

# **Leading to Change Community Event:**

## Creating space for others – empowerment for wellbeing and development

16 January 2023

# Community event series

Throughout the **Project Lift Community Engagement Events 2020/21** we explored the ‘what’ of leadership, collaborating as a community to establish the 12 indicators of good leadership.

In the **Project Lift Community Events Series 2021/22**, we then explored the ‘how’ of good leadership. We considered how we can practically live out these indicators in our everyday. As a result of this, we co-created [\*\*10 practices that embed good leadership collectively\*\*](#), in recognition that the small things matter.

In the current **Community Event Series 2022/23**, and under the new branding of [\*\*Leading to Change\*\*](#), we will explore the hot topics of self leadership and empowerment.

During this series, we aim to build on all of the previous work we have undertaken as a community and collectively explore what good leadership looks like in practice.

## 12 indicators of good leadership

1. Trust	2. Small things matter	3. Purpose-driven	4. Values-driven
5. Understanding your team	6. Role-modelling	7. Authenticity	8. Kindness
9. Flexibility and adaptability	10. Humour	11. Challenging negative behaviours	12. Creating space for reflection

This pack provides an overview of the discussions.

# Creating space for others – empowerment for wellbeing & development

On 16 January, we invited Leading to Change community members to come together to explore the topic '**Creating space for others - empowerment for wellbeing and development**' and reflect on what opportunities can emerge within our own teams and organisations by doing so.

## Our objectives for the session were to:

1. Learn about empowerment and what this means in relation to creating space for wellbeing and development
2. Share tips and best practice with each other
3. Have space for reflection on our own leadership styles

## Flow of the session:

1. Welcome
2. Opening perspectives
3. Breakout discussions
4. Whole group sharing
5. Closing reflections and next steps

# Who joined us?



**Leading to Change** exists to support leadership **at all levels and at all stages, in all roles across health, social care, and social work in Scotland.** A

core aim of the community events series is to broaden the communities reach and connect to more of the system, and so this event were open to all.

We were joined by **24** colleagues from across health, social care, and social work in Scotland.

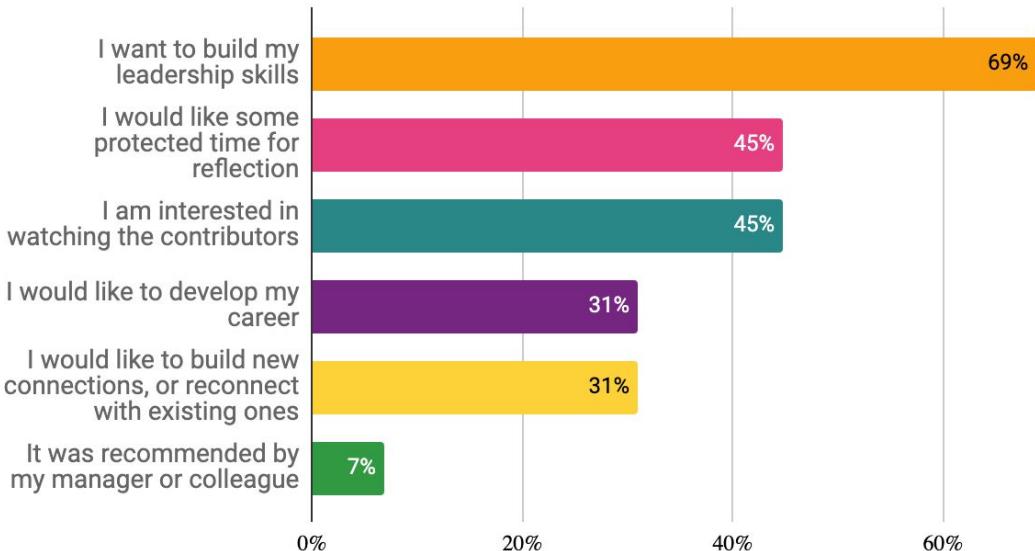
Participants joined us from across the system, including those working in service management, administration, radiography, management and mental health nursing.

This included a range of organisations across Scotland, including NHS Education for Scotland, local NHS organisations in Tayside, Grampian and Highland; NHS Education for Scotland, Mindspace and Renfrewshire CAMHS.

