

### WELCOME Beyond Barriers

Leadership Development Programme

Day 2- 23<sup>rd</sup> September 2025

Welcome to the day 2 of Beyond Barriers – Leadership Development Programme

### **Programme Timeline**





In person, Crowne Plaza Hotel East Midlands



Online, via Microsoft Teams	Jul 25	Aug 25	Sept 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	<b>Mar 26</b>
Day 1: Programme Launch	08/07/25								
Day 2: Keynote, Workshop, Project Work			23/09/25						
Online Seminar 1: Navigating Bias & Microaggressions				09/10/25					
Online Seminar 2: Communicating with Impact					13/11/25				
Online Seminar 3: Conflict Resolution & Mediation Skills					27/11/25				
Day 3: Keynote, Workshop, Project Work						02/12/25			
Online Seminar 4: Overcoming Imposter Syndrome						11/12/25			
Online Seminar 5: Building my Leadership Identity							15/01/26		
Online Seminar 6: Developing an Inclusive Workplace Culture							29/01/26		
Online Seminar 7: Advancing Equity in Policy-Making								12/02/26	
Online Seminar 8: Empowering Under-Represented Voices								26/02/26	
Online Seminar 9: Financial & Budget Planning									05/03/26
Day 4: Keynote, Workshop, Presentations & Graduation									17/03/26



#### Agenda

9.00am Registration & Refreshments

9.45- 10.00am Welcome – Jane Moore

10.00- 11.00am Stepping up from Operational to Strategic Thinking Colin Foster

11.00- 11.15am Break

11.15-12.15pm Guest keynote- Teresa Hills

12.15–1.15pm Lunch

1.15- 2.30pm Emotional Intelligence & Cultural Competency

Chris Murray Device

Device needed for interactivity

2.30- 2.45pm Break

2.40- 4.15pm Group Project work- Pete Chilvers

4.15- 4.30pm Close



**→** 360 evaluation completed (29<sup>th</sup> August 2025) and mentoring sessions can begin.



➤ As mentees you need to return the completed mentoring agreement to Jodie before mentoring starts (mentor and mentee to sign)



- > It is the mentee's responsibility to initiate setting dates with mentor
- The mentoring agenda is mentee led you decide what you would like to be mentored on
- > 4 6 mentoring sessions, between September 2025 March 2026

#### Resources



#### **Mentoring Resources**

#### **Mentoring Guidance**

The guidance aims to provide all the information you need, including:

- roles and responsibilities for mentees and mentors
- suggested structure for the first and subsequent sessions

#### **Action plan Template**

- To help guide your discussions







#### East Midlands RIIA Website - www.eastmidlandsriia.org.uk

New East Midlands RIIA website being launched where resources and information across the region will be stored as a central hub. Here you will be able to view presentations from workshops, resources and training materials to help support you on your journey.

#### Support along the way



#### **Support**

Any further queries/ concerns, please contact your local authority – Nominated Lead. You can also contact Jodie and Khalid for issues relating to the programme delivery



Further information is in your Beyond barriers information pack



#### **Feedback**

We will be seeking your feedback on how mentoring is going at the end of each F2F event and at the end of mentoring – this will be used to support the development of the programme moving forwards.

This insight would be used to help further shape the region's practices and work.

Thank you for your continued commitment on behalf of the region.

QR code / Link will be shared with all in our follow up communications

### Stepping up from Operational to Strategic Thinking

## Colin Foster DCS

(currently CEX of Northamptonshire Children's Trust)

