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Recognising the Leader in you

Leadership Pathway:
Introduction to Leadership
(Summary of Keypoints)



Clinical Education and
Training Team



Lothian
Care
Academy

Aim:

To support aspiring senior social care workers in their leadership journey through the introduction of key leadership skills

Learning Outcomes

- Expand and consolidate participants understanding of a leader and a manager
- To provide insight into leadership styles and leadership in practice
- To share participants experiences, ambitions and goals
- To provide a range of tools and skills to manage wellbeing and resilience
- To enable participants to communicate effectively with others
- To introduce the theory of a growth mindset

Leadership truths

- Most people are uncomfortable calling themselves a 'Leader'
- Misconception that to be a leader we need to be something we are not
- A Leader needs to be true to themselves
- A leader 'sees' people & understands what they are feeling
- Do not underestimate that a simple gesture can encourage inspire another to do or think differently about something
- We need to celebrate and say thanks to those who motivate, see us & inspire us

Examples of Everyday leadership

In your personal life you might:

- be on the school parent teacher council
- volunteer for a charity or local community group
- have role in organising social gathering or charity event.

In work you might:

- Be a positive role model
- Recognise when a colleague is finding a task difficult and offering support to find a solution
- Show a new member of staff around
- Escalate concerns about a service user's health to the appropriate person
- Delegate tasks to others
- Be a named keyworker
- Ensure others voices are heard

Your knowledge and behaviours form transferable skills that you can use in your workplace.

Effective Leadership Definitions

Leadership is a journey; it is the ongoing discovery of **self-awareness** and **self-growth**. Successful leaders at all levels **never stop learning**, they keep an **open mind** and are **keen to explore new things**.

NES (2025)

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader”

John Quincy Adams

“Leadership usually believes in establishing a vision and supporting people to achieve goals”
(Kotter, 2012)

Effective Leadership

Effective leadership is **important** in the delivery of **high-quality services** and as part of the multidisciplinary team

Every member of the team has a **leadership role** in delivering care and support therefore it is never too early to focus on developing your understanding

You already demonstrate leadership regularly as part of your everyday practice!

What influences Leadership?

- At work **your** experience of leadership and management will be influenced by:
 - The structure and culture of your organisation
 - Organisational policies and targets
 - Government policies, strategies and targets
 - E.g. Flu campaigns & responses to public health changes
 - How you are supported and how you support others to achieve desired goals
 - Your understanding of what changes these make are influenced by your experience of it being told what the changes in practice are and how realistic they are in practice!

