EPISODE 3:

Being a humble leader: influencing and enabling others
This series is all about people. People make change happen. People turn policy into practice and strategy into a movement. In this episode we explore:

- The meaning of leadership within the context of place-based systemic working.
- Essential leadership skills and behaviours necessary for enabling systemic change.
- Insights and practical advice from people involved in leading and building capacity for leadership within their place.

“Having someone in charge with all the answers doesn’t exist within a complex system.”

Claire Tomkinson
What does it mean and why is it important?

Building movement into everyday life isn’t a simple personal choice – there are many barriers and inequalities, and we need to support people, workforce and volunteers to work in different ways and collaborate.

Being active is linked to so many other areas: inequalities, transport, health, education, green spaces, community clubs and organisations. We need to work across the system with these sectors.

Systems leadership IS about:

- Having the skills and capabilities to unite a really broad and diverse group of people with different contributions to make, to work together around a shared purpose and set of principles.
- Helping to unlock the system and make the connections.
- Empowering people, teams, organisations.
- Creating legacy and sustainability to allow the work to carry on when you’re not there.

“Permission to proceed and proceed with permission.”

Andy Maddox

Systems leadership is NOT about:

- Your position or how much positional power or authority you have.
The speakers

Claire Tomkinson
Strategic Lead for People and Leadership at [GM Moving](#) (Active Partnership for Greater Manchester and one of the original Local Delivery Pilots).

Claire believes that people inspire, motivate and support people to move more and live more active lives. Her role is about developing leadership: capacity, capability, mindsets, relationships and behaviours.

Andy Maddox
Strategic and Service Lead at City of Doncaster Council for Leisure Services

Andy oversees all physical activity and sport-related work including contract management of the leisure trust; major sports events and sports development. More recently his work has involved developing systems thinking across the council using physical activity as a tool to work with the communities. Andy had a coaching and outdoor education.

“A leader is someone who has the skills and capability to unite really broad and diverse range of people with different contributions to make.”

Andy Maddox
Skills, mindsets and behaviours that are important

**Collaborative**
- Adaptive
- Reflective
- Openness
- Curiosity
- Embrace complexity

**Resilience**
- Understand it’s complex – not complicated
- Know when to lead and when to step back

**Values-driven**
- Be a chameleon

**Relationship management**
- Help people to progress
- Get the best out of individuals

**Outcomes-driven**
- Able to see bigger picture/long-term approach
- Understanding context

**Showing people that they have a role to play**
- Empower others
- Values-driven
- Able to unite people
Key takeaways

Embrace failure.

A lot of the work is uncomfortable, especially at the start.

Avoid ‘you said, we did’.

The starting point is not talking about activity making you healthy.

Release the authority to others in the system.

You’re in it for the long haul – it is a generational level change.

You don’t have the answers to do it all on your own.

Never think you’re not in the right place if you are passionate about what you’re doing and doing your best.

Be receptive to ideas and criticism. - ask questions, challenge yourself.

You never fail, you just learn how do things differently.

People aren’t afraid of change, they are afraid of what they might lose as a result of that change. Need to be mindful and empathetic to this to avoid blockers and challenges.

Sometimes you have to just make a decision.

Look for other leaders in the system – who will be your advocate in other parts of the system?

Don’t get stuck in KPIs.

Understand the lived experience.

Find the diamonds of the communities.
Helpful hints and tips

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• Claire’s work on systems leadership at GM Moving can be found here. In *Putting It Into Practice* (page 5) GM Moving share Pointers for Leadership Practice.

• Andy refers to using tools to measure distributed leadership which is explained in this [video](#) on Social Network Analysis (SNA).

• Taken from the publication *People & Places – The Story of Doing It Differently*.

**People own what they create – real change takes place in real work – the people who do the work do the change – start anywhere but follow it everywhere – keep connecting the system to more of itself.**

*Myron’s Maxims*

**10 Conditions for tackling inequalities in physical activity:**

Take a look at the learning and resources developed by Sport England’s National Evaluation & Learning Partner and people working in local place partnerships. Access the recordings from the ‘conditions for change’ learning series. Episodes of interest include:

• [Distributed & Collective Leadership](#)
“Empowering people, empowering teams and empowering organisations.”

Andy Maddox