



# CHANGE THE SYSTEM

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# Change the system

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How is Elon Musk reimagining the future and rewiring whole systems and sectors? What was the secret to the England rugby team's turnaround from crashing out of the Rugby World Cup during the pool stage in 2015 to Six Nations glory just four months later? Why have our attempts to reduce obesity not had the impact we expected? How was it that Kodak, one of the most recognised brands in the world, went bankrupt because it was unable to respond to the significance of the digital camera?

The events we see are so often just the tip of the iceberg. Reactive responses to problems, such as pollution or inequalities, fail to have the impact we hope because they don't address the underlying systems, cultures and mindsets that perpetuate them.

In this article, I seek to identify some of the hidden systems behind a person's success and failure; define what a system is and how systems thinking can help us recognise them; highlight the dark sides of systems, such as groupthink; and show how a process of continual challenge and renewal leads to healthy thriving systems – and can help us develop answers to humanity's greatest challenges.

Common themes include the importance of time, autonomy and integrity.

Looking beyond immediate problems can appear time-consuming but an idea outside current thinking can change fortunes overnight. Ideas also exist and thrive in the context of a particular time. Ideas that dominate one moment can become redundant – destructive, even – when context changes.

Examining issues individually can assume an autonomy that isn't there. Many issues are multifactorial, influenced by factors outside current control or even current thinking. Organisations that feel autonomous may experience an unjustified sense of invulnerability. Failure to question and innovate leads to failure to evolve and adapt and survive.

Holistic, integrated thinking involves both analysis – deconstructing problems to see their component parts – and synthesis – seeing problems in their wider contexts, appreciating the impact of interrelated systems. Integrating new ideas and perspectives into current thinking is the key to continual renewal and evolution. However, active steps need to be taken to ensure new voices are not diminished by existing hierarchies.

## Hidden systems – the unseen drivers of success

How do some people become stars? Are they born with innate abilities that far surpass the rest of us? Is it all down to connections, who their families know? Is it down to grit and determination and sheer refusal to give up?

In his 2008 bestseller *Outliers - The Story of Success*, Malcolm Gladwell showed that

success can be a result of seemingly random factors, such as the month in which you were born.

Why would your birth month be important? The answer: cut-off dates.

What's a cut-off date? It's the arbitrary date set for entry onto programmes that are streamed by age. For example, UK football youth training schemes have the cut-off date of 1 September. Children born just after that date have an advantage over those born just before it in terms of size, speed and co-ordination.

After they are chosen, they continue to benefit from better coaching, more practice sessions and games, and the experience of playing in elite leagues. The small initial advantage is compounded many times over by the advantages from preferential treatment until they become stars.

Gladwell cites a study of Canadian youth hockey players. In Canadian youth hockey, the cut-off date is 1 January. The study showed that in any elite group in the league, 40% will have been born between January and March, 30% between April and June, 20% between July and September, and 10% between October and December. He describes similar patterns in US baseball.

The same pattern can also be seen in education. Gladwell cites an international study looking at maths and science scores among Year five children (age 9-10). The study showed that older children scored 4-12% higher than younger children. That means that for two intellectually equivalent children, the child whose birthday is just after the cut-off date could score 80% and

the child whose birthday falls just before the cut-off date could score 68%. That's the difference between being in one of the top versus one of the bottom streams, gaining entry into certain schools, or qualifying for a gifted programme.

How did this happen and how was it not noticed for so long?

Systems thinking offers an explanation. These effects are 'unintended consequences' of decisions – often arbitrary choices – and they go unnoticed for long periods due to widespread, strongly-held assumptions and beliefs. In the West, success is attributed to individual factors and there is a belief that the brightest and best rise to the top.

As a result, we idolise those who are successful and are dismissive of those who fail. This mindset blinds us to the role of wider determinants and, as a result, we miss opportunities to lift others up.

## What is a system?

You, dear reader, are a system. You are a biological system containing many smaller systems (your nervous system, your digestive system, etc). You probably belong to several systems: your family, the community in which you live, the organisation where you work...

A system is a group of inter related parts which form a complex, unified whole that has a purpose.

Planet Earth is an ecosystem. Capitalism and communism are economic and political systems.



## What is systems thinking?

Systems thinking is an approach to problem-solving that sees problems not as isolated issues, but in the wider context of the system(s) in which they exist. This approach looks not just at immediate drivers, barriers and enablers, but at wider, systemic factors and how the different parts interact. Systems thinking involves synthesis.