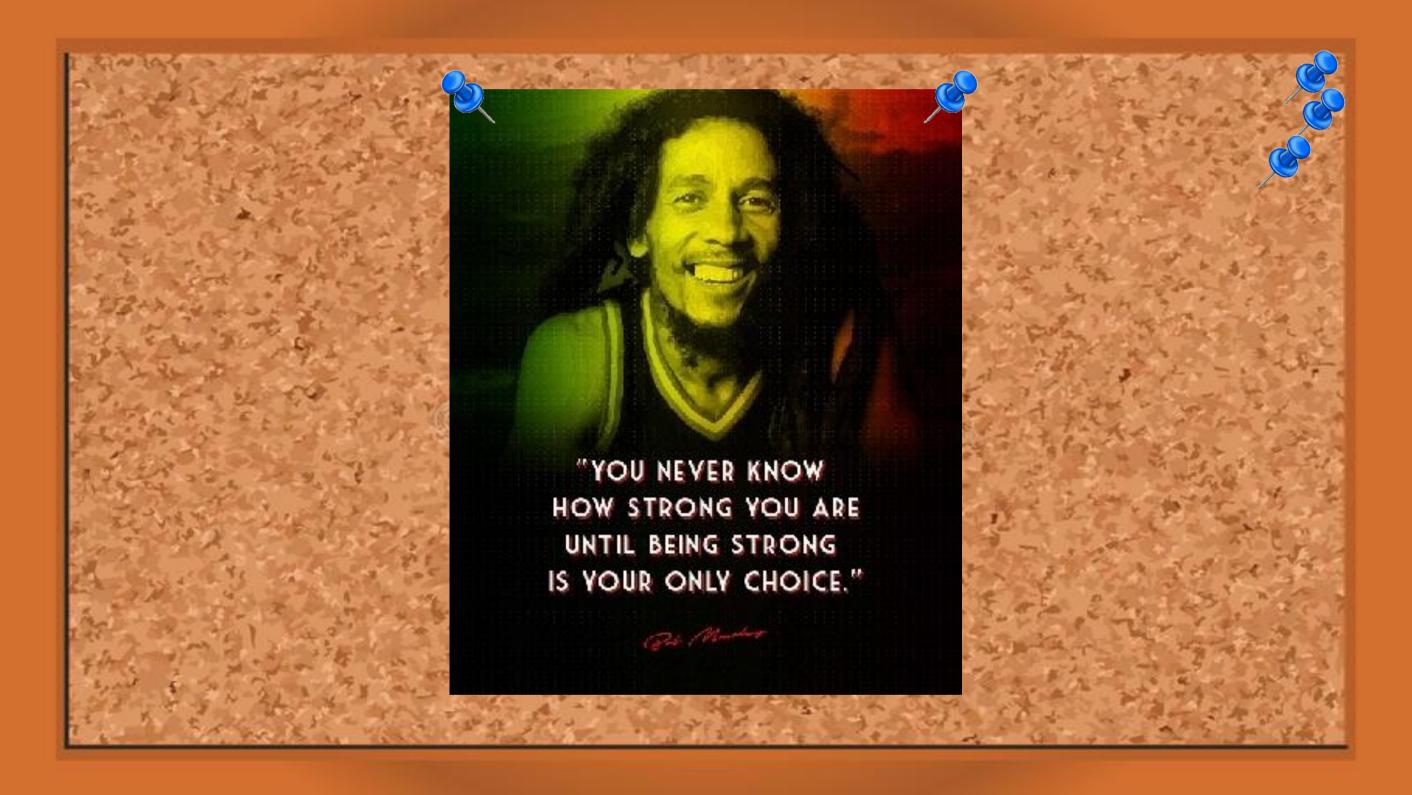


Outstanding leaders go out of their way to empower those they work with. When people believe in themselves it is incredible what they can achieve.









### Who are you?

"knowing yourself is the beginning of all wisdom" (Aristotle)

"the only truth is in knowing you know nothing" (Socrates)

"be the change you want to see in the world" (Mahatma Gandhi)

# IYADWYADY WAGWYAG



### If you always do what you always did you will always get what you always got





### That picture was the invention of the wheel in approx. 2000 BC





### That picture was the first known picture of suitcases from 1826



# 

# 



## Sometimes the answer is in front of you the whole time



### Why did it actually take 150 years to put wheels on a suitcase?!





### In 1926 the suitcases are on trollies with actual wheels.... sooooo close!



## But it still took 150 years to work it out ...why?



### Pretend leadership

Collinson (2011) introduces the egocentric notion of 'pretend leadership' where there is an imbalance of power in organisational relationships which can be associated with fatalism (Grint, 2008) pretend leadership:

- Encourages managers to believe their own propaganda
- Discourages people for raising problems, admitting mistakes, focusing on failure
- The only people that believe the communications are the people who write them corporate leaders
- Managers are constantly surprised when things go wrong given how well everything seems to be.....then decide who to blame

# Who has got.....



# ...imposter syndrome



# Don't worry it is normal!



# Be you ©



We need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in. **Desmond Tutu** 



# Culture eats strategy for breakfast.

Satya Nadella

Thank you to Bob Marley - don't worry about a thing

# IYADWYADY WAGWYAG



# The story of Northamptonshire











# "A culture of support and kindness" Ofsted October 2022

Positive and wellsupported volunteer group working as referral order panel members"

The voice of the child was clear in the work of the YOS. This was both at operational and strategic levels.

Positive collaboration between the Multi Agency Safeguarding Hub, child exploitation arrangements and the YOS.

This was a vibrant, enthusiastic, experienced, engaged and stable group of staff

post court work, there was consistently strong management oversight which supported the needs of the children.

excellent ongoing monitoring and review of out of court disposal work, outlined in the prevention and diversion storyboard, evidencing highly effective work.

