

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 6: Tuesday 17th September 2024, 1.00 pm – 4.00 pm

**Using the power of influence when you don't have power(2):
Introducing Public Narrative as a way of getting people to join you
and take action**

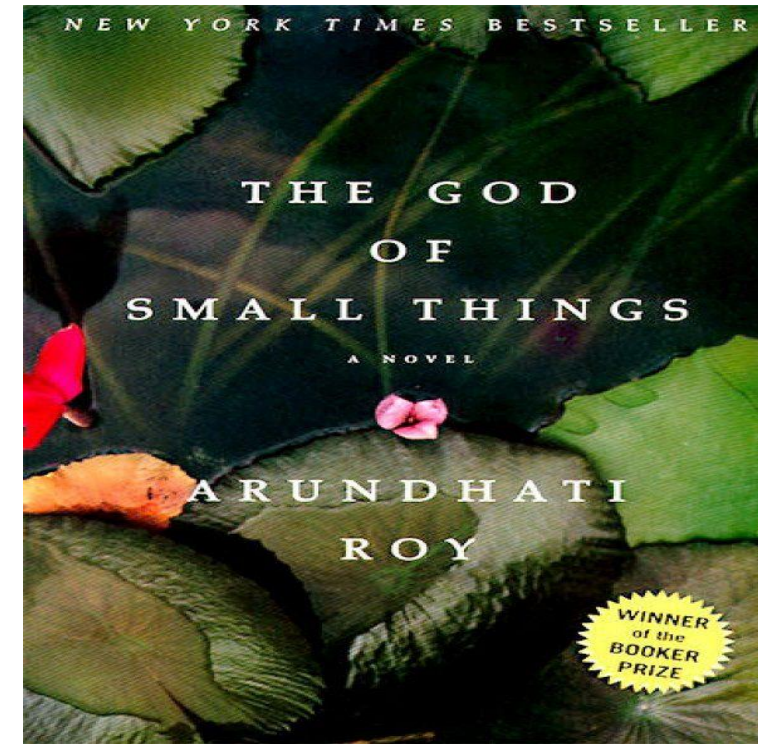
Debbie Sorkin, National Director of Systems Leadership, the Leadership Centre

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

- The context for this work: why you need to take people with you when you're working in complexity; building relationships; using influence in different – and specific – ways.
- One way of using influence when you don't have positional power: storytelling. Why stories matter, and why we're all storytellers. *Exercise in groups/plenary*
- Storytelling for a purpose: introducing Public Narrative. What it is, where you can use it, how it works, and why it works. An example of Public Narrative in action: Arnold Schwarzenegger. *Discussion in groups and then reflections/Q&A in plenary*
- Tea break, plus thinking about an issue where you might use Public Narrative
- Putting this into practice: *individually*: having a go at writing a 2-minute Story of Self: *in pairs/threes*: sharing what we've written. *Reflections in plenary*



Context: why storytelling matters



Because we're working in complexity....

So we need to use ways of working developed for these situations



Which include purpose...

..... and using influence when we don't have positional power/resources

Why complexity lends itself particularly to stories

- ✓ Deep-seated, multi-faceted issues
- ✓ Been around a long time
- ✓ No easy or obvious solutions (or money/ other resources); few levers to pull
- ✓ Cat-herding (and cats with strongly ingrained ways of doing things)
- ✓ Issues that shape-shift
- ✓ Political or politicised environments
- ✓ Ways of working around this that can feel highly counter-cultural or a distraction



Leadership in these situations is always about working with risk and uncertainty

Storytelling: why stories matter (1)



Task 1:

- **In pairs/threes, please spend a couple of minutes listing out the pros and cons of public transport.**

Storytelling: why stories matter (2)



Task 2:

- **In pairs/threes, please spend a couple of minutes telling each other about the most exciting journey you've ever made.**

