

# LEARNING TO LEAD

**Developing and nurturing future leaders  
through social work education and newly  
qualified practice**

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# What do we mean by 'leadership'?

**Necessary and important connection with 'management'** – planning, accountability, resources, organising, providing direction, offering protection

**Adaptive/Transformative Leadership** – having courageous conversations, disrupting/interrupting unhelpful patterns, innovating/testing the new (and failing!), bringing people along through messy journeys of change, collaborating, and taking care of oneself

*"Adaptive leadership is a daily opportunity to mobilize the resources of people to thrive in a changing and challenging world."* (Heifetz, 2009)

# Where the personal meets the organisational

Influences on leadership in social services are both personal and organisational.

The social, political, and economic environment matters as much as the people and their skills/abilities

**Vision**

**Self-leadership**

**Creativity and innovation**



**Empowering**

**Collaborating and influencing**

**Motivating and inspiring others**

SSSC, 2016

**Figure 1:** The interrelationship of leadership capabilities with personal and organisational capabilities within the Continuous Learning Framework (Patterson, 2013).

# Embedding Leadership within Strathclyde Social Work Programmes



- Student representative
- Problem Based Learning
- Case Study Based learning
- Relationship based focus
- Groupwork
- Thinking critically
- Problem solving
- Radical Social Work
- Service User and Carer Group
- Personal Tutors

# NURTURING LEADERSHIP THROUGH PRACTICE LEARNING

"We desperately need more leaders who are committed to courageous, wholehearted leadership and who are self-aware enough to lead from their hearts, rather than unevolved leaders who lead from hurt and fear."

(Brene Brown, Dare to Lead...)

**Promoting social  
work identity**

**Create a safe  
space for  
learning  
(scaffolding)**

**Promotion of micro,  
mezzo, macro change**

**CPD for  
Practice  
Educator  
/Link  
workers**



**Practicing  
through  
the lens of  
leadership**

**Leadership  
at all levels  
and within  
all roles**

**Working  
with  
courage and  
vulnerability**

**Supporting  
development  
of critically  
reflexive  
practitioners**



# Transitioning to practice: the Newly Qualified Social Worker (NQSW) Supported year

## Aims to:

“ensure that all NQSWs entering the workforce have access to support and development opportunities which consolidate social work education and develop professional identity and social work practice”.

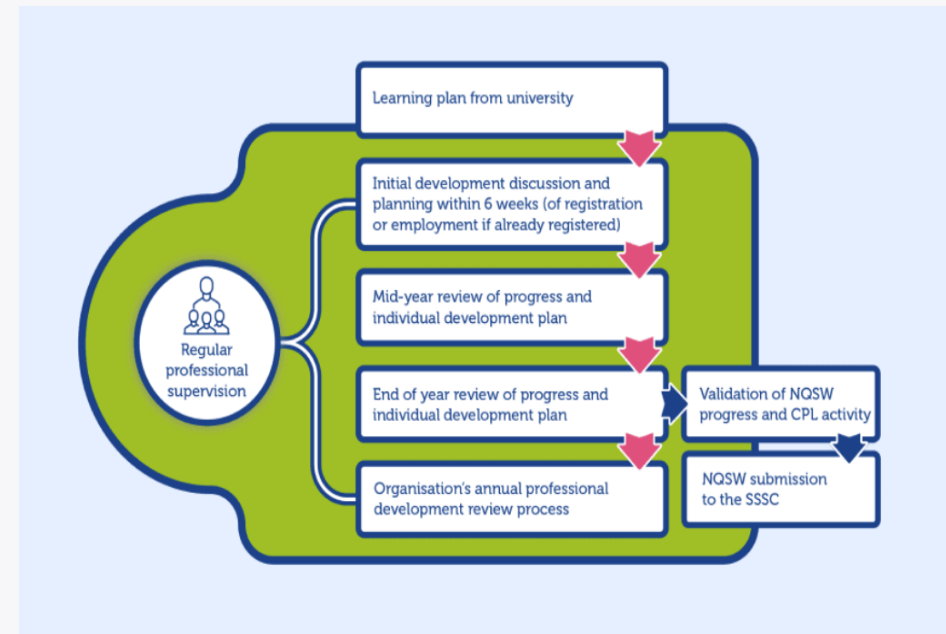
“provide an infrastructure so that all workers know what support they will receive from their employer to assist their transition from education into the workforce”

[NQSW Supported Year - SSSC NQSW website](#)

## For Universities:

### Independent Learning Plan (ILP)

- Completed in final year of study to inform transition journey
- Promotes partnership working between universities, employers, students/NQSW's
- Embedded into social work programmes



# Core Learning Elements for NQSWers

Expected to develop and demonstrate eight Core Learning Elements within 12 – 18 months of registration.

## Core Element 8: Professional leadership

“develop personal and professional authority as a social worker including when working collaboratively across agency and professional boundaries”



# Employer Support:

## Inverclyde:

- Induction
- Regular developmental supervision
- Monthly forums with key speakers
- Opportunities for peer support
- Regular check-in's / support with CPL
- Continual evaluation





# Leadership & NQSW in Inverclyde

Q&A

# For discussion

Given what you have heard and your own experiences,

- Are there any notable strengths in the approach to nurturing leadership discussed?
- Are there any gaps or things that you feel could be done better/differently?
- What challenges to nurturing leadership in NQSW practice have you encountered in your organisation, and how have you sought to overcome them?

**Please leave us a 'highlight' and an  
'even better if...'**

**Thank you!**

Any questions please contact:

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