

# Best practice examples

## Case study 1:

Joseph is a senior manager charged within his organisation of implementing the Step into Leadership capabilities with the workers for whom he is responsible.

In this case Joseph is supporting one of his middle managers, Freda who is working towards the management pathway, accomplished stage of progression. Freda has already completed the LMCS award and it has been agreed that for her next supervision session they will examine, where and why the evidence Freda has already collected towards the LMCS award can be used or contextualised to meet the **leadership capabilities indicators for accomplished managers for self leadership**.

As Freda's next supervision meeting is to focus on self leadership, Freda consults the **LMCS NOS unit mapping summary table** and **LMCS NOS element mapping summary table** to find that LMCS NOS **A1 Element 1 Manage and develop self in management and leadership roles** directly maps against the self leadership capability. She then used the **mapping grids** for the specific NOS to help her identify where the performance and knowledge evidence she had in her portfolio could be placed on the LMCS NOS reference log sheets.

Freda sets up the **LMCS NOS reference log** sheets to log a portfolio reference and summarise the evidence that she has collected for her mandatory and optional LMCS NOS against the different leadership capabilities using the leadership capabilities indicators for accomplished managers. She focuses particularly on LMCS NOS A1 as this is the priority for the supervision meeting. She also finds on the **Step into Leadership website the Leadership skills toolkit (Mind tools)** which she thinks might be useful for her own self leadership development.

The reference log sheet, the mapping grid for A1, the leadership skills toolkit and the self- leadership capabilities indicators for accomplished managers were used as the focus of the supervision meeting. It is agreed at the session Freda would

## Case study 2:

Amelia an assessor for the LMCS NOS is supporting a John a candidate who is a social worker wishing to go into management and who works as within a multi disciplinary team. John's organisation is not only supporting him to complete his LMCS award but they have agreed that they would support leadership development at all levels, including supporting appropriate users of services, through the Step into Leadership capabilities. As he is collecting evidence for his LMCS NOS John wants to maximise the use of evidence collected for he LMCS NOS for his **leadership capabilities indicators for accomplished front line workers**

Amelia agrees that they should work together to explore which optional NOS John might take for which he can collect evidence to support his practice and also where the evidence can be used to support both the LMCS award and the leadership capabilities indicators.

Amelia and John have a joint planning session firstly they consult the **LMCS NOS unit mapping summary table** to see where the links are between the leadership capabilities and the LMCS NOS. They see that in **LMCS NOS D1 Lead and manage work with networks, communities, other professionals and organisations** provides a direct link between the LMCS NOS and the leadership capabilities for collaborating and influencing. They then consult **LMCS NOS element mapping summary table** and the **mapping grids** for LMCS NOS D1. In the joint planning session they set up a **LMCS NOS reference log** sheets for LMCS D1 (a three element version) to plan the types of evidence John might collect for leadership capabilities indicators for accomplished front line worker and as evidence of competence for the LMCS D1. John uses the LMCS NOS reference log sheet for LMCS D1 and revamps it to log his actual evidence against the NOS and the leadership capabilities indicators for accomplished frontline manager

### Case study 3:

Bridget the manager of a day care setting for adults on the Autistic spectrum and other learning disabilities. Bridget already has her LMCS NOS and is working towards leadership capabilities indicators for accomplished managers.

Bridget's LMCS award comprised the mandatory NOS and optional units LMCS NOS: A2, Facilitate and manage change through reflective, motivating and flexible leadership; D1 Lead and manage work with networks, communities, other professionals and organisations; B2, Lead and manage provision that promotes the well being of people and B8, Lead and manage provision that promotes positive behaviour

Firstly Bridget examines the [LMCS NOS unit mapping summary table](#) to see if there is any evidence that she has collected that would be relevant to the [leadership capabilities indicators for accomplished managers](#). She sees that from her mandatory NOS there are direct mapping links with vision LMCS A2; self- leadership from LMCS A1; motivating and inspiring others, empowering and creativity and innovation from the LMCS B NOS and collaborating and influencing LMCS D1.

Bridget the examines the [LMCS NOS element mapping summary table](#) and the individual [mapping grids](#) for the NOS she has achieved. She consults her portfolio and sets up [LMCS NOS reference log](#) sheets for each of the NOS she has achieved and cross references her evidence from her portfolio on to the log sheets to see if there are any gaps in her evidence for the leadership capabilities indicators for accomplished managers or whether any of her evidence needs updating in the light of the leadership capabilities indicators. Bridget also consults [Step into Leadership website](#) and thinks the [How good are your people skills](#) that leads to the [Mind tools website](#) has some useful information in terms of updating her original evidence.