"Social Workers are passionate, committed, motivated and very engaged"

"Social Workers feel valued and extremely well supported. They are very positive about the strengths based culture in NCT"

"Successful workforce strategy- the front door is more stable than it has been for years"

"Improvements have been seen since the 2022 ILACS" "Social workers are positive about the training offer, including group supervision from the Social Work Academy"

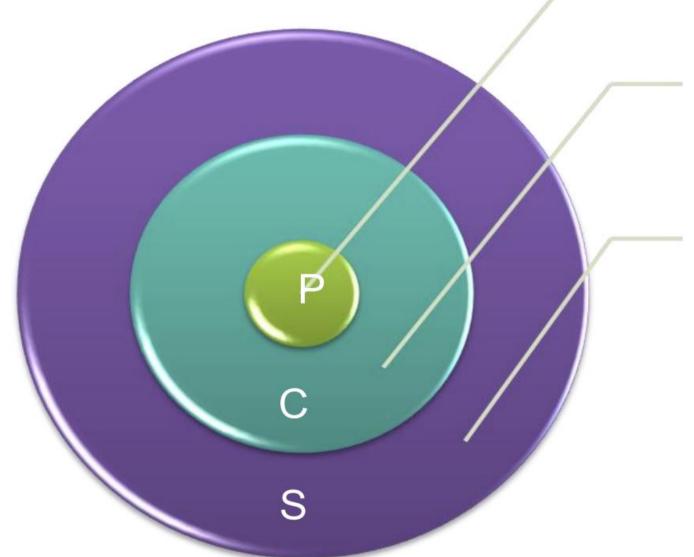
## The hardest 5 years of my life



## Know your context

I have several opinions on policy which impacts on children's services activity and particularly in relation to the formation of children's trusts. My personal bias is more towards empowerment that strict control by the state. I am constantly concerned that naïve policy making in both local and national government could create more and more structurally and culturally oppressive pressure (Thompson, 1992) in society which increases pressure on families putting more children at risk of significant harm through social inequality (Gramsci 1971).

### **PCS Model**



Personal

Psychological

Practice

Prejudice

Cultural

Communities

Conformity

Structural

Social division

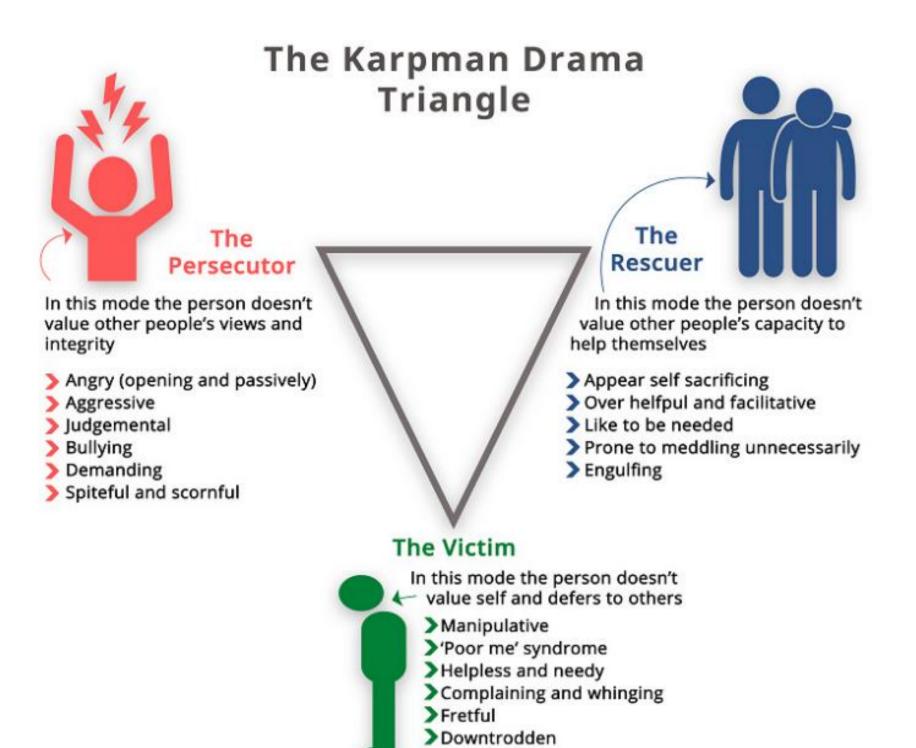
Social forces

Socio-political

Thompson (1992)

