



LPC AGM

System Leadership

Dr Laura Porro – 15th September 2026

Overview



Scenario

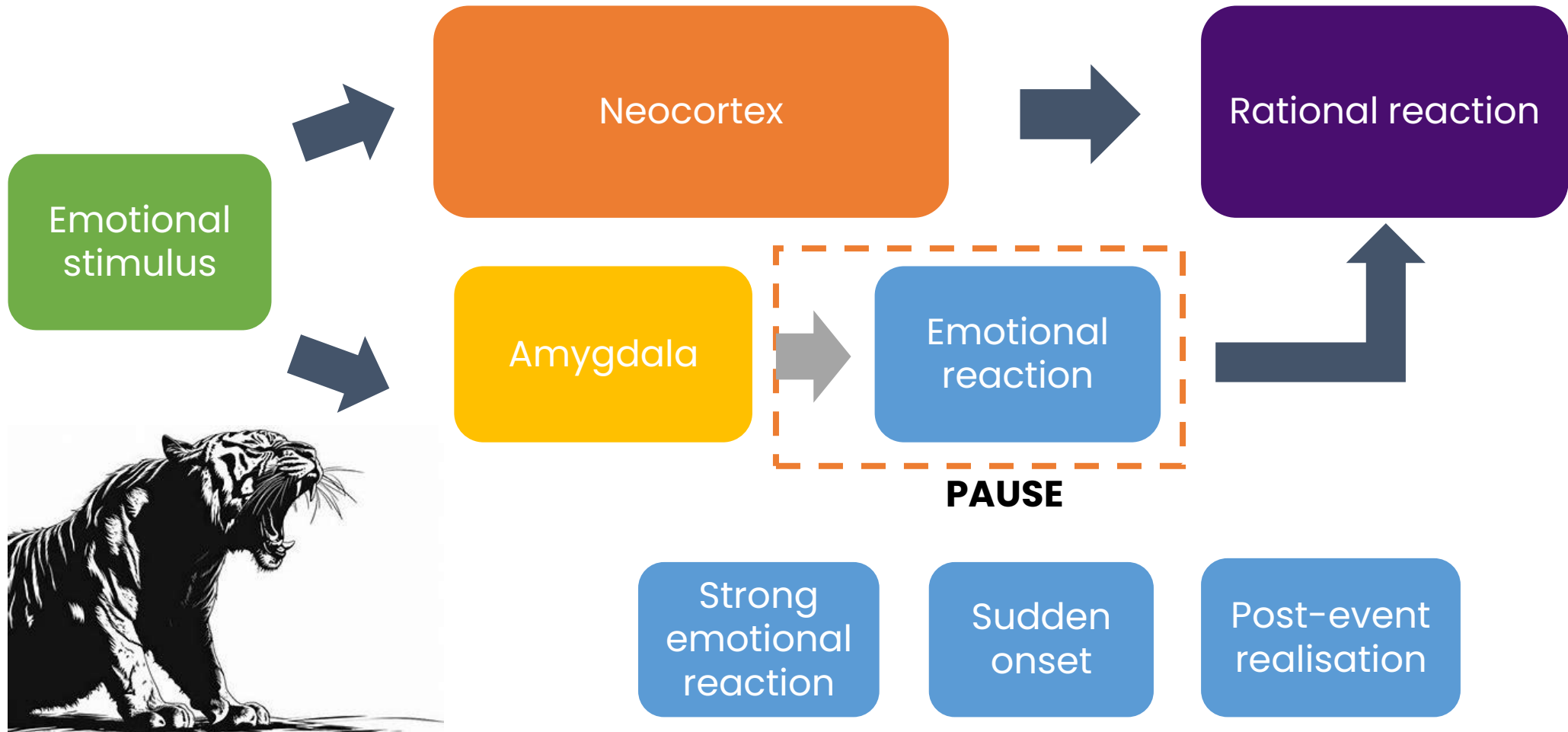
A typical scenario

You have been trying to increase appropriate use of a community pharmacy service. You finally get five minutes with the practice manager. They say: “We’re already overwhelmed. Every new service seems to create more work for us, and I don’t think this is a priority at the moment.”

Self management

What happens in me in that situation?

