Jess Alexander, Learning and Development Manager (jess.alexander@sssc.uk.com)

**Scottish Social Services Council: Learning from the development of others and how we can use this to address power imbalance and unleash greater potential.**

**Purpose**

We will reflect on learning from collaborative workforce development activity to support the integration of health and social care in Scotland, in particular in relation to leadership development. The session will focus on how different partners, including the Scottish Social Services Council (SSSC), NHS Education for Scotland (NES) and the Royal College of General Practitioners in Scotland (RCGP Scotland), have worked together to support health and social care partnerships to deliver effective care.

**Aim**

By sharing our learning from this work, we will encourage participants to reflect on how their learning from developing others can be used to address power imbalance and unleash greater potential in the workforce. We will explore this in a leadership context.

By the end of the workshop, participants will have:

1. learned about the workforce development activity that different partners have been involved in to support the integration of health and social care in Scotland.
2. heard what the SSSC and partners have learned from the specific Leadership for Integration project, and how the project team worked collaboratively to deliver an effective programme.
3. reflected on how they have developed the leadership of others in a collaborative context, what they learnt from this, and the value this added to the learning experience they provided.
4. considered how they mirror the leadership capability they encourage in others and use this learning to address power imbalance and unleash greater potential.

**Target audience**

The workshop is open to anyone involved in designing, delivering and evaluating workforce development and leadership activity.

**Why this will be of interest to the audience**

This workshop will provide participants with an overview of integrated workforce development activity across a whole sector of work. It will provide learning and development practitioners with an opportunity to reflect on their own development, how powerful the enhancement of their own knowledge and skills can be, and how this can add value to the development of others.

**Delivery method**

We will share our experience with participants using a short presentation at the beginning of the workshop. For the remainder of the session, we will use a variety of facilitation methods and tools to encourage learners to explore the session themes and share their knowledge and experience. We will draw on the six leadership capabilities used across social services and health to inform the workshop discussion.

**Overview of content**

One aspect of workforce development activity in health and social care in Scotland is the integration of health and social care services. A range of partners across social services and health in Scotland support health and social care partnerships and employers meet their workforce development needs. A recent project in this area, delivered in partnership by the SSSS, NES and RCGP (Scotland), has focussed on the development of leadership capability in localities to support integration. This has been achieved via two structured programmes of development which used coaching and action learning to support the development and use of collaborative leadership capability with teams of primary and social care leaders in a number of localities across the country.

With structures and strategic plans for health and social care integration in Scotland largely in place, attention is turning to delivery and how to make integration work. At the same time, individuals and organisations are at different stages of readiness to explore collaborative leadership. They are challenged by financial austerity, the dominance of command and control styles of leadership and management systems, and wider issues of professional and political power and accountability. In this context, the Leadership for Integration project has brought focus and perspective to the work of individuals and groups. It has helped individuals and teams to think about what is within their control, where they can influence, what is outwith their control, how they might influence at different levels, how they can support others to do the same, and what the challenges might be.

As the project draws to an end and the evaluation report is prepared for publication, an interesting piece of learning has been how important it was for the project team, as partners from different parts of the health and social care sectors, to mirror the approach taken in developing collaborative leadership and putting it into practice. This has been identified as an important factor in our collaborative work across a range of projects. We will use this workshop to share some of the findings of this project and how learning from this work, and this way of working collaboratively, can be used to influence further service development.

Rob Baker, Director, Tailored Thinking, Rob@tailoredthinking.co.uk

**Crafting better work**

As a society, and in business, people embrace opportunities for the personalisation of products and services. We enjoy, and value, having our own personal style, beliefs and passions reflected in what we do and how we do it. To date few employees are actively encouraged to personalise their approach to work.

The session will explore how employees can actively shape and tailor their work through job crafting. Job crafting encourages employees to explore, shape and personalise how they think, act and interact. This has benefits for employees themselves, their colleagues, customers and the organisation as a whole.

Research has shown that job crafting is positively associated with engagement, meaning, performance and overall wellbeing. Job crafting aligns people more clearly with their talents, passions and strengths and enables employees to redesign aspects of their jobs, and their approach to work, in ways that foster engagement, job satisfaction, resilience, and thriving.