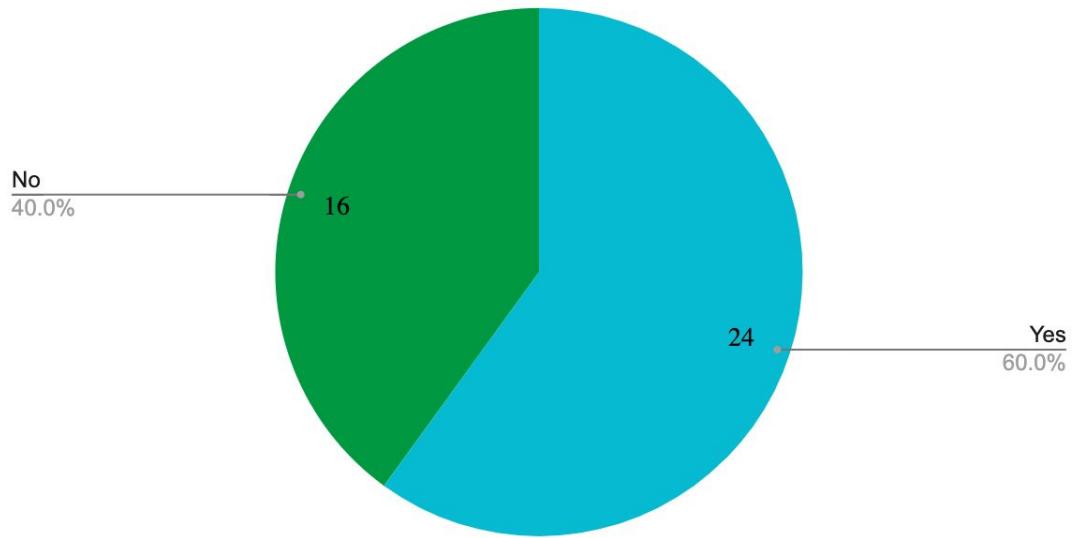
# Welcome and introductions

To understand who was in the room and why they joined, we ask participants: '**Why are you signing up for this event?**' in the registration form and asked the poll question '**Have you attended a Project Lift/ Leading to Change event before?**' during the session.

## Why are you signing up for this event?



## Have you ever been to a Project Lift/ Leading to Change community event before?



22 participants responded to the poll. Nearly two thirds of participants had attend a previous Project Lift/ Leading to Change community event before. The majority of participants were primarily looking to build their leadership skills, have time for reflection, and were interested in watching the contributors.

# Contributors for the session

We then opened up the discussion by hearing from our contributors, who shared their own experiences of empowerment and what this means to them in relation to creating space for wellbeing and development.

Our speakers:



**Nabeeda Bakali**

Coach, Know You More Professional  
Training & Coaching Programme



**Gillian Poskitt**

Head of Domestic and Support Services,  
NHS Grampian

# Welcome from Leading to Change



**Sara Dewar**  
Principal Lead & Digital,  
Communications & Engagement Lead,  
Leading to Change Delivery Team

“Leading to Change **supports leadership development** happening at local levels and elsewhere, but it also focuses on **bringing together leaders** from across health, social work and social care across public and independent sectors.

Everyone is welcome and **everyone’s voice is encouraged** in this growing community.

These events are not masterclasses but about **hearing from real people about real experiences**. Across this event series we will be focussing on the theme of **self leadership** and what that means to each of us individually.”

# Opening perspectives - Nabeeda Bakali



**Nabeeda Bakali**

Coach from Know You More  
Professional training &  
Coaching programme

"It's important for us to **create space for ourselves so we can create space for others**. Throughout my coaching journey, I have realised that my relationships are mutually beneficial as I learn just as much from others as they do from me. Once I had learnt how to empower myself, I wanted to take this journey to the next level by understanding how I could empower others more.

I started my journey in coaching and continued speaking to various different people to gather different perspectives. I realised that oftentimes we focus on empowerment to accomplish the 'big things'. But in reality, for me, I've found that **empowering people can be as simple as listening attentively**.

