

Together, we will address inequality & empower **EVERYONE** to be active in a way that works for them
Addressing inequalities created by Covid-19

Maximising the potential of walking • Considering the impact on climate change

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 7: Thursday 17th October 2024, 1.00 pm – 4.00 pm

Keeping change going: leading through uncertainty and developing personal resilience

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

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



- **Part 1:** what it means to work in uncertainty; ways of taking people with you, using ideas around leading through transitions. Questions and reflections in groups and feedback in plenary.
- **Part 2:** how you can support yourselves and your teams to work in uncertainty: building and developing resilience. Questions and reflections, thinking about what this might mean for us.

Context: Leadership, especially leadership in complex situations, is all about dealing with uncertainty: so you need to take people with you. It's also hard work, so you need to look after yourself.



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

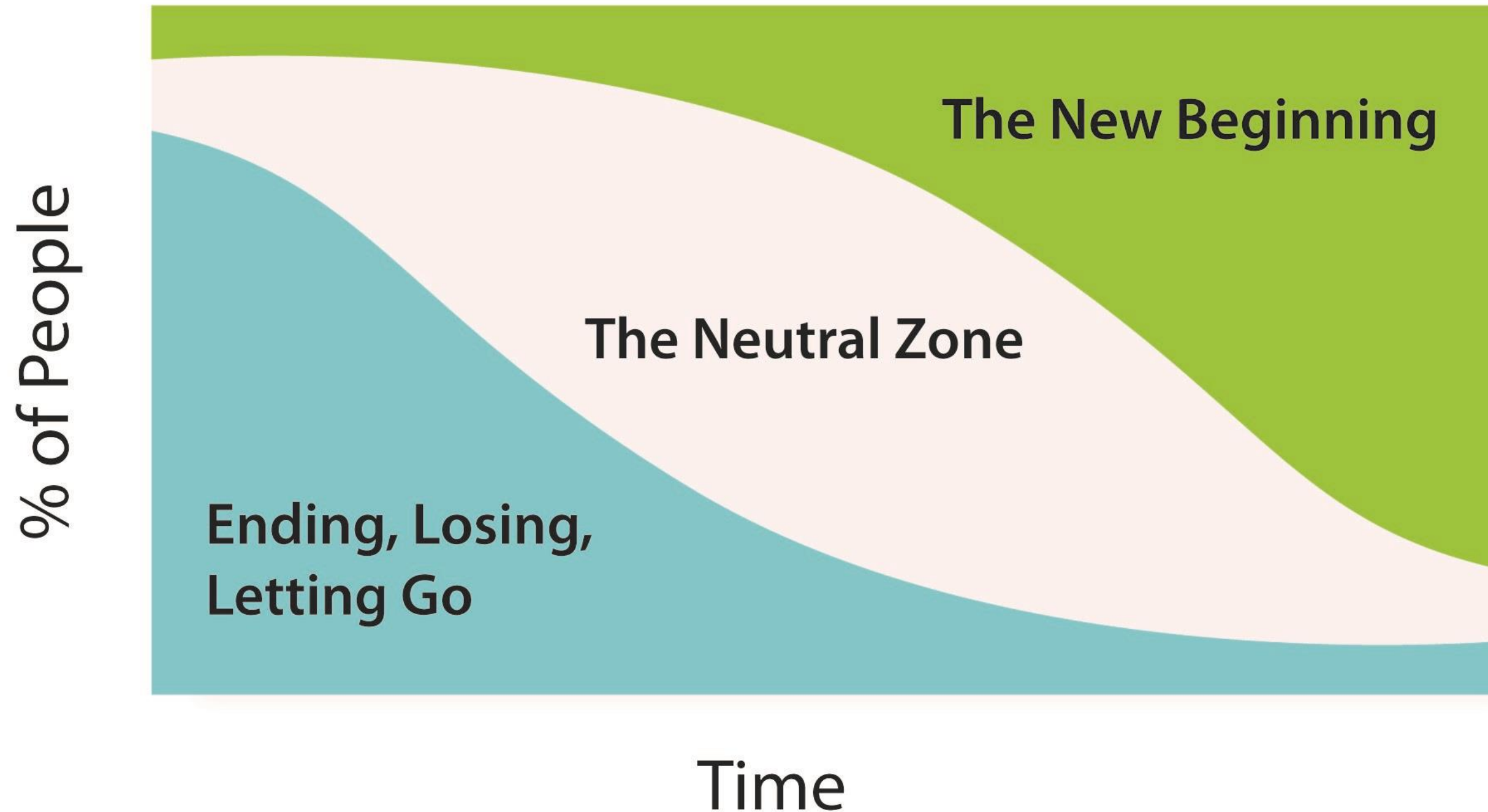
“Leadership is taking responsibility for enabling others to achieve shared purpose in the face of uncertainty”

