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Skills and Innovation for Adult Social Care

LEADERSHIP IN WORK-BASED LEARNING DIGITAL LEARNING PROGRAMME FOR SOCIAL CARE MANAGERS AND COMMISSIONERS

MODULE 4: EFFECTIVE LEADERSHIP AND STAFF MANAGEMENT

LAPIS RESEARCH PROJECT
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Learning objectives

This module is envisaged to provide managers with the basic resources to confidently lead their organisation. At the end of this module, you will be ready to:

- Improve decision-making by identifying and tackling unhelpful mind talk and cognitive biases
- Gain awareness of fit-for-purpose management mind-set
- Develop a deeper understanding of personal purpose and your role in leadership
- Build on positive leadership communication skills to develop even more impactful communication styles
- Gain self-awareness of your leadership characteristics and your professional development needs
- Strengthen your preparedness and skills to lead others
- Use appropriate leadership tools for specific situations and desired outcomes
- Know how to navigate planned organisational change



Section 1 - Being a Leader

This module is designed to encourage critical self-reflection and proactive personal development. You will establish and develop a personal leadership and management profile that you will use as a basis for critical self-appraisal and as a template for understanding others.

Let's start from a valuable, key advice by Dr. Ibukun Awosika, former Chairman of First Bank of Nigeria and motivational speaker:

<https://www.youtube.com/watch?v=nArdVwTIT-k>

Knowing yourself

Leadership is the process of influencing others toward a common vision or goal. Everyone is not a leader, but anyone can be. Leadership is not a position or a title: it is action and example.

The key question is therefore: how are you supposed to lead others to a vision or goal if you don't know your own vision or goals?

The key to relating well to others is definitely being firstly able to relate well to yourself.

As Dr. Ibukun Awosika advised in her video, knowing yourself is the foundation of strong character, purpose, and authenticity. It's only when you understand who you are, not who the world thinks you are, that you're ready to lead. Knowing who you are, requires an accurate understanding of your strengths, weaknesses, values, beliefs, motivations, and desires. Developing these personal insights provides the foundation of all successful leaders.

Knowing yourself is a path of life: it is not about finding what your favourite colour or food is; it is about discovering who you are as a human being, the "real" you.

Great leaders don't set out to be leaders: they set out to make a difference.

They understand themselves and what their vision and goals are. That way when difficulties and conflicts arise, a leader has learned ways to lead themselves under pressure, so they can manage their energy and focus their mind on what is important. The quality of leadership is reflected by the values leaders set for themselves and hold for their followers. Leaders become great not because of their power but because of their ability to empower others.

Ultimately, if you fail to lead yourself well, at some point, you will lose the right to lead others.

Strength in Vulnerability

The process of naming one's own weaknesses is also an act of identifying strengths. People respect a leader who recognizes that he / she is not perfect. They respect the honesty and courage it takes to admit weakness, particularly because so many leaders do not have the strength of character required for honest self-assessment – and even rarer is the leader who expresses these weaknesses.

By showing vulnerability, leaders establish trust and show they are approachable and human. The act of showing vulnerability works to build solidarity between leaders and staff, and being honest about our weaknesses helps us understand what we need most from those who work with us.

When leaders act as though they are perfect at everything, they risk alienating their staff. This lack of self-awareness can be extremely risky to a leader. Nothing undermines the effectiveness of a leader faster than failing to admit mistakes and show you have weaknesses. Emphasizing one's own perfection has the potential effect of showing staff that they are not needed, that the leader can take care of everything.



Managing relational weaknesses

Once relational weaknesses are identified, the next step is to reflect on the impact they may have on people a leader works with. Strong leaders care about the people they work with and do not want to intentionally hurt their feelings or emotionally harm them. If one's relational weaknesses create a negative impact for self and others, that should provide motivation to work at mitigating them.

We need to underline that a leader is not meant to fix or remove relational weaknesses: in reality, often the best we can hope for is to mitigate the impact of these weaknesses.

The difficulty of fixing relational weaknesses is that they are primary a result of personality. Personalities are very hard to change (many would say even impossible to change).

Confident Leader

It's difficult to be a strong leader without having strengths and a high level confidence.

