





**Kingston and St George's**  
Faculty of Health, Social Care and Education

## **LEADING and MANAGING PEOPLE in SOCIAL WORK PRACTICE**

This module provides the opportunity for students employed in management roles in social work to expand their understanding of leadership and management behaviours and processes, and what these mean for organizational culture, team building, staff management and development and making decisions. It will provide an opportunity for those in or starting first line manager positions to reflect on their management behaviours, enhance their capability in effective leadership and people management skills, and increase their capacity to be influential within and between teams. Students will identify relevant and appropriate professional examples for discussion and draw on research and theory to reflect on, analyse and improve their practice and performance. It is underpinned by the Professional Capabilities Framework (PCF) at Advanced Level (management)

**Students who take this module plus another module can gain a Post Graduate Certificate and can progress to a Master's degree.**

**MODULE AIMS** This module aims to enable participants to:

- Demonstrate a fuller understanding of leadership and management behaviours in social work practice
- Reflect on and critically analyse their own practice in managing people in social work
- Develop skills in managing people in social work contexts
- Draw on a range of relevant research, evidence, frameworks and literature to inform their understanding and self-assessment

**MODULE LEARNING OUTCOMES** On successful completion of the module, students will be able to:

- Analyse the organizational, political, legal and professional complexity of the context in which they lead, manage and support social workers and make decisions
- Discuss critically theories of leadership including sociological and psychological perspectives
- Select, apply and reflect on management behaviours and skills that can influence organisational culture, team building and promote effective people management in social work contexts
- Identify relevant and appropriate pieces of professional practice in leading and managing social workers for study and analysis and apply methods, models and

skills in a critical appraisal of their individual practice in light of the theoretical and ethical perspectives

- Evaluate and critically reflect on own professional practice in leading and managing people in social work practice and in meeting the challenges of service delivery

## CURRICULUM CONTENT

A range of learning sessions will be available for the students to select from in a negotiated programme to assist them to meet their learning outcomes, including sessions focussing on:

- Leadership: including promoting, articulating and supporting a positive social work identity and promoting a culture of professional curiosity, ensuring that individual and organisational practice is informed by current research and knowledge
- The context of managing social work practice: legislation, policy and practice and the use of evidence to inform practice
- *Baby P: Setting the Record Straight*—lessons for managers of social workers
- Theory of organisations including learning organisations and organisational culture
- Building performing teams and developing people
- Supervision of professional social work practice, including reflective supervision
- Appraisals methods and approaches including observations of practice
- Quality assuring social work practice
- Coaching social workers to improve performance
- Performance management, difficult conversations and complaints
- Professional practice development: researching, analysing, evaluating and using knowledge of best social work practice and evidence to promote continuing professional development
- Diversity and Equal Opportunities in leading and supporting people
- Decision making and problem solving relevant to managing risk and critical decisions
- Strengths Based Approaches –in relation to service users and staff
- Skills development including presentation skills; managing information skills and workload planning skills and creative thinking
- Understanding the social work Professional Capabilities Framework in relation to managing staff and performance
- Influencing and surviving within organisations in contexts of change: building resilience and self-management skills

**TIMETABLE (all sessions 10.00 – 16.00 unless otherwise stated)**

Indicative content	Date	Room am/pm
Session 1. Introductions and Leadership	08.11.19	
Session 2. Resources at Kingston	06.12.19	
Session 2 (a) Leadership	06.12.19	
Session 3. Supervision and Decision Making	10.01.20	
Session 4. Building high performing teams, developing people and using coaching skills to improve staff performance	07.02.20	
Session 5. Managing performance, holding difficult conversations and ensuring that Equality, Diversity and other key aspects of individual differences are central to their leadership practice	06.03.20	
Session 6. Quality Assurance of Social Work Practice	03.04.20	
Session 7. Practice Application of Leading and Managing People in Social Work Practice	15.05.20	

### HOW YOU WILL LEARN ON THIS MODULE

This module will be provided on a workshop basis, supplemented with lectures, mapping exercises, case studies, skills practice, debates, and course material and discussion of students' professional practice. Students will be invited to form action learning sets. Support material will be available via our Canvas Virtual Learning Environment.

### WHERE and WHEN?

The module will be delivered on the Kingston Hill Campus of Kingston University. There is free car parking available on site. For those using public transport, there is a regular bus service to the campus.

Module learning sessions are once a month from September 2017 to May 2018. This is designed to enable students to implement learning from the module in their professional practice and gain support as they implement change.

### HOW YOU WILL BE ASSESSED?

The summative assessment for this module is a report providing an analysis of a planned piece of social work practice the student has undertaken in leading and managing people (4000 words). Students will write a critical review of their management practice, with reference to appropriate research and theory in order to reflect on, analyse and improve their practice, and include proposals for their own continuing professional development



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**Formative/ Feed Forward:** Students will be given the opportunity to present an outline of their planned work during learning sessions and to receive peer and lecturer feedback during the module to help prepare for the assessment. Students will also be offered an individual tutorial to review their plans for their report and feedback will be given on their plans for the assignment.

### Suggested pre-module reading

*Cunliffe, A. (2014) A very short, fairly interesting and reasonably cheap book about management. London: Sage*

*Jones. R (2014) The Story of Baby P: Setting the record straight Bristol: Policy Press*

*Taylor B (2013) Professional Decision Making and Risk, London Sage Learning Matters*

*Wonnacott, J (2013) Mastering Social Work Supervision (Mastering Social Work Skills) London Jessica Kingsley Publishers*

**COST:** The module costs **£1560** for the academic year 2019-20.

### APPLYING FOR THE MODULE:

You should apply on line at <http://www.kingston.ac.uk/postgraduate-course/post-qualifying-social-work-modules/> The closing date will be 2 weeks before the start of the module

This module has a restricted intake so an early application is advised.

**If you require further details about the module,** please contact

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