Case study examples will be provided showing how different organisations from a variety of different sectors have implemented job crafting. Examples of how individuals have job crafted will be shared ranging from CEOs to cleaners. Results collected showing the association between job crafting and positive outcomes such as wellbeing, engagement and satisfaction will be presented.

Top tips on how to enable and embed job crafting in workplaces will be shared at the end of the session.

Tom Boden, Bruce Durham, SGRE Renewables

**#connectMORE Organisation Wide Coaching to catalyse Social Learning**

#connectmore is an experiment based on people’s feelings that getting ‘better’ at communication will enhance the wellbeing and performance of people at work. There is no data to back this up as of yet, it’s a programme created from conversations.   Show video – discuss background – Q and A.



Dr. Rubina F. Malik CEO, RFM Global Enterprises & Assistant Professor of Marketing and Management, Morehouse College

**Accelerating Your Academic Career: The Power of Career Sponsorship**

Are you interested in forwarding your career and or those around you? Discover a new view on maximizing control and direction of your career by achieving support to help the upward mobility of your career growth. In this hands on workshop, discover your nexus and take away the six P’s to cultivate your creditability to get noticed and accelerate your career.

By the end of this session participants will be able to:

1.     Understand your position with your university community
2.     Determine your level of credibility
3.     Develop an action plan as to how to obtain a career sponsor

Valerie Metcalfe, VSM Consulting

**Integrating strategy and leadership development; a case study of team coaching in South Africa using MBTI.**

To build a shared vision and devise a strategic plan was the brief from a university department that sought to develop its senior management team (SMT) as part of its transformation agenda. In education as with other public and private sectors, staff are being recognised as a major resource with coaching and mentoring seen as an effective method to deliver results (CIPD 2015). I was engaged as the external consultant to act as both the leadership coach and change-facilitator.

In this case study I will share my approach, which focused on bringing together a small group of new leaders (four) to understand and value their strengths as well as their differences in order to design and implement a new strategic plan. A decision was reached to prioritise individual and team leadership dynamics, to be delivered slightly before and in parallel to the business of strategic planning, with the view to inform and lead to different levels of learning. (Argyris & Schon 1978).

The use of the personality psychological preferences, the Myers Briggs Type Indicator was placed at the heart of the work. This allowed for personal narratives, individual and team strengths to emerge, at the same time as differences to be addressed. Coaching and questioning was integrated into the whole project (Clutterbook and Megginson 2005).

The journey travelled by the coach and the SMT proved challenging and at the same time empowering, taking into account the environmental and internal barriers encountered. The developmental growth was significant for all participants despite and during the backdrop of notable political change and extraordinary circumstances in South Africa. A deeper understanding of the coaching-growth process through digging into all of our resources was movingly tangible (Bachkirova 2011).

**References and influences:**

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Shamir, B., & Eilam, G. (2005). “What's your story?” A life-stories approach to authentic leadership development. *The leadership quarterly*, *16*(3), 395-417

Nina Miljus, i am circle



Julia Morrison, Director, Morrison & Mann

**Stories and Superpowers as Drivers of Transformation in Rotherham Children’s Services – a case study**

**Context**

In 2015, following a series of damning reports into the scale of their failure to address the issue of child sexual exploitation, Rotherham Borough Council was declared not fit for purpose. Practice, process and performance had to be transformed, at pace. The level of external scrutiny was high and pressure on individuals intense. Success would require confident, resilient, flexible and emotionally healthy leadership.

The strategic decision was taken to commission a leadership coaching intervention to build resilience in the top team.

I have been working with the team for three years, beginning with coaching key senior individuals in year 1, including other managers in year 2 and then team coaching in year 3.

**Approach**

Using positive psychology and transactional analysis to understand personal strengths and drivers, we developed a common language of ‘Super Powers’. This formed the basis of extensive and varied work, including relationship building, use of narrative, trust and vulnerability, nourishing/replenishing, and shaping the change conversation.

**Impact**

In 2014-15 external inspectors and reviewers described an unhealthy culture of bullying, sexism, suppression and corporate denial. In January 2018 Ofsted reported positively that the quality and impact of services is now transformed. They commend the change in culture that has ‘created the right conditions for social work to flourish’. Highlighted in the leadership and management section of the report was the ‘investment in coaching for managers which supports their capacity.’