Leaders need to show a certain level of self-assurance. Employees do not want to follow an insecure leader. People follow leaders who are sure of themselves, as it gives them direction and assurance they are moving in the right direction with the needed support to be successful. Confidence is a strength, but risks becoming a weakness if it blinds a leader to the realities of what may be their shortcomings.

While leaders need to be confident, they also need to be able to see situations clearly and accurately. Extreme confidence bordering on arrogance is a slippery slope.

It may lead to a lack of listening or an over reliance on self, when others are best positioned to help. It becomes difficult to identify and work on weaknesses if one has an overabundance of confidence.

TIPS

Consider the following factors as you do your reflection:

Past: How did I get here? Review your past to gain an awareness and understanding of how other people, events, experiences and circumstances influenced and shaped how you think and act.

Present: Where am I today? This is about gaining an understanding of your present self. Take stock of what's working and what isn't and develop a willingness to change. Having a growth mind-set with an openness to receiving feedback is critical to comparing one's self-perception with the perception and perspectives of others.

Future: Where do I want to be? With knowledge of your past and a deep understanding of your current state, you will be well positioned to focus on your future self. You'll be able to identify and focus on growth areas that will enable you to look to the future and work toward becoming your best self.

Finally, let's hear Paul Torkelson's story about leadership:

<https://www.youtube.com/watch?v=JFLSDDX3CIA>

Section 2 - A Leadership Toolkit

This section introduces some key tools for daily leadership contexts.

It is designed as a starting point for the leader who will go on to build their own personal toolkit. We're going through each tool and how it might be applied.

PDCA

What's PDCA?

PDCA is an iterative four-step management method made popular by W. Edwards Deming, an American engineer and statistician; it's used for control and continuous improvement of business processes.

PDCA is extremely valuable for management as its four steps, thoroughly cycled are a fundamental resource for effective management:

1. make a plan, with clear targets and describe how you intend to achieve them
2. realize your plan thoroughly, as you described
3. periodically follow your plan up and analyse all deviations from targets
4. decide countermeasures to move your business back on track and under control



PDCA four steps

More in details:

1. PLAN
 - a. define your problem
 - b. generate & screen ideas
 - c. develop an implementation plan
2. DO
 - a. test it with a small-scale pilot project



- b. gather data to show whether your idea has worked or not
3. CHECK
 - a. analyse your pilot project's results against your expectations
 - b. if it has NOT worked, you return to Step 1
 - c. if it has worked, you go on to Step 4
4. ACT
 - a. implement your solution
 - b. your improved process or product becomes the new baseline
 - c. continue to look for ways to make it better

PROs and CONs of PDCA

PROs	CONs
It ensures thorough improvement along the time	It is slower than other methods (such as “gung ho” or brainstorming)
It allows to reflect on your activities to find good, effective solutions	It might not be appropriate for urgent problems or emergencies
It requires significant commitment from all team members	It offers fewer opportunities for radical innovation



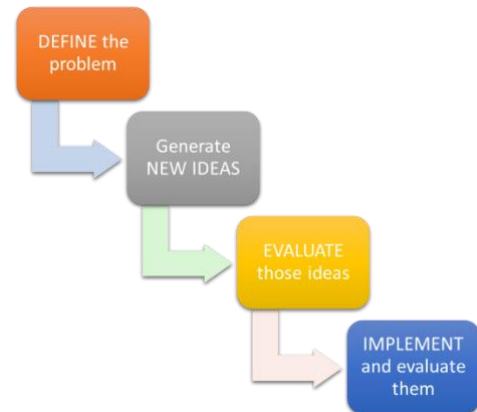
Problem Solving

Basic concepts

Problem Solving is a key asset to effectively manage an entrepreneurial activity. It proceeds through four steps, which are closely linked each other.

