



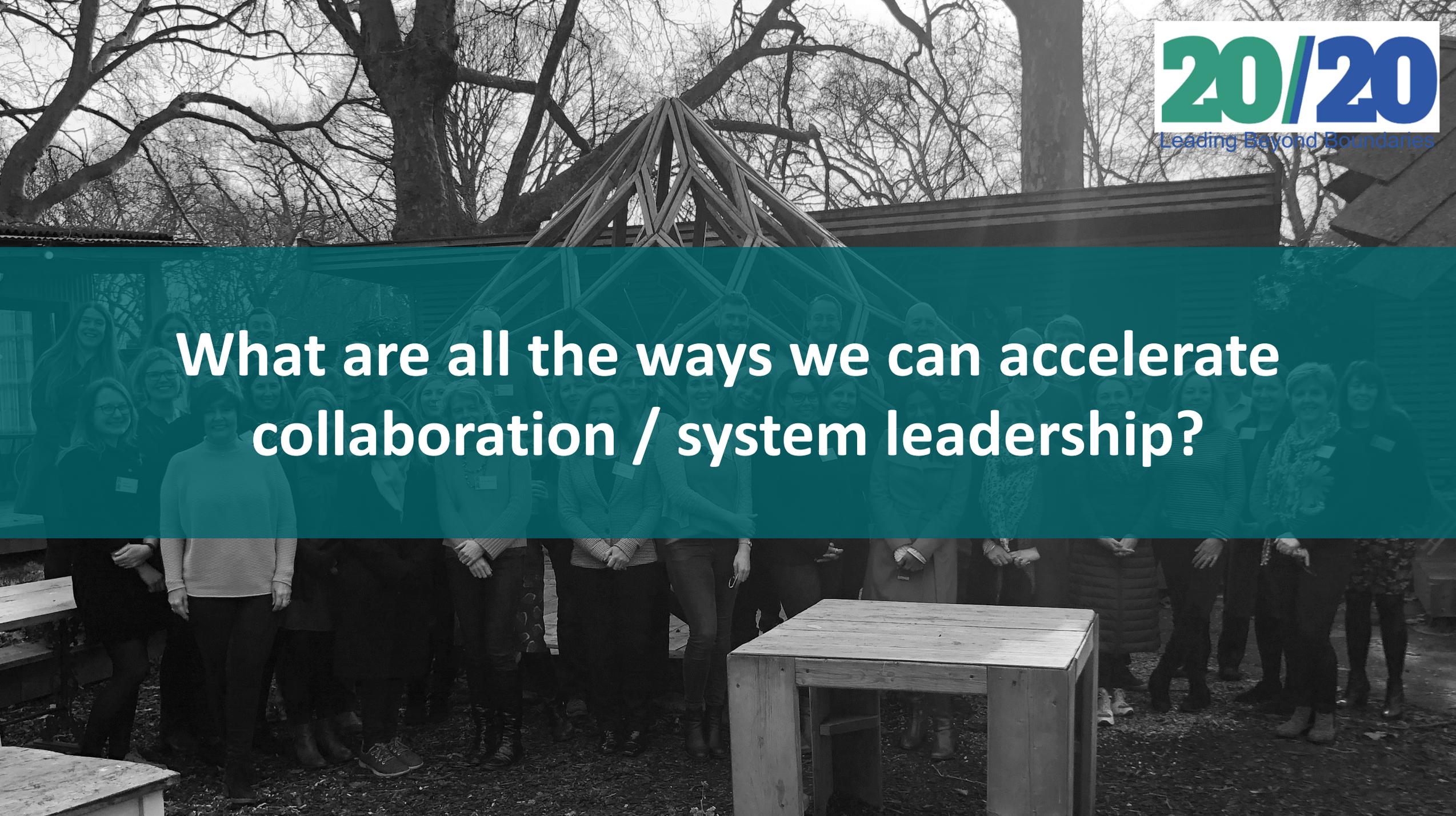
CAMBRIDGESHIRE & PETERBOROUGH ICS

Leading Beyond Boundaries

October 2021

20/20

Leading Beyond Boundaries

A black and white photograph of a group of approximately 20 women standing outdoors in front of a wooden structure. The women are dressed in professional attire. A large teal semi-transparent rectangle is overlaid across the center of the image, containing white text. In the foreground, there is a simple wooden table.

