LEADING SOCIAL WORK

STRONGER TOGETHER: developing a community of professional leaders

Senior Social Work Leadership Development Programmes
Leadership – the observations

- The Right Time, The Right Place – Donaldson 2014. ‘...a style of leadership based on inspiration, motivation and trust…’

- Francis, Berwick and Keogh - Among their many recommendations, each report cited the need for improved leadership, leadership behaviours, values and competencies.

- King’s Fund – Positivity, compassion, respect, dignity, engagement and high-quality care are key to creating the cultures we need in the NHS. A collective leadership model
Leadership Centre

- We want to deliver outstanding leadership programmes that meet need
- Difficult jobs, challenging circumstances
  - VUCA environment, intense scrutiny
- Build a learning and development community across the region
- Improving the quality of patient and user care and public health
Our response

- Two new Senior Leadership Programmes
  - Executive Directors of Social Work, Chief Executives and Assistant Directors (Tiers 2 and 3)
  - Programme or Service Heads (Tier 4)

- Based upon a range of leadership strategies and frameworks
  - Improving and Safeguarding Social Wellbeing (A strategy for social work in Northern Ireland 2012 – 2022);
  - Recent relevant reports, research and reviews Laming, Francis, Berridge, Donaldson, CARDI; new approaches to practice such as Reclaiming Social Work and Safety in Partnership;
  - Other relevant leadership frameworks
New Approach?

I'm not bossy!
I have skills...leadership skills!!
Understand?
So what is different?

- Future Trends
- Research based
- Predictive validity
Four Trends of Future Leadership Development

1. Vertical development
2. Developmental ownership to individual
3. Collective leadership rather than individual
4. Rapid innovation in leadership development
Skills sets required have changed

- Adaptability
- Self awareness
- Boundary spanning
- Collaboration
- System and Network thinking
- Rapid innovation and creativity

“A new leadership paradigm seems to be emerging with an inexorable shift away from one-way, hierarchical, organization-centric communication toward two-way, network-centric, participatory, and collaborative leadership styles. Most of all a new mind-set seems necessary, apart from new skills and knowledge. All the tools in the world will not change anything if the mind-set does not allow and support change.”

Grady McGonagill and Tina Doerffer
The Leadership Implications of the Evolving Web, Bertelsmann Stiftung Leadership Series
# VUCA environment

<table>
<thead>
<tr>
<th>Volatility</th>
<th>Uncertainty</th>
<th>Complexity</th>
<th>Ambiguity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Understanding</td>
<td>Clarity</td>
<td>Agility</td>
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[Image of a lighthouse in a stormy sea]
What’s the problem?

- Simple / Tame
- Complex
- Wicked
Peloton Leadership (Collective)

- The peloton (from French, originally meaning 'platoon') is the main group or pack of riders in a road bicycle race. Riders in a group save energy by riding close (drafting or slipstreaming) near (particularly behind) other riders. The reduction in drag is dramatic; in the middle of a well-developed group it can be as much as 40%.

Wikipedia
Fixed v Growth mindset

TWO MINDSETS
CAROL S. DWECK, PH.D.
Graphic by Nigel Holmes

Fixed Mindset
Intelligence is static

- Leads to a desire to look smart and therefore a tendency to...
  - avoid challenges
  - give up easily
  - see effort as fruitless or worse
  - ignore useful negative feedback
  - feel threatened by the success of others

As a result, they may plateau early and achieve less than their full potential. All this confirms a deterministic view of the world.

Growth Mindset
Intelligence can be developed

- Leads to a desire to learn and therefore a tendency to...
  - embrace challenges
  - persist in the face of setbacks
  - see effort as the path to mastery
  - learn from criticism
  - find lessons and inspiration in the success of others

As a result, they reach ever-higher levels of achievement. All this gives them a greater sense of free will.
Developmental ownership with individual

Informal experiential on the job

Social coaching mentoring training workshops

70% 20% 10%
What is vertical development

- It’s not … about behavioural competencies, technical development and transmission from experts (horizontal)
- It is …
  - a shift in mindset
  - about experiences and has to be learned by oneself
  - about development stages (baby, toddler, adolescence and adult)
  - about combining horizontal with vertical approaches requiring complex ‘thinking agility’
Foundational conditions for vertical development

1. Heat Experiences
   - The leader faces a complex situation that disrupts and disorientates his habitual way of thinking. They discover that the current way of making sense of the world is inadequate. Their mind opens and starts searching for new and better ways to make sense of their challenge.

2. Colliding Perspectives
   - The leader then collides with people with different worldviews, opinions, backgrounds and training. This both challenges their existing mental models and increases the number of perspectives through which they can see the world.

3. Vertical Sense-making
   - The leader then works with a coach or process to help them integrate and make sense of these perspectives and experiences from more elevated stages of development. A larger, more advanced world view emerges and stabilizes.
Strategic Alliances

... the strength of the pack

For the strength of the Pack

... is the Wolf,

And the strength of the Wolf

... is the Pack.

The Law of the Jungle,
Rudyard Kipling
Aim

To develop social workers’ leadership capacity and ability to work corporately and in doing so, to create a strong network of social work leaders across the HSC to form a resilient and influential strategic alliance.
How it will be delivered

- Collective Design
- Snapshots and masterclasses
- Perspectives from other industry leaders and leading national and international speakers
- Insight visits and leadership inquiry
- Enhanced digitisation
- Learning community, peer support and system networks
- Personal health and wellbeing hubs
- Coaching and mentoring sessions focused on personal needs and development
- Challenge to mental models and demonstration of mindset change
Other Supports

- Aligned to the Professional in Practice Leadership and Strategic Award
- Personal Leadership Journey
- Diagnostic tools and conversations
- Digital media
- External system networks
- Reference material
- Reflective practice
- Rapid experiments and improvement initiatives
**Enhanced Digitisation**

- VLE (ePlatform including professional resources eg SCIE, CES, NIASW, NISCC, RIP, IRISS)
- Social media and trend analysis
- Digital Learning Logs
- Supplementary eLearning
- Knowledge Exchange:
  - discussion board, questions (LC), blog (P)
Challenges participants to work together across the NI system, developing networks and collaborative strategic alliances for improved complex system outcomes.

Enhances leadership agility through the development of a ‘growth mindset’ empowering participants to interpret the VUCA environment, enabling confident decision making and comfort with ambiguity.

Designed specifically for senior Social Work staff.

Deeper understanding of self, personal contribution and importance of health & mindfulness.
Stronger Together – our core modules

**Module 1**: Leading from within
- 2 days

**Module 2**: Leading for improvement and innovation
- 1 day

**Module 3**: Leading change in a complex environment
- 1 day

**Module 4**: Leading complexity through collaboration
- 1 day

**Module 5**: Leading within a political system
- 1 day

**Module 6**: Improvement initiatives showcasing event
- 1 day
“Either lead, follow, or get out of the way. But never try to do all three at the same time!”
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Senior Social Work Leadership Development Programmes

Applications now open: william.young@leadership.hscni.net