We've been telling stories for a long time

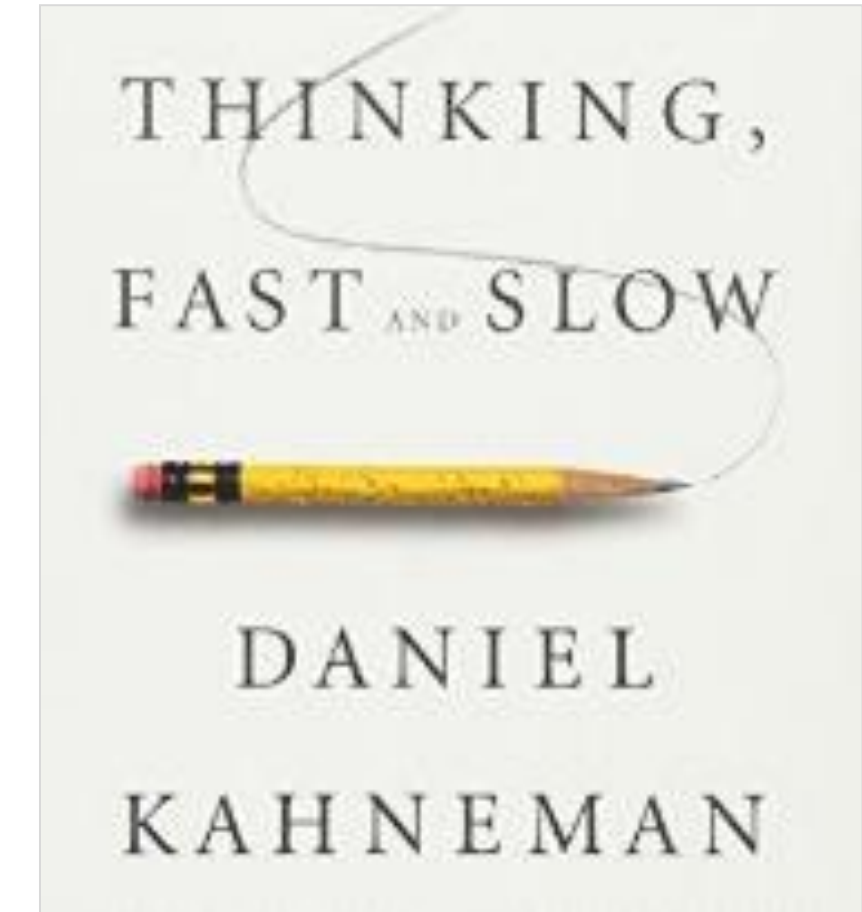


- The world's oldest known puppet or doll
- Sculpted from mammoth ivory, discovered in burial in Brno, Czechia, in 1891
- The head and arms fitted into the body on pegs, so that they could be moved into different positions
- From: *"Ice Age Art: arrival of the modern mind"*, British Museum 2013