**Iman Sarhan, Founder of Leaders Globe (NC) & Founding VP of Gordon Training ( Egypt)**



Beverly Sherratt, Founding Director, The LaunchPad Academy CIC

**Does Your Organisation Culture Embrace The Human Factors of Mental Well-being?**

**Purpose:** In 2010 following the Dame Carol Black report “Working for a Healthier Tomorrow” Beverly Sherratt secured funding for £25,000 to undertake a project to consider the impact of organisational culture and leadership on staff attendance and mental health.

The purpose of the workshop is to provide HR Professionals and Senior Leaders with the findings of the project and how her work has evolved over the last seven years. The session will provide practical insight for organisations to develop well-being and cultural audits, together with early intervention approaches to mental well-being.

**Aims and Objectives:** The workshop will give HR Professionals and Senior Leaders an insight that will shape their approach to Organisation Development, Leadership and Engagement. They will also gain an appreciation of the key life stages that can impact on our mental health, together with business change initiatives that influence well-being.

We aim to provoke an “outside the box” approach to managing people who no longer “fit” with the organisation culture, and those struggling with organisation or role changes.

This session will take professionals beyond health at work initiatives. It will sow the seeds for cultural change.

**Target Audience:** HR Professionals, Business Leaders, Managers.

**Why the topic is of interest to that audience:** Stigma surrounding disclosure of stress, anxiety and depression still exists within our workplaces. Our work demonstrates:

1. there is still fear of stigma;

2. reliance on Capability, Discipline and Attendance Management procedures eliminates the human aspect of management;

3. GPs still struggle to support employees and employers to deal with mental well-being issues;

4. there are many social, economic and domestic factors that impact on mental well-being that can be supported by early intervention and employer initiatives;

5. to explore the management and colleague difficulties experienced when working with mental health issues within the workplace;

6. to spark thinking on new ways of working, communicating and engaging with staff, that incorporates “starting the conversation”.

**Delivery Method:**

• Presentation of our work, findings and case studies.

• Audience involvement via Kahoot.

• Video clips.

• Facilitated Group discussion.

**Overview of Content:**

Our Work:

* • Project on the impact of leadership and organisation culture on mental well-being;
* • Hostage Syndrome effect on employees, their behaviour and well-being;
* • Social, economic and domestic factors surrounding well-being;
* • Managing change;
* • Practical tools and tips.

Academic Research:

* • The Impact of Mental Illness Stigma on Seeking and Participating in Mental Health Care - Patrick W. Corrigan1, Benjamin G. Druss2, and Deborah A. Perlick3

1Illinois Institute of Technology, 2Emory University, and 3Mount Sinai Hospital, New York City, New York

* • What is the impact of mental health-related stigma on help-seeking? A systematic review of quantitative and qualitative studies - S. Clement1\*†, O. Schauman1†, T. Graham1, F. Maggioni1, S. Evans-Lacko1, N. Bezborodovs1, C. Morgan1, N. Rüsch2, J. S. L. Brown3 and G. Thornicroft1

1 Health Service and Population Research Department, Institute of Psychiatry, King’s College London, UK 2 Department of Psychiatry II, University of Ulm, Germany 3 Department of Psychology, Institute of Psychiatry, King’s College London, UK

* • Mental Health Stigma - Prashant Bharadwaj Mallesh M. Pai Agne Suziedelyte - Working Paper 21240

**Clear outputs in terms of Knowledge and Skills:**

Delegates will:

1. gain an understanding of the impact of leadership and organisation culture on mental well-being;

2. understand the impact of poor mental well-being on an employees’ performance and behaviour;

3. take away practical tips to develop their well-being strategy beyond healthy initiatives, so that mental well-being is integrated successfully into organisation culture;

4. be able to engage better with health and occupational health professionals to support employees in the workplace;

5. to develop a career management focus within their talent management strategy;

6. understand change management skills that will engage and support employees;

7. gain an awareness of the early intervention and support initiatives available to employers to promote mental wellness in the workplace;

8. HR professionals will acquire knowledge to take back to their organisations that will impact and influence leaders to take a cultural approach to employee engagement and wellness.

Beverly Sherratt – The LaunchPad Academy CIC.

www.thelauncpadacademy.co.uk