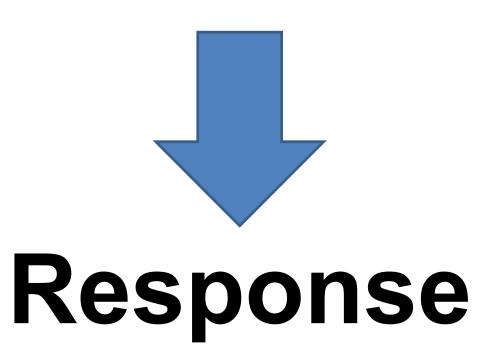
# Drama triangle



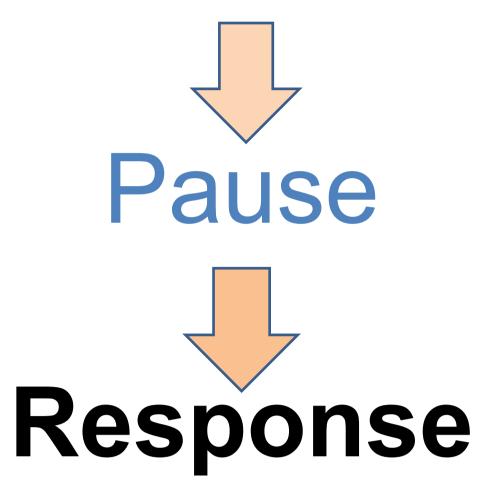


>Blaming others

### Stimulus



## Stimulus



# Functional fluency



#### **Dominating**

Bossy fault-finding punitive

#### **Structuring**

Inspiring | well organised | firm

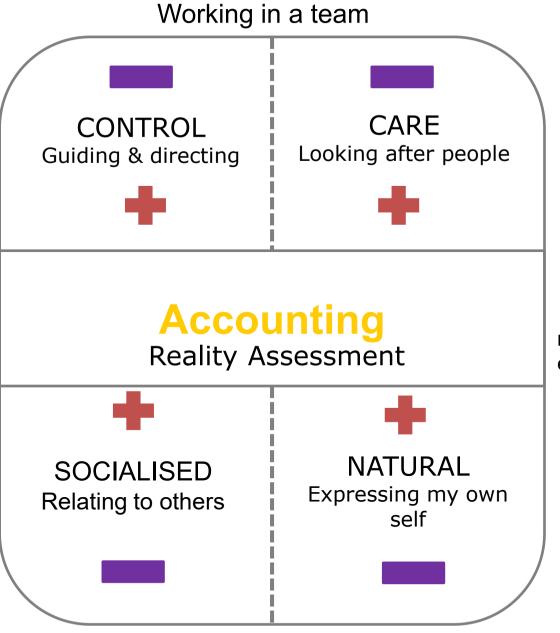
alert aware

#### **Co-operative**

Friendly assertive considerate

#### **Compliant/Resistant**

Anxious rebellious submissive



#### **Marshmallowing**

Over indulge inconsistent smothering

#### **Nurturing**

Accepting understanding compassionate

rational evaluative

#### **Spontaneous**

Creative zestful expressive

#### **Immature**

Egocentric redress selfish

Being an individual



#### **Leadership: Seagull or Eagle?**



Noisy, always circling around, makes a mess!



Stays at altitude but knows when to swoop in, inspires us to soar.



# Why do we get up in the morning to do what we do?





#### Strategic Framework

Vision

Children, Young People and Families at the heart of all we do - in every action we take and every decision we make.

#### Our Commitment

(co-produced with children and young people)

What we do today affects your tomorrow, we promise to walk side by side with you

#### Outcomes Framework



**Conditions for Success** 

#### DOING THE BEST JOB OF OUR LIVES EVERY SINGLE DAY



Collaboratively
work with
partners to
deliver early
help and
support for
families to
enable them to
stay together

H

Have the right homes for the needs of children

Inclusive local
offer for care
leavers
ensuring they
are prepared
for
independence

6

Listen to and work alongside our children to hear their voice in everything we do with culturally competent practice

D

Deliver plans
based on
children's
unique needs
through
evidence
based
assessments
and plans

R

Recruit and retain a highly skilled workforce who have access to training and development in priority areas such as child exploitation, neglect and missing children

E

Ensure high quality strength based practice across ALL services that we deliver



Nurture and value a culture of respect, support, kindness and professional curiosity which is embedded across the organisation with true integrity

**Northamptonshire** Children's Trust

#### **Our Leadership commitments:**



Lead by example with fabulous supervision as well as encouraging quality assurance of practice and voice of the child



Be visible, accessible, approachable and always have your back



Encourage learning at all times, support CRPDs and seek out best practice



Communicate honestly, openly and co-operatively with high levels of support and appropriate challenge



Nurture a safe, empowering culture with respect, kindness and compassion



Promote, celebrate and support equality, diversity, inclusion and equity

#### Children in Care Celebration event







## The first event for 5 years ....Also celebrating ice cream!











## Take your job really seriously but don't take yourself too seriously





# Congratulations!

To all those who received a nomination

# Celebrating you

**576** nominations

**1700** nominations



"...thank you for being my cheerleader, my rock and my best friend.."



