



Reflect & Connect Pack

Topic - Leadership 101: Role modelling starts with self

Leadership Theme - Motivating & Inspiring

Digital Community Event

23rd May 2023



How to use this pack

If you attended this event...

- ▶ **Use this pack as 'reflective practice'** to ask yourself some questions to build on your learning from the event:
 - ▶ Revisit the **Our Focus** page to:
 - ▶ Ask yourself the **questions offered for consideration**
 - ▶ Choose one or more **resources offered for consideration** to help you reflect on the questions
 - ▶ Revisit the real stories by watching a video on the **Our Contributors** page
 - ▶ Read the **Our Collective Learning, Key Discussion Themes** and **Personal Reflections** page to explore the themes, ideas, comments and take away points from the participants who attended the live event
- ▶ **Finally ask yourself:**
 - ▶ What have I learned from this event, in the moment and now?
 - ▶ What one thing will I do differently going forward?

If you are using this for connection...

- ▶ **Use this as a resource pack** to use in a team meeting, in person or online event.
 - ▶ **Review** the pack in order to understand:
 - ▶ The why and how on the **Our Focus** page
 - ▶ Who was involved in the collective learning from the **Our Community** page – this offers insight to where our participants came from
 - ▶ Watch the real stories from **Our Contributors** page
 - ▶ Read the **Our Collective Learning, Key Discussion Themes** and **Personal Reflections** page to explore the themes, ideas, comments and take away points from the participants who attended the live event
 - ▶ **Revisit** the **Our Focus** page to find resources and provocations
 - ▶ **Decide** what kind of event or session you want to run and with whom
 - ▶ **Check out** our [DIY Guide](#) to hosting a 1 hour conversation and our community resource [Creating safe spaces online : 6 practises to build psychological safety](#)
- ▶ **Contact us** if you have any questions or would like some support to set up or run a session using this pack. We are very happy to help! [Email the team](#)

Our focus

Leadership 101: Role Modelling Starts with Self as part of our leadership capability theme of Motivating and Inspiring.

We explored role modelling in a collaborative context, starting with Leading to Change itself and the ethos of the programme – compassionate, collective, and collaborative leadership that is inclusive and leads to connection.

We were joined by those who have collaborated with us and reflected on how we have worked to role model compassionate leadership and a collaborative and collective approach, our lessons learned and what we could do differently.

Questions offered for consideration

- ▶ Do you see yourself as a role model? Why or why not?
- ▶ What action can you take to inspire and help another to realise their ambitions?
- ▶ Your action, attitudes and values likely influence your team and those around you. How do others see your behaviour and are you a good role model?
- ▶ “We cannot be what we cannot see” (Marian Wright Edelman) – how will you show up today and who will you be visible for?
- ▶ Who has been your motivation and influence and why? What values and behaviours did they demonstrate and what was their impact on you?

Resources offered for consideration



5 mins read – [Six ways to be your own role model at work by Everywoman](#)



2 mins watch – [Six traits of a good role model by MindToolsVideos](#)



27 mins listen – [How to find role models at work by Amazing If](#)



5 min read - [Real Life Reflections on Role Modelling as a Team – Leading to Change Blog](#)

Our contributors

With a focus on storytelling and reflections, our contributors shared their experience and insight.

[Watch Jenni's video](#)



Jenni Jones

Principal Lead, Leading to Change
Developing Senior Systems Leadership (DSSL)

[Jenni Jones | LinkedIn](#)

[Watch Jamey's video](#)



Jamey Street

Part of
Kaleidoscope
[Jamey S. | LinkedIn](#)

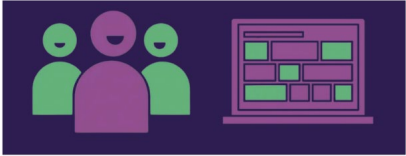
[Watch Stuart's Video](#)



Stuart Glegg

Director
Daysix
[Stuart Glegg | LinkedIn](#)

Our contributors' learning



- ▶ 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.
- ▶ We invited the community to listen to our contributors, explore what this means for us, and what practical learning we can take away using breakout groups to enable real conversations and connections.

Jenni Jones shared her own reflections and some from participants of the DSSL* programme

Learning to lead and leading to learn are serving us and me really well, and actually with that kind of attitude and that kind of approach it's amazing how open and interesting and opportunistic things can be when you really work collaboratively and in close connection with people.

Connecting with each other is really, really powerful and being able to really tune in to other people's motives and perspectives does bring real value add when you're trying to deal with change or introduce a new service or new piece of work and doing that groundwork pays dividends in the longer term.

These first cohort participants are really shouting loud about 'we don't need to know the answers but we do need to get curious and we do need to enquire together' and the value of doing that alongside peers from different parts of the system has blown their minds.

