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1 WEBINAR TOPICS OVERVIEW

systems leadership - Systems leadership is about how to lead without hierarchical authority by influencing others.¹ Building trust has been described as “the bedrock of system leadership”^{2 p.6} and requires humility, authenticity and promotion of collective leadership - which requires the distributing of power throughout the system.¹⁻³ Systems leadership is seen as a critical skill for working across organisational boundaries in complex contexts.^{1 3 4}

the model of large-scale change - The model of large-scale change emerged from the learning and experience of system leaders who have led sustainable transformational change. The model supports transformational change in complex contexts by identifying several key stages in the leadership of large-scale change: identifying the need for change; framing and re-framing the issues; engaging and connecting with others; making pragmatic changes in multiple processes; attracting further interest; settling in; and living with results and consequences.⁵

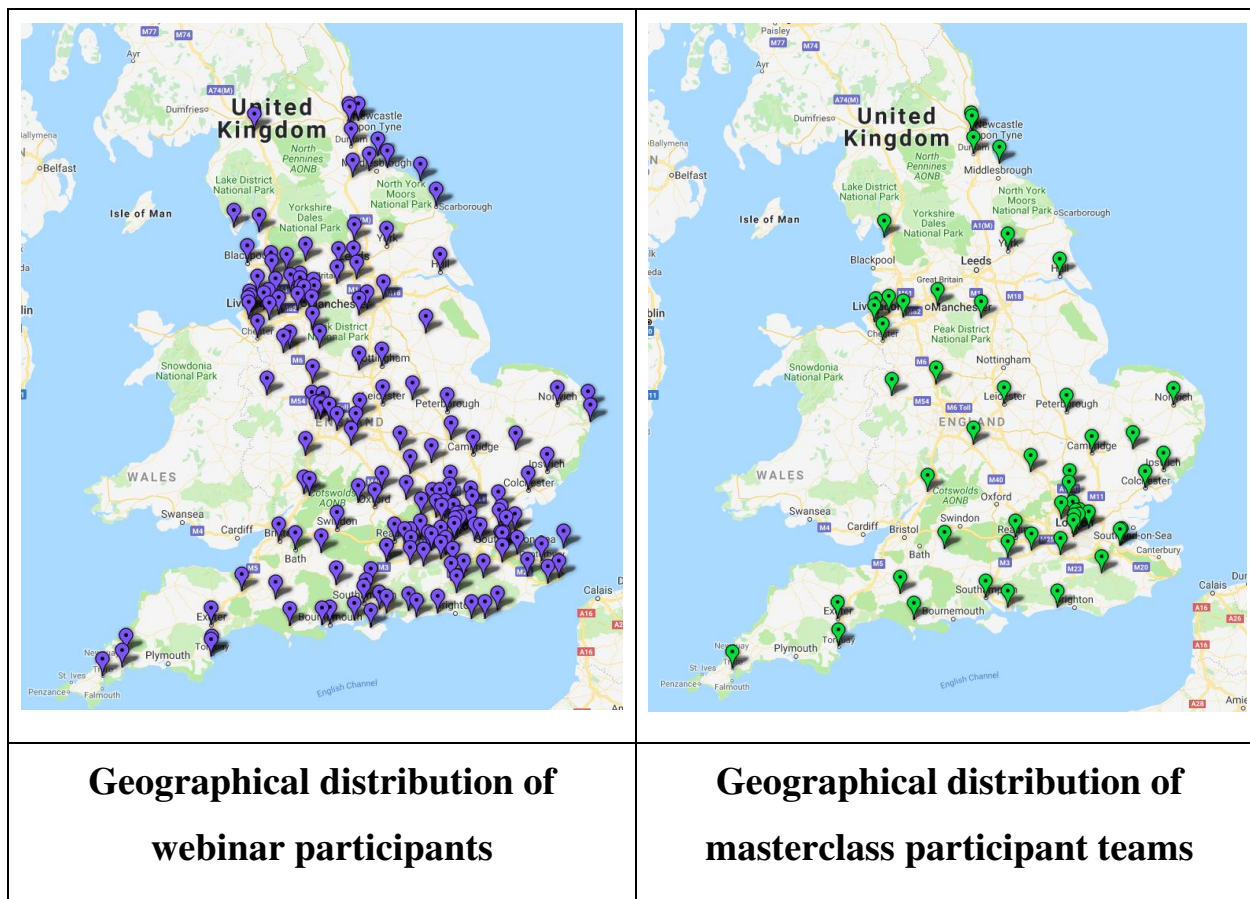
the change model for health and social care - Bringing together important aspects of implementing sustainable change into a holistic framework, the change model works in harmony with the model for large-scale change to support sustainable transformation.^{5 6} The change model was co-created with NHS staff to take account of the NHS’ specific organisational context as a publicly funded healthcare system.⁷ The components of the change model are: building shared purpose; leadership by all; motivating and mobilising; understanding system drivers; measurement; project and performance management; improvement methods and tools; spread and adoption.⁶