*Professor Marshall Ganz,
Harvard Kennedy School*

Taking people with you: leading through transitions



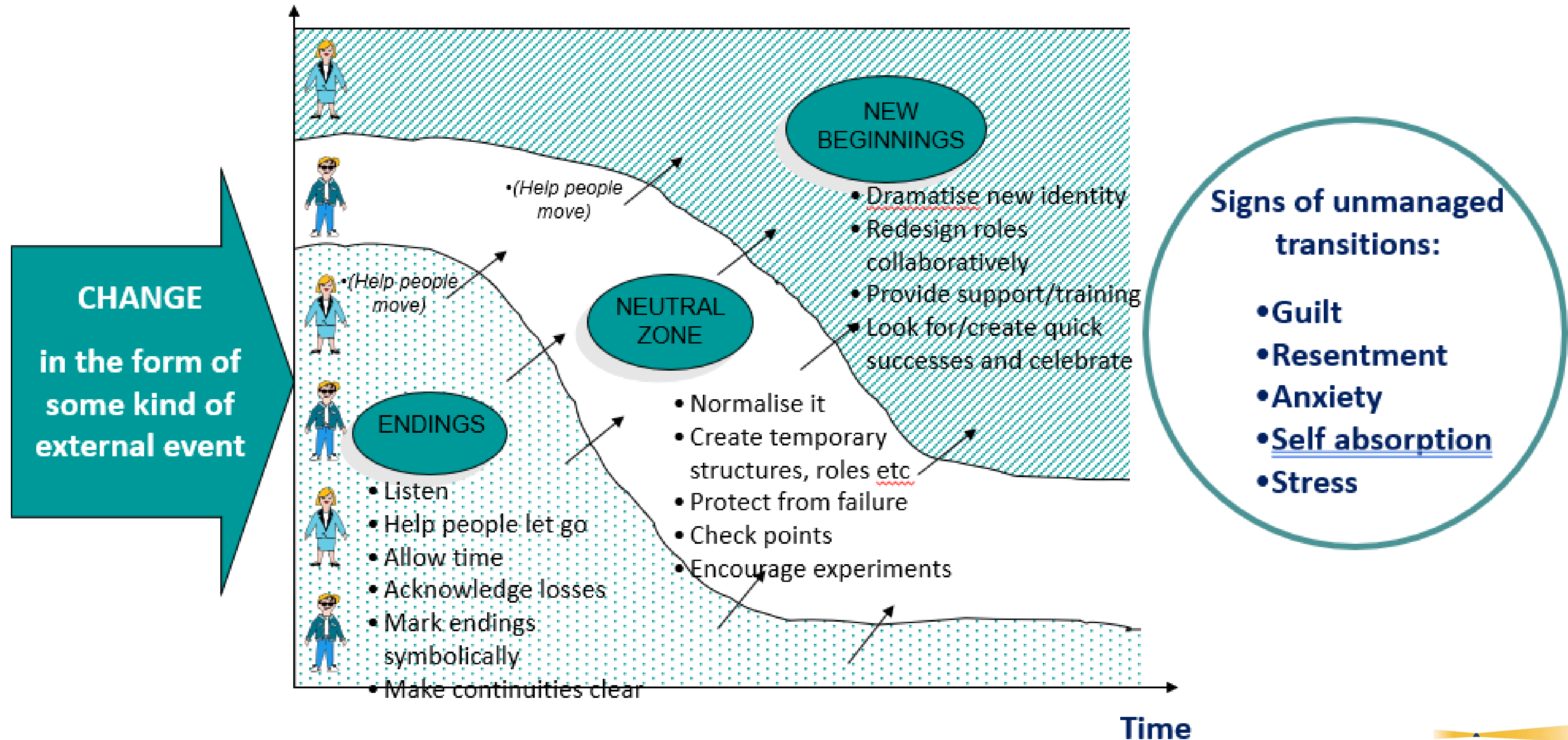
Working with people and taking people with you, especially re: integration: leading through transitions



“It isn’t the changes that do you in, it’s the transitions”

**William Bridges,
Managing Transitions, 1995 and 2002**

Leading through transitions: giving people just enough 'clarity for now' to move



Endings: handling it well

- Identify who is losing what
- Accept the reality and importance of subjective losses
- Don't be surprised at 'overreaction'
- Acknowledge the losses openly and sympathetically
- Expect and accept the signs of grieving
- Compensate for the losses
- Support people to keep their professional identities
- Give people information and do it again and again
- Define what is over and what is not
- Mark the endings
- Treat the past with respect
- Let people take a piece of the old way with them
- Show how endings ensure continuity of what really matters

The Neutral Zone: possibilities

- A difficult time, but bearing lots of potential for creativity
- 'Normalise' the neutral zone:
people don't understand it, and can be prone to follow anyone who appears to know where they're going
- Redefine it and use it creatively
- This is where new/parallel identities can be tried out
- Create temporary systems or ways of working
- Strengthen inter- and intra-group connections
- Push at the barriers
- Take permission/authority

New beginnings: reframing and using your influence

Important to remember:

- You can't force things according to what you want
- But you can encourage, support and reinforce
- Create the conditions, cultivate the ground and provide the nourishment – e.g. new ways of meeting/connecting, using messengers
- Celebrate success, especially small wins

Reinforcing new beginnings:

- Be consistent in messages and behaviour
- Paint a picture: people need to experience the 'new' imaginatively first of all
- This is where stories and narratives can also come in
- Give people a tangible way to contribute and participate

Conversations in break-out groups and reflections in plenary



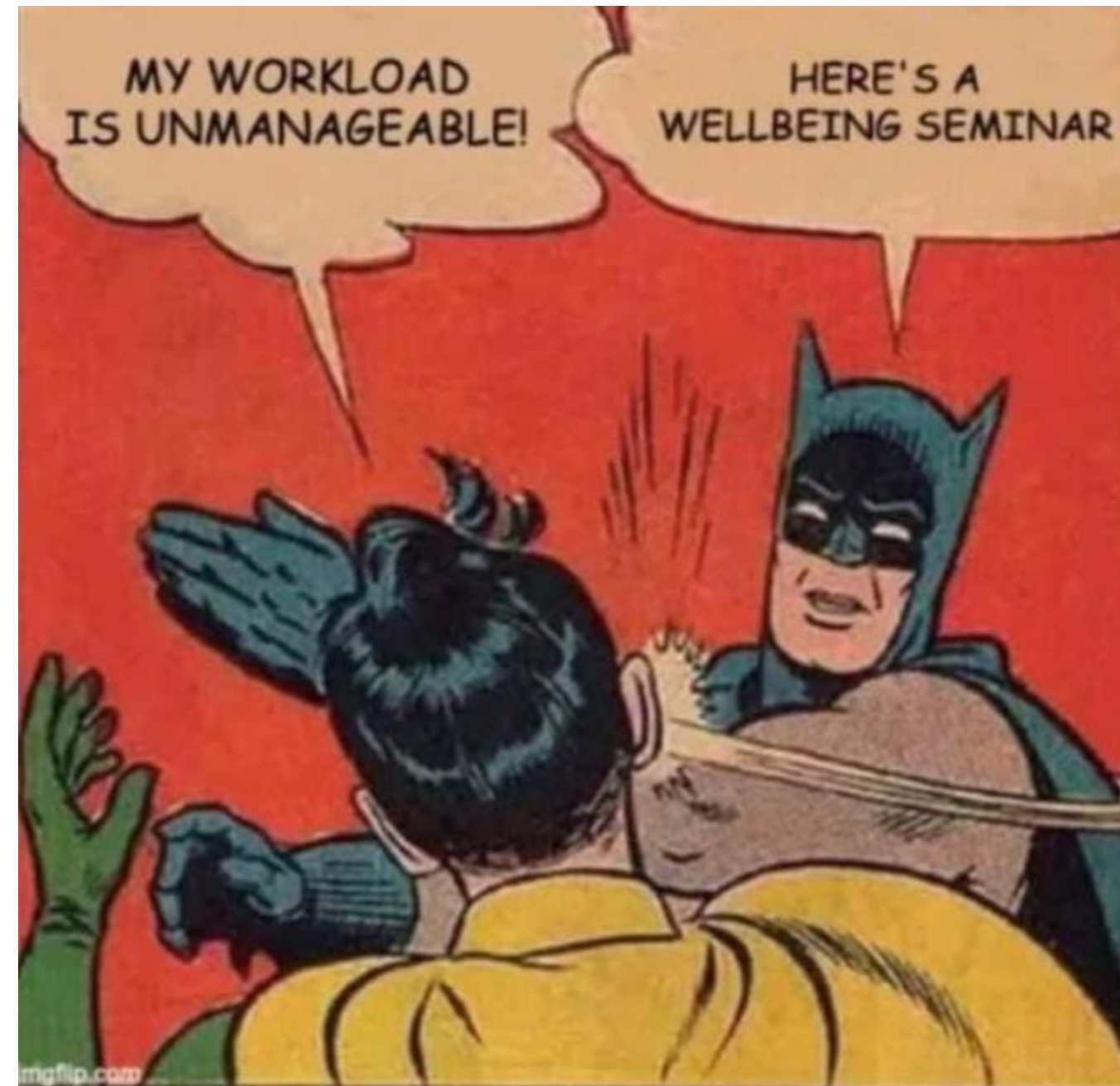
- **What's resonating for us here?**
- **How are we helping people in our teams, or other stakeholders, work through transitions?**
- **What gets in the way of this happening?**
- **What else might we do, or do differently, or offer each other?**
- **Where might we make a start?**

