

Leadership and Management in Social Care

FRONT-LINE LEADERS

CASE STUDY 1



“People do not experience our values, they experience our behaviours”

The case for modelling leadership behaviours earlier among social care employees



The impact of strong leadership at the front line of care services

As part of its remit to improve the status of social care and to ensure that the sector is well prepared to meet the challenges presented by changing demographics, an ageing population and economic upheaval, the National Skills Academy for Social Care is focusing on [improving the leadership and management skills of those working at all levels](#).

Consultation with employers and stakeholders has told the Skills Academy that [the quality and confidence of leadership at the grassroots level can have a big impact on the quality of care delivered](#).

Skills Academy Chief Executive Liz McSheehy said: '[We must not underestimate the impact of strong leadership at the front line of care service delivery](#) and by acknowledging this, we hope to inspire social care employers to work with us to develop their front-line staff.'

ABOUT THE SKILLS ACADEMY

The National Skills Academy for Social Care is a membership organisation created by employers across the social care sector to meet their needs and those of their staff and service users.

We are dedicated to supporting and promoting excellent learning and training in social care in England.

We do this by focusing our efforts in three areas that are crucial to the delivery of excellent care across the sector:

- **Leadership and Management:** transforming the quality of sector leadership
- **Endorsing excellence:** in training and development
- **Commissioning:** helping care commissioners navigate new territory.

What is the Front-line Leaders programme?

The Front-line Leaders programme is a suite of courses developed by the National Skills Academy for Social Care to engage social care employers and their front-line staff.

The programme is designed specifically for those working or leading at social care's front-line, providing direct care and support in a role where they are not closely supervised, or where they are supervising or managing other staff for the first time.

To develop the Front-line Leaders programme, the Skills Academy's Leadership and Management team worked closely with Sheffield Business School (SBS) at Sheffield Hallam University — an institution at the forefront of the development of bespoke, person-centred training programmes. SBS focused on developing a programme for people who had no previous access to additional professional or personal development.

Professor Bob Garvey of Coaching and Mentoring at SBS, said: 'The focus is to develop within people some additional, easily applicable skills for specific situations. The basis of the

programme lies in the values of coaching and mentoring, which we think can be applied to social care.'

The first-wave of the programme was delivered by SBS and they will be involved in the roll-out of the Front-line Leaders programme to other delivery partners around England to ensure high-quality delivery.

'The programme will become one that employers want to put their staff on because they see the results and successes in other organisations,' Professor Garvey continued. 'Recruitment will self-generate because of the programme's positive profile.'

SBS's rigorous development of the programme aims to satisfy employers and staff by looking at four specific areas:

- How I work with myself
- How I work with others
- How I work with my company
- How I work with people who use services.



'The focus is to develop within people some additional, easily applicable skills for specific situations.'

Professor Bob Garvey, Coaching and Mentoring, Sheffield Business School (pictured, above)

DID YOU KNOW?

22,000 new managers needed by 2011

Vacancy rate for care workers: 4%

Vacancy rate for senior care workers: 2.2%

Vacancy rate for registered managers: 1.6%

Skills for Care, State of the Adult Social Care Workforce Report 2010

Leadership behaviours

VALUABLE SKILLS FOR ALL

Leadership behaviours are for everyone in social care — not just those who lead from the top. There are thousands of people working in social care who are not formally leaders or managers, but who work away from supervision, potentially alone, and provide leadership in a different form.

Introducing people early to the language and values of leadership and peer learning will equip them with the skills and capabilities to manage their own experience and their teams. They can also take this learning with them as their careers progress. [Managing well at the front-line improves care provision in the immediate and short term](#) and over the longer term, the knowledge of the behaviour, language and values of leadership aids career progression and contributes to the development of the sector as a whole.

SOCIAL CARE SECTOR EMPLOYMENT

Turnover rate for first line-managers: 40% in first year; 60% in second year
NCF Personnel Statistics Report 2010

Turnover rate for registered managers: 10.7%
Skills for Care, State of the Adult Social Care Workforce Report 2010



'Front-line Leaders is filling a hole we knew was there but didn't know how to fill.'