Jamey Street shared how it felt to work with Leading to Change as an individual and as a team

The main thing that stood out for me was our shared ethos... we were two organisations that really tried to live out our values... kindness and compassion were really central to the core values of the Leading the Change team... and it made the collaboration between us feel much more natural than some other partnerships that I've been in.

Relationships take time and commitment to build... there's definitely been times when we haven't agreed on the same approach but rooting your relationships in genuine collaboration and taking steps to be collaborative means that you put judgment aside and seek to understand where the other person is coming from

Tools and really practical things that I found helpful and stood out to me... we always had a check-in to genuinely create that space to listen because you then understand how is everyone coming to this meeting... and this helps with the whole getting to know people on a different level.

Stuart Glegg shared his reflections of being a true partner and collaborator

People own what they help create and I think that's the thing for us, we were invited to help create... and we create together and that is a total privilege to do and where I think as teams and as people we can do our best work and that's always been a part of the relationship we have and our opinion, our thoughts and our curiosity has always been invited

I think what impact it has on me personally, it's just that investment 1-2-1 with people as well. I was reflecting on how it plays out in our agency... when you partner and collaborate you are the people first and what you do second... that's an interesting difference in seeing how it plays out and how it works in our world in an agency setting

I think that's what compassion and kindness and collaboration tease out in a team and while we're completely different in our disciplines and our worlds we are totally aligned on what we're trying to do and how we're trying to do it

Our collective learning

Role modelling relates to how we see people around us. Making sure everyone's voices are heard and not thinking in hierarchies

Imposter syndrome is real – everyone is looking to me for the answer and I don't know!

Appreciate & understand difference and look for opportunities to use their talents

How to role model bringing your best self to work and encourage others to do the same. Creating an environment that enables others to bring their best self.

How we bring humour and kindness to compassionate leadership

Medical training – emphasises you are a role model as you get more senior – not always positive behaviours – how am I viewed if I behave differently?

Application in reality is key – it's the how, not the what

Play to your strengths – when were you at your best; tell a story

It's hard to find aspirational role models

If go against culture does that make you vulnerable?

It's sometimes difficult to see yourself as a role model – you just do what you do

Look at others to learn what's appropriate

Good role models have self awareness, values, authenticity – not the ego

Need to be congruent to the culture

We spend more time with our colleagues than our families – importance of having compassion for ourselves and in the way we work with others

What is a role model? We can learn from others from anywhere

- ▶ Young people and their different perspective
- ▶ Family / children

Be curious, open up space

You can still do hard things with kindness – provide feedback (not intended to offend), potentially denying someone a development opportunity if you don't

Personal reflections

What is your one key reflection from your discussions?

- ▶ I always learn something and leave with more curiosity about topics.
- ▶ It was affirming to hear/share a compassionate approach to leadership at a time of such high demand and limited capacity.
- ▶ Its good to have the spaces to pause and share.

What is one practical step you will take to apply the learning from today?

- ▶ Remember to keep curious, that's more than ok!
- ▶ Reinforce my beliefs and values around role modelling and the impact I can have on myself and others.
- ▶ Take more time to consider myself as a role model.
- ▶ Discuss the session in peer development sessions with colleagues... reading the links shared... encourage independent sector colleagues to get involved too.

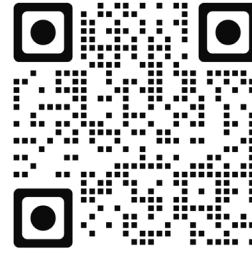
Your feedback

- ▶ It gave a good insight for me as to who these sessions are targeted at and increased my interest in the overall programme.
- ▶ Practical and accessible session. Felt it was a safe and inclusive space for learning and development.
- ▶ Useful having protected space specifically to consider leadership.
- ▶ Thoughtful content and great discussions.
- ▶ I feel energised, thank you.

Final reflections

- ▶ Being curious and human are key to being a leader.
- ▶ Being curious about our clients, colleagues, contexts enables us to best see, hear and lead people.
- ▶ And it really adds when we are open, interested, show up our vulnerabilities and be ok with not knowing all the answers. This makes for good role modelling and encourages ourselves and our teams to be collaborative and support one another.

Moving forward



Scan for
events

▶ **Tell us more** hello@leadingtochange.scot

- ▶ We read and reflect on all feedback we receive which shapes our future events. Do you have anything you wish to share?
- ▶ How did you use this Reflect & Connect pack? What was useful or what would you like to see?
- ▶ We would love to hear your ideas for potential topics and contributors
- ▶ Do you have thoughts and learning to share? Would you like to write a blog or know someone who could? Our team can fully support you with this.

▶ **To find out more**, please explore

- ▶ [Our community resources](#) – read our latest report or watch a 3 minute key summary, consider our community created assets or watch our short animations
 - ▶ [Our many leadership, sector and programme resources](#) available to read, watch and engage with from internal and external sources
- ▶ We hope to see you again soon at one of our [next events](#) – scan the QR code above to find out more





Thank You!

