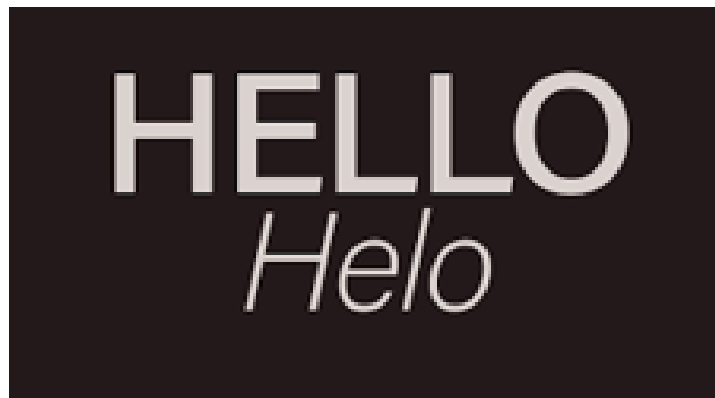


Rhaglen Datblygu Rheolwyr Canol yng Nghymru

Middle Manager Development Programme for Wales (MMDP C6)

Cohort 6: Module 1

Welcome...Croeso...



Module 1

Developing as a Leader

Cohort 6: November 2021

Postgraduate Certificate in Strategic & Operational Leadership in Social Care

- To develop middle managers in social care
 - To improve strategic and operational leadership
 - To develop a shared network across Wales
-
- Oxford Brookes University
 - 60 CATS credits
 - Three assignments

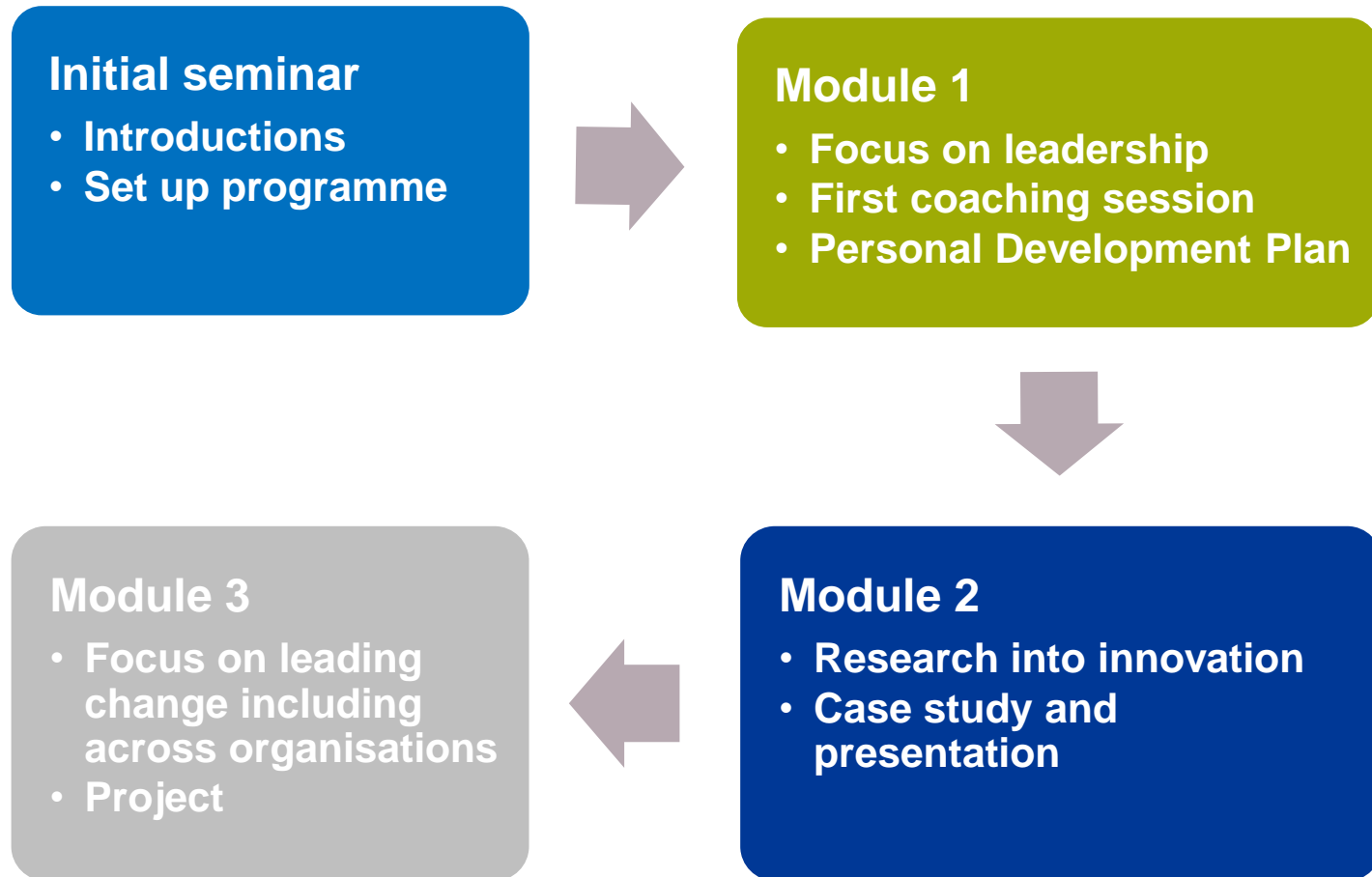
Team Manager
Development
Programme (TMDP)

