

Systems Leadership Masterclass Series 2020

- **Masterclass 1: Public Narrative**
- **Masterclass 2: Framing and Reframing**

For systems leaders and mid-managers





About Systems Leadership Masterclass Series 2020

As we move towards Integrated Care Systems, working collaboratively across systems becomes more and more important. Patients and service users expect NHS teams to work in a more joined-up way and NHS staff want to have more flexible careers. Creating a better leadership culture is critical to this change and the NHS People Plan provides a clear framework for collective action over the next five years. One of the areas is to improve the leadership culture, with an emphasis on compassionate, inclusive and collaborative leadership behaviours.

Taking up a leadership role in a complex system can be challenging and requires courage and persistence (changing cultures takes time). It also requires the ability to reflect and learn, the ability to unlearn and the capacity to foster generative conversations which shift cultures from reactive problem-solving to co-creating the future. None of this happens automatically and a great deal of energy and effort is required to support systems leadership.

This masterclass series started with 'Supporting our Managers in Times of Change and Complexity' and continues with 'Public Narrative' and Framing and Reframing'. These masterclasses aim to support leaders in developing their systems leadership thinking, skills and competencies to help them work more collaboratively across their systems of the NHS, local government and the wider care sector.

These two opportunities are open to systems leaders and mid-level managers from across the South East in line with our future regional footprint. Please note it is possible for you to book onto Masterclass 1 and 2.

Masterclass 1: Public Narrative

Public Narrative is a key leadership skill when you're working in times of change and complexity. Public Narrative is a leadership practice that helps us develop powerful stories to mobilise others to join us in action. It's not a script or performance but a way of connecting with people that is based on personal experience and values, and everyone can have a go. It's part of the common purpose that complex, wicked issues require if we're going to make progress and see real change. This is not just about anecdote. It's about telling stories that matter, that draw people in, and that make people care enough about an issues to want to do something about it.



Who this masterclass is for:

This session is aimed at systems leaders and mid-managers who wish to build their capacity to influence people who come from different sectors or organisations, or who want to think about communicating more effectively with people in their local communities.

Whether you're a clinician or a manager working in the NHS, or you're a GP or a Practice Manager, or you're working in a local authority, or in the independent, voluntary and community sectors, this will be for you. The session will be practical and experiential and will give you an opportunity to begin developing a Public Narrative of your own. This will include an opportunity to try it out on your fellow participants!

Masterclass 2: Framing and Reframing

Systems Leadership describes approaches to leading in complex situations, where it's difficult and you don't have an easy answer or a lever to pull. Framing and reframing is one of these approaches.

A frame is the set of ideas we all carry around with us, about other organisations, sectors, and the people in them. For example, they include how the NHS sees itself, how it sees local government and vice-versa. These ideas may not be spoken – they're often assumed – but that doesn't mean they're not deeply held. And they get in the way of change, because the people you want to influence may not be seeing or hearing you, but the frame of you they have in their heads. Being able to reframe someone, or something, is therefore a great way to change perspectives and lead to action on the ground.

Who this masterclass is for:

This session is aimed at anyone working across departmental or organisational boundaries. This refers to situations where you're having to manage and lead your teams in times of change and complexity, and where you may not always have positional power but still need to influence other people in order to work together or try out new ways of working. Whether you're a clinician or manager working in the NHS, or you're a GP or Practice Manager, or you work in a local authority, or in the independent, voluntary or community sectors, this will be for you.

In this session, which will be practical and experiential, we'll start off with complexity, move onto key ideas around Systems Leadership and why it can help you, and then go on to framing and reframing. And we'll do some in-depth and thought-provoking work on how you frame others, how they frame you and what you might do to change that thinking.



Available dates, locations and booking links:

- Public Narrative, 28 Jan 2020, 10:00 – 13:00, Basingstoke – [book here](#)
- Public Narrative, 4 Feb 2020, 10:00 – 13:00, Gatwick/Crawley – [book here](#)
- Framing and Reframing, 18 Feb 2020, 10:00 – 13:00, Basingstoke – [book here](#)
- Framing and Reframing, 3 Mar 2020, 10:00 – 13:00, Gatwick/Crawley – [book here](#)

Places are limited and offered on a ‘first come, first served’ basis. We reserve the right to close registrations when all places are filled (a waiting list of 10 places will be held).

Please book early to avoid disappointment. Once your place is confirmed please make sure the masterclass is booked in your diary.

Keep in touch:

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About Debbie Sorkin

Debbie Sorkin is National Director of Systems Leadership at the Leadership Centre, a UK-wide charity specialising in strengthening leadership across public services, including with the NHS, public health and local government. Debbie’s work focuses on collaborative leadership in places, using Systems Leadership approaches to support people working in uncertain and complex situations. She has been responsible for a National Systems Leadership programme which extends across the voluntary and community sector, the NHS, public health, social care and other sectors, and which encompasses a wide range of issues relating to health, wellbeing and the prevention agenda. The programme, working in some 60 places around the country, has brought people and organisations together to support more joined-up working and better outcomes, and has had demonstrable impact. Most recently, Debbie’s work has focused particularly on the NHS and local government, to support improvement in Urgent and Emergency Care and to strengthen leadership in Sustainability & Transformation Partnerships.