



# Collective Leadership

**LEPH2019**

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Janet Whitley

# National Performance Framework



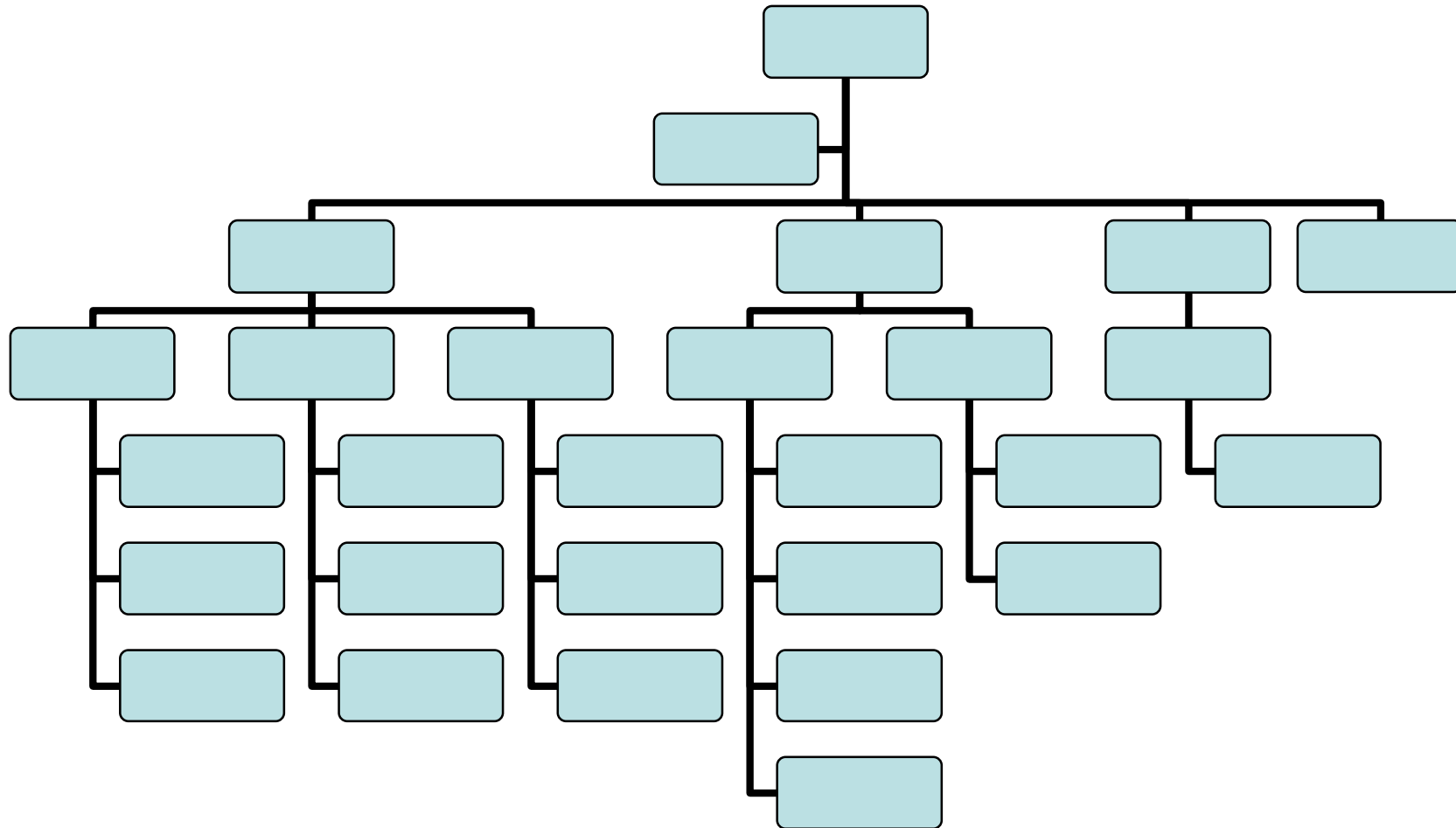




# Check-in

**What attracted you to come and find out about Collective Leadership?  
What would make this session worthwhile for you?**