Middle Manager
Development
Programme
(MMDP)

Leading by
Example

Strategic
Leadership
Programme/New
Directors
Programme

Your journey



Programme dates

- **Module 1:** 24th & 25th November '21, 9.30 – 4.00 (today/tomorrow)
- **Module 2:** 23rd & 24th February '22, 9.30 – 4.00
- **Module 2:** Presentation Assessment: 24th March '22, 9.30 – 4.00
- **Module 3:** 18th & 19th July '22, 9.30 – 4.00

But first...Some hints & tips for online working



Everyone enters on mute. Mostly stay on mute so we are not all talking at once



Use the chat to ask questions and make comments. This will be a dynamic learning experience



Turn on your video camera, please!
Unless you have a shaky connection! In that case, switch off your video



You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people



Raise your hand or click the hands up symbol if you want to speak in discussions



Be on time for breaks

Module 1: Developing as a Leader

1. Impact of local / national policy on my leadership role
2. Role / characteristics of strategic leadership in social care
3. How to influence others and collaborate across boundaries



Analysis of above with a focus on your leadership and reflection on your PDP goals/objectives

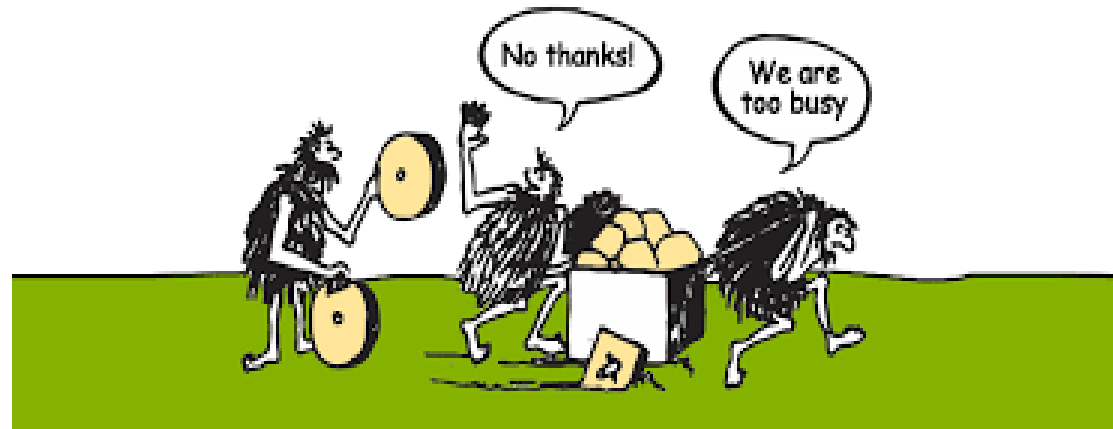
Leadership – learning form others



Introductions

- Name
- Job title
- Someone whose leadership style / character / behaviours has inspired you

Session 1: Developing as a Leader



Drivers for Change?

