



Active Together- making activity everyone's business

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... the scale of the challenge



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System working and examples of system shift

- Post Covid the journey to activity just got even longer for some in the most deprived communities
- Some of the traditional models are breaking down
- New ways of working, and behaving, need to emerge
- We need to start to change the systems that design out activity



Four common system characteristics

Social systems
are self
organising
networks of
networks

They are
perfectly
designed to
produce their
outcomes

They resist
change,
constantly
reorganising to
stay the same

No one person
or point of view
knows what is
going on - no
one is in full
control

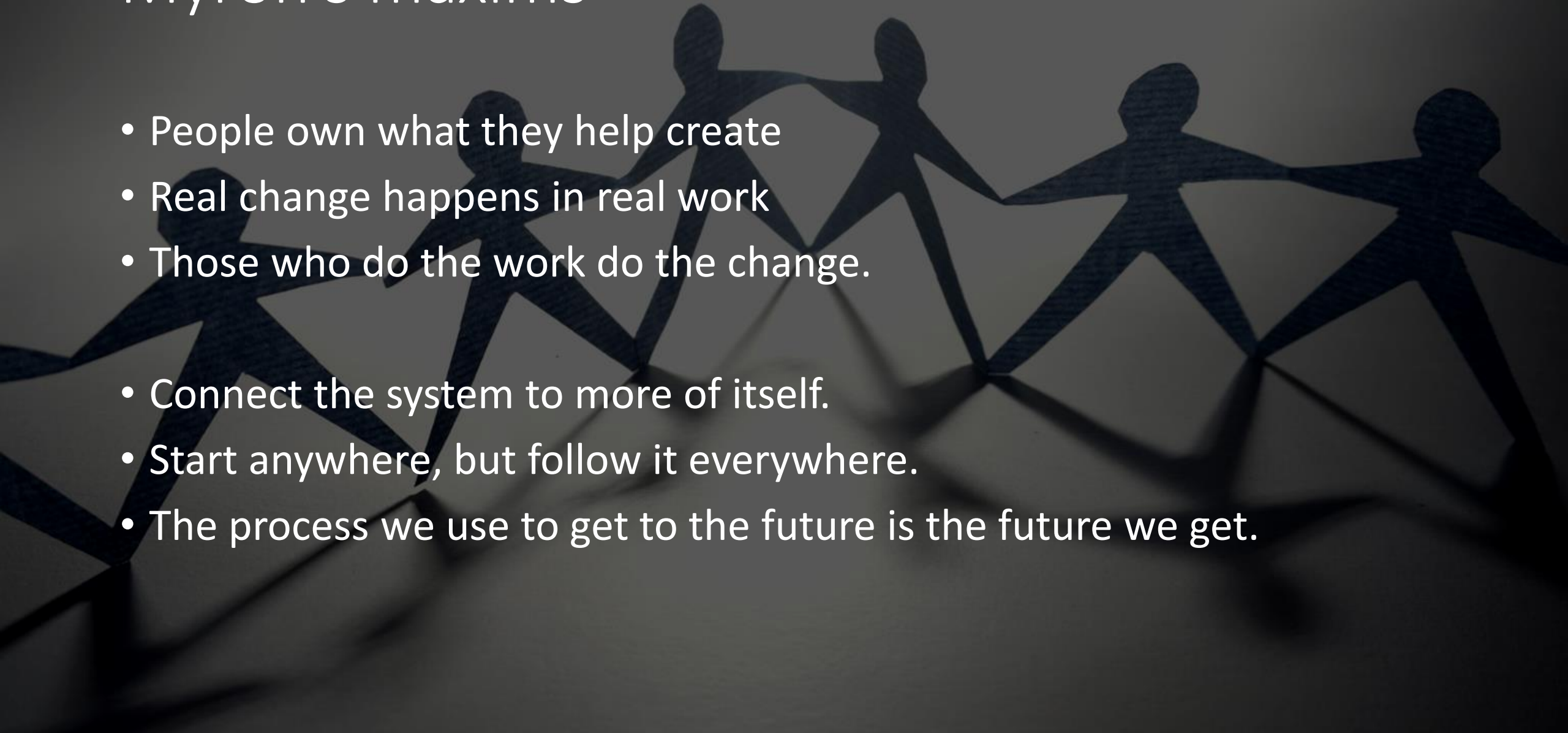
So how can we intervene in systems, some key observations

