



PUSHING WHAT MOVES

System shifting leadership for Greater Manchester

**Join a powerful coalition
for system change.**



Welcome

There is an abundance of leadership talent in GM, which is sometimes constrained by system barriers.

We are leaders working to reduce inequalities in Greater Manchester.

From our different viewpoints in the public and voluntary and community sectors, we regularly come up against the same systemic barriers to change.

Despite our shared ambition and passion for achieving better outcomes for the people of Greater Manchester, we are frequently held back by processes, structures, cultures and established ways of working that constrain innovative leadership and action.

We invite you to join us in a powerful coalition to tackle these system barriers.

Together we know we can overcome these barriers and create systems that nurture and support the collaboration and inspiring leadership we need to achieve better outcomes for the people of GM.

If you are ambitious for and passionate about the future of Greater Manchester and see yourself as a leader of system change, then read on and consider joining us.



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Growing from, and to

“The culture [in GM] hasn’t been designed for the change that people say they want”.

Like you, many brilliant leaders in GM feel frustrated that their efforts to support change are inhibited by red tape, siloes between organisations and sectors, and by competing priorities, interests, perspectives and ways of working. Systemic barriers like these can bring transformative work to a standstill; they can feel insurmountable and irreconcilable.

Our capability and capacity to lead are undermined when we get stuck, or feel disempowered, or when we are weighed down by immediate pressures when we are striving for longer term transformation.

We know that trust and collaboration are fundamental to great leadership, and that system conditions and pressures can put this at risk, pressures such as:

- Governance that holds existing power relationships in place and limits the scope for true partnership.
- Organisational boundaries and accountabilities that do not prioritise people’s lives or what they want and need.
- The balance of time committed to BAU at the expense of time for innovation and improvement.

Barriers like these can be overcome. Systems can be enablers. With focus and collective action we can change our systems so they work better for us, and for the people of Greater Manchester.



More than a programme

There are many leadership development programmes on offer in GM. You are being invited to something different where:

- You will be supported to tackle cultures and structures that are getting in your way as you bring about system change.
- It is open to everyone who sees themselves as a leader of system change, no matter where they are working. You will not be limited to working with a particular group or 'cohort' of leaders.
- Your focus will be on working with others to bring about real system change in your context; the change you need for your work, tackling inequalities, to flourish. Tried and tested tools and frameworks will also be available to help you grow your system leadership capability,

Pushing What Moves starts with a six month intensive engagement involving 1-1 and team coaching; online and in person workshops; and practical support and mentoring for live system change experiments. And this is just the beginning.

Joining means you will be part of a powerful coalition for system change, that will grow and evolve over time.

Why now?

