

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:

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

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.

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 5: Thursday 11th July 2024, 1.00 pm – 4.00 pm

**Using the power of influence when you don't have power:
shifting perspectives amongst your stakeholders**

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

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

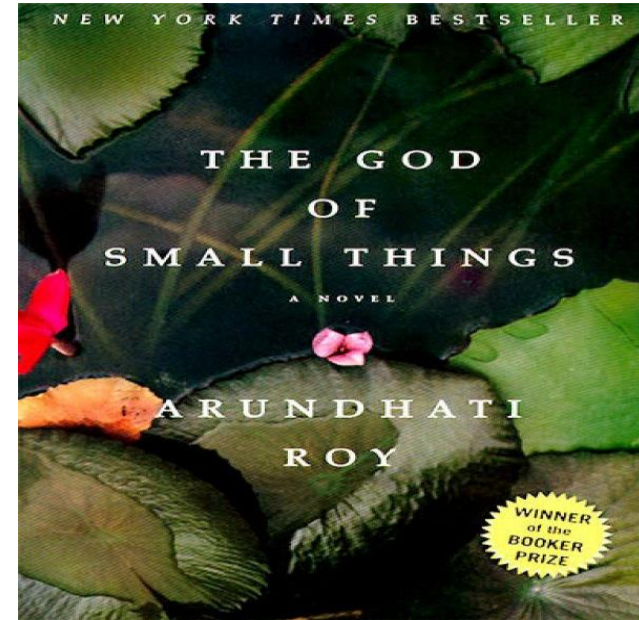


- Very brief recap on what we've covered so far: what it means to work in complexity; foundations of system working; getting a broader perspective; who's in your system/who do you want to influence; and getting a better handle on what's happening.
- Looking at influence when you don't have positional power: why relationships matter; push and pull approaches and thinking about your audience. *Reflections in groups and in plenary*
- Tea break
- Practical approaches to shifting and confounding perspectives: introduction to Empathy Mapping and Framing/Reframing.
- *Trying this out: having a go with reframing, and then thinking about the frames in play for you. Reflections: where might we use this?*

Context: what we've covered so far...



Working in complexity – what it means



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



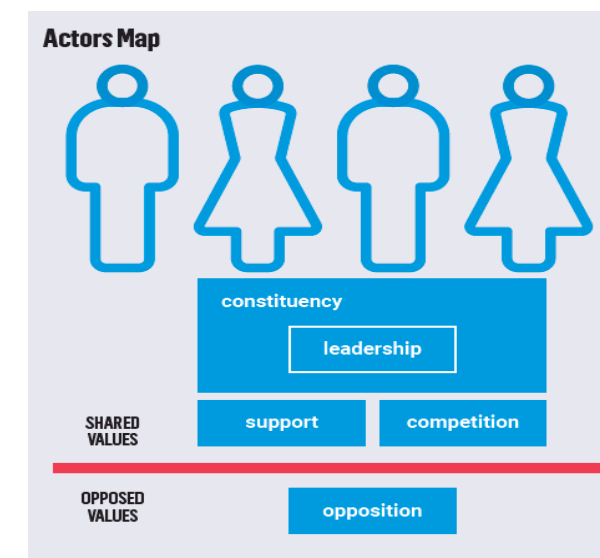
The foundation: shared purpose



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



Understanding your landscape: who do you want to influence, and what's actually happening



Looking at influence when you don't have positional power



This is fundamentally about your (and others’) power to influence (as opposed to formal power) and change perspectives

View from Leicester: ‘Lineker stands up for people who don’t have a voice’

Fans joining presenter in match-day crowd at club where he was a star striker, speak out on BBC controversy



📷 The Hartshorne family outside King Power Stadium on Saturday. Photograph: Andy Hall/The Observer

“Gary is 100% right,” said lifelong [Leicester City](#) fan John Farrell as he stood in the queue for a match-day programme before Saturday’s kick-off at King Power Stadium.

While the 67-year-old, who was in the stands for Gary Lineker’s Leicester City debut against Oldham Athletic on New Year’s Day 1979, didn’t necessarily agree with the content of the star striker turned broadcaster’s tweets, he strongly supported his right to an opinion. “I agree with freedom of speech. This is not Russia.”

