The Space In Between

John Herring – Director of Organisational Development and Culture, NHS Greater Manchester



Welcome to Greater Manchester



The Values of OD

- Respect for Human Dignity
- Social Justice
- The right to choose and be autonomous
- The importance of respect for differences
- Democracy and participation
- Enduring respect for the human side of enterprise
- Equity and fairness for all the worth of every individual
- The right of every individual to attain their full potential
- Informed choices based on valid information
- Life-long learning.



"OD is the application of our understanding of anthropology, psychology and neuroscience on the complexities of human, organisation and system behaviour."

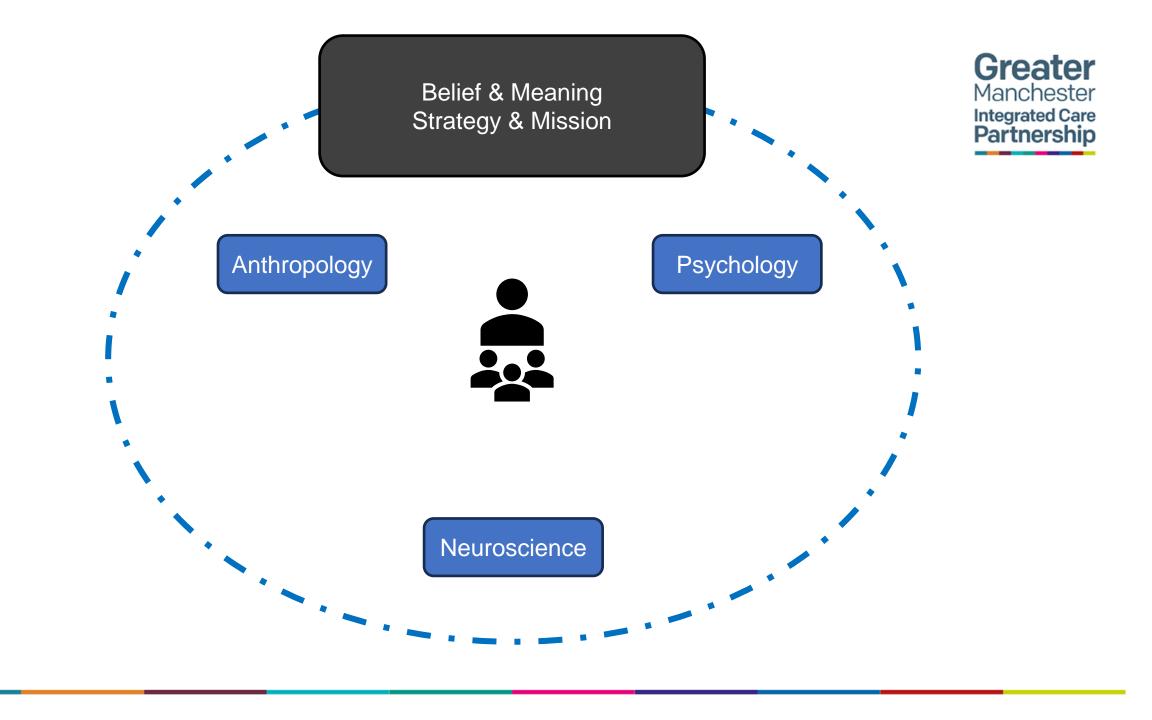
In Our Teams....

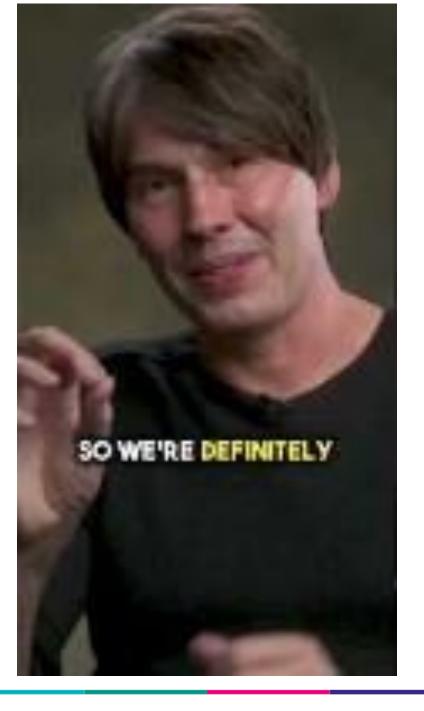


What spaces do we occupy?
Where does our expertise take us?
What does synthesis look like?
Can we operate effectively across systems?



What spaces do we occupy?
Where does our expertise take us?





