



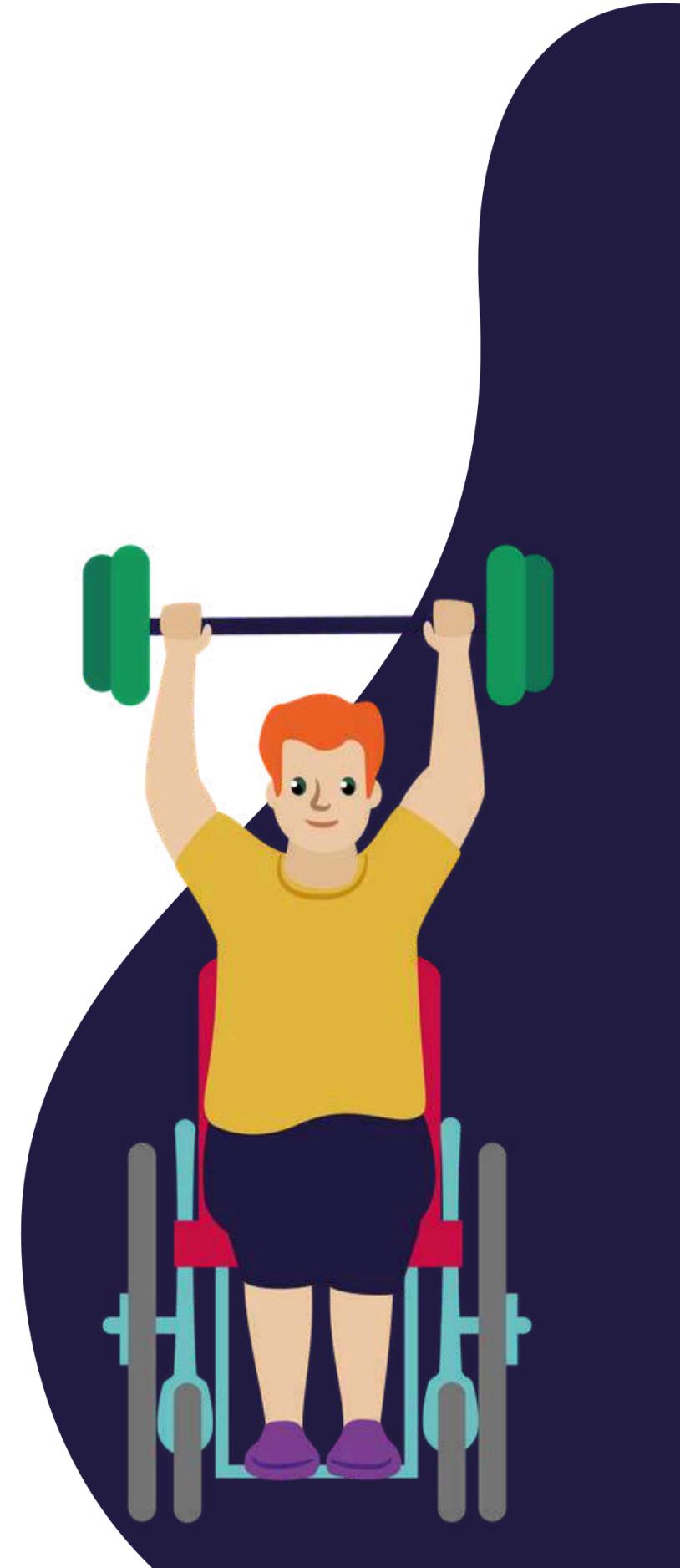
LEADING IN CHALLENGING TIMES

CREATING THE CONDITIONS FOR CHANGE

Kerry McDonald and Jason Fergus



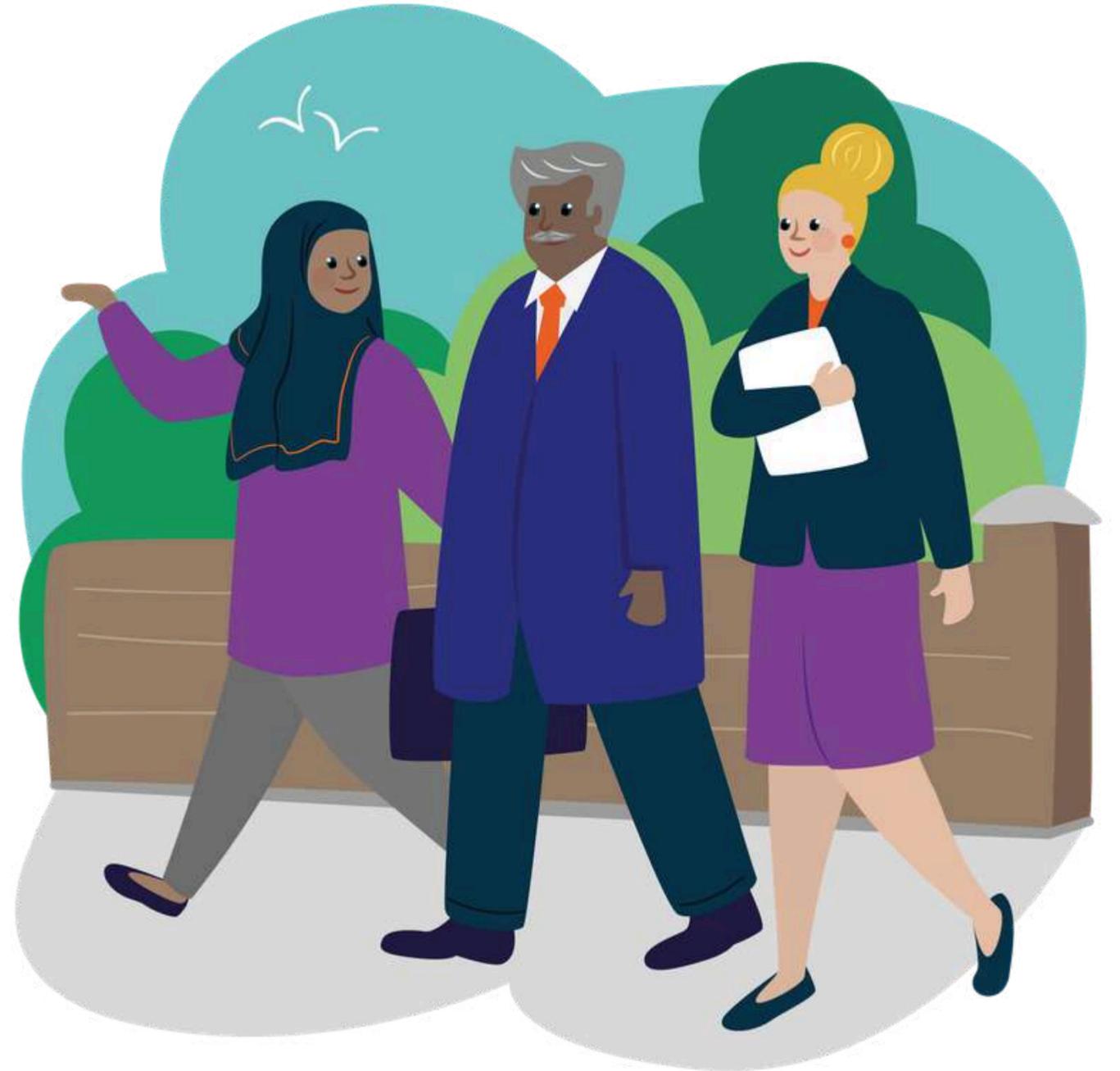
1. Understanding our context is everything
2. Leadership behaviours for our work
3. Understanding Systems
4. Understanding Place-Based working



“

Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.

SHERYL SANDBERG, CHIEF OPERATING OFFICER, META



UNDERSTANDING CONTEXT

Know where you are!

Active Essex – committed to ‘The Great Turning’

Which story are you telling?



Business as usual

“Let’s carry on
as we are”



