



The Scottish
Government
Riaghaltas na h-Alba



Scottish Leaders Forum
Workforce Development

Enabling Collaborative Leadership

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Scottish Government

Workforce Scotland



Workforce Scotland is a Scottish Leaders Forum collaborative initiative to develop and support the workforce across public service organisations in Scotland.

We want to ensure that everyone working together to improve Scottish public services has access to high quality, multi-disciplinary development opportunities which:

- Engage and motivate staff around delivery of outcomes and policy priorities
- Build skills and confidence to take an assets-based approach
- Create confidence to work across organisational boundaries
- Build capacity to collaborate



What is our Offer?

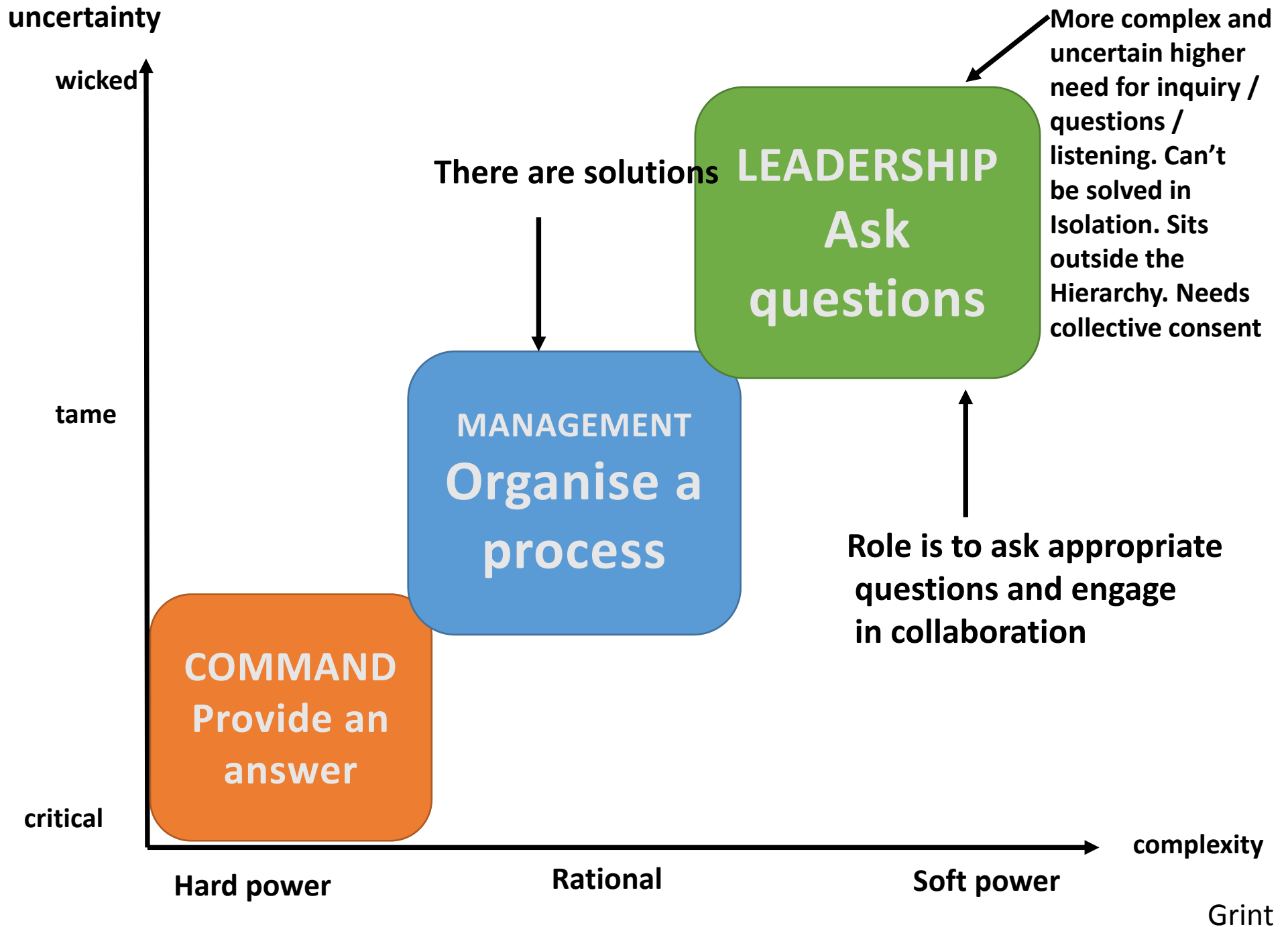


The ***Enabling Collaborative Leadership Pioneer Programme*** seeks to work with teams who are seeking to deliver better outcomes through effective collaborative leadership. We offer:-

- **Dedicated support** with work that is real for you from facilitators drawn from across public services, around a model of **Action Inquiry**
- The opportunity to join the **Facilitation Team** to develop practice and learn with participant teams about collaborative leadership
- Participation in a **Peer Learning Network** where participants regularly meet and learn from one another

Introducing Action Inquiry

- What can I do to bring our collaborative leadership to life?

