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Exploring doing public management differently

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Draft

Overview

- Changing the purpose of management: Learning as management strategy

- System stewardship: managing and governing Learning Cycles

- Learning your way to learning – how you might start your exploration

Recap

Creating real outcomes requires
doing public management differently –
learning as management strategy

**Management for control undermines the
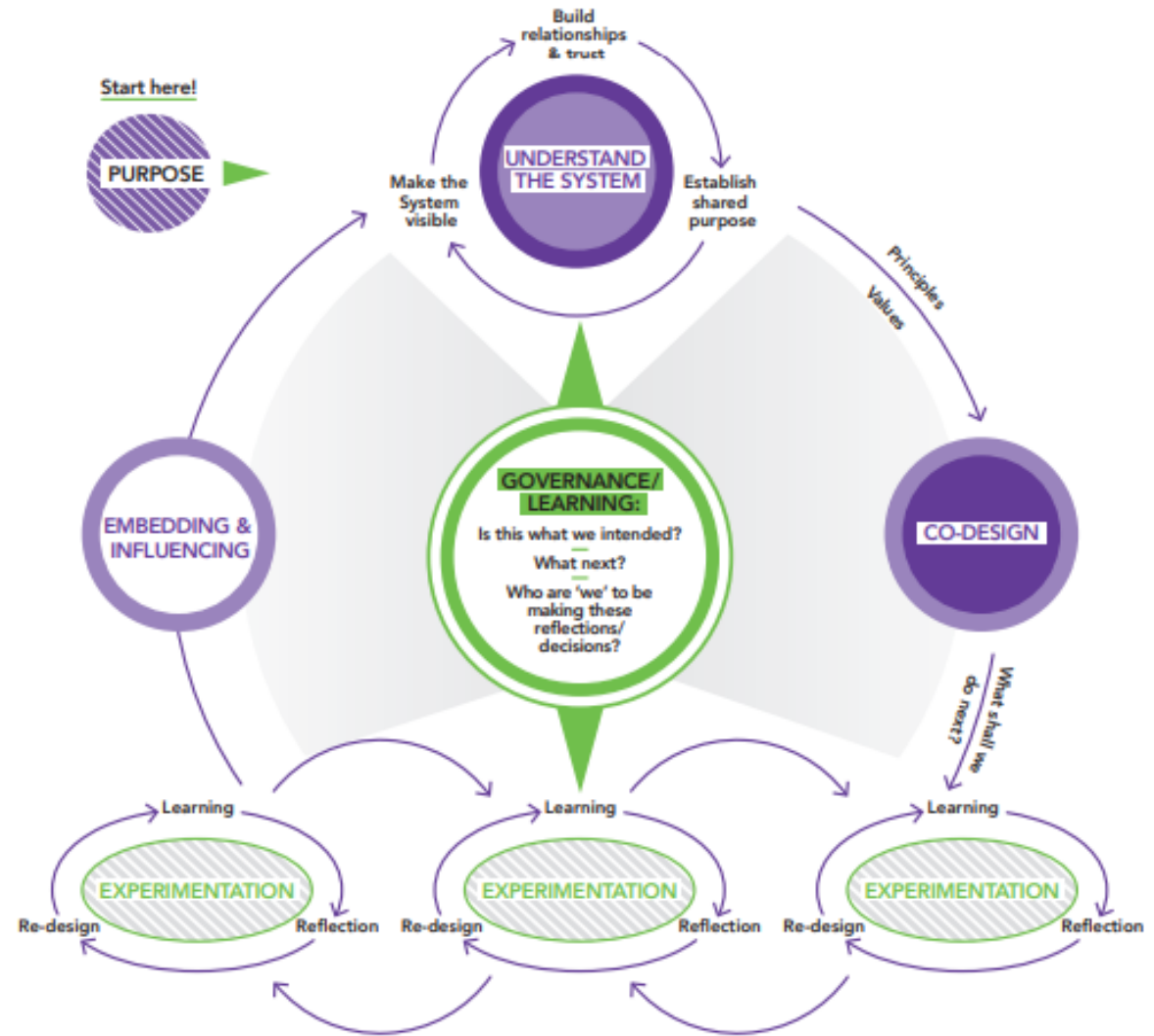creation of real outcomes**

Change the purpose of management

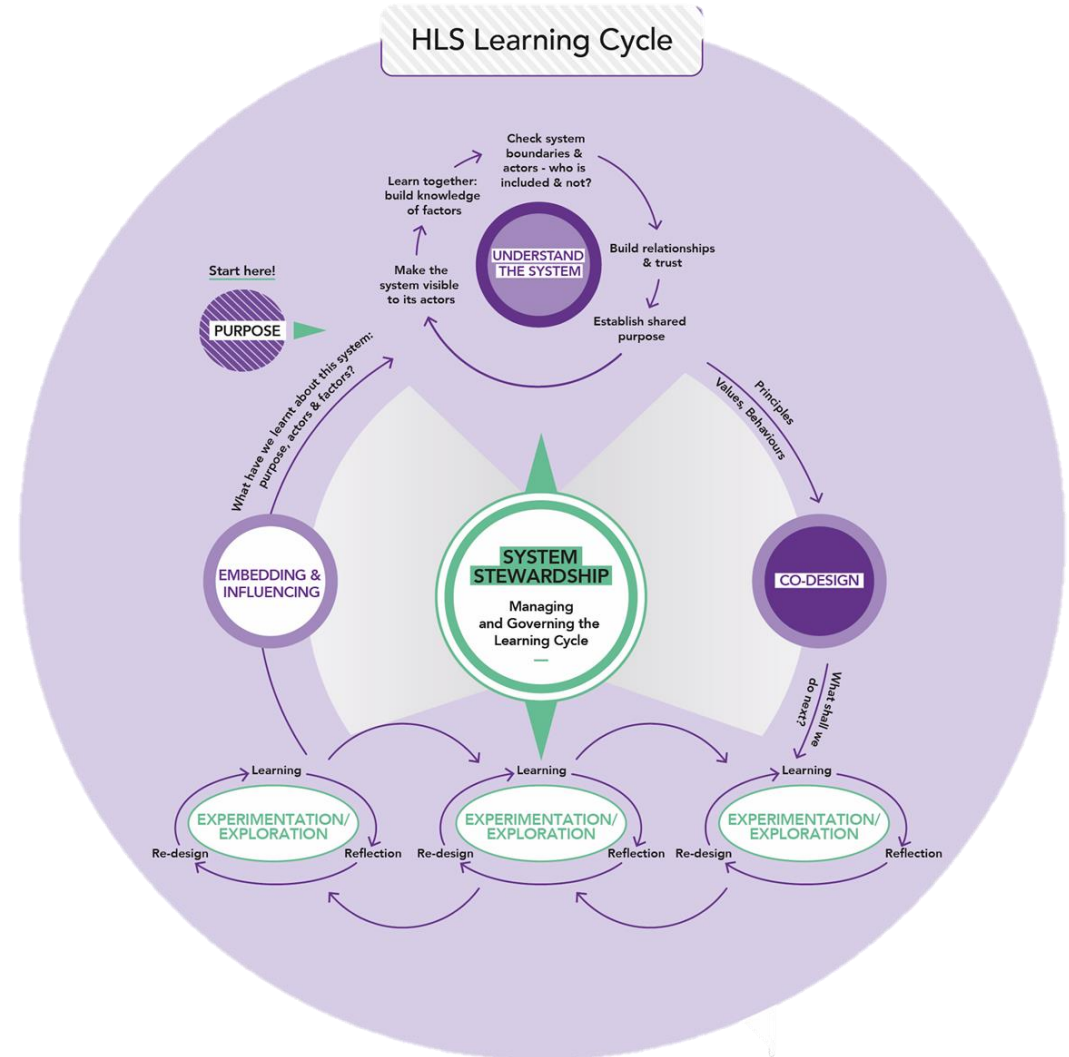Learning as management strategy
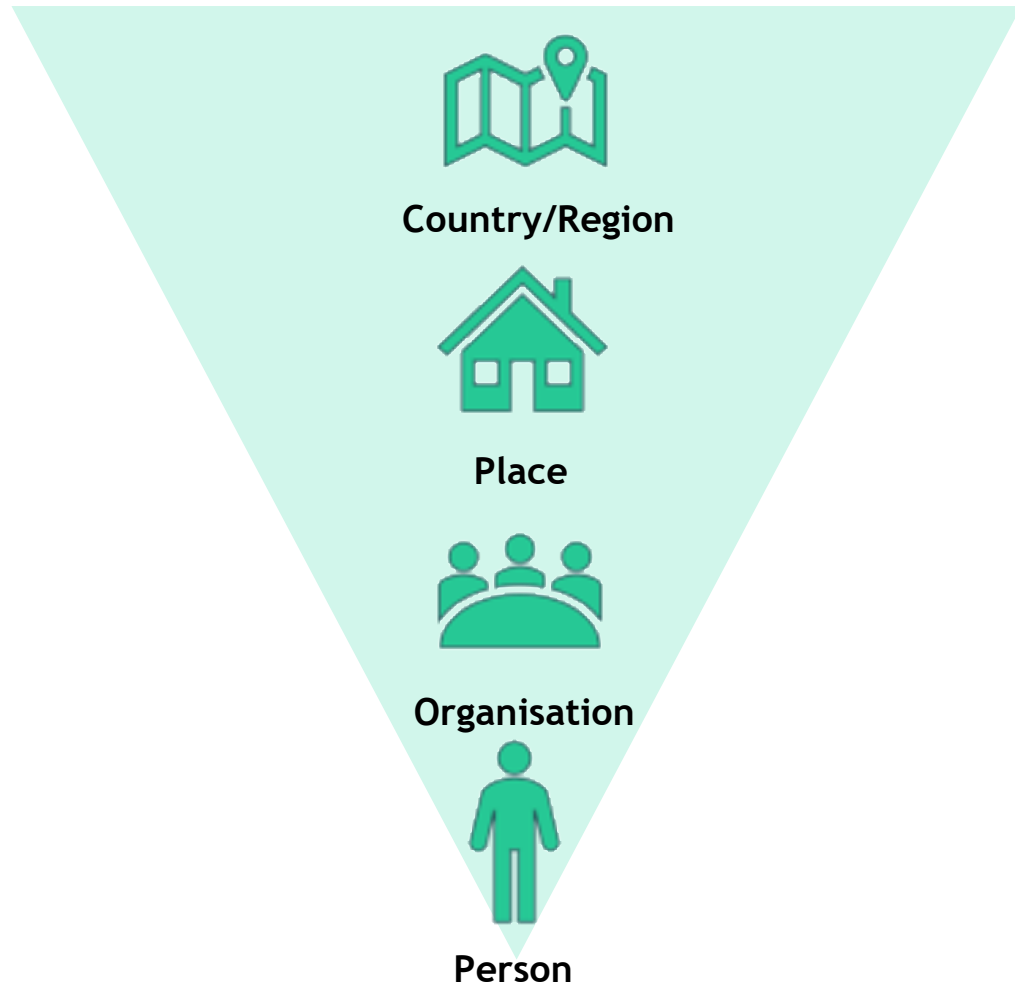
Shift from control-based management