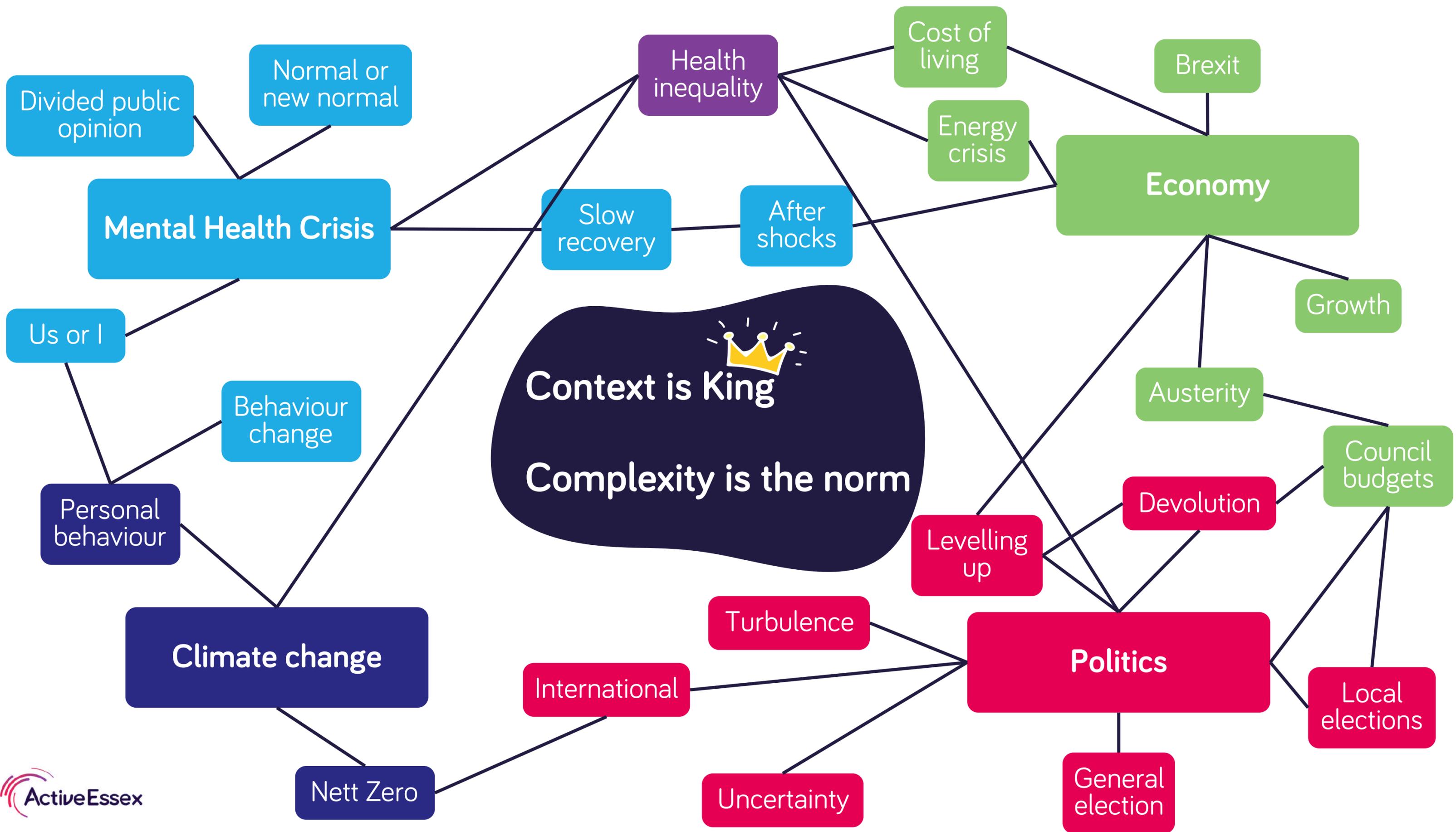
The Great Turning

“We can do things
differently and create a
healthier world”



The Great Unravelling

“We are all doomed”



Balcony and Dance floor



LEADERSHIP BEHAVIOURS

FORWARD INSTITUTE

Empathy

Listening deeply and leading with care

Courage

Tackling hard truths and shared risks

Systems thinking

Understanding interconnected challenges

Humility

Leaders as learners, not just directors

Shared power

Moving from control to collaboration

Purpose-driven action

Aligned with social impact and long-term value

Fearless Place Leadership

Some fundamental principles

These times of extreme change call for courage...

How do we stay with the trouble?

How do we use the disruption to find new forms of collaborating and organising?



There is a knowing-doing gap that prevents action...

We collectively have a good sense of the action needed but making the change happen is complex.

How do we harness our collective imaginations to create better?

WORKING IN SYSTEMS



It's too big | too broken | too hard
doing change and **being** change

Where do you stand?

Systems are so complex

The more we simplify them the better



Systems are so complex

The only way to understand them is to let go of our need to control them



The three types of problems



Simple

Following a recipe

The recipe is essential.

Recipes are tested to ensure easy replication of success.

No particular skill is required (but skills increase success rate)

Recipes produce standardised, predictable results each time.



Complicated

Sending a rocket to the moon

Rigid protocols and formulas are necessary.

Sending one rocket increases the chances of future success as elements are replicable.

High levels of expertise in a number of fields are necessary for success.



Complex

Raising a child

Protocols rarely help; launch experiments to discover what works.

Raising one child provides experience but no guarantee of future success.

Expertise is helpful but on its own is no guarantee of success.

Every child is unique.

WORKING IN PLACES

Place-based working

One definition of 'place'

Places have different meanings to different people, shaped by their experiences and connections.

This refers to the feelings, emotions, and attachments people have towards a particular location, often shaped by lived experiences.

Building, streets, landscapes, green spaces and blue spaces contribute to a place's identity.



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