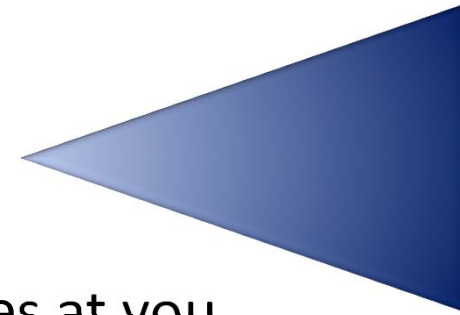


Advocacy

- Speaking what you think
- Offer opinion
- Take a stance



Comes at you
Literally makes a point



inquiry

inquiry

Inquiry

- Looking into what you don't yet know
- Surfacing difference - Looking into what others see
- Accepting and searching for creative possibilities

Go deeper
Go wider



Levels of Listening

LISTENING 1: Downloading> reconfirming old
from habits habits of judgment opinions & judgments

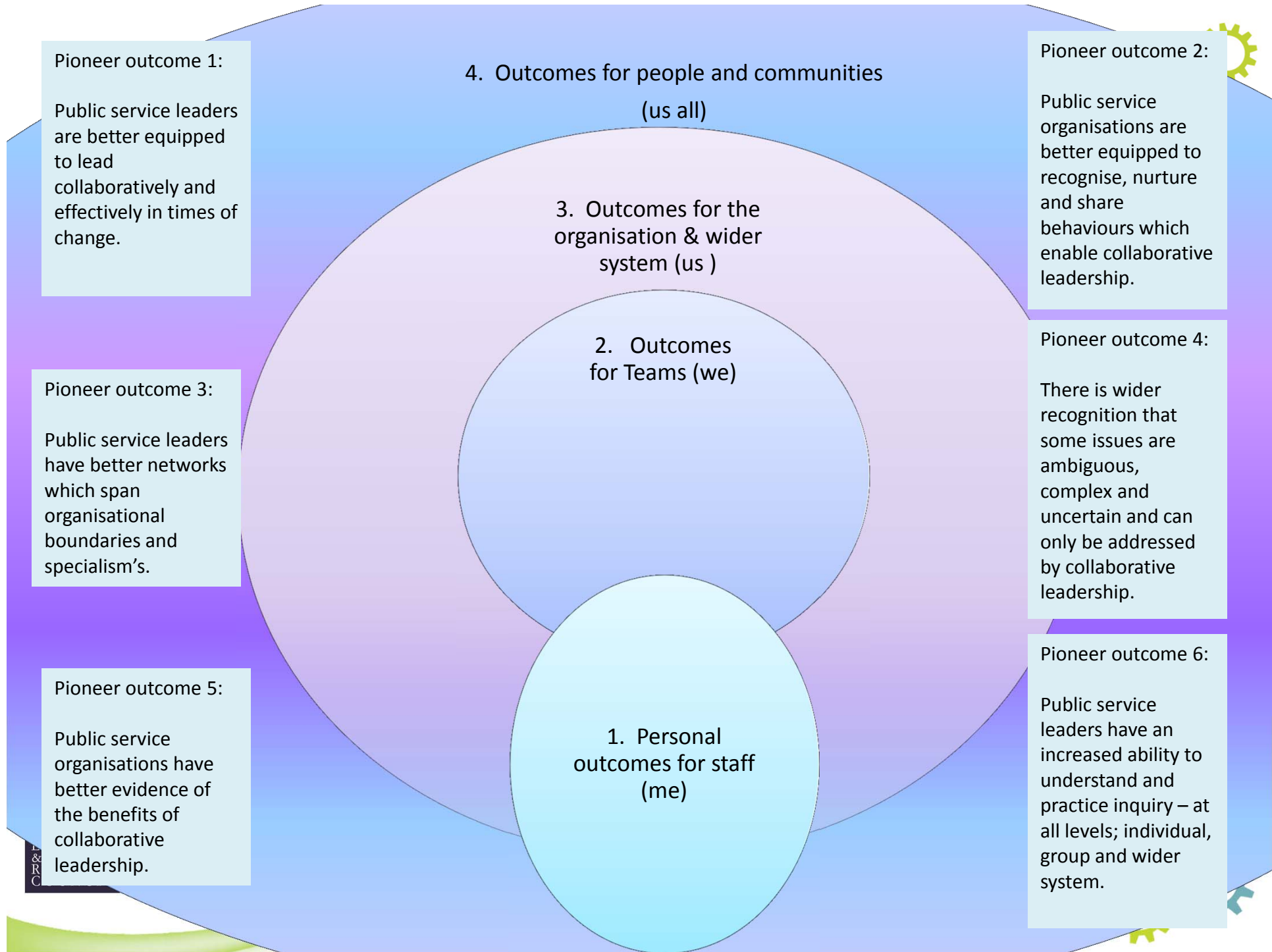
LISTENING 2: Factual> disconfirming
from outside listening noticing differences **Open Mind** [new] data

LISTENING 3: Empathic> seeing through
from within listening **Open Heart** another person's eyes
emotional connection

LISTENING 4: Generative> connecting to an
from Source listening (from the future wanting to emerge) **Open Will** emerging future whole;
shift in identity and self

Types of questions

- For me
- For us – as a CPP partnership
- For wider system



Towards a shared questions(s)

- Time to reflect: questions for me
- Triads join together: questions for us