Belief and Meaning

I HAVE A DREAM THAT MY FOUR LITTLE CHILDREN WILL ONE DAY LIVE IN A NATION WHERE THEY WILL NOT **BE JUDGED BY THE COLOR OF THEIR SKIN BUT BY THE CONTENT** OF THEIR CHARACTER.

Dr. Martin Luther King fr.





Billions of years of evolution

How did mankind become the dominant species on Earth?

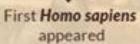


2.5 mil yrs ago

Other species of **Homos** appeared











70 k yrs ago

Start of Cognitive Revolution 12 k yrs ago 500 yrs ago

Start of Agricultural Revolution Start of Scientific Revolution



Today, *Homo sapiens* dominate the planet. Yet, we're only one of the Homo species that used to exist. Our time on Earth is just a speck on its evolutionary timeline.

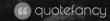


By understanding our history and how Sapiens became the dominant species, we can broaden our perspectives and make more deliberate choices about our future.



Money is the most universal and most efficient system of mutual trust ever devised.

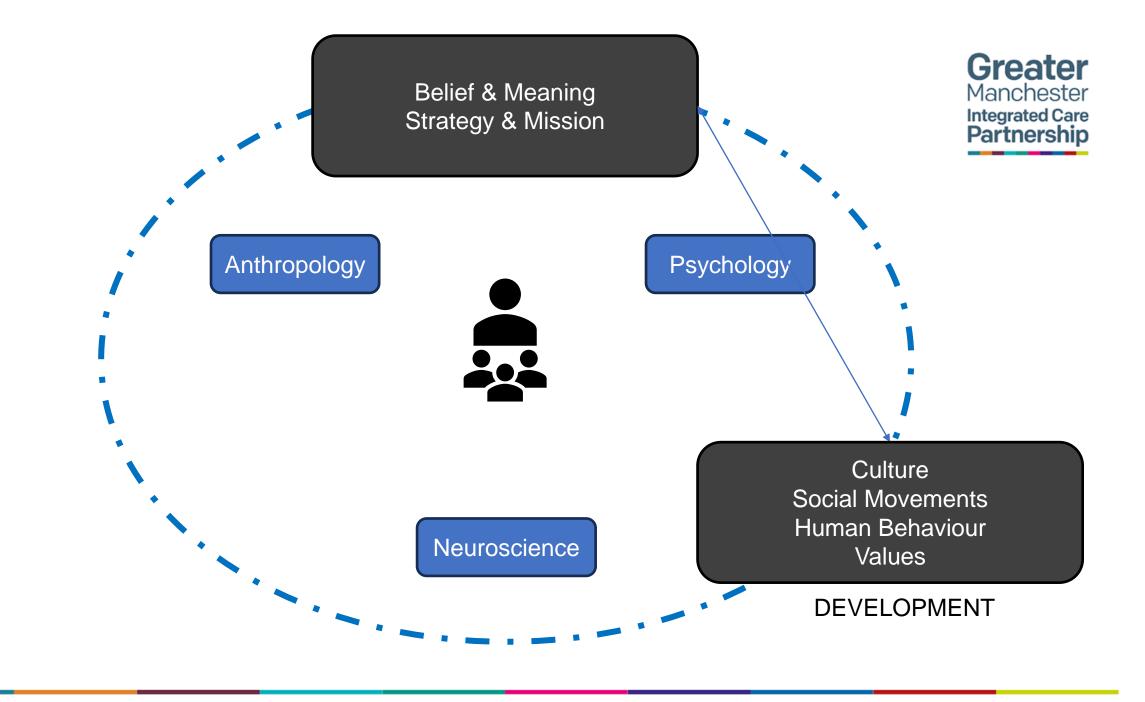
Yuval Noah Harari



Large numbers of strangers can cooperate successfully by believing in common myths. Any large-scale human cooperation – whether a modern state, a medieval church, an ancient city or an archaic tribe – is rooted in common myths that exist only in people's collective imagination.

