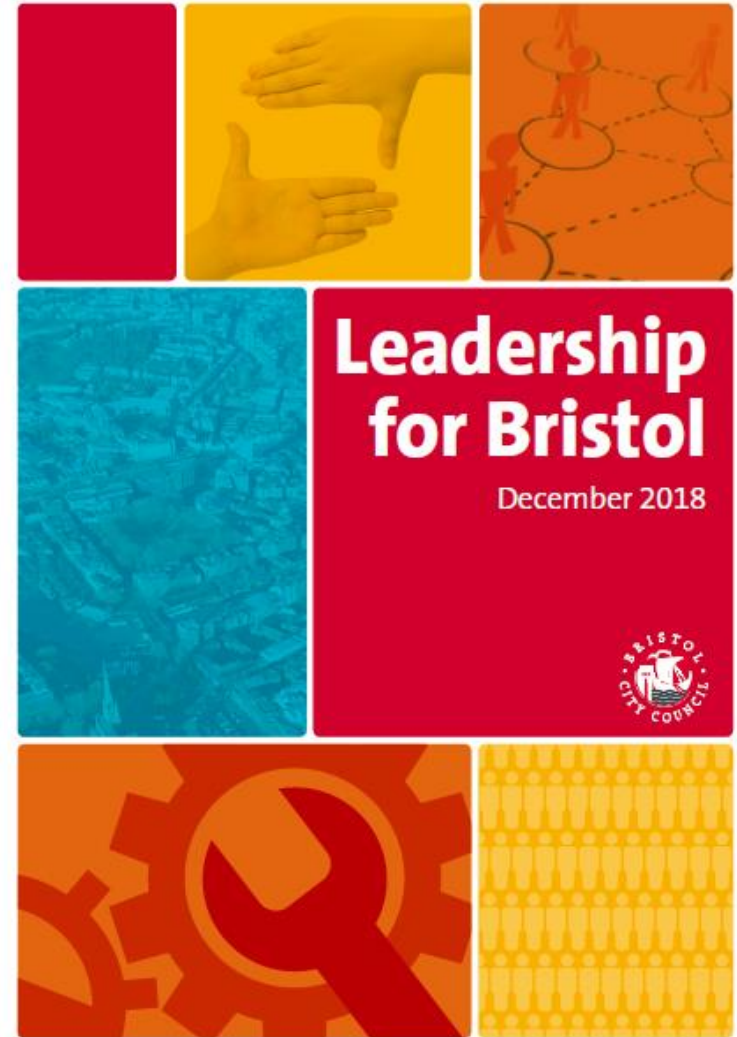


Systems Leadership: What Bristol Has Learned

Annabel Parfitt
Bristol City Council



What is Systems Leadership?

“...It’s how you lead when you’re not in charge, and you need to influence others rather than pull a management lever.... where the way forward therefore lies in involving as many people’s energies, ideas, talents and expertise as possible.”

www.nationalvoices.org.uk

Leadership for Bristol

The Mayor put two challenges to
Bristol Leads participants:



**What kind of leadership does
the organisation need
(right now, and for the future)?**

**What kind of leadership does
the city need?**



Insights from
150 managers
from across the
organisation on the *Bristol
Leads Programme 2018*, plus
data from **2,000** employees
in *values workshops 2018*,
provide the evidence base
for responses to the
Mayor's challenges.

Values
workshops
2018



Bristol Leads
Programme
2018



Leadership fixes

“There is a good deal of cynicism about whether things can be changed for the better, and whether employees will be consistently supported if they try to push for changes.

All this is linked to a belief that managers and leaders are distant, disengaged, and mercurial.”

Team managers and front-line employees (Bristol Leads & Values workshops 2018)





“It’s how you lead when you’re not in charge, and you need to influence others rather than pull a management lever..... where the way forward therefore lies in involving as many people’s energies, ideas, talents and expertise as possible.”