**What are all the ways we can accelerate
collaboration / system leadership?**

WHY LBB MATTERS

“ The STP is becoming an ICS. People are working together but not as much as they need to. We need to think communities, people and places at the centre of what we are doing.

“ We’re in a difficult financial position and the risk is we retrench, get in our bunkers and work against each other.

“ People are under pressure. This programme will give participants the time and space to understand each others realities, and bring together a range of different people to learn and grow collectively.

“ What we’re trying to do is hard. It requires a different type of leadership, a way of working in partnership for the benefit of the system.

“ We need to break down organisational barriers and take time to build the trust and relationships which will help us move forward and do the right thing.

“ We need to take off the organisational lanyard and wear a lanyard where people are at the centre. Integrated Neighbourhoods are at early stages of doing this.

“ There is an urgent need to grow our system’s leadership, share learning and knowledge. We need to develop connected leaders who are relational as much as task focused.

“ The priorities (of our Alliances) are similar but the demographics different. They are evolving differently and tackling the challenges in different ways. We need to ask what’s common across both whilst staying responsive to the place.

WHAT SUCCESS LOOKS LIKE – QUOTES FROM THE 1:1S

1

Teams feel empowered to work in a more integrated way

- Systems leaders rather than organisational leaders – asking the question what’s it like for our citizens?
- People will be working in teams identifying solutions, having difficult conversations, being provocative, encouraging people to disagree.
- Encourage cross organisational projects, allowing teams to work in a more integrated way, pathways are more joined up.
- People feel invigorated to do something across boundaries, understand different perspectives and process that collectively.
- Create a mandate to do the right thing – make this the norm.
- More evidence of people making connections, people stepping forward, really owning the vision and progressing the work. We want them to say “I’m part of the leadership cohort and I feel empowered” However it’s also realistic to say “I can’t own this all myself, I’ll own this particular problem.”
- Understanding each others priorities – what each others ambitions are, be on the same page, own the strategy.

2

Share collective knowledge, skills and expertise

- People sharing data, spreading learning, shifting culture
- In 12 months time, they are feeling better equipped, thinking broader, asking the question ‘who else needs to be involved?’
- Having lots of conversations becomes normal, acknowledging it’s ‘our’ issue.
- People clamouring to come on the programme, feeding itself with a wave of followers.
- Getting the right people is really important. Go where the energy is, they can then infect lots of other people with energy and enthusiasm which you can then build out from.
- Staying connected, wanting to progress things, bounce off each other.

3

Meaningful work that links to system priorities

- Bias for action, meaningful work that links to system priorities.
- Trying small things – e.g. pilot of self-managed community nursing – flexible way to meet people’s needs.
- Change challenges start to make an impact.
- Sharing success stories and change challenges - really good stories of the right care delivered.
- Bottom up working, hearing practitioners doing something really different. Person centred response to someone’s needs.
- In the long term doing the right thing for local people, impact on local services, system wide metrics (money impact) – programme is one part of the jigsaw – necessary but can’t be done on it’s own
- Already organisations in the pact – how can we further link the IN agenda to those we don’t normally work with, how do we include local businesses?
- Helping people in the Integrated Neighbourhood space thrive – being ok with not being ok, managing ambiguity.

PROGRAMME AIMS

1. Develop capacity for system leadership – skills, tools, mindset, knowledge and insight
2. Build a network – break down barriers, build trust, relationships and peer support
3. System innovation – make tangible progress on live issues