Stories for a purpose: public narrative



**Professor Marshall Ganz,
Harvard Kennedy School**



***“No-one ever made a decision because of a number. They need a story.”
Daniel Kahneman, ‘Thinking Fast and Slow’***

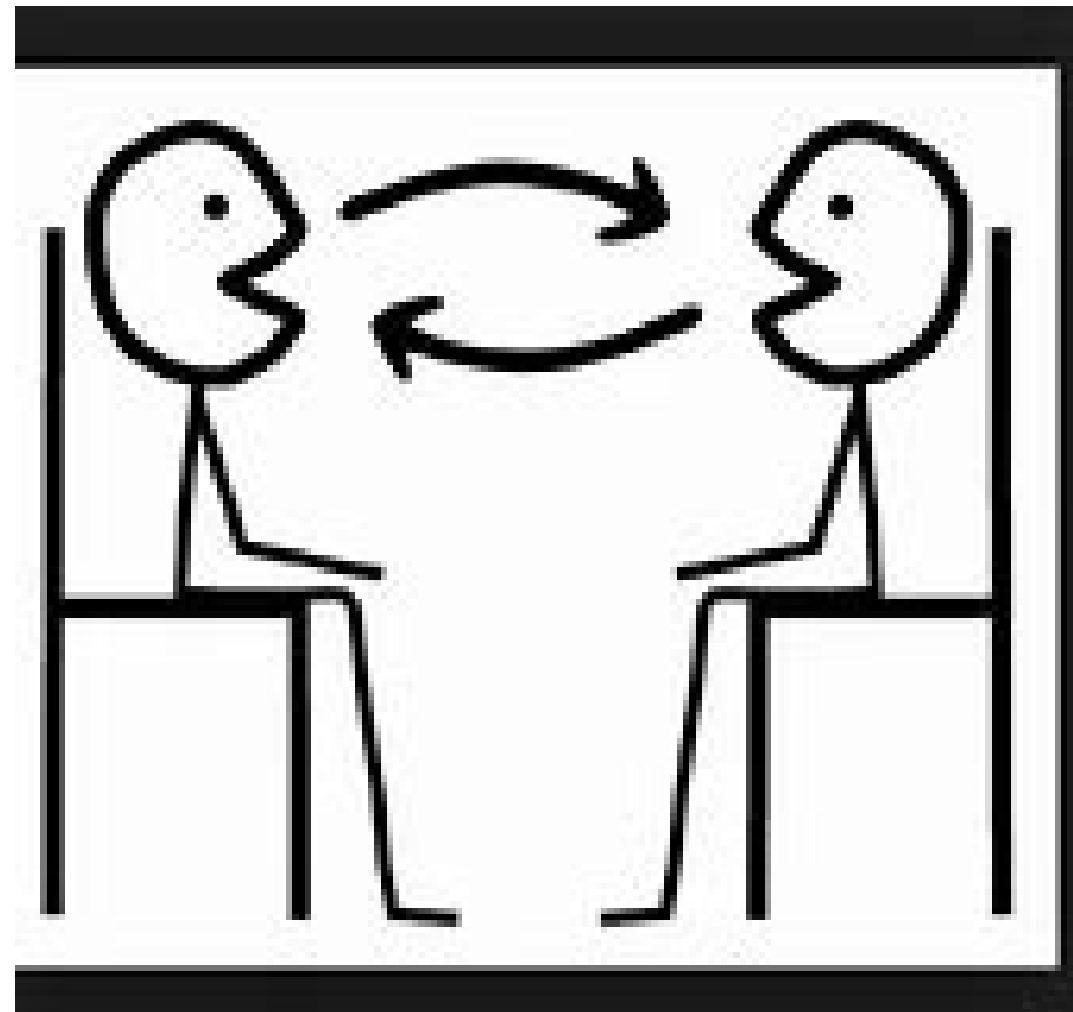
Stories for a purpose are a great way to change perspectives and are part of your leadership role

Leadership is **taking responsibility** for **enabling others to achieve shared purpose** in the face of **uncertainty**

*Professor Marshall Ganz,
Harvard Kennedy School*

What public narrative is... and is not

Public narrative is...



A **skill** to motivate others...
to **join** with you in **action**

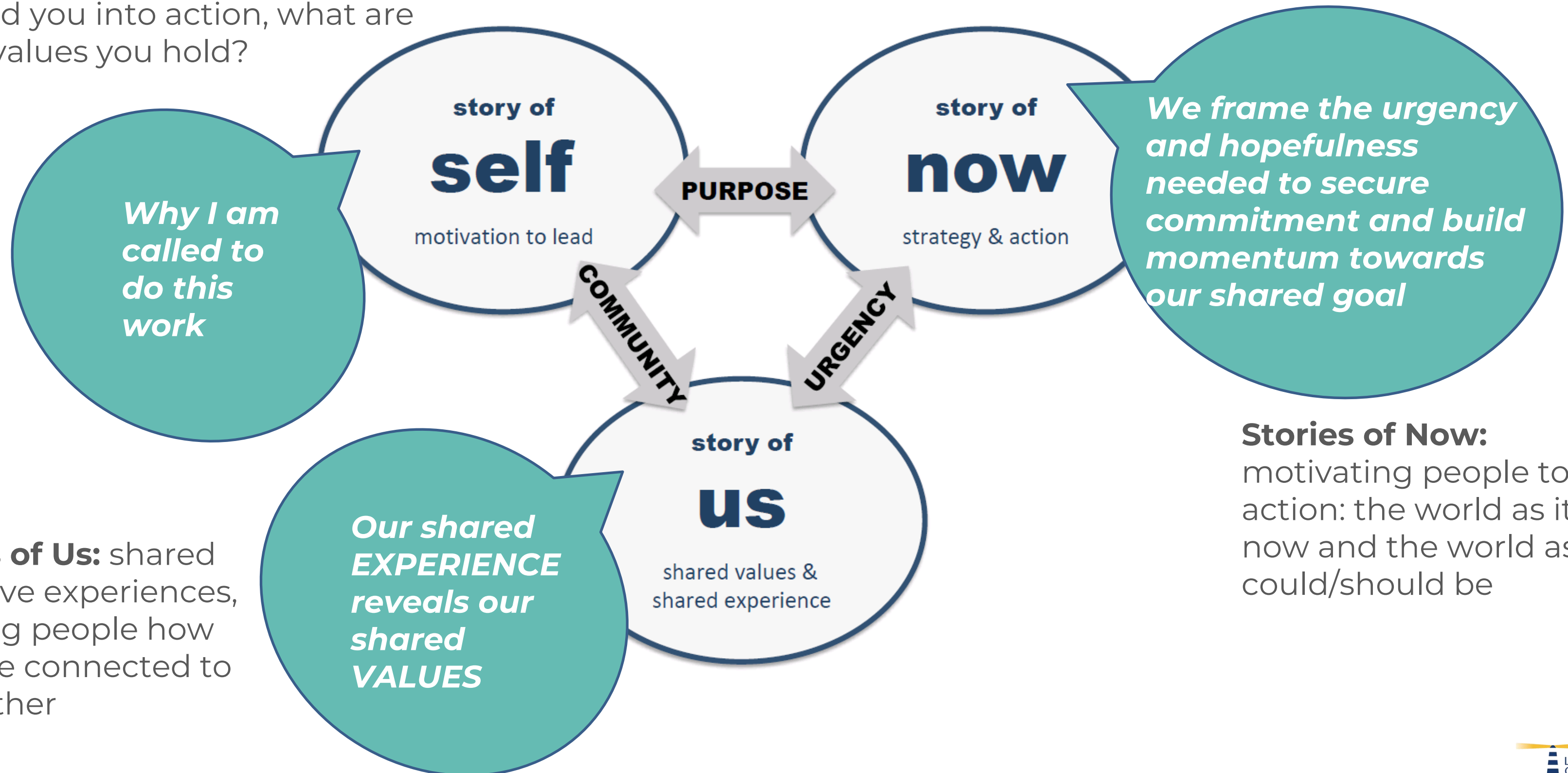
Public narrative is not...



