Skills for Care is the employer-led strategic body for workforce development in social care for adults in England. It is part of the sector skills council, Skills for Care and Development and is the home of the National Skills Academy for Social Care.

Contents

The Leadership Qualities Framework (LQF)

How to use this guide

This guide outlines how each of the seven dimensions applies to those in governance roles. It utilises a number of job descriptions, chairs, chief executives, board members and trustees to demonstrate how the dimensions apply in practice.

For those who wish to use the guide as an interactive workbook, there are a series of questions on which you can reflect, to think more closely about the issues raised regarding leadership qualities and behaviours for those in strategic roles. To keep the task manageable, it will be sensible to take the questions one dimension at a time. The final two dimensions apply more specifically to the type of governance roles being considered here, so the questions are more complex and so have been distributed across the various sets of ideas in each of those dimensions. However, to aid a 'whole systems' approach, readers might prefer to consider those questions altogether after reading the document through.

Working with others – we work better when we work together

Dimension 2 focuses on qualities needed to work well with colleagues both within and outside your organisation: developing networks, building and maintaining relationships, encouraging contribution and working within teams.

Developing networks

Those in governance roles will demonstrate strong network capabilities in in uencing and lobbying on behalf of both organisational and sector issues. They will promote the sharing of information and resources to establish well-informed and effective strategic networks.

Building and maintaining relationships

People in these roles will promote external engagement and develop collaborative working relationships and partnerships within and across boundaries, providing leadership that promotes a strong customer and stakeholder focus. They will support the creation of the best climate for effective communication within and outside of the organisation, demonstrating how to relay complex and technical information simply and appropriately to varied audiences. They will demonstrate tact and diplomacy with the ability to listen and engage effectively.

Encouraging contribution

Good leaders in governance roles actively create a culture of co-production, joint responsibility, joint decision-making, support and community participation. They motivate workers and other key stakeholders by their own passion, modelling effective ways of encouraging and valuing contributions from a wide range of internal and external stakeholders.

Acting with integrity

"Those in higher strategic roles, in addition to boards of trustees, are often asked to build, motivate and inspire effective management teams." They will demonstrate an ability to foster and promote a collaborative team environment, maintaining a personal style that can bring the best out of all teams across the service. They will need to implement effective strategies to hold these teams to account through performance management and a positive organisational culture.

Ask the following questions:

a. How do I measure the effectiveness of the networks / partnerships in which I am involved?

b. How do I measure my communication skills for both internal and external audiences in a range of contexts?

c. How do I model and actively promote coproduction in the organisation?

d. How effective are the teams that I manage? What processes /systems do I have in place to measure and ensure their effectiveness?

e. How do I address issues of accountability for teams in the organisation?ddexts?

Managing services – tough times mean big decisions

Dimension 3 focuses on the key qualities needed to manage a service well: planning, managing resources, managing people and managing performance

Planning

Those in governance roles will need to support the development of a strategic plan and operating plans for the organisation to take them forward. They should create a culture of shaping everything around the needs, views and desires of the people being supported, within an appropriate governance framework.

Managing resources

Good leaders will have a strategic overview of available provision both in their own organisation and externally, which in turn will inform decision-making, planning and the organisation's direction. They will need to be able to identify and maximise opportunities to attract and generate additional sources of funding, ensuring that the organisation is structured and well-resourced to implement the operating plans.

Managing people

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Setting direction – weighs up the options and makes a change

Dimension 5 focuses on the ways that leaders can make change in an informed way by identifying the context of change, applying knowledge and evidence, making decisions and evaluating impact.

Embodying the vision

Good leaders show continuing passion and single-mindedness about the vision. They express the vision enthusiastically and energetically. They act as role models, reflecting the values and principles inherent in the vision. Those in governance roles must ensure that their everyday behaviour reflects the vision in board and other strategic meetings, sector-

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Resources

Common core strategic principles for equality and diversity	www.skillsforcare.org.uk/principlesofequalityanddiversity
Community Skills - guide for commissioners	www.skillsforcare.org.uk/developingcommunityskills
Culture toolkit	www.skillsforcare.org.uk/culturetoolkit
Leadership	www.skillsforcare.org.uk/leaders
Learn from others	http://learnfromothers.skillsforcare.org.uk/
Learning to live with risk	www.skillsforcare.org.uk/livingwithrisk
Manager induction standards	www.skillsforcare.org.uk/mis
National Minimum Data Set for Social Care (NMDS-SC)	www.skillsforcare.org.uk/discovernmds
Nominated as Responsible	www.skillsforcare.org.uk/nominatedasresponsible
People Performance Management Toolkit	www.skillsforcare.org.uk/performancemanagement
Practical approaches to workforce planning workbook	www.skillsforcare.org.uk/workforceplanning
Principles of workforce integration	www.skillsforcare.org.uk/principlesofworkforceintegration
Principles of workforce redesign	www.skillsforcare.org.uk/workforceredesign
Recommendations for CQC Providers Guide	www.skillsforcare.org.uk/cqc
The Social Care Commitment	www.thesocialcarecommitment.org.uk
The Social Care Managers Handbook	www.skillsforcare.org.uk/managershandbook
Using research evidence	www.skillsforcare.org.uk/researchevidence
Values based recruitment	www.skillsforcare.org.uk/values
Workforce capacity planning	www.skillsforcare.org.uk/workforceplanning
Workforce Development Fund	www.skillsforcare.org.uk/wdf
Workforce development innovation fund	www.skillsforcare.org.uk/wdif
Workforce development strategy	www.skillsforcare.org.uk/wds
Workforce outcome measurement model	www.skillsforcare.org.uk/measurementmodel
Your management tools	www.skillsforcare.org.uk/managementtools

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