Successful entrepreneurs can identify, address and solve business problems better than others:

1. DEFINE
2. GENERATE
3. EVALUATE
4. IMPLEMENT



DEFINE

In order to solve a problem, it is essential to clearly define which problem we need to cope with:

- Differentiate facts from opinions
- Specify underlying causes
- Consult each faction involved for information
- State the problem specifically
- Identify what standard or expectation is violated
- Determine in which process the problem lies
- Avoid trying to solve the problem without data

REMEMBER: good data are essential for a good solution

GENERATE new ideas

Postpone the selection of one solution until several problem-solving alternatives have been proposed: considering multiple alternatives can significantly enhance the value of your ideal solution



- Include all involved individuals in the generating of alternatives
- Specify alternatives consistent with organizational goals
- Specify short- and long-term alternatives
- Brainstorm on others' ideas
- Seek alternatives that may solve the problem

A common mistake in problem solving is that alternatives are evaluated as they are proposed, so the first acceptable solution is chosen, even if it's not the best fit.

If we focus on trying to get the results we want, we miss the potential for learning something new that will allow for real improvement in the problem-solving process.

EVALUATE

Use a series of considerations when selecting the best alternative, such as:

- Avoid causing other unanticipated problems
- All the individuals involved should accept the alternative
- Implementation of the alternative is likely
- The alternative fits within the organizational constraints

Evaluate all alternatives without bias

Evaluate alternatives relative to established goals

Evaluate both proven and possible outcomes

State the selected alternative explicitly

IMPLEMENT

Involving others in the implementation is an effective way to gain buy-in and support and minimize resistance to subsequent changes:

- Plan and implement a pilot test of the chosen alternative
- Gather feedback from all affected parties
- Seek acceptance or consensus by all those affected
- Establish ongoing measures and monitoring
- Evaluate long-term results based on final solution

Regardless of how the solution is rolled out, feedback channels should be built into the implementation

This allows for continuous monitoring and testing of actual events against expectations

Brainstorming

What is a Brainstorming

Brainstorming is the name given to a situation when a group of people meet to generate new ideas around a specific area of interest.

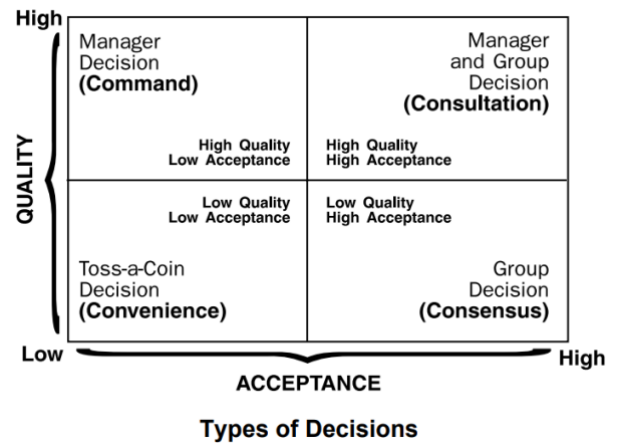
Using rules which remove inhibitions, people are able to think more freely and move into new areas of thought and so create numerous new ideas and solutions; participants shout out ideas as they occur to them and then build on the ideas raised by others: all the ideas are noted down and are not criticized.

Only when the brainstorming session is over are the ideas evaluated.



Arrange the ideas into four lists:

- **High quality-High acceptance** – might involve a manager and a work team in a problem-solving process to reorganize the work distribution and work flow (consulting)
- **High quality-Low acceptance** – make the decision without involving the people who will be executing it (command)
- **Low quality-High acceptance** – the decision must be acceptable in some degree to all group members (consensus)
- **Low quality-Low acceptance** – a situation in which the choices are equal, the outcome is not really important to anyone (convenience)



Section 3 – Building and Managing a Team

What a good team is / is not

Team Building is a key asset to effectively deal with modern business management.

A team is not just a set of people: it shall be a harmonized group which works as a whole to achieve a target

Creating a good team is a quite complex task: excellent ideas could easily fail if lead through weak teams while passable ideas could succeed if implemented by close-knit teams.

A team which aims to be effective and efficient is a groups of key members, gathered for a unique task, with the right skills to accomplish each member's role.

A team is NOT:

- a multi-purpose group of experts
- a group of non-experts, struggling to try their best
- a group of "lone-wolves" high experts

Many teams who failed, have missed this important tip.

