



Leadership and distributed leadership – setting and testing your culture.
October 18th 2022.

RM Forum
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working together...

confidentiality

respect

diversity of opinion can be enriching

look for the benefits of an alternative opinion

positive challenge

naïve questions are valuable

enjoy ourselves- lots of conversation !
• hope !



aims



- to all reflect upon how you secure and test the leadership culture in your service, enabling a distributed leadership model to work more effectively

- gaining the hard to quantify evidence



Language of the O/S criteria in the SCCIF.....all about leadership

- Leaders and managers are **inspirational, confident and ambitious** for children and **influential** in changing the lives of those in their care.
- Leaders and managers create a **culture of high aspiration and positivity**. They have **high expectations** of their staff to change and improve the lives of the children they are responsible for.
- Leaders and managers lead by **example, innovate and generate creative ideas** to sustain the **highest quality care for children**.



Language of the O/S criteria in the SCCIF.....all about leadership

- Leaders and managers know their strengths and weaknesses well and can provide evidence of improvement over a sustained period.
- Leaders and managers have working relationships with partner agencies and schools that ensure the **best possible care, experiences and futures** for children
- **These criteria are grounded in leadership and how this is expressed in the culture of your home**



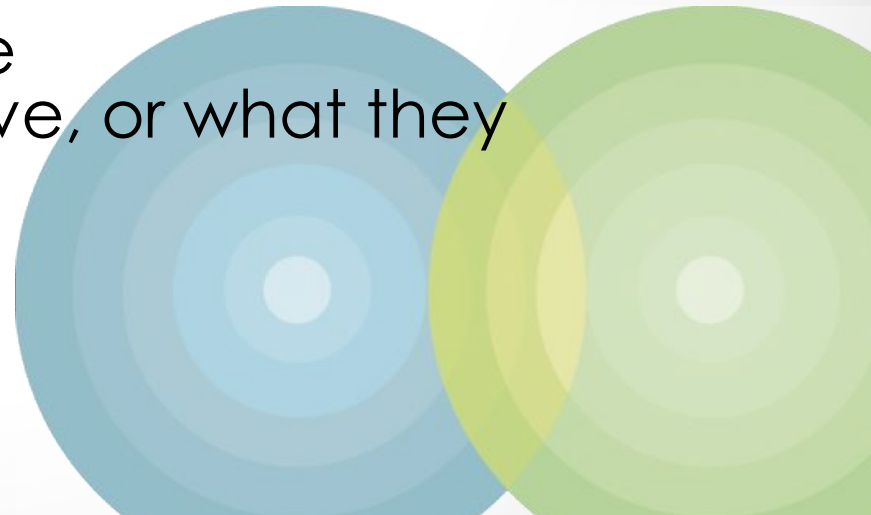
Culture is.....

- **about leadership**
- about connections
- about communication
- fundamental
- a positive model
- a positive model of behaviour which is shared, known and understood by the team
- shared vision
- common beliefs, values and actions
- CULTURE IS WEAKER WHEN CONNECTIONS ARE POOR OR INFREQUENT



A good culture arises from messages that promote traits like collaboration, honesty, trust and hard work and include:

1. **Fundamental beliefs and assumptions**, or the things that people in your home consider to be true.
2. **Shared values**, or the judgments people in your service make about those belief and assumptions.
3. **Norms**, or how staff believe they *should* act and behave, or what they think is expected of them



A good culture continued...

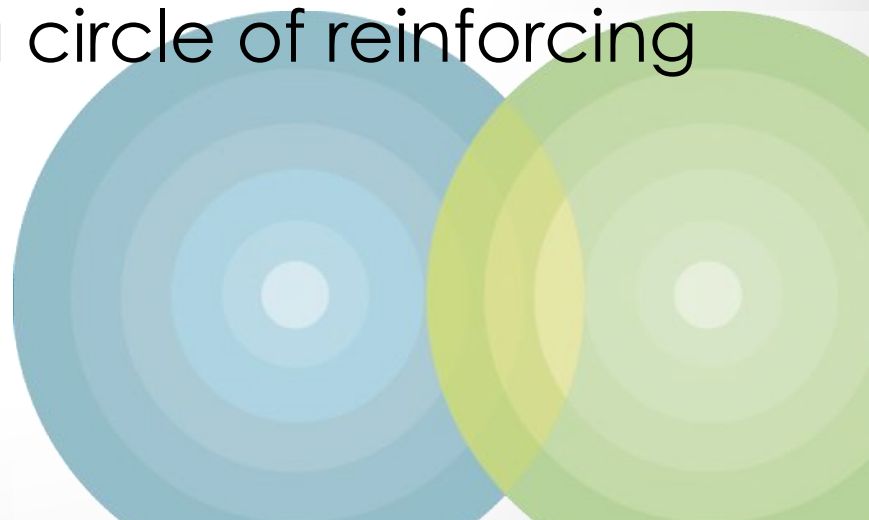
4. Patterns and behaviours, or the way people *actually* act and behave in your home / service.

