



RCSLT webinar: Leadership at all levels

Thursday 22 July
1pm



Chair

Mary Heritage

**Chair, RCSLT Board of
Trustees**



Housekeeping

- RCSLT staff are on hand to help with any technical queries, you can get in touch with them via the chat button
- You can send in questions to our speakers today by using the Q&A button
- This event is being recorded and will be made available on the RCSLT website along with the presentation slides
- We would be very grateful if you would fill out the evaluation form that will pop up in a new window once the webinar window closes

Presenters



Irma Donaldson

Specialist services manager,
CAMHS & ASD pathway lead,
Hertfordshire Community NHS
Trust



Vanessa Hayward

Head of speech and language
therapy, Cwm Taf Morgannwg
University Health Board



Carrie Biddle

Regional head of allied
health professions, Health
Education England



Victoria Harris

Head of learning, RCSLT

Mary Heritage

Assistant Director Allied Health
Professions and Patient Experience
Derbyshire Community Health Services
NHS Trust





RCSLT webinar: Leadership at all levels



What is leadership?



“Great leadership is when you influence someone to be the very best they can be.”

“Good leadership is influencing someone to do something well or better.”

“Leadership is about influencing people by what you say and do.”

How does leadership differ from management?

The leader has a vision and will bring people along with them. They are not going to keep doing the same thing – they are going to question the status quo and look to innovate and improve.

The manager is the person who executes the processes and gets things done. The manager is essential for executing the vision of the leader and for good governance.

Often a person is both a leader and a manager at different times in their role.



Leadership happens at different career levels

You don't need a label to give you permission to be a leader.

You can be a leader at any stage in your career.

You all have something amazing to offer.

It takes all sorts



Leading during change

- Who did you follow during the pandemic?
- Your Chief operating officer?
- Your line manager?
- Or did you and your colleagues have to use initiative and identify your own answers to the daily challenges?
- Did you find yourself leading others as you adapted at speed to a situation that was changing by the day (sometimes by the hour?)



Reflection points

1. Who are the best examples of great leaders?
2. Who have been the leaders that have influenced your understanding of leadership in your career?
 - The nurturing supervisor
 - The honest assessor
 - The inspirational CEO?
 - The manager who bullied you?All will have shaped how you view good leadership.

Reflection points

3. Think of how you can lead in your role. What if you are a...

- Professional lead?
- Senior Manager?
- Social leader – thought leader?

4. What sort of leader are you developing into – how to recognise your own leadership strengths?

Five takeaways



Leadership is different from management but we need both.

You need to be able to influence.

You don't need a label to be a leader.

You can be a leader at any time in your career.

Your unique skills and values are enough to be an effective leader.

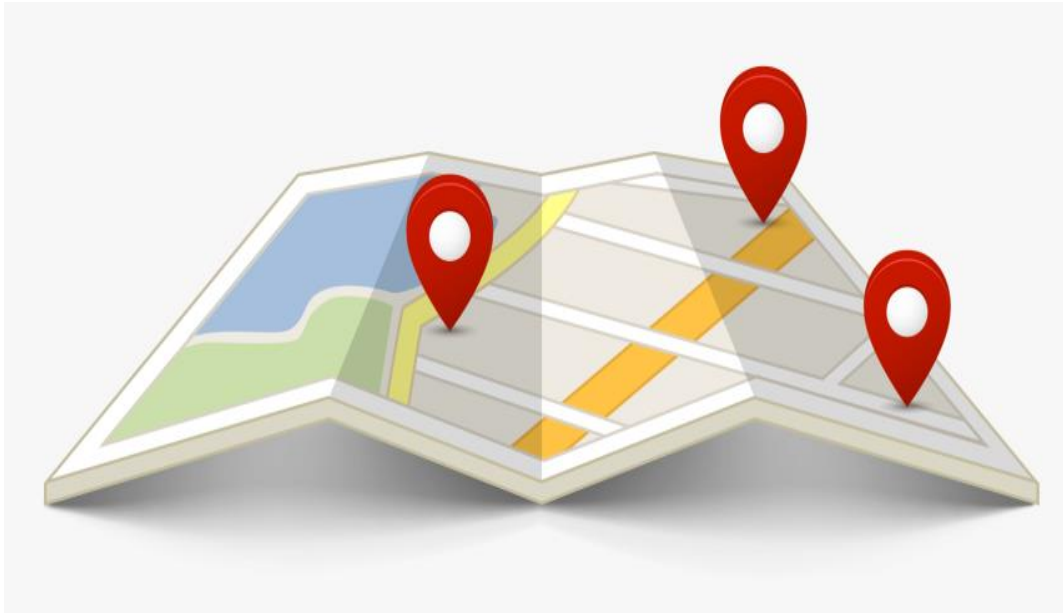
Irma Donaldson

Specialist services manager,
CAMHS & ASD pathway lead,
Hertfordshire Community
NHS Trust



