


Pointers for Practice







Bring people together and enable them to engage



Relationships are more important than the words



Principles experienced through practice



Be brave



Explore different perspectives from different layers of the system



“You’ve got to roll with it...”



- ✓ **The biggest resources are already in the system** – all of our time, energy and expertise. Aligning this to the shared purpose will bring the quickest and most sustainable system change.
- ✓ Free up ourselves and others to join in the work. **Give diverse people time to meet, build relationships, and develop the work together.** Recognise and reward this as real work. It's where system change takes place.
- ✓ **Bring people together.** Convene the system.
- ✓ **Strive to give voice to the voiceless.**
Ask ourselves whose voice is missing and how can we hear it?
- ✓ **Engage people and partners from the very beginning.**
- ✓ **Make 'meetings' memorable and impactful.**
System change happens in real time when people work together.
- ✓ Make sure **real work** happens in meetings!



- ✓ **Build relationships and understanding.** Spend meaningful time with people, in different parts of the system, and in communities.
- ✓ **Learn and understand as much as you can.** Ask questions, then listen!
- ✓ Above all - **collaboration, not competition.**
- ✓ **No finger pointing.**
- ✓ **Never 'us and them'.** Just 'us'.
- ✓ **Look for hinges with the established system or hierarchy:** build relationships and work towards shared outcomes.
- ✓ **Build on strengths:** with colleagues and with people and communities. Don't focus on the gaps or deficits.
- ✓ **Make what is good visible then grow it.**



Principles experienced through practice

- ✓ **Hold true to shared values, principles and behaviours.**
- ✓ **Be flat, equal and pursue shared purpose and ambitions.**
- ✓ **Distribute and embed leadership across the system.** Make it everyone's challenge and shared territory.
- ✓ **Keep information flowing within and between organisations and parts of the system.**
- ✓ **Don't focus on money.** It drives transactional, not transformational behaviour.
- ✓ **Money can be seen as a tool to do the work,** but focus on it reverts us to hierarchy, accountability and a programme delivery mentality rather than system change.



Principles experienced through practice

The Principles of Investment for Local Delivery Pilot

1> Must be an identifiable need:

- Supported with an **evidence base**
- **Targeting the physically inactive** (ensuring a focus on population health level interventions and targeting the most 'at risk' proportionately)
- Must **align to one or more of the target audiences** (and the insight that has been developed about them)

2> Builds on individual and community assets to add value to what is already going on, i.e. the conditions are right

3> A plan for engaging with the key audiences and a commitment to co-design with public services and VCSE engaged

4> Must follow a **Whole Systems Approach** (the blue and white circles diagram)

5> Should demonstrate **how it addresses social and health inequalities** as a cross cutting theme

6> **Embrace innovation** and calculated risk in the interests of doing things differently

7> Is **part of a coherent plan for physical inactivity in the locality** underpinned by:

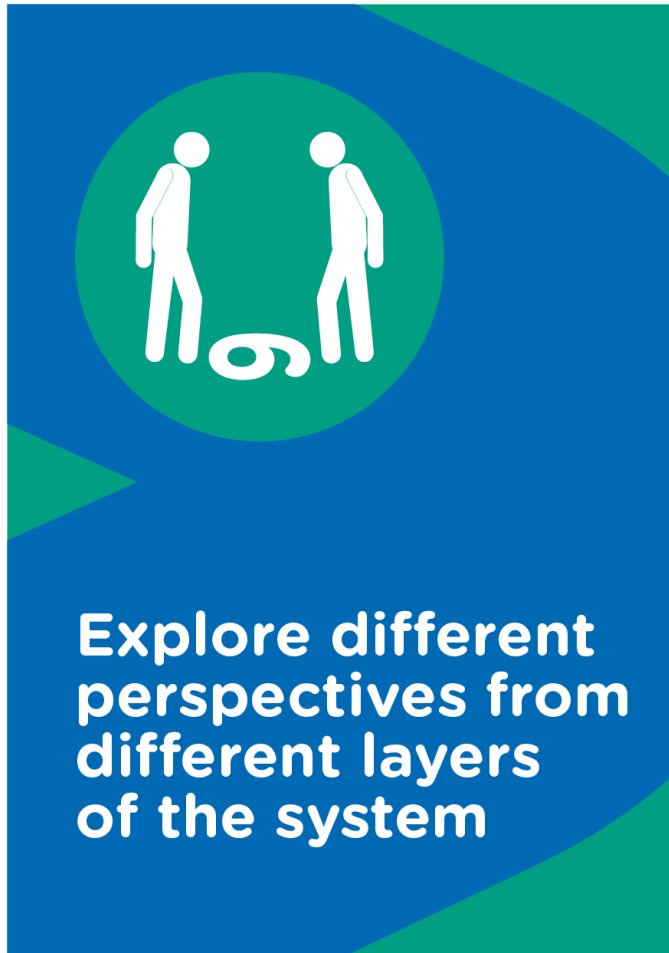
- A whole place approach to public expenditure in physical activity.
- A **focus on growth and sustainability**

8> Committed to the **GM and National Community of Learning** approach

9> Distributed Leadership (**everyone's a leader**)



- ✓ **When things feel difficult: go there.** It's where the real change happens.
- ✓ **The personal is professional.** Bring all of ourselves to our work.
- ✓ **Understand what really matters, and find ways to 'measure' it.** Enable people to measure what matters to them. Then share the data, evidence and stories with the existing hierarchies. Challenge pre existing notions of what should be counted.
- ✓ Progress towards the goal is shared success. Recognise and celebrate the fact that in a whole system, **it doesn't matter into whose garden the apples fall.** What's important is that there are apples!
- ✓ **Ditch organisational and personal egos** and avoid feeling the need to 'take credit' in whole system success. *No egos, lanyards or logos!*
- ✓ Keep reminding ourselves that this is new, encouraging each other to be courageous and innovate. Develop a culture where **we are genuinely supported to test, succeed, fail and learn, without fear.**



- ✓ Sense making together. **We need to regularly get off the dance floor and evaluate what is going on.**
- ✓ Take time to see the world through others' eyes and experiences; people and colleagues. **You may see a 6, they may see a 9. Take time to explore and understand why.**
- ✓ **Don't force people to work like we do.**
Express the principles clearly, then support and enable others to see the value in their work (then they'll buy into the whole system approach for themselves).
- ✓ Add value by helping people see the value of their work – we must **avoid being 'just another thing' for them to do, an extra layer, or even a burden.**



- ✓ **In complex systems, we lay the road as we travel together.**
- ✓ **Find a shared tempo which everyone can move to, but start the work.** Through it, we will work out the method, if we are asking good questions of ourselves.
- ✓ **Have touchstones** (e.g. written stories, strategies, reports) which we can check back on to reflect on the journey and our progress/learning.

