

**48**

## **DEMONSTRATE A STYLE OF LEADERSHIP THAT ENSURES AN ORGANISATIONAL CULTURE OF OPEN AND PARTICIPATORY MANAGEMENT AND PRACTICE**

### **Unit overview**

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#### **Elements of competence**

- 48a            Develop leadership practice which promotes the well-being of individuals through group care
- 48b            Develop and demonstrate a leadership style that promotes a culture of openness and participation
- 48c            Manage practice issues, conflicts and dilemmas
- 48d            Promote a positive image of residential care as a part of the overall service

#### **About this unit**

For this unit you need to develop and use appropriate leadership styles to facilitate an organisational culture, management and practice that is open and participatory and which promotes the positive image of the provision.

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48a Develop leadership practice which promotes the well-being of individuals through group care

**Performance criteria**

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You need to show that:

- 1 You consult with staff and relevant others on the vision, objectives and working methods for the provision
- 2 You implement and communicate the vision (in an understandable format) and how it can be achieved to staff, all relevant stakeholders, residents, their families and significant others in their lives
- 3 You use effective leadership to manage the provision's staff and operation, ensuring that it is organised, managed and staffed in a way that delivers the best possible care
- 4 You ensure residents, their families and significant others are able to approach any member of staff with personal concerns, and that staff respond positively and constructively

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48b Develop and demonstrate a leadership style that promotes a culture of openness and participation

**Performance criteria**

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You need to show that:

- 1 You act as a positive role model for staff and residents
- 2 You evaluate own leadership style and abilities, identifying strengths and areas where development is required and ensure access to supervision and support for leadership development
- 3 You establish an open and safe environment in which good practice is developed and maintained and where poor practice is challenged
- 4 You provide clear guidance for, and demonstrate in practice, appropriate personal and professional boundaries between residents and staff, between staff, and between self and staff
- 5 You ensure staff, residents, their families and significant others are informed about:
  - the manager's roles, what they have a right to expect and how the manager and other staff can be contacted and accessed
  - their roles and responsibilities and the support they can expect
  - the policies and procedures of the setting
  - methods of communication
  - reporting and recording policies, procedures and practices
  - the confidentiality and security of information, including with whom information will be shared
  - complaints procedures and practices

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48c Manage practice issues, conflicts and dilemmas

**Performance criteria**

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You need to show that:

- 1 You evaluate your own value system, the purpose of the provision and, where appropriate, the service to manage inconsistencies, conflicts or dilemmas
- 2 You identify practice issues, conflicts and dilemmas and their implications for management of staff, residents and significant others
- 3 You identify, access, use and review sources of knowledge and guidance to promote citizenship and human rights
- 4 You ensure that staff from within and outside the provision are aware of the provision's practice and procedures when working with complex issues, ethical dilemmas and conflicts
- 5 You establish systems to collect management information that will help reduce stigma, discrimination and exclusion within the provision

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48d Promote a positive image of residential care as a part of the overall service

**Performance criteria**

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You need to show that:

- 1 You inspire others with the vision of residential care offered within the provision and enable them to take the vision forward
- 2 You present decision makers with clear, accurate, succinct and timely information about the positive contribution of residential care to the service
- 3 You use methods and strategies which are appropriate to the audience and context for promoting residential care
- 4 You identify and seek to overcome individual and organisational barriers to improving residential care
- 5 You identify and take opportunities to link the provision to other services, communities and networks

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### **Knowledge specification for the whole of this unit**

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Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit. When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

#### **Legislation and policy**

- 1 The philosophy, scope and application of relevant legislation and social policy and the rationale behind it
- 2 Policies, regulation, standards of practice and service that promote and safeguard the well being of all residents
- 3 Key government initiatives which promote resident's life change
- 4 Agency and provision's policies and procedures and the rationale which underpins them
- 5 The impact of social policy and social attitudes on group care
- 6 Lessons learned from both serious failure of service and practice, and from successful interventions
- 7 Organisational procedures, practices and guidance for reporting and recording complaints, whistle blowing, challenging bad practice and other information that will inform the development of the provision
- 8 Organisational systems and procedures that can help and hinder effective leadership

#### **Theory and practice**

- 9 Environmental and organisational factors which impact on the formulation of a shared vision for effective open and participatory leadership
- 10 Theories and methods for organisational development and change
- 11 Research and models of leadership and leadership styles that promote open and participatory management
- 12 The impact of the leader as a role model for staff and residents
- 13 Barriers to open and participatory leadership and the ways in which they can be overcome
- 14 Principles, methods and techniques for leading teams and groups including multi disciplinary and multi organisational teams, residents' groups and groups that may involve families and significant others
- 15 Approaches to communication and information sharing, risk management, decision making, delegation and staff development
- 16 Approaches to ethical leadership and managing diversity
- 17 Methods and techniques for:
  - evaluating own strengths and weaknesses as an open and participatory leader
  - working with external management and governance on ethical and moral dilemmas and public concerns
  - communicating and interacting with individuals, their families, significant others in the individual's life and other professionals
- 18 Approaches to performance management
- 19 Managing diversity, conflict and change

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## DEMONSTRATE A STYLE OF LEADERSHIP THAT ENSURES AN ORGANISATIONAL CULTURE OF OPEN AND PARTICIPATORY MANAGEMENT AND PRACTICE

### Evidence requirements for this unit

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- Direct observation by assessor and/or an expert witness is required for some of the performance criteria for every element in this unit.
- Prior to commencing the unit you should agree a plan with your assessor regarding the types of evidence to be used.
- You must provide your assessor with evidence for ALL the performance criteria and ALL the knowledge requirements and the relevant parts of the SCOPE as applicable to your workplace.
- The evidence must, at all times, reflect the policies and procedures of the workplaces as linked to current legislation and values and principles for best practice within the Health and Social Care Sector. This will include the National Service Standards for your area of work or client group.
- All evidence should relate to real work activities for ALL elements of this unit.
- Simulation is NOT permitted for this unit.

### Competences can be demonstrated using a variety of types of evidence from the following:

- **Work products:** these can be any record that you would normally use within your normal role eg policies and procedures, minutes from team meetings, records of communication with staff, outline of development plans, etc.
- **Assignments/projects:** you may have already completed a project or assignment (for example from HNC, NC, VRQ, BTec courses, D32, 33, 34, A1 and V1). You could also use evidence of previous in-house training course/programmes you have completed showing professional development.
- **Reflective accounts:** you describing your actions in a particular situation(s) and reflection on the reason(s) for you practicing in that way, in relation to the individuals you work with and their day-to-day progress.
- **Questioning and professional discussion:** you and your assessor may agree on questions to demonstrate your knowledge and/or performance, to supplement the evidence demonstrated through Observations, Products and Reflective Accounts. These can be oral or written but evidence of this must be recorded.
- **Witness testimonies:** these could be from other people who could provide evidence of your ability to use and develop communication and recording methods

**NB Confidential records are not required in your portfolio, they can remain where they are normally stored and be checked by your assessor and internal verifier. If they are included they must be anonymised.**