

TRADITIONAL LEADERSHIP VS COLLECTIVE LEADERSHIP

WE NEED TO BE COERCED TO DO GOOD WORK

SELF ACTUALISATION

VIEW OF ORGANISATION	ORGANISATION AS MACHINE	CONNECTED NETWORKS
STRUCTURE	GRATUITOUS HIERARCHIES 	ORGANISATION AS SYSTEM
DECISION MAKING	TOP-DOWN ↓	SHARED/ROTATED ↻
ASSUMPTIONS RE PEOPLE'S CAPACITIES	DO THIS 	PEOPLE ARE CAPABLE + CAN BE TRUSTED TO DO THE RIGHT THING
BELIEFS ABOUT HOW SUCCESS IS CREATED	ONE PERSON HAS THE SKILL OR TALENT ★	SUCCESS COMES FROM DIVERSE SKILLS + PERSPECTIVES

CASE STUDY: BUURTZORG

INTEGRATED CARE MODEL NETHERLANDS

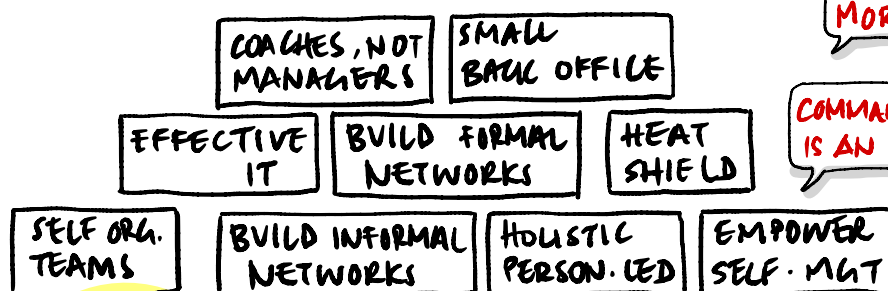
SOLUTION FOCUSED • EMPATHY • TRUST

FREE UP NURSES TO BE CREATIVE PROBLEM-SOLVERS
LOOK AFTER PATIENTS STAY IN BUDGET HAVE FUN

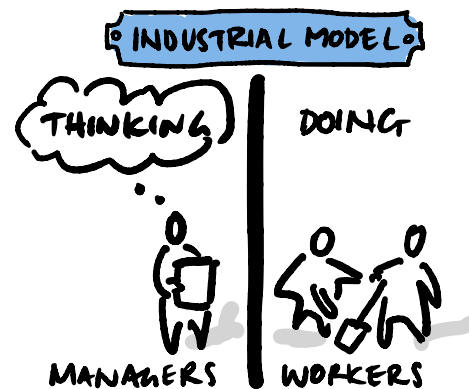
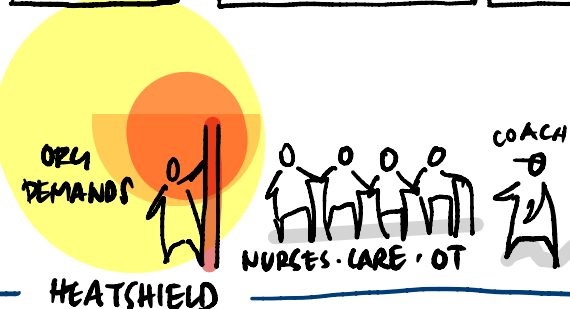
CHECKING IN NOT CHECKING UP

