

TPP Learning Tool The Four Keys Huddle

October 2024



Purpose of the Four Keys Huddle

Convenors and facilitators of meetings play an important role in creating the conditions for collaborators to come together and develop possibilities for systems transformation.

The Four Keys for systems change, developed by Winhall and Leadbeater (2020) provide a powerful way of unlocking opportunities for systems transformation.

The purpose of the Four Keys Huddle is to help a convening group sharpen their focus on the Four Keys throughout a meeting or workshop.

Insights that emerge in huddles are captured and fed into project and program learning cycles, to identify emerging insights and to aid as a course-correction tool.



The Four Keys

“Systems are often hard to change because **power**, **relationships**, and **resources** are locked together in a reinforcing pattern according to the current **purpose**.” (Winhall and Leadbeater, 2020)

Purpose



What and who a system is for.
It can be explicit, implicit, common or contested.

Power



The ability to make things happen, or to create change.
It can be drawn from role, status, expertise or personality.

Relationships



The patterns of interactions between parts of a system
Changes in relationships can often unlock change in other areas.

Resource flows



The way money, people and information move through a system.
Including understanding the incentives that drive these flows.



How does it work?

Use as a tool for the facilitation team of a meeting or workshop. For use prior to commencement, after the session or repeated at various points throughout the meeting or workshop.

At each huddle the team may choose to focus their attention on all, or just one or two of the keys that are most relevant to the upcoming session. The huddle will orient the convening group to important questions for observation and action around the relevant key(s).

Format/process

- The Four Keys Huddle is a short, positive, high-energy event
- First, nominate a 'Learning Partner' to support the huddle
- Then, gather the convening group in a small circle
- Each member of the facilitation team should have a printout of the Four Keys observation sheets (available on the following 4 slides), and a way of capturing where they think we are currently focusing (mark with a pen, or place a token along the sliding scale)
- Share across the team where we think we're at and have a quick conversation about any tweaks or approaches to shift the focus to where it needs to be
- Facilitation team returns to delivering the session; Learning Partner captures results and insights

Note: Consider inviting the whole participant group into this reflective process if appropriate at different times. ►►



PURPOSE

People are defined by their problem(s).

The purpose is to come in and fix these and help people cope.

The purpose is to fix the problem that a service or program is designed to fix.

Constrained thinking, deficit thinking.



People's strengths, capabilities and expertise are recognised.

The purpose of the system is to harness these capabilities, aspirations and expertise (strengths-based), to help people thrive.

The purpose is to work collaboratively to transform underlying system conditions that perpetuate disadvantage.

Possibility mindset, curiosity.



POWER

Power sits with
professionals,
experts

Accountability is to
funders, boards,
executives

Hierarchical,
traditional power,
positional power



Person-centered,
deep listening

Accountability is
to community,
service
participants

Equitable
relationships



RELATIONSHIPS

Transactional, short-term

Competition

Formal, contractual,
one-directional
accountability

Siloed

Systemic, long-term

Co-design,
collaboration, co-
creation

Based on trust and
mutual
accountability

Networked,
integrated,
multisectoral,
transdisciplinary



RESOURCES

Short-term,
contractual,
fragmented funding

Information
asymmetry

Reliance on
professional
expertise

Top-down
commissioning



Pooled, self-
governed funding

Shared resources,
data and information
sets

Engage community
capability and
people with lived
experience

Collaborative, local
or relational
commissioning



FACILITATION NOTES



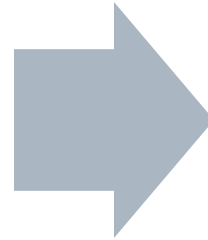
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Possibility mindset, curiosity

Observation:

- How do people in the room think about the purpose of your work together, explicitly or implicitly?
- Where do you observe people being open to and expanding their ideas about the purpose of the work together?
- Where are people stuck? Unable to shift? Why is that?
- Where do you observe alignment around a new shared purpose?
- What can you, as facilitators, do to help people align around a new shared purpose? Create a possibility mindset?

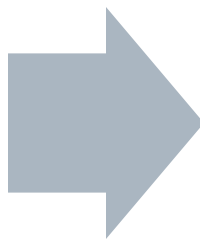


POWER

Power sits with professionals, experts

Accountability is to funders, boards,
executives

Hierarchical, traditional power, positional
power



Person-centered, deep listening.

Accountability is to community,
service participants

Equitable relationships

Observation:

- In what ways do people assert power in the group?
- Who decides what matters, what takes priority, what counts? Who is heard? Who is not heard?
- Where do people show signs of sharing power, building up the influence of people in the community, service participants, those who usually have little power?
- Where do you observe power shifts?
- What can you, as convenors, do to influence how power plays out in the group?



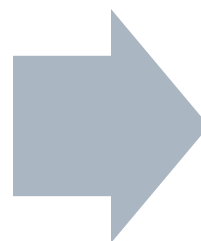
RELATIONSHIPS

Transactional, short-term

Competition

Formal, contractual, one-directional
accountability

Siloed



Systemic, long-term

Co-design, collaboration, co-creation

Based on trust and mutual accountability

Networked, integrated, multisectoral,
transdisciplinary

Observation:

- Where do people move across traditional boundaries of roles, organisations, professions to create new ways of working together, new ideas or opportunities?
- Where do people shift towards more collaborative, co-creative, informal and integrated ways of working together?
- What further opportunities emerge to expand the group of actors and relationships for your work together?
- What can you, as facilitators, do to strengthen the patterns of relationships?



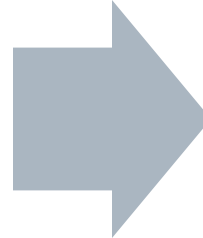
RESOURCES

Short-term, contractual, fragmented funding

Information asymmetry

Reliance on professional expertise

Top-down commissioning



Pooled, self-governed funding

Shared resources, data and information sets

Engage community capability and people
with lived experience

Collaborative, local or relational
commissioning

Observation:

- How do resources and incentives impact or constrain people's ability to collaborate for systems transformation?
- What shifts in resource flows or new resourcing opportunities do people identify that may unlock system transformation?
- What can you, as facilitators, do to help people think systemically and 'see' new opportunities and resources?

Acknowledgements

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Please feel free to tailor and reuse for your own purposes.

