



Helping you to make a difference

Leading to Change Check-In

6th December 2022



Leading to Change: Check-in Event

On 6th December 2022, we invited Leading to Change community members to come together to explore what Leading to Change is. This was a chance for us to welcome you into a conversation where you could find out what's going on in Leading to Change and to share what's going on for you.

The aims of the session:

1. Share more about what's available including details of our current offers,
2. Explore how this might connect with the work you do locally,
3. Ask for your thoughts on the leadership challenges you face,
4. Ask what leadership development offers you feel would support you in future.

Flow of the session:

1. Welcome
2. Leading to Change Offers and Next Steps
3. Breakout Rooms
4. Key Themes from Breakout Rooms
5. Closing Reflections and Next Steps

Who joined us?



[Leading to Change](#) offers a range of leadership development programmes, opportunities and support for health, social care and social work leaders to help you to make a difference.

We were joined by **43** colleagues from across health, social care, social work and the third sector.

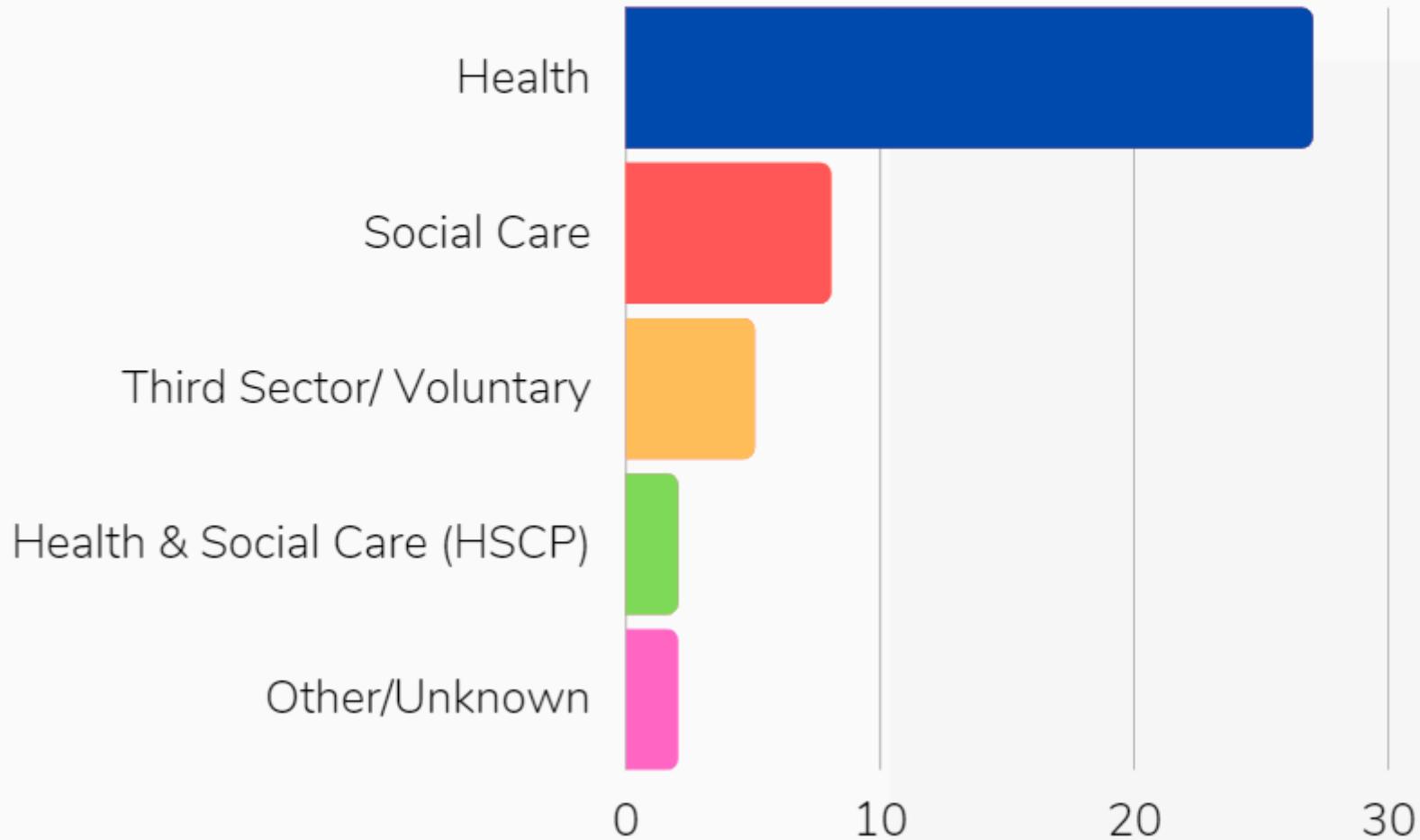
Participants joined us from a range of organisations across Scotland, including:

Scottish Social Services Council, Public Health Scotland, Support in Mind Scotland, Quarriers, The Redwoods Caring Foundation, Care Inspectorate, Healthcare Improvement Scotland, Sacro, NHS National Services Scotland, Centre for Sustainable Delivery, Kibble, Recovery Ayr, Right There, Talbot Association, Scottish Government; NHS Education for Scotland;

NHS Territorial Health Boards, such as NHS Lothian, Highland, Lanarkshire, Tayside, Dumfries and Galloway, Grampian, Forth Valley, Argyll and Bute.

Who joined us?

PARTICIPANTS BY SECTOR



Check-in

What word or phrase would describe how things are for you at work right now?



Check-in: your responses



What's on Offer

Click on each icon to find out more...



Website



Events



**Coaching and
Mentoring**



Resources



Programmes



App



**Leadership
Development Emails**

What is next?

- ▶ Social Work, Social Care, Third, Voluntary and Independent Sectors
- ▶ Health wherever it happens
- ▶ Developing a leadership community across the whole health and social care system
- ▶ Coffee Connect sessions to inform next stages of equality interventions
- ▶ Developing a National Coaching and Mentoring platform
- ▶ Engagement, listening to feedback, understanding, and responding



Taster Sessions 2023

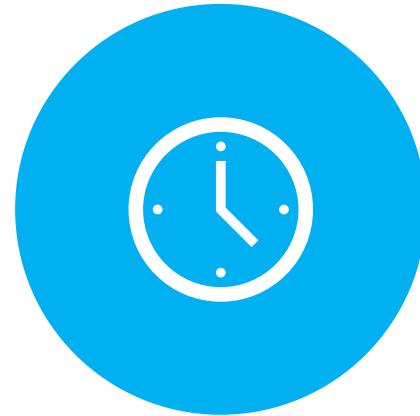
Location	Date	Venue	Facilitators
• Dundee	Wednesday 8th Feb	TBC	Susan & Claire
• Inverness	March	TBC	Pat & Jenni
• Glasgow	April	TBC	David & Jenny
• Borders	May	TBC	Joanne

In person two-hour taster sessions, further details coming soon.
Max 30 per event and booking on a first come, first served basis.

Breakout rooms: facts and figures



7 BREAKOUT ROOMS



AVERAGE TIME IN BREAK
OUT ROOM: **20 MINUTES**



EVENT DURATION: **60
MINUTES**

Breakout discussions

Key themes and tips from the break out discussions included:

Leadership development: approaches that work

- “Pick and mix elements of programmes that worked well, such as a mix of classroom and face-to-face, standalone modules, social learning opportunities, coaching and mentoring, signposting, personalised/tailored content.”
- “Person centred and service focussed. More opportunities to connect with others/peers”
- “Centrally run big sessions to connect to big topics and embedded locally with support from coaching and mentoring”
- “Signposting leaders to Micro credentials and diverse range of self-directed development”
- “HSCP new leader programme, focused on self-awareness and EI with leadership lounge, short resources and videos”
- “QI Leaders training went well – protected time, cross system learning and had tangible outcomes to take into practice”