The Guardian, 11th March 2023

The foundation: relationships. Why they matter

“The official advice was the second bit was optional...little more than a social gathering... billed as a lunch and that even Biden wouldn’t be there...”

[Meanwhile] David Lammy has spent months developing relations with the Macron administration, tweeting in French and writing essays for intellectual Parisian magazines...

Neither Lammy nor Starmer was originally invited to the event, but Lammy used his contacts to get them both admitted, and his connections with Zelensky’s team to ensure there would be a Starmer handshake and photograph with the Ukrainian president.”

Tim Shipman, Sunday Times, 9th June 2024



David Lammy @DavidLammy · Jun 7

Yesterday in Normandy @Keir_Starmer and I honoured those who made the ultimate sacrifice for our freedom on D-Day.

In Ukraine, this struggle goes on.

We told @ZelenskyUa that @UKLabour’s commitment is ironclad. We will stand with Ukraine until it wins.



752

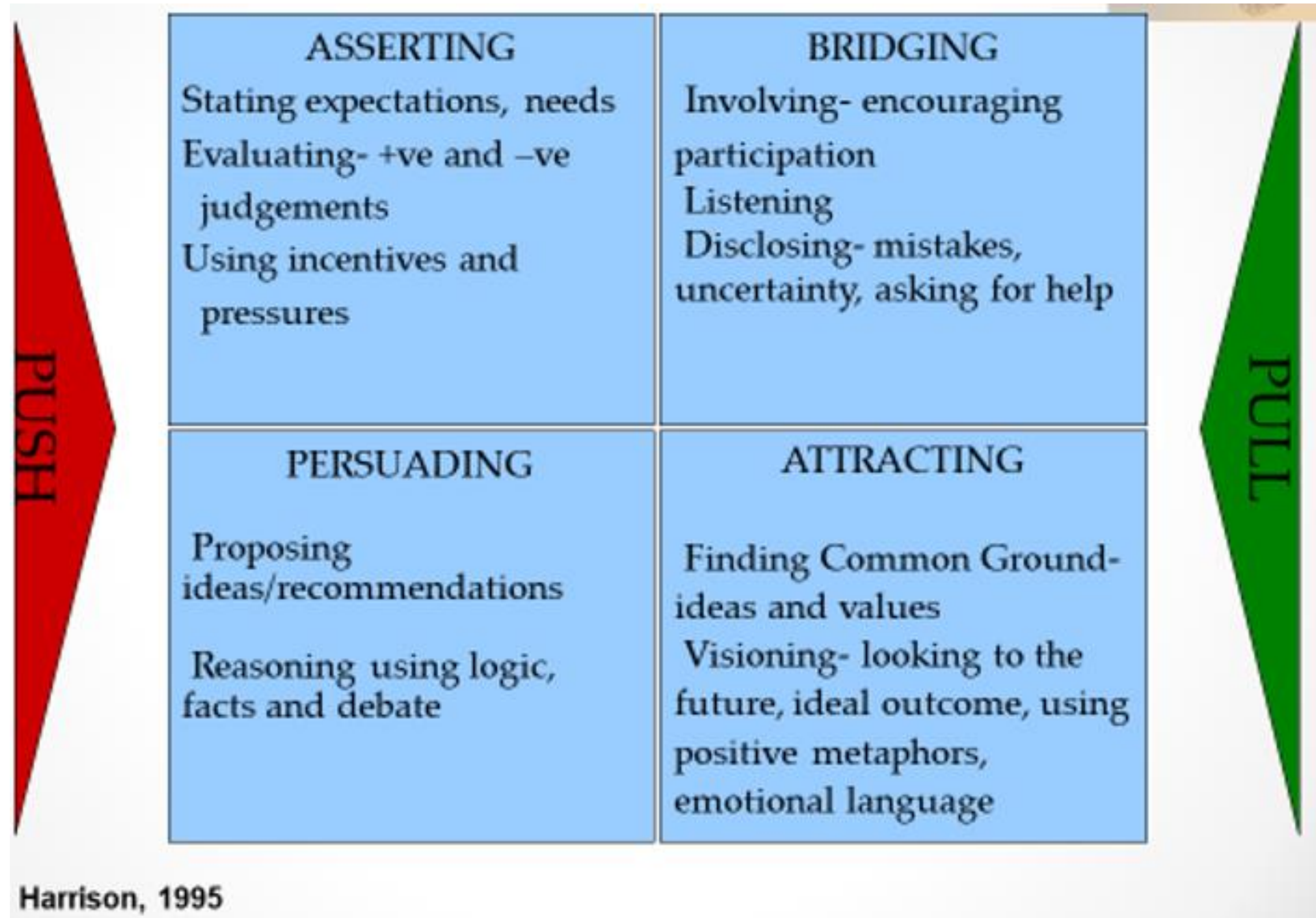
381

2.5K

86K



Different ways of influencing: push-pull influencing styles



For more on this, see: [The Art of Change Making \(leadershipcentre.org.uk\)](http://leadershipcentre.org.uk)

Knowing your audience: different learning and influencing styles



Activists 'have a go' learners

Learn by doing
Tend to jump in and just get on with it
Good problem solvers
Active in discussions

Theorists 'convince me' learners

Like everything to make sense before they do anything
Analyse information
Make it fit to what they're already doing
Models of action, concepts, facts



Reflectors 'tell me' learners

Tend to be observers
Watch and think about what's happening
Work better in small groups
Good at reflective discussion, analysis, giving feedback



Pragmatists 'show me' learners

Like to understand how something is useful in real life
Like models and expert input
Experimenters – trying things out to see how they work



Initial reflections in groups and in plenary



- **What's resonating for us?**
- **Where might we use these approaches?**
- **How far do we think about our audiences, or of getting 'pull' rather than pushing?**