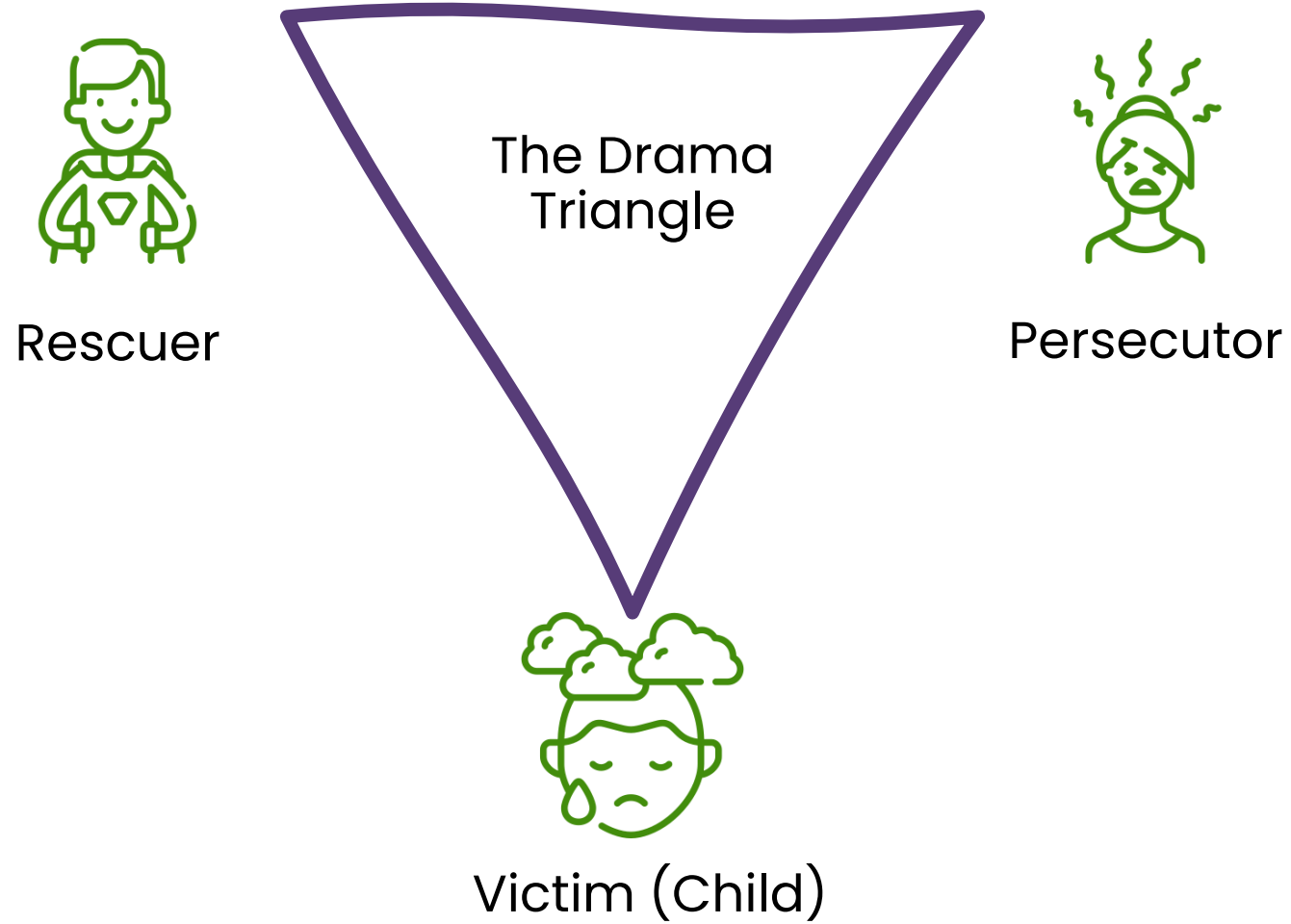
Amygdala hijack



The drama triangle

What interaction am I being pulled into?

The drama triangle



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Persecutor: “The problem is that practices do not understand what pharmacy can do.”

Victim: “There is no point; they are not interested in working with us.”