If you can give just 5 minutes to actively listen to colleague, that in itself can sometimes be empowering for the individual. **People often feel they lack the space to be properly heard so by listening, we can create space for others to step into their own**. Growing up I was often fearful to be myself because I felt like no one was listening to me. When I started having conversations and felt like others were listening to what I had to say, I truly came into myself and found my passions and discovered more about what I wanted to do.

In the busy world we live in, my main takeaway is aim to **take some time out to listen to people around you**, 5 minutes is all you need to make a real difference to their sense of empowerment. The quote from Coach Carter ([slide 9](#)) has always spoken strongly to me and reminds me about the power of making space for myself and others. "

# Opening perspectives - Nabeeda Bakali

## **Coach Carter – Our Deepest Fear**

Our deepest fear is not that we are inadequate,  
Our deepest fear is that we are powerful beyond measure.  
It is our light, not our darkness, that most frightens us.



Your playing small does not serve the world.  
There is nothing enlightened about shrinking  
so that other people won't feel insecure around you.



We were all meant to shine as children do.  
It's not just in some of us, it's in everyone.

And, as we let our own light shine, we consciously give  
other people permission to do the same.

As we are liberated from our fear,  
our presence automatically liberates others.

# Opening perspectives - Gillian Poskitt



**Gillian Poskitt**

Head of Domestic and support services - NHS Grampian

"Empowerment in itself feels quite scary; being able to make decisions, to take yourself on a journey, to think about your own well-being and that of others around you. **Decision making, autonomy and empowerment is something that we all strive for but when we have it, it can be overwhelming.** When I joined domestic services, I came from a nursing background so I had to gain credibility from those working in my teams who are from different backgrounds to myself, to show I am serious about supporting them.

I started the journey by organising a series of well-being events. We had over 350 of the staff group attend. However, upon reflection, I realised had I not guided this, my team may have not turned up to also speak about their well-being on their own accord. As leaders, we want to empower our colleagues but it can be an overwhelming journey for an individual who may not be used to autonomy. Some may need initial guidance and look to you as a leader to set a precedent on what they have permission to do. Empowerment is risky, so **how as a leader, do you put your team in the driving seat to create what they want their service to look like?** How do you empower your colleagues to reflect on how they want to take part in their well-being?

To achieve this as a service, we have tried a range of different things within our team but aimed to **start with actions that are small and achievable.** We now incorporate practices such as **values based reflective practice**, and encouraging people to utilise the '**15 seconds 30 minutes rule**' (taking a few extra seconds at the start of a process to save time further along, reducing frustration and increasing joy at work). Being passionate about culture, I really do believe that it's the small things really make the big difference. I encourage you to ask yourself, when was the last time that you had an active discussion with your domestic team about their service within the NHS?"

# Reflections from participants

Our contributors opening perspectives inspired discussion from participants, who shared their reflections...

“Reflecting on the power of being heard even by one person for a few minutes. Any time offered to my colleagues or vice versa goes a long way when seeking to empower one another!”

“Empowerment is vital for our wellbeing and our development.”

“This importance of shared decision making using magnet model/professional excellence models has resonated with me.”

“Empowerment can come from small things, small moments.”

“Psychological safety is critical to being able to create a culture where people feel empowered.”

# Breakout discussions

# Breakout discussions

We then went into breakout groups so participants could share reflections on what we heard from the contributors and reflect on how the topic resonates with them. Key themes and tips from the discussions included:

## Empowerment in leadership - shifting the culture

- The language of empowerment – we do not give it to people but we can easily take it away
- We must have inclusive conversations with others about what empowerment feels like for them
- Create space to challenge the status quo
- Remind ourselves that we are one team with have collective responsibility to call out poor behaviour, and enable the conditions
- Using our influence - we can be the change we want to see and empower others to do the same

## Relationship, trust and empowerment

- Relationships are at the heart of empowerment
- Kindness goes a long way
- There is a need to understand how people feel valued and how they can link their personal values to a clear purpose
- Praise matters! Take time to praise others within your team

## Self empowerment

- Self-care should always be a priority (if it isn't it will become a priority).
- We must ask what the triggers in ourselves and others are that would indicate that our wellbeing isn't where it should be
- We should reflect on how much protection is useful for staff and how much is linked to a need to feel useful? Recognising its impact on personal wellbeing and resilience

## Words that you thought underpinned empowerment

Trust

Flexibility

Boundaries

Authentic

Conversation

Outcomes

# Whole group reflections

As we heard the key themes that came out of discussion groups, participants shared their individual reflections and what was important to them, answering the question “**What is your one key reflection from your discussions?**”

“You can't give empowerment, but you can block it. We need to consciously take steps to create the conditions for others to step into this space.”

