

**Adult Social Care
Leadership Qualities
May 2021**

Introduction

ASC has a strategic priority to embed a strengths-based approach in all areas of the service. This needs to be underpinned by a strengths-based approach to leadership.

Following from an initial all-manager meeting in 2019, the Operational Leads team have been working with Organisational Development to create a shared understanding of what strengths-based leadership looks like in our day to day work.

This works in harmony with the corporate Leadership Qualities and draws upon a variety of publications that describe how leaders should behave if seeking to truly embed an approach to social care that supports people with what matters to them. This is complementary to the Strengths Based Practice Principles but with a focus specifically on the leadership qualities of people who manage others.

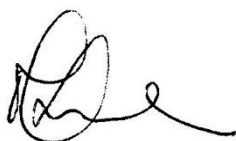
This summary is intended to provide a quick reference tool, for managers at all levels and across all parts of ASC so that we work consistently, collaboratively and with a genuine focus on the people that access ASC support. We have included “I” and “We” statements that explain what this looks like from the perspective of people we work with and from the perspective of ourselves and our staff.

The tool will be helpful in guiding our own behaviours and in creating a shared expectation of the behaviours of the people we work with. The tool is itself strengths based, focussed on what ‘good’ looks like rather than describing what we do not wish to see in practice. However, if we see leadership approaches or behaviours that are inconsistent with this description of ‘good’, we can use the tool to identify where the standards set out are not being upheld and take steps to address that.

We all want to do our best jobs in an environment that helps us thrive and we hope this supports us, as a team, in achieving that.

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LEADERSHIP QUALITIES IN EVERYDAY WORK

We are People Centred

I have care and support that is coordinated, and everyone works well together and with me

We work in partnership with others to make sure that all our services work seamlessly together from the perspective of the person accessing services.

Ask Yourself: Is what I am doing guided by the need to deliver the best possible outcomes for people who access ASC support?

As Leaders:

- We put the people that access ASC at the centre of our everyday work
- We encourage a positive attitude to risk and empower our teams to work confidently with risk rather than be risk averse
- We are active in thinking about how our decisions, guidance to staff and problem solving approaches support a good outcome for people, maximising creativity and flexibility
- We expect our teams to work together across organisational boundaries in order to create positive experiences and outcomes
- We ensure everyday co-production with people who access our support is embedded – at an individual level, a team level and at a system level
- We are fair, kind, courteous and take the time to understand other people's views without judgement
- We show respect for others and we value diversity in all its forms

We Achieve and Inspire

I am supported by people who see me as a unique person with strengths, abilities and aspirations

We have a 'can do' approach which focuses on what matters to people and we think and act creatively to make things happen for them.

Ask Yourself: Am I behaving in a way that supports me and others to achieve our shared goals?

As Leaders:

- We set an example and therefore must ensure our own behaviour reflects the behaviours we wish to see in others
- We instil pride and respect in our workforce and in the people that we work with
- Our goal is to support ourselves and our teams to achieve the strategic goals we have set for our Department, so we communicate positively, focussing optimistically on the future
- We work as a whole team across individual team boundaries (“a team of teams”) with a shared purpose that is centred around outcomes rather than process
- We are accountable for what we deliver, individually and through the teams of people we manage
- We create a culture of continuous learning and growth. We facilitate and support confident practice in our teams, enabling autonomy and freedom
- We seek a culture of distributed leadership, sharing power with and devolving responsibilities to leaders at different levels of the organisation to drive change forward

We Reflect

I have considerate support delivered by competent people

We make sure that our organisational policies and procedures reflect the duties and spirit and do not inadvertently restrict people's choice and control

Ask Yourself: Do I make time for me and my team to reflect on and learn from the impact we make – with colleagues and with people who use ASC?

As Leaders:

- We make time to reflect, to analyse and to develop our team in collaboration with others
- We encourage feedback, which we listen carefully to and take action where needed to improve our offer or approach – we are curious
- We are focussed on achieving results that make a difference, rather than ticking boxes and counting process
- We consider the ASC ethical framework carefully when making decisions
- We celebrate and share success stories to inspire staff and build their confidence
- We behave as coaches and mentors giving staff a platform for development

We are Connected

I have people who support me, such as family, friends and people in my community

We work with people as equal partners and combine our respective knowledge and experience to support joint decision-making

Ask Yourself: Do I build relationships with colleagues that enable me and them to do our best jobs?

As Leaders:

- We recognise that relationships – for people who may use ASC services and for people who work in ASC – are the foundation of achieving good outcomes
- We find ways to support people who access ASC to make connections and build networks
- We value the connections between different parts of our organisation and system and understand the strength that comes from our difference
- We ensure we are accessible and respectful of people's time - by having diaries visible, by making calls where a discussion is needed rather than sending emails and by responding to our colleagues in a timely way
- We are respectful in our relationship with each other and the people who use ASC support
- We have honest and constructive conversations that build trust
- We work at peer level to resolve challenges through direct conversation, escalating issues only when unable to resolve them in this way
- We ensure regular quality conversations with the people we manage, to enable them to do their best work
- We give constructive feedback with consideration for the impact it may have

References / Further Reading

LCC Corporate Leadership Qualities

[Leadership Qualities \(sharepoint.com\)](#)

ASC Strengths Based Practice Principles

[Practice Principles adult social care Jan 2020.docx \(sharepoint.com\)](#)

Making it Real

[TLAP-Making-it-Real-report.pdf \(thinklocalactpersonal.org.uk\)](#)

Leadership in Strength Based Social Care

[Leadership in strengths-based social care | SCIE](#)



Leicester
City Council