Manager Vs Leader

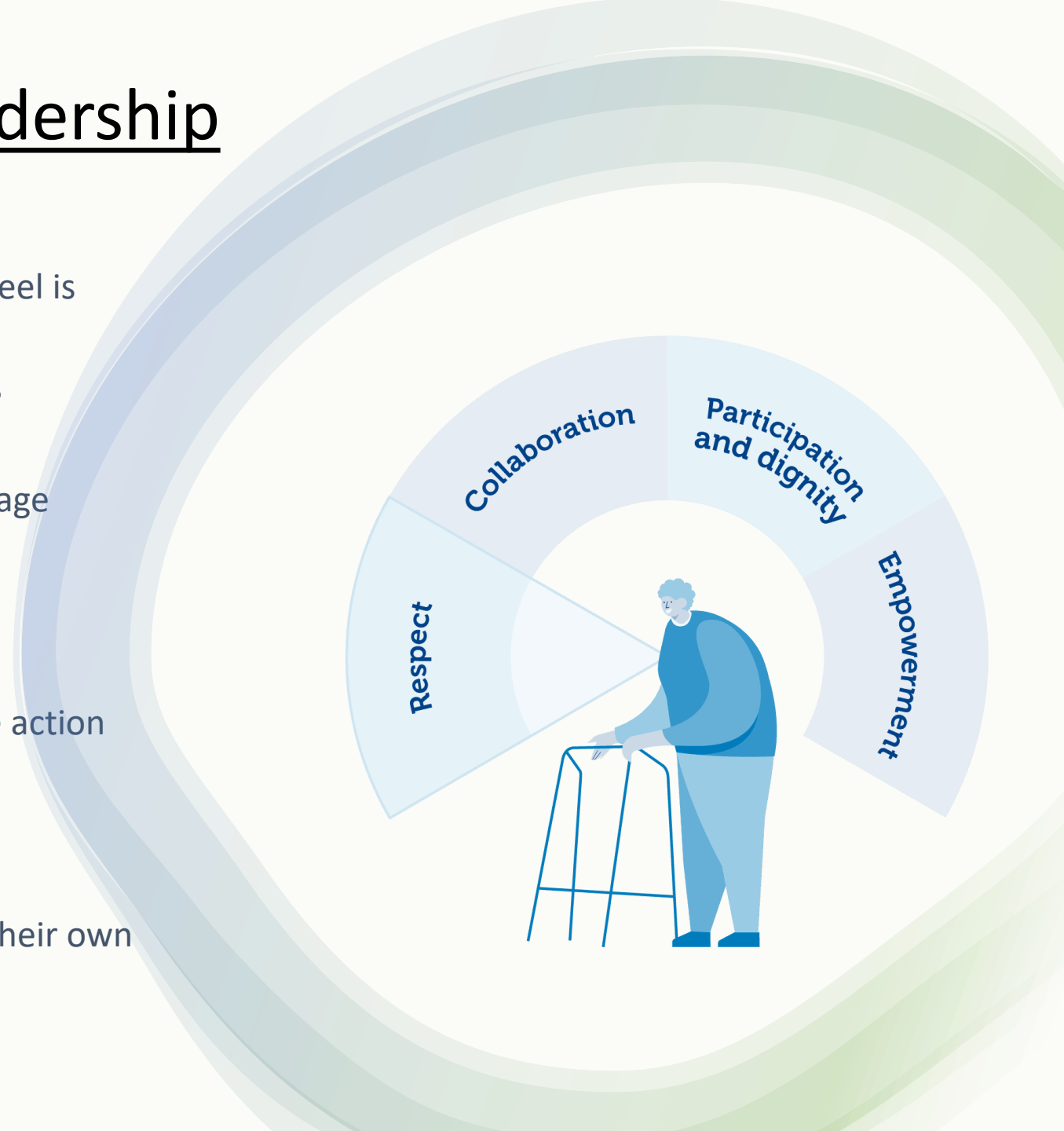
- Leadership is often confused as 'management'.
- Being a manager means taking responsibility for managing people, supervising people, managing resources and systems.
- Managers typically concentrate on the processes which support an organisation to run smoothly. This may include planning, budgeting staffing and solving problems.
- Management and leadership qualities often overlap but there are distinct differences in the skills that each one has.
- A leader ensures that the manager is aware of the practicalities of working within those policies / laws and whether they are realistic or appropriate
- Leaders voice the need that the service adapts as the needs of our service users do - Without leaders managers may be distanced from the actual needs of our service users
- A leader supports the manager to deliver the high quality service but ensures that the manager considers the needs of those they are caring for.

Leadership behaviours

- Leadership behaviours refer to **personal qualities, traits** and **characteristics** that define an effective leader
- Leaders aren't always **born** with these traits – they are **learned through experience**.
- Whilst leadership traits are fairly fixed characteristics, styles and techniques are fluid and can change depending on the circumstance and needs of others
- Some leaders may have more extroverted, optimistic or charismatic traits and regardless of the situation those traits are likely to be present. But ultimately, we all have our own preferred style of leadership in different situations.
 - In healthcare our leadership style may need to change depending on the situation
 - We need to respond differently in a medical emergency to managing a situation where a confused person is distressed!
- Ultimately, great leaders are:
 - role models for others,
 - People that are looked up to
 - Respected & trusted
 - Provide inspiration and motivation