Keeping change going: leading through uncertainty and developing personal resilience

Tea/comfort break



Building and maintaining resilience, for ourselves and our teams



Numerous definitions but common features

- Rising to **overcome adversity**
- Being able to **successfully adapt and adjust** to difficult situations
- **Everyday resilience** rather than extraordinary powers
- **Ability to bounce back**

(Aburn, Gott and Hoare, 2016)

“The process of effectively **negotiating, adapting to, or managing** significant sources of stress or trauma. **Assets and resources within the individual, their life and environment** facilitate this capacity for **adaptation or ‘bouncing back’** in the face of adversity.”
(Windle, 2011: 163)

RESILIENCE

is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress.

It means "bouncing back" from difficult experiences.



Source : APA

What resilience is

- We have learnt unique ways of adapting and developing in the face of challenge and adversity – bereavement, organisational change, pandemic etc.
- Sometimes the scope and pace of change compromises our customary ways of managing and we can feel uncertain, overwhelmed, paralysed - this is entirely normal
- So resilience isn't the absence of pressure or adversity: it's the ability to adapt and grow *following* adversity
- Being resilient is not a counsel of perfection – it is a continuous process of learning and development
- It's also about being clear about boundaries – what is within our control and what isn't, what can we change and what we have to accept and adapt to



What resilience isn't



- **Resilience is not about doing it alone – it's a social process, about making connections and seeking support**
- **It's not about not showing emotion or needing support**
- **Resilience ≠ numbness or trying to run ever faster on the hamster wheel**
- **It's not a way for organisations or sectors to pile ever more pressure on staff, expecting them to cope with unacceptable or unachievable demands.**

Benefits of resilience

For the system

- Enhanced productivity
- Reduced absenteeism
- Better engagement
- Increased core capabilities
- Reduced risks associated with workplace stress
- Better transformation

For the team/group

- Better mutual trust
- Good social networks
- Open, honest communication
- Clear sense of role and purpose

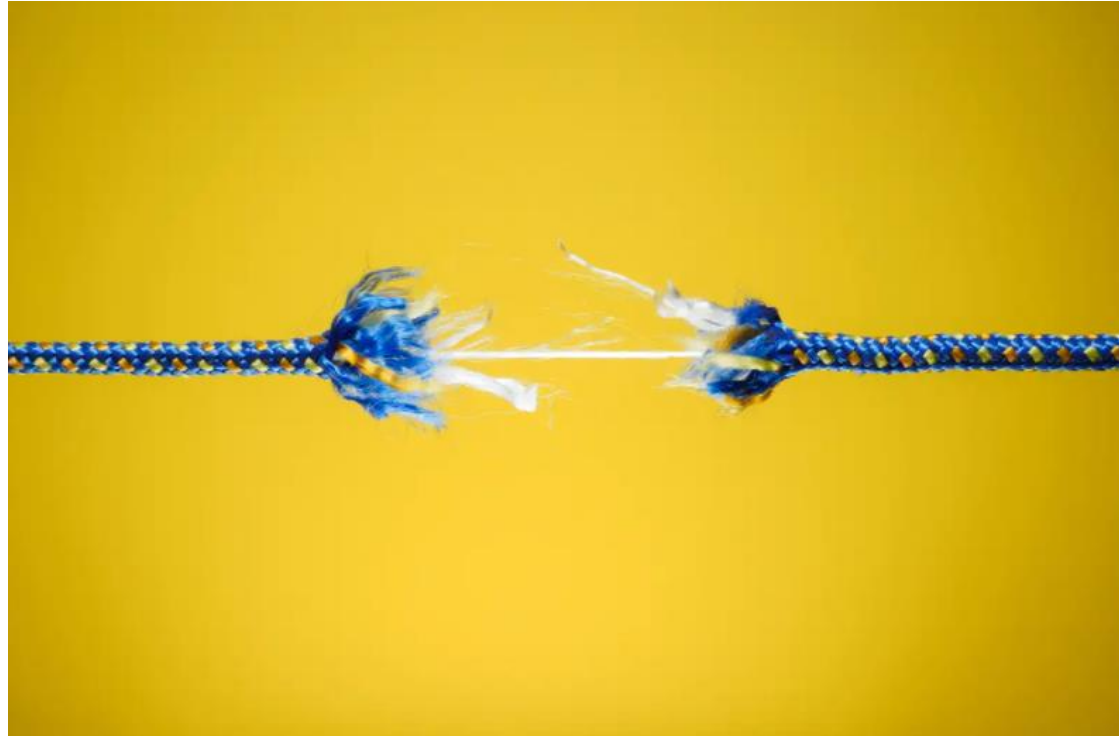


For the individual

- Higher work satisfaction
- Better morale and motivation
- Better engagement
- Commitment
- Better wellbeing

Keegan (2015) *The Psychology of Fear in Organisations*.