Myron's Maxims

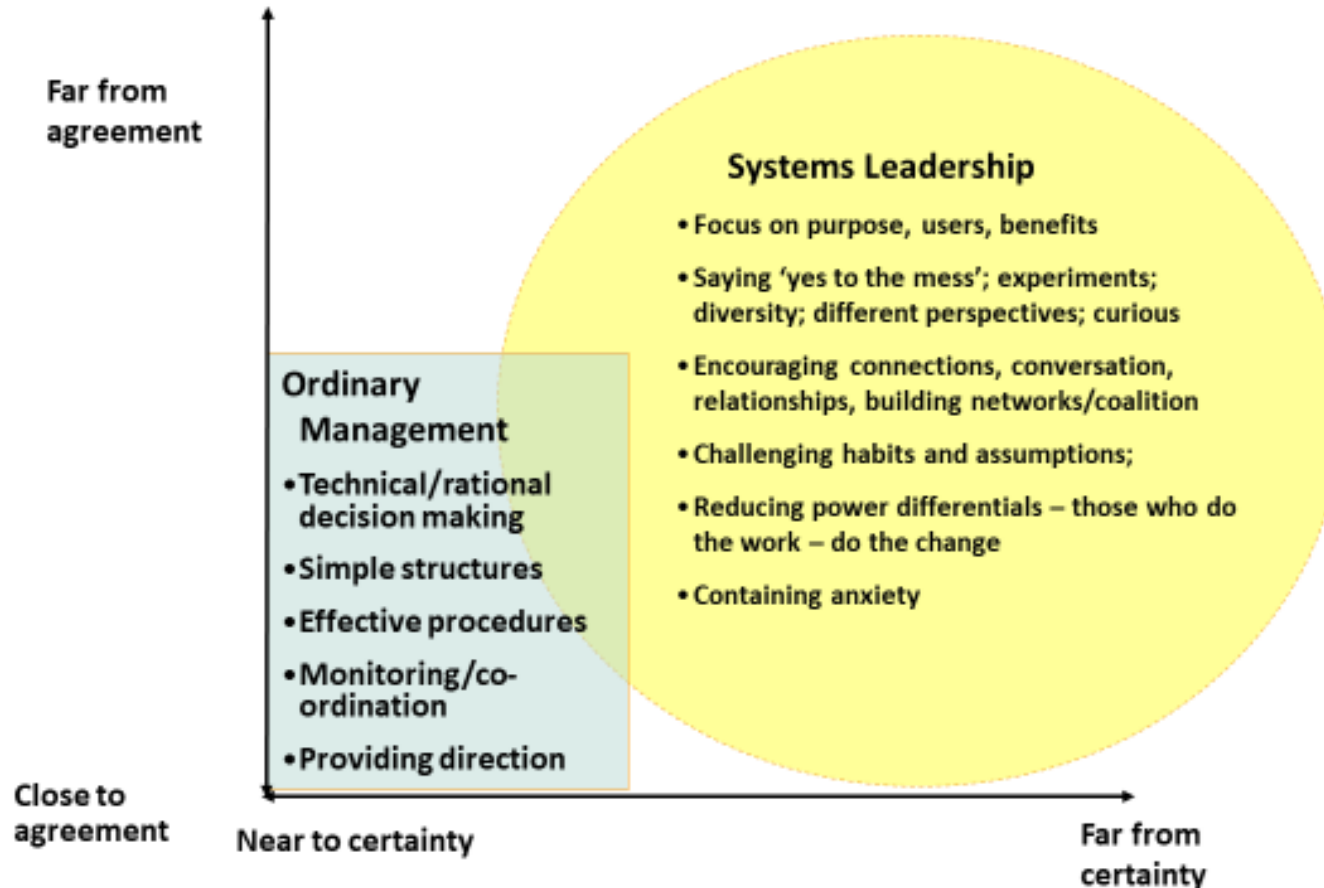
- Myron E. Rogers

Myron's maxims

- People own what they help create
- Real change happens in real work
- Those who do the work do the change.
- Connect the system to more of itself.
- Start anywhere, but follow it everywhere.
- The process we use to get to the future is the future we get.



