Registered managers webinar: Wellbeing leadership – what does good look like?

Skills for Care webinar
Wednesday 4 May 2022

Here are some useful links and resources for more information.

All of our recorded registered manager webinars on a variety of topics, including this one, can be found on the website [here](#).

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Further information and things to consider

Compassionate leadership (from [Professor Michael West's book](#))

If a person you support or a colleague is in distress, then for me to be compassionate, I need to consider the following:

1. **Attending:** First, I have to be present with you; I have to pay attention; I have to listen to you.
2. **Understanding:** Second, it's important that I arrive at an understanding of the causes of your distress.
3. **Empathising:** Third, I must empathise; I must feel at some level the feelings of distress that you have.
4. **Helping:** Finally, I can then find the motivation to help, to be compelled to intervene and to make a difference. To take thoughtful and appropriate action and when staff are able to deliver compassionate care to people supported and their families, this enables increased satisfaction, which in turn affects staff commitment and wellbeing. We get a virtuous cycle of compassion.

Psychological safety

Research shows that learning and innovation are more likely to take place in a culture of compassionate leadership and psychological safety (broadly defined as an environment and culture where people are comfortable expressing and being themselves, feel able to share concerns and mistakes without fear of embarrassment or getting into trouble), rather than in a culture dominated by fear and blame. In a psychologically safe environment, good things happen, mistakes are reported quickly so that prompt corrective action can be taken, and better co-ordination is enabled.

A culture of supportive teams with compassionate team leadership is linked with reduced levels of stress, errors, injuries, harassment and absenteeism.

Amy Edmondson, professor of leadership and management at the Harvard Business School, states:

> *"Psychological safety describes a place where one feels that one's voice is welcome with bad news, questions, concerns, half-baked ideas and even mistakes."*

A Gallup report (2017) found that if organisations increase psychological safety, it makes employees more engaged in their work and can lead to a 12% increase in productivity.

Google studied its employees to determine "what makes a good team," and researchers found that psychological safety was the most important quality that determined a team's success.

The Johari window

The **Johari window** is a technique designed to help people better understand their relationship with themselves and others, using honest conversations to lead and build a strong team.
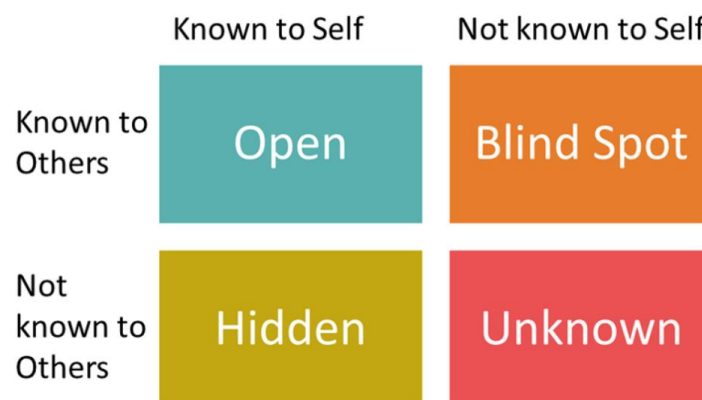
Watch this 5-minute video to understand how to use the Johari window and how to have good conversations to make the 'open' pane the largest area.

Open pane:

> This quadrant represents the actions, behaviours and information that are known to the individual and those around them. This information is public and made available through communication and exchanges between the individual and others. This includes information, facts, skills and attitudes – anything that is public knowledge.

Blind spot pane:

> Actions and behaviours in the blind area are known to others, but the individual is not aware of them. The information in the blind spot can be positive or negative and include hidden strengths or areas for improvement.

Hidden pane:

> The 'hidden' information is known to the individual, but not known to anyone else. This may consist of private information, which the individual chooses to keep hidden. Feelings, ambitions, dreams and opinions may be withheld from the group by the individual out of fear of negative reaction. Once the individual trusts others they may choose to reveal some of their hidden information.

Unknown pane:

> The 'unknown' includes information, skills, behaviours, etc. that are unknown to the individual and to others. This includes subconscious information that no one is aware of such as early childhood memories, undiscovered talents, etc.

Top tips from registered managers about demonstrating wellbeing leadership and culture in the workplace

Resource links

Skills for Care wellbeing support and resources

- Our [Effective supervision](#) guide will help you to plan and deliver effective supervisions. Your workforce is your most valuable resource, and supervision plays a key role in supporting them to deliver high-quality care and support.

- [Support for registered managers](#) - find dedicated support and information we recommend for all registered managers and front-line managers.

- Our [workforce wellbeing](#) page includes information, such as:
  - Our online [wellbeing resource finder](#)
  - [Support for the diverse workforce](#)
  - Learn from others – [wellbeing good practice stories](#) with practical tips and ideas

- Our [Workforce Development Fund](#) supports the provision of high-quality care and the continuing professional development (CPD) of staff across the adult social care sector by providing a contribution towards the costs of vocational learning. We've recently included Mental Health First Aid training both online and face-to-face and employers can claim a contribution.