Synthesis is the opposite to analytical thinking. Analysis seeks to solve problems by reducing them to their component parts - for example, a scientist focusing on smaller and smaller elementary particles or doctors specialising in diseases that affect particular organs in our body. Analytical (reductionist) thinking has improved our basic understanding of organs, created highly sophisticated tools, and invented new medicines, which offer enormous benefits to society.

This compartmentalisation, however, has led to the neglect of the big picture, which includes our industrial, social, economic, and natural systems; their interrelationships and how they are affecting us today; and how they will affect our children and grandchildren tomorrow.

Taking a wider, systems thinking approach is increasingly relevant as we seek to address the biggest challenges to our societies, such as climate change and social, economic and health inequalities.

### The four levels of systems thinking

Internet, social media, TV, radio and newspapers feed us daily, and relentlessly, with

news stories: what happened, when, where, how, and with whom. For example, stock market information tells us whether individual stocks and indexes went up and down and by how much, the volume of shares traded, the value of stocks traded, and so on.

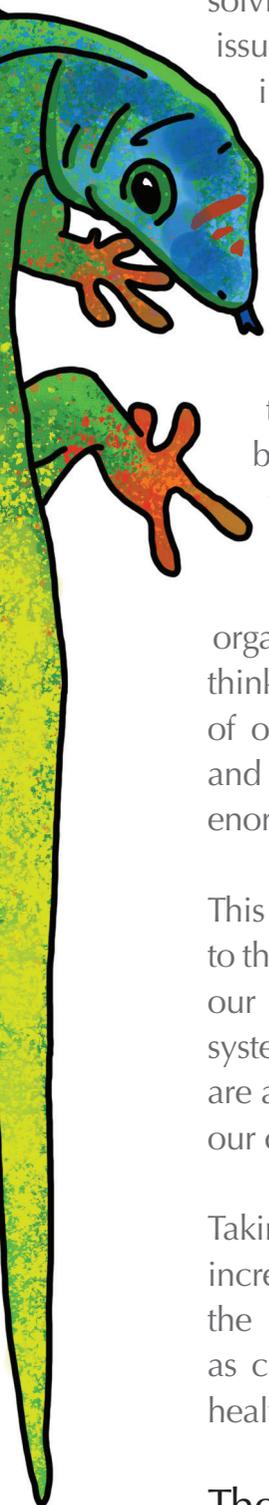
Often the information is accompanied by commentaries about a news item, such as stock market trends over the past few years and explaining triggers, e.g. the rumours of a merger or acquisition.

Think tanks and academic institutions might publish reports that look at the causes of market fluctuations. These might look at economic, political or social structures and how they interreact. Sometimes, reports may expose the underlying assumptions, values and beliefs that influence why and how things are done.

The above describes four levels of thinking: events, patterns, structures and mental modes.

- **Events:** What just happened? E.g. catching a cold.
- **Patterns/ Trends:** What patterns can be seen over time? E.g. I've been catching more colds when I eat fast food and fail to eat enough fruit and vegetables.
- **Underlying structures:** What has influenced the patterns? What are the relationships between the different parts? E.g. working long hours, stress, not sleeping well.
- **Mental modes:** What assumptions, values and beliefs do people have that keep the system in place? E.g. My career is the most important factor in my identity and sense of self-worth; sleep is wasted time.

These four levels of thinking can be seen as an



iceberg. What is easily visible, the tip of the iceberg – in this case the events that happen – is supported by what lies beneath the waterline, the unseen trends/ patterns, structures and mental modes.

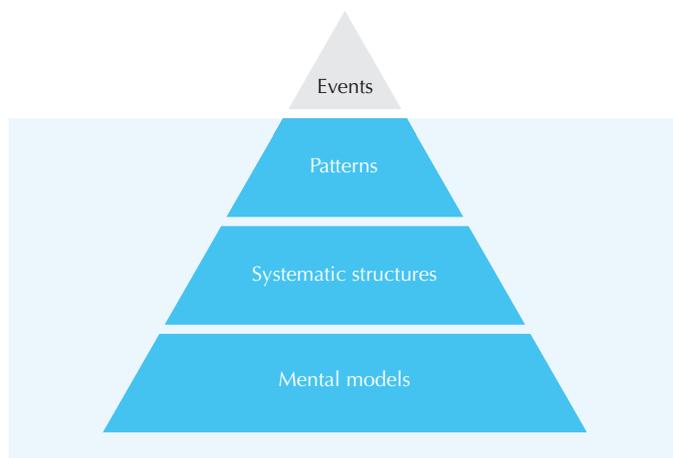


Figure 1: The iceberg model: Four levels of thinking (Adapted from: Maani and Cavana [5], p. 16, Figure 2.1)

## Systems thinking and feedback loops

Climate change is a classic example of how feedback loops reinforce systemic changes. For example, rising global temperatures are resulting

in the melting of the frozen tundra, which, in turn, is releasing stored carbon dioxide, which contributes to rising global temperatures... it's a constantly reinforcing, vicious cycle.