An Overview of Leadership Skills

My career journey so far:



No
road
map



What does a Speech and Language Therapist do?

Leadership Skills:

We are good at:

- Asking questions
- Seeking solutions
- Engaging with compassion
- Influencing

Leadership Skills:

We are good at:

- Negotiating
- Advocating
- Recognising limitations
- Following our passion

Leadership Skills:



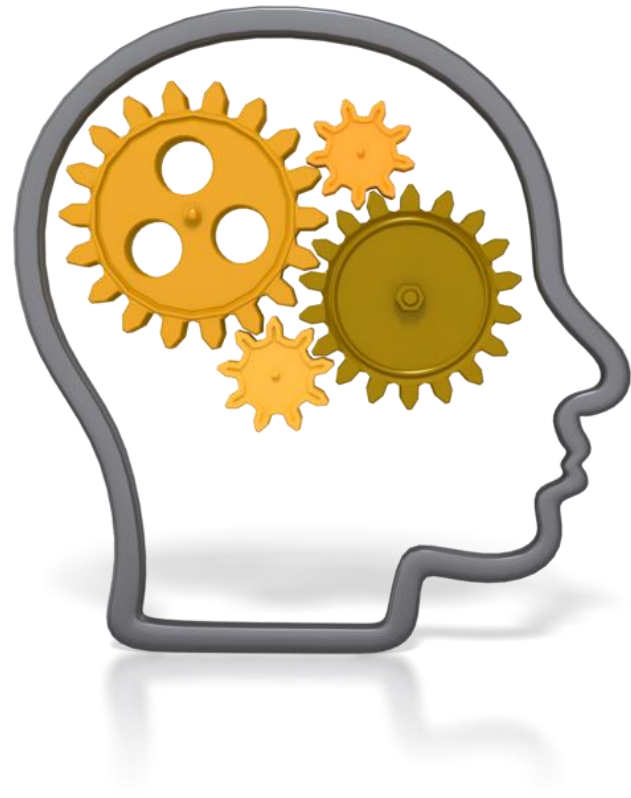
A lack of these
skills, values
and behaviours
leads to conflict

Leadership Skills:



Who are
you
outside
of work?

Barriers to leadership:



Mindset

Barriers to leadership:



Opportunity

Barriers to leadership:



Awareness

Overview of Leadership Skills

Just be you!