A **script** or **performance**

The three components of public narrative

Stories of Self: giving a public account of yourself – what called you into action, what are the values you hold?

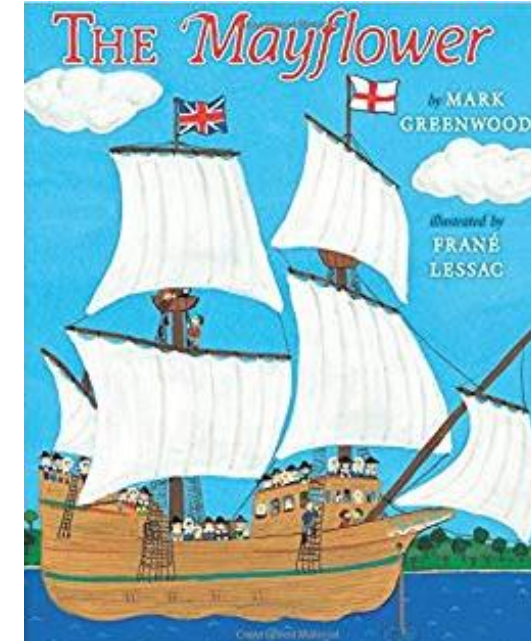


Stories of Us: shared collective experiences, showing people how they are connected to each other

Stories of Now: motivating people to action: the world as it is now and the world as it could/should be

You build on this to bring in what makes for a good story

- A **Character** – this could be you or others
- A **Challenge** and a **Choice** facing that Character
- **Action** – a **plot, something happens**, there's a sense of movement – even urgency
- **Telling details and images** – people can see, hear, sense what you're describing