Get comfortable moving from agreement and certainty to complexity and uncertainty



Rather than understanding systems we can simply ask better questions

What is going on in this system?

How is the system reinforcing itself by design?

What can I see, now, at this particular time?

What do I need to look into – what insight can I develop?

Where do I find myself?

See systems change as a practice

A female soccer goalkeeper in a light blue uniform is shown in profile, holding a soccer ball. She is wearing white gloves and has her hair tied back. The background is a blurred soccer field with other players in blue and white uniforms.

- “You're always practicing something. So you're either practicing upholding the world as it is, or you're practicing shifting into the world as you want it to be.”
- Adrienne Marie Brown - Emergent Strategy

“Systems don’t change unless they are put under undue pressure”

Helen Goulden - Young Foundation



System wisdom

“Systems don’t change easily. Systems try to maintain themselves, and seek equilibrium.

To change a system, you need to shake it up, disrupt the equilibrium.

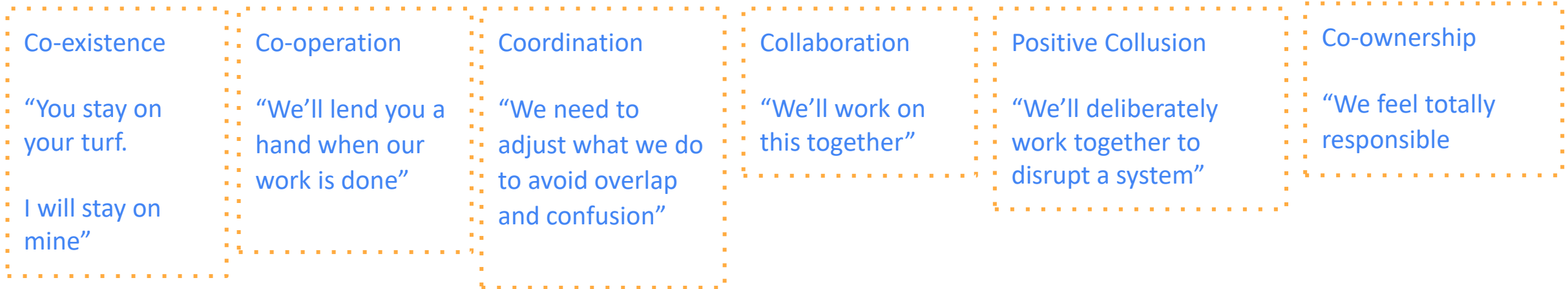
That often requires conflict.”

— Starhawk



What does good look like?