- **Where might we make a start?**

Using the power of influence when you don't have power: shifting perspectives

Tea/comfort break



Shifting and confounding perspectives



Ways of shifting: Empathy Mapping

A great way to connect/connect with others. What's it like for someone to be on the receiving end of us (as a system)?



What do they SEE and HEAR?

How do they come across to us? How do we come across? How do we provide information?

How do they EXPERIENCE us?

How do they feel we treat them? Or understand them? How much interaction is there?

What do they THINK AND FEEL?

What matters to them (that they might not say publicly)?
What's really important to them?

What do they DO AND EXPECT?

What happens in practice? What decisions do they come to?
How does this affect us in turn?

Ways of shifting: Framing and Reframing



Frames: culture in shorthand. Really powerful

- The Post Office remains a “mess”, plagued by a “toxic” culture where executives continue to mistrust sub-postmasters, despite exposure of the scandal, and where suspicion they are “digging into the [till] drawers is rife”.
- It still employs more than 40 investigators involved in the wrongful prosecution of sub-postmasters. These investigators are known as “the untouchables” inside the organisation because of the power they wield.

Former Chair of the Post Office, Henry Staunton, as quoted in the Sunday Times, 18th February 2024

Mental shortcuts to images and associations; affect the way we think/ make assumptions

Often grounded in metaphor, based in values/unspoken emotions

Prime for associations and can take precedence over evidence/rationality

Continually reinforced and familiar, so can be hard to stop

But not immutable: and once a new frame becomes accepted, it becomes the new common sense.

So reframing is a chance to get people to change their thinking

Reframing can have positive and practical consequences

Bournemouth



*Homelessness as
public nuisance*

Worthing



*Homelessness as
public health*

What to do? Retaliate first. Put the argument on your territory and keep it there. And think about who your messengers might be

