



Distributed and Collective Leadership

National Evaluation & Learning Partnership

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**Sheffield
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Outline of the session

- Introduction to what we know so far about distributed and collective leadership from our work pulling together learning.
- Practical example from Active Essex:
Distributing leadership to local councils
- Practical example from Pennine Lancashire:
Our Shared role model
- Discussing insights from your own work.



Overall conditions that support
whole system and place-based
approaches

Cross-cutting conditions for addressing physical inactivity inequalities

Integration of physical activity into sectors	Strengthening community & individual capacities	Tackling structural inequalities
	<p>Identified barriers and enablers of physical activity</p> <p>Distributed and collective leadership</p> <p>Collaboration across organisations</p> <p>Capacity and capability across the workforce, volunteers and in communities</p> <p>Facilitative processes and proportionate, representative governance</p> <p>Co-production, local people-led initiatives (community power)</p> <p>Focus on inequality and intersectionality</p> <p>Cultures and social norms for wellbeing and physical activity</p> <p>Physical environments that enable wellbeing and physical activity</p> <p>Cycles of learning to action</p>	

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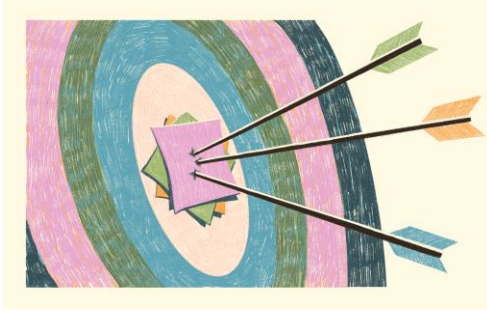
Condition overall: People who live and work in a place are enabled to act on things they can influence. They are supported to make individual and collective decisions to build on strengths and remove barriers to support people to be active.

Key dimensions of distributed and collective leadership:

1. Actions are aligned towards a shared purpose
2. Nurtured and skilled leaders
3. Trust in others decision-making
4. Inclusive decision making and actions
5. Actions are supported by others



What do these mean?



Actions are aligned towards a shared purpose: people may act independently but their *actions* reflect the shared purpose, shared principles of working and shared values for collective change.



Nurtured and skilled leaders: more people - who *choose* to lead - across different spaces are nurtured, empowered, and supported to be leaders and are developing the attributes and skills.



Trust in others decision-making: Strategic Leaders foster a culture of learning and demonstrate trust in the transfer of *decision-making power* to others, whilst holding accountability for decisions.

What do these mean?



Inclusive decision making and actions: People and communities with range of *experience* are involved in, or make the decisions. Strategic leaders advocate for working *with* people and communities. Creative practices and reasonable processes enable action.



Actions are supported by others: People in different roles have spaces to make individual *and* collective decisions and know how and when they can seek support from others involved in the approach and there are appropriate channels for this, which are advocated, facilitated and used.

Reflections?

Questions?

Thank you to Hannah and Emily

Thank you all for joining

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