Vanessa Hayward

Head of speech and language
therapy, Cwm Taf Morgannwg
University Health Board



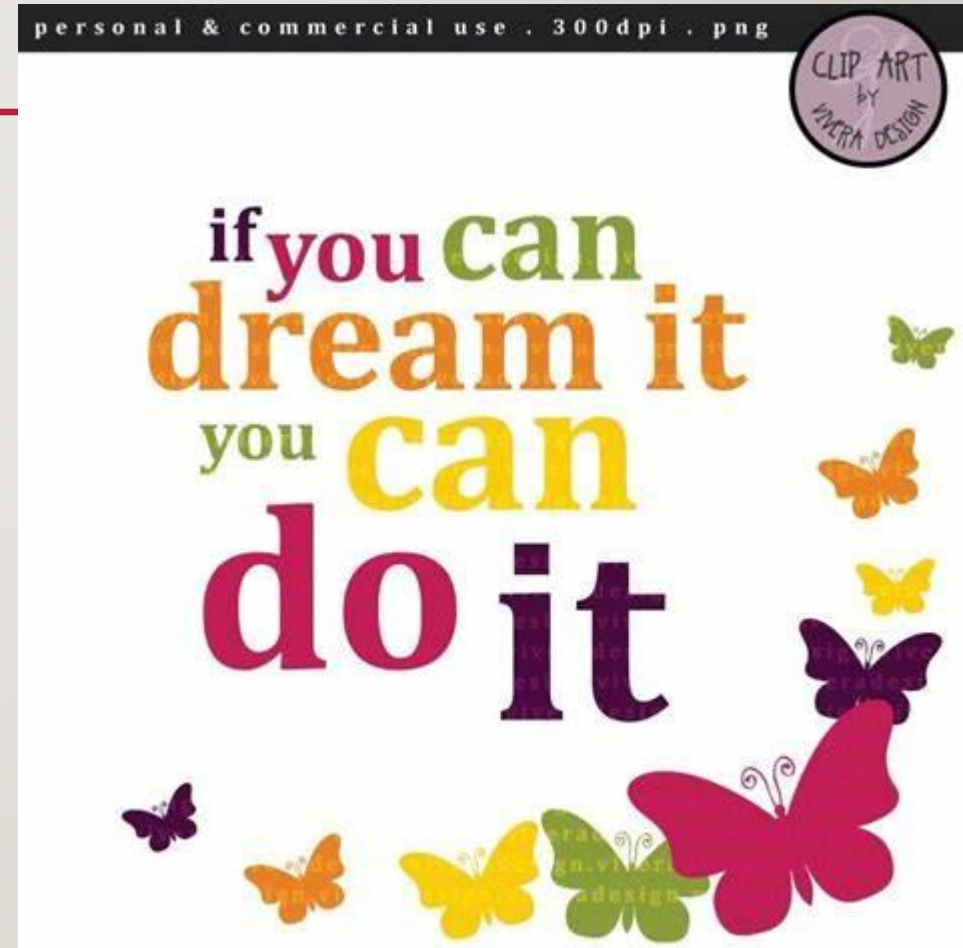
LEADERSHIP ROUTES

VANESSA HAYWARD



DIFFERENT TYPES OF LEADERSHIP

- **Speech & Language Therapy Clinical and Service Leaders**
- **Leaders of projects**
- **AHP Clinical Leaders**
- **Leaders in Research**
- **Lead roles within MDTs**



SOME STORIES OF LEADERSHIP ROUTES

Job share as SLT Manager

Secondment to Government

Masters in leadership & improvement

AHP Lead for Children & Young
People

RCSLT Trustee



When I started my career I was quite adamant that I would never become a manager...I was a clinician at heart!

For 8 years, I worked clinically in a variety of roles and settings, seizing opportunities as they presented themselves – did I have a clear career path...? Definitely not.

An opportunity arose for a Team Leader Clinician in a new service ...so I thought and thought and thought; then decided to apply and with much surprise, I was successful!

*At one level, it allowed me to continue working clinically for half my time and at the other level, to take on a 'formal' leadership role, **leading a trans-disciplinary team**. Guess what I really quite liked it! So much so that when the overall Service Lead position became available in 2013, I didn't have to think anywhere near as much, before applying! And to this day I am still in this role...leading a dynamic, innovative, dedicated and enthusiastic multi-disciplinary staff group who make my work life a pleasure.*

When asked about my leadership journey the infamous quote from the 1994 comedy drama 'Forrest Gump' initially came to mind..."Run Forrest run..." However in keeping with Forrest Gump...I do believe what Mamma said..."Life is like a box of chocolates...you never know what you're gonna get!" So when asked about leadership...don't be a Forrest and run...**seize the opportunity, dip your toe in the water** and guess what, you might find that you really quite like it!

STORIES OF LEADERSHIP ROUTES



- MSc in SLT
- Variety of SLT posts
- Set up ICAN nursery
- Training project with a local authority
- Professional Lead for community team
- Supportive and dynamic role model
- Secondment to Government
- Chair of National SLT groups
- Head of SLT Service


I feel rather privileged to be in a profession where there has always been **strong positive leadership role models** and I think SLT have been ahead of the game leading the way in styles of leadership and management (empathy, compassionate management, transformational leadership etc). I have also benefited from **an ethos of leadership at all levels since my very first role** - so I was able to develop and hone my leadership skills in my clinical role from an early start.

I didn't ever have a goal to become Head of Service – it just sort of happened – again with excellent coaching and mentoring from others. I do love my job though. I've also benefitted from leadership courses and ILM 5 - they both motivated me further.

