



## **Systems (Distributive) Leadership Master Class**

This Master Class is aimed at Managers and Leaders wishing to gain an understanding of how their behaviour impacts upon organisational performance, and for those wanting to develop their leadership capacity and capability within the organisations systems.

The Master Class is composed of the following **6** sections

### **1) Understanding the Relationship Between Culture and Organisational Effectiveness.**

"Organizational effectiveness is one of the intractable and controversial constructs in the behavioural and social sciences" (Coulter 1979)

This section introduces the different concepts of what culture is:

- **One is that culture is something the organisation 'is' (it's a way of describing the organisation)**
- **The other is that it is something the organisation 'has' (making it possible to create, shape, change)**

This section contains a practical activity regarding culture and the relationship with leadership.

### **2) The Impact of Leadership on Culture and Identity**

This section demonstrates how systems leaders need to sustain processes that enable the system to make the most of its capacity and capability to adapt. In essence this approach requires persistent attention to identity, relationships and information.

It introduces delegates to how leaders need to give their attention to the structure of identity (language, corporate image), but also to the way identity shapes how members make sense of their context, their impact, their work together.

The activity task in this section is for the delegates to question the underlying assumptions that shape decisions, interpretations; and to persistently expand the 'lens' through which the organisation interprets and makes sense of its environment and its own activities.

### 3) Understanding Leadership Theories

This section will address the question “what makes organisations or systems effective?”, by examining some of the theories currently in active use in the public sector in terms of leadership and organisational development:

- Transformational Leadership
- Collective and Distributed Leadership
- Systems Leadership

### 4) Collaboration and Organisational Effectiveness

This section identifies the importance of networks, collaboration and social relationships and is comprised of the following three dimensions:

- Relational (trust, social norms of behaviour and obligations)
- Cognitive (shared responsibilities, language and narratives)
- Structural (formal organisational structures, personal social networks)

The delegates will participate in a practical activity around collaboration within local authorities.

### 5) Leadership and Modern Public Services

This section details the Leadership requirements for the delivery of modern public services and covers the following key fundamentals:

- Be adaptable to their changing environment, and aware of how they shape that environment
- Engage as partners and co-designers with their local communities
- Be innovative in their design and their services
- Demonstrate public value for money

### 6) Best Practice for Leaders to Ensure Organisational Effectiveness

The final section covers key best practice points for Leaders to ensure organisational Effectiveness and includes the following:

- Repeatedly reconnect the organisation to its purpose and the principles that determine how to act in the organisation
- Pay attention to your organisation's identity - look to see how it's serving your core purpose, find ways of connecting members to collective identity
- Pay attention to trends in your environment and to internal patterns of behaving - are they adapting over time?

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