

Collective Leadership for Scotland Round-up

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Welcome to the Collective Leadership for Scotland Round-up, providing an overview of our work over the last few months across the country. We hope you find it useful.

“By seeking to work directly with real teams engaged in working with these realities as they seek to lead change, Collective Leadership for Scotland offers a highly bespoke support structure for the teams and for the wider changes they seek to achieve.”

Dr Cathy Sharp

Since January 2018 we have:

- **Worked with approx. 100 leaders on complex issues across Scotland**
- **Developed a pool of 23 highly skilled and trained Facilitators**
- **Seen around 150 people participate in our Information Sessions**



Who we are

No single organisation, sector or policy is able to address the complex and interconnected issues that Scotland faces. By working together across public services, we can shape real change through collaboration.

Developed through Workforce Scotland, Collective Leadership for Scotland promotes collective action and collaborative leadership across public services.

We recognise that through shared learning, insight and creative thinking, we have the potential to achieve real and lasting change, reaching beyond the boundaries of traditional

hierarchies and public institutions.

We work with leadership teams right across Scotland to tackle complex issues.

A lot has happened since we launched in January 2018. Information Sessions have been held across the country and we'll shortly be holding our next Facilitation Development Programme for our new group of facilitators. We are also under way with our plans to develop an International Leadership Faculty and Research and Practitioner Network.



To keep up to date on our news and events, you can:

Sign up for our mailing list



Visit our website workforcescotland.com

Look overleaf to find out more about our work and upcoming events!

What we do

The Work

We work with leadership teams right across Scotland to tackle complex issues. Skilled facilitation provides a space for individual and collective questions to be asked and this enables the emergence of insights, new ideas and actions.

Research & Learning

We are developing research to both learn from, and inform, our practice and find out what supports positive change around complex issues. This comprises partnerships between world-leading practitioners, facilitators, academics and public services.

Facilitator Development

We offer an intensive **Facilitation Development programme**, blending theory, practice and reflection, so that potential facilitators are ready to support Collective Leadership across Scotland.

Our Work

We have eight live Collective Leadership sites across the country and over twenty-five in active discussion.

Three sites have now completed work and a further six have begun on issues such as anti-sectarianism, Mental Health and Policing, and working towards the National Performance Outcomes.

We expect the work to grow as there are active conversations with a further five potential sites and very early discussions on another eight.

Raising Awareness

We hold **Collective Leadership for Scotland Information Sessions** across the country.

The team have carried out eight Information Sessions in total since the programme's launch in January, having held four Sessions from May to September. These were well attended and generated a number of follow on conversations.

We also offered three bespoke sessions with new sites in Drumchapel, West Dunbartonshire, and Orkney.

There are a further two dates

for Information Sessions before the end of the year to be held in Perth and Inverness and two specific masterclass sessions which will run for senior civil servants.

A new programme of dates for different locations across the country will be set up for the new year.

The follow on conversations which have taken place from our Information Sessions have seen great variety, ranging from issues such as adult care to children and young people's rights, to combined approaches to early learning and parenting, and contributing to continuing learning for headteachers.

Our Learning

Over time, we aim to develop an International Leadership Faculty with authoritative voices within the field. Peter Senge is our first appointment and we are working with him to develop how the Faculty might work in practice. Otto Scharmer also continues to be a supportive mentor of this work.

We are now laying the foundations for an invitation to other potential members and continuing to seek nominations to ensure a range of diverse and high profile members.

We are drawing on existing capacity and expertise in Scotland to progress our

Collective Leadership Research & Practitioner Network. This involves positive discussion with the University of Glasgow, CELSIS, the University of Stirling and the University of Strathclyde.

Our first publication in our Collective Leadership Research & Practice series "Exploring New Territories for Evaluation" recognises the importance and difficulties in evaluating the impact of relational-based change.

It has been peer reviewed by a range of academic and practitioner partners through discussions and an event we held in October.

The paper will be officially launched at our

'What are we learning about Collective Leadership?' event

on 15 November. Facilitators who have taken up roles as research practitioners will be heard and partnership sites will be sharing their learning together. We have also identified a need to work with facilitators to support them through the facilitator programme and follow up development days.

We are co-designing a series of workshops to explore how we might evaluate the programme which will be informed by the paper. We have also begun discussions on the potential for a cost/benefit analysis with Scottish Government economists.

