

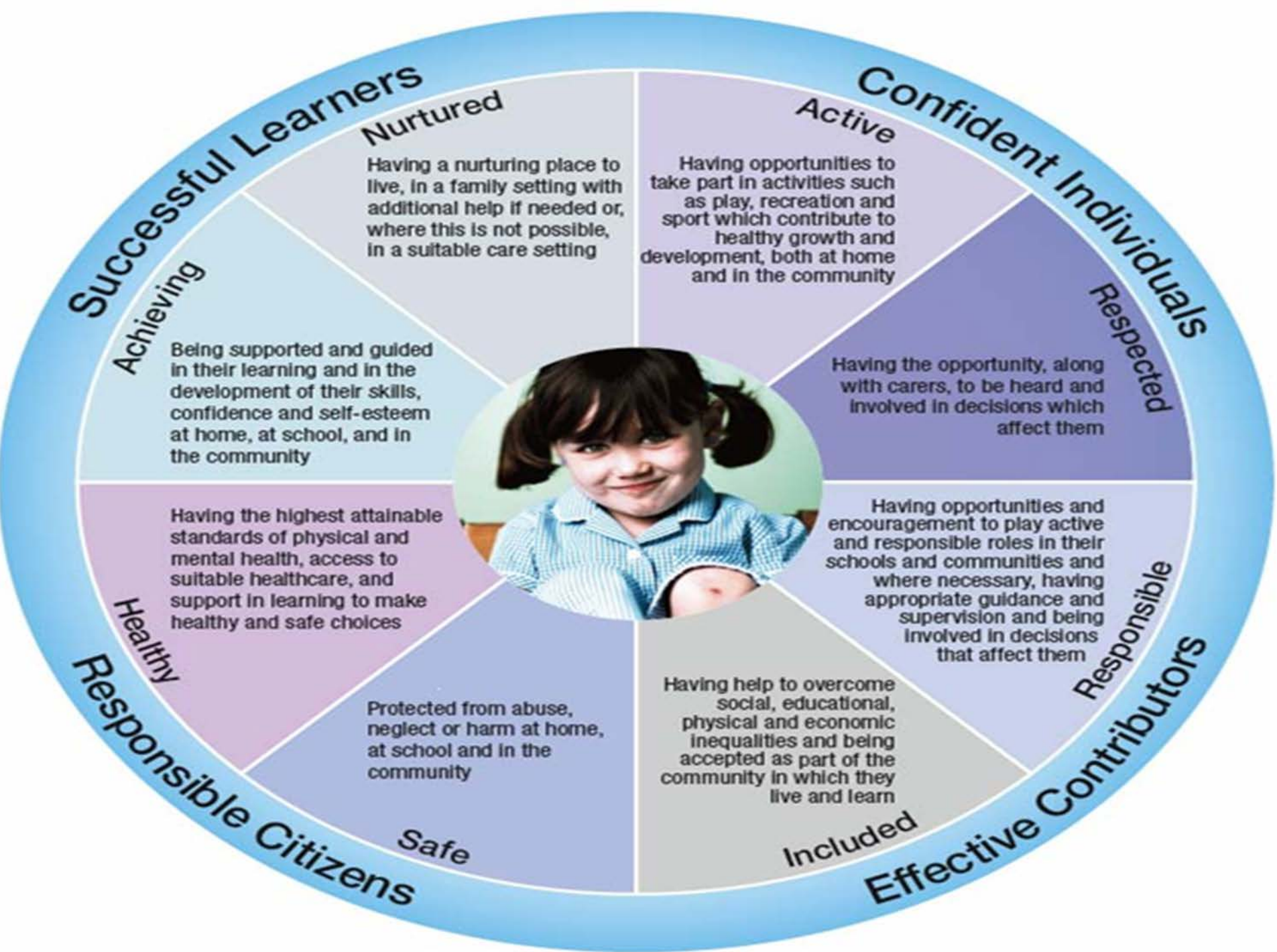
# Stepping into leadership

Argyll and Bute Early Years Service

8 November 2018

Jess Alexander  
SSSC







# Everyday leadership

We have all changed someone's life – usually without even realising it.



