places on transforming systems

A report by The Leadership Centre for
The Systems Leadership Steering Group

LOCAL VISION!

eahsn
Eastern Academic
Health Science Network

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The Revolution will be Customised: the Eastern AHSN's Digital Pioneers

Insights and learning on what makes for successful digital innovation in health and social care

A report by Tim Whitworth and Debbie Sorkin for the Eastern Academic Health Science Network and the Leadership Centre.

www.eahsn.org   @TheEAHSN

The Art of Change Making

Curated and produced by
John Atkinson, Emma Loftus and John Jarvis on behalf of the Systems Leadership Steering Group

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All at **www.leadershipcentre.org.uk**

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Active Partners Trust Systems Leadership Workshops

Workshop 4: Understanding your system: the lie of the land

18th June 2024

Thank you.

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