"The group were suspicious of the proposed change and there were some feelings of distrust and a reluctance to engage. This changed using the collective leadership approach; individuals became more open to discussing the difficult issues they were facing."

*Roy Lawrence,
Fife Council*

"Learning is all about connections, and through our connections with unique people we are able to gain a true understanding of the world around us."

Peter Senge

Our Capacity

Skilled facilitation is a fundamental component of Collective Leadership for Scotland. When those tackling complex and interconnected issues acknowledge they don't know what to do, or how to work most effectively together, the role of facilitator becomes vital. They hold a space for individuals within the group to individually and collectively ask questions and facilitate emergence of insights and new ideas and actions to enable systemic change.

Almost all of the ten facilitators who completed the first **Facilitation Development Programme** in March are now actively engaged, supporting collective teams right across Scotland. The second Programme is being held at the end of October which will see thirteen participants. Facilitators are drawn from a wide range of public services, ensuring that this kind of facilitation benefits organisations as well as the teams across the country who are participating.

SPOTLIGHT ON - National Performance Outcome Groups

Collective Leadership facilitators worked with a group of Deputy Directors within the Scottish Government, alongside external stakeholders who were focusing on how they could work more effectively together towards the newly refreshed National Performance Outcomes. One of the participants commented that:

"We chose to work as a collective leadership group, considering this as a microcosm of the wider collective leadership on this outcome and adopting the model of action inquiry, offered by the facilitators. This felt uncomfortable to begin with, without the usual programme plan which would normally give us certainty of process. The agreement was to work in an emergent way that allowed for gaining wider perspective and the opportunity to go deeper into themes and topics. We felt challenged into working differently, recognising that the task required us not to shy away from being open about the complexities and we welcomed the support to stay in that space. The facilitators used different and innovative methods which held the uncertainty and we needed this in order not to fall back into usual ways of working."

Our Network

We continue to explore and develop a wide range of strategic connections with organisations, sectors and individuals who see value in developing a relationship with our work. Over recent months this has included Inspiring Scotland, Scottish Futures Trust, Project Lift, Police Scotland Senior Leadership Programme and Resonate. We have also been invited to present to the UK Government Task Force on Public Service Leadership.

Our work has raised the profile of **Workforce Scotland**, with the potential being seen to build from what we have achieved to create a stronger

and more sustainable model for the future.

We have also confirmed the **National Performance Framework** as our shared suit of aspirations and the focus for our collaborative development. We held a multi-partner engagement event in August with colleagues from across public services and a follow-up event will take place on 25 October, moving us toward a shared future strategy.

We have also been working in partnership with Allison Trimble, Senior Leadership Consultant at Kings Fund on group relations and psychodynamics and she will shortly be joining our team. Our relationship with the Tavistock Institute of Human Relations has continued to

deepen and we hold regular supervision sessions with CEO Eliat Aram.

Building from the theoretical content in the Collective Leadership Information Sessions and experience through the Leadership for Integration programme in Health and Social Care, we have also been working with partners on a Prototype Collective Leadership Introductory Programme.

A session to develop capacity to deliver this took place in early September and further information will follow shortly on the ways in which this will be made available through Workforce Scotland across public services.

"We collectively create results that nobody wants because decision-makers are increasingly disconnected from the people affected by their decisions."

Otto Scharmer

Dates for your diary

What are we learning about Collective Leadership?

We are delighted to invite you to attend our first Collective Leadership learning event on Thursday 15th November in Edinburgh from 10am until 1pm.

This will be an opportunity to learn about the real work taking place across Scotland through our participant sites. We'll also be launching our Collective Leadership Research & Practice publication series and Faculty.

[Sign up to attend now.](#) 

Keep an eye on [our webpage](#) for the latest dates!



Collective Leadership Information Sessions

Want to learn more about Collective Leadership for Scotland? Come along to one of our Information Sessions we hold across the country and hear more about our work and meet the team.

5th December 2018, Inverness — [register now](#) 

Stay up to date

To keep up to date on our news and events, you can:

Sign up for our [mailing list](#) 

Visit our website [workforcescotland.com](#) 

Contact us

If you have any questions or would like to speak to the team:

Email us at Ingage@gov.scot