**Does anyone have a lollipop  
moment they're willing to  
share?**



Click on a leadership capability to access resources





## Motivating and inspiring others

I model positive leadership behaviours that inspire enthusiasm and confidence in others

		Established	Accomplished
		I am able to motivate and lead others to achieve identified goals. [CLF - Motivating and leading others]	I am recognised for my skilled leadership and the way I inspire others to continuously improve. [CLF - Motivating and leading others]
		I support others to feel valued for their contributions. [CLF - Motivating and leading others]	I recognise, value and champion the contribution of people who use services and their carers, staff, colleagues and partners to achievements within the organisation and beyond.
Supporting the creation of a learning and performance culture	I am committed to building a learning culture in the organisation and model the values and behaviour needed to achieve it.	I use individual and collective learning to continuously improve performance and outcomes for individuals, families and the community and enable others to do this.	I use a range of evidence to evaluate how well my team, the service and the organisation are performing and use this to continuously improve.

# Continuous Learning Framework

## Personal capabilities

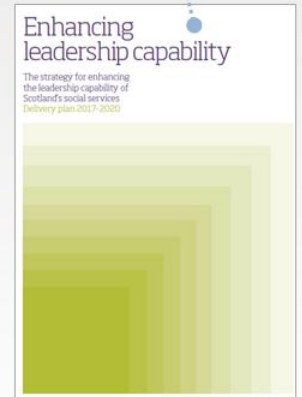
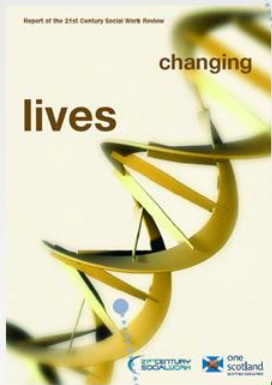
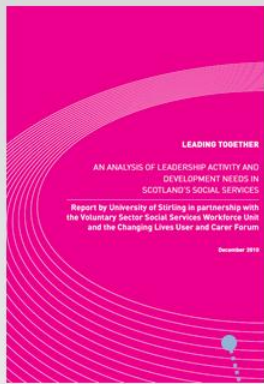
### Managing relationships

- Empowering people
- Working in partnership
- Leadership
- Empathy
- Dealing with conflict

### Managing self

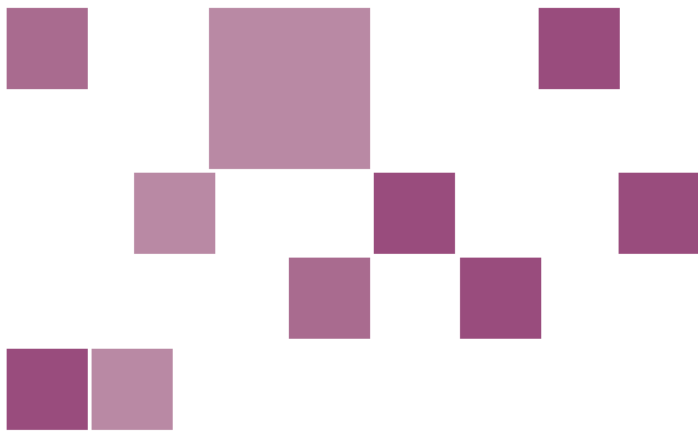
- Professional autonomy
- Lifelong learning
- Flexibility
- Confidence
- Resilience
- Accurate self assessment
- Impact on others
- Awareness of wider context





# Enabling leadership

Research to identify what  
good leadership looks like  
in Scotland's social services