The task of managers is to manage and govern Learning Cycles

"System Stewards"

Framing the work of "public service" in terms of **Learning Cycles**

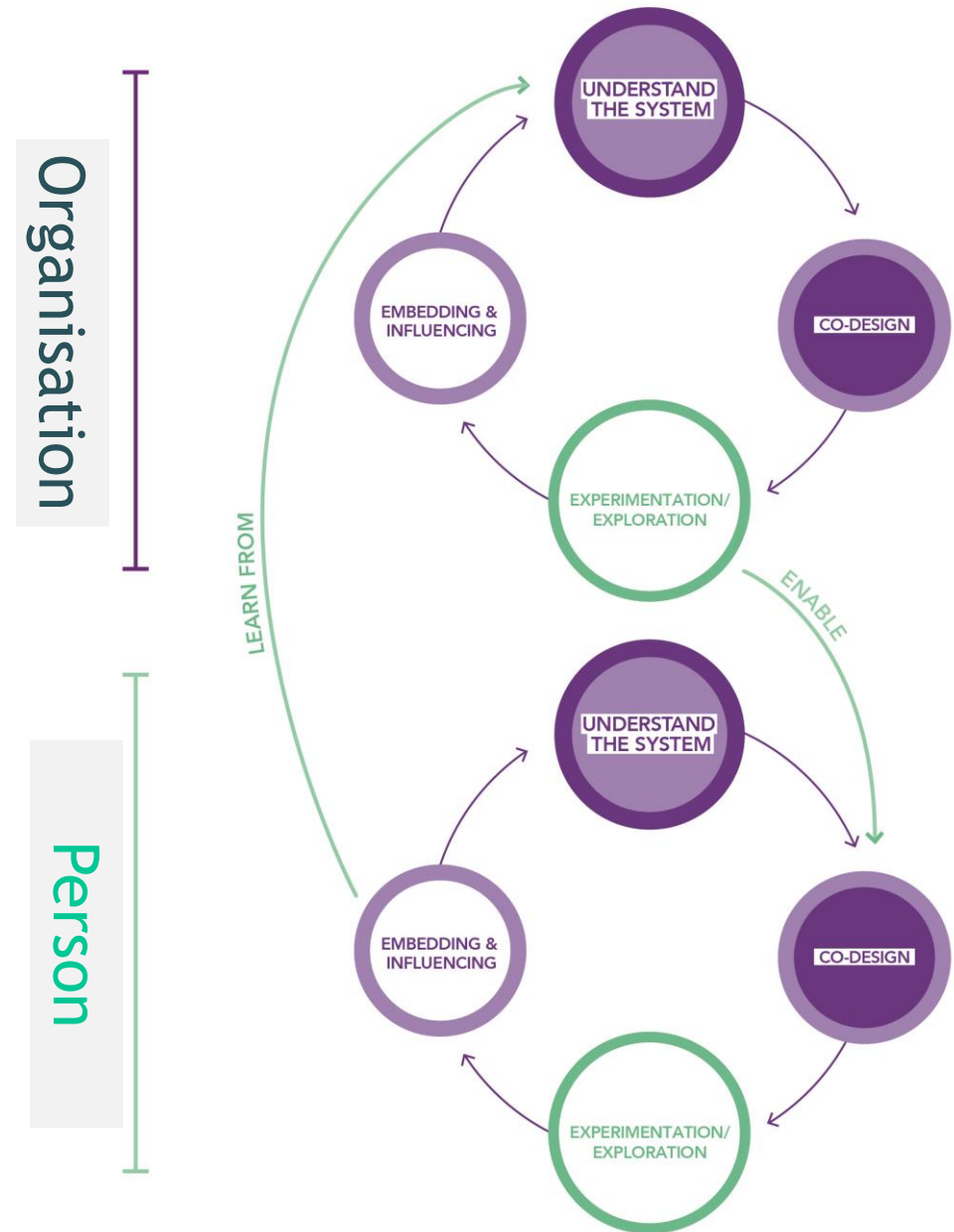# Commissioners operate at different system scales

Questions for "organisation" system scale:

"Learning from" questions:

- What patterns do we see from across all the "person's life as systems"?
- What policies do we need to change to enable change for people?
- e.g. do we need to change how equipment is allocated?

"Enabling" questions:

- What are maximum case loads for workers?
- What information systems do we need?
- What shared reflective practice spaces?
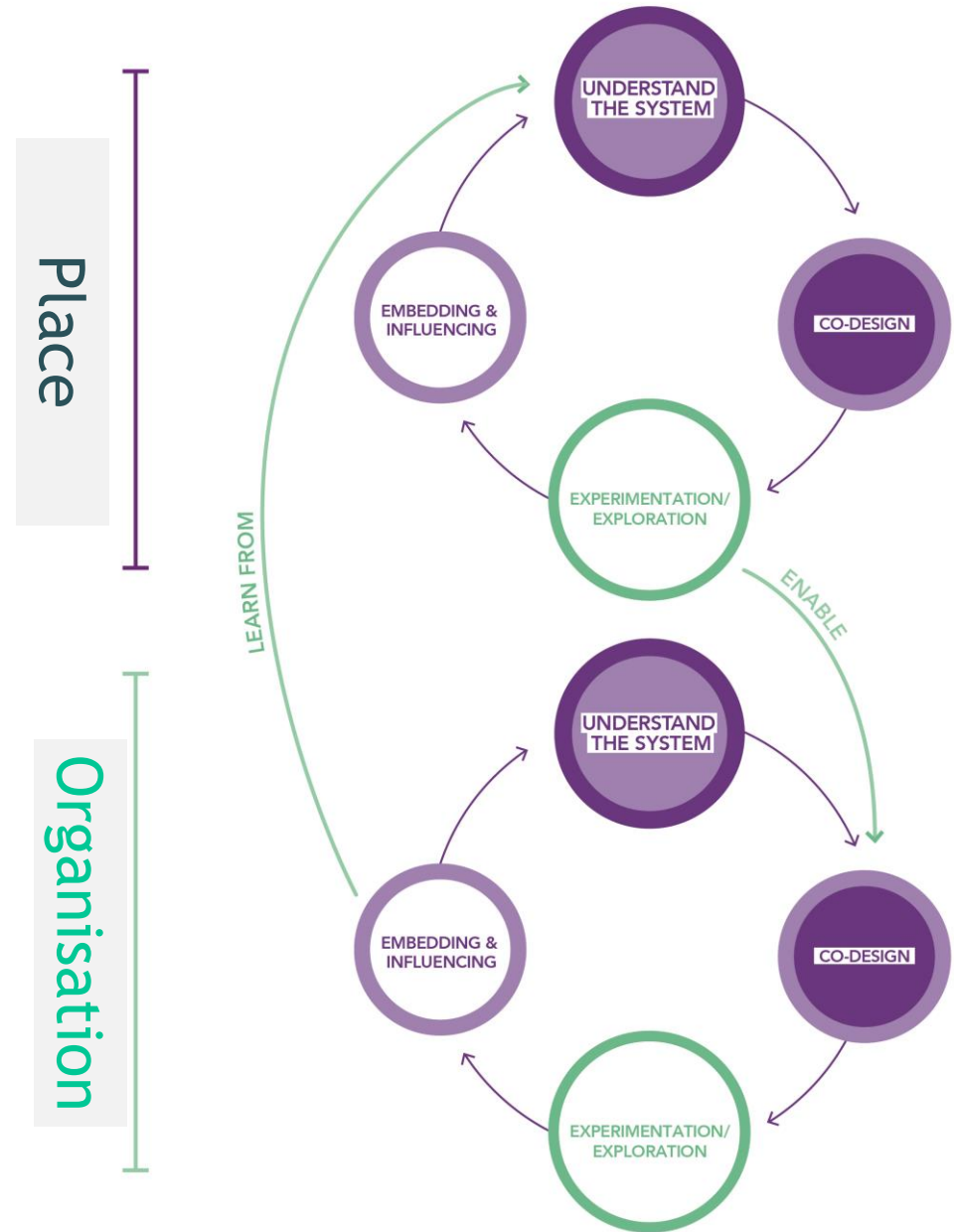- What staff capabilities?

Questions for place system scale:

"Learning from" questions:
- What patterns do we see from across all the organisations as systems"?
- What policies do we need to change to enable change for people?
- e.g. do we need to change how houses are allocated?

"Enabling" questions:
- How do we fund organisations to learn together?
- How do we enable learning between organisations? – e.g. what shared reflective practice spaces are needed?
- What staff capabilities?

Questions for country system scale:

"Learning from" questions:

- What patterns do we see from across all the places as systems"?
- What policies do we need to change to enable change for people?
- e.g. do we need to change how the benefits system operates?

"Enabling" questions:

- How do we fund places, so that practitioners & organisations can learn together?
- How do we enable learning between places? E.g. what shared reflective practice spaces?
- What are the national workforce needs?
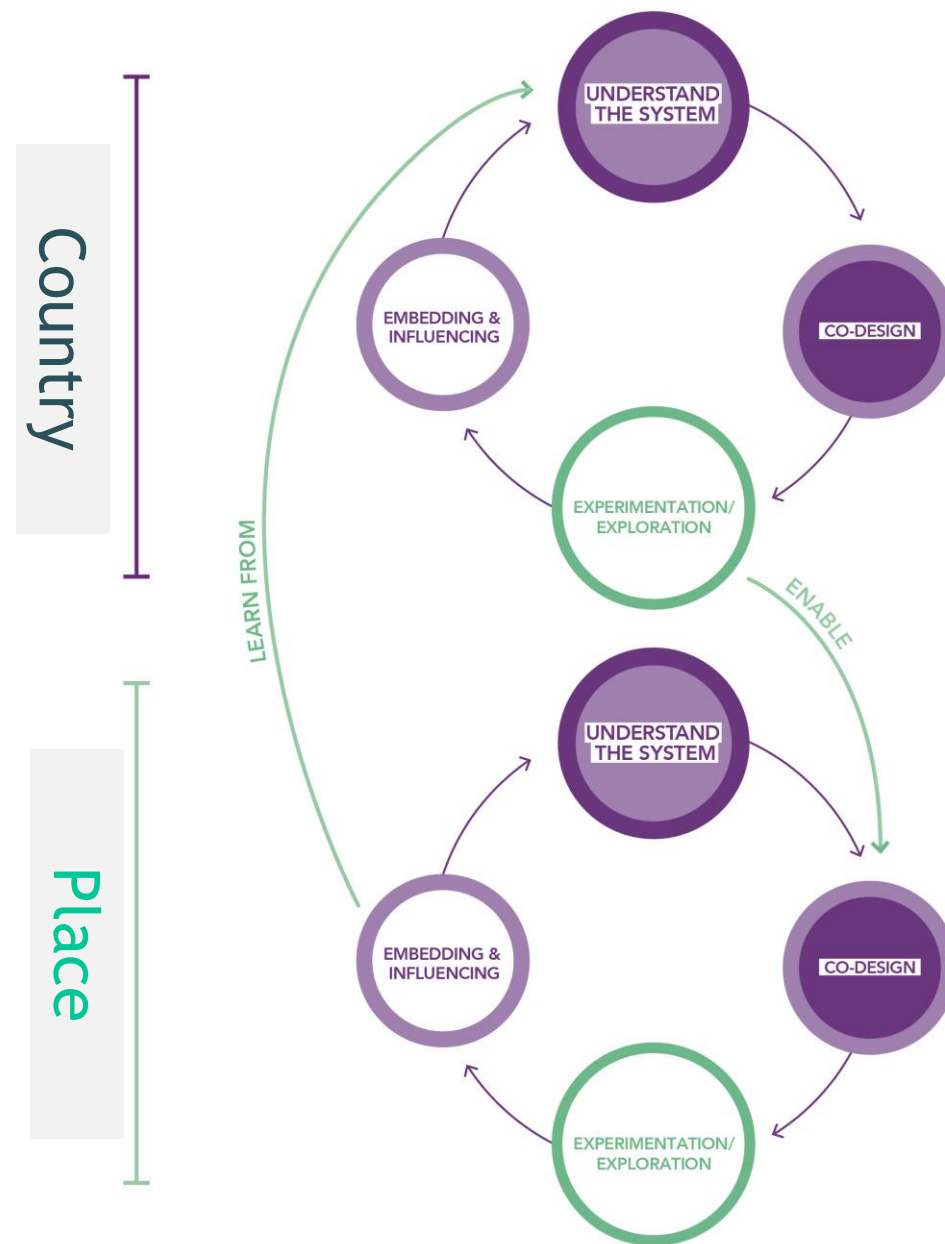
Learning your way to learning

Where can you explore this approach to managing differently? Where can you create space for a new set of rules/practices?

Start from the ground up: where are the workers who do/want to view their work in terms of learning relationships with the public?

Explicitly frame their work in terms of Learning Cycles:
- what are you learning from those?
- What does the team/organisation/place need to do to enable those Learning Cycles?

How will their Learning Cycles be managed?

- What work has been done to "understand the system"?
  - How do you know?
  - Who needs to reflect on/give feedback for that?
- How were experiments/explorations co-designed?
  - Who needs to be involved?
  - What actions will you try out?
  - What data will you gather?
  - How will you make sense of that data, and with whom?
- How will you share learning from these experiments?
- What needs to happen to enable this Learning Cycle?

Creating permission-space for your experiment

- Do you really need permission?
- Highlight the evidence around the failings of the current paradigm – **it is impossible (and wasteful) to contract and performance manage for real outcomes**
- Find others who are dissatisfied with the status quo
- Don't try to convince skeptics: you cannot 'prove' that a new paradigm is better
- Build a new reality and invite them in.