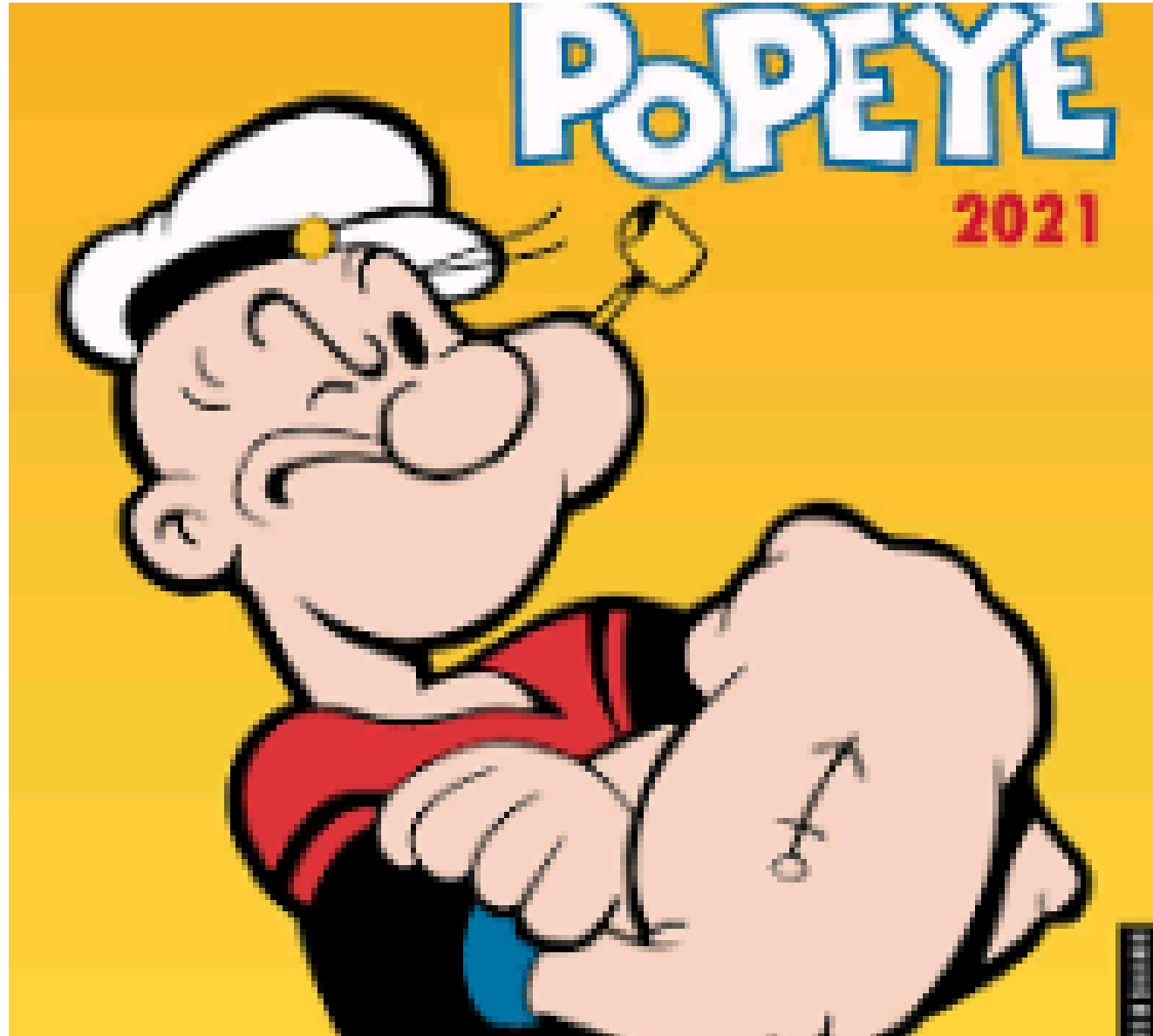


An example of reframing using different messengers, in a physical activity context



***We are undefeatable,
2020***

Conversation in plenary



- **What's resonating for us?**
- **Where might we use these approaches?**
- **Where might they be particularly helpful?**
- **What would hinder?**
- **What questions do we have?**

Having a go at framing and reframing (1): in groups



Imagine the worst ‘Daily Mail’-type headline in relation to your area (e.g. an aspect of getting people to move more, supporting sport or physical activity, working with communities etc), and write it down.

Not more than 40 words

Having a go at framing and reframing (2)



Take your terrible headline.

Now reframe it.

What's your territory? What's the story you want to tell?

Who might your messengers be?