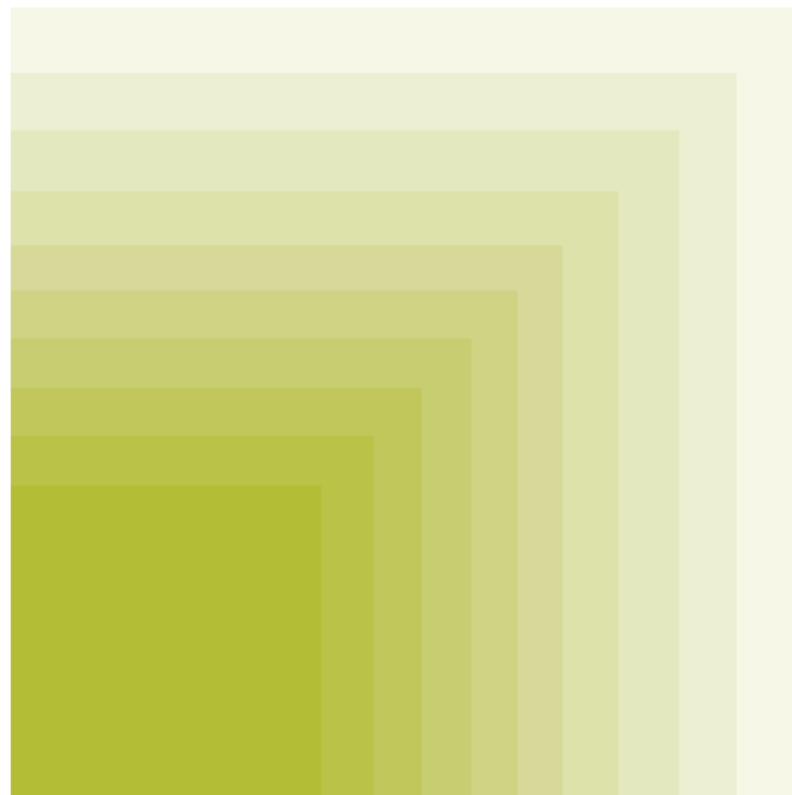


Produced on behalf of the Scottish Social Services Council by  
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University of Stirling in partnership with the Institute for Research  
and Innovation in Social Services (IRISS)

**December 2016**

# Enhancing leadership capability

The strategy for enhancing  
the leadership capability of  
Scotland's social services  
**Delivery plan 2017-2020**



# Leadership Logic Model

## Enablers of good leadership

Strategic vision and expectations are clear and communicated well; people feel supported, valued and respected; atmosphere of openness, trust and good relationships; work and achievements are acknowledged; levels of performance efficient, consistent and sustained; good staff; people have a voice and are treated fairly; there is a culture of reflection, learning and development.

social services

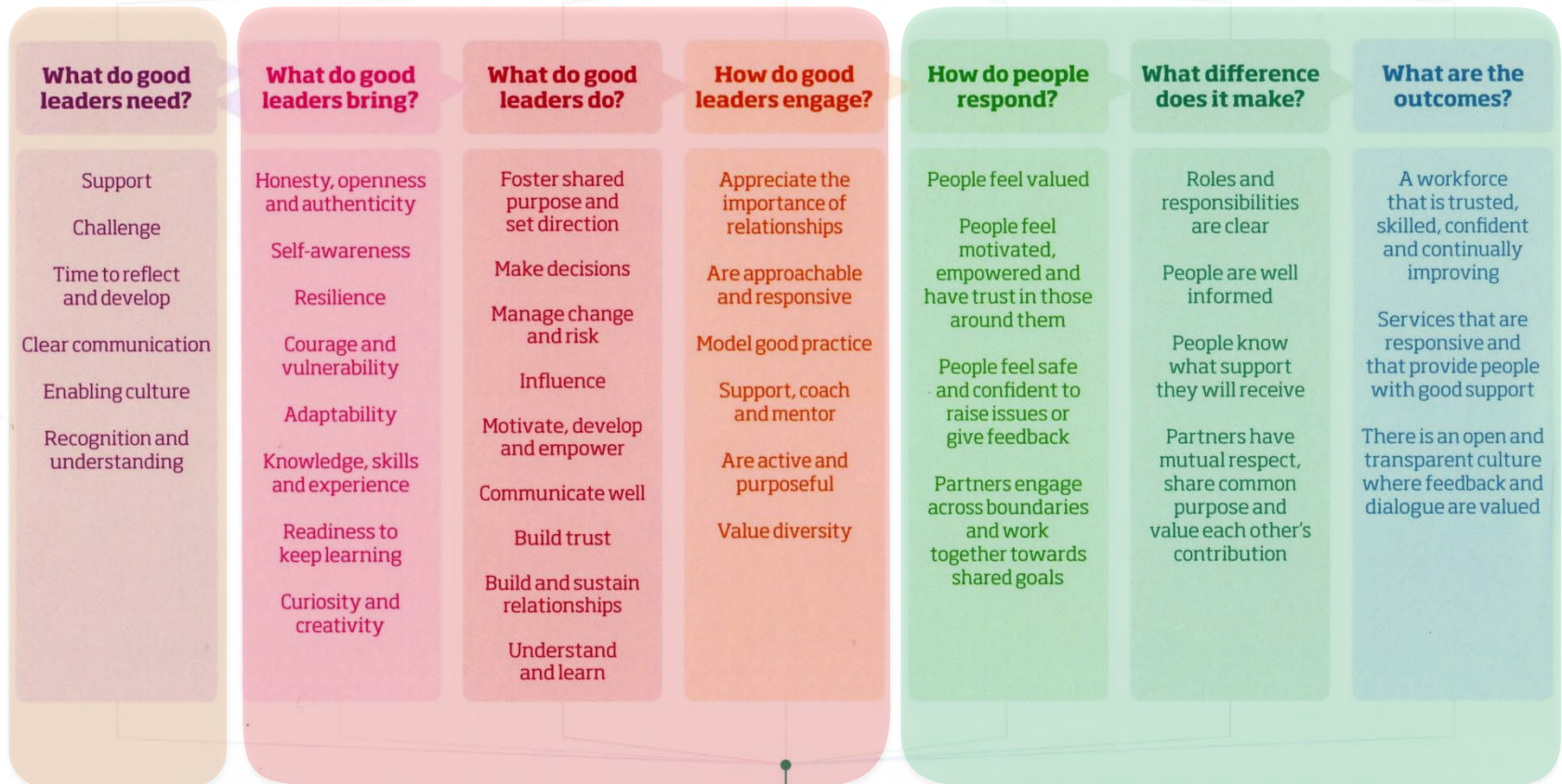
Strengthening leadership in social services