What happens when it's not there or conflated with the wrong things



Burnout:

- Exhaustion
- Cynicism
- Reduced sense of efficacy



Running ever faster:

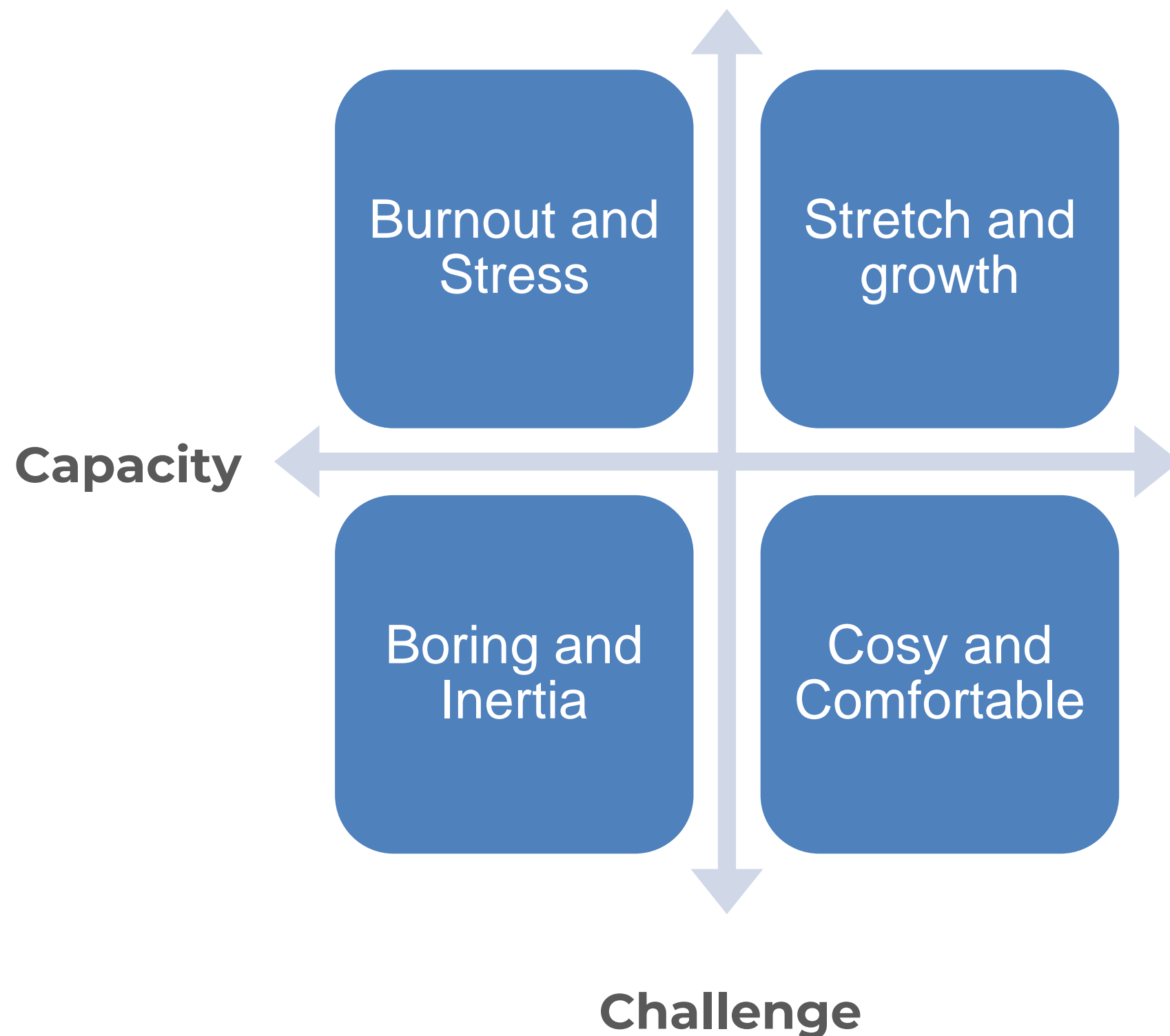
- Fatigued
- Anxious
- Stressed
- Fragile
- Chaotic



Prozac Leadership:

- Never showing doubts
- Never admitting mistakes
- Everything is a success

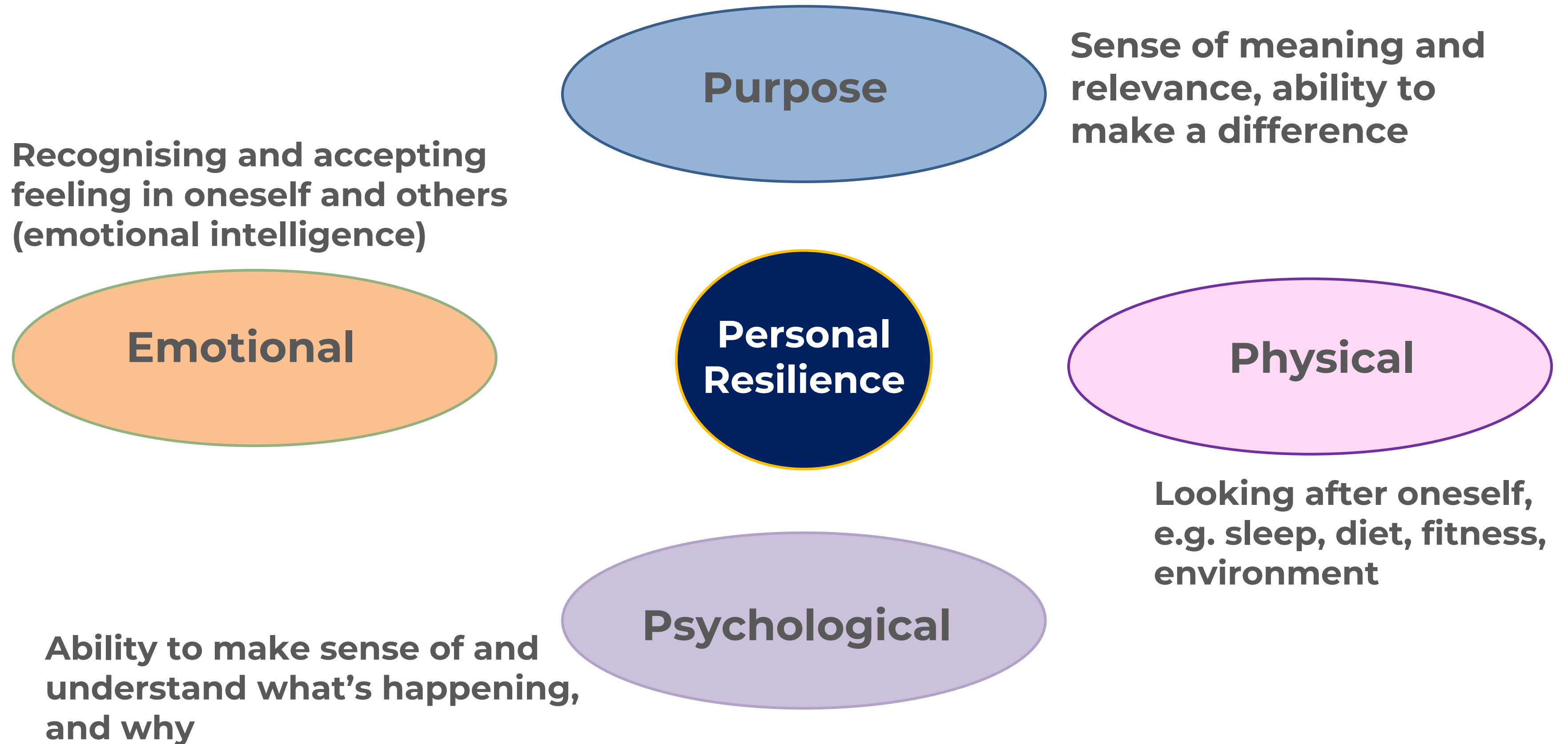
You can see resilience in terms of capacity and challenge



So watch for these vulnerability factors – they'll help you be more attuned to your own and others' risks:

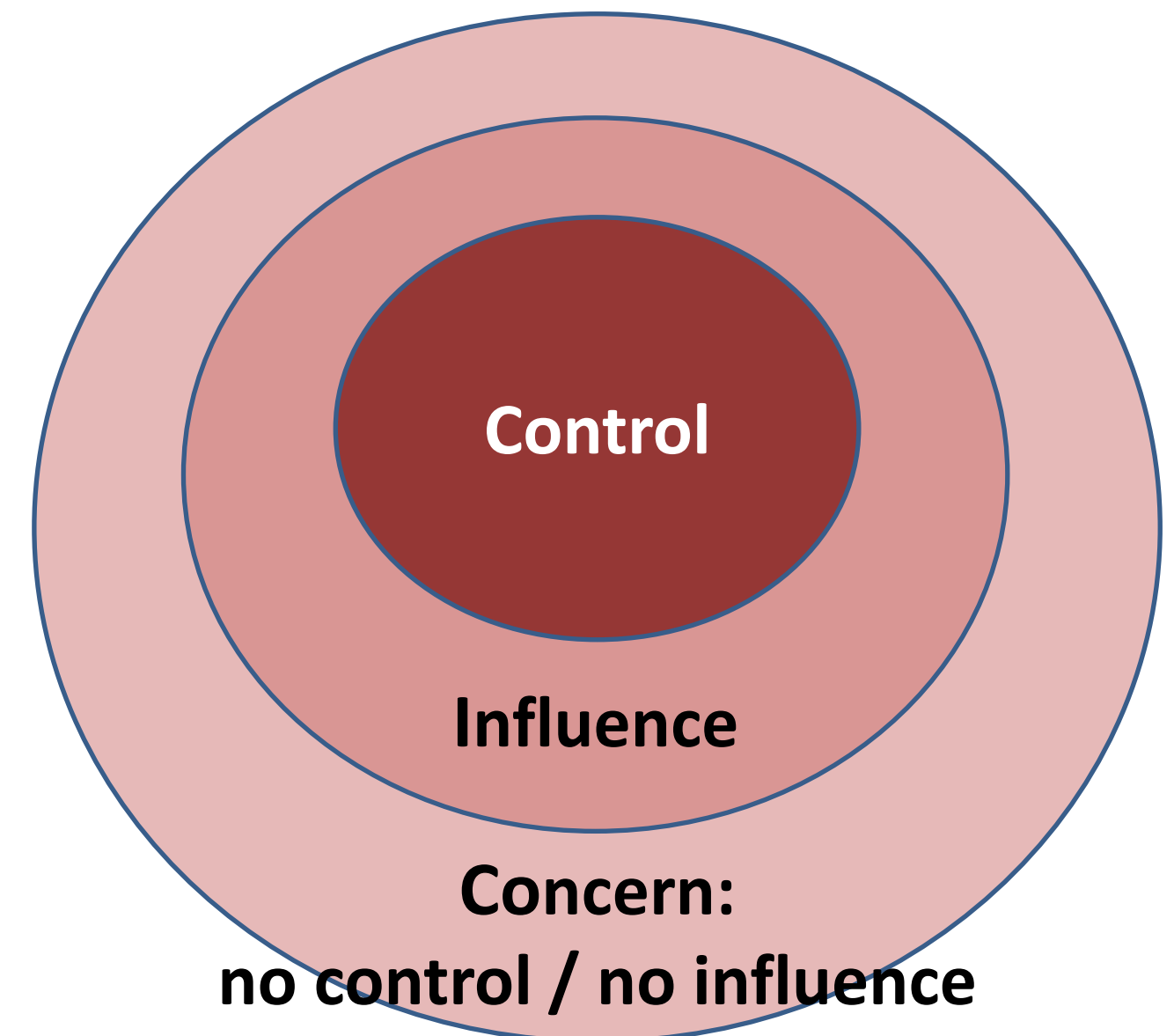
- The commitment people have to their jobs
- Regularly over-working
- Unclear/conflicted expectations
- Threats/changes to job roles
- Lack of personal control
- Hostile/defensive atmospheres
- Unethical environments
- Lack of communication