5. Tangible evidence, or the physical, visual, auditory, or other sensory signs that demonstrate the behaviours of the staff in your service.

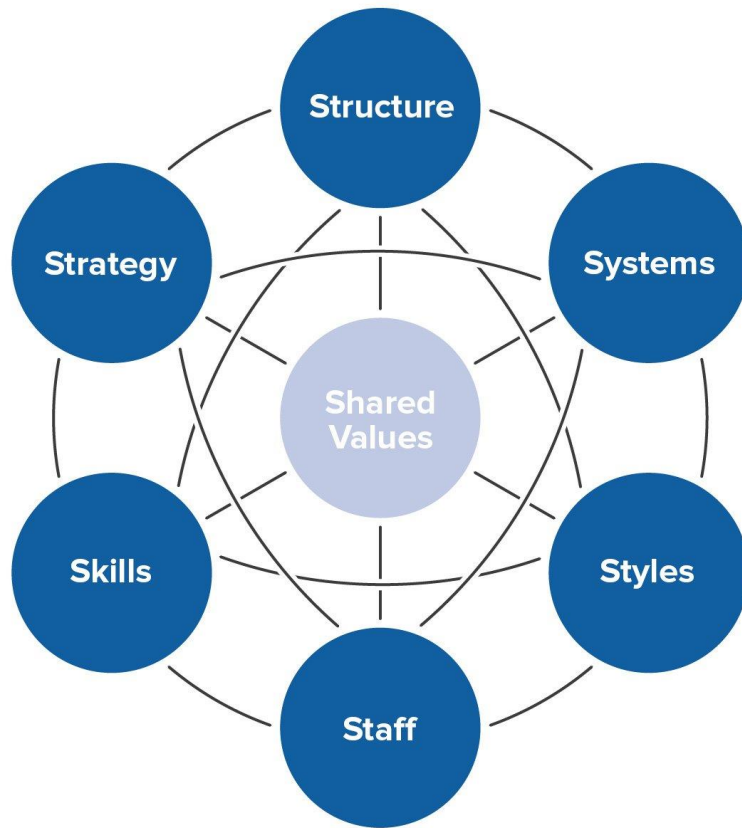
Each of these components influences and drives the others, forming a circle of reinforcing beliefs and actions

IS THIS YOUR SERVICE?

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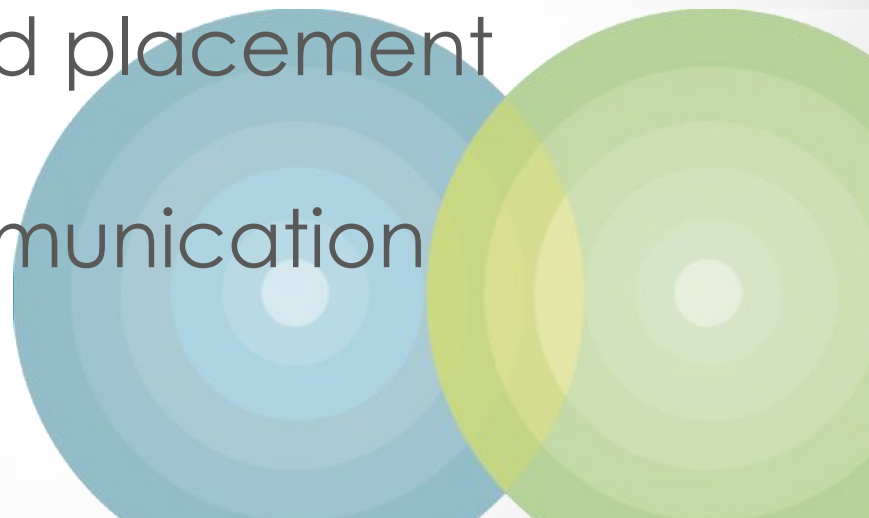


Culture Structure – McKinsey 2016



Are these protective factors in place in your service and your home? These can all be tested

- **strong leadership**
- safer recruitment- robust and monitored
- positive staff culture
- close inclusive relationships with young people
- high quality supervision / appraisal
- effective monitoring and placement review
- good interagency communication
- use of LADO
-