#lead4all

### Environment

### Capabilities

### Impact



## Risks or barriers to good leadership

Lack of time for reflection and development; lack of parity and fair terms and conditions; excessive workloads; change fatigue; poor communication; negative or 'blame' cultures; micro management; poor systems and processes; social care devalued in society; lack of vision and direction.





# Leadership objectives

**Support strategic leaders and managers in Scotland's social services to develop and improve their leadership capability so they lead dynamic and responsive services that meet the needs of people using them**

**Continue to raise awareness, and support the implementation, of a model of distributed leadership throughout Scotland's social services**

**Vision**

**Develop and engage with the sector to use tools, resources and support for leadership learning and development that are sustainable and contribute to career development in Scotland's social services**

**Improve the use of evidence to inform leadership and leadership development in Scotland's social services**

# 'What you permit, you promote'

Leslie Evans, Scottish Government Permanent Secretary



# Step into leadership

**Strengthening  
leadership in  
social services**



**#lead4all**





**1**  
Select a  
pathway

**2**  
Plan your  
pathway

**3**  
Reflect on your  
Leadership  
(now and future)

**7**  
Record on the  
learning log –  
supports PRTL

**4**  
Complete the  
feedback tool  
(support modules)

**6**  
Explore these  
capabilities in  
more detail

**5**  
Identify  
capabilities for  
strengths and  
areas for  
development



<http://www.stepintoleadership.info>

# Middle Managers



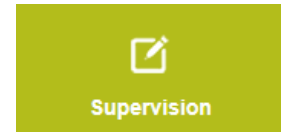
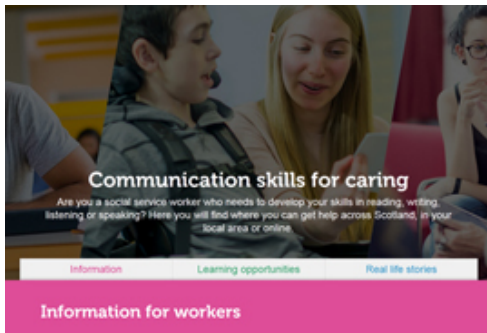
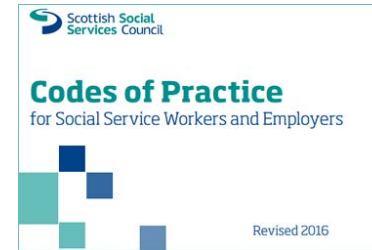
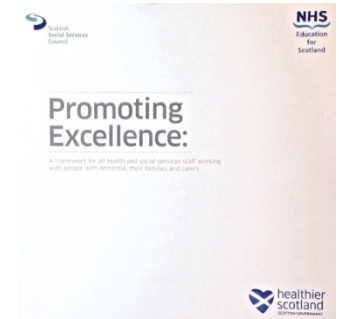
# Time to reflect:

- Think of a piece of practice with a child or young person
- Which personal and leadership capabilities were you demonstrating?
- What did you permit and promote?





# SSSC resources to support learning & development



1. Introduction	2. Why do supervision?	3. What is supervision?
4. Supervision contracts	5. Different approaches	6. Different types of one-to-one
7. Group supervision	8. Difficult conversations	9. Making the transition
10. Evaluating and reviewing	11. References	12. Examples and templates

SSSC

<http://www.sssc.uk.com/>

Learning Zone

<http://learningzone.workforcesolutions.sssc.uk.com/>

Step into Leadership

<http://www.stepintoleadership.info/>

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