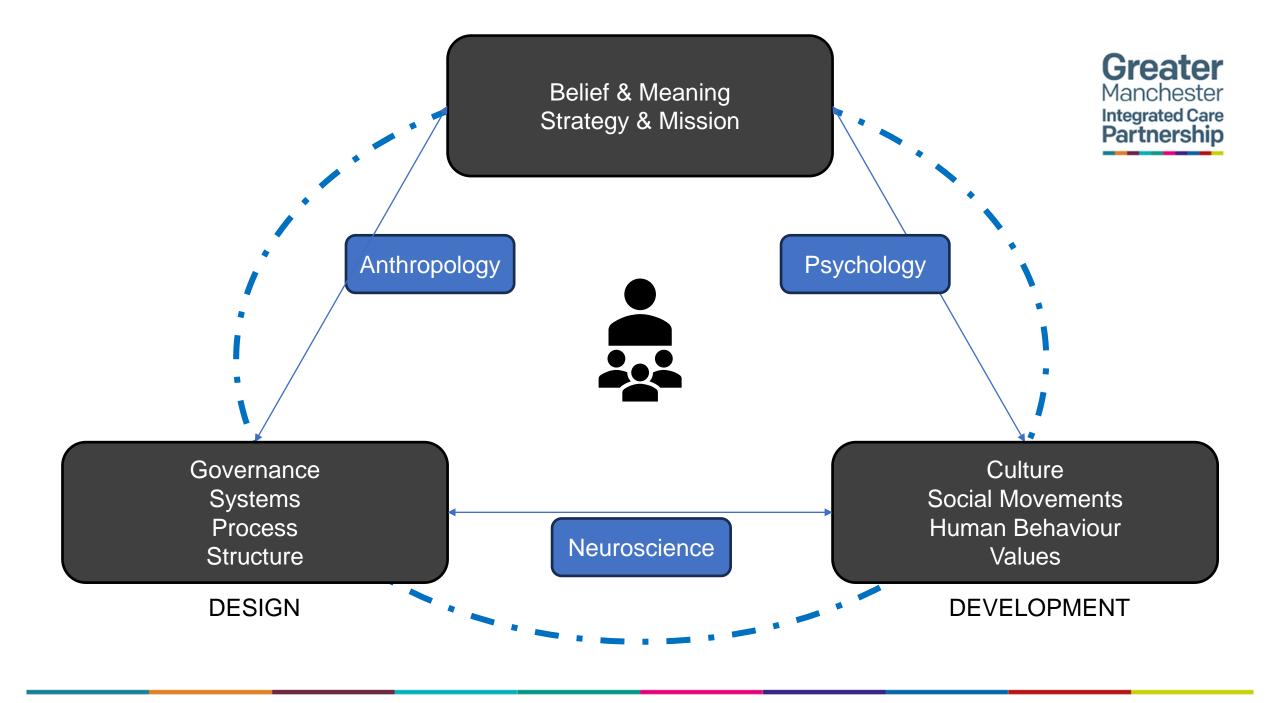


"How can the strategy and mission, to which your organisation or system holds, be powerful enough in the collective imagination to enable successful human cooperation? And are you and your team involved in its design and ongoing delivery?"





Staff Engagement Culture and Values Leadership Training Staff Wellbeing Coaching and Mentoring **Talent**





The design of governance, systems and processes – certainly not outside of the realm of any 'People/HR/OD' area...

So why would it be good for you and your teams to be involved?







