



RM Forum 2.10.23

Taking stock- developing resilience

The standard- outline

- The leadership and management standard is that the registered person **enables, inspires and leads a culture** in relation to the children's home that:
 - Helps children aspire to fulfil their potential; and
 - Promotes their welfare.
- In particular, the standard in paragraph (1) requires the registered person to:
 - Lead and manage the home in a way that is consistent with the **approach and ethos**, and delivers the outcomes, set out in the home's statement of purpose;
 - **Ensure that staff work as a team where appropriate;**
 - **Ensure that staff have the experience, qualifications and skills to meet the needs of each child;**
 - **Ensure that the home has sufficient staff to provide care for each child;**
 - **Ensure that the home's workforce provides continuity of care to each child;**

The standard – outline cont'd

- Understand the **impact** that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to **inform the development of the quality of care** provided in the home;
- Demonstrate that practice in the home is **informed and improved** by taking into account and acting on:
 - Research and developments in relation to the ways in which the needs of children are best met; and
 - Feedback on the experiences of children, including complaints received; and
- **Use monitoring and review systems to make continuous improvements in the quality of care provided in the**

Take a few minutes.....


- Think about why you came into the role , why you are coming into the role?
- Think about why and when it gets complicated ?
- We'll then have a short discussion.



This could be the start of....

- A personal MOT !
- Often when we are overwhelmed we make decisions which take us further and further away from the “baseline “ of our role .
- Taking some time to consider where that is and to “reset” is often useful .





Have you
considered the
role of emotional
intelligence and
resilience ?

- Open group discussion- what is this ?
- Feedback.....
- Useful in terms of :
 - personal
 - team
 - young people
 - adults

Thinking about EI.....

- Emotions , emotional responses etc are consistently referenced within social care / education frameworks and regulations.
- Awareness of EI
- How do you control your emotions ?
- What levels of control and direction do you knowingly or unknowingly put in place ?



Emotional Intelligence is

- “ Is the ability to manage
- ourselves and our
- relationships with others so
- that we can live our
- intentions and reach our
- goals”
- (A.Lynn . 2004



what is **EI?**



Emotional Intelligence (EI) is utilizing your emotions to determine the:

- right response
- right time
- right person

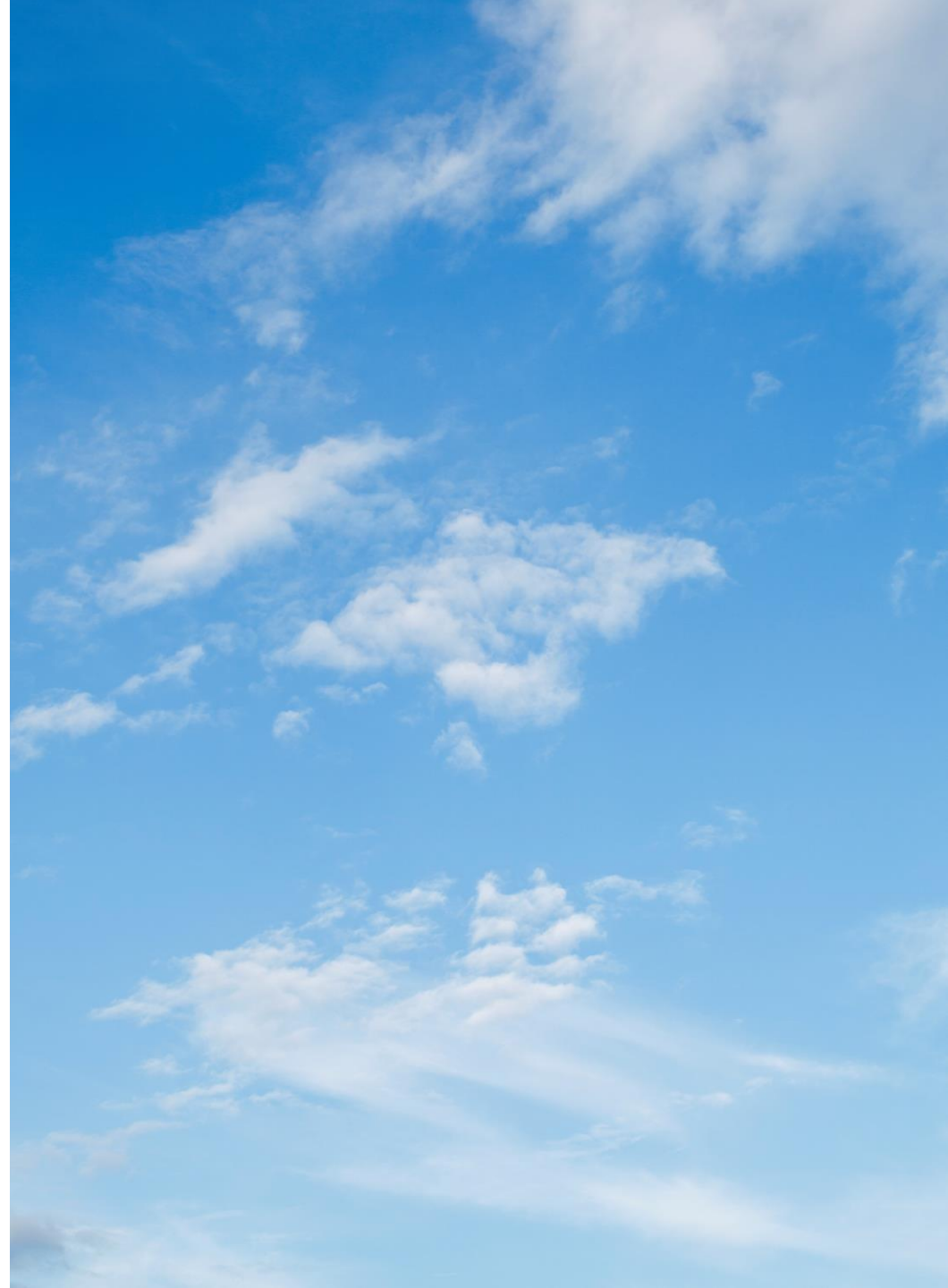
Emotional Intelligence (EI) is NOT:

