

What is our **collective accountability** for enabling positive impact of SDGs?



What I learnt from others

There is some **interest and commitment** from governments (local and state and national)

Multiple Perspectives on an approach to evaluation and impact

All parts of the system **hold a piece of the mess** and they can **co-create the future**

Everything is **contextual** (to place, culture, priorities)

Need to think beyond the technical to incorporate **adaptive behaviours**

It is a **political issue** (little 'p' politics) . With competing commitments, vested interest and shifting power bases

Our lens (assumptions, values and beliefs) determines our behaviours and our **factional support**

There is agreement on the **Integration and Linkages** across SDGs) and the need to worked **Systemically**

Disruption and complexity is an opportunity for all of us to learn but it is not easy (so there is some stuckness)

There is a recognition of the changing **nature of doing business** and a need to tread lightly

The Polarities of making change



What's the Purpose?

Practicing Systems Leadership

Symmanthesy from the Greek 'work together' and 'to learn'
(Nora Bateson)

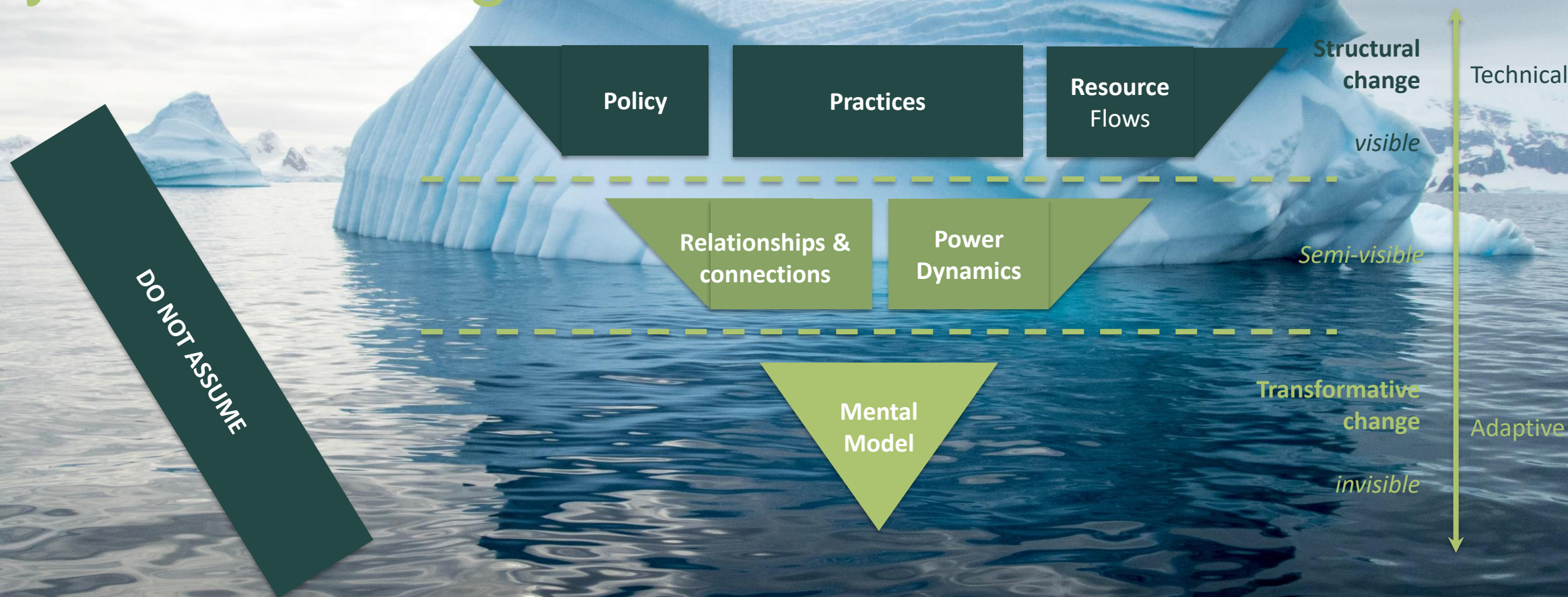
- Progress requires learning and learning to learn together
- SDG implementation depends on the practice of leadership (across all roles, positions etc.)
- Working across multiple boundaries (government, business, society, community agencies, citizens) requires awareness and shifting behaviours (often letting go)

