

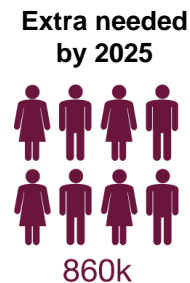
It ain't what you do, it's the way that you do it: Leading transformation in social care



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Leading transformation in social care: the workforce imperative



A growing workforce: a growing need for leaders and managers



Why leadership matters



- In their State of Care report CQC comment that 94% or nine out of ten services they rated as good or outstanding overall were also good or outstanding for their leadership.
- Data also indicates that good results under the 'well led' KLOEs drives better results under the other key questions.
- CQC also later published information that indicates that there is a causal link between either vacancy or high turnover in the RM post, and poor quality inspection ratings.



The transformation equation



Leadership <x> Culture = Quality Care

- Characteristics
- Culture
- Performance



Leadership and management: What's the difference?



Match Five Activity

Working with a partner, identify the five statements which you think best describe **management** activity and the five statements which best describe **leadership** activity.



Management is...



Management in its broadest sense is about the systems and processes required to deliver current services efficiently and effectively:

- setting aims, objectives and performance indicators
- planning how progress will be made or a goal achieved
- controlling the process i.e. measuring achievement against the plan and taking corrective action where needed
- setting and improving organisational standards

“ Management enables the organisation to function, leadership helps it to work well.”



Leadership is...



- **Direction:** Leaders are concerned to find ways forward, to generate a clear sense of movement and direction.
- **Inspiration:** Leaders may have ideas and articulate thoughts that are strong motivators for the working team, creating a directional energy.
- **Building teams:** Leaders see teams as the natural and most effective way of working and spend their time in encouraging and coaching.
- **Example:** Leadership is example, it is not only what leaders do that affects others in the organisation, but how they do it.
- **Acceptance:** Managers can be designated by title, but do not become leaders until that appointment is ratified in the hearts and minds of followers.



Defining leadership...

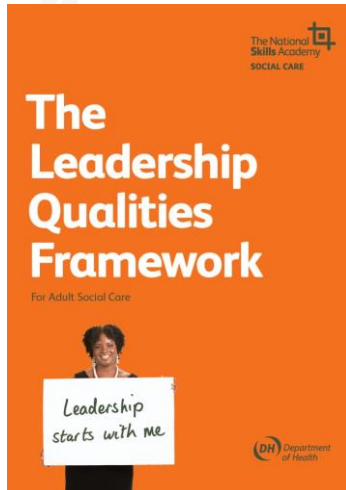


Leadership is about behaviour

- Effective leadership behaviour elicits a response from others and inspires them to achieve more than they thought possible.
- Leadership is about delivering change, improvement and new ways of doing things.
- To do this we need to know what behaviour we need to adopt to motivate, engage, excite and inspire people.



Leadership Qualities Framework



Guide to what good leadership looks like based on values and behaviours.

Describes what good leadership looks like in different settings and situations.

Defines good leadership for people at different levels:

- Front-line Staff
- Front-line Leaders
- Operational Leaders
- Strategic Leaders

Grounded in everyday practice and written in plain English, so accessible to everyone.

Applicable in integrated services.

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Using the LQF



- For managers to use to inform their own leadership development activity.
- For managers to use to inform their recruitment processes.
- To enable managers to reflect on their own practice and take responsibility for their own learning.
- To help managers with the design of their staff performance review and development schemes.

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Creating a people performance culture – the golden thread



- **Organisational level:**
Moving from 'good to great' using the hedgehog principle.
(Jim Collins)
- **Team level:**
Building high-performing teams using a team charter.
(Ken Blanchard)
- **Individual level:**
Employing the CIA to unlock your influence and impact.
(Beverly Alimo-Metcalfe)

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People performance principles for workforce redesign



Principle 1	✦ Take a whole systems view of organisational change
Principle 2	✦ Recognise the different ways people, organisations and partnerships respond to change
Principle 3	✦ Nurture champions, innovators and leaders; encourage and support organisational learning
Principle 4	✦ Engage people in the process; acknowledge value and utilise their experience
Principle 5	✦ The different ways that people learn should influence how change is introduced and the workforce supported
Principle 6	✦ Encourage and utilise people's thinking about values, behaviours and practice to shape innovation
Principle 7	✦ Actively engage with your community to understand its cultures and strengths; work with the community to develop inclusive and creative workforce planning strategies

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Leadership and management culture



Culture Continuum Activity



Leadership and management culture



Management culture

- Vertical
- Fixed roles
- Individual responsibility
- Autocratic
- Delivering expertise
- Status
- Efficiency
- Control
- Power

Leadership culture

- ➔ sideways
- ➔ flexible roles
- ➔ shared responsibility
- ➔ collaborative
- ➔ developing expertise
- ➔ stature
- ➔ effectiveness
- ➔ release
- ➔ empowerment



The role of the manager in leadership and innovation



Key Challenge Activity



Leadership and management tools and resources



- **Recruitment and retention:** Finding and Keeping Workers
- **Performance management:** People Performance Toolkit
- **Leading culture change:** Culture for Care Toolkit
- **Organisational development:** Care Improvement Works
- **Leadership development:** 360-degree diagnostics



The Skills for Care offer to registered managers



Membership

The benefits of membership of the National Skills Academy for Social Care include:

- welcome/renewal pack containing a membership certificate, further information on our resources and a copy of the refreshed (2016) *Registered managers handbook*
- your newsletter containing monthly 'Cut Out and Keep' updates to add to your handbook
- the opportunity to receive mentoring or become a mentor for other registered managers and access to our LinkedIn forum, exclusively for managers
- discounts on leadership programmes and HR support – with further discounts to follow



Leadership development programmes



- Graduate Management Training Scheme
- Registered Managers Well-led programme
- Moving-up (BAME) programme
- Principal Social Workers programme
- New Directors programme
- Commissioning Now programme
- Top Leaders programme
- Transforming Care Partnerships programme



Registered managers leadership programmes

- **Well-led programme Recruiting now**
A development programme for managers of adult care services, designed with registered managers who are familiar with the day to day challenges of leading a care team.
- **Moving-up programme Recruiting now**
A development programme for those from black, Asian and minority ethnic backgrounds who work in social care and aspire to senior leadership roles in the sector.



For further information and updates on support for your leadership and management development access the Skills for Care website at:

www.skillsforcare.org.uk

If you would like to stay connected to developments in the Skills for Care leadership and management support and development offer – simply complete a **Stay connected card.**

An open invitation to stay
connected to our work

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www.skillsforcare.org.uk