Environmental campaigners try to find mitigating actions that not only interrupt the vicious cycle of global warming but also create balancing feedback loops. For example, switching from fossil fuels to renewables helps to slow down or reduce carbon dioxide emissions, which in turn helps to slow down or reduce rises in global temperatures, reinforcing a virtuous cycle of improvement.

Feedback loops, also known as causal loop diagrams, are a tool to help visualise these cause and effect relationships within a system. Feedback loops can be positive or negative, reinforcing or counteracting/balancing. The loops show the relationship of the parts in the system and model the impact on the system of possible interventions, including the unintended consequences.

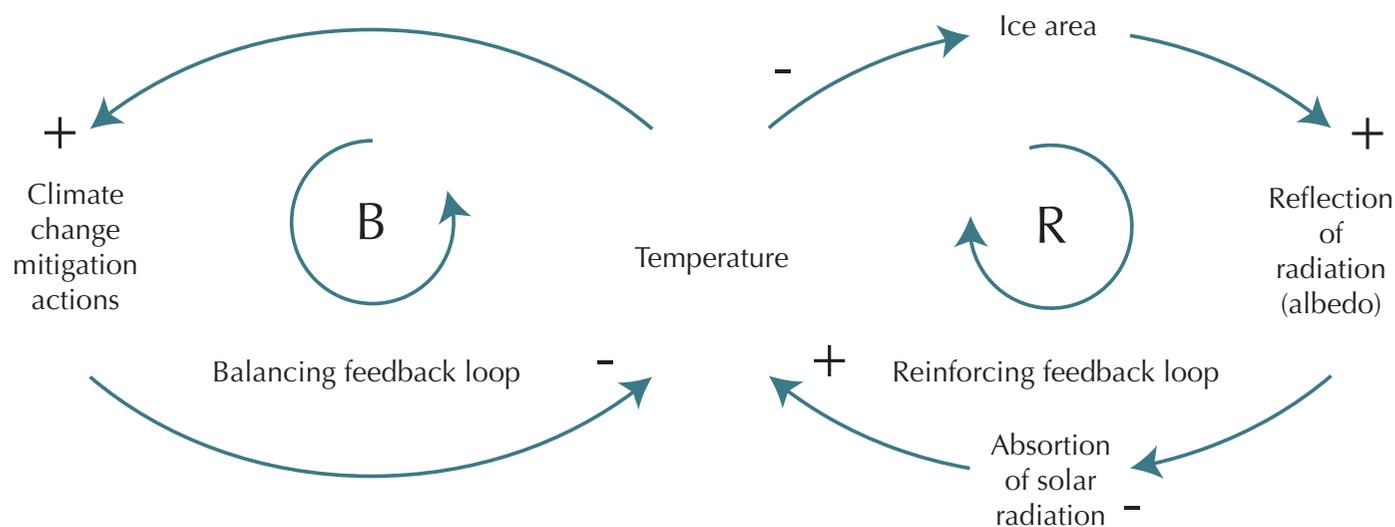


Figure 2. Climate change feedback loops (Adapted and modified from Bossel (2007))

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*Tim Nathan*  
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About the author

## Fenella McVey

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Senior Consultant, GGI

Fenella joined the Good Governance Institute in 2021 and brings around 20 years' experience both as a management consultant and in line roles, in the public as well as the private sectors.

She brings deep experience in strategic thinking – her work has included future world modelling, revising company competitive and customer frames of reference, creating new business models, and developing the organisational policies, processes, and structures to support strategic change.

She is a very experienced facilitator of board meetings and team working sessions. She has a long-standing interest in agile thinking and has recently qualified as a 'scrum master.' Much of her work has involved gathering the fact-base to support decisions including:

- Creating organizational structures and understanding roles and responsibilities
- Projecting trends and modelling scenarios
- Mapping processes and understanding decision-drivers
- Building financial models

I would like to flip the script on how we talk about climate change.