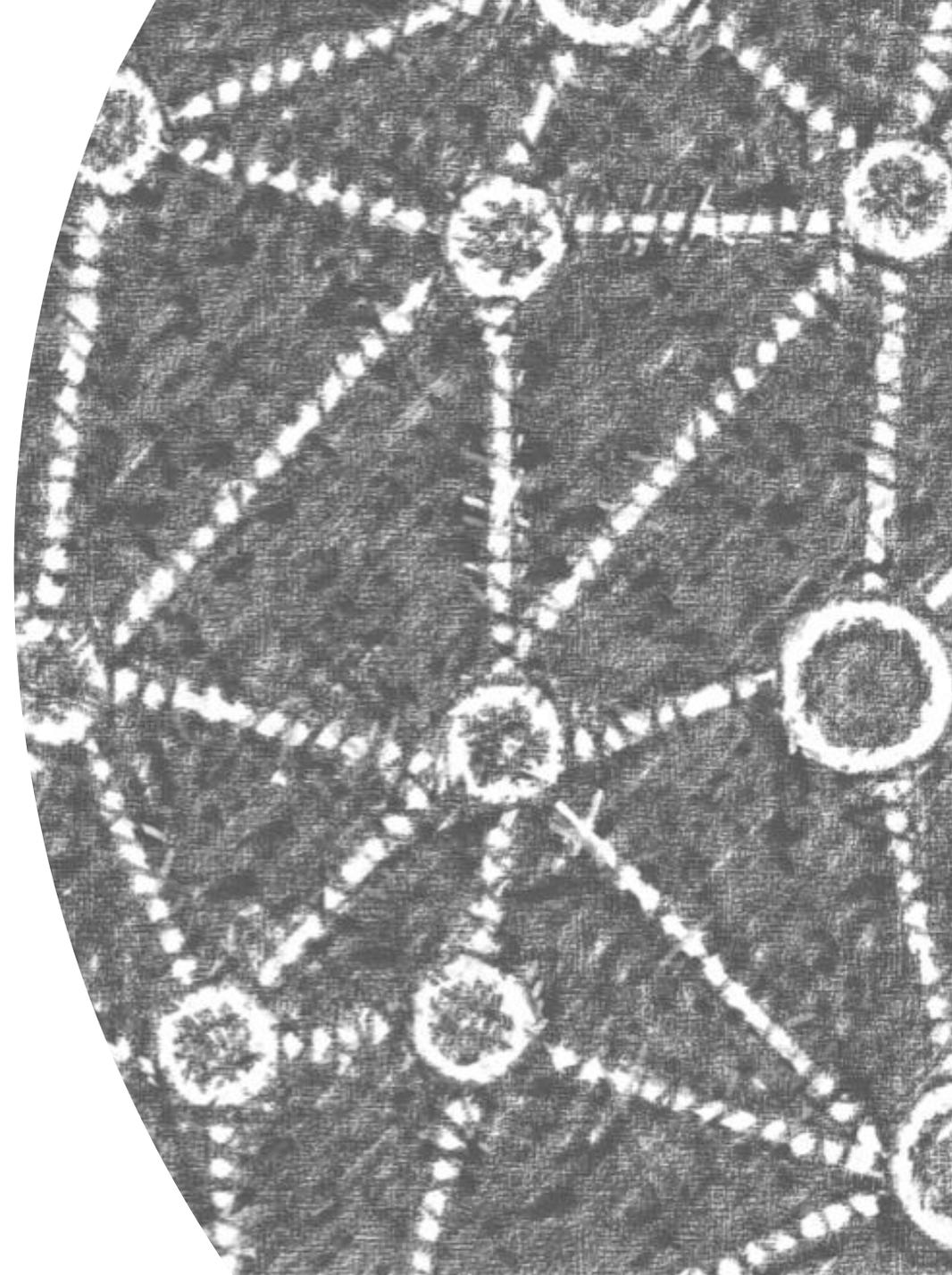
PROGRAMME PRINCIPLES

1. Partnership working
2. Courage to innovate
3. Community voice
4. Compelling story for change
5. Adaptive leadership
6. A bias for action