Before starting, let's hear Steve Job's idea on leadership and teamwork:

<https://www.youtube.com/watch?v=f60dheI4ARg>

Four pillars of Team Building

Team Building is based upon four pillars:

TRUST

build relationships of trust and loyalty among all members; consider each employee's ideas as valuable; mediate and resolve minor disputes; point continually toward the team's higher goals

INFO SHARE

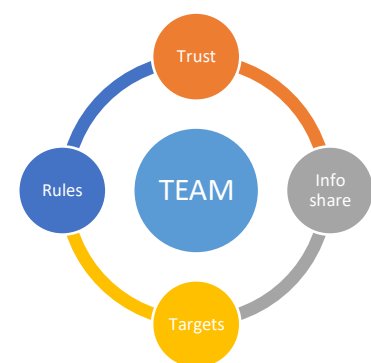
encourage team members to share info; emphasize the importance of each team member's contribution; demonstrate

TARGETS

establish clear team values and goals; evaluate the progress toward established goals so that members get a sense both of their success and of the challenges that lie ahead; clear idea of what you need to accomplish

RULES

establish methods and parameters of consensus-building sessions; establish time limits and work with the team to achieve consensus within those parameters; watch out for false consensus how all of their jobs operate together to move the entire team closer to its goal



Let's watch two example of bad teams and good teams:

1. [Good Teamwork vs Bad Teamwork hd.mp4](#)



2. [The Cart - The 4 Types of Team Members You Can Hire.mp4](#)

TIPS

Clear roles, clear targets

every member shall be aware of his/her contribution and the achievements he/she is supposed to bring to the team activities => no overlapping!

Choose team members wisely

members' profiles should fit each other; good attitude to get along is mandatory => watch out individualist!

Experience and skills matter

distribute the work evenly, based on the strengths of the members; new members should learn how to work as a part of the team => promote mentoring!

Diversity is essential

diversity is more than just a combination of skills; diversity entangles with age, culture, race, gender; it pushes team members to view goals from different perspectives and find the best way to achieve them => think different!

Foster face-to-face interaction

face-to-face interaction helps to reduce confusion; it also makes working together a more social experience; it speeds communication up => no texting / emailing abuse!

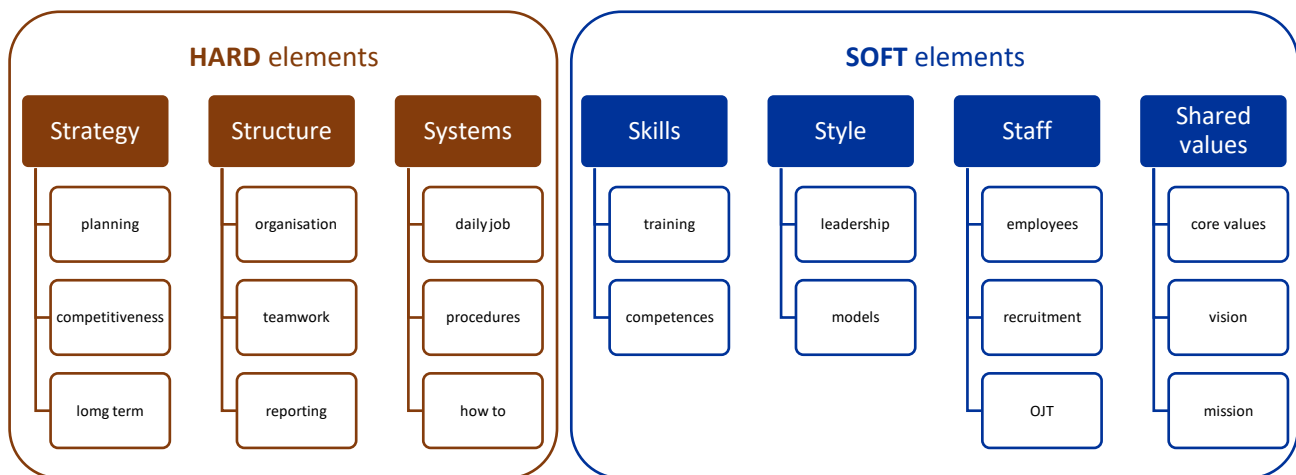
Section 4 – Mc Kinsey’s 7S Framework

What’s 7S Framework?

The McKinsey 7S Framework is a management model developed by business consultants Robert H. Waterman, Jr. and Tom in the 1980s. This was a strategic vision for groups, to include businesses, business units, and teams.