Everyone can do this



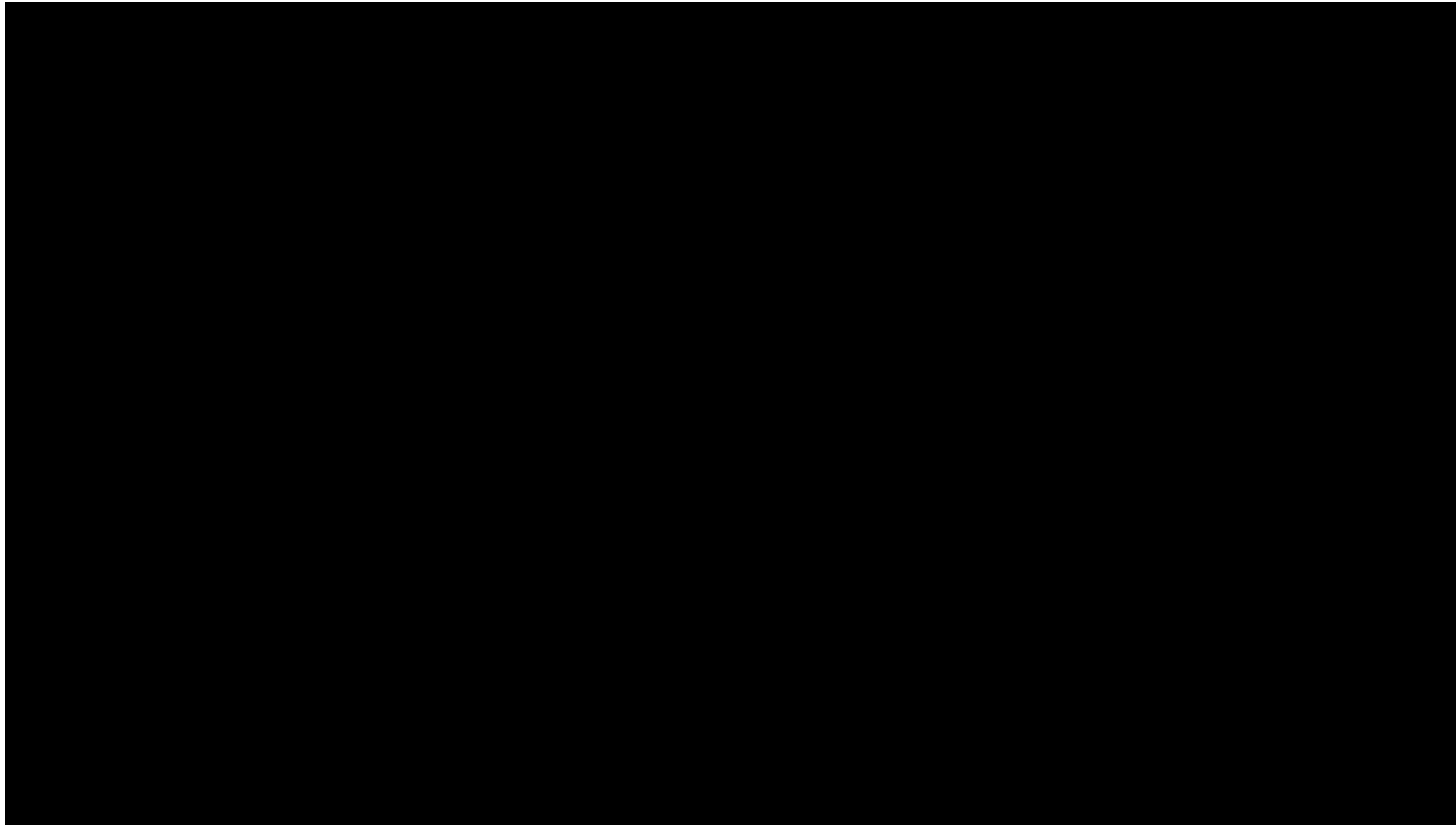
**Claire Farrow,
Integrated Services Manager,
Hull City Council**

“The approach definitely produced different results – the feedback I received was really powerful. It seemed to leave an imprint on people in a way that perhaps the data on its own simply couldn’t.”

People seemed enthusiastic to get on board and immediately made commitments to support change in their own particular spheres of influence, which was fantastic.”

[Storytelling conveying the impact of vaping on young people | Leadership \(leadershipcentre.org.uk\)](https://leadershipcentre.org.uk)

The key thing is to have a go. And learn from others: Arnold Schwarzenegger is good at this



https://www.youtube.com/watch?edufilter=NULL&feature=emb_logo&v=x_P-0I6sAck

Reflections on Public Narrative



In threes:

- Where might we use Public Narrative?
- What would help? What would get in the way?
- What's an issue about which *I* want change and action, and for people to join with me in making something happen?