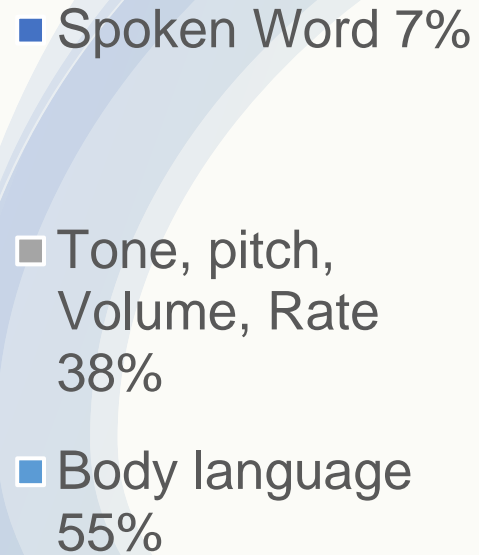
Effective Compassionate Leadership

- An effective Leader:
 - Has core values that match our service and what we feel is important
 - E.g. honesty, authenticity, courage and openness
 - Is emotionally intelligent
 - Aware of other people's feelings and body language
 - Good communication skills
 - Both in listening and explaining
 - Is self aware
 - awareness of their actions and the impact those action have on others
 - Resilience and self-reflection
 - The ability self-manage their own emotions
 - Patience with others & dealing with others and their own frustrations



Effective Communication

- In 1967 Albert Mehrabian found that in communication only 7% of the spoken word conveyed our meaning
- Around 55% of our communication comes from our body language
- Around 38% comes from our tone, pitch, volume and rate.
- This emphasises the importance of being mindful of not only what we are saying, but how we are saying it with words, tone and our body language



Albert Mehrabian 1967

The importance of effective communication

Risks of poor communication

- Miss-communication can lead to errors and confusion
- Can affect decision making with a potentially severe outcome
 - Delaying decisions
 - Increasing risks of poor decisions
 - Increasing risk of adverse events
- Can cause anxiety or distress for the resident and their family
- Can affect relationships with the resident and their family
- Can cause morale issues within a team
- Can affect safety

Outcomes of effective communication

- Can reduce errors by emphasising everyone understands their role and what is expected
- Gives opportunity to ensure understanding
- Emphasises the shared goal
- Decisions can be timely:
 - Prevent adverse events
 - Ensure safety
 - Maintains morale

Emotional Intelligence

What is Emotional Intelligence?

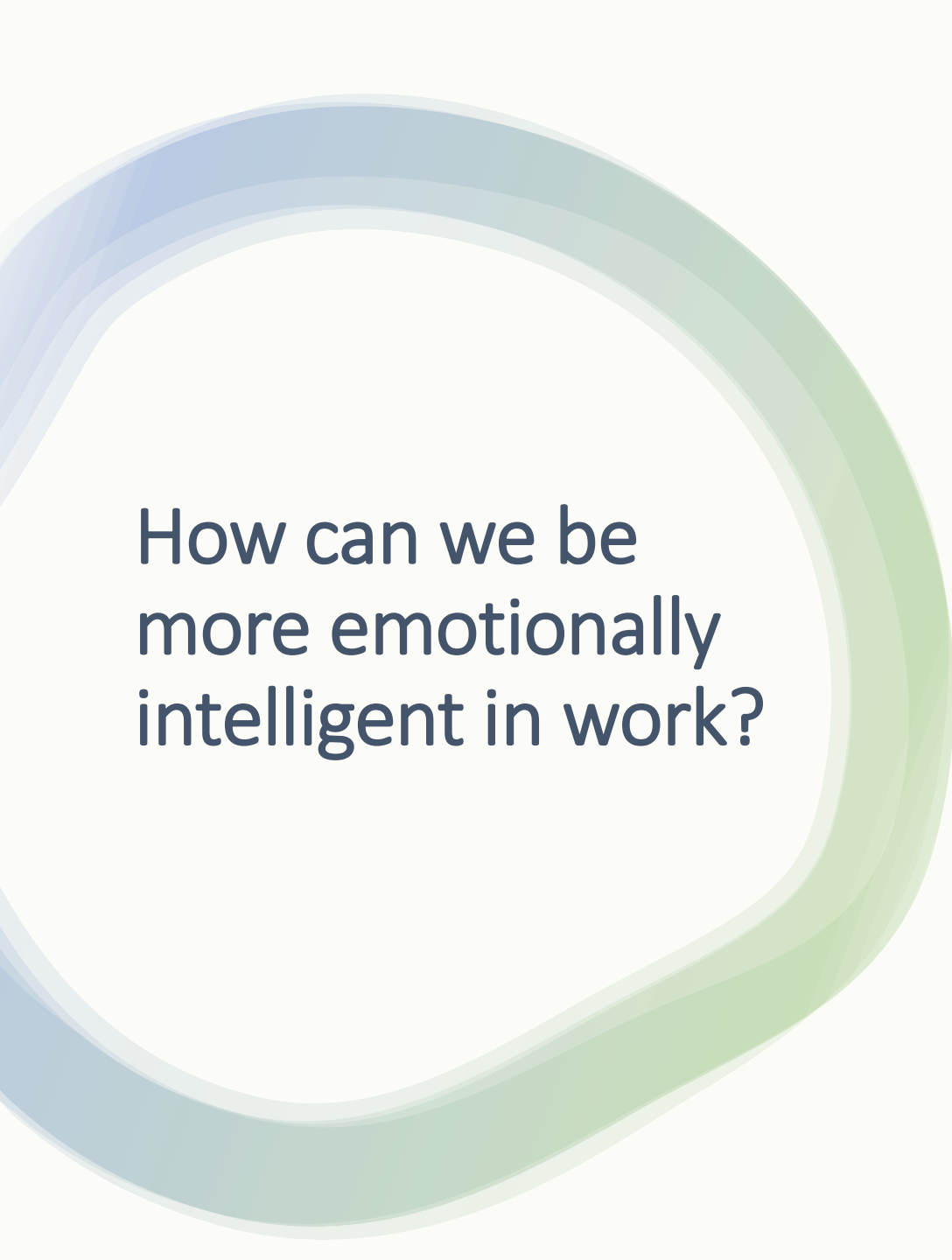
- Emotional intelligence is based on the ability to recognise and manage emotions in one's self and others.
(Salovey and Mayer, 1990)
- Emotional intelligence is generated in part by our awareness of:
 - Ourselves
 - The impact what we say or do has on others