The model is also used as an organizational analysis tool to assess and monitor changes in complex organizations.

This model describes an organization through 7 key elements, categorized as either "hard" or "soft":



The HARD elements are relatively easy to identify, and management can influence them directly.

The four SOFT elements can be harder to describe, less tangible and more influenced by company culture.

How to use the 7S framework

You can use the model to identify which elements of the 7-S' you need to realign to improve performance, or to maintain alignment and performance during other changes. These changes could include restructuring, new processes, an organizational merger, new systems, and a change of leadership.

To apply the McKinsey 7-S Model in your organization, follow these steps:

- a) Step 1: Identify the areas that are not effectively aligned
 - Start with your shared values: are they consistent with your structure, strategy, and systems? If not, what needs to change?
 - Then look at the hard elements – your strategy, structure and systems. How well does each one support the others? Identify where changes need to be made.
 - Next, look at the soft elements – shared values, skills, (leadership) style, and staff. Do they support the desired hard elements? Do they support one another? If not, what needs to change?
- b) Step 2: Determine the optimal organization design
 - Consolidate the opinions of top management and create a generic optimal organizational design that will allow the company to set realistic goals and achievable objectives
 - This step requires a large amount of research and analysis
- c) Step 3: Decide where and what changes should be made
 - Once you identified the outliers, create an action plan which will involve concrete changes to the chain of hierarchy, the flow of communication, and reporting relationships
 - The action plan will allow the company to achieve an efficient organizational design

d) Step 4: Make the necessary changes

- As you adjust and align the elements, you'll need to use an iterative (and often time-consuming) process of making adjustments, and then re-analysing how that impacts other elements and their alignment

	Shared values	Strategy	Structure	Systems	Style	Staff	Skills
Shared values							
Strategy							
Structure							
Systems							
Style							
Staff							
Skills							

Strategy

- What is our strategy?
- How do we intend to achieve our objectives?
- How do we deal with competitive pressure?
- How are changes in customer demands dealt with?
- How is strategy adjusted for environmental issues?

Structure

- How is the company/team divided?
- What is the hierarchy?
- How do the various departments coordinate activities?
- How do the team members organize and align themselves?
- Is decision-making centralized or decentralized? Is this as it should be, given what we're doing?
- Where are the lines of communication? Explicit or implicit?

Systems

- What are the main systems that run the organization? Consider financial and HR systems, as well as communications and document storage.
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?

Shared Values

- What are your organization's core values?
- What is its corporate/team culture like?
- How strong are the values?
- What are the fundamental values that the company/team was built on?

Style

- How participative is the management/leadership style?
- How effective is that leadership?
- Do employees/team members tend to be competitive or cooperative?
- Are there real teams functioning within the organization or are they just nominal groups?



Staff

- What positions or specializations are represented within the team?
- What positions need to be filled?
- Are there gaps in required competencies?

Skills

- What are the strongest skills represented within the company/team?
- Are there any skills gaps?
- What is the company/team known for doing well?
- Do the current employees/team members have the ability to do the job?
- How are skills monitored and assessed?

TIPS

The 7-S model is a good framework to help you ask the right questions, but it won't give you all the answers. For that, you'll need to bring together the right people with the right knowledge, skills and experience

If something within your organization or team isn't working, chances are there is inconsistency between one or more of these seven elements. Once you reveal these inconsistencies, you can work to align these elements to make sure they are all contributing to your organization's shared goals and values.

The process of analysing where you are right now, in terms of these elements, is worthwhile in itself. But for it to be truly effective, you'll also need to determine the desired future state for each factor. This will help you make changes and improve performance so that all seven factors are aligned across your organization.

Advantages of the 7S Framework Model

- It enables different parts of a company to act in a coherent and “synced” manner
- It allows for the effective tracking of the impact of the changes in key elements
- It is considered a longstanding theory, with numerous organizations adopting the model over time

Disadvantages of the 7S Framework Model

- It is considered a long-term model
- With the changing nature of businesses, it remains to be seen how the model will adapt
- It seems to rely on internal factors and processes and may be disadvantageous in situations where external circumstances influence an organization



Section 5 – Key terms

7S Framework	
Management	
Team	