Some of the contours of resilience – you're not your job



Strengthening your resilience: some key principles

- Start with purpose and meaning
- Focus on what's in your gift to control or influence
- Do what's small, practical and doable for you – don't try and do everything all at once
- Take care of yourself: exercise, diet, sleep, physical environment etc
- Put the phone/laptop down sometimes
- Build and maintain connections and social networks; relationships, trust and influence
- Stay open and curious
- Ask for and accept support
- Don't give away your authority



And see the [Beyond Coaching guide](#) commissioned by NHSE on self-care and resilience for some neuroscience and practical tools and techniques to build resilience

Strengthening resilience in your teams

- **Most protective factors for positive staff experience and team working: psychological safety, culture, teamwork**
- **What's in people's control or influence**
- **Autonomy in job design and practice**
- **Recognition, acknowledgement, informal rewards**
- **Support – coaching, mentoring, supervision**
- **Social connections – informal spaces**
- **Training and development**
- **Clear alignment with strategy and system**



Managing stressful situations

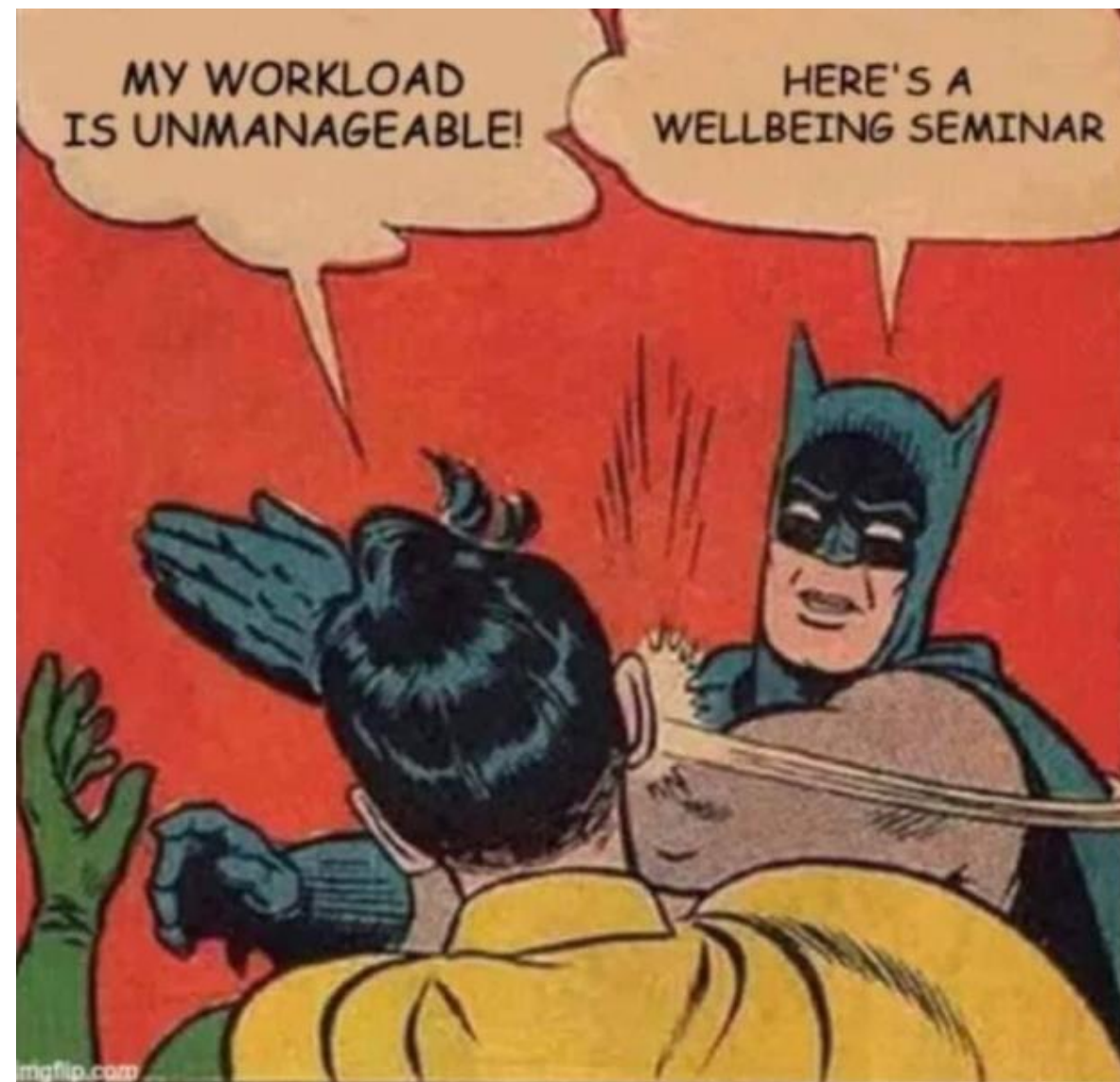
- Recognise trigger factors that active stress for you, and the impact that this has on your capacity to cope
- Focus on what's in your gift to control or influence
- Pay attention to the sources of resilience
- Call on support – don't face this on your own. Who's in your coalition of the willing?
- Have the psychological space to think and take meaningful action to protect your resilience – 'hitting pause and taking 5'
- Get off the dancefloor and onto the balcony – take the broader/longer view
- Notice: perceptions of doing a good job, even in adverse circumstances



Summing up: building your resilience

- This is about managing, and coming back from, adversity – not ‘beating’ it or denying it exists
- So it’s always about learning, using whatever tools and resources you have, and accepting it’s not going to be perfect (it may be all you can do in the here and now)
- Resilience isn’t about accepting ever-growing levels of stress or responsibility, or being in denial that you need support
- Resilience really helps – there are benefits for you and for your teams
- You can only affect what’s to any degree in your control (but you may have more room for manoeuvre than you think)
- Start with purpose, and then with the contours and sources of resilience: psychological, emotional, physical
- Then look at the practical tools at your disposal: use what you can to shift the dial, build resilience and deal with stress. Fundamentally: use your power

Conversation in breakout groups and reflections in plenary: on resilience



- What's resonating for us here?
- What have we noticed about our resilience over the past 12 months, and at the moment?
- How much attention are we paying to building our own resilience, and helping people in our teams to develop their resilience?
- What else might we do, or do differently, or offer each other? What gets in the way?

