Strengths Based Leadership in Social Care

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Strengths-based is: focused on individuals’ strengths based on what matters to people & communities holistic & multi-disciplinary outcomes not service led
Embedding SBP: common challenges

Process driven

Capacity & demands

Confidence & competence
Implementation of SBP

- **Senior leaders** set the vision, allocate resources, provide organisational legitimacy, influence political leaders, engage partners.

- **Service leaders** translate into practical steps, encourage creativity by teams, educate new senior leaders, embed in quality process.

- **Practice / team leaders** are entrepreneurial in their community engagement, encourage and challenge practitioners.

- **Citizen leaders** shape the approach, challenge the outcomes, and lobby for sustained interest and resources.

Duggal et al 2021
Coproduction

- Concept of co-production central feature of strengths based leadership
- Develop leadership capabilities of citizens and encourage them to become formal leaders
- Engage with communities and citizens in early conversations about change
- Create opportunities for meaningful involvement throughout the process of commissioning, delivering and evaluating services
- Develop platforms for regular engagement, for example by establishing co-production boards and citizen involvement panels
Coproduction

- Kirklees Coproduction Board
- Open recruitment
- 15 People with lived experience
- Co-Chair – Director of Adult Social Care and Person with Lived Experience
- Peoples time is paid for
- Purpose: Work with strategic leaders of social care and health to drive the further development of co-production and work on shared priorities
Strength-based leaders...

| Lead development of a compelling and shared vision | Make support, systems and processes relevant to people and staff |
| Work with place-based partners | Measure the impact of strengths-based approaches |
Strengths-based practice leadership programme

A new opportunity for social care practitioners to develop their leadership skills

Social care now has a greater emphasis on building on the strengths of individuals and families, and the assets within communities. This reflects a recognition that whilst professional expertise and support can play an important role, wellbeing for children and adults is built on our personal skills, capabilities and interests, informal networks and personal resilience.

Strengths-based practice requires professionals to move from traditional models which emphasized what people could not do and how such deficits could be met by professionals, to instead work with children, adults and families to understand their aspirations and how to support them to achieve these.

This new programme from the Social Care Institute for Excellence and the University of Birmingham will support practice leaders to demonstrate leadership through engaging with academic insights, critically reflecting on their own leadership, and developing a community of practice with their peers.

This programme builds on the learning from an initial pilot programme and our considerable experience of supporting education and research on strengths-based practice, as well as being co-produced with people who draw on care and support.

"You do not often get the time and space to specifically work on leadership skills during our day job. The Programme was a real opportunity to reflect on and explore in-depth what leadership not only means to you, but also what it looks like for you in practice."

- Senior Social Worker
# Leadership Behaviours

<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Description</th>
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<tbody>
<tr>
<td>Personal</td>
<td>I recognise my strengths as a leader and how I can build upon these</td>
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<tr>
<td>Values</td>
<td>I reflect my professional values in my leadership</td>
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<tr>
<td>Partnership</td>
<td>I lead in partnership with people with lived experience and their communities</td>
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<tr>
<td>Practice</td>
<td>I facilitate the practice of others to become more strengths-based in their work</td>
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<tr>
<td>Teams</td>
<td>I lead teams which build on their individual and collective strengths</td>
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<tr>
<td>Change</td>
<td>I make positive changes in my organisation and the wider system</td>
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Gallup Leadership model
Gallup developed their model of strengths-based leadership which has been adopted across the world.

Leadership of self
This section provides an overview of leadership of self.

Authentic Leadership model
A set of behaviours that enables positive types of leadership such as transformational, ethical, servant and charismatic leadership.

Self-assessment
Undertake a self-assessment of the leadership behaviours associated with strengths-based practice.

Work-based task 1
Learn more about how to undertake work-based task 1.

Work-based task 2
Learn more about how to undertake work-based task 2.
Outcomes of programme

“I have been given opportunity to look at myself and my leadership practice - something that employers don’t always allow time for … it has given me the confidence to now take my project and improve it.”

“The course has really helped me see the strengths that I already have and bring to my work every day.”

“Lots of positive engagement and encouragement.. the exercises and reading have genuinely helped me to give me confidence to lead and be involved in change.”
Group Discussions

- What do you see as the role of leadership in facilitating strengths-based practice?
- What are the main challenges that strengths-based leaders face?
- What development and support would enable leaders to build on their own strengths?
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