



## The care exchange - Series 3 Episode 5: It doesn't matter the colour of the cat... Rosemary Pavoni

**Hosts:** Pia Rathje-Burton and Wendy Adams

**Pia Rathje-Burton** 00:07

Welcome to the Care Exchange the Skills for Care podcast for managers in social care. I'm Pia Rathje-Burton,

**Wendy Adams** 00:12

and I'm Wendy Adams.

**Pia Rathje-Burton** 00:14

Today on the podcast we have Rosemary Pavoni. Rosemary has worked in health and social care for 58 years. She has had a long career, working in a variety of settings and social care. And she's also worked in HIV services and in hospitals, she started her career working in sort of what was called home help back then, in the East End of London. With her

**Wendy Adams** 00:39

husband, Rosemary was the owner of a care home for older people in Sussex for 24 years, as well as being the registered manager. She retired from her role as the Registered manager and sold the care home in

**Pia Rathje-Burton** 00:51

2022. So looking forward to chatting to Rosemary hearing about her long career as a registered manager on the show.

**Pia Rathje-Burton** 01:07

So welcome to the care exchange Rosemary.

**Rosemary Pavoni** 01:10

Thank you. Thank you for inviting me Pia.

**Pia Rathje-Burton** 01:13

Oh, it's really great to have you here. We heard there in the introduction about your long career in care. And, you know, we want to start off by talking to you a little bit about a presentation, you

delivered at a local event, where you talked about what you sort of kind of learned in your role as a leader. So the presentation was called, it doesn't matter the colour of the cat. So really interesting title. So just wonder what, what what does that title mean? And what was the presentation about?

**Rosemary Pavoni 01:44**

I went to a management centre where they do incredible training, and I had lunch with the director. And we were talking and he does a lot of Compassionate Leadership. And I was talking to him about compassion. And he said to me about the colour of the cat and I asked him for an explanation rather like you up here. And he said that big companies expect their staff to know the names of the partners, staffs partners, their children, thier worries. And we came up with the idea that they do it for a very different reasons, they do it. Because it's good business, and they want to keep their staff, we do it because we care. So the name, the colour of the cat came. In other words, it doesn't really matter why you do something, so long as the outcome achieves its goal. And I use that now, colour of the cat, in so many examples of everything. In other words, it doesn't matter. Sometimes why you do something, so long as it achieves the outcome that you desire. But in our field of work, it does matter, because that's why we do the job that we do, because care should be embedded in everything that we do. Yeah.

**Pia Rathje-Burton 03:05**

And what was that about Compassionate Leadership? What? How do you do that? So I know you're saying we just we care, but what what what, what why did we do it? And how do you do it?

**Rosemary Pavoni 03:18**

We all do it for different reasons, don't me, it may be to keep your staff and keep them working with you. But hopefully, it's because we genuinely care. But I think if you're working in our profession, we we should embed compassionate care in everything that we do. And it doesn't matter if you're working with your service users, your staff, the staffs family, we should actually put compassion at the centre of everything. Because actually, that's who we are. And that's why we do our job. That's why we came into our profession, you came into our profession, because we care. And we're not just caring about a group of people. We're not just caring about our service users. But when we're caring about our staff, we're caring about each other. We're caring about ourselves, because if we don't care about ourselves, then then things go wrong very quickly. So I think I find it really hard to understand why people don't grasp what we're talking about. I find it really hard after so many years of me working in care. And I was about 19 When I worked in the East End of London and I worked with really hard, strong East End women. And I had to develop my own Compassionate Leadership skills to be able to achieve anything. And after about three or four years, we were you know, I felt really welcome. I felt supported I felt that we had achieved a lot. So what I don't Understand, and that was what how many years ago now 50 odd years ago, why it's taking the rest of the world to catch up really, because it's not rocket science, what we do, if you care about, and you put your service users, your staff and everybody at the centre of what we do, and we all operate, person centred care to everybody, then surely everybody is a winner.

**Wendy Adams 05:29**

I think that's really interesting, because I think a lot of a lot of managers would say, yes, we do care for our staff. But actually, how do they? How do they show that? Do the staff feel like they're cared for?

**Rosemary Pavoni 05:46**

Wendy I think it's about knowing your staff. When we talk about person centred care, we talk about it to our residents and their life before they came to us. What are their interests? What are their hobbies, what's their lifestyle, who their partners are, who their children are. And if we do exactly the same for our service users, for our staff, we get to know them as individuals, and they get to know us, then it shouldn't be a barrier between us and them, we're all working together. We're all working in the same team. We're all working for the same ends, we may be different roles within our setting, but we're all working to the same outcome. So actually, I don't think it's difficult to write in your diary when their birthdays I don't think it's difficult to know when their children are having difficulties. I don't think it's difficult to have your staffs husband is unwell. I don't think it's difficult because if you see your, your staff as a big family group, extended family, that is what you do for them. So knowing and remembering their birthday, knowing how long they've worked for you and recognising if it's coming up to 10 years service is really hard. It's to me, it's common sense. And I I don't think everybody does use their common sense when it comes to this. I think they think they do. But I don't think they really do. It's a bit like the colour of the cat, it doesn't even matter why you do it. Although to me it does. But obviously, if the outcome is you have staff who want to come to work feel in a safe, secure environment can even get their manager to write their letters for them if they're having difficulty paying their rent, or to offer them some constant support, because so often other staff have been through it themselves, especially at the moment when life is hard. I don't think it's really, as I say rocket science. And I do you know, I do query why people make it so difficult really?