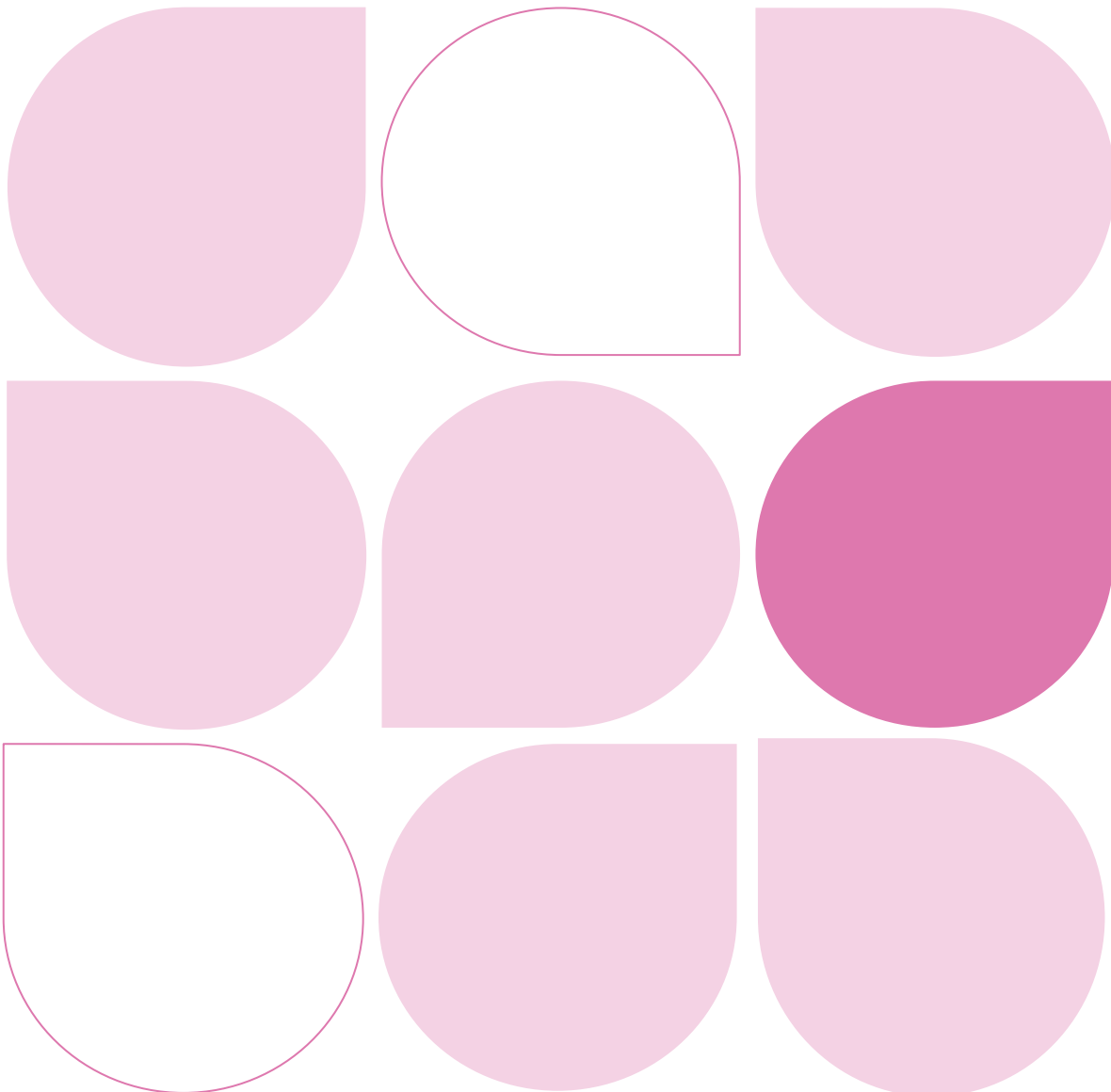
Bringing leaders together to tackle system barriers is part of a wider push to create the conditions we need to move further and faster to reduce inequalities. This work is being led by the Greater Manchester Combined Authority in strategic partnership with [Innovation Unit](#), a not for profit social enterprise with deep connections in Greater Manchester and the North West.



Senior leaders empowering change

Senior leaders in Greater Manchester from public, voluntary and community sectors have been working together to develop this unique leadership opportunity.

They recognise that to bring about system change, leaders across Greater Manchester need to be empowered by an explicit mandate and receive visible support from the people currently 'in charge'.



Interested?

You are receiving this invitation because a leader in GM involved in codesigning Pushing What Moves believes you've got what it takes to shift the system and that you would love to get involved.

If they are right about that, please read the outline that follows and submit an expression of interest to be part of a new coalition of leaders trying to change GM systems for the better.

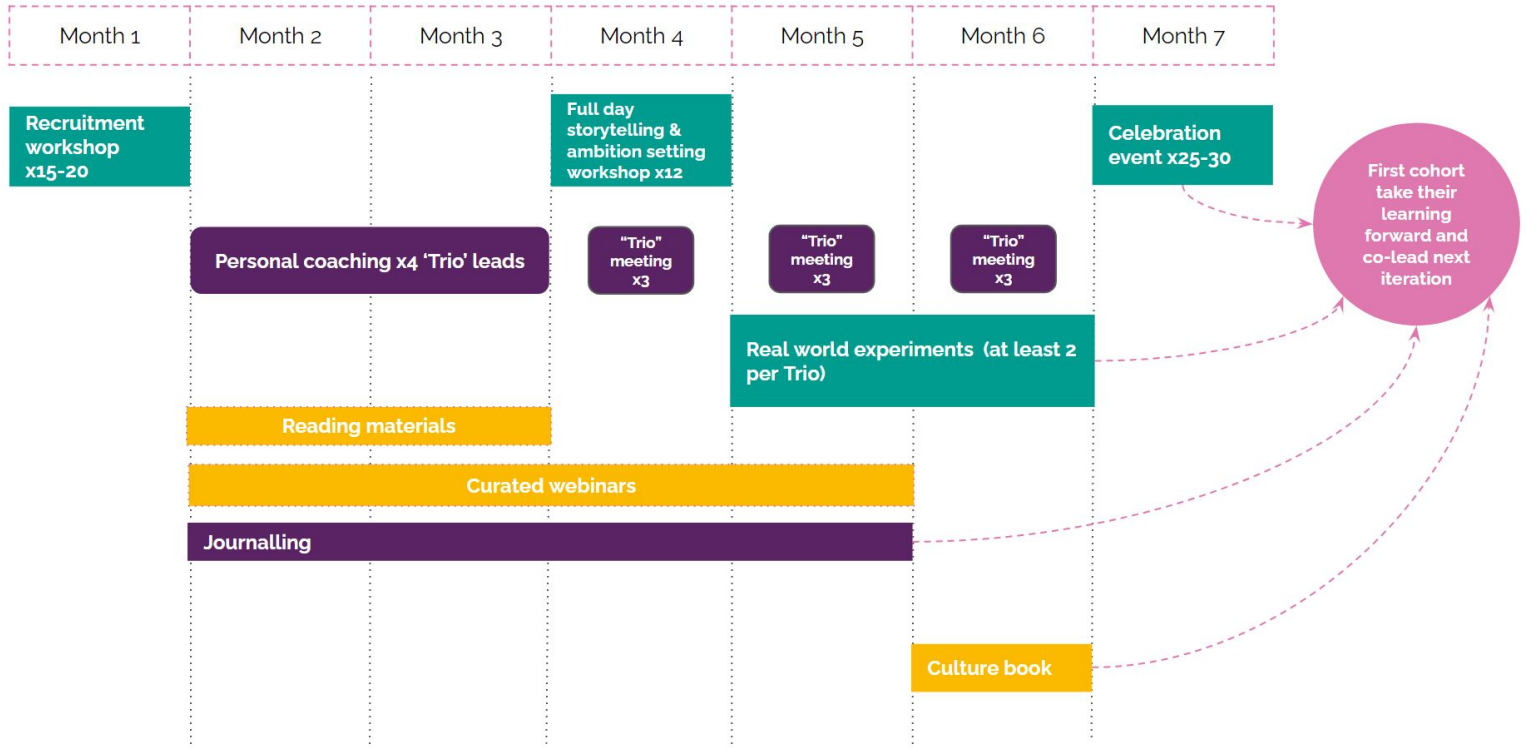
Note that our first meeting will be in Manchester on **23 June**, where you can hear more, ask questions and decide how and when you'd like to be involved. Spaces are limited, so contact us now.