We think about climate change and we have a broad recognition of the calamity towards which the planet is heading yet we are not able to understand that we need to act.

- Conducting audits and benchmarking against best practices
- Commissioning and analysing qualitative, quantitative and ethnographic research
- Conducting stakeholder interviews
- Conducting document reviews

Fenella started her career at Lawrence Somerset, a Booz.Allen spin-off, before becoming European Strategy Manager at Bertelsmann. From there she went to Prophet, leading global teams, before becoming an independent expert consultant for 10 years.

Fenella has a Masters in Philosophy and Modern Languages from Oxford University. She is fluent in German and French and has a good working knowledge of Spanish.



# Systems thinking and obesity

Obesity is a major public health problem all over the world. In developing countries, obesity is increasing at exponential rates. The health survey for England in 2019 estimates that 28% of adults in England are obese (up from 15% in 1993) and a further 36.2% are overweight.

People with obesity are at much greater risk of developing health problems, such as diabetes and heart attacks, and have significant decreases in productivity and life expectancy. The growing rates of obesity are leading to significant increases in medical costs, as well as indirect costs from losses in productivity.

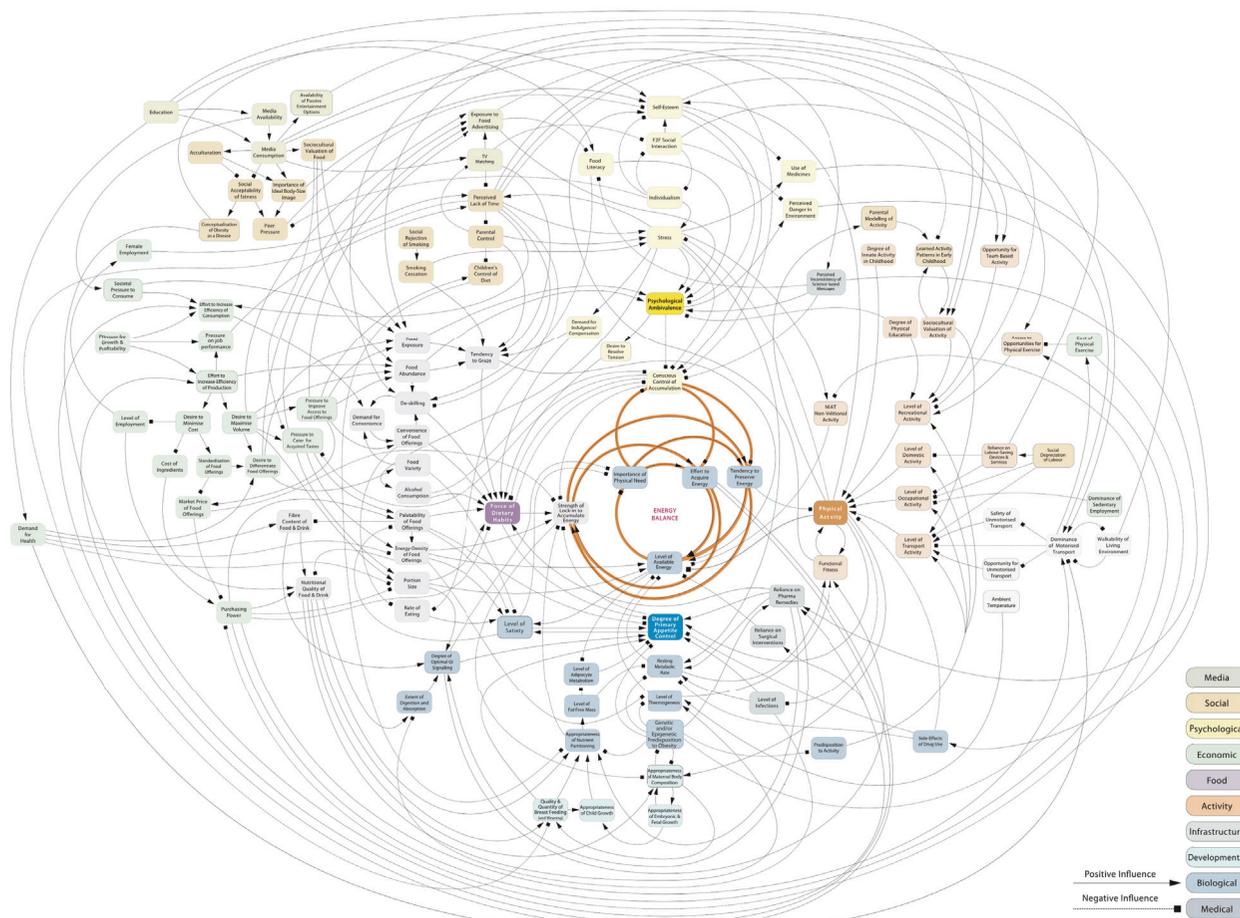
Until recently, a simplistic, reductionist view of the causes of, and therefore solutions to, obesity were assumed. The causes were reduced to the intake of excessive calories and/or inadequate levels of

exercise. The solutions were therefore assumed to be calorie-restricting diets and increased exercise.