What *national* drivers are impacting on your leadership role and how?

In 'chat'...



What *local* drivers are impacting on you leadership role and how?

In 'breakout' groups ..

- Financial pressures?
- Changing strategic vision?
- Restructuring organisation?
- Pressures in local care market?
- Staff skills or morale?
- Integration with other agencies?
- Public expectations?



Breakout groups

Group 1:

Group 2:

Group 3:

Leadership Questions

Strategic vision

How do I describe what the new vision looks like in a way that is meaningful for my staff/teams?

Financial pressures

How can I ensure change delivers savings as well as improve outcomes for our population?

How can I encourage local internal/external providers to develop new services that deliver outcomes?

Local care market

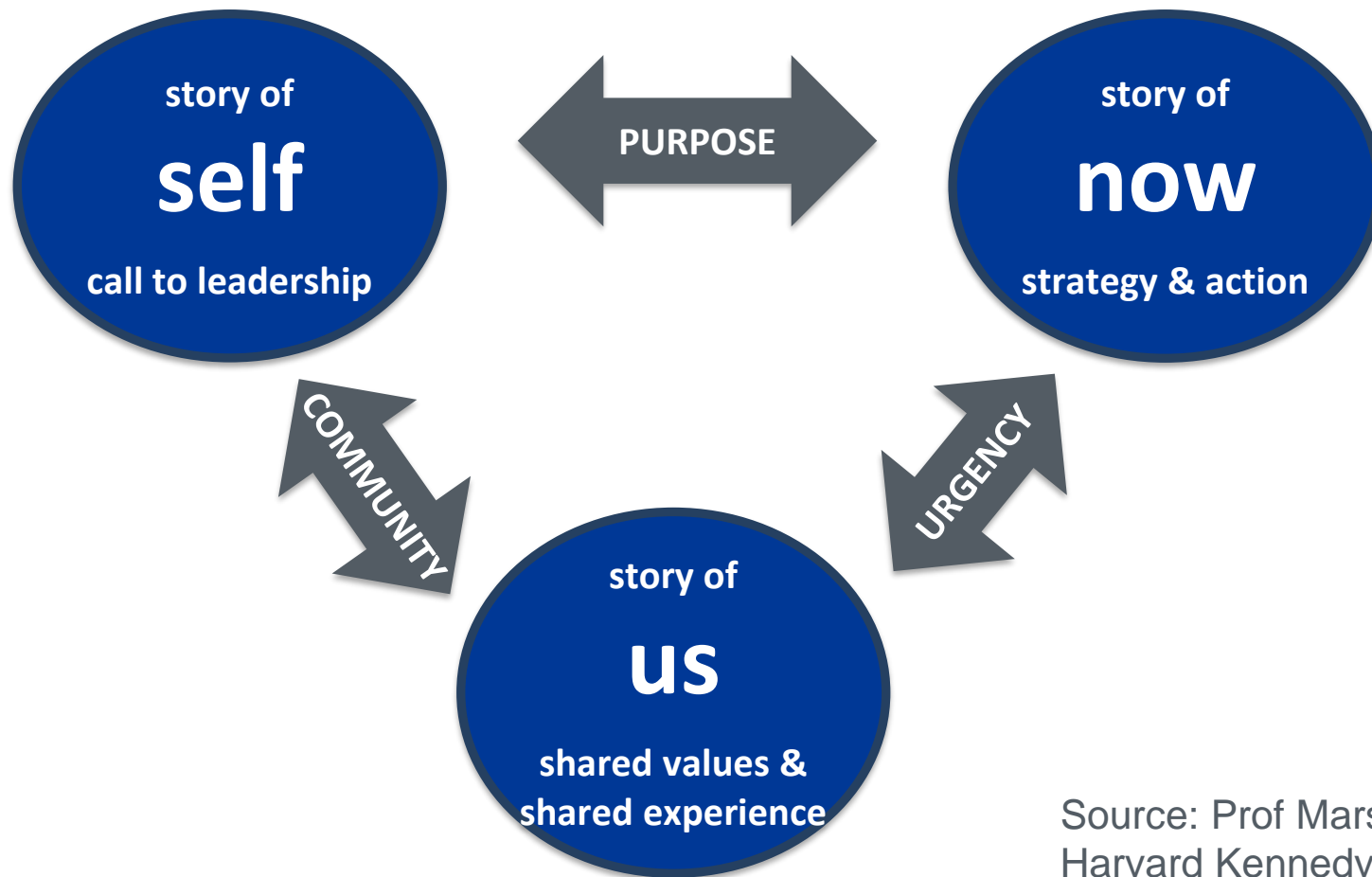
it's

o'clock

Session 2: Our Leadership Stories of 'Self', 'Us' & 'Now'



Our leadership stories of self, us & now



Source: Prof Marshall Ganz,
Harvard Kennedy School



Trusted partner in public care



Obama's story



Barack Obama

Self

My presence on this stage is pretty unlikely. My father was a foreign student... My grandfather was a cook, a domestic servant to the British [who] had larger dreams for his son...

Us

I stand here knowing that my story is part of the larger American story... and that in no other country on Earth is my story even possible...

Now

This year, in this election, we are called to reaffirm our values and our commitments...

The story of 'Self' and 'Us'

- What's your story of 'Self' - in your breakout groups share your stories of self which represent your values - your call to leadership.
- Identify the story of 'Us' - brainstorm the stories of self – is there a collective story to be told e.g. shared values/experiences/challenges etc.?
- Be prepared to feedback on your leadership stories of 'Us' – the 'glue' between you

Breakout groups – stories of ‘self/us’

Group 1:

Group 2:

Group 3:

Session 3: Story of 'now'