mobilising and organising for large-scale change - This draws on social movement thinking to connect with the core values and motivations of individuals to tap into their personal energies and drivers for change.^{8 9} Mobilising goes beyond engagement and uses powerful narrative to build connection and commitment to a shared purpose.^{8 9} It has been proposed that large-scale change is more likely to be sustained when driven by intrinsic motivation.¹⁰

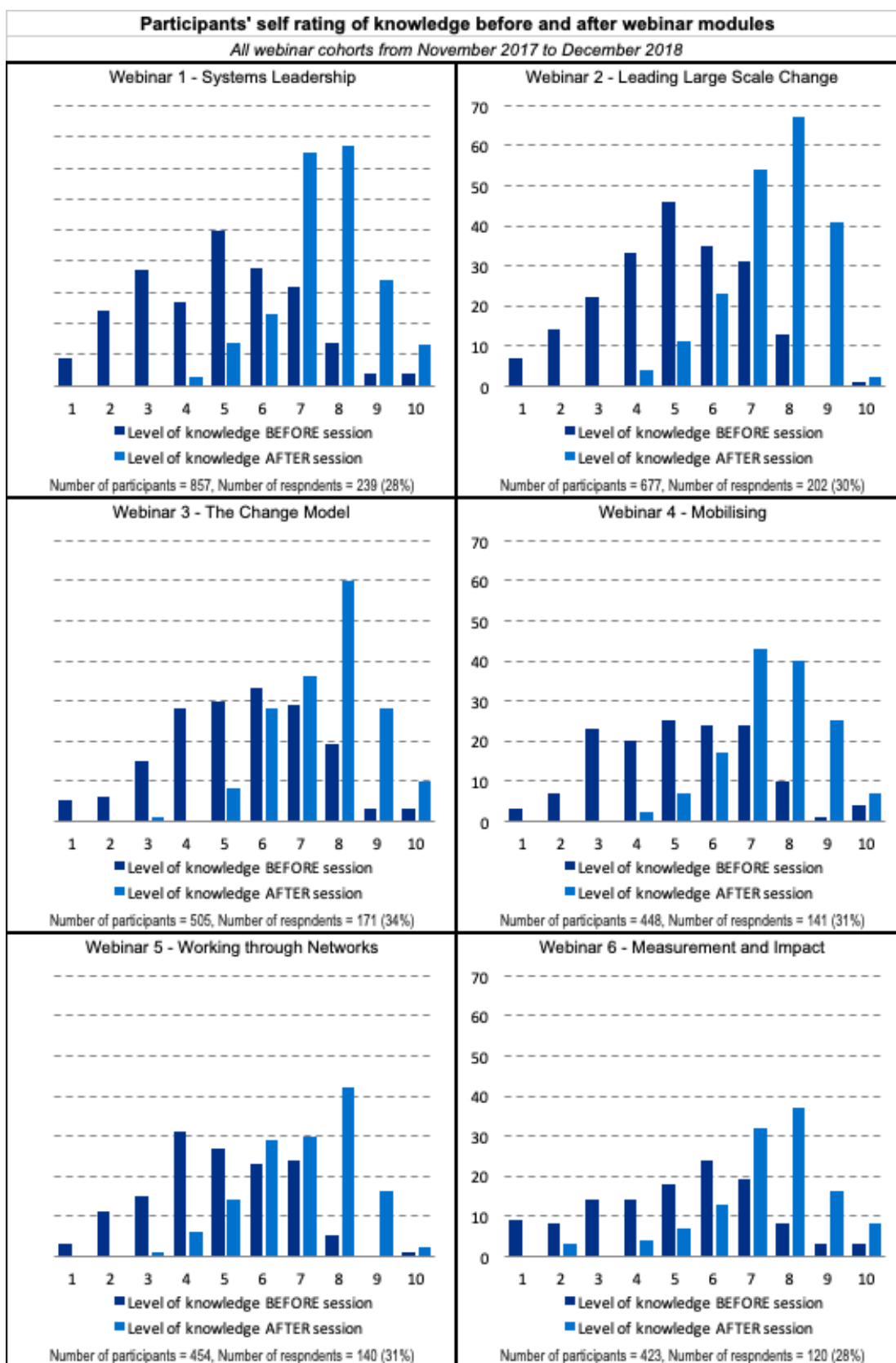
working through networks - A network is “a cooperative structure where interconnected groups or individuals coalesce around a shared purpose on the basis of trust and reciprocity”.^{11 p.7} In the NHS, networks are being used increasingly to move away from hierarchical structures and work across organisations in local health economies.²