Bill Mumford, Managing Director, MacIntyre

MacIntyre's experience of Front-line Leaders

The charity MacIntyre — originally set up for children with learning disabilities in the 1960s but now providing care and support to people of all ages with learning disabilities — participated in the first wave of the Skills Academy's Front-line Leaders programme.

In recent years MacIntyre has invested a huge amount in the development of its staff in order to provide better care. People are at the centre of the services MacIntyre delivers — with respect, personalised communication and the continuous development of service users and staff, which is crucial to ensure the delivery of outstanding care.

BEHAVIOURS ARE WHAT REALLY MATTER

MacIntyre sees that while values are fundamental to an organisation, [behaviours are what really matter — particularly when it comes to leadership roles](#). This belief also underpins all of the Skills Academy's leadership programmes.

Bill Mumford, Managing Director of MacIntyre, said: 'Front-line Leaders is filling a hole in the market that we and other social care providers knew was there, but didn't know how to fill.'

MacIntyre bases its principles of staff development on the notion that the people who use its services are experiencing an interaction with a staff member as a product. Care, support and educational services can only be delivered by people and the point of service delivery is always an interaction between two individuals.

SUPPORTING STAFF AT EVERY LEVEL

Like the Skills Academy, MacIntyre believes that the key to ensuring these experiences and interactions are outstanding and satisfying (for not only the person using the service but also for the member of staff) is to support staff at every level. [The Skills Academy's suite of leadership programmes is designed with this in mind](#) — to offer leadership support at every level of a social care career, starting from the front line.

THE IDEAL CARE WORKER

MacIntyre began to profile its staff to develop a picture of what the ideal care worker would be by using Rapid Personality Questionnaires (see box, right). They found that while some of the qualities they exhibited may be described

as innate or intuitive, they realised there was a degree to which behaviours can be demystified and taught. These are the kinds of leadership behaviours that the Skills Academy has identified as being critical to the delivery of better care and are subsequently taught in our Front-line Leaders programme.

A FRAMEWORK TO SUPPORT RECRUITMENT

MacIntyre is building on the benefits of its staff-profiling exercise by [using the insight provided by the Front-line Leaders programme to further enhance the experiences of the people who use their services](#).

THE RAPID PERSONALITY QUESTIONNAIRE

The Rapid Personality Questionnaire is one of the most rigorously validated and respected psychometric tools for employee development and recruitment. It uses Karl Jung's 'big five' personality traits to establish preferred working styles and behaviours: extraversion/introversion; confidence/caution; structural/non-structural; tough-mindedness/benevolence; conformity/non-conformity.

Who am I as a leader?

BOOSTING YOUR CONFIDENCE

Through profiling its staff, MacIntyre discovered that first line-managers — who primarily recruit care workers — were often themselves under-confident in their roles, despite being very competent. The personal costs of leadership, responsibility and the implications of interactions with colleagues, service users, inspectors and the organisation itself take their



Bill Mumford, Managing Director, MacIntyre

toll, and it is therefore essential to support these first line-managers who are so vital to the delivery of excellent care by an organisation.

Helping new managers to establish what leadership means, and to work out *Who am I as a leader?* can help them to manage their role better, giving them the confidence they need to work well and cope effectively with the tougher, more personal aspects of the role.

THE VALUE OF PERSONAL LEADERSHIP

MacIntyre has helped to develop the Skills Academy's Front-line Leaders programme and has been supportive of it from the start. Managing Director Bill Mumford said: 'The Front-line Leaders programme acknowledges that personal leadership behaviours can be just as valuable as a series of competencies.'

Having previously tried other management training programmes, the Front-line Leaders programme is already getting positive feedback from MacIntyre participants.

The collaborative approach to training, which is taken on all Skills Academy leadership courses and programmes, has proved to be very effective. Merle Davis, Registered Manager in Personalisation at MacIntyre, said after just two days: 'I always benefit from listening to others and the sharing of good practices and challenges that other people face; it's one of the ways I learn. I liked the way the facilitators really left the facilitation and running of the day to us and all of this has really got me thinking.'



'The course has left me buzzing with enthusiasm and empowered me with the knowledge and support to improve myself.'

