

# **Evolving Impact Case Study**

## **Consultancy and Practice-based research in**

### **Place-based leadership development for Intersectoral Violence Prevention**

In recognition of the need for a localized approach for delivering more effective public services and tackling intransigent social problems, a number of place-based intersectoral leadership development initiatives were implemented. These ‘Collaboratives’ focused on improving the collective capability of local leaders.

Drawing on the lived experience of participants and stakeholders involved in three case study Collaboratives my doctoral research at Anglia Ruskin University enabled the emergence of a new place-based leadership development (P-BLD) framework. The P-BLD framework has considerable implications for intersectoral leadership development practice. Indeed, an academic paper, based on my emergent findings from one of the three case studies was formerly recognized as outstanding research through the award of Tony Beasley Award by the British Academy of Management for “*the most complete and assured paper dealing with a topical issue and with results which should be usable by practitioners*”. The robustness of the methodology, depth and rigour of analysis of 75 semi-structured interviews across three case studies, and practical application were also commended by the examination panel which recommended only very minor amendments.

Working with the DIGNITY – The Danish Institute Against Torture and the MidRift Human Rights Network, the framework is currently being applied in Nakuru and Naivasha Municipalities in Nakuru County Kenya to develop the leadership capability of two cohorts of 25 leaders working in intersectoral urban violence prevention. The considerable impact of the application of the P-BLD framework, evidenced through the analysis of pre and post event qualitative questionnaires in pilot workshops, has led to the development of a three year pilot P-BLD programme for intersectoral urban violence prevention.

Thus, the place-based leadership development (P-BLD) framework has made a significant and evidence-based theoretical and practice-based contribution to the field. Its strong evidence base has strengthened the arguments for recognition of surfacing and adapting to the inherent complexities, ambiguities and tensions as integral to P-BLD practice. Attempts at collaboration are often marred by a history of distrust and personal, professional and organizational interests competing for limited power, influence and resources. Agreeing and achieving shared objectives requires effective support enabling leaders to work through and break down such barriers. Thus leadership development has become more effective by directly addressing the challenges of faced by local leaders. Moreover, it can be applied to a wide range of local policy problems.

Systematic data collection (using detailed pre and post-session questionnaires) and analysis evidences a gradual shift towards a more open and collaborative mindset. This demonstrates that the P-BLD programme is of considerable benefit to participants and the wider locality reducing urban violence, enhancing local leaders’ ability to work together, thereby improving relations between state institutions & citizens. It is also directly contributing to the ongoing IUVP which is seeking to:

- reduce violence, creating increased safety and better relations between state institutions and citizens which will directly benefit 5000 people and potentially a second secondary beneficiary group of 350.000 people across Nakuru and Naivasha.

- create an institutionally anchored coalition of leaders across sectors and professions who collectively work with the prevention of violence;
- create new knowledge and sustainable mechanisms for urban violence prevention that can be applied in urban/city areas across the world

Research impact is also evidenced in a full conference paper presented at the Developing Leaders Capacity Conference at the University of Brighton in July 2017, one paper recently published in an International Journal of Public Health Special Issue; and a second one forthcoming in a special issue in Journal Aggression and Violent Behavior. Both these papers were invited submissions by the World Health Organization's Violence Prevention Alliances (VPA) (see Annex II). Successful pilot workshops have also taken place in Mbale, Uganda (February 2018) and Cuilapa, Guatemala (June 2018). This embedded research practice has led to further papers being presented at the International Research into Public Services Management Conference, University of Edinburgh in April 2018 & at the Irish Academy of Management Conference, University College Cork in September 2018. These papers which were reviewed very favourably by peers are currently being revised and updated for submission into journals such as the International Journal for Public Leadership.

The wider impact of this work was recognised with the award of the Ruskin Medal from Anglia Ruskin University. In addition, the impact, and wider potential for geographical expansion to other cities in the Global South and scaling up to develop the capability of new younger generations of intersectoral leaders hasq been documented in a number of press releases, as well as live streaming on social media showing P-BLD in action, radio and newspaper interviews (see Annex II).