#### Sarah

Sarah is such a caring person, with a big heart, she is always looking out for her families and her colleagues. She is a great asset to the team and has been a huge support to me

#### Vikki





#### Alison

Always at the end of the phone/TEAMS to help and it has been much appreciated Sam



#### **Angela**

Angela brilliantly supports her colleagues with her indomitable spirit and willingness to put her best into all her tasks. Where I shy away, she doesn't fear to tread, she has a knack for dealing with difficult people fairly. She is always concerned for those around her and wants the best for them, she was incredibly kind and shared her lunch with me.

Peter





#### **Becky F**

I am nominating Becky Fierro for being a brilliant team leader. She encourages the whole team to take an innovative and creative approach to our work through support and encouragement, whilst always being ready to offer help if issues arises.

**Christine** 



#### Sarah

Sarah, you are always there when I need you, always ready to support any request I make, always fit me in regardless of your busy responsibilities. I just wanted to let you know I really appreciate all that you do for me, your team and our service as a whole. Thank you.

**Debbie** 





#### A lot to think about

Keep on being awesome!

Remember if all else fails......

## BESTRONG BEbeautiful BEYOU

....and do the best job of your life today because tomorrow is another day









### Refreshment Break





#### **Teresa Hills**

Director of Operations Luton Borough Council

Guest Keynote Speaker





**Christopher Murray** 



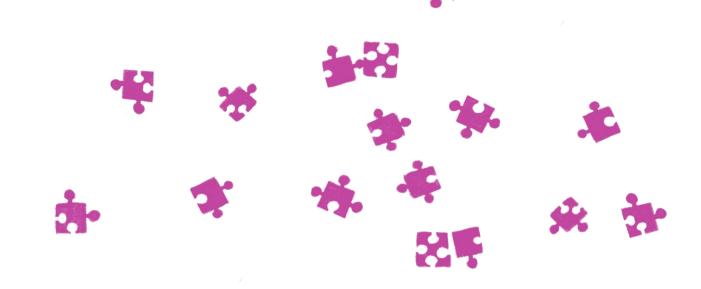
23<sup>rd</sup> September 2025

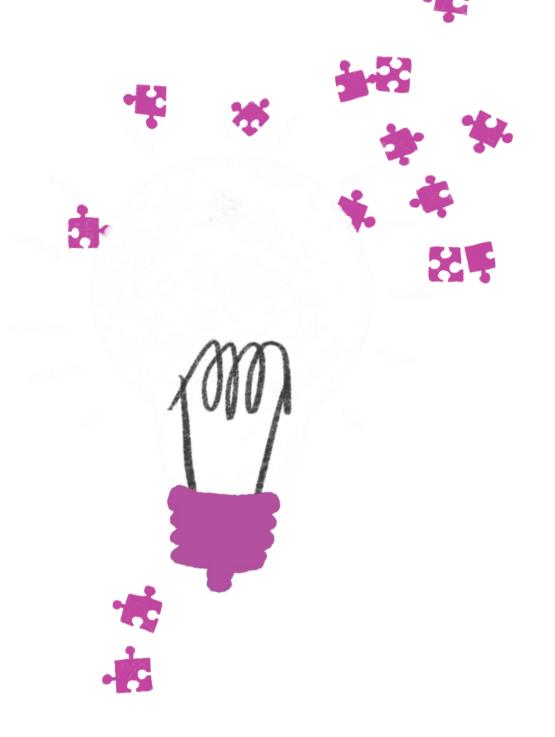


## Emotional Intelligence - (EI) & Cultural Competency



### Introductions





#### **Mutual Commitments**

- This is a safe space to share, give and gain
- Recognise the session may be triggering personally and professionally
- Stay present notice what's coming up for you
- Acknowledge we'll all be at different places in our thinking, understanding and feeling and that's fine
- Be curious all questions welcomed but stay compassionate
- Challenge is fine if offered in a way you'd want for yourself