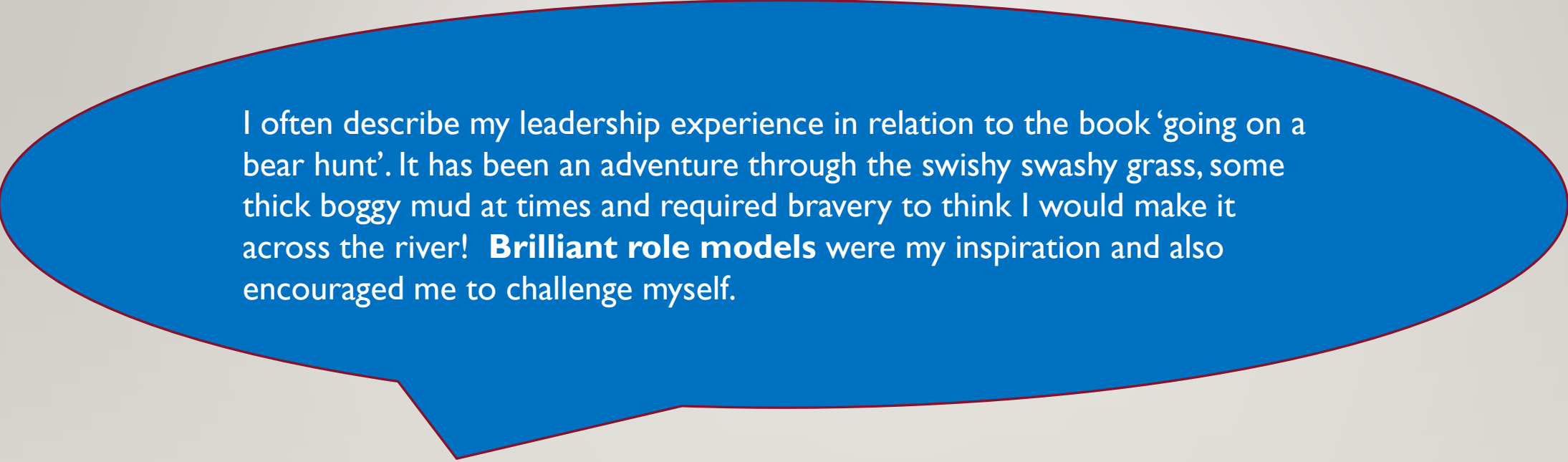
STORIES OF LEADERSHIP ROUTES



- Band 6 SLT post
- Lecturer post at University
- PGC in teaching in Higher Education
- Won Student-Led Innovative Teaching Award
- Senior Lecturer post
- Clinical Director post
- Masters in Research
- Pathway Lead for Advanced Practice Masters and more clinical research



I've always felt lucky that I have had **opportunities to develop in clinical, academic, research and leadership**. I'm interested in many different areas, and so it has suited me to focus on these at different points in time. They have been complementary, and development in one e.g. research has had a positive impact on another e.g. academic or clinical.



I often describe my leadership experience in relation to the book 'going on a bear hunt'. It has been an adventure through the swishy swashy grass, some thick boggy mud at times and required bravery to think I would make it across the river! **Brilliant role models** were my inspiration and also encouraged me to challenge myself.

MY OWN LEADERSHIP ROUTE



- Varied SLT roles
- Covered mat leave of Head of Service
- Inspirational role model
- Head of Adult Service & Deputy HOS
- Masters in Health Service Management
- Seat on RCSLT FRC committee
- Acting Head of SLT
- Head of SLT and Interim AHP Lead
- Chair of All Wales SLT Advisory Forum
- Vice Chair of Welsh AHP Committee

MY LESSONS LEARNT

- There are many benefits in having a coach and a mentor
- If you don't have naturally good interview skills then seek out some training on this, so its not a stumbling block to you taking up opportunities
- You don't need to be in a senior post in order to be a “leader”
- Leadership can occur at any stage and any level
- Sideways moves in your career can be extremely beneficial and rewarding

MY TAKE HOME MESSAGE

Be flexible and always take any opportunities to develop yourself and continue learning, especially with those outside your profession. Push yourself and don't be afraid to do things out of your comfort zone-you will surprise yourself!



Virtual tour – Leadership pages



Carrie Biddle
Regional head of allied health
professions, Health Education
England



Victoria Harris
Head of learning, RCSLT

Your questions