Finally, it should also be noted that there has been considerable interest in the P-BLD research from policing and health sectors, which has led to a number of current research collaborations with a number of papers published in journals such as the British Journal of Healthcare Management, and Administration, and others under development. This has also led to invitations to deliver workshops on PBLD and Health and Social Care at the Kings Fund Leadership and Management Conference in May 2018 and a key note address at the Greater Manchester GM Leaders of Place Conference in Sale Manchester (October 2018). The P-BLD framework is also being applied and further developed in novel and innovative research collaborations in Sunderland (looking at cultural leadership – sponsored by Arts Council England) as well as with leading researchers in New Zealand, the UK and the USA. Most recently, I have been adapting the P-BLD framework for working with Local Community Development Committees (LCDCs) in Ireland.

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**(updated 16<sup>th</sup> February 2019)**

**Supporting Statement from Doctoral Supervisor Dr Rob Willis**

**(in support of Ruskin Medal submission)**

From its early development, Dr Worrall's thesis gave clear indications of being an outstanding piece of work, which would make a significant impact on theory, policy and practice evidenced by receiving the Tony Beasley award. Firstly, its innovative and evidence-based academic contribution to knowledge is a redefinition in the field. Moreover, surfacing the emotional and relational aspects of place-based leadership development (P-BLD) has added a number of important concepts to the literature such as 'structured emergence', 'paradigmatic transcendence' and 're-humanization of place'. Secondly, at a time of major shifts in public policy, the P-BLD framework seeks to enable leaders to accept and work with the complexity of the public service delivery landscape as it is, rather than offering an idealized view of how it should or could be. Thirdly, it provides a mechanism through which local leadership capability can be developed as a means of impacting positively on people's daily lives.

The strength of Dr Worrall's work in Kenya is underpinned by a consistent and structured approach to assessing the impact of his research and embedding it in practice. Moreover, his pro-active dissemination of the research through seminars has led to invitations to speak and deliver P-BLD workshops at international practitioner conferences. In addition, active collaborations with leading scholars and senior public service leaders in the UK, Europe, New Zealand and the USA are producing a steady stream of research outputs. These are being presented at high level conferences, and then adapted for submission to high impact journals.

## Selected List of Publications<sup>1</sup>

### Place-based Leadership for Intersectoral Urban Violence Prevention

#### Journals

- Worrall, R., & Kjaerulf, F. (2018) Building collaborative capability between law enforcement and civil society leaders to prevent urban violence, *International Journal of Public Health* – Special Issue Violence, Justice and Health: Implications for Multisectoral Collaboration, Vol. 63, No. 8: 969- Available online doi 10.1007/s00038-018-1153-976

#### *Forthcoming*

- Worrall, R., & Kjaerulf, F (forthcoming). Transforming Minds, People and Places: Leadership Coalition Building as a Catalyst for Intersectoral Collaboratives in Urban Violence Prevention, Aggression and Violent Behavior – Special Issue

#### Doctoral Thesis

- Worrall, R. (2015). Illuminating the Way: An Emergent Theory of Place-Based Leadership Development, *Doctoral Thesis, Anglia Ruskin University* <http://arro.anglia.ac.uk/700620/>

#### Conference Papers

- Worrall, R & Kjaerulf, F. (2018). South-South: Comparative analysis of applying a Place-Based Leadership Development Framework for Building Leadership Coalition Building for Intersectoral Urban Violence Prevention in Kenya, Uganda and Guatemala, Irish Academy of Management Conference, University College Cork, 3-5 September.
- Worrall, R. & Kjaerulf (2018). Crossing Borders? Comparative analysis of applying a Place-Based Leadership Development Framework for Building Leadership Coalition Building for Intersectoral Urban Violence Prevention in Kenya and Uganda, IRSPM Conference, University of Edinburgh, 12-13 April 2018.
- Worrall, R. & Kjaerulf, F (2017). Transforming Places, People and Minds: The role of place-based leadership development in urban violence prevention, *9<sup>th</sup> Developing Leadership Capacity Conference (DLCC)*, Brighton, 13-14 July.
- Worrall, R. (2014). Illuminating the Way: Towards an Emergent Theory of Place-Based Leadership Development, *Doctoral Colloquium*, British Academy of Management, Ulster University, Belfast, 8 September. *Winner of the Tony Beasley for an Outstanding Work with strong evidence of contribution to knowledge and practice*

#### Journal Submissions (in Development)

- Worrall, R. & Kjaerulf, F. Leading Complexity towards Social Innovation & Collective Impact on Urban Security: Social Innovation Labs' addressing wicked problems in Latin America and East Africa , *Invited Submission to the International Journal of Public Leadership*

#### Other recent journal publications

Worrall, R. & O'Leary, F. (2019). Towards greater collective impact: Developing the collaborative capability of the local community development committees (LCDCs). *Administration*, vol. 67, no. 1, 73-83.