Email julie.temperley@innovationunit.org and emma.price@innovationunit.org and Julie or Emma will get back to you with further details.

We look forward to meeting you!



Pushing what moves: The first six months





Zooming in

June: Introductory Workshop



We open with a half-day workshop to identify leads for four 'trios' - groups of three leaders, who will work together to identify system barriers connected to their real work and run a series of real-world experiments designed to overcome those barriers (see Month 5 below).

Becoming a trio lead is right for you if you see yourself as leading system change for better outcomes for the people of Greater Manchester and you want to ensure the change a) works and b) is sustained.

We are determined to attract a rich diversity of leaders to this workshop, including talented new leaders and new voices. This means leaders who bring cultural and positional diversity, including a mix of 'formal' and 'informal' leaders and those who self-identify as citizen leaders and community leaders. It also means finding a healthy balance of voluntary & community sector, public sector and private sector representation.

In this workshop we will:

- Confirm the purpose of this opportunity (which is to remove/redesign cultural and structural barriers that are getting in the way of leadership of system change).
- Explain the itinerary - what you can expect and the commitments you would be expected to make.
- Run a process to identify trio Leads.
- Help you to connect with others and begin to explore with them the cultural and structural barriers that are getting in the way of your leadership of system change.



You will also be introduced to the coordinating team, which blends:

- Inspiring leaders based in Greater Manchester who are also working to shift systems and who can offer advice and help to make things happen; and
- Brilliant coaches who understand and can support your personal learning journey as you take on this important and challenging leadership role.

Each cycle will run with four trios, so 12 participants in total. After the workshop, trio leads will be supported to recruit members of their trios.

Whether or not you become a trio lead, you will come away from this workshop with a better understanding of the barriers holding you back, some inspiration for how these might be converted to enablers, and new professional connections to other system change leaders from across GM.

When trio Leads have been recruited, we will establish a WhatsApp group to enable them to communicate as their work unfolds.

All workshop attendees will:

- Have access to related learning resources
- Receive a monthly update summarising what's been happening
- Be invited to attend a closing 'Celebration Event' to hear from participants about their experiences to generate interest in signing up as trio leads in the future.



July - August: Personal Coaching



The coordinating team will provide personal coaching (from professional coaches) at three-week intervals to the four trio leads.

The focus of coaching will include:

- Your system change ambitions and work
- Your relationship to innovation and change
- Conversations to help you build a deep awareness and understanding of the cultural & structural pressures and barriers that are getting in the way of your leadership, and the enablers you'd like to replace these with
- Reflections on the leaders you have chosen to join you in your trio
- Reflections on your intended approach to leading your trio.

During this period you will also be asked to keep a diary or journal of your reflections and experience of leading trios.

