

Effective Leadership and Management in a Care Setting

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Why study leadership ?

- Meets registration requirements: SCQF level 8 , part of a management award
- CPD
- Improve own practice
- Improve team morale
- Ultimately better service

Course content

- Identifying differences between management and leadership
- The Dangers of the 'charismatic leader'
- Distributed and situational leadership
- Knowledge, skills and qualities of leadership: leadership style
- Practice led : evidence of social care values

Cont.

- Using theoretical models and frameworks to analyse own team
- Identifying barriers and action planning
- Motivation : individual and team
- Resolving conflict and managing change
- Models of staff development and training
- Monitoring and evaluating staff performance

Learning Context

- Students all in a leadership role
- All come with experience
- Experiential learning : safe environment
- Students become a resource and support : challenge self and each other
- Lecturer should model best practice !
- Expectation that theory will be put into practice

Cont.

- Action learning
- Best interest of service-users is paramount
- Focus on reflection, analysis and action
- Encouraged to take 'risks'

Assessments

- Focus on application of theory to real life practice
- Should stimulate rather than overwhelm
- Act as a trigger for positive change
- Involve feedback from staff
- Discussed with tutor
- Overall purposeful

Some examples

- Linda Blair (Manager Greendykes YPC)
- Used Woodcock and Francis' Teamwork analysis to examine strengths and areas for development
- Feedback from workers : “no permission to talk about emotional issues”, lack of assertiveness

Cont..

- Used feedback to formulate action plan
- Discussed this with own manager
- Developed use of supervision
- De-briefing (pilot project)
- Assertiveness : Fair Treatment at work

Anne Dey (Manager at Portlee Resource Centre)

- Managing Change
- Use of Lewin's model to examine forces creating change
- Developed skills in self and others
- Distributed leadership

Context of learning

- Students have used the course to develop leadership style in relation to :
 - Role as a manager
 - The team
 - Individual staff members
 - The service users

How could you develop your team?

- How do you currently analyse the team's strengths and areas to develop ?
- How do you develop leadership in staff and service-users ?
- In what ways are staff supported to reflect on their relationship with service-users ?
- What changes would you like to make ?