## On a scale of 1-5 (Mentimeter)

1= None, 2= Limited, 3= Basic, 4= Good, 5=Deep

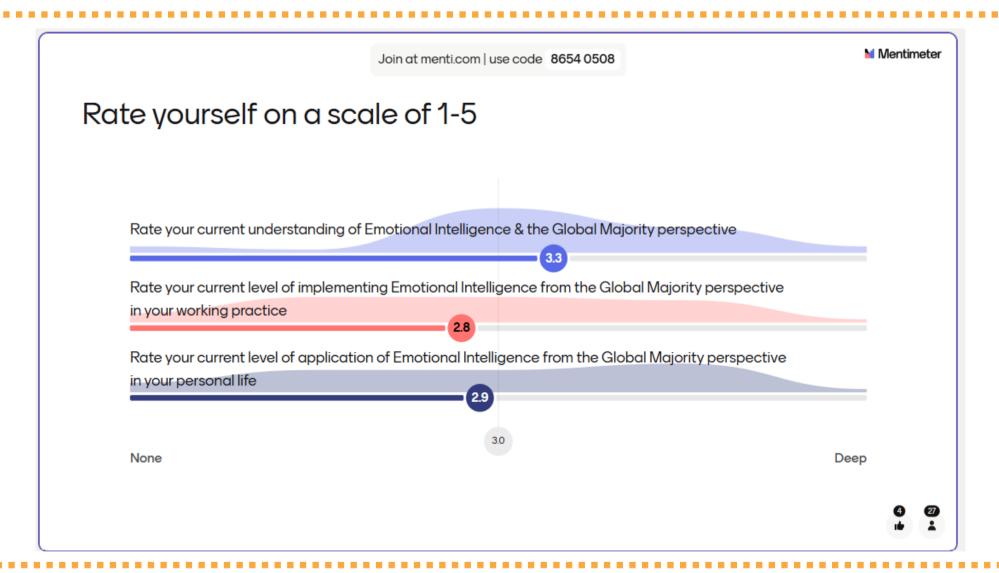
- Rate your current understanding of Emotional Intelligence & the Global Majority perspective
- Rate your current level of implementing
   Emotional Intelligence from the Global Majority perspective in your working practice
- Rate your current level of application of
   Emotional Intelligence from the Global Majority perspective in your personal life



# ADD YOUR THOUGHTS







# Session today, will look to explore, recognise, understand and discuss

How we manage our EI internally as well as with others.

How we develop those vital skills (for individuals and groups)
 across all cultures and communities to connect and
 appreciate difference.

## **Emotional Intelligence**

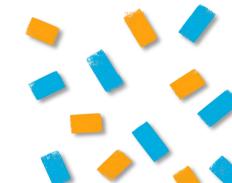
Self-awareness, or the ability to recognise and comprehend one's own emotions, is a vital emotional intelligence skill. Beyond acknowledging one's feelings, however, is being conscious of the effect of one's actions, moods, and emotions on other people.

Being Culturally Competent is being emotionally intelligent



### **Emotional Intelligence**

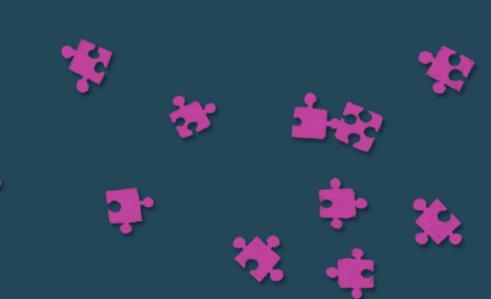
- Enhances communication and collaboration
- Builds trust and psychological safety
- Reduces conflict and improves team dynamics
   Supports inclusive leadership



## What is Cultural Competency?

**Definition:** The ability to interact effectively with people of different cultures.

- Cultural awareness
- Cultural knowledge
- Cultural sensitivity
- Cross-cultural communication
- Cultural humility



## Why Cultural Competency Matters

- Promotes equity and inclusion
- Strengthens global collaboration
- Improves service delivery in and with diverse communities
- Reduces bias and microaggressions



## **EI + Cultural Competency = Inclusive Excellence**

Emotional Intelligence	Cultural Competency	Impact
Empathy	Sensitivity	Deep understanding
Self-awareness	Awareness	Bias recognition
Social skills	Communication	Inclusive teamwork
Self regulation	Humility	Respectful engagement

Being Culturally Competent is being emotionally intelligent

## **Application Areas**

- Leadership & team management
- Conflict resolution
- Client & community engagement
- Equity, Diversity, Inclusion & Belonging (EDIB) initiatives



## Recommendations

- Training: Workshops on EI & Cultural Competency
- Assessment: Use tools (The Staff College)
- Practice: Reflective journaling & mentorship
- Policy: Embed principles into organisational culture



## **Emotional intelligence (EI)**

Plays a crucial role in global leadership and cross-cultural paradigms and interactions. It encompasses self-awareness, self-regulation, motivation, empathy, and social skills, all of which help individuals navigate diverse environments effectively.

"A person is a person through other people"

Ubuntu



## It's Not ok. Video



On reflection....

Can you think back to a time when you felt or witnessed discrimination or compromised because of your ethnicity and or your gender (school, community or work). What was your initial reaction?

What action did you take? 10-15mins



Table top discussion...

## **Education**

El is used in education, leadership, conflict resolution, and community building. It helps individuals navigate social dynamics and drive positive change.





Hate, it has caused a lot of problems in the world, but it has not solved one yet."

Maya Angelou





### Influence and leadership

Strategies for developing effective emotional intelligence.

Practice self-reflection, active listening, empathy, and emotional regulation.

Engage in culturally relevant practices that promote emotional awareness and community connection.