Leadership development: Your suggestions

- “Need to understand the needs of all groups that are not the majority and create the confidence to put the hand up to say that they need help/support – it may be that some need confidence, some may need allies etc. The London Underground map where everyone might have a different journey”
- “Practical application – some leadership /learning /speak can feel detached”
- “Engage established and very experienced leaders”
- “Basic manager skills are sometimes what's needed – e.g. first 100 days manager programme”
- “Developing a leadership program with threads of Trauma through it”
- ‘Creating safe space for leaders, transformational leadership & culture change, accountability, people before task’

Breakout discussions

Key themes and tips from the break out discussions included:

Importance of Coaching and Mentoring

- “Do not need to attend a ‘programme’ to develop skills – expand skillset with other options such as coaching, mediation etc.
- “Coaching interactions (either attending coaching or gaining a coaching qualification) are proving successful for professional and personal development and relationships”
- “Helping managers that are at a plateau – what can they do to continue to contribute to the organisation even if they don’t want promotion e.g. mentoring”
- “How can we make it really easy for people in service to contribute to leadership development e.g. easy to coach or mentor without the formal qualifications/accreditation”

Obstacles and barriers

- “Current environment feels like you can’t take breath – working differently (hybrid) and endless Teams calls impacts on people’s time”
- “Slowing down to go faster – we need to build self-awareness in how we are working and recognise the need to balance fire fighting with reflection”
- “Prior to engaging with NES, no real training offered, happened organically when it did”
- “National training/programme options don’t feel accessible – limited places; need about 4+ times as much capacity”
- ‘Too busy or not encouraged to pursue opportunities’
- ‘Offer face to face opportunities across the country, being visible to rural areas.’

Breakout discussions

Key themes and tips from the break out discussions included:

Role of Leader and Manager

- 'authentic, empowering, vulnerable, compassionate, ask for help, enabling'
- 'Management role is relatively "straightforward" so people tend to prioritise that, the leadership bit is sometime seen as a "nice to have if I have time" (which there never is !) Do-ers vs visionaries'
- "Becoming more of a leader than a manager"
- 'Dealing with wicked issued and high levels of complexity'
- 'Impact of CEO – personality and power, enabling all to be the best they can be, aware of everything they do as a leader, always visible – walk the talk, expect to be spotlighted, need reassurance, imposter syndrome'

Theories and authors you recommended

- Franklin Covey: 7 Habits Programme
- Amy Edmondson: Psychological Safety
- Myron Rogers: Myron's Maxims – change starts everywhere
- Migumi Miki : Quiet leadership
- Michael West: Compassionate leadership
- Prof. Damian Hughes, Nick Shackleton Jones, Donald Clark



Check-out

What one word
are you leaving
us with?

Check-out: your responses

A word cloud graphic featuring various positive words such as Inspired, Good, Connected, Excited, Enthused, Networked, Encouraged, Interested, Curious, Hopeful, Optimistic, and Buzzwords, all in different colors and sizes.

How to Find Out More



Website: <https://leadingtochange.scot/>



Follow us: <https://twitter.com/L2CScot>



Like us: <https://www.facebook.com/L2CScot/>



Email the team: hello@leadingtochange.scot



Keep in touch: [Leading to Change weekly email](#)

Useful links

- ▶ Coaching for Wellbeing: [Coaching for Wellbeing | Leading To Change | NHS Scotland](#)
- ▶ Resources: [Resources | Career Development | Leading To Change | NHS Scotland](#)
- ▶ Programmes: [Programmes | Career Development | Leading To Change | NHS Scotland](#)
- ▶ Events: [Events | Leading to Change | Leadership Development | NHS Scotland](#)
- ▶ App and Leadership profile: [Leading to Change App | Career Development | NHS Scotland](#)
- ▶ Blogs: [Blog | Latest News | Leading To Change | NHS Scotland](#)



Thank You!

If you have any questions about anything in this pack or any of the events in the series, feel free to contact us at: hello@leadingtochange.scot