Skills for Care culture, equality, diversity and inclusion support and resources

- Our [equality and diversity](#) page provides support to help you develop awareness of the standards on equality and diversity and allows you and your team to develop an inclusive and confident approach to diversity.

- Our [support for the diverse workforce](#) page includes blogs, webinars and details of our 'Moving up' programme, aimed at minoritised groups, leaders and managers.

- Our [Confident with difference](#) resource supports you to consider how well diversity is embraced within your organisation and how you could improve.

- Our [Social Care Workforce Race Equality Standard](#) (SC-WRES) page provides information about the standard we developed, which is a tool to measure improvements in the workforce with respect to the experiences of black and minority ethnic staff.

- [Forefront](#) is a new programme, being supported by Skills for Care, aimed at those from minority ethnic backgrounds who work directly with people drawing on care and support.

Skills for Care registered manager support

- Our support for leaders and managers page offers resources and tools to support you to effectively lead and manage your service.

- Our registered manager networks cover every local authority in England and always welcome new attendees. At each network, managers share knowledge, hear from guest speakers and access peer support.

- Our deputy manager networks provide the opportunity for deputes to build supportive networks and share experiences and ideas with others.

- Our registered manager webinars cover a range of topics to support managers and their services, including wellbeing, leading your service, recruitment and retention and technology.

The Greater Manchester Health and Social Care Partnership Good Conversations and Good Wellbeing Conversations Guides

- The Good conversations guide is an interactive online toolkit that has been developed and designed to support a different conversation between team members and their manager. It provides an overview on when and how we should be having conversations to make sure we are all getting the best out of them. The guide includes resources to help you prepare for your conversation, such as the discussion wheel (pictured below) and suggested discussion topics and themes, as well as guidance and top tips for managers, and templates for recording your conversations.
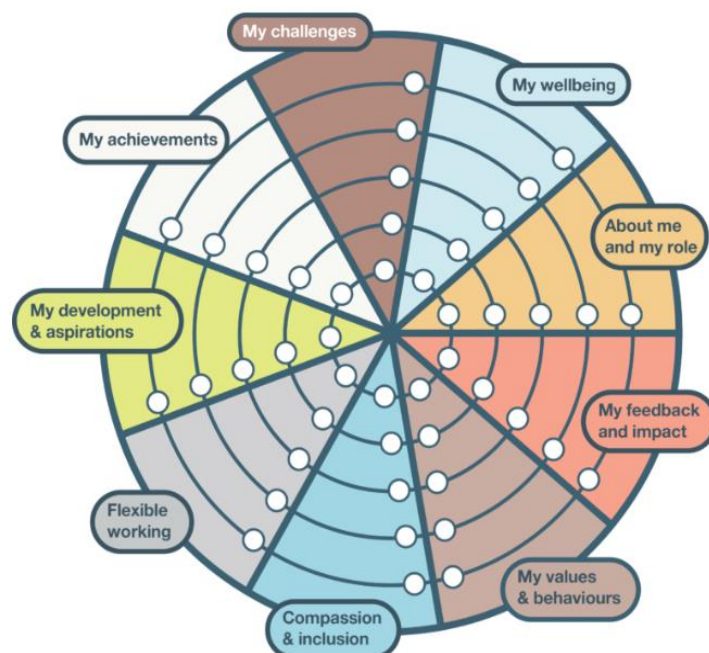
- The good conversation guide is supported by the Wellbeing conversations guide for managers, which can be used on a regular basis to help managers

stay connected with teams and is there to enhance (and not replace) any internal processes you have for appraisals or performance conversations. This includes a list of suggested questions based on good coaching techniques to help the person you are speaking with to reflect, share how they are feeling and doing and help plan your discussion to keep on track.

NHS health and wellbeing hubs

- Each area has a [Health and wellbeing hub](#) that offers confidential, free counselling and psychological therapies to health and social care workers and offer a variety of support. Hubs can be used for support for COVID-19-related concerns e.g., long COVID, anxiety or stress related to factors caused by the pandemic. They also provide support with work-related concerns, emotional wellbeing and mental health reasons, for example trauma, burnout, anxiety or for personal circumstances, such as difficulties with relationships, finances or family concerns.

  If you are unsure whether you need help, you can make contact with your local hub, explore the support available and either self-refer or a manager can refer with consent.

NICE – mental wellbeing at work guideline

- This guideline, published on 2 March 2022, covers how to create the right conditions for mental wellbeing at work. It aims to promote a supportive and inclusive work environment, including training and support for managers and helping people who have or are at risk of poor mental health.

AOD compassionate leadership footprint

- A hands-on learning experience for team leaders at all levels, this [new programme](#) is delivered through four lively and highly interactive workshops, based on a practical and compelling [book](#) by Professor Michael West. AOD is part of the Skills for Care group.