measurement and impact - measurement and use of data are core components of improvement methodology and important skills for leaders of large-scale change.¹²⁻¹⁴ Measurement for improvement and change requires leaders to understand variation and how it is intrinsic within any system.¹⁵ This understanding can help leaders to make better decisions about how and where to target change efforts.¹⁵

2 GEOGRAPHICAL DISTRIBUTION OF PARTICIPANTS



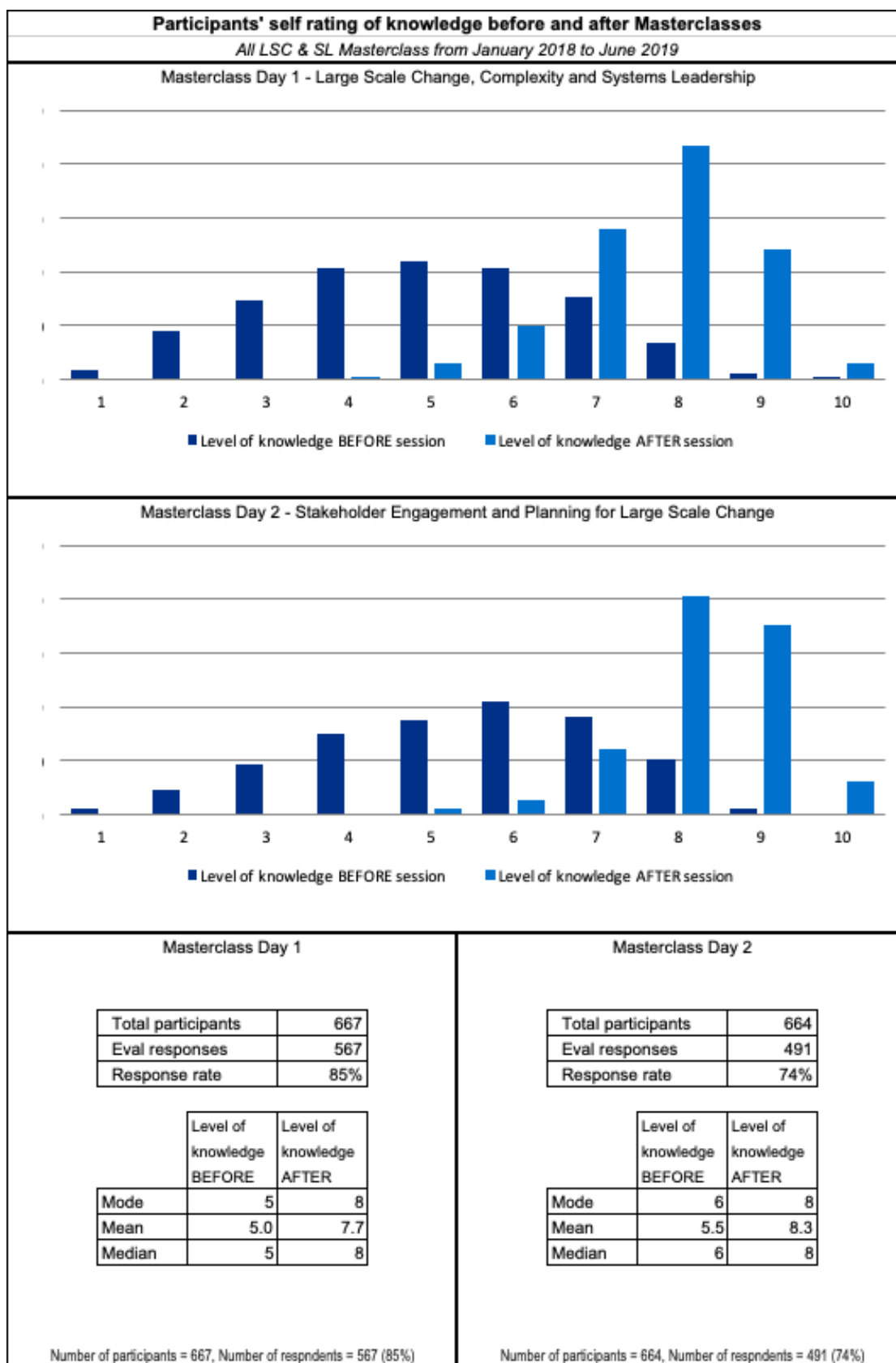
3 WEBINAR BEFORE AND AFTER KNOWLEDGE GRAPHS



4 WEBINAR KNOWLEDGE CHANGE DATA

Participants' self rating of knowledge before and after webinar modules			
All webinar cohorts from November 2017 to December 2018			
Webinar 1 - Systems Leadership		Webinar 2 - Leading Large Scale Change	
Total participants	857	Total participants	677
Eval responses	239	Eval responses	202
Response rate	28%	Response rate	30%
	Level of knowledge BEFORE	Level of knowledge AFTER	
Mode	5	8	
Mean	4.9	7.5	
Median	5	8	
Number of participants = 857, Number of respondents = 239 (28%)		Number of participants = 677, Number of respondents = 202 (30%)	
Webinar 3 - The Change Model		Webinar 4 - Mobilising	
Total participants	505	Total participants	448
Eval responses	171	Eval responses	141
Response rate	34%	Response rate	31%
	Level of knowledge BEFORE	Level of knowledge AFTER	
Mode	6	8	
Mean	5.5	7.6	
Median	6	8	
Number of participants = 505, Number of respondents = 171 (34%)		Number of participants = 448, Number of respondents = 141 (31%)	
Webinar 5 - Working through Networks		Webinar 6 - Measurement and Impact	
Total participants	454	Total participants	423
Eval responses	140	Eval responses	120
Response rate	31%	Response rate	28%
	Level of knowledge BEFORE	Level of knowledge AFTER	
Mode	4	8	
Mean	4.9	7.0	
Median	5	7	
Number of participants = 454, Number of respondents = 140 (31%)		Number of participants = 423, Number of respondents = 120 (28%)	

5 MASTERCLASS KNOWLEDGE CHANGE DATA & GRAPHS



6 REFERENCES

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