The Human Condition, Culture, Context,
Vulnerability, Resilience

Building capacity and collective leadership to manage energy and impact

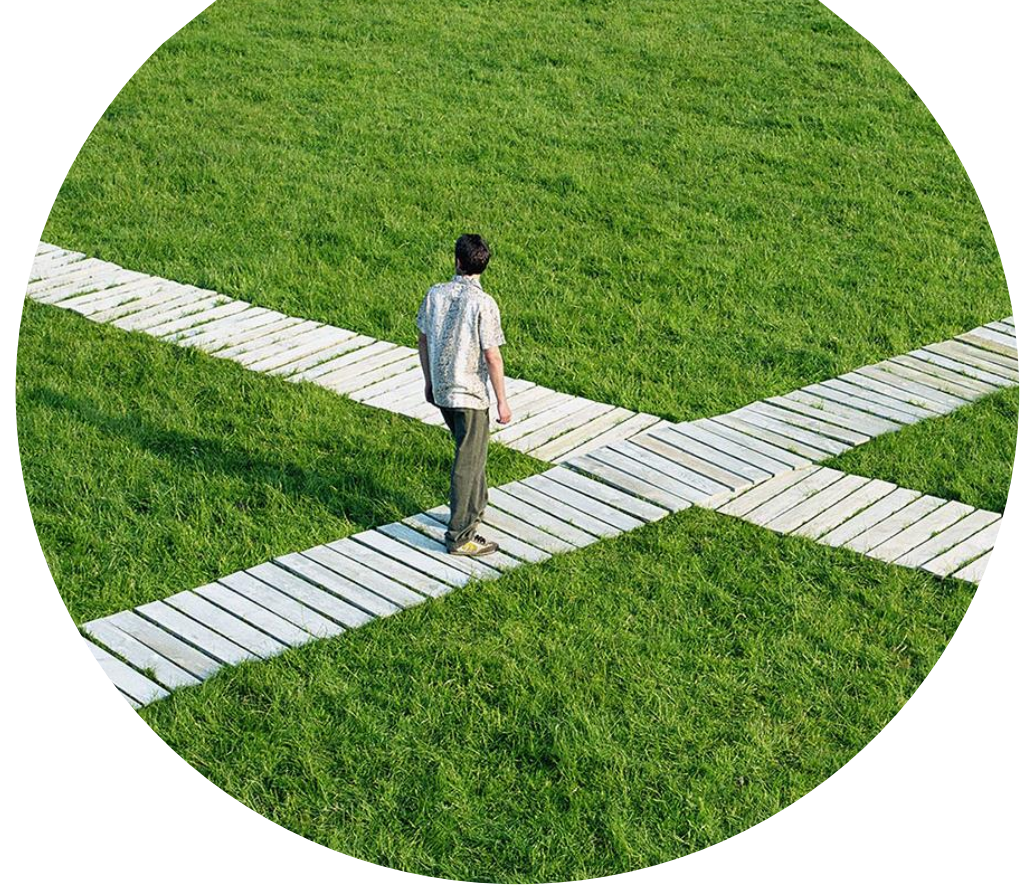
Moving from expert to
systems transformer

Enablers of systems change



New mindsets for Systemic Leadership

- Being **outside of your comfort zone** is required for change
- **All perspectives matter** (sometimes more than mine)
- This is not about me and **it doesn't matter who gets credit**
- **Letting go** of assumed power and control can be useful
- **Risking** trust and transparency (even without evidence)
- **Not either-or-** the real value sits in the grey



Requires Learning to Lead and Leading Learning

Let's start here

Building Systems Leadership

- Preparing individuals and systems for disruption
- Building the awareness of own barriers and skills for transformation
- A long term view and the and commitment to staying the distance
- Reflecting on the human condition and responses to tension
- Thinking beyond the familiar consider the 'unusual suspects'
- Recognizing competing priorities, differing power and rank and using it well
- The skills to work on behalf of the whole and collective accountability for success
- Clarification of roles and boundaries and how to transact across difference

Diagnosing the Systems

- Multiple Roles
- Transacting across boundaries
- Understanding Factions-loyalties and expectations
- Shared Purpose vs Intention
- Relationships and Interrelationships (the space between)
- Competing Priorities



Self Awareness

- Balancing Advocacy and Inquiry
- Engaging across Boundaries
- Curiosity and the power of questioning
- Recognising and using power and rank well
- Challenge narratives and assumptions
- Culture and language
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Taking Action

- Work systemically
- Holding a vision and working with emergence
- Holding boundaries and engaging across difference
- Court and mediate conflict and disruption
- Holding accountability
- Experimentation to build robustness and trust
- Leading continual change

The glue in the system

Appreciation of the interdependence of all of the parts

TRUST

PARTNERSHIP

