

# Stand by Me – Together We Make a Difference

Clarity for the Years Ahead in Social Care



# Why This Moment Matters

- Social care is navigating sustained pressure and complexity
- Leadership clarity is now critical
- This is a defining moment for culture and courage

# My Why

- “I dream of creating a world in which people going to a care home, to live or work there, are seen as; and feel the most fortunate, happiest, fulfilled people alive today.

# Results so far:

- 25 years or more in the sector, made lots of mistakes and learn everyday!
- Developed/built & opened 5 new care homes in 3 years
- Two further homes to open this current year
- 3 x 1<sup>st</sup> CQC Assessments/Inspections
- 1. Outstanding overall
- 2. 4 x GOOD – Outstanding in Well led
- 3. Outstanding overall

# Why Caring Matters

“People don’t care what you know, until they know that you care” (Theodore Roosevelt)

# Where We Are Now

- Increasing complexity of need
- Workforce pressure and fatigue
- Financial and regulatory scrutiny
- Yet exceptional care continues daily

# What Isn't working

- Short-term fixes for long-term challenges
- Compliance without culture
- Avoidance of difficult conversations
- Pareto's Law – 80/20 rule

# It is in our hands to deliver!

- Looking outside the sector for answers does not work
- We need to focus on the small wins that build consistency in teams and outcomes
- We can affect the outcomes only on the actions we are responsible for
- We can and We do make a difference!

# The Leadership Question

- Do you set the culture in your organisation?
- Decisions and inaction both set the tone
- Leadership requires courage to act
- The culture of an organisation is shaped by the worst behaviour the leader is willing to accept – Steve Gruenert and Todd Whitaker

# Standing by Each Other

- Standing by teams
- Standing by people who draw on care
- Standing by values especially when tested
- How does this show through in your services?
- Are you sharing best practice with sector colleagues?

# Culture Before Strategy

- Policies don't create safety — people do
- Culture shows up in everyday moments
- Leadership behaviour matters most under pressure

# Leadership: Soft Front, Strong Back

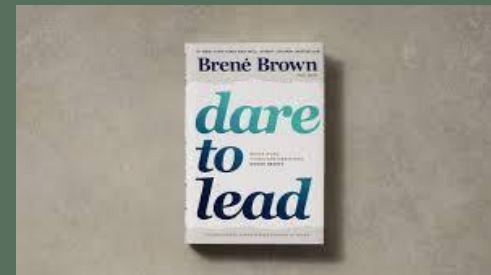
- Soft front: empathy, listening, humanity
- Strong back: standards, boundaries, follow-through
- Both are essential, especially under scrutiny

# Accountability is an Act of Care

- Accountability provides clarity
- Early, fair conversations build trust
- Standards protect people and culture

# The Man/Women in the arena

- Leadership belongs to people who show up
- Visibility, responsibility and courage matter
- Criticism should not outweigh contribution
- Consider reading Brene Brown – Dare to lead

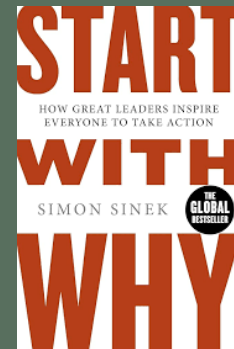


# Leadership is Not the Title

- Leadership is behaviour, not hierarchy
- Trust is earned through consistency
- Everyone influences culture
- Are people behind you or your title?

# Purpose Anchors Accountability

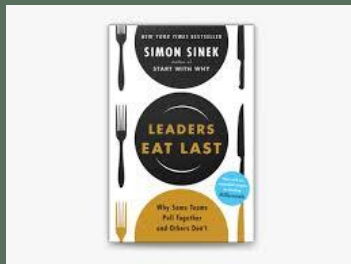
- People commit when they understand why
- Purpose gives meaning to challenge
- Clarity strengthens followership
- Consider reading Simon Sinek –



# Vulnerability and Strength

- Honesty builds credibility
- Psychological safety enables learning
- Vulnerability with boundaries is strength
- Consider reading Simon Sinek – Leaders Eat Last

Last



# Stress is NOT the Enemy

- Stress occurs when pressure outweighs resilience
- Pressure is real in social care
- Resilience is shaped by systems & self

$$\text{Stress} = \frac{\text{Pressure (Intrinsic + Extrinsic)}}{\text{Resilience}}$$

# Creating Resilient Systems

- Reduce unnecessary complexity
- Clarify roles and priorities
- Support recovery as well as performance
- Make decisions – even if you don't have all the information

# Standing by People – even when it's hard

- Honest conversations matter
- Creating resilient people comes from these
- Clarity prevents escalation
- Nice is often mistaken for Kindness
- Kindness includes challenge

# Leadership for the Years Ahead

- Emotionally intelligent – does your SLT demonstrate EI?
- Accountable and courageous
- Human under pressure

# Clarity for the Years Ahead

- Be clear on what matters
- Align decisions to values
- Reduce noise, build confidence

# Together We Make a Difference

- Progress comes through collaboration
- Leadership is collective
- No one stands alone

# The Man in the Arena (Close)

- It is not the critic who counts...
- Credit belongs to the people in the arena,  
in social care
- Daring greatly matters

“It is not the critic who counts, not the man who points out how the strong man stumbles or where the doer of deeds could have done better.

The credit belongs to the man who is actually **in the arena**, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself in a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.”

—Theodore Roosevelt

THANK YOU