

## **Programme Manager – Building the Field (Systems Change)**

Lankelly Chase is ambitious for social change. Our mission is to change systems that perpetuate severe and multiple disadvantage. We would like to get to a place where people want to, know how to, and are free to make the changes needed to achieve that mission.

Change often starts with yourself, and over the past couple of years we've changed ourselves quite radically to support our mission. We want to be open, determined and reflective about the way we work.

We are not a traditional funder and see ourselves as a facilitator and convener. As such, we are not a deliverer of services or programmes. Our resources are small relative to the scale of the task we have set ourselves. Our budget averages £6 million per annum, much of which funds partnerships with organisations whose work supports our mission. We need to be smart and imaginative about the actions we take, and so we've defined our work as a series of action inquiries to help us learn and adapt.

And we know cannot do this alone. We need to build networks, share learning with different audiences and learn from others. This will require compelling opportunities to create collaborative dialogue and mutual learning.

We've arrived at a strong sense that there is a different kind of skill set that is needed in the field of people working on severe and multiple disadvantage. We believe that some people and organisations have these skills already, but they perhaps aren't valued or recognised. Some are keen to develop these skills but have no opportunity to develop them. Others reject these ideas outright.

Increasingly, we have a sense that if a critical mass of people have these skills then this may start to create a culture shift in the field. We would like this post to help us achieve that. Given our limited means, and role, we know that this post will have to work closely with others to combine and galvanise partnerships to coalesce different strands of work and resources.

We are keen to understand what it will take to build the capabilities of people and organisations within the field of severe and multiple disadvantage so that they are capable of analysing, changing and disrupting systems.

Underpinning this inquiry and the way we work are, we believe, the following system behaviours:

1. People see themselves as part of an interconnected whole
2. There is shared purpose and vision
3. Feedback and collective learning drive adaptation
4. Open, trusting relationships enable effective dialogue
5. All people are viewed as resourceful and bringing strengths
6. Power is shared and equality of voice actively promoted
7. Decision making is devolved
8. Accountability is mutual
9. Leadership is collaborative and promoted at every level

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We need you to help us understand what it will take, and to answer - with others - questions such as:

- Where do our actions have the greatest leverage?
- How do we remain open to different approaches?
- How do we build the systemic capability/authorising environment?
- How do we ensure that these opportunities are available to everyone regardless of role, ethnicity, class, sector?
- What networks exist already that we can support? Or do we need to support the emergence of a new self-sustaining network?
- How do we ensure that learning spreads across the UK, and what are the best mechanisms for this?

This is an unusual role, and new for us as an organisation.

If you are interested in this post, please do apply. We don't anticipate that you will have all the skills and experience necessary for this role. In fact we almost want you not to have all the expertise or a predefined set of ideas about what needs to happen. What we do want you to have is a curiosity to learn, to challenge yourself and others and to join us as we all learn and grow. In return, we can support you to develop the skills and experience you need.

I look forward to hearing from you.

Alice

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## Job Description – Building the Field

Salary: £39,200pa plus 10% employer's pension contribution

Hours: 35 per week

Holiday: 30 days, plus bank holidays

Location: Central London

Reports to: Director of Systems Change

## Responsibilities

1. To work with Director of Systems Change to build the field of people who have the capacity to think systemically
2. To lead on the development of Lankelly Chase's network of partners, with Directors and Communications Manager
3. To build the internal capacity of Lankelly Chase staff to act as systems practitioners

## Team structure

Lankelly Chase is a small organisation. We will be a team of 14 when this post comes in.

You will report to the Director of Systems Change. However, we work very closely together and our work is very cross cutting so you will also work with the other directors and programme managers.

The role will not line manage anyone.

## Job Description

- To work with the team and partners to develop, nurture and facilitate an action inquiry looking at how the field of system change can be built.
- To ensure that work we support in this area is accessible, and - as appropriate - targeted, to people from different roles, backgrounds, educational levels, ethnicity and sectors.
- To keep abreast of developments and as appropriate develop relationships with individuals and agencies working on systems thinking nationally and internationally.
- To contribute to the identification and support the growth of different skills, methodologies and approaches that help to grow the field of systems change through grants, commissions and partnerships.
- To test out different approaches/partnerships to understand what it will take to build capacity.
- To understand and develop different self-sustaining networks and communities of practice – either directly or by supporting other networks.
- Working with the Office & HR Manager and Director, to contribute to an organisational development strategy by identifying ways to bring the external knowledge to grow Lankelly Chase staff as system practitioners.
- To seek to embody the nine systems behaviours identified through Lankelly Chase's work.
- To take responsibility for administrative tasks associated with the role e.g. grants and contracts administration, producing contracts, managing own and Director's diaries and travel arrangements.
- To share learning through a variety of channels, including blogging, speaking at events and writing thought pieces.

## Person specification

As an organisation, Lankelly Chase seeks to model the behaviours that we wish to see in the world. This means we are looking for someone to join our team who is creative, looking for resources rather than problems in people and situations. We are seeking someone who is keen to learn and reflect,

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understanding that where things don't work out, that is an opportunity to grow and to adapt both our work and ourselves personally. We are a small team and work in a collaborative way in which all voices in the organisation are valued, and so we are looking for someone keen to join this open conversation and inquiring environment.

Most of all, we seek humility and humanity. Lankelly Chase is in a privileged position to be an endowed foundation. With this privilege comes responsibility to use this money well and to acknowledge and use carefully and sensitively the power it gives us. This is vital in particular when we are working with our innovative partners, who are usually working in a very different context to our own.

## Experience

### Essential

- Interest and desire to learn about systems thinking
- Some experience or a good understanding of facilitating and supporting partnerships across sectors, organisations and individuals.
- Some experience or a good understanding of what it takes to grow and sustain successful networks/communities of practice
- Experience or understanding of supporting people through change processes
- Experience of building the skills of others, or helping to grow other people's capacity

### Desirable

- Working in the field of severe and multiple disadvantage
- Experience and skills of different facilitation techniques
- Experience and knowledge of mechanisms and techniques involved in building online communities
- Understanding of action research, developmental evaluation or other methodologies to ensure learning is continual

## Skills

### Essential

- Ability to understand individual parts whilst seeing the whole picture
- Ability to be reflective and adapt your practice and work accordingly
- Excellent written and oral communications, with the ability to tailor information to different audiences
- Ability to understand, interpret and present complex issues simply
- Strong partnership skills and ability to build consensus behind advocacy efforts
- Ability to manage multiple priorities
- Ability to think creatively and innovatively about complex issues
- Ability to think strategically and make practical decisions
- Excellent administrative and organisational skills
- Ability to act with humanity and show humility.

### Desirable

- Coaching skills
- Systems thinking skills

### Other

- Ability to travel throughout the UK, and willingness to stay overnight and occasionally work outside core hours.