Being intentional is a vital tool for the global majority to build resilience, foster inclusive communities, and lead with empathy.

'Emotional intelligence is learned and learnable at any point in life.'

**Daniel Goleman** 

Selfawareness Selfregulation

Social Awareness

Relationships

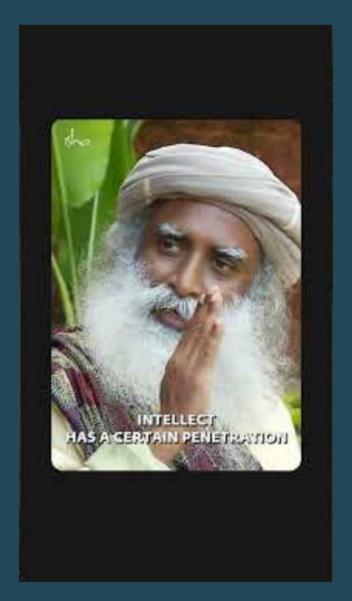
## **Emotional Intelligence and Faith**

"Faith" and "emotional intelligence" are deeply interconnected concepts that influence how we understand self and others and navigate life's challenges. Faith often refers to a strong belief or trust in something greater than oneself— be that religious, spiritual, or even a deep trust in life or humanity. Faith can and does enhances emotional intelligence.

"By integrating Faith and El you may experience greater peace, stronger relationships, and a deeper sense of purpose"



## **Emotional Intelligence Video**



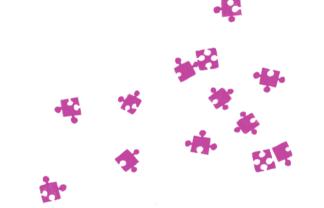
## **Further Reading**

- The most well-known author associated with the concept of Emotional Intelligence is Daniel Goleman. His groundbreaking book, Emotional Intelligence: Why It Can Matter More Than IQ, was published in 1995.
- Travis Bradberry and Jean Greaves Co-authors of Emotional Intelligence 2.0, a practical guide that offers strategies for improving EI in everyday life and work
- David Clark Author of Emotional Intelligence: A 21-Day Step by Step Guide which focuses on developing social skills, self-awareness, and emotional regulation

## **African and Asian Scholars on Emotional Intelligence**

Kingsford Otabil (Africa) and Dr. Priyaranjan Maral (Asia – India)

N. Gayathri and Dr. K. Meenakshi (India)



### Karima El Ghoudani (Morocco)

Measuring Emotional Intelligence in Moroccan Arabic: The Wong and Law Emotional Intelligence Scale

This research adapted the Wong and Law Emotional Intelligence Scale (WLEIS) for Moroccan Arabic speakers, ensuring cultural and linguistic relevance.

## Dr. Nermin A. Hamdy (Egypt)

Study: Emotional Intelligence: What Do We Know and What Is New?

Co-authored with Sandi F. Kurdi, this review explores the historical and theoretical development of EI, including its relevance in Arab educational and psychological contexts. It discusses how EI is learned in early childhood and its integration into broader theories like Gardner's Multiple Intelligences.

The paper is rooted in Arabic academic traditions and highlights the evolution of El.

## Faith and Emotional Intelligence

- Dr. Jeannie Clarkson The Emotionally Intelligent Pastor Practical tools for Christian leaders to develop emotional intelligence in ministry settings.
- Blaine Smith Emotional Intelligence for the Christian: How It Radically Affects
  Your Happiness, Health and Success (explores how emotional intelligence aligns
  with biblical principles and enhances Christian living)
- Imam Mikaeel Smith Emotional Intelligence: A Tool for Change
   (MuslimMatters.org) emotional intelligence is a core part of Islam and demonstrated through deep emotional awareness, empathy, and interpersonal skills.

## Islam and Emotional Intelligence

- The Role of Emotional Intelligence in Dawah (Islamic Reflections)
- Emotional intelligence is essential for effective dawah (inviting others to Islam). The article shares a story of a Muslim woman whose emotional intelligence—rooted in her faith—helped her connect with and inspire a non-Muslim roommate.
- This paper explores how the Qur'an and Hadith provide a framework for emotional intelligence—through storytelling, moral guidance, and emotional regulation.

## **Culturally Competent Organisations, Leaders & Practitioners**

- Understand the importance of culture
- Sees differences among those they serve as **assets**:
- Create and contribute to caring, listening communities where individual and cultural heritages, including languages, are expressed and valued

### They:

- Use knowledge of their colleagues, citizens and communities, and their cultures to design and support strategies that build upon and link home and organisational experiences
- Challenge stereotypes, negative profiling and intolerance
- Serve as change agents by thinking and acting critically to address inequities
  distinguished by (and not limited to) race, language, culture, socioeconomics, family
  structures, and gender intersectionality



How wonderful it is that nobody need wait a single moment before starting to improve the world."