Why is emotional intelligence important?

- When emotional intelligence is used well :
 - we communicate well
 - resolve problems
 - Get the best out the team
 - Can aid resilience & well being
- Emotional intelligence is used badly:
 - Staff burn out
 - poor outcomes,
 - distress

Emotional Intelligence in work

- There has been a huge shift in health and social care to consider the health and mental well being of care staff from an employer perspective
- Managers and Leaders have a duty of care to residents – but to staff too!
- A notable example of employer emotional intelligence within the NHS is the implementation of staff mental health and wellbeing hubs in response to the pressures on the workforce from COVID-19.
- Furthermore, they employed interpersonal skills within the hubs to build strong relationships, ensuring that staff felt supported and connected.
- As a result, this initiative fostered a more sustainable workforce, with effective management and leadership successfully navigating a challenging situation.



How can we be more emotionally intelligent in work?

- It could be just noticing a staff member becoming visibly distressed during a shift.
- Or that someone isn't feeling quite right
- Being mindful of difficult circumstances at home
- A leader:
 - checks in
 - acknowledging the situation
 - adjusts what needs to be done to reduce pressure
 - preventing burnout
 - maintaining team performance.
- Many areas during COVID started wellness or 'pick me ups' and many have continued due to their positive effects on morale and care!

The challenges as a leader

What are the challenges?

- Communicating effectively
- Workload demands
- Leading by example
- Challenging the 'norm'
- Encountering barriers
- Managing difficult conversations
- Challenging poor practice
- Maintaining relationships

How do we manage this?

- Building resilience
- Being self aware of how we feel
- Maintaining our own well being
- Emotionally intelligence towards others
- Being true to ourselves & our core values
- Supervision
- Manager Support

Resilience & well being

Resilience

- Resilience is the ability to recover from a set back or adversity
- Resilience is about managing ourselves

“Resilience is that ineffable quality that allows some people to be knocked down by life and come back stronger than ever”

NHS Lothian

How do we manage this?

Psychologists have identified some of the factors that make someone resilient:

- a positive attitude
- Optimism
- the ability to regulate emotions
- the ability to see failure as a form of helpful feedback
- To remain resilient, we must maintain our **wellbeing**.

Wellbeing

- **Make Connections :**

- Good relationships with close family members friends or others are important.
- Accepting help and support from those who care about you and will listen to you
- Being active in community groups or other local groups provides social support and can help with hope. Assisting others in their time of need can also benefit the helper. It might prompt you to consider an alternative view

- **Avoid seeing crises as an overwhelming problem**

- You can't change the fact the highly stressful events happen, but you can change how you interpret and respond to these events.
- Try looking beyond the present to how future circumstances may be a little better.
- Note any subtle ways in which you might already feel somewhat better as you deal with difficult situations.