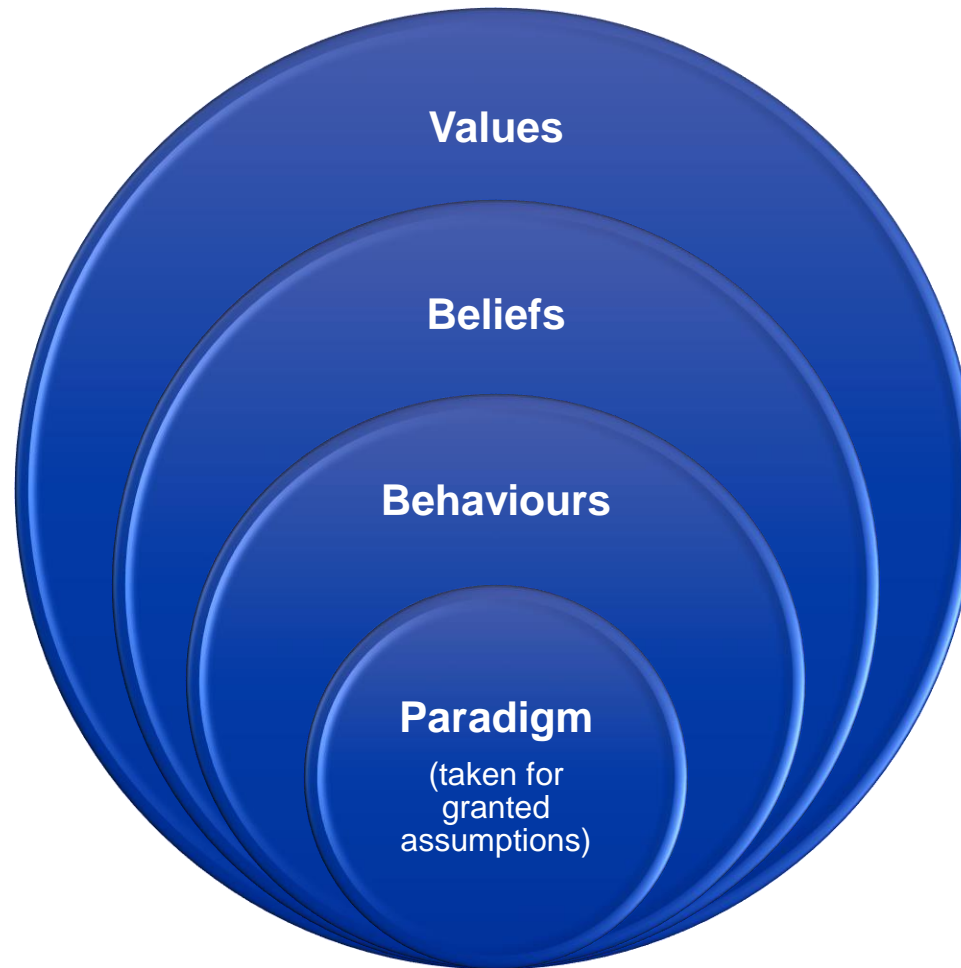
Role of organisational culture

Cultural leadership

Organisational leaders must also be cultural leaders and help facilitate change. This is done through cultural innovation followed by cultural maintenance:

- **Cultural innovation includes:**
 - Creating a new culture: recognising past cultural differences and setting realistic expectations for change
 - Changing the culture: weakening and replacing the old cultures
- **Cultural maintenance includes:**
 - Integrating the new culture: reconciling the differences between the old culture and the new
 - Embodying the new culture: establishing, affirming, and keeping the new culture