Rescuer: “Don't worry, we will sort everything out at the pharmacy.”

“What happens to the relationship if I respond from each of these positions?”

“What would an adult-to-adult response sound like instead?”

Power dynamics

How do I respond in a way that changes the conversation?

Discuss on your tables

There are no separate systems. The world is a continuum. Where to draw a boundary around a system depends on the purpose of the discussion.

From: Thinking In Systems: A Primer by Donella H. Meadows

Human and group dynamics under pressure: “us and them”

I must
be the
problem

They never
share
anything

They are the
problem!

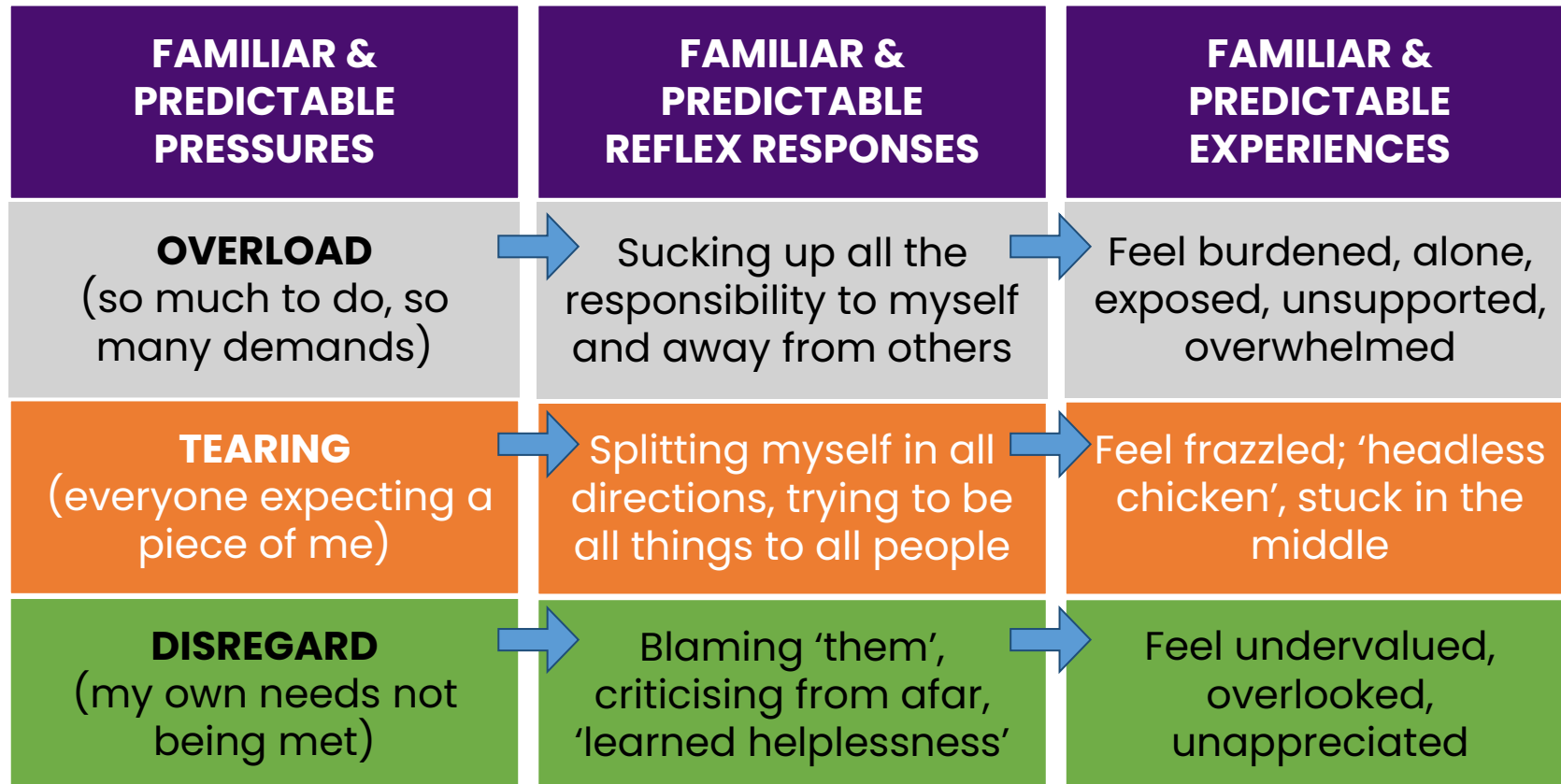
I did not do
anything wrong

How could
they expect
me to do
this

You cannot
trust them

Is this at all familiar in our
systems work together?