- **Accept that change is a part of living**

- Certain goals may no longer be achievable due an adverse situation.
- Accepting circumstances that cannot be changes can help you focus on the things you can alter.

- **Move toward your goals**

- Develop some realistic goals.
- Do something regularly – even if it seems like a small accomplishment – that enables you to move towards your goals.
- Instead of focussing on tasks that seems unachievable ask yourself, “What's the one thing I know I can do today that helps me move in the direction I want to go?”

- **Take decisive actions**

- Act on adverse situations as much as you can
- Don't detach completely from problems and stressing, wishing they would just go away.

- **Look for opportunities for self discovery :**

- People often learn something about themselves and may find they have grown in some way after struggling in situation.
- Many who have experience tragedies and hardship have reported better relationships, greater sense of strength and even whilst feeling vulnerable, increase sense of self worth and more developed spirituality and heightened appreciation for life.

DURING WORK

Physical wellbeing - Doing

- + Permission from self and others to take breaks in a safe environment
- + Eat and drink well
- + Pace yourself



Psychological wellbeing - Thinking and Feeling

- + Focus attention on what you can control
- + Notice and limit repeatedly thinking about challenging events
- + Understand normal responses to stress
- + Notice your own stress response, acknowledge it is OK and normal to feel stress
- + Take mental 'breathing space' breaks when physical ones may be impossible

Social wellbeing - Connecting

- + Opportunities for regular check in with colleagues
- + Work with a buddy where possible
- + Maintain a connection with outside support in breaks

LEAVING WORK

Physical wellbeing - Doing

- + Do a physical 'check in' - "Am I OK?"
- + What steps do I need to take to be OK?
- + Who can I speak to / what do I need?

Psychological wellbeing - Thinking and Feeling

- + Take a moment to say to yourself "Today's shift is over. I have done what I can"
- + Reflect on your day and acknowledge your feelings. What went well?
- + Intentionally switch your attention to home, restore, recharge, replenish and rest

Social wellbeing - Connecting

- + Connect and share with colleagues
- + Check on your colleagues before you leave. Are they OK?



AT HOME

Physical wellbeing - Doing

- + **Balance** - try to plan activities that you know help you relax and that provide light to the shade of the day's work
- + Prioritise rest, exercise and eating
- + Plan a wind-down routine to sleep

Psychological wellbeing - Thinking and Feeling

- + **Awareness** - notice the day's impact on your Body, Emotions, Relationships and Activity
- + Plan a wind-down routine to mentally and physically disconnect from work
- + Take time to consciously switch off mentally from work



Social wellbeing - Connecting

- + **Connection** - create and sustain mental and physical connections to people and activities that are important
- + Connect also to your values - why is this work important to you and your community?