Elements of culture

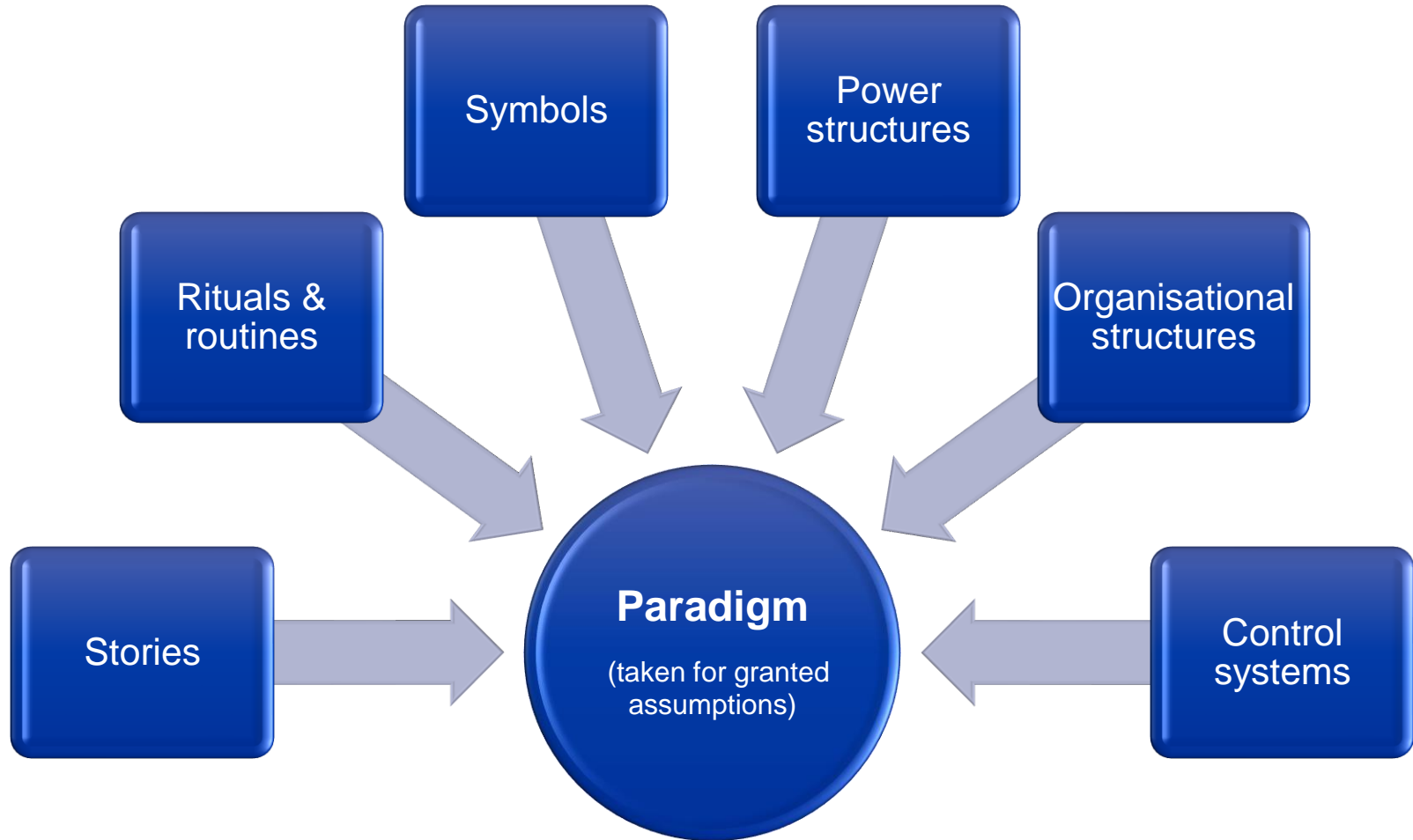


E Schein (2004) Organisational Culture and Leadership. Jossey-Bass

Other considerations

- It is difficult to observe, identify and control something that is taken for granted
- Sub-cultures can exist within a whole organisation or within parts of it (geographical, functional)
- Strong cultures can promote change and innovation or act as a block
- Look out for “group think” = tendency to build strong consensus among team members and avoid internal questioning or conflict

The cultural web self assessment



G. Johnson (1987) Strategic Change and the Management Process. Blackwell

Understanding *your* culture – stories of now

In breakout regional groups:

‘Analysing culture in your organisation’ - what does this tell you about your organisation, team or directorate story of ‘Now’?

Each group to give a 2 minute presentation on your ‘stories of now’

Breakout groups – story of ‘now’

Group 1:

Group 2:

Group 3:

Lunch



Session 4: A problem shared is a problem halved

Action Learning Sets



Action Learning Set/s – key skills

- Listening
- Questioning
- Staying in the space
- No one is an expert

The Action Learning Set Process



Present

The presenter describes their issue and what they want to achieve



Clarify

The group ask questions to better understand the problem



Listen and Learn

The group to share experiences with the presenter in order to create a better understanding of the problem and ways forward



Reflect

The presenter reflects on what they have heard and says what they will do



The facilitator evaluates the set

Each Action Learning Set

- 10 minutes – ‘presenter’ talks through leadership challenge
- 10 minutes – individuals ask questions of clarity
- 5 minutes – individual reflection (optional)
- 15 minutes – individuals, drawing on their own experiences, take turns to feedback suggestions/comments
- 5 minutes – feedback from ‘presenter’

