



Enabling Collaborative Leadership Pioneer Programme 2015

Briefing for Potential Participants and Teams

What's the offer?

The Christie report was published in 2011 and set the context for public service reform.

A key message was that public services need to get much better at delivering outcomes, moving to prevention and tackling inequalities, all in the context of less money. The complex and interrelated nature of these issues mean that they can only be addressed through collaboration. And the scope of this collaboration should extend towards increasingly involving citizens in co-designing and co-producing services. The Scottish Leaders Forum Conference in November 2014 reaffirmed the central importance of collaboration, creativity and citizen involvement in public service design and delivery.

Anyone involved with public services will appreciate that this is easy to say – and hard to put into practice. Entrenched workplace cultures, ongoing pressures of change, personal dynamics and sheer workload all too often combine to squeeze out opportunities for people to learn, together, how to “do” effective collaboration which delivers better results for individuals and communities.

This is where the ***Enabling Collaborative Leadership Pioneer Programme*** comes in.

It is an offer of support for teams who, in the course of their everyday work, are seeking to deliver better outcomes through collaboration.

This is a “Pioneer Programme” because 2015 will be an experimental year, during which we learn with participants what kinds of approaches work best for different kinds of collaborations. This means that only a small number of teams will be able to access support during 2015. Their experience will then inform a wider offer from 2016 onwards.

How can I/we get Involved?

During 2015, there will be different ways to participate, including:

1. As an existing partnership or cross-organisation team
2. As a diverse cross-section of people to tackle a common theme or complex “wicked” issue
3. With others in similar roles, focussed on how best to enable collaborative leadership from the perspective of that role
4. Ongoing participation as an individual in peer networking events.

This rest of this briefing note is most relevant to people working collaboratively in existing partnerships.

How do we know if our team is ready for this?

If some of the following statements make sense to your team, then you may be ready to get involved:-

- ◆ We are keen to experiment and try new things
- ◆ We have been trying to work collaboratively but it does not always change the way we work to deliver improved outcomes
- ◆ We want to make more of a difference and to work with others to achieve this
- ◆ We are enthusiastic about learning by doing and sharing our learning with others
- ◆ We have been working collaboratively for some time now, but need support with some new challenges
- ◆ We use the word “collaboration” all the time but we still seem to be facing the same issues and outcomes are not improving
- ◆ Our organisation knows we need to find new ways of working with partners and is prepared to support us to learn and lead change.

What kind of people do we need to be?

Participants in the ***Enabling Collaborative Leadership Pioneer Programme*** will be seeking to be more resilient and self-aware. They will already be working within and sometimes beyond their own organisation to:-

- ◆ Improve public services and achieve better outcomes, working cooperatively with individuals and communities
- ◆ Seek opportunities to build effective collaborative relationships then manage those relationships to build trust, confidence and credibility
- ◆ Think beyond the constraints of current ways of working, actively seeking the views of others and encouraging creativity and innovation
- ◆ Use evidence to inform development and recognise the potential to build evidence from current practice
- ◆ Share knowledge and information to obtain best value from it across public services.

What will it be like to participate as a team?

As participants in the *Enabling Collaborative Leadership Pioneer Programme*, your team will:-

- ◆ Be able to access other opportunities that arise from participating in a piece of work that has the backing of Scottish Government and the Scottish Leaders Forum at a time when there is significant interest in fulfilling the potential of collaborative working to improve the lives of individuals and communities.
- ◆ Learn collaboration by collaborating
- ◆ Focus on learning from the work you are already doing
- ◆ Explore different perspectives to help make sense of the ambiguity, challenges and issues encountered in the workplace
- ◆ Look afresh at existing practices and assumptions and their intended and unintended consequences
- ◆ Devise and test new ways of thinking and acting and reflect with others on their effects
- ◆ Develop and build relationships in different ways
- ◆ Work together on the challenges that collaboration can present

Who will be supporting the learning?

The *Enabling Collaborative Leadership Pioneer Programme* has been developed by partners involved in the Scottish Leaders Forum *Workforce Scotland* initiative.

Key support elements include:

- ◆ Dedicated support over six months (in the first instance) from facilitators drawn from across public services who bring particular expertise relevant to the teams' needs
- ◆ A peer learning network where participants regularly meet and learn from one another
- ◆ Access to a wider network of input on collaboration tools and theory.

What is the commitment – from me, and my organisation?

- ◆ Come ready to learn with “head, hand and heart”
- ◆ Be prepared to share – and build on - your experiences to date
- ◆ Be willing to take responsibility for your own learning in ways that also support the learning of others on your team and beyond
- ◆ Be able to make a clear commitment of time to around six months of participation, delivered through regular team-based facilitated learning and wider peer learning activities which embed learning and reflection in your everyday practice
- ◆ Your organisation will be expected to support you to participate fully, on the basis that it can expect you to bring your first-hand experience of effective collaborative leadership and better action to bear on the work of your team Please note that support is available to help your team communicate this offer to their senior management. (See contact details below).

How will things be different for me?

- ◆ You will be part of a learning community and network of colleagues across public services which is committed to improving outcomes for individuals and communities through effective collaborative leadership
- ◆ You will have experienced leading and learning collaboratively and will have the ability to apply this in your own organisational setting and share your learning with others
- ◆ You will have a better understanding of yourself, how you work with partners and the ways in which your behaviours and practice can be developed
- ◆ You will have had direct experience of action inquiry, how this offers a way of understanding and explaining how things are, and how things can be different and better going forward
- ◆ You will be better equipped to enable collaborative leadership in your organisation, with existing partner organisations and beyond.

Yes – I'm ready for an exploratory conversation about getting involved

Taster sessions for potential participants will take place from 10.00 am until 1.00pm on the following dates (venues to be confirmed):-

- ◆ Thursday 22 January
- ◆ Wednesday 25 February
- ◆ Friday 20 March.

If you would like to be involved, or if you would like to find out more, please contact:-

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We would also welcome your feedback on whether this information has been helpful, so please share your views with the contacts noted above.