Since 2005, the European Union has undertaken more than 300 initiatives designed to increase healthy nutrition and physical activity. These results of these initiatives, while positive, have been inadequate to transform the situation.

How has the impact been so low?

There is increasing appreciation of the multifactorial drivers of obesity – factors that have been largely unaddressed by previous interventions and initiatives. These wider factors include quality of employment and housing, household income, education, physical and mental health, family and marital status, age, ethnicity, and gender, among others. Below is a map of the causes of obesity, published by the UK government.



## Systems thinking and integrated care

Why is there a 10-year difference in life expectancy between adjacent postcodes? Why is vaccine take-up among marginalised groups so much lower? How can changes in how, when and where services are provided improve access and take-up?

Systems thinking lies at the heart of the Health and Care Bill and the introduction of integrated care systems in England. The bill is a product of the increasingly widespread understanding of the complexity of health and care services provision, a recognition of the wider determinants for health and wellbeing, and the appreciation of ‘wicked problems,’ such as obesity and health inequalities, that cannot be solved by any one provider or initiative in isolation.

Systems thinking also lies at the heart of the World Health Organisation’s (WHO) framework on integrated people-centred health services, which was adopted with overwhelming support by member states at the World Health Assembly in May 2016. The framework calls for a fundamental shift in the way health services are funded, managed and delivered. In particular, it calls for a shift away from health systems designed around diseases and institutions to health systems designed by and for people, which recognises the impact of interlocking systems: the person, the family, the community, the health sector, and other sectors – education, housing, the environment, the economy, among others.

## Sussex ICS case study

As part of the vaccine rollout preparations in June 2020, Sussex was the first to roll out locally commissioned services (LCSs) to address the disproportionate impact that COVID had on BAME communities and those living in areas of greatest deprivation. Key features were communicating to ethnically diverse people in their preferred language and offering ‘holistic’ health assessments, which provided an opportunity to give personalised information about COVID risks.

At the heart of the initiative was a systems thinking approach that sought wide input and was co-developed with a wide variety of stakeholders. The BAME LCS steering group was multi-agency and multi-disciplinary and included public health data analysts, local authority colleagues, local medical committee (LMC) representatives, clinical commissioning groups (CCG) colleagues, Academic Health Science Networks (AHSN), partner organisations, patient and public involvement team and input from BAME community ambassadors.

The initiative significantly reduced the number of COVID cases reported in many BAME communities, and improved relationships between GP practices and communities, which then resulted in greater vaccine uptake across many of these communities. This has been used as a blueprint across the UK. The Sussex LCS case study was shared with the Cabinet Office and featured as an example of best practice in the government’s Commission on Race and Ethnic Disparities (CRED) report and also presented at the regional Turning the Tide Oversight Board and other forums.