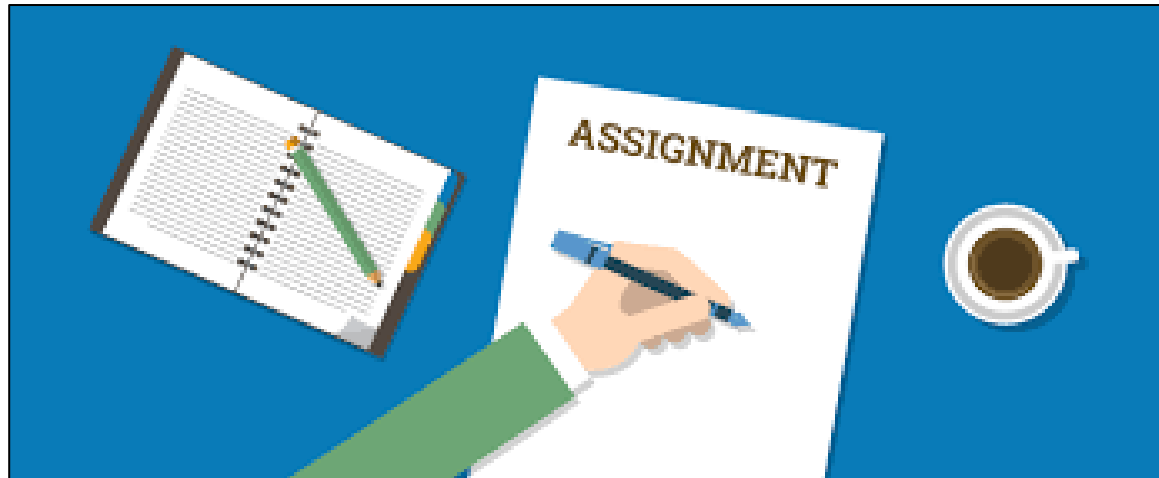
45 minutes total

Action Learning Sets

Vicky:

Mark:

Session 5: Module 1 - Assignment



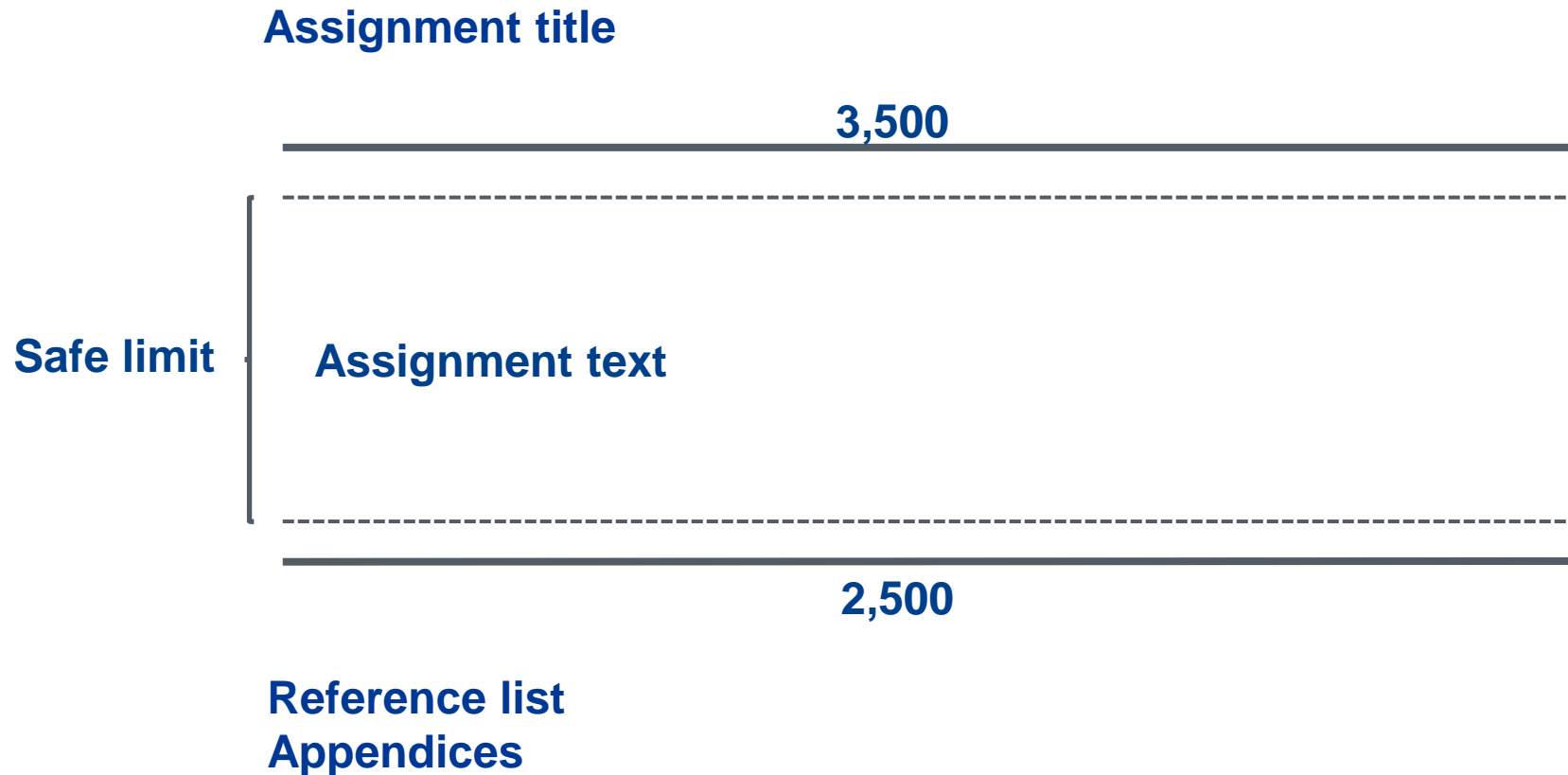
Module 1 assignment

- Submit a written assignment which, in the context of key national and local influences, provides an analysis of your leadership development priorities (PDP) that are relevant to your organisation and / or wider partnerships.
- References will be expected to key local and national documents and other relevant literature to illustrate reading and understanding of the principles and theory of leadership within the social care environment.
- Submit using assignment template
- Main text between 2,500 and 3,500 words
- Submission date: Monday 31st January 2022

Assessment criteria

- a) Demonstrate a critical understanding of the principles, theory and practice of leadership within the social care environment
- b) Critically evaluate the implications of key national and local drivers on leadership practice within your organisation and / or wider partnerships
- c) Critically analyse your organisation's readiness to address these implications both now and in the future
- d) Identify and critically evaluate development proposals for your own leadership practice and role - PDP
- e) Present your work clearly
- f) Demonstrate good academic practice

Word limits



Grades and marking

The assessment will be graded:

- Fail 0-29%
- Refer 30-49%
- Pass 50-59%
- Merit 60-69%
- Distinction 70% or above



You can resubmit an assignment once more if you do not pass on the first attempt
– maximum grade for resubmission 50%

Submission deadline

- Work must be handed in by: Monday 31sy January 2022
- X2 tutorials – December '21 & January '22
- Deadlines can only be extended in very exceptional circumstances, with applications being made in writing, in advance of the submission, on the appropriate form, with supporting evidence
- See information on Mitigating Circumstances in student handbook or Moodle or IPC website <http://ipc.brookes.ac.uk/what-we-do/skills-development-programmes/ipc-policies.html>