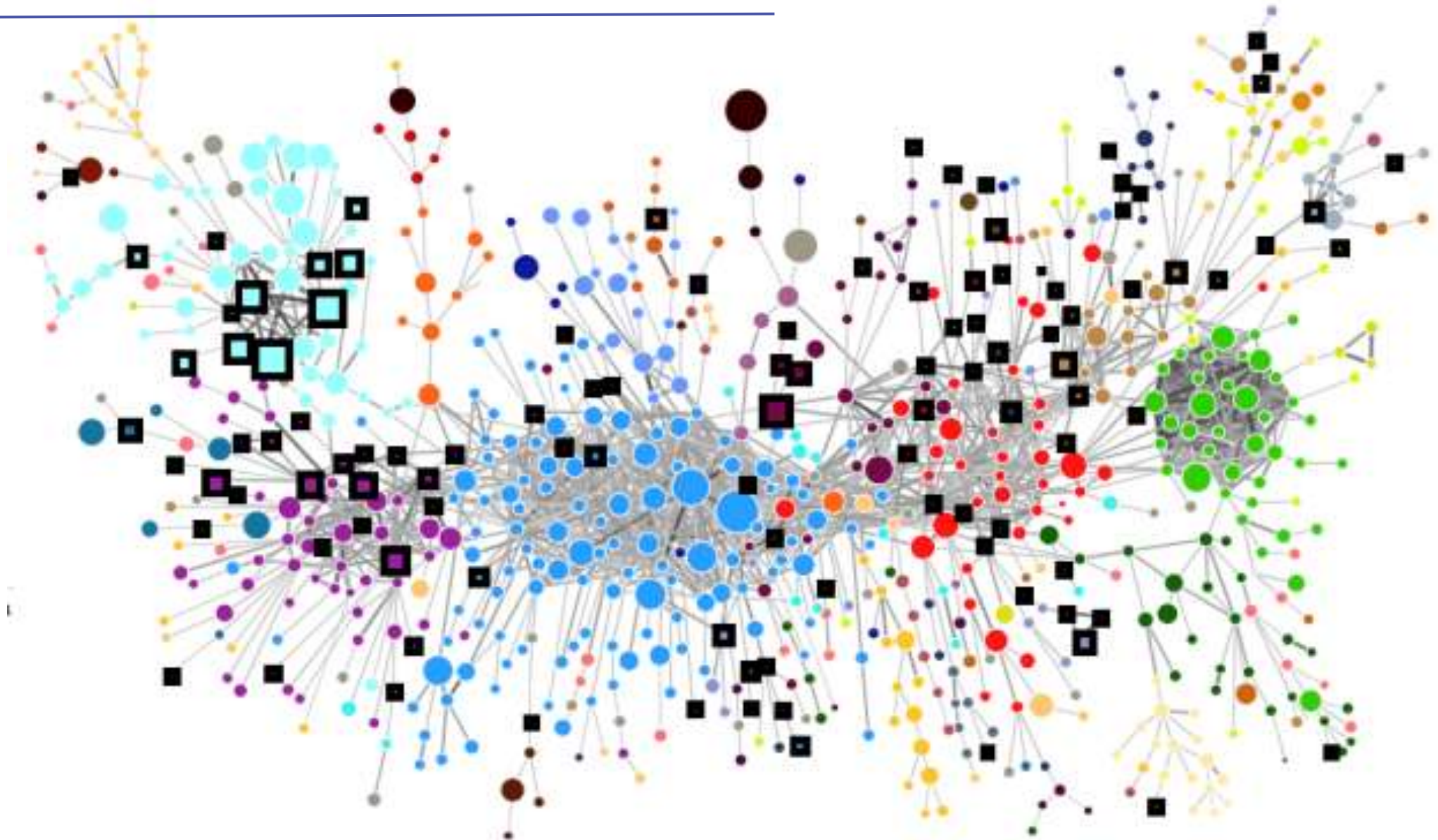
# How we think organisations look and act