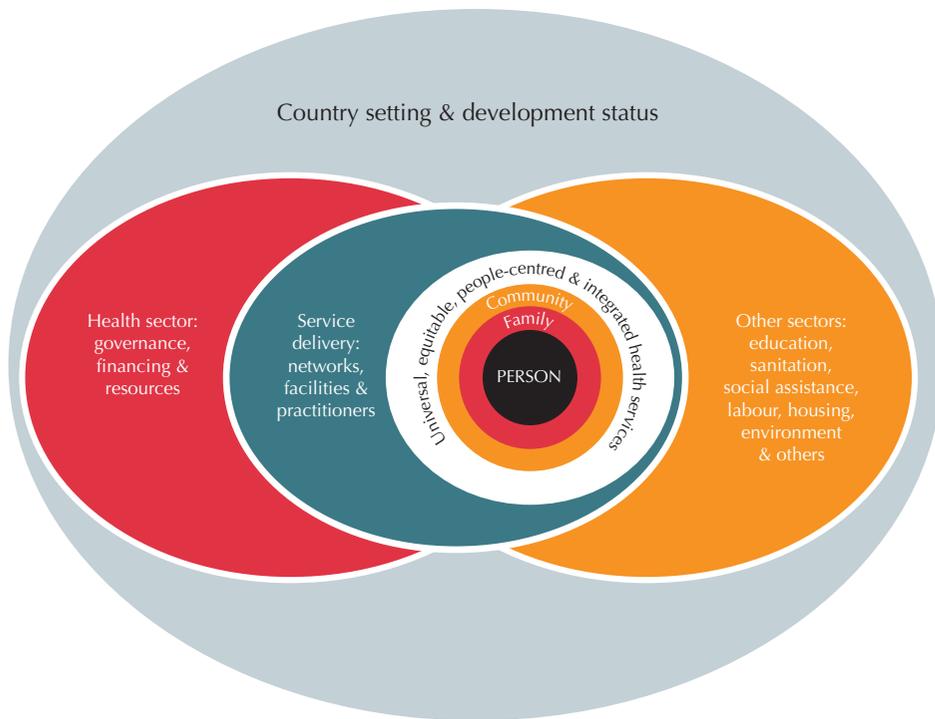


Figure 1. Conceptual framework for integrated people-centred services

The WHO recommends five, interdependent, strategies for achieving integrated people-centred health services:

1. engaging and empowering people and communities
2. strengthening governance and accountability
3. reorienting the model of care
4. coordinating services within and across sectors
5. creating an enabling environment

These strategies are also grounded in systems thinking. They emphasise the creation of enablers and the impacts of interrelated systems.



WHO global strategy on integrated people-centred health services: an overview

## Systems and groupthink

So far in this article, I have explored the problems caused by the effects of unspoken, unrecognised, and therefore, invisible systems and the attempts to make the systems visible by looking at wider determinants.

What about the flip side? What about when you are in a system, and so vested in it, that you don't see the effects on the system of events happening outside it?

This experience of being so deeply immersed in a system that you are not aware of the underlying, unspoken assumptions, beliefs and values that sustain it is referred to as 'groupthink.'

Groupthink is a social psychology construct, which helps to explain the different mindsets of people with differing political views, e.g. conservatism, liberalism or socialism. Groupthink requires members of the group to avoid questioning central tenets or explore alternative solutions. Members often feel peer pressure to go along with the majority. In addition, their world view is maintained by confirmation bias: the tendency to select information that supports your views and ignore contrary information. The consistent reinforcement of opinions produces an inflated certainty that the right decisions have been made, which in turn leads to an often dangerous sense of invulnerability. Groupthink prevents organisations from innovating and evolving and can be one of the key reasons for those organisations' ultimate demise.

Groupthink has been blamed for the failure to anticipate the financial crisis, the ill-judged invasion of Iraq, and many corporate calamities.

## Groupthink - The Kodak story

Who produced the first retail digital camera? Sony. When? 1981. Who invented the digital camera? Kodak. When? 1975. When did Kodak produce its first digital camera? 1991, ten years after Sony and 16 years after its own invention.

There are few business failures as staggering as Kodak's – undone by a technology it invented itself. A generation ago, a 'Kodak moment' was a special memory to treasure. Today it stands for extraordinary complacency and corporate myopia. Steve Sasson, the Kodak engineer who invented the digital camera, told the New York Times that the management's response to it was "that's cute – but don't tell anyone about it."

Kodak was one of the most successful companies in the world. In 1968, it had 80% of the global market in photography. Kodak's business model was to sell cameras at low prices with very small margins and then sell films and other accessories at high profit margins. This model enabled them to generate huge revenues.

It is not hard to see why Kodak was resistant to embracing filmless digital cameras.

Even when Kodak entered the digital camera market, they could not change the deep-rooted belief that they were a film company. The Advantix and Ofoto are just two examples, among many others, of this groupthink.

In 1996, Kodak introduced the Advantix Preview camera, which allowed users to preview their pictures and choose how many prints they wanted. It was essentially a digital camera but it still used film and emphasised print. Advantix flopped – why buy a digital camera and still

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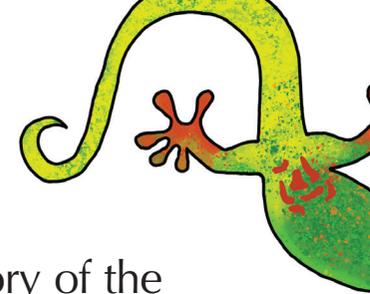
What we are witnessing is a discovery of the world through glass again, a return to the photographic.