Worrall, R., & Leech, D. (2018). 'Will place-based leadership be the right remedy for health and social care?' *British Journal of Healthcare Management*, Vol. 24, no. 2, 90-94.

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<sup>1</sup> For full list please see Curriculum Vitae

### **Media Coverage**

**Recent media coverage of Modules 7 & 8 – Becoming champions of transformational social change, Using design thinking to develop an effective and inclusive Intersectoral Violence Observatory**

<http://www.nakuru-town.com/taarifa-kuu/intersectoral-collaboration-paramount-in-urban-violence-preventionsays-consultant/>

### **Application of P-BLD framework to the NHS**

<https://www.sunderland.ac.uk/more/news/story/from-african-crime-to-uk-hospital-wards-work-that-is-crossing-international-borders--550>

### **Swimming Pool Story**

**<http://think.aru.ac.uk/collective-leadership-in-east-africa>**

**<https://www.facebook.com/NakuruTelevision/>**

**Includes live coverage of Modules 3 & 4**

- Place Based Leadership Development Programme for Intersectoral Urban Violence Prevention: "Shifting the Narrative from Supporting Violence to Enacting Tolerance Parts 1 and 2 " (4<sup>th</sup> and 5<sup>th</sup> Dec 2017) (2500 viewers)
- Live Interview on Hero Radio by Kibe with Dr Rob Worrall and Mr Walter Mwanua simultaneously streamed live on Nakuru TV (2500+ viewers plus radio listeners (tbc))

### **Social Media –**

Dr Rob Worrall interviewed by Patrick (Media Consultant in Naivasha on Friday 31 March in Naivasha, Kenya

<https://youtu.be/ckyr0VPQurs>

### **Radio Interview (2017)**

Dr Rob Worrall and Walter Mwanua, Urban Violence Prevention Manager, MidRift Human Rights Network – being interviewed by Kibe Mburu on Radio Hero Breakfast Show 8-9am on Wednesday 6<sup>th</sup> December, Nakuru

<https://www.youtube.com/watch?v=A4wWUz3nmbw>

### **Ruskin Medal (for real world impact) (2017)**

<https://www.anglia.ac.uk/news/medal-for-academics-work-to-reduce-urban-violence>

<https://www.sunderland.ac.uk/more/news/story/medal-for-work-to-reduce-urban-violence-301>

<https://www.bam.ac.uk/news-story/9495>

<https://www.sunderlandecho.com/news/sunderland-academic-s-award-for-helping-reduce-violence-in-kenya-1-8815726>

<http://themackembible.co.uk/sunderland-academics-award-for-helping-reduce-violence-in-kenya/>

<http://www.sr-news.com/index.php/2017/10/20/university-of-sunderland-lecturer-receives-2017-ruskin-medal/>

<https://www.iamireland.ie/newsletter.html>

### **Development of P-BLD Programme for IUVP 2017**

MidRift Human Rights Network (2018) From interventions to impact: towards a violence free society, Nakuru: MHRN. (pdf – available on request)

<https://www.sunderland.ac.uk/more/news/story/east-african-communities-find-hope-in-sunderland-leadership-programme-178>

<https://dignityinstitute.org/news-and-events/news/2017/east-african-communities-find-hope-in-new-dignity-supported-leadership-programme/>

### **Tony Beasley Award 2014**

<https://www.bam.ac.uk/tony-beasley-doctoral-award>

[https://issuu.com/angliaruskinbulletin/docs/bulletin\\_vol\\_11\\_no\\_10\\_forissuu\\_/17](https://issuu.com/angliaruskinbulletin/docs/bulletin_vol_11_no_10_forissuu_/17)

<https://www.wired-gov.net/wg/news.nsf/articles/Collaborate+Associate+Rob+Worrall+receives+Tony+Beasley+Award+02102014160543?open>

<https://www.cambridgenetwork.co.uk/news/phd-student-receives-prestigious-honour/>