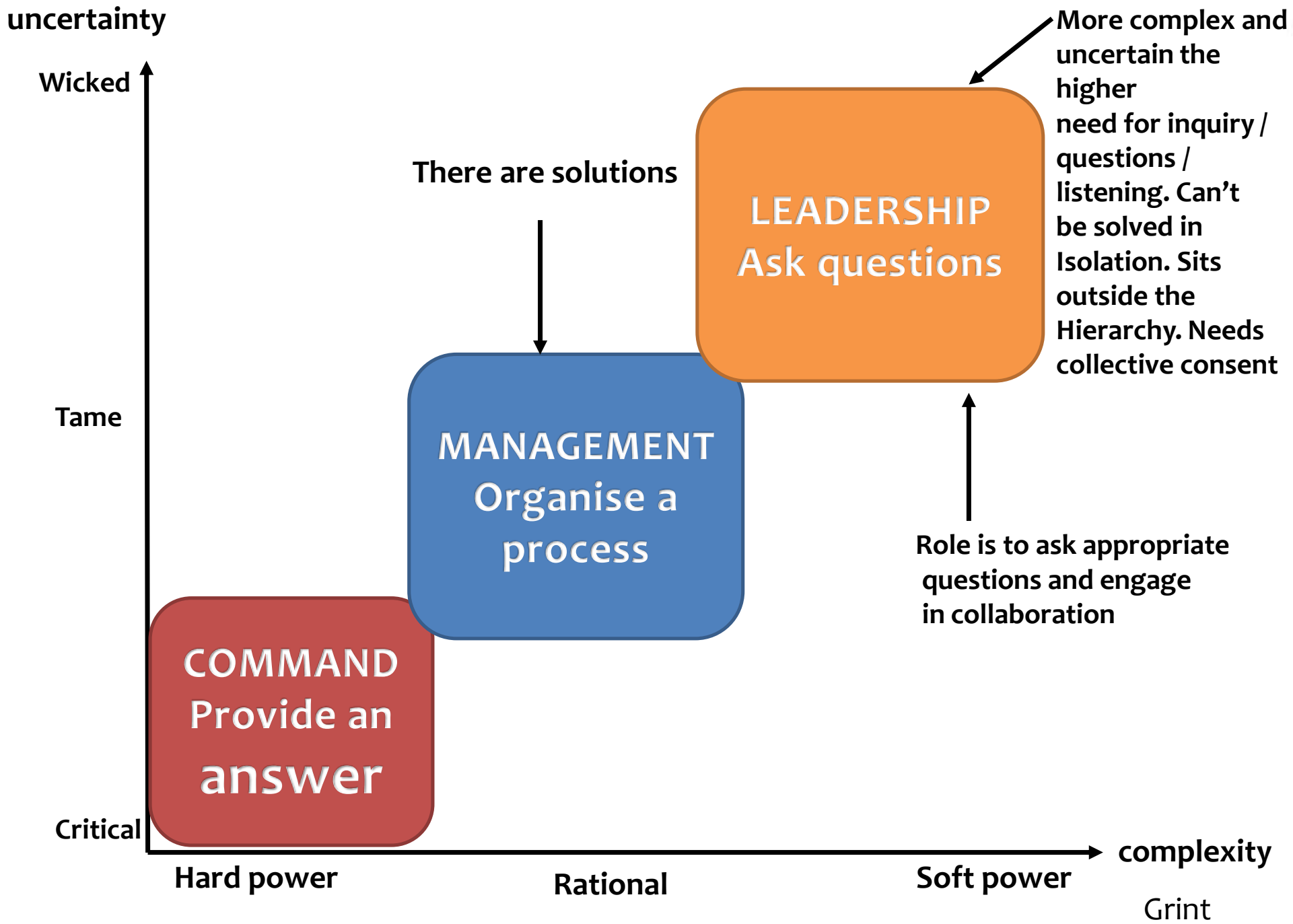




# Complexity

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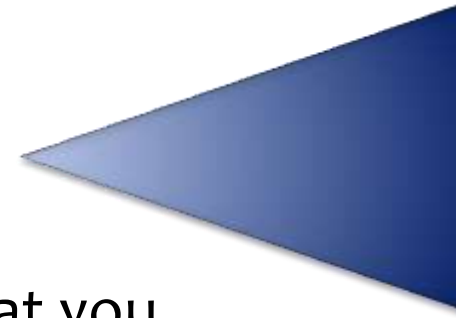




## Advocacy

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

Comes at you  
Literally makes a point



advocacy

advocacy

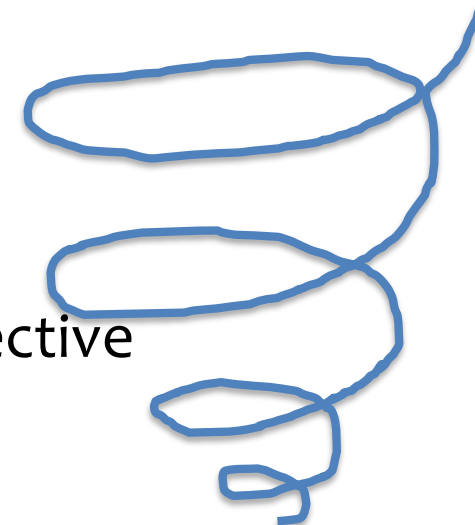
inquiry

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  
Get perspective







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## Discussion in 3s

**What kind of issue are you trying to tackle and what kind of leadership might it require?  
(command, managerial issue, complex systemic issue?)**

**What are you currently doing to tackle it?**

**Who is the Collective Leadership group that needs to do this work?**

# Living systems – Myron Rogers

- Real change happens in real work
- Those who do the work do the change
- People own what they create
- Start anywhere, follow it everywhere
- Connect the system to more of itself
- The process you use to get to the future is the future you get

Get beyond traditional boundaries on problems that have kept us recreating the same solutions

# Core Characteristics of Collective Leadership

<b>Deep listening</b>	Listening to learn and temporarily suspending judgment
<b>Awareness of systems</b>	Understanding communities, organisations, and groups as adaptive, changing systems to gain a fuller perspective of the situation and expand and refine your options for action
<b>Awareness of self</b>	Being aware of your motivations, feelings, and beliefs to help you to make effective decisions about how to behave
<b>Seeking diverse perspectives</b>	The respectful inclusion of all voices so that, rather than presenting a problem, conflicting opinions become a potential resource, helping to sharpen thinking and generate innovative options for action
<b>Suspending certainty, embracing uncertainty</b>	Seeing beyond your habitual frame to get a broader and potentially more accurate view of what is going on
<b>Taking action in complexity</b>	Learning from everything you do, taking time to recognise patterns and reflect on their meaning before jumping to a solution, balancing an inclusive, deep listening approach with a bias towards action

# A multi-faceted programme

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- We **Raise Awareness** through Taster Sessions offered every month across the country.
- Work takes place on **real, complex issues** with **real leadership teams** right across Scotland.
- **Skilled facilitation** provides a space for individual and collective questions to be asked, enabling the emergence of insights, new ideas and actions, alongside development of system leadership capability.
- Commitment to ongoing **facilitation development and support**, building skills and creating capacity to support the work.
- **Research and learning** focus enables us to learn from, and inform, our practice and find out what supports positive change around complex issues. This is done in partnerships with world-leading practitioners, facilitators, academics and public services.
- Our learning is shared through our **publication series, masterclasses and learning events**.



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## Collective Leadership for Scotland

For further information please see  
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