
Leading in complexity and systems Overview

Description:

In this full-day interactive session, delegates are encouraged to explore complexity in health and care systems. Exploring the relationship between macro, and micro level, for their respective ICB/ICS or organisation's service and team.

Delegates will be continuously encouraged to think holistically, identifying the critical uncertainties, and what this means in terms of possible futures, the impact on the health and care system they operate within, the skills and competencies required, as well as the conversations that are needed to increase the chance of success. Recognising that in complex, and uncertain times, ambiguity creates different, typically inciteful perspectives. Highlighting therefore the importance of seeking and understanding these different and multiple perspectives to plan, test and deliver system change. Highlighting the importance of not applying linear solutions to complex, uncertain, and or ambiguous problems.

The session uses a variety of scenario analysis, complexity, and systems thinking tools to help delegates assess the environment and relationships of different components within a system context. Using the analysis to think strategically and consider interrelationships in future possibilities and subsequent decision making. With time to reflect and understand the roles others play, taking account of the interconnectedness and potential ripple effect one or more decisions can have on other parts of the system and the intended strategy. Demonstrating the importance of generative images, leadership rather than management, and creating open, (dialogic) conversations rather than diagnostic, fixed solutions to the known, unknowns.

The day will conclude with delegates considering the different leadership styles that are required in steady-state situations (simple changes), versus complex, often uncertain, and ambiguous environments. Reflecting on the different leadership strategies that are needed at different times, and the importance of understanding when diagnostic and dialogic (conversations and self-organizing teams) practice is best applied.

Key features of the session:

At the end of this session, delegates will have gained:

- A clear understanding of complexity, uncertainty, and ambiguity from systems, organisational, and healthcare perspective
- The importance of when to apply diagnostic interventions, versus dialogic (creating a space for reflections, and conversation that build a shared purpose, more collaborative understanding, and promote cultural change), and hybrid approaches

- A deeper understanding of the nature of complex and messy problem situations and how they can be tackled
- A system-wide perspective, and how to approach problems across traditional system barriers, and the interconnected nature of decision making across the healthcare system

Who the session is ideally for:

This session is ideally suited for:

- Senior leaders and Programme Managers in the organisation looking to gain a broader understanding of how to deal with complexity in their roles and the wider NHS.
- Aspiring leaders looking to develop a broaden their understanding of complexity and systems
- Leaders seeking innovation and/or creativity within their teams, departments, organization, and healthcare system and those leading large-scale change and transformation programme
- Seeking to work more effectively with colleagues and communities in developing services across integrated care systems.

Particularly relevant for:

Strategic context aimed in particular at ICBs, ICS', provider and or trusts undertaking or going through mergers, collaborative bodies and or organizations (e.g. hospitals working collaboratively).

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