Hannah Grimshaw, Head of Section at Oakley College, MacIntyre

Introducing leadership behaviours early on

PEER LEARNING AND ROLE-MODELLING

Leadership behaviours are for everyone in social care and a grassroots development of these skills, attributes and behaviours will ultimately feed up through the sector as people



'The content of this course is brilliant. It really made our delegates think about themselves differently.'

Claire Withers, Workforce Development Manager, MacIntyre (pictured)

progress in their careers. Similarly, Bill Mumford acknowledges [the importance of peer learning and role-modelling in maintaining an excellent service](#) and the impact that good practice and good examples can have.

It is also crucial to remember that the vast majority of social care practice is average; the extremely good and extremely poor are not the norm, and it is ultimately more useful and productive to focus on improving the norm. MacIntyre believes in encouraging a 1% improvement in 100% of interactions [as this will lead to a better experience for all service users](#). Bill Mumford also does not underestimate the importance of peer pressure — seeing the continuous improvement and development of some staff as leading to the development of others by osmosis.

Claire Withers, Workforce Development Manager at MacIntyre, participated in the programme alongside 13 delegates from throughout the organisation to gain a corporate perspective. Her background is with Whitbread, within the corporate hospitality sector, and she said: 'I was surprised on coming into the care sector to see

the lack of this type of professional development being offered to staff. People who are delivering and running care services need to be just as aware of and capable of leading and managing as those in the corporate sector.'

She went on to say: '[The content of this course is brilliant. It really made our delegates think about themselves differently](#), and I also learnt new things, despite thinking that as I have trained this subject matter for some time it would be a little bit repetitive for me, but it was not.'

Claire has considered how to quantify the return on the investment by monitoring the progress made in the participants' perceptions of themselves and in their confidence. She plans follow-up sessions with them further down the line. Similarly, the participants decided to meet again after the programme had finished to see how they have taken what they have learnt into their workplaces and working styles.



'It is so refreshing to be on a course that is relevant and focused on what we do.'

Emily Wheeler, Acting Head of Section at Oakley College

CONSISTENTLY HIGH-QUALITY DELIVERY

The Front-line Leaders programme was initially delivered by Sheffield Business School, and in due course other delivery partners will be enlisted across the social care and personal development sectors to make the course widely available in view of the number of potential candidates in England's social care sector.

All of the programme providers will be subject to the Skills Academy's Endorsement Framework to ensure consistent, high-quality programme delivery. First line-managers and people working alone but with supervision responsibilities make up a large proportion of the social care workforce, so it is crucial to sustaining the growth of the sector and ensuring the delivery of high quality care for all that they gain the opportunity to develop their skills.

The course covers six learning days, and is deeply-rooted in the principles of work-based learning and self-reflection. Consultation with employers about their needs for leadership and management training showed the Skills Academy that all courses and programmes need to emphasise work-based and work-applicable learning.

AN 'EMPOWERING' COURSE

MacIntyre's experience and innovation in staff development and recruitment has affected the service they provide and the Front-line Leaders programme has similarly benefitted the participants. Hannah Grimshaw said: 'The course has left me buzzing with enthusiasm and empowered me with the knowledge and support to improve myself.'

By introducing first-time managers and leaders to the language, values and behaviours of leadership learning early on they can become better managers — making an immediate impact on the quality of care that they and their teams provide. In the long term, this experience can serve as a platform for not only their own personal development, but also that of their staff.

Emily Wheeler, Acting Head of Section at Oakley College, MacIntyre, said: 'It is so refreshing to be on a course that is relevant and focused on what we do specifically as senior staff'.

OTHER PARTICIPANTS

Other organisations who participated in the first wave of the Front-line Leaders programme were Abbeyfield, St Anne's Community Services, Care South, Hendra House, and the Anchor Trust.

Norma Smith, Care Home Manager at Abbeyfield, currently manages a residential home and a nursing home. Several of her team participated in the Front-line Leaders programme and have now completed the course. Norma said: 'I have really noticed the difference in my deputies. They have gained so much insight into how they work and interact with others, so much so that I'd like to go on the course myself.'

Norma, who has worked in the care sector for 17 years, echoes Bill Mumford's comments about the course: 'I've never seen anything like this in the sector before, Front-line Leaders is bringing something new that we really need.'



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Norma Smith, Care Home Manager, Abbeyfield

contact us today to find out more

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