LEARNING METHODOLOGIES

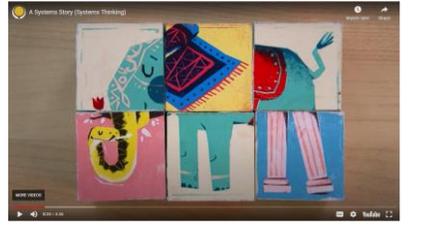
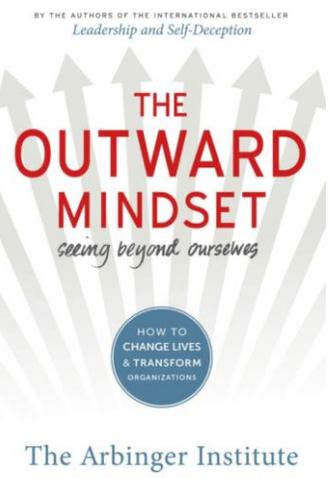
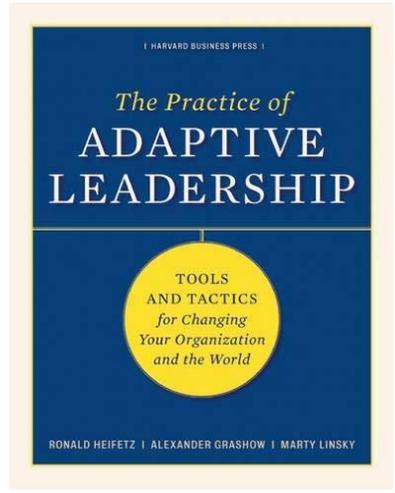
1. Keynote speakers
2. Skill development workshops
3. Practical tools, techniques, methodologies
4. Change challenges / action learning sets
5. Leadership exchange



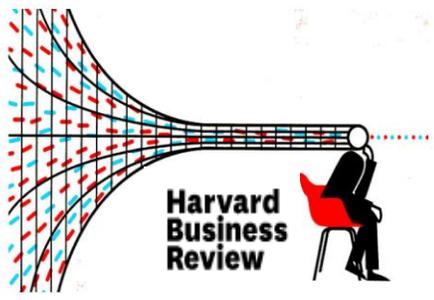
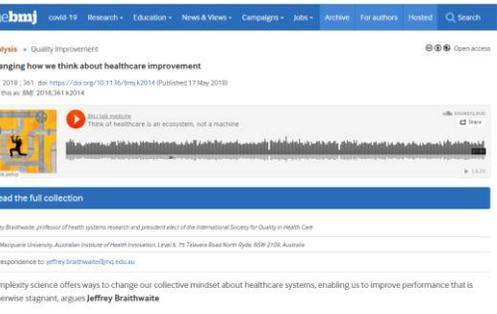
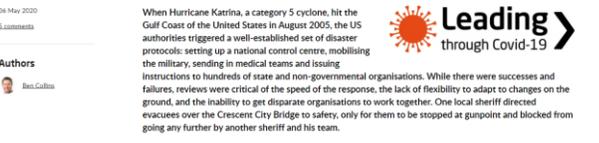
PEOPLE WE MET...



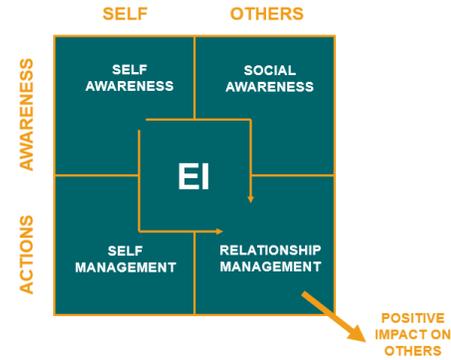
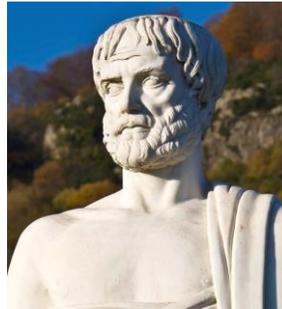
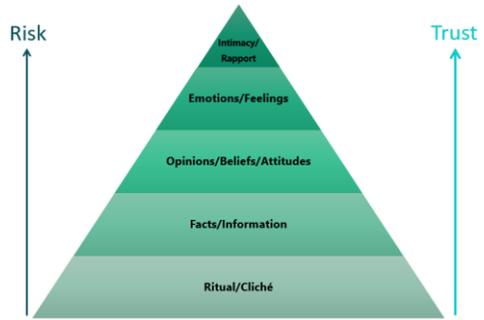
RESOURCES WE SHARED...