- just being nice
- suppressing emotions
- giving free rein to emotions
- attempting to be a robot
- being passive

What are the domains involved?

- The domains are :
- INTERPERSONAL – SOCIAL
 - -empathy
 - -managing relationships
- INTRAPERSONAL – SELF
 - - self awareness
 - - self management
 - - self motivation

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Seven ways to improve emotional intelligence- is this you ?

- 1. Practice observing how you feel
- 2. Pay attention to how you behave
- 3. Take responsibility for your feelings and behaviour.
- 4. Practice responding, rather than reacting
- 5. Practice empathising with yourself and others
- 6. Create a positive environment
- 7. Remember emotional intelligence is a lifetime process



How does this link to behaviour?

- There is a clear link to kindness arising from EI and self awareness.



Links....



Kindness: loaning someone your strength instead of reminding them of their weakness



Kindness presents as an action between two or more people. One person extends a kindness action, and one or more people receive it. The action reflects kindness when it is done in order to support the welfare of another person as an end in itself



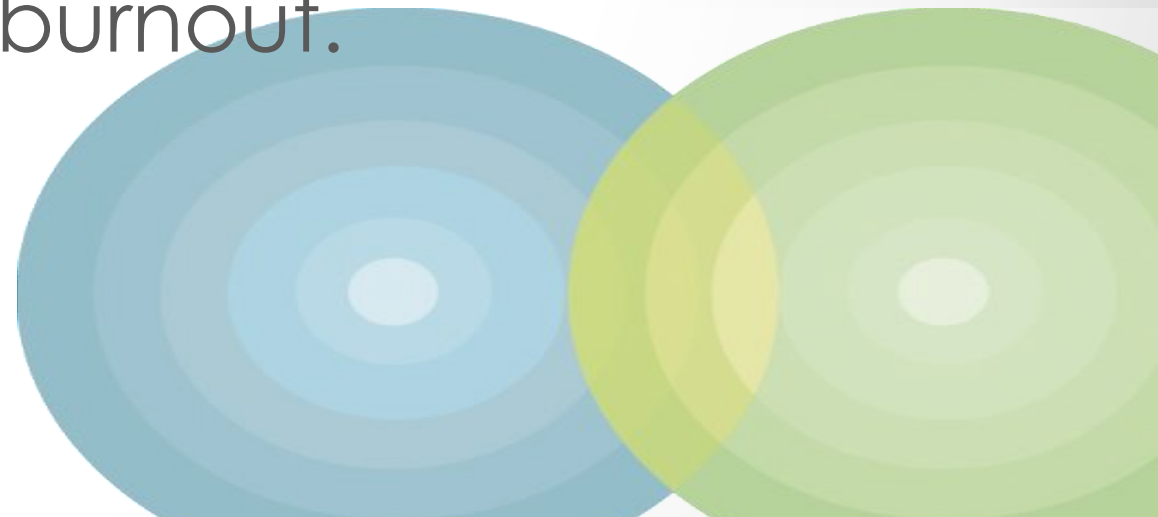
Three of the Emotional Intelligence qualities focus on the interaction between people and therefore influence kindness

Feeds into :

- use of mindfulness
- working with the team
- developing a clear reflective practitioner / reflective culture-everyone in the team works in this way
- working with young people
- understanding your own boundaries
- increasing your awareness of burnout.