Here in this new zen like phase, that is expressive, yet both rigid and disciplined, Tim rests his eyes on that which we seek but never find, only to discover that it was there right in front of our eyes all the time.



pay for film and prints? Kodak spent more than \$500m to develop and launch it and wrote off almost the entire cost of development.

In 2001, Kodak acquired a photo sharing site called Ofoto. This could have been remarkably prescient of them but instead of enabling people to share pictures, Kodak used Ofoto to try to get more people to print digital images. In April 2012, as part of its bankruptcy arrangements, it sold Ofoto to Shutterfly for less than \$25m. In that same month, Facebook acquired Instagram for \$1bn. At the time of acquisition, Instagram had 13 employees and had been founded just 18 months earlier.

In his book *The Decision Loom*, Vince Barraba describes his time when he was head of market intelligence at Kodak. In 1981, he conducted extensive research into the core technologies of digital photography and likely adoption curves. The study concluded that digital photography could replace film and that Kodak had around 10 years to prepare.

Kodak's failure is not down to lack of expertise (they invented digital cameras), or lack of information (an extensive research study foretold their future), or investment (during the 90s they backed dozens of innovations – all around printing). Kodak's failure was due to their inability to adapt and evolve their beliefs, assumptions and values; in other words, their inability to change their mental mode. The mental modes and structures of the system that had sustained them for so long was the source of their ultimate downfall.

How can we escape a similar fate? How can we flip the script?

## Flipping the script – the story of the England Rugby team

In October 2015, the England Rugby team were a laughing stock, having crashed out of the Rugby World Cup. They were the first hosts ever to leave Rugby's crowning event at the pool stage. Just four months later, England basked in Six Nations glory and their first Grand Slam in over 10 years. The team went on to equal the All Blacks' record-winning run of 18 tests. Only two players in the starting line-up for England's Grand Slam victory over France were new to the team. How did such a rapid turnaround in the team's fortunes happen?

Bringing in new perspectives was key.

One of the first decisions after the ignominious World Cup defeat was the appointment of Eddie Jones as coach – the first foreigner ever to hold the post. Jones was a player and coach from Australia, who had previously coached South Africa and Japan.

Eddie Jones brought in fresh perspectives from other sports and other sectors, challenged the orthodoxies of the game, and fundamentally shifted mindsets.

Jones loved football and collaborated with Arsenal manager Arsène Wenger and Gareth Southgate, the current England coach. Danny Kerry, the GB hockey coach, who won gold at the 2016 Olympics, was asked to guest coach. Sherylle Calder, who won 50 field caps for South Africa and 18 indoor caps at hockey 1982-1996, provided training on hand-eye coordination to radically increase reaction times. As part of this, players were instructed to limit



their use of mobile phones as the small screens limited eye movement. Training camps included scrum drills with Georgia, who have particularly intense scrumming, influenced by wrestling. To simulate the effects of fatigue, players practiced throws wearing boxing gloves, with the ball covered in fairy liquid, while balancing on a wobbly ball. Balls from different games were used, for example mixing up netballs and rugby balls to improve dexterity. Lessons for improving the team's fitness and endurance were taken from the Tour de France. Sports psychologist Jeremy Snape, a former England international cricketer, helped improve the team's ability to perform under pressure.

Jones looked beyond sport to other sectors, such as film, for ideas and techniques. The film company that used drones to capture aerial shots for Downton Abbey was asked to hover above training to produce footage on running lines and team shape.

Rugby orthodoxies were challenged. Jones fundamentally changed the player/coach relationship. He would design the game plan but from there it was player-led. If adjustments were needed, the players could make them.

The series of innovative approaches and unusual perspectives shifted the team's mindsets. Ben Youngs, a member of the squad, recalled: "The whole way we trained, how we went after things, our identity and how we wanted to play the game all changed." He described how they went from thinking "Hopefully it will be good and I hope we are going to perform" to "We are going to be great and this is how we are going to do it. We will perform."

## Flipping the script – disruptive and challenger innovation

The approaches described in the England rugby team's story, such as challenging orthodoxies and searching and reapplying ideas from other industries, have become a mainstay in the corporate world. Books such as *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fall* and *Eating the Big Fish: How Challenger Brands Can Compete Against Brand Leaders* describe how start-up entrepreneurs can rethink industries and how the current market leaders can counter threats by continually renewing themselves.