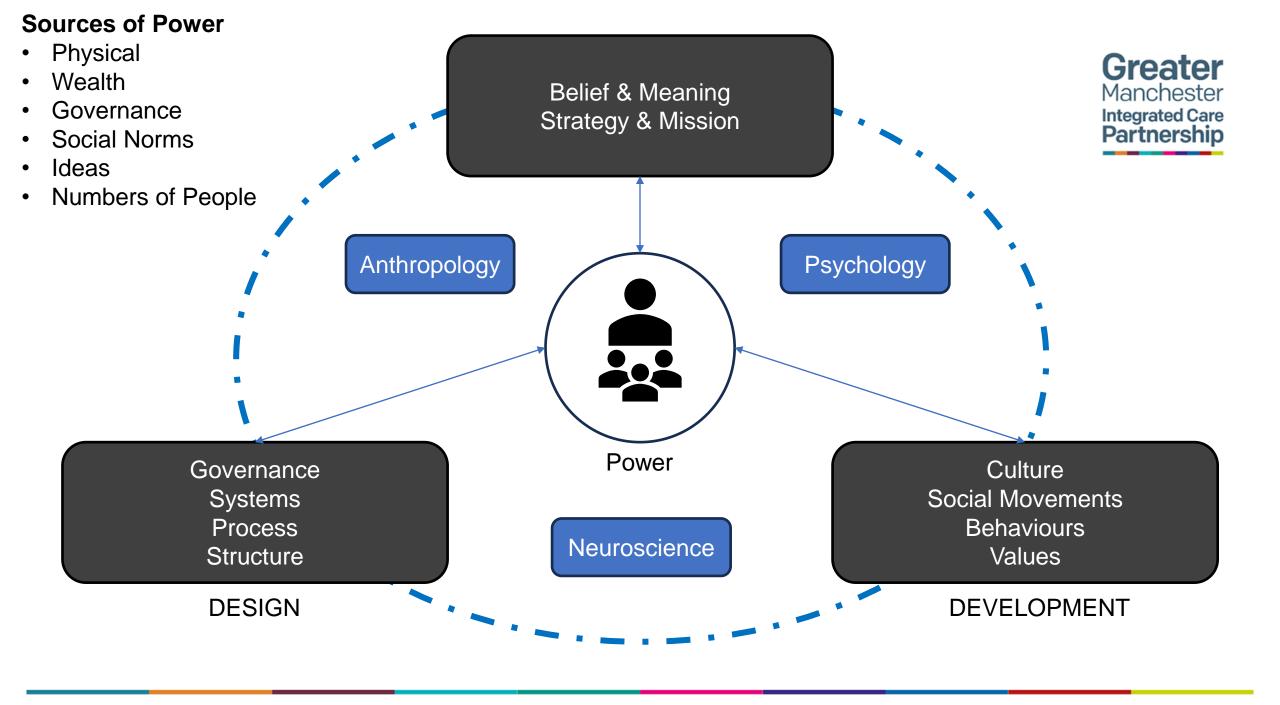


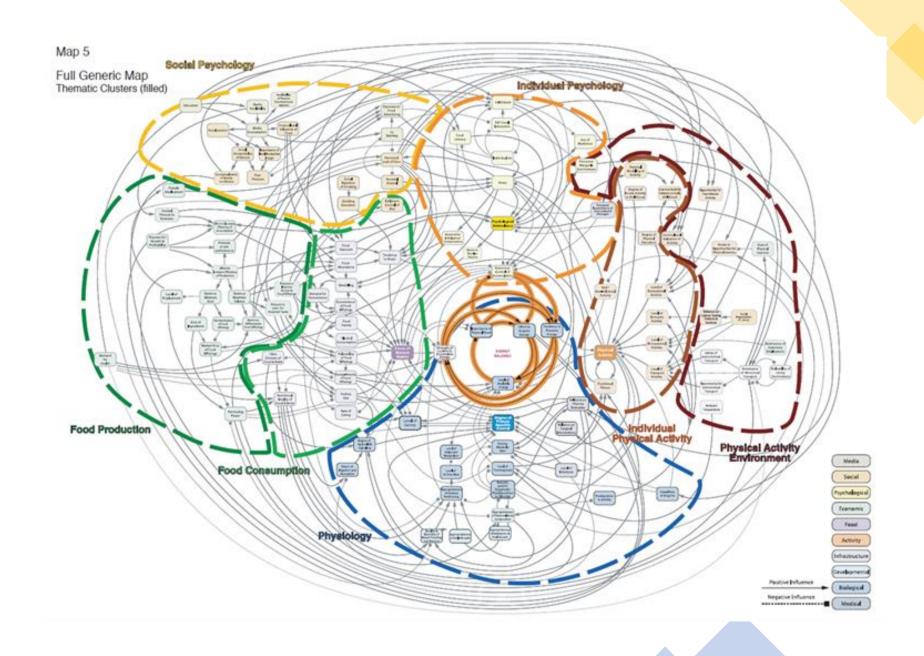
Greater
Manchester –
A History of
Collaboration

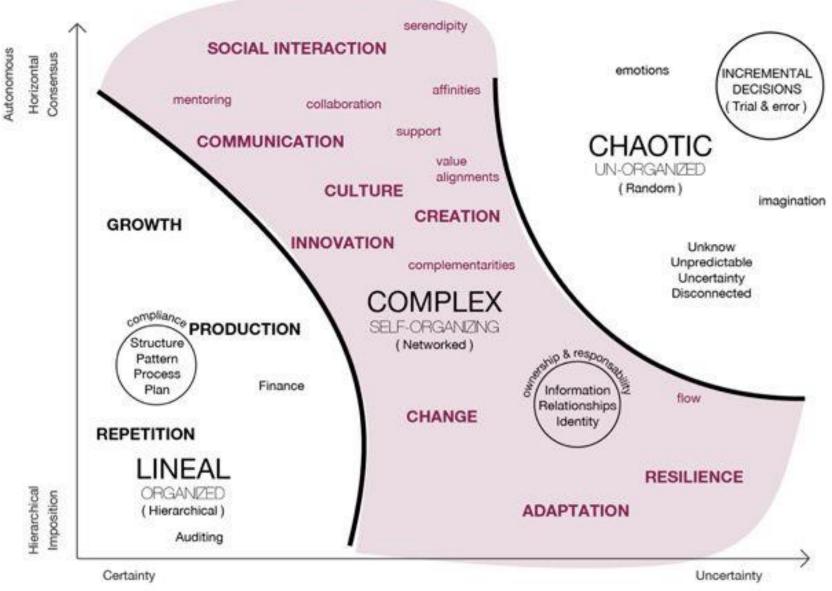




What does synthesis look like? Can we operate effectively across systems?







THE STACEY DIAGRAMME

Describing Complex Adaptive Systems using a model from Human Dynamic Systems









The Teams I Work In