Protective factors


- child centred, rights based approach
- calm, authoritative staff, with strategies to respond
- up to date training which aligns with the Statement of Purpose and practice
- challenge and whistleblowing
- **clarity in hearing the child's voice throughout**
- external view and challenge
- professionals input



Culture:

Data

- Accidents / incidents
- Interventions
- Regulation 40
- Reg 45 findings
- Reg 44 findings
- Complaints
- Health and safety
- **ANYTHING ELSE?**



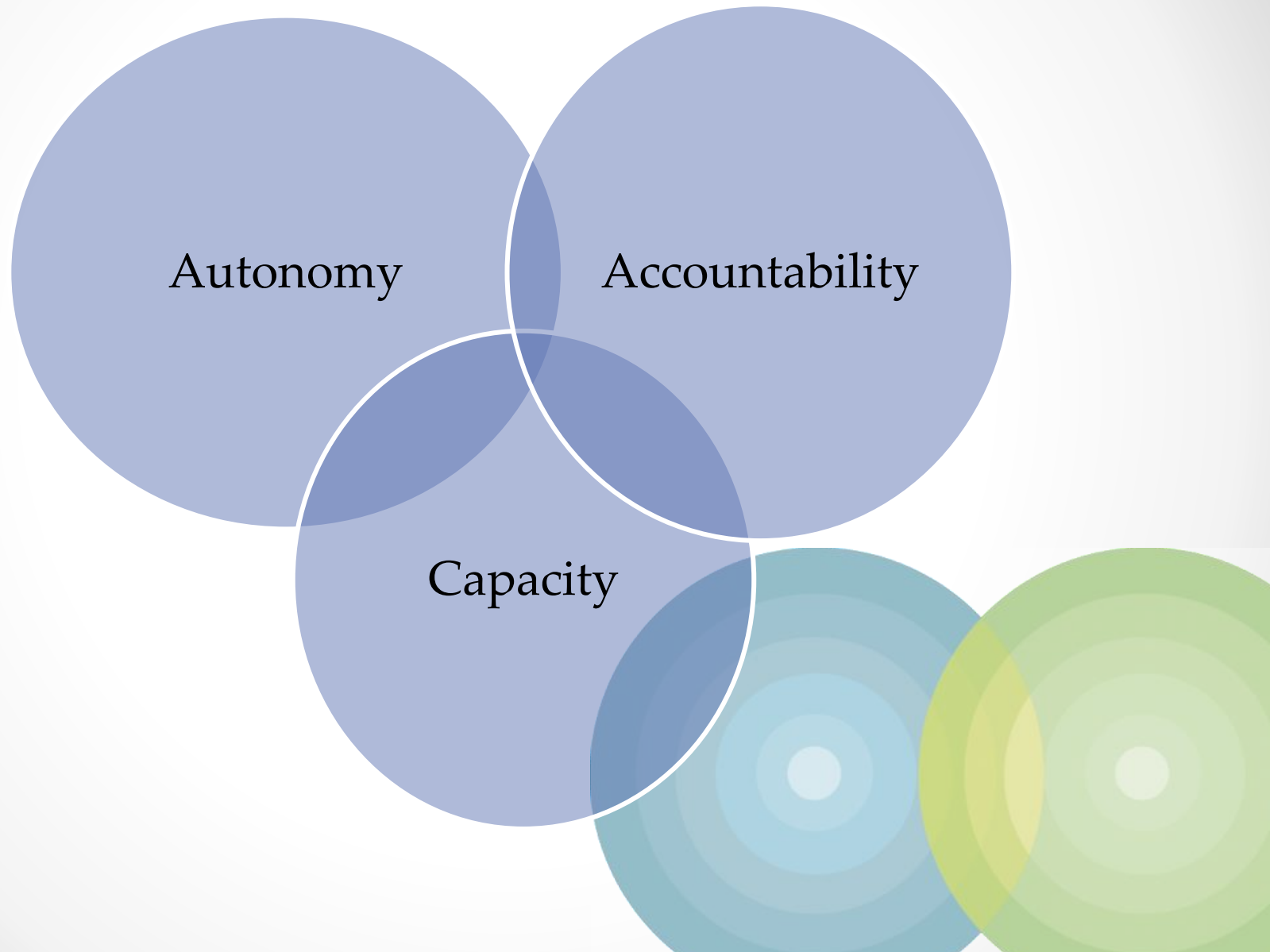
**The VOICE
of the child-
central!**

Setting , recognising and testing your culture

- ... makes distributed leadership far more likely to succeed- this is what you want .
- The key is to remember that distributed leadership is not initially about delegation.....
- It is a wider process which can help with issues such as succession planning- a key issue in the current recruitment crisis, can improve staff motivation and morale – but are you ready to do this ?