A key aim of this coaching is to build your sense of psychological safety as you move through this opportunity. In other words, we want you to feel emotionally prepared and comfortable in how you will lead trios and engage with others.

Learning resources

The coordinating team will create bespoke resources to support the learning of all participants. This will include:

- A 'reading' list - focusing on cutting edge leadership theory in a variety of formats (podcasts, reports, videos, blogs)
- Specially created webinars that bring leadership ideas, theory and case study examples to life, through conversations between coordinating team members and real world system change leaders



September: Full day workshop - storytelling and ambition setting



This full-day event is for trio leads. We will:

1. Hear personal stories of leadership. Stories will describe the cultural and structural barriers that are getting in the way of their leadership.
2. Be inspired by stories of people and places from across GM who are already making progress toward turning system barriers into system enablers.
3. Enable leads to discuss the real-world experiments they plan to run in Months 5 & 6, and the ambition they have to develop new cultures and structures and in so doing help us achieve more for the people of Greater Manchester (see below).

October: Real-world experiments



These experiments will see trios removing/redesigning specific barriers and testing more enabling and productive ways of working. Examples might include:

- Redesigning Board meetings so that members are able to fully engage with system challenges and actively respond to them.
- Redesigning relationships so that leaders working in a specific field can rediscover/reclaim agency and power that might have been lost.
- Designing new "spaces" that enable deep collaboration between previously separate groups of leaders from diverse backgrounds.
- Empowering community power and agency in a place or neighbourhood.

Each trio will then meet regularly in Months 5 & 6 to pursue their experiments, drawing in other leaders from across GM as required.



November: Culture Book



Trio leads will co-produce what we are calling a 'Culture Book'. This will describe a vision and set of principles for enabling cultures, behaviours and structures that leaders across systems in GM will be supported to work towards into the future.

Although for now we are calling this a 'book', it can be produced in any format according to what feels right to leaders; for example a video or series of blogs.

Whatever the format, it will contain key learning materials and practical tools and guidance for removing/redesigning barriers.

We imagine a future in which different formats are produced to engage and appeal to different audiences - recognising as we do that there are many cultures of leadership itself, and many languages, not just one.

December: Celebration event



Everyone who has taken part (workshop participants, contributors and trios) - plus a wider group of leaders from across GM (chosen by trio leads) - will be invited to this half-day event. We will:

- Celebrate the successes and/or progress of participating leaders
- Identify demonstrable impact and change
- Engage with and learn from difficulties that they have experienced
- Support participants to clarify how and where they want to use their new learning and the practical tools and guidance (that the coordinating team will create) to take their system shifting leadership forward
- Identify volunteers who want to share their experience, stories and learning with the next group of leaders (and perhaps mentor those leaders), who will participate in this opportunity when it is repeated.



Our principles



We are anchored by shared purpose and a bold shared vision for change



We are driven by real work and real challenges



We acknowledge and engage with the human experience of leadership, its 'messy reality' and its impact on others



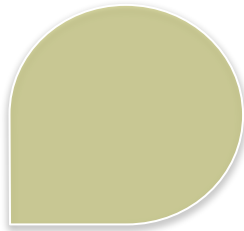
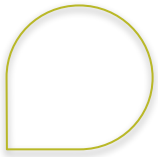
We are inspired by opportunities to create new cultures and structures that unlock the abundant leadership potential that already exists



We connect our personal and collective leadership to better outcomes for the public, and we support efforts to assess and measure their impact.



The outcomes we hope to achieve together



Short term

There is a thriving network of existing and emerging leaders who collectively and individually are leading system change to drive better outcomes for and with citizens.

There is a growing trust and confidence that barriers to change can be named, explored and shifted together - and a growing understanding of how to do that.

Leaders are beginning to realise/see progress in their plans for system change.

Medium term

New structural and cultural foundations are firmly in place that are enabling real change.

There is a measurable uplift in the energy, confidence and capabilities of leaders who are working to change systems.

Communities are exercising leadership and power in shaping and changing systems to achieve better outcomes for citizens.

Long term

There is a new & more diverse & distributed community of system changing leaders collectively driving real change in real work.

A new confidence and capability to collectively lead real world system change across boundaries is being sustained.

There are positive, demonstrable changes in outcomes for citizens and in the system.



Capturing impact and learning

The coordinating team will work with trio Leads to co-produce the following key outputs:



1. Report capturing all key learning & insights generated by participants (the coordinating team will design & facilitate a process for capturing the learning & insights)
2. Codification (description) of the process we used to run this opportunity
3. Learning resources - for example the webinars and inspiring theory
4. Impact report - one that captures the impact participants achieve in a) removing/redesigning barriers and b) early signs of impact on GM citizens (the coordinating team will design & facilitate a process for capturing impact).