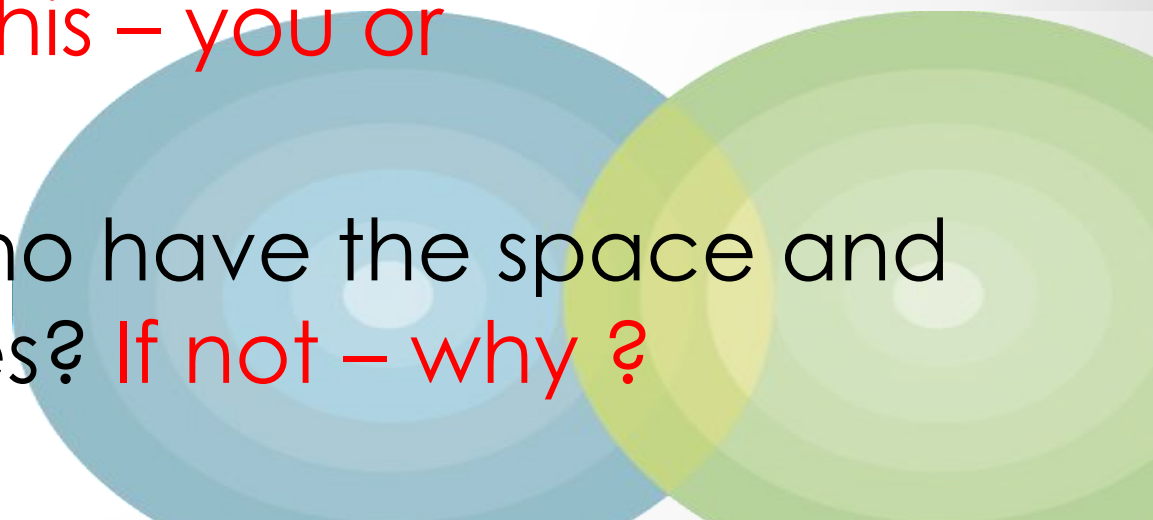
Any thoughts?

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Other things to consider

- Consider your leadership style and yourself as leader
 - is your vision , ethos , culture clear or muddled ? **If so is this having an impact on you and the team**
 - are you managing the levels of your own “ visibility “ in the home so that you have a better balance ? **If not what is preventing you doing this – you or circumstances ?**
 - have you created a team who have the space and licence to do things themselves? **If not – why ?**



Other things to consider.

- Is there all around trust between you and the team , you and the organisation ? **If not – what are the reasons for this ?**
- as a leader do you always rebalance to the baseline or do you keep adding layers of process and complexity ? **If so , why ?**



Situational leadership- complex and very mature style – is this you or getting there ?

This style is part of a group of theories known as – contingency theories of leadership.

A leaders' effectiveness is allied to their ability to modify their style according to the level of maturity of their team:

- ▶ TELLING-high direction / low support
- ▶ SELLING- high direction/high support
- ▶ PARTICIPATING-low direction/high support
- ▶ DELEGATING-low direction/low support
- ▶ Teams demonstrate TASK MATURITY and PSYCHOLOGICAL MATURITY
- ▶ Hersey and Blanchard 1969 (seminal research)

How well do you use the organisation in terms of support ?

- Is your supervision effective?
- Is there trust and openness?
- Is there a balance of discussing your welfare / well being and a work life balance ?
- Is there a coaching / mentoring approach in the organisation for Managers and leaders when they need/ ask for it ? Can you ask for it ? If not why not ? Do you think it is or will be seen as a sign of weakness? Why ?



You.....

- Do you know your limits ?
- Recognise that you will experience turbulence and tough times- **where do you go for support / coaching/ mentoring/professional discussion ?**
- How do avoid getting bogged down in minutiae?



Looking ahead

- Beware your inner critic
- Don't compare yourself to others, be true to yourself – it was YOU who got the job and were interviewed and registered ! You are not an “IMPOSTOR!”
- Things will go wrong- don't be overly self-critical .
- Keep going back to the baseline and avoid overcomplication.
- REMEMBER WHY YOU GOT THE JOB AND WANTED TO DO ITTAKE TIME EVERYDAY TO HAVE JUST FIVE MINUTES TO REFLECT ON THE GOOD THINGS – HOWEVER SMALL ON THAT DAY.

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Any thoughts ?

