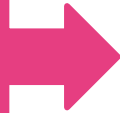


Driving purposeful collaboration: refining our characteristic of an effective SEL system leader

We asked community members how we can refine the characteristic based on our discussions...



“spend the time to focus on the problem we want to address and **not just the symptoms**”

“a willingness to let go of individual ambition, and take risk - **letting go of control**”

““ Feel ” what you're doing and **walk in the shoes of others** in terms of empathy, understanding, learning and trusting”

“Embrace and **get comfortable with the mess**. Give up your ego and focus on the bigger picture”

BEFORE: Driving purposeful collaboration

SEL system leaders encourage and test **new ways to working together**. They collaborate and learn from each other to achieve our collective ambition to improve the health and wellbeing of our population.

They are skilled in:

- bringing people together to co-design purpose driven strategies that everyone can understand, believe in and that can guide and inspire what matters and what work is done
- identifying opportunities to influence, collaborate and build partnerships across south east London to take a population health management approach
- empowering those around them and sharing power in ways that support others to thrive

AFTER: Driving purposeful collaboration

SEL system leaders **drive purposeful collaboration to address problems that affect the health and wellbeing of our population and that can only be solved together**. They understand that investing in collaboration has the potential to make their work more fulfilling and impactful. They know that collaboration isn't organic - it takes skill and deliberate effort to build shared purpose, trusting relationships and enabling ways of working.

They drive purposeful collaboration via a combination of building shared purpose, the right culture and the structures and resources to succeed. Specifically by:

- Using the **power of stories** to connect diverse groups of people to one another, to a shared purpose they can all believe in and to the urgent challenges and choices they face together. They work with partners to establish a clear and compelling ‘why’ that everyone believes in and that can guide collaboration
- Getting to the **root of a problem** rather than focusing on the symptoms. They avoid the false generosity of focusing on the easiest path at the expense of achieving lasting change
- **Meeting people where they are at**, and making no assumptions that they share the same vision from the outset. They value the process of alignment as much as the outcome and celebrate collaboration wherever possible
- Promoting **autonomy even over control**. They foster meaningful participation above orderliness, leaving ego at the door. They understand that they don't have all the answers and let go and actively give up power, even where others might do things differently
- Stimulating **positive conflict**, even over speed. They are alert to the risk of groupthink and challenge partners where a desire for cohesion might be affecting good decision-making and problem solving.
- Using **joined up data and evidence** to inform learning and decision making. They measure progress against clear goals and share insights openly, prioritising transparency even over comfort. They put in place **clear and transparent decision making processes**.