**Anne Frank** 





OPEN THE FLOOR

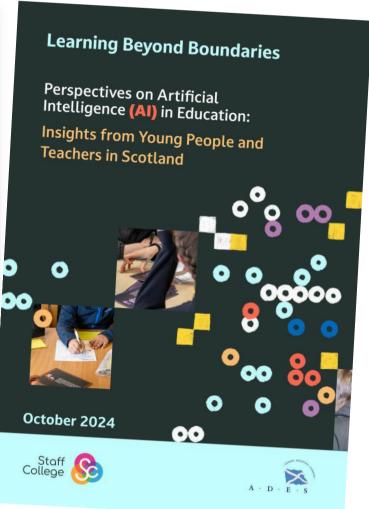




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## Our <u>publications</u> cont.







## Thank you for attending today

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- in /company/the-staff-college/
- X /staff\_college







## Refreshment Break



# Group Task Project Follow up Pete Chilvers



## Project timeline



23<sup>rd</sup> September 2025- In-person event **Project Development** 

### **Collaborative Session**

Spend 90 minutes refining ideas from summer. Consider a template/aide (provided) for December session.

## **Group Planning**

Agree your group plan for December session.



## **Group Task selection**

Designing a diversity recruitment strategy

### **Objective**

Identify barriers and design strategies to attract and retain under-represented talent

### **Participants**

Idah Marange Tinashe Zirereza Natasha Mann Sam Merry Phillipa Michael Improving community engagement

### **Objective**

Identify Opportunities for sustained engagement that supports diverse communities and builds long-term trust

### **Participants**

Shareen Bashir Sameer Patel Mo Bham Nikki Taylor Sabina Talib Promoting inclusive leadership practices

### **Objective**

Investigate leadership behaviours that create psychologically -safe teams where all voices contribute

### **Participants**

Shaheen Parekh Sam Singh Rochelle Wallace Aneeta Hulait Oladuti Olusesi Creating a mentoring or sponsorship programme

### **Objective**

Designing a structure to nurture diverse talent into leadership roles

### <u>Participants</u>

Sonia Burton Liz White Temitope Peter Sandra Kamchira Candice Montague York

## Measuring EDI impact

### **Objective**

Investigate EDI metrics to evaluate and report progress effectively

### **Participants**

Jacquie Thomas
Roxanne Njopa-Kaba
Jeena Chauhan
Ella Mackie
Tendai Holloway

# Advocacy for EDI in leadership

### **Objective**

Explore techniques for creating champions of equity and inclusion

### **Participants**

Jasraj Sanghera Priscilla Gono Yateen Makwana Paulette Wright Leena Warden



Based on any thinking, research or discussions you've been able to carry out over the summer, plus your group discussions in these opening minutes of this session, write some summary bullet points of your latest thinking on the large sheet (even if still quite vague)



As you continue your group discussions and plan together further, please consider the following prompts: Audience: Who will benefit from your project and who will any 'products' you produce be for? Problem / Barrier Addressed: Which barrier to leadership progress from diverse backgrounds does your project tackle? Proposed Output / Format ☐ Briefing note ☐ Toolkit / resource pack ☐ Guidance / checklist ☐ Training / workshop design ☐ Other: Value & Impact: How would this help? What difference could it make?



Planning how you will work on the project before the 2nd December event:

What needs to be done next?

What tasks might we each tackle?

Given that there is some support available, what tasks would we ask do be done to help us with our project? (Talk to Jodie and Khalid about this as they circulate during the session)



## At 2nd December event

There will be a few minutes per group to pick the brains of your fellow participants on where you've reached and what you're planning next, to complete your project by March.

What will you want to ask them? (You might not know now, but will be asked in mid-late Nov)

Which members of your group will take the lead in these discussions on 2nd Nov?



## By the end of the programme (March)

At the final event on March 17th there will be a short presentation by each group and a 'market place' session for participants and invited guests to see what all of the projects have achieved.

Are there specific people you would like to invite to this market place session? Colleagues? Seniors?



## **Extra Option 1:**

At the Regional EDI Conference on March 26th 2026 (last year attended by 60+ colleagues including most DCSs and many ADs and HoS) we are discussing a possible display and presentation of projects with the organisers.

Would you want your group project to be included in this opportunity?

## **Extra Option 2:**

The regional group of DCSs have a regular in-person meeting on Friday 8th May at Leicestershire County Hall. They would be open to the idea of a presentation of projects and a chance to discuss things (probably just before and during lunchtime).

Would you want your group project to be included in this opportunity?







# Questions & Answers





Please scan QR Code



This will also be circulated in our follow up communication



## Close

Thank you and safe onward Journey