What kind of sheep are you? What kind would you like to be?



What kind of Moo Deng are you? What kind would you like to be?

Which Moo Deng are you today?

MooDeng

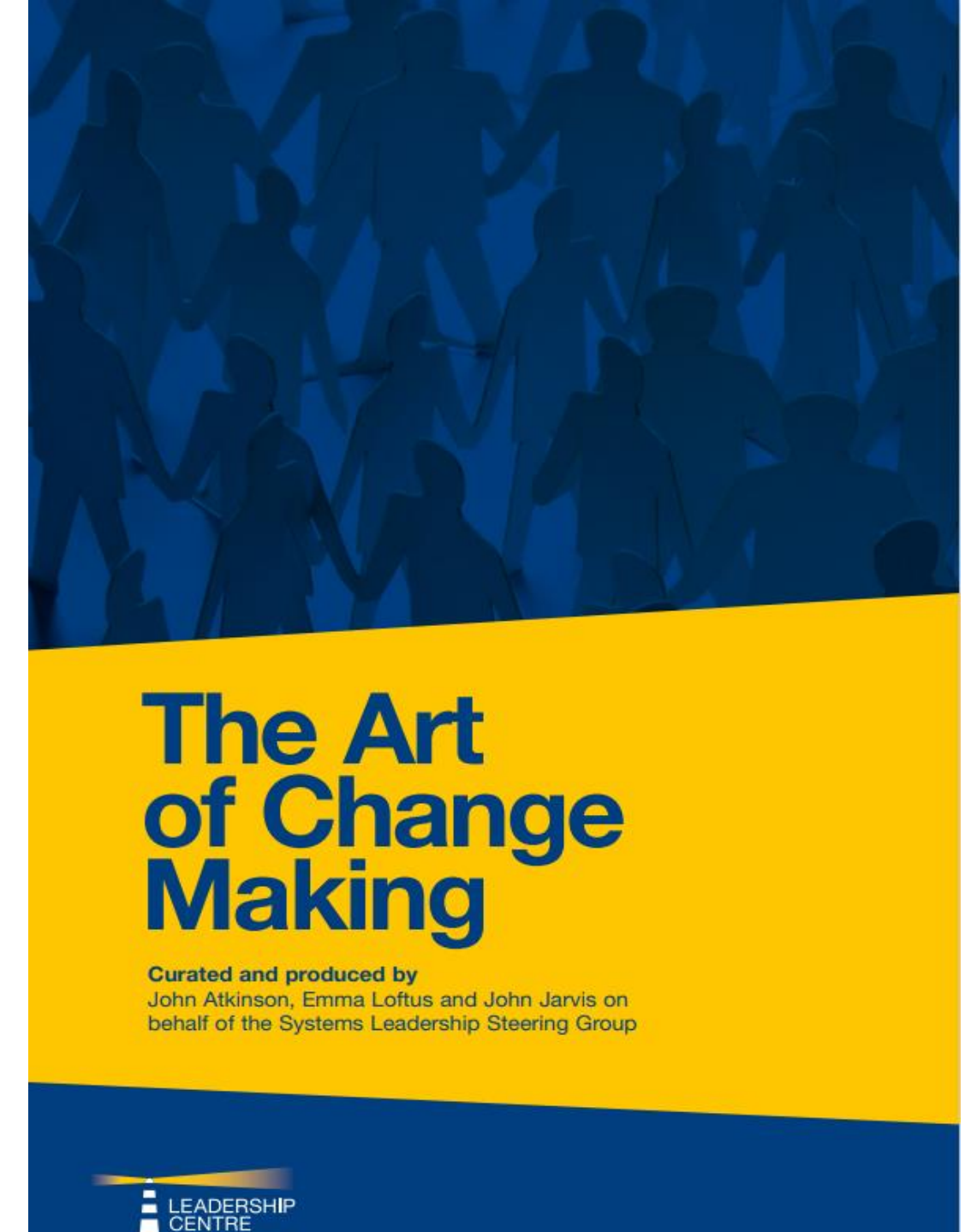
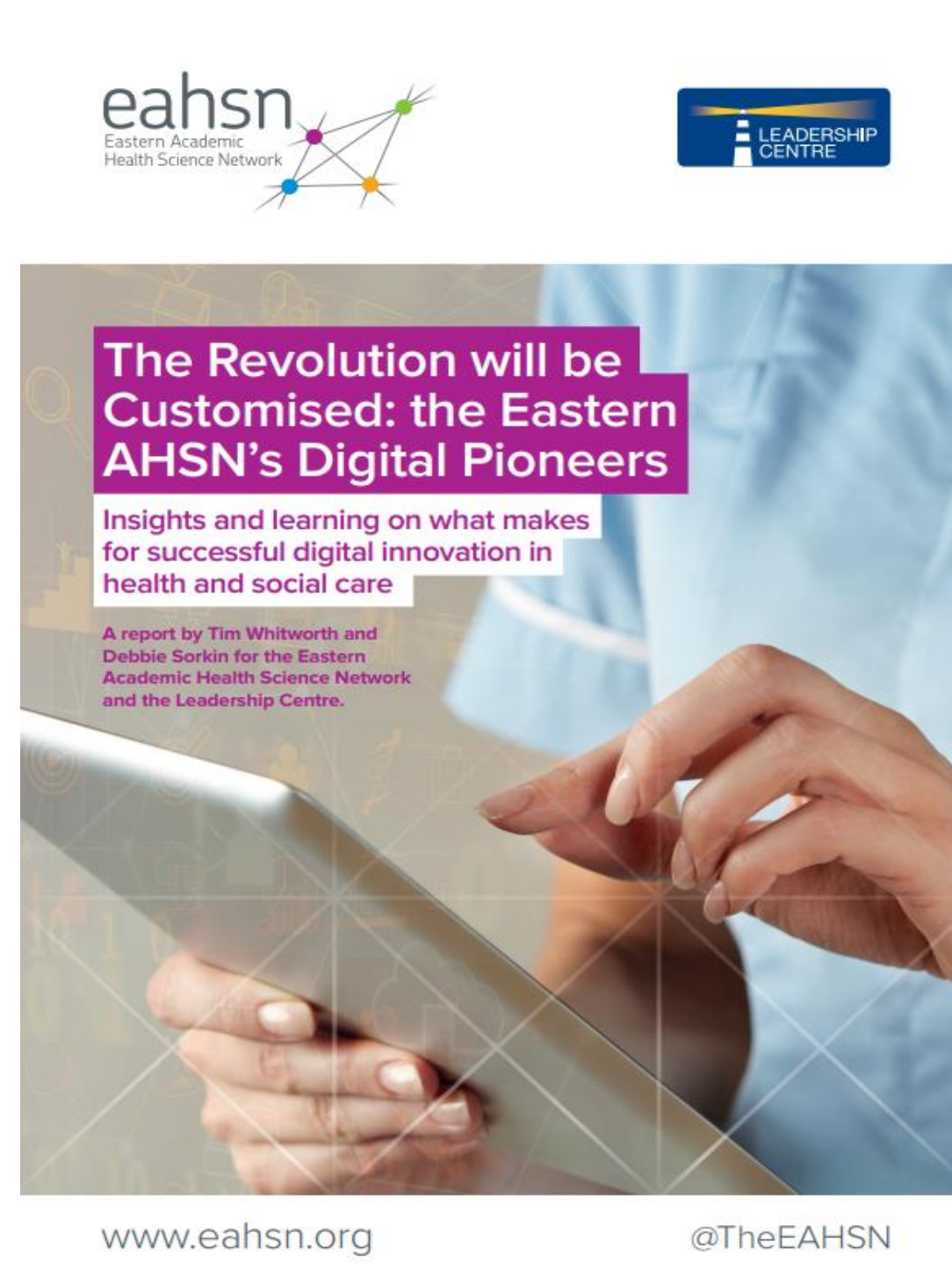
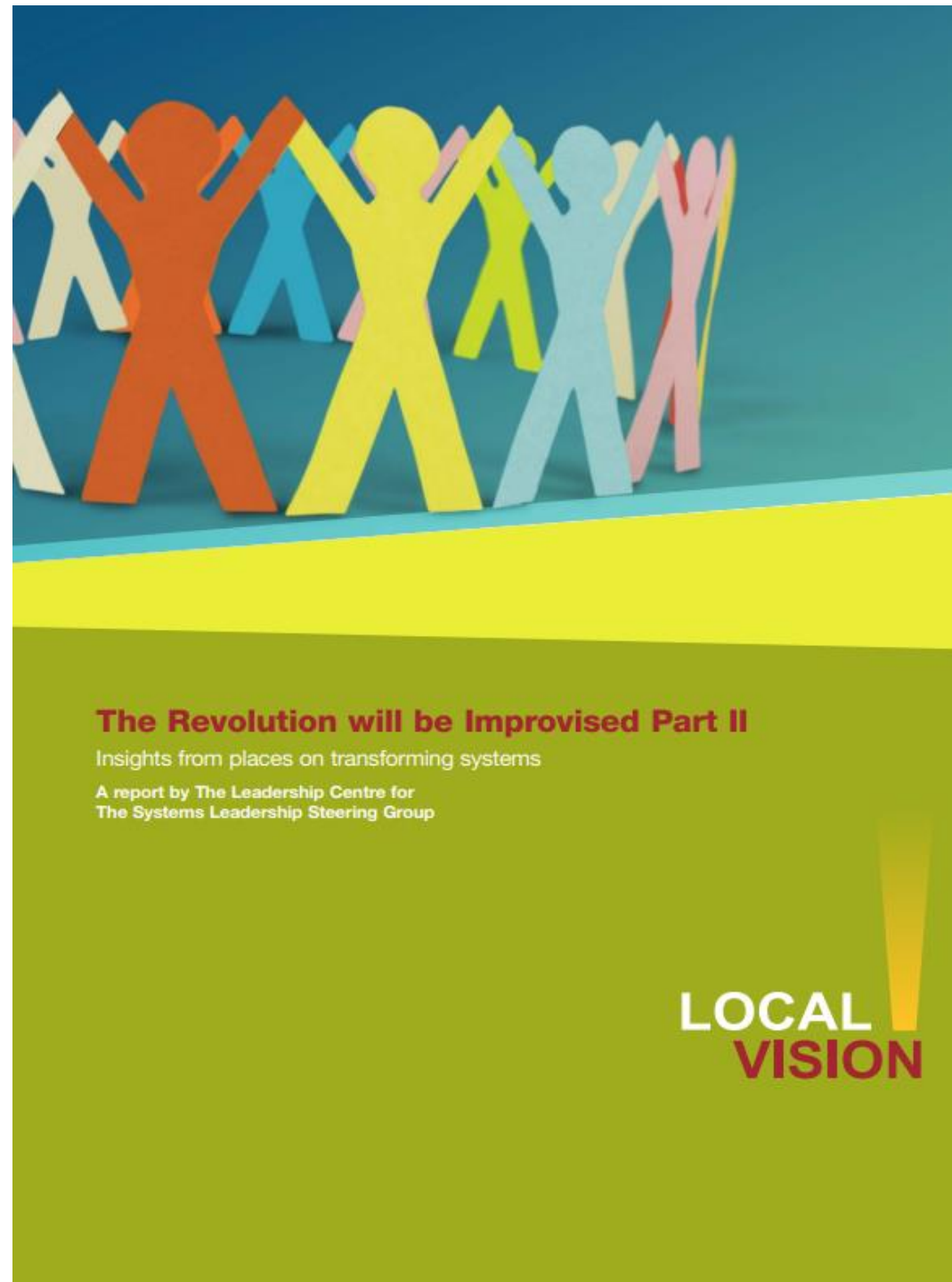


Coming up... Brand new additional workshops!

- Applying systems leadership in a post-Darzi world **3rd December 2024**
- Having difficult conversations – what to watch for and how to have them **30th January 2025**
- Understanding your system and what happens when things go wrong **25th February 2025**



More case studies and lessons learned



All at www.leadershipcentre.org.uk



Active Partners Trust Systems Leadership Workshops

Workshop 7: Keeping change going

17th October 2024

Thank you.

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