Having a proper go with reframing and shifting perspectives: in groups



- Who are the people we want to influence, e.g. in relation to getting people to move more, or promoting physical activity, or working in and with communities?
- What frames are we using? What frames are we seeing? Are they helping/ hindering?
- How might we amplify or shift them?
- Who are the potential messengers we're not talking to (but need to)?
- ONE practical action we're each taking away

Coming up...

- The power of influence (2) Public Narrative

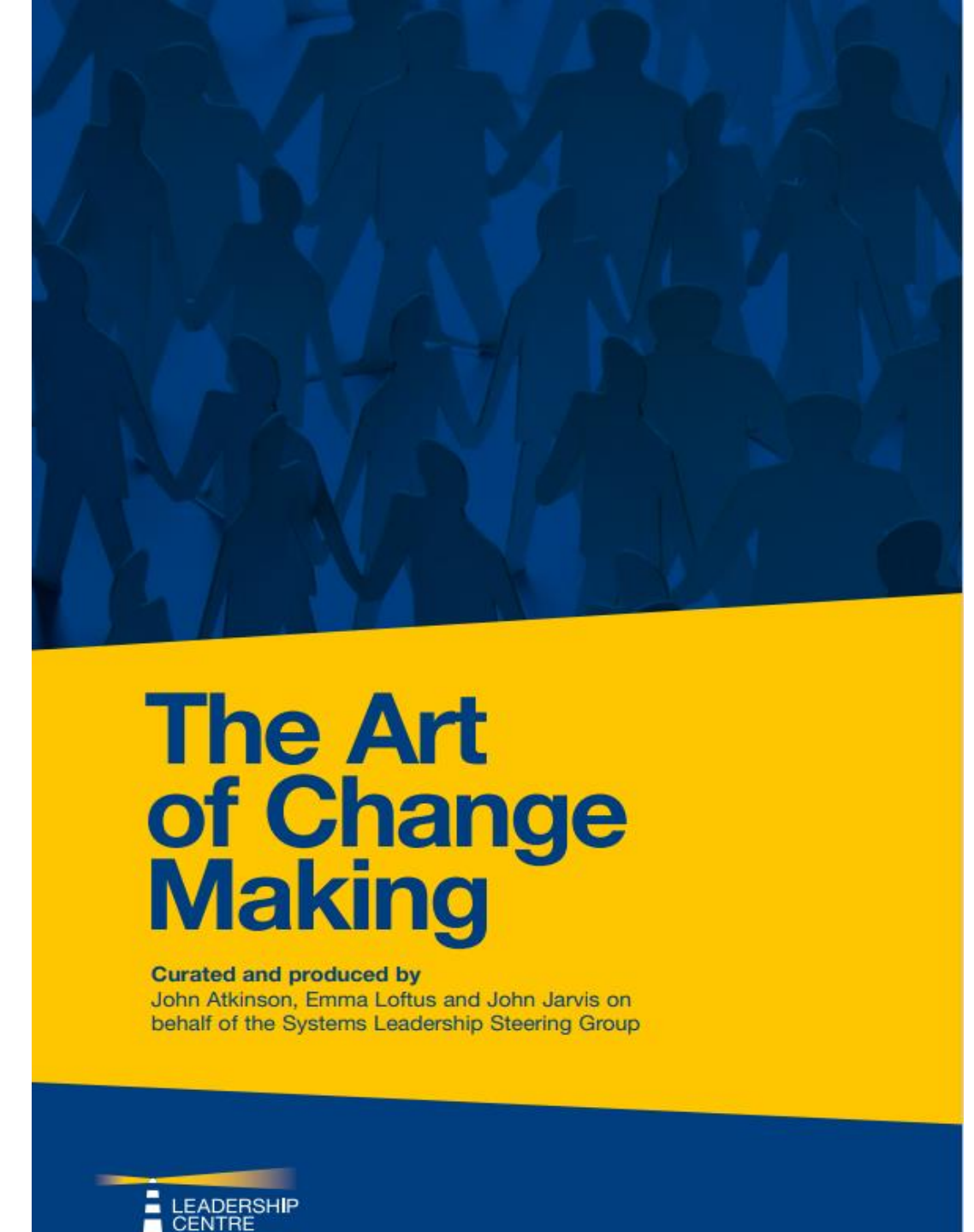
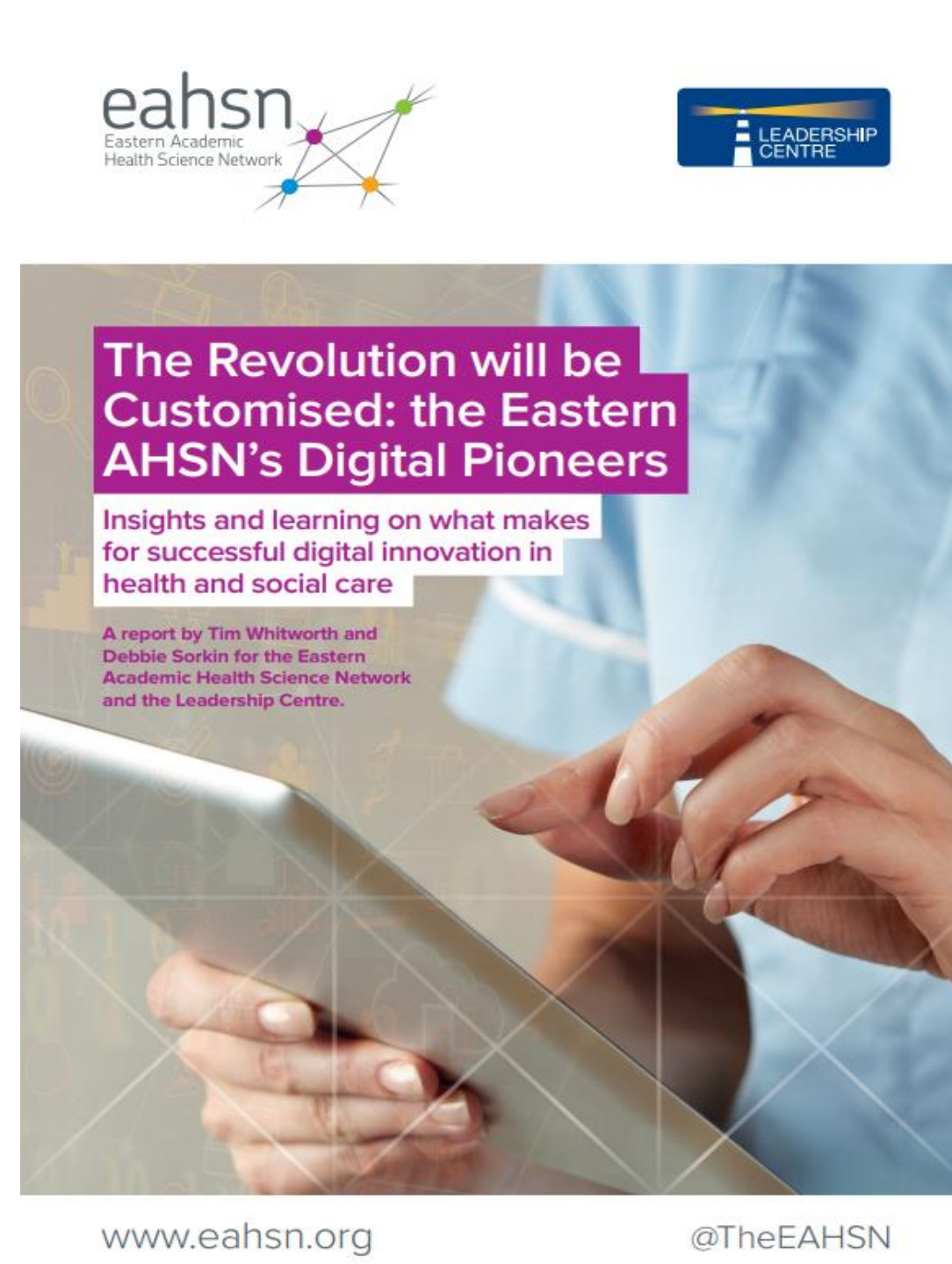
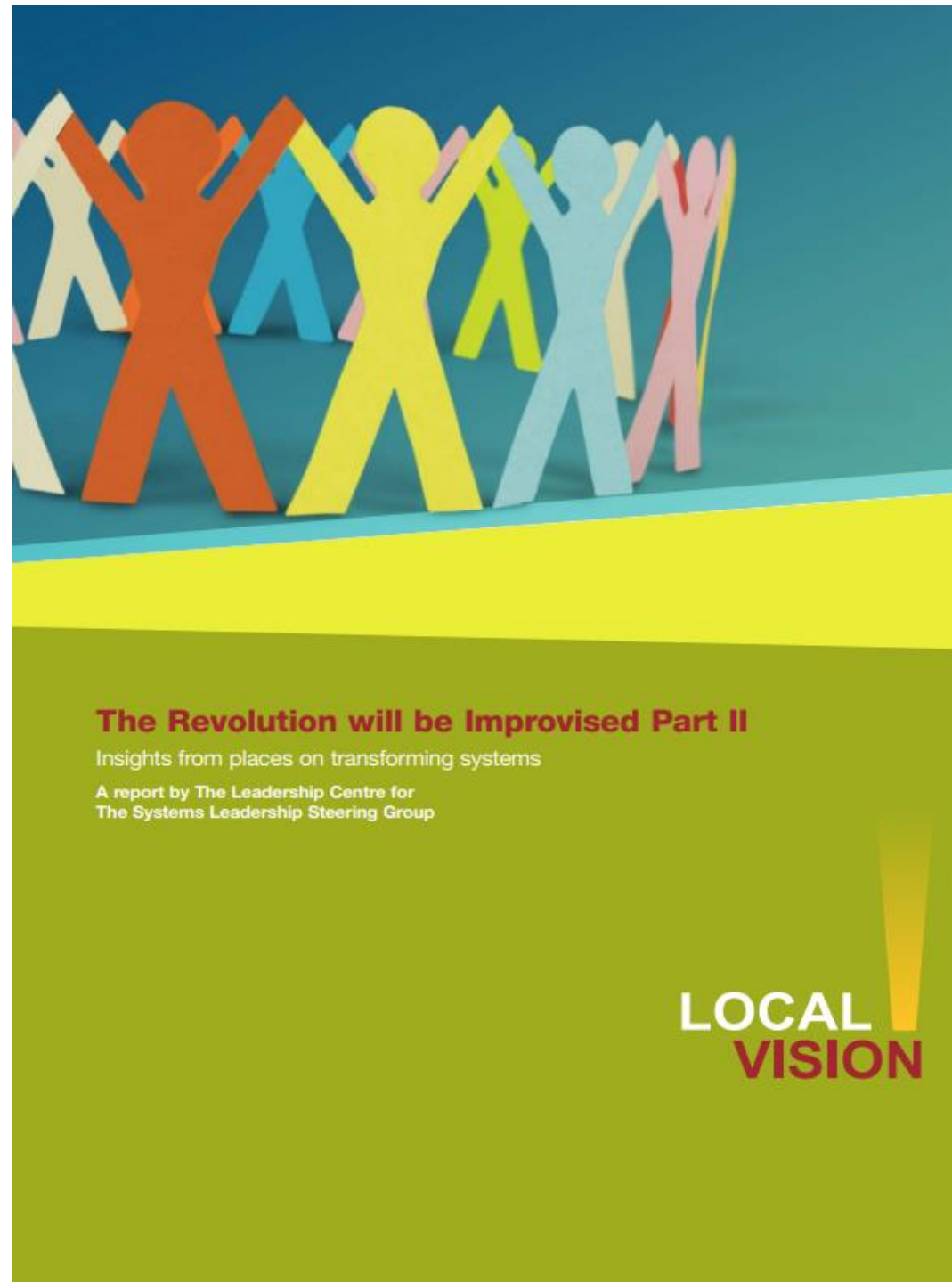
17th September

- Keeping change going: leading through uncertainty and developing resilience

17th October



More case studies and lessons learned



All at www.leadershipcentre.org.uk



Active Partners Trust Systems Leadership Workshops

Workshop 5: Using the power of influence when you don't have power: shifting perspectives amongst your stakeholders

11th July 2024

Thank you.

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