

This work is taken from an analysis of leadership development in social work and social services qualifications and awards. It was undertaken by Jean Gordon and Mary Coles for the Scottish Social Services Council in 2011. In this extract, the authors demonstrate where the SiSWE support the development of leadership knowledge, skills and values.

The Mapping

Skills, knowledge and competence relating to leadership capabilities within the Continuous Learning Framework (CLF) are particularly to be found in Key Roles (or Standards) 4 and 5, but leadership skills and values also underpin aspects of the other four key roles in relation to direct work with people who use services, carers, families and groups, especially within Key Roles 2 and 6.

The SiSWE include two explicit references to leadership, both in Key Role 5:

1. Learning Focus 5.3: Different approaches to ‘leadership’ (although most of focus is about management) [knowledge]
2. Learning Focus 5.5: Leading meetings [skill]

Important learning foci relating to leadership in the SiSWE include:

Key Role 4: Demonstrate professional competence in social work practice.

- 4.2: Working within agreed standards of social work practice
- 4.3: Understanding and managing complex ethical issues, dilemmas and conflicts
- 4.4: Promoting best social work practice, adapting positively to change

Key Role 5: Manage and be accountable, with supervision and support for their own social work practice within their organisation.

- 5.1: Managing one’s own work in an accountable way
- 5.2: Taking responsibility for one’s own continuing professional development
- 5.3: Contributing to the management of resources and services
- 5.5: Preparing for and taking part in decision making forums
- 5.6: Working effectively with professionals within integrated, multi-disciplinary and other service settings

Knowledge, skills and values in the SiSWE have been mapped below. The first two elements correspond to ‘Underpinning’ Knowledge and ‘High level Transferable Skills’ specified in the SiSWE; although Ethical and Personal Commitment is one of the three main elements of the SiSWE, values are not listed in the same way so have been extracted from values-related content in the SiSWE knowledge and skills elements. Those elements which ‘**must be applied to demonstrate leadership in practice**’ are in **bold**, and those elements which are ‘foundations for leadership’ are not.

SISWE Knowledge	Standards
The importance of inter-personal factors in delivering effective social work services	1.1
The nature of social work services in a diverse society	1.2
Understanding of rights, responsibilities, freedom, authority and power	3.1
Reflection, evaluation and research	2.2, 4.1, 4.2
Change and change management	4.4
Workload management and project planning	5.1
Different approaches to improve leadership, management and quality in different contexts	5.3
Social and organisational policies, processes and systems	2.4, 5.5
Effective decision making and professional judgement	2.1, 2.6, 4.1, 5.5
Integrated, multi-disciplinary and other service settings	2.4, 5.6
Understanding of social difference, inequality, justice, and ethics	1.1, 4.3, 6.1
Factors influencing conflict resolution in different settings	4.3

SISWE Skills	Standards
Implement plans and be able to bring work to an effective conclusion	2.1, 2.2
Build and maintain purposeful relationships with people and organisations	2.2
Deal creatively with barriers to change	2.4
Consult and negotiate with others actively	2.3, 2.4
Work openly and be able to justify actions	4.2
Critically reflect and learn from experience	4.1, 4.3, 4.4, 5.2
Analyse and respond positively and flexibly to change, complexity and uncertainty	3.2, 4.1, 4.3, 4.4, 5.1
Take responsibility for developing own and others' knowledge and skills	5.1, 5.2
Assess, synthesise and analyse a range of sources of evidence	1.1, 1.3, 4.1, 4.3, 5.3, 5.4
Understand and take account of the views of colleagues and partners in multi-disciplinary, integrated and other services	5.6
Lead meetings	5.5
Effective verbal and written communication across potential barriers	2.2, 5.4, 5.5
Work effectively with others to bring about change and achieve planned outcomes	2.4, 5.6
Identify, negotiate and agree goals and plans with others	2.3, 2.4, 5.6
Evaluate outcomes and effectiveness of practice	4.1, 4.3, 5.1, 5.6
Respond to conflict and disagreement constructively to produce positive outcomes	2.4, 4.4, 5.6

SISWE Values	Standards
Listen actively to people, respect their experience and take account of their views	1.2, 1.3
Develop relationships that show respect for diversity, equality, dignity and privacy	2.2
Involve service users and carers in ways that promote empowerment and social inclusion	2.5
Identify, understand, analyse and handle ethical dilemmas and conflicts	4.2, 4.3
Challenge unacceptable practices including discrimination	2.4, 4.4
Act with others to promote social justice	6.1
Function effectively within a framework of complex accountability	5.6