If you need help

Human Learning Systems Collaborative:
https://www.humanlearning.systems/partners/

People and organisations who have done this

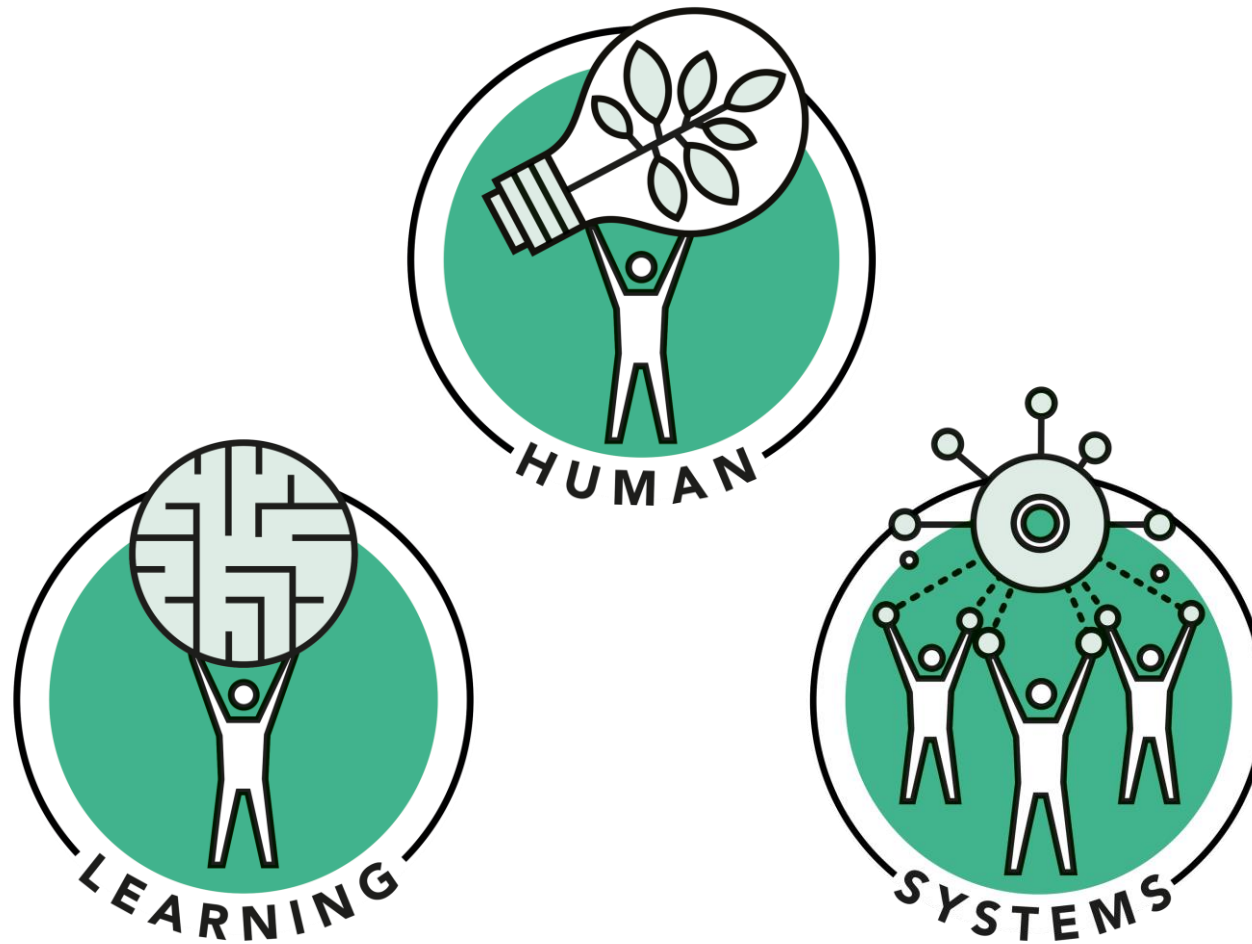People and organisations who can help you to do it.

Up next

People and organisations who have done this!

Detailed explorations of how learning as management strategy has been enacted.

Gary Wallace – Plymouth Alliance

Mark Smith - Gateshead Council

www.humanlearning.systems

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