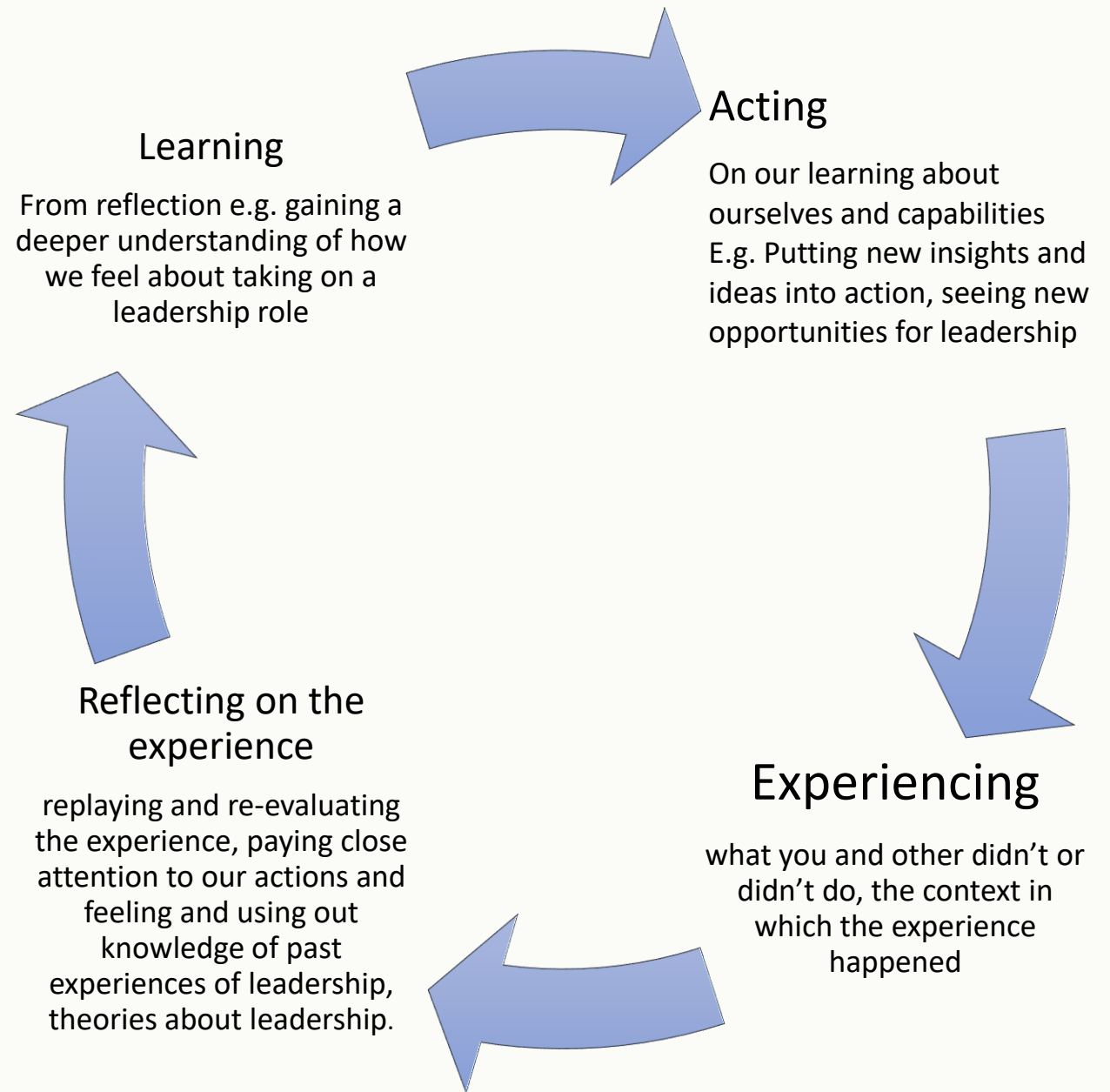
Reflection

Reflection involves thinking about our experiences

The purpose of reflection on leadership is:

- to gain a better understanding of our selves (our values, knowledge and skills), so we can learn from our experiences and adapt and respond to new leadership challenges.

Has that have informed your visit for the future?
And what does this tell you about how you can put your ambitions into practice?



Reflection



The reflection might be about:

- Self – leadership
 - e.g. what supports or holds you back
- Motivating and inspiring
 - e.g. what have you done that has encouraged other to be the best they can be? How have you achieved this?
- Collaborating and influencing
 - e.g. what is the impact of your leadership on others? And how can you develop your abilities to take others with you?
- Creativity and innovation
 - e.g. what has helped you or perhaps stopped you from thinking out of the box? And supporting others to do the same?
- Empowering
 - e.g. what part do you play in promoting an empowering culture? What could you do differently? Or better to empower others?
- Vision
 - e.g. what experiences have you had that have informed your visit for the future? And what does this tell you about how you can put your ambitions into practice?

Tools for support & reflection

- Some of the support networks that may be available to you are:
 - Your manager
 - Senior staff
 - Colleagues
- Using your 'Lothian Reflective Journal'
- Accessing reflection guides from SSSC
- Formal supervision or support
- Your peers!

This list is not exhaustive!

Lothian Care Academy Reflective Journal for Leadership Cohort



*'A reflection in a mirror is an exact replica of what is in front of it.
Reflection in professional practice, however, gives us back, not
what is, but what might be, an improvement on the original.'*
(Biggs, 1999)

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