LESS POLICIES MORE TRUST

COMMAND + CONTROL IS AN ILLUSION



SUPPRESSING EGO
EMPOWERING TEAM
TO FIND OWN SOLUTIONS
STRIP BACK THINGS THAT DON'T CONTRIBUTE TO 1ST CLASS CARE

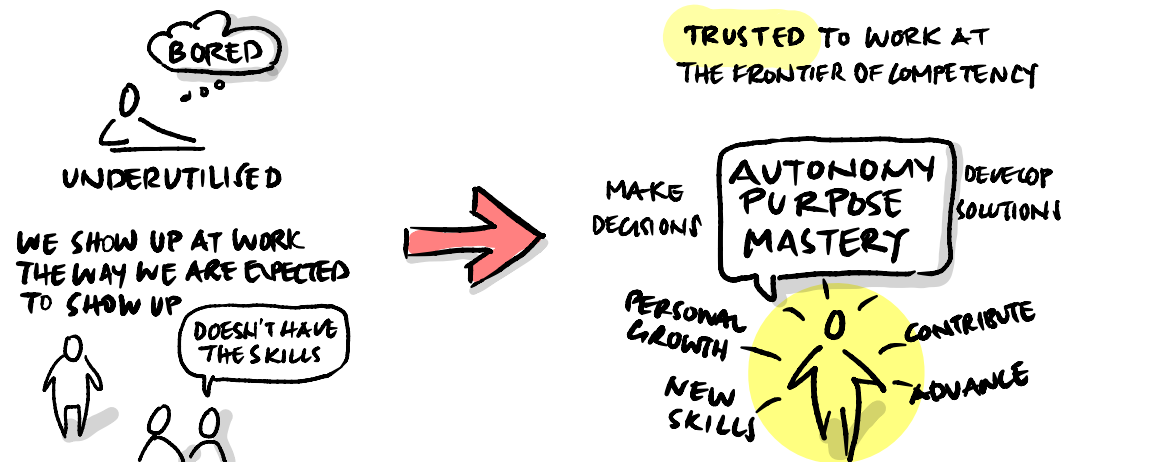


COLLECTIVE LEADERSHIP

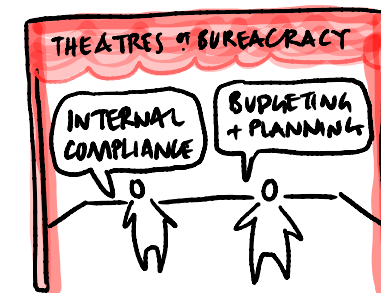


POWER WITH NOT POWER OVER

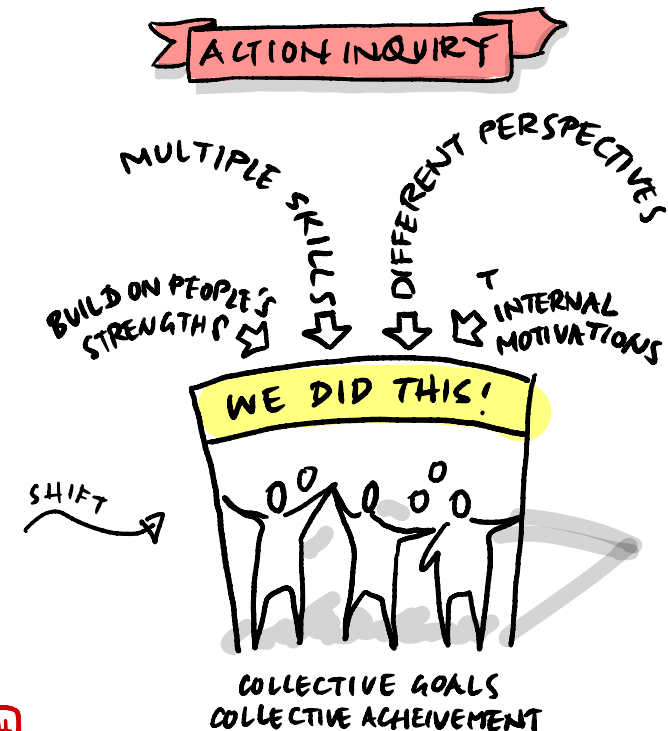
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LEADERSHIP ≠ AUTHORITY
LEADERSHIP IS A PRACTICE AVAILABLE TO ANYONE WITH THE PASSION TO WORK WITH OTHERS TO SOLVE PEOPLE'S PROBLEMS
(HEIFETZ, 2019)



CYNICISM SCOURS THROUGH A CULTURE LIKE BLEACH, WIPING OUT MILLIONS OF SMALL, SEEDLING IDEAS
Cathy Moore



THE ENERGY WE SPEND TALKING ABOUT SOMETHING IS THE SAME ENERGY WE SHOULD BE SPENDING DOING SOMETHING @BentHiday

SPEND TIME TOGETHER DOING THE WORK

NHS The King's fund

WHERE THERE IS A CULTURE OF COLLECTIVE LEADERSHIP, ALL STAFF MEMBERS WILL INTERVENE TO SOLVE PROBLEMS

MOST PEOPLE CAN AND SHOULD LEAD

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