Predictable patterns of power



Source: J. Hardacre

Leading and enabling a “we together approach”

You want something from the GP practice.
What power might you be assuming they have?
What influence do you have that you may be overlooking?

We could...

Empathise and inquire more

Notice self-protective responses

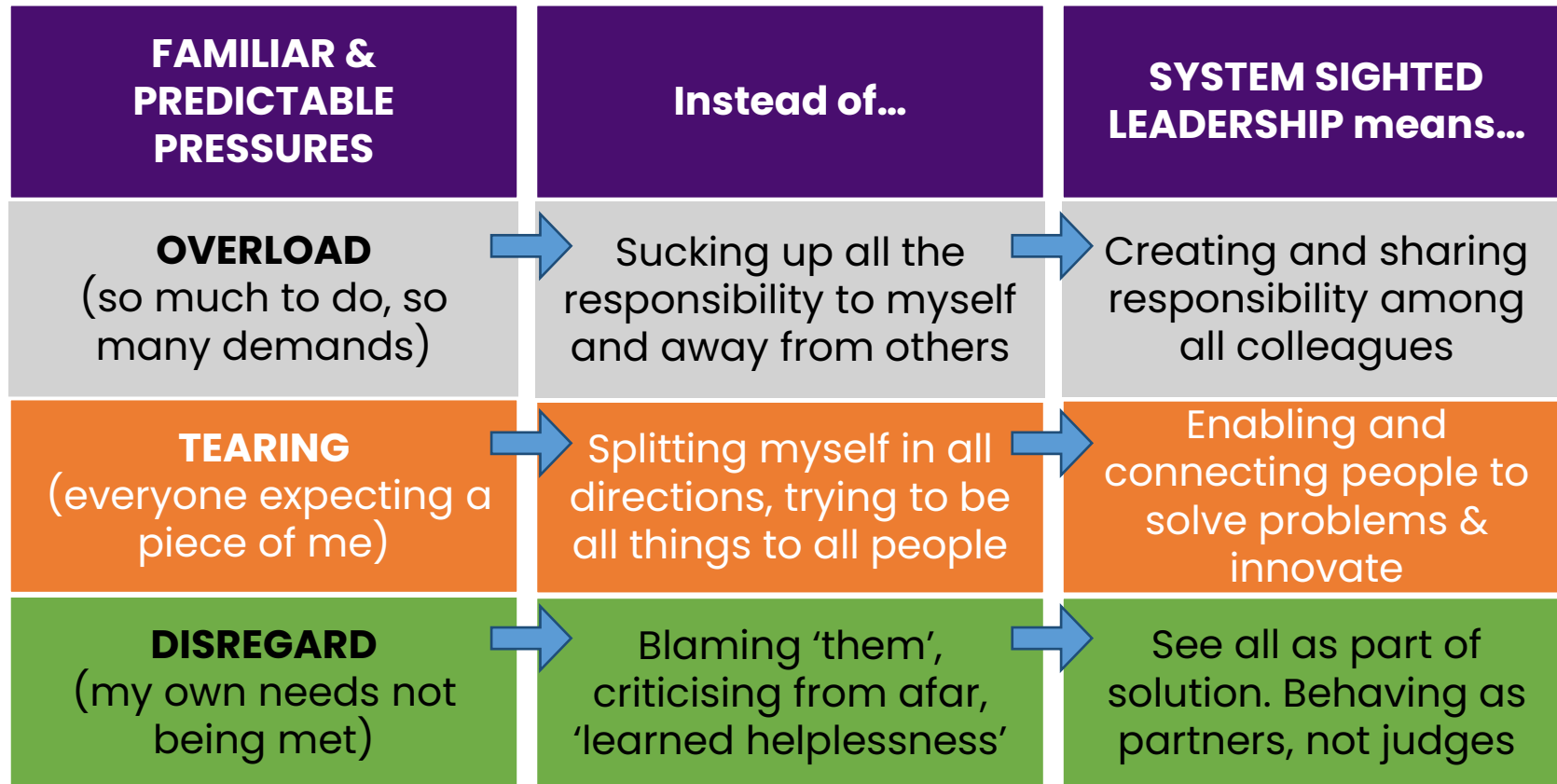
Encourage curiosity

Acknowledge pressure

Be open about our worries, doubts and hopes

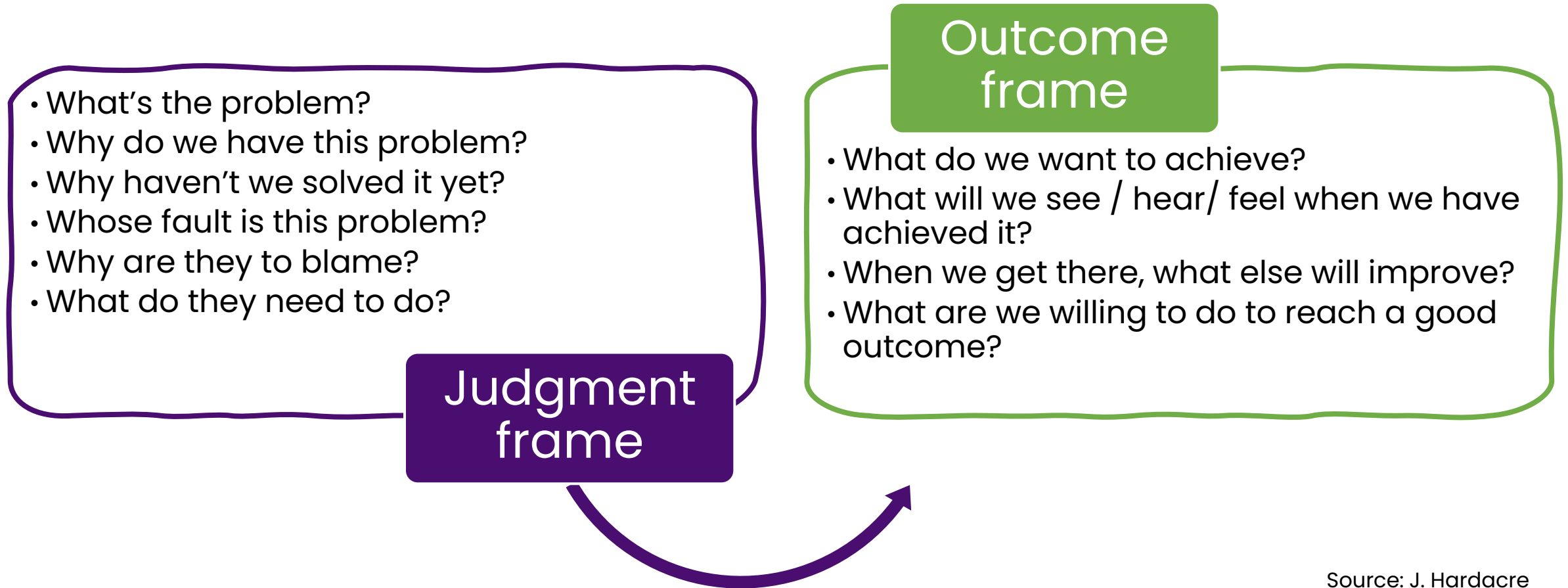
Start with our “why?”

Shifting patterns of power – What else is possible?



Source: J. Hardacre

From the judgment frame to the outcome frame



Source: J. Hardacre

Practice

In pairs

Think of one GP practice and one conversation you need to have. Write down: whom you need to speak to; what shared outcome you might start with; one question you will ask; and your first realistic next step.

Conversation recipe

Before

- What outcome do we both potentially care about?
- What pressure might they be experiencing?
- What tends to trigger me?

In the conversation

- Notice my reaction.
- Get curious rather than judge.
- Stay adult-to-adult.
- Ask about their reality.
- Frame the issue around a shared outcome.

Finish

- Agree one small next step.



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