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Distributed Leadership

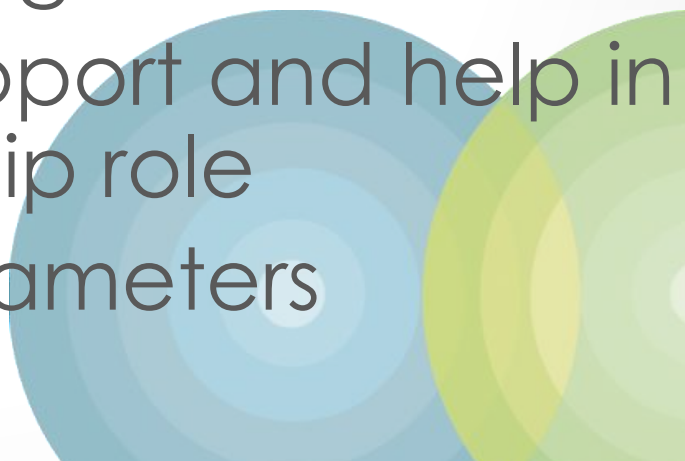


Autonomy

Accountability

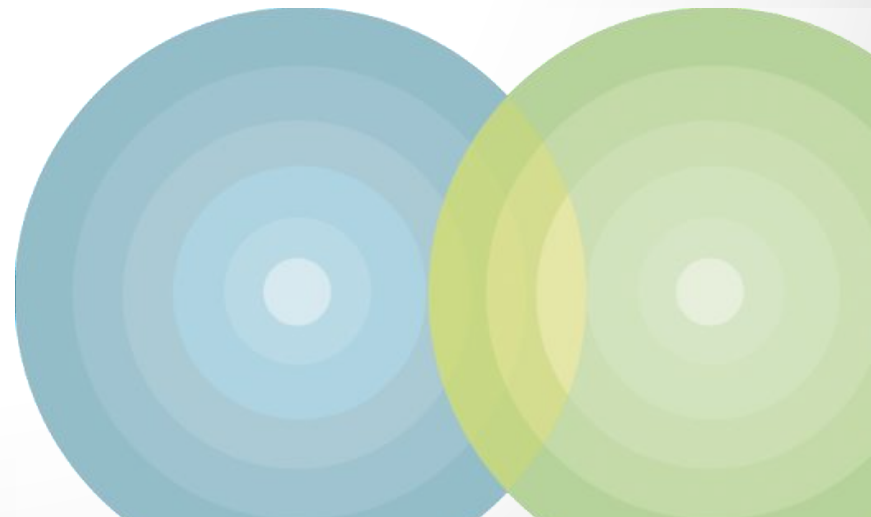
Capacity

Distributed leadership – making it happen

- Is your culture secure, tested and embedded?
 - giving autonomy - no micro managing, built on earned trust
 - accountability – held to account for outcomes but with some space for reflection and learning
 - capacity – giving support and help in exercising a leadership role
 - shift from rules to parameters
 -
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The role of the Manager in making it happen.....

- supporting staff
- holding individuals accountable
- building capacity
- ensuring collaboration and co-ordination



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Distributed Leadership the problems -

- relationship with Manager
- lack of support or capacity
- unclear lines of accountability
- not clear about expectations
- no systems or structure for wider participation
- too many parameters



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Why is this approach a positive model ?

- ensures that decision-making responsibilities are shared
- improves teamwork, promotes flexibility in roles
- promotes collaborative working within a culture , vision and values which everyone understands
- promotes individual and joint accountability
- boosts individual and team morale
- empowers individuals
- gives the Manager some capacity for other areas – development , strategy etc.

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Why is this approach a positive model ?

- models a positive style to children and young people
- improves practice
- improves relationships with children and young people
- Should improve outcomes for children and young people-something we ALL strive for .



From your perspective

- Are you comfortable with this ?
- Is your current culture , leadership and management styles ,sufficiently robust and secure in order to roll out this model?
- Is there a secure culture of mutual trust and respect ?
- ANY OTHER THOUGHTS?



Small group work

- What may be the barriers to using a distributed leadership model in your home ?
- Have you already got this in place ? Does it work for you ?



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Q&A

...

any other issues and thoughts ?

Thank you.