The power of influence in effecting change (2): Storytelling

Tea/comfort break



Developing our own Public Narratives



- *Individual reflection:* each person takes time to write a two-minute Story of Self in relation to their issue
- *In pairs:* people tell their stories to each other, co-coach each other, and obtain feedback

Action Learning together: reflections on our own Public Narratives



- What's it like to tell our Stories of Self?
- How can we make use of these skills to build up our leadership confidence and effectiveness across our systems?

Thinking time: personal reflections from today

From all the connections and the learning from today:



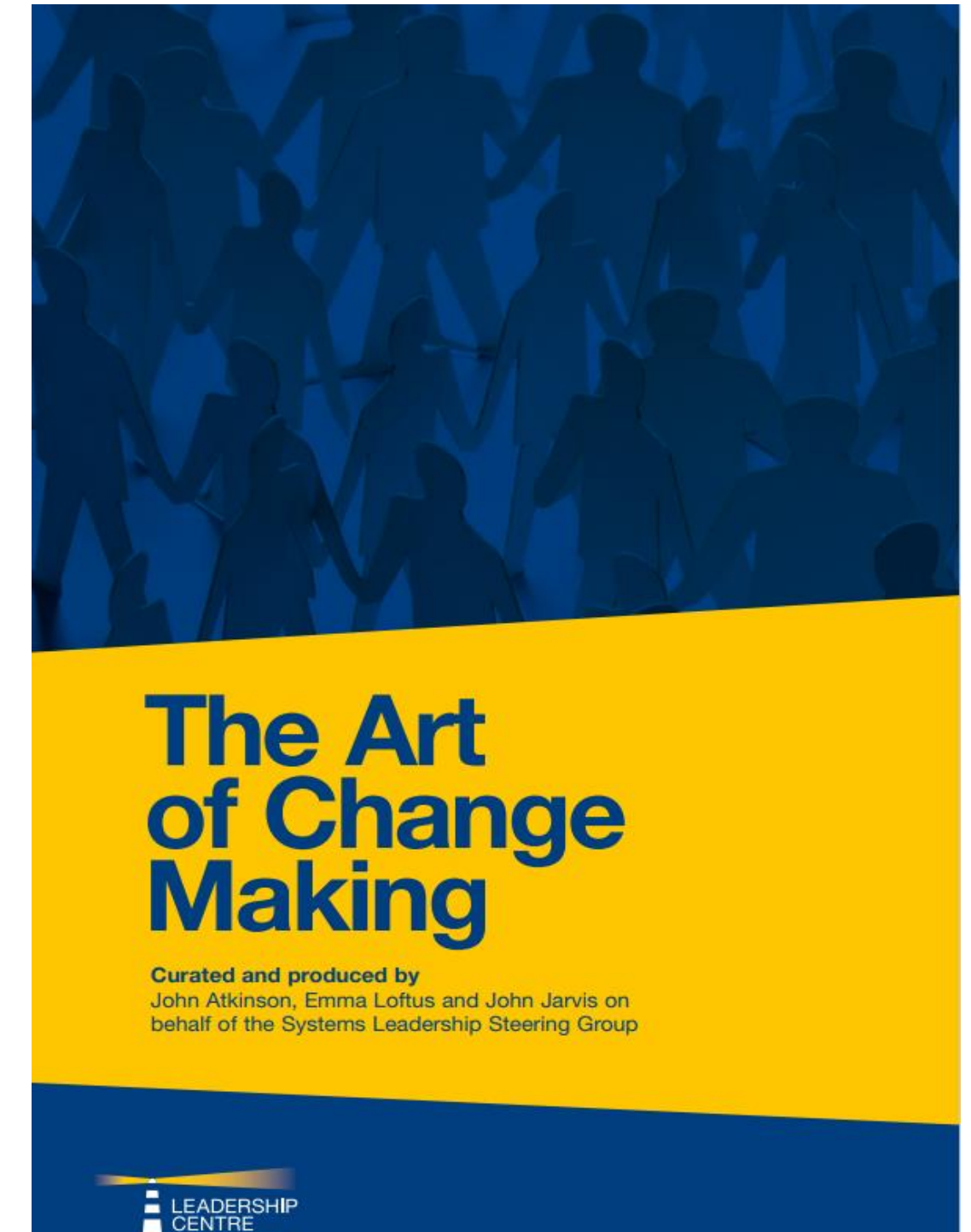