Make the move from co-existence to co-ownership



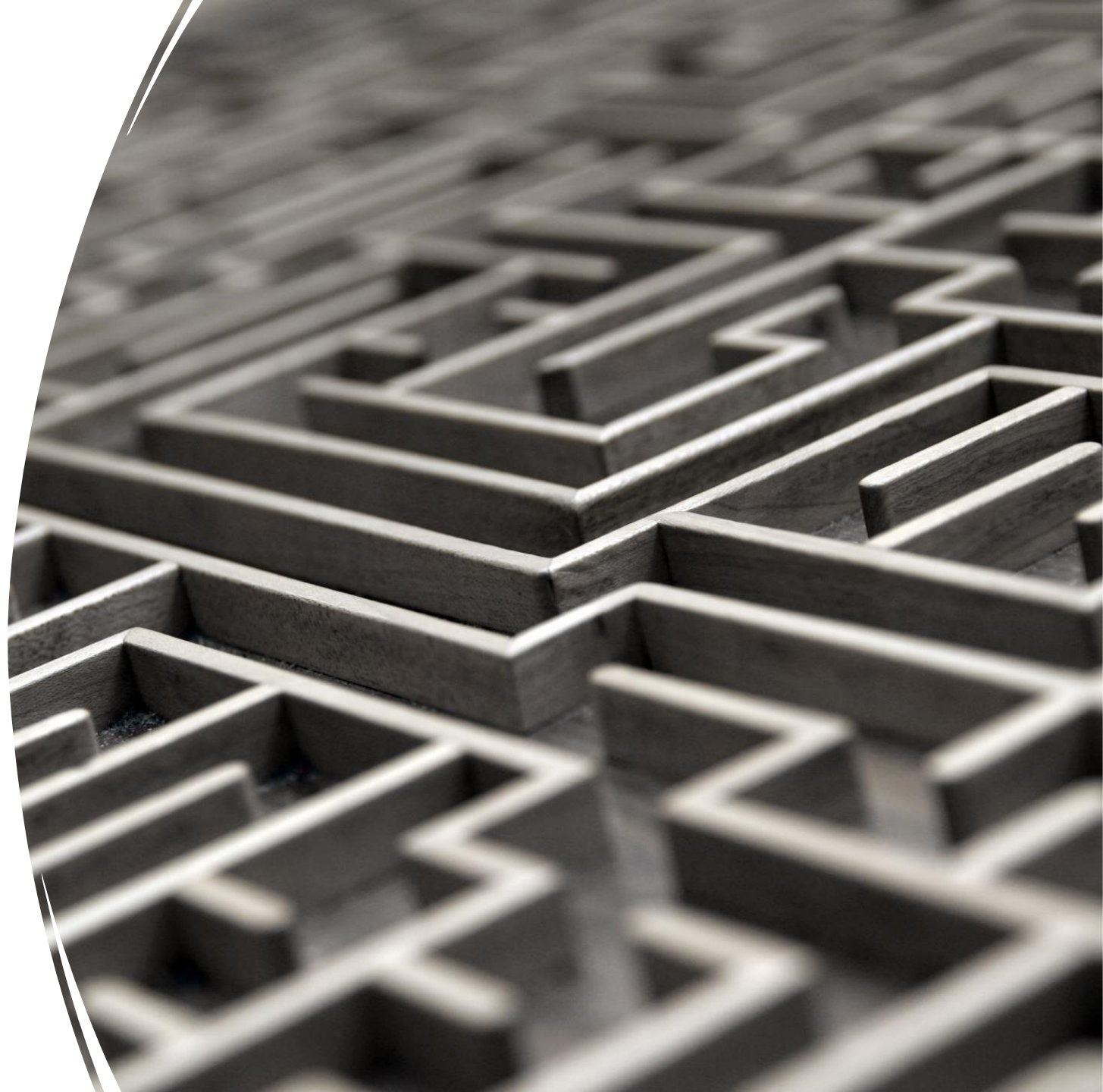
co-design:

- *'a social conversation in which everybody is allowed to bring ideas and take action' (Friere)*
- *Make it hyper local*
- *Using democratic processes- rounds; deep democracy; active listening; sensing from the field;*
- *Start where the energy is... identify and remove the barriers... enable and empower.... Create a movement*



Identify and coproduce responses to need

- Being clear on where need is
- Building collaboration
- ABCD
- Going from deficit to benefit
- Finding the way through what stops us



Collaborative practice

- 'Doing with' and not to
- Inclusive practices
- Hearing all the voices
- Being open to starting where the need is and weaving in outcomes
- Doing it by stealth
- Distributing leadership throughout
- Hearing all the views – listening pairs; generative listening
- Word of mouth from a trusted source- using the right methods for communication

Distributing leadership

- The importance of being lead goose
- Knowing when to step back
- Staying in formation
- Nurturing followership
- Identify win/win



Cocreation and collaboration



- Using open mind, heart and will to understand what is needed that isn't yet provided
- Being open to how else things could and should be done
- Being led by need and opportunity
- Saying yes and...
- Holding on to more than one view

Relational not transactional

- Finding and making a flock
- Hold people where they want to stay
- Working with the willing- start where the energy is
- Practice and develop skills
- Develop agency and resilience
- Clarifying and amplifying the win/win



Mountain of
bureaucracy

Sweet spot of 'edge of chaos- or bounded instability

Meadow of
chaos



A pair of black-rimmed glasses is resting on a stack of books. A red bookmark is visible in the foreground. The background is softly blurred, showing more books and a wooden surface.

Over to you

- When have you seen/practiced cocreation and/or collaboration?
- How did that work for you?
- How did that work for those using the interventions or services?

What does success look like.

Local social investment model:

- Assess/ scope/ understand/ map relevant place
- Create the story and spread/share the vision in place
- Understand the value within a place and create opportunities to co-create it within the system- financial investment/ network creation
- Step in/ do/ test/ learn/ iterate
- Evaluate and embed
- Amplify back into the system- distributing power and success
- Build on the change