Turnitin

- Turnitin can help you check your referencing is correct – and you must put the text of your assignment into Turnitin as part of submitting your assignment
- Turnitin checks your assignment against those of other students and internet sources
- Submit only the text of your assignment, not the template
- Closest to 0% match is best (and helps to show that you have referenced properly) - anything higher, do look at the detail and correct any referencing errors
- You must enter your Turnitin originality score on the assignment template

Common reasons for reduced marks



- There is no reference list and/or not all sources are cited and referenced properly
- Your analysis is not 'critical' enough i.e. it is too descriptive and/or needs to be more analytical
- A lack of structure and coherence
- Understanding of leadership principles and theory are not 'demonstrated'
- One or more of the assessment criteria has been missed or given too little attention. You must address all the assessment criteria. Carefully read the guidance for students on the assessment scheme and ensure that you address all criteria

Tutor groups – checking in / catching up

- Any issues for your 360 and/or PDP
- Coaching – setting up first session
- A walk/talk through the assignment – any questions
- Agreeing tutorial times –

Tutorial groups – checking in



Vicky	Mark
Aled	Sallie
Hannah	Michelle
Elliw	Janice
Chele	Jacqueline
Siobhan	Sally
Rhian	Karen
Joanne	Julie
Loredana	



Programme dates

- **Module 1:** 25th November '21, 9.30 – 4.00 (tomorrow)
- **Module 2:** 23rd & 24th February '22, 9.30 – 4.00
- **Module 2:** Presentation Assessment: 24th March '22, 9.30 – 4.00
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Reflections on today



Contact us

- <https://ipc.brookes.ac.uk>
- **ipc@brookes.ac.uk**
- **@IPC_Brookes**
- **01865 790312**