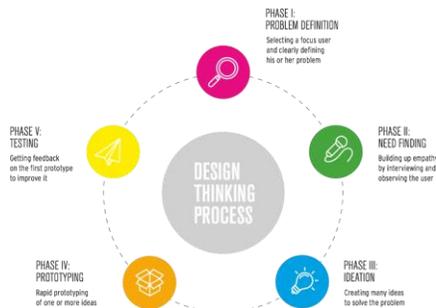
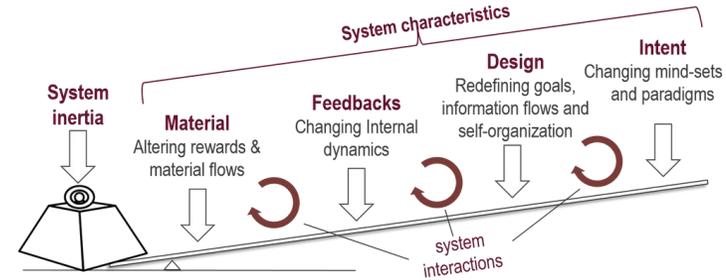
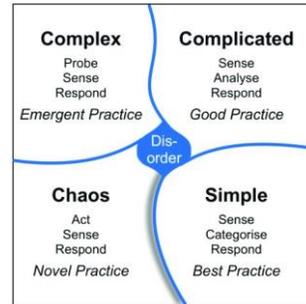
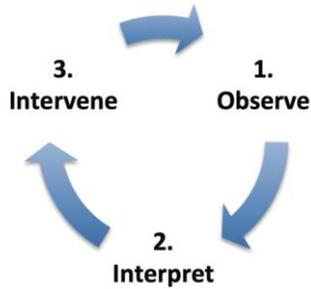
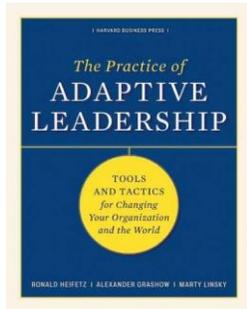
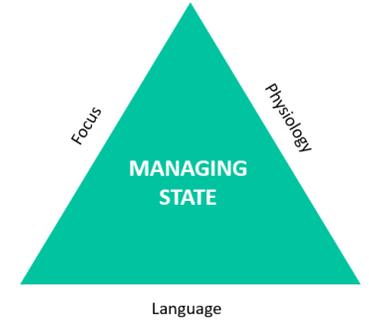
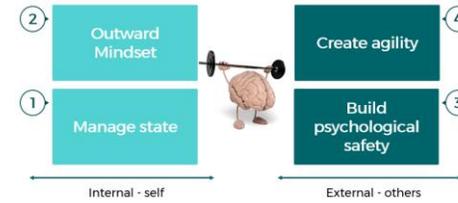
Leverage Points: Places to Intervene in a System
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By Donella Meadows-
Folks who do systems analysis have a great belief in "leverage points." These are places within a complex system (a corporation, an economy, a living body, a city, an ecosystem) where a small shift in one thing can produce big changes in everything.
This idea is not unique to systems analysis — it's embedded in legend. The silver bullet, the trinitab, the miracle cure, the secret passage, the magic password, the single hero who turns the tide of history. The nearly effortless way to cut through or leap over huge obstacles. We not only want to believe that there are leverage points, we want to know where they are and how to get our hands on them. Leverage points are points of power.



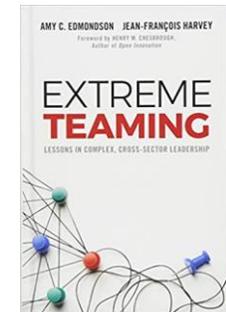
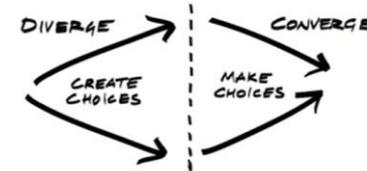
CONCEPTS & MODELS WE EXPLORED..



LEADING IN THE NEW NORMAL - THE 4 DOMAINS



"As a <type of user>, I want <some goal> so that <some reason>."



COHORT 1 - PROGRAMME ARCHITECTURE

6 month 1:1 check-in calls with system leaders



Change Challenges

Action Learning Sets

Keynote speakers –



WAVE EVENT
All participants (30)

CLUSTER SESSIONS
15 participants

ACTION LEARNING SETS
5 participants

WAVE EVENT
All participants (60)

CLUSTER SESSIONS
20 participants

ACTION LEARNING SETS
5 participants

COHORT 2 - DRAFT PROGRAMME ARCHITECTURE