The *Innovator's Dilemma* was written by Harvard Professor Clayton Christensen in 1997. In it he analyses 'disruptive innovation,' a term he coined two years earlier. A disruptive innovation is a new product, technology or process, which creates a new market and eventually displaces the established products and companies. It is one of the most influential business ideas of the early 21st century. Examples of disruptive innovation include Amazon and Netflix, who displaced Waterstones, Barnes and Noble and Blockbusters in the book store and video rental categories respectively.

Innovation techniques, used by start-up entrepreneurs and large global companies alike, include:

- Change the game: what are the rules of the game in my industry... and how can we do the opposite?
- Search and reapply: What can we learn from other industries and reapply to our context?

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- Future-back: What will the world be like in the future... and working back, what should we be doing now to bring it about?

In insurance, for example, a rule of the game might be that you need to have insurance in place before you have the accident. Challenger thinking would say, how could we design a product that people could buy after the accident has happened?

An example of searching and reapplying could be a chemical company that is struggling with its delivery operations looking to the freight company, FedEx, for ideas. FedEx provides real-time online tracking of deliveries and operates a continuous improvement process, analysing the causes of delays each month. Mitigation plans are put in place for the top causes so they do not arise again the following month.

Present-forward leaders build their organisations in increments, following the rules that work today. Future-back leaders visualise what the world will be like in the future and, starting with a clean sheet of paper, mobilise whatever they need, within and outside the existing organisation, to bring that future into being.

## Flipping the script – Elon Musk

Elon Musk, the co-founder of PayPal and CEO of Tesla and SpaceX, has become a household name that is synonymous with the future. His projects take on almost every major industry and global problem.

Tesla envisions a future of self-driving cars. Part of its mission is to ramp up the global transition to sustainable energy. Founded in 2003, it is now the world's most valuable car manufacturer.

SpaceX's mission is to enable people to travel and live on other planets. Musk believes that without interplanetary exploration humanity will become extinct, through the depletion of earth's resources. It was founded in 2002 and in 2020 became the first commercial company to send NASA astronauts to the International Space Station. SpaceX aims to put a million people on Mars by 2050. To do that the cost per ton to orbit will need to decrease massively and there would need to be a self-sustaining city on Mars.

Musk is developing a new mode of transport called the Hyperloop, which is transportation by vacuum tube. The idea was first proposed in 1812 by George Medhurst, an Englishman, who suggested building tunnels underground and shooting passengers in pods through them pneumatically. Musk describes it as a cross between a Concorde, a railgun and an air hockey table. Musk calculates that a six-hour trip could be cut down to half an hour and would cost \$20. This could disrupt the airline industry and real estate and revolutionize freight shipping. Musk currently has deals with China, Ukraine and France to build hyperloop systems.

Healthcare has not escaped Musk's attention. Neuralink, launched in 2016, aims to merge human brains with computers to help humankind keep up with machines. Musk believes this is the only way that humanity will survive artificial intelligence - "Even in the most benign scenario, we would be pets." So far, Neuralink has successfully implanted a chip into a monkey's brain and the monkey was able to play video games with its mind. Musk hopes to start human trials by the end of 2021. Neuralink devices could help restore motor, memory and

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other cognitive functions helping people who suffer from strokes, neurodegenerative diseases, spinal cord injuries, amputations and many other health issues.

If Musk was chief executive of your organisation for a day, what would he do?

## Systems and governance

In today's interconnected world, most problems and opportunities can benefit from taking a systems perspective. We encourage people to ask themselves: who, outside my immediate circle, could be affected by the decisions I am taking... and how can I engage them? What factors outside my immediate control affect my ability to reach my objectives... how can I gain greater visibility and influence?

Systems, and collaboration across them, is particularly relevant in the world of health and social care. The potential for improving how we think about health and wellbeing is huge. But this is uncharted territory for many organisations, requiring a shift in culture and mindset from the old competition model to something more collaborative and inclusive. There are many tensions associated with this change that need to be navigated – for example achieving efficiencies of scale while responding to local needs. Or deciding whether to merge existing systems or create something new.

GGI has been leading the national conversation on integration and we have already worked with every ICS in England. We also have extensive experience of working with non-NHS partners in integrated care systems: local government, third sector, hospices, private sector... and related sectors such as education and housing.

Our work includes developing and evolving system plans; designing lean and effective governance arrangements; drafting memoranda of understanding and supporting documents such as constitutions, terms of reference and schemes of delegation; and developing board and leadership teams. 

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