## Case study 4:

Fred the manager of a residential children's home has completed his LMCS NOS and is working towards the manager leadership capability at the accomplished stage of development. Fred's LMCS award comprised the mandatory NOS and optional units LMCS NOS: A3, Actively engage in the safe selection and recruitment of workers and their retention in care services; B3, Manage provision that deals effectively with transitions and significant life events; B6, Lead and manage provision that promotes the development of children and young people B7, Lead and manage group living provision

Firstly Fred examines the **LMCS NOS unit mapping summary table** to see if there is any evidence that he has collected that would be relevant to the **leadership capabilities indicators for accomplished managers**. He sees that from the NOS he has achieved there are direct mapping links with self-leadership from LMCS A1 and motivating and inspiring others, empowering and creativity and innovation from the LMCS B NOS

John the examines the **LMCS NOS element mapping summary table** and the individual **mapping grids** for the NOS he has a achieved. He consults his portfolio and sets up **LMCS NOS reference log** sheets for each of the NOS she has achieved and cross references his evidence from her portfolio on to the log sheets.

He realises that his direct evidence is lacking for collaborating and influencing and vision for the leadership capabilities indicators for accomplished managers. He examines at the grids for LMCS NOS A2 which links directly with the **leadership capabilities indicators for accomplished managers for vision** and D1 which links directly with the **leadership capabilities indicators for accomplished managers for collaborating and influencing**. He decides to use the mapping grid for LMCS D2 to identify the type of evidence he could collect for the capability for collaborating and influencing. He decides that although LMCS A2 makes direct links to vision the evidence he has collected for LMCS A1 has included an overall vision for the provision so he decided to include this in his reference log for LMCS A1.

## Case study 5:

Liliana, a social worker who is aiming to move into a management role in residential care for older adults, is presently working towards the LMCS NOS, having collected evidence for the mandatory units. Her organisation has decided to implement the Step into Leadership capabilities for their managers and front line works. It has been agreed that Vicky will work towards the **leadership capabilities indicators for accomplished front line workers.**

Liliana, firstly consults the **LMCS NOS unit mapping summary table** and the **LMCS NOS element mapping summary table** to see where the links are between the leadership capabilities and the LMCS NOS. She decides on the optional NOS she might take are LMCS NOS: B4, Manage provision that supports parents, families, carers and significant others to achieve positive outcomes; B5 Manage and evaluate systems, procedures and practices for assessments, plans and reviews; D3 Lead and manage inter-professional teams and E10, Ensure policies, procedures and practice for the conduct of workers are adhered to. She consults the **mapping grids** for these NOS to see where the indirect and direct links are for leadership capabilities indicators for accomplished front line workers.

Liliana sets up a **LMCS NOS reference log** sheets all the optional NOS she wants to work towards and identifies the type of evidence she may collect against the capabilities and the NOS elements. When she has collected the actual evidence she revamps the log sheets and inserts a summary of the actual evidence she has collected cross referenced to her portfolio.

## Case study 6:

Rashid, new manager of domiciliary care service provision who has collected evidence for the **leadership capabilities indicators for established managers** which have been agreed as appropriate at supervision. He now wishes to see if the evidence collected is transferrable to the LMCS NOS, as it has been agreed that he should work towards the LMCS award within the next year.

Rashid, firstly examines the **LMCS unit and elements titles** to see the competences required for the award. He decides to select the optional NOS he might take within his LMCS award so that as he is collecting his evidence for the leadership capabilities indicators for established managers he can match this with the NOS he wants to complete for his LMCS qualification.

He realises that he already has two of the NOS, LMCS A4, Manage a dispersed workforce to meet the needs and preferences of individuals at home and LMCS C2 Develop risk management plans to support individual's independence and daily living within their home from his Level 4, SVQ in Health and Social Care. He decides that the other NOS relevant to his practice are LMCS NOS: B5 Manage and evaluate systems, procedures and practices for assessments, plans and reviews and E7, Develop, implement and review business plans and planning for your provision.

He looks consults the **LMCS NOS unit mapping summary table** and the **LMCS NOS element mapping summary table** to see where the links are between the leadership capabilities and the LMCS NOS. He then consults the **mapping grids** for the mandatory and his four optional NOS.

He sets up a **LMCS NOS reference log** sheets all the mandatory and optional NOS he wants to work towards and identifies the type of evidence he may collect against the leadership capabilities indicators for established managers. His intention is to use some of the evidence when he works towards his LMCS award. When he has collected the actual evidence for his leadership capabilities he revamps the log sheets and inserts a summary of the actual evidence he has collected.