“Empowerment needs to be authentic and meaningful.”

“Empowerment is felt - not given, and it may not be welcomed by all.”

“Trust is vital important in order for empowerment to feel genuine.”

“Trust and empowerment have to be built as part of the relationship.”

“When building trust, leaders must take the first step to be brave and vulnerable.”

Participants also used this space to share questions, whilst reflecting on their personal leadership experiences and on their wider system context:

“How can I contribute to creating safe spaces where people can truly share what they are experiencing?”

“...not survey fatigue, lack of action fatigue! How do we enable empowerment or block it?”

“How can individuals feel empowered in a system where resources are insufficient to deliver desired outcomes?”

# Final reflections

# Closing reflections

Finally, we closed the session by reflecting on all of the conversations so far, and thinking about our next steps. We asked participants: **“What is one practical step you will take to apply the learning from today to either yourself, your team or your organisation?”**

“Send some appreciation cards to members of my team.”

“Bring up the topic of individual and collective wellbeing at our next team development session.”

“Remember that small things make a difference - acknowledge and celebrate these.”

“Create more listening opportunities and spaces for my team.”

“Making sure I create space to allow others to step forward in the direction they need to.”

“Practise creating the conditions for empowerment in all meetings I facilitate.”

“Listening for 2 more minutes' as a technique for giving people space to identify solutions.”

“Have open, honest and trusting discussions about what empowerment means and what both parties want and need to feel it.”

# Having this conversation in your own team

**Thank you so much for joining us. Did you value the conversation, and would you like to take your learnings into your own community? Why not host your own conversation on how to embed indicators of ‘good leadership’ in our everyday practice?** There are lots of ways you could do this, but here are our steps to hosting your own community conversation.

## DIY: 1-hour community conversation

- **5 mins - Introductions:** Welcome participants and encourage everyone to grab a tea, coffee or lunch. Kick off introductions in the chat box, asking everyone to share who they are, where they're joining from and why.
- **5 mins - Opening perspective:** Introduction from the host sharing what you learnt from this event, and why you wanted to bring this conversation to your own team. Focus on storytelling, ask questions, and don't be afraid of the tricky issues!
- **30 mins - Breakout discussions:** As soon as the introduction is over, go into smaller breakout rooms. Discuss reflections from the introduction, own experiences, and what can we do, individually and as a team community, to foster cultures that place real value on relationships.
- **15 mins - Whole group discussion:** Ask for a volunteer from small groups to share the top themes that came out of their discussion, then open up the floor for reflections.
- **5 mins - Closing reflections:** Spend 30 seconds in strictest silence individually reflecting on the discussion, and share a closing reflection in chat. Use a prompt to get people thinking about practical next steps: "One practical step I will take away from the discussions is...". As you close, remember to ask participants to share their feedback on the discussion.



# Evaluation

We asked participants for their reflections on the session. **8 participants** responded to our feedback survey. Their reflections included:

**100**

% of respondents would recommend an event like this to a colleague.

**100**

% of respondents agreed this event provided them with time for reflection on their leadership practice.

**100**

% of respondents agreed this event felt like a psychologically safe space.

What participants said about this event

- “It was a useful discussion and some of the suggested tips and techniques were interesting to hear about.”
- “Interactive - lots of wonderful sharing and collaboration.”
- “An open and honest safe space for reflection.”
- “Really interesting event. Current topic which affects everyone from all areas. Useful information that can easily be put into practice.”

# 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 [esther@kscopehealth.org.uk](mailto:esther@kscopehealth.org.uk).