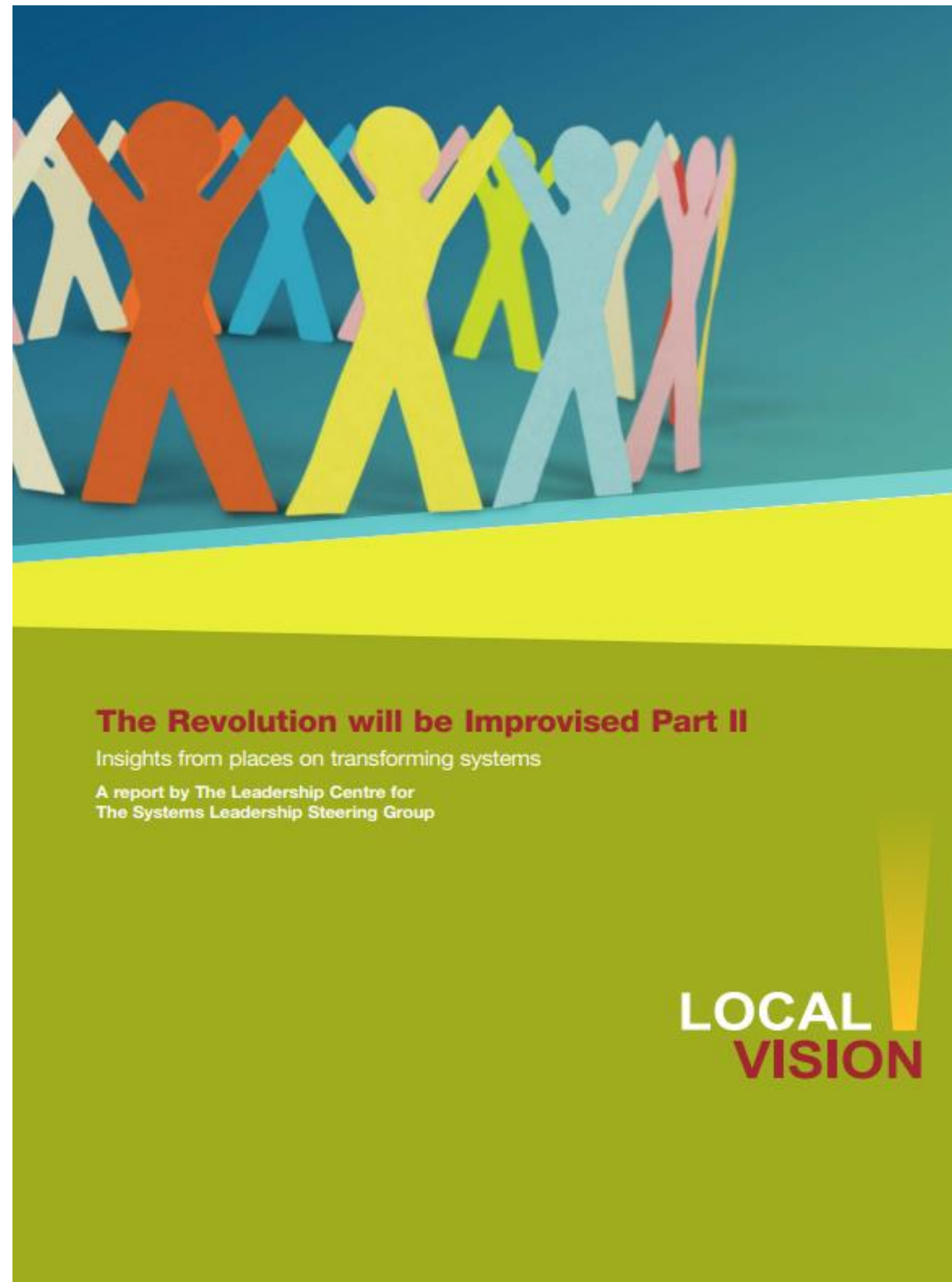
- What's particularly resonated with me?
- What have I learned?
- What am I going to do or try out? What do I want to improve (in a way that's small, practical and doable)?
- Where might I apply Public Narrative in my own work? Could I work with others in this group, to try things out?
- ***Please keep a note of your learning and any commitments you make for yourself, so that you can refer to these afterwards.***

Coming up...

- 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 6: Using the power of influence when you don't have power: using Public Narrative to get people to join you and take action

17th September 2024

Thank you.

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