**Pia Rathje-Burton 08:01**

Yeah, I think some of it is do we feel like some staff take advantage and I know, I've definitely been in that situation where I've, I feel like I've really looked after someone and then I feel like they do something and you think that wasn't very nice. And I think

**Rosemary Pavoni 08:20**

I think I've had that too, but I don't think it can allow you to change the way you you work. Because you're gonna get one, maybe two, who will stab you in the back go out to trick you because people are human. But I think in general, if that does happen, I found that you have the staff rallied around you even more.

**Wendy Adams 08:46**

Well, it's the same logic isn't it of saying I've had a I've been in a personal relationship it's broken down therefore I'm not going to have another one because that person might absolutely might treat me the same. And that wouldn't be logical would it just because you've had one dodgy boyfriend doesn't mean to say that they're all going to be no and was this something that when you were a manager you put into almost like a process so you you checked with them and you know some of these this personal stuff, you know when you employ them or was it just something that was almost built into the fabric of your culture?

**Rosemary Pavoni 09:22**

, it was built into the fabric. I soon made it my business on to know who they are and where even where they live. If there was any advice and support, it became a culture that when staff felt under pressure

that they could come to a safe place where we could they would feel safe and supportive. And when they are leaving lots of unhappy or baggage behind them to walk through the front door or back door in our case and knows It's a safe environment where they can share their worries, forget their worries, be supported in their worries. And I would know instantly with my staff, if something was worrying them, just by their manner, by picking up little words that said, so I don't think there's anything difficult when your kids come through the door, you know, immediately and, and let's face it, we see the staff probably more often than when we see some of our children, if you're an older manager, and you're you do know, by their facial expressions, even by their appearance, if something is wrong with them, and I just don't think I hate this expression, leave your worries at the door. Why would you do that? Why would anybody do that, when you're coming to work in what we perceive, is to be a caring environment. It just doesn't make sense to me, if one of the service users wasn't feeling their best, or was obviously had something troubling them, we were just managers hopefully do our very best to try and uncover what was wrong. Why don't we do the same for our staff really?

**Pia Rathje-Burton 11:15**

And I thought one of the things that was really interesting in your presentation, you said was that, because you got to know your staff so well. And you, if someone one of them, was doing something out of character, you kind of, you know, rather than jump to conclusions for what is it that is happening? Because I think sometimes, you know, particularly if you're really stressed or and I, you know, I'm still kind of reflecting back as my own time as manager, you know, you you sort of told somebody, you know, lots and lots of times and they know what to do and then suddenly they don't don't do what you what you expect them to do. And because you're stressed you think, Ah God, and then you know, they're a bit lazy or whatever you're thinking but actually stepping back and thinking Hang on a moment, is there something going on there means that suddenly, they're not doing what they normally do? Suddenly they have a lot of sickness, suddenly they're late, suddenly, they're not, you know, performing how you want them to do. I thought that was a really interesting point. Tell me a bit more about that?

**Rosemary Pavoni 12:16**

Well, again, I think it's really interesting, isn't it? Because Are you going to jump down their neck? Or are you going to call them to one side and say, is everything ok? Now there's two ways of looking at it isn't there? But I would rather call them to one side and say, is everything okay? Because you've just snapped at And she must make sense. She's getting on my nerves or whatever. And then you can have a discussion around what is actually going on? I mean, are you just going to see the action? Or are you going to try and understand why they are behaving and the action has written the reason in the first place. And that is where compassion comes in. Because anybody can have a bad day, any of us can have a bad day, any of us could be worried about our children. And our tolerance level may be slightly muted. Does that mean that we're just going to add to their worries by having another go at them? Because I don't see that that is the answer. You change the job, maybe you may change the resident, if the resident is the one whose behaviour is distressing, there may be a really good reason, it may remind them of their mom, or their mom could have just died. There could be a whole host of reasons why they're acting out of character.

**Wendy Adams 13:38**

I think what's interesting about what you're saying, is that what you're talking about the staff well being, and I think particularly since the pandemic, the notion of staff well being is something that everybody's talking about, there's a huge amount of money and resources there to support staff wellbeing. But what you're describing is, long before this was was something that there was apps on phones for and resources available. You were supporting staff wellbeing, how did you then provide that support to people? You know, nowadays, a manager could, you know, offer all sorts of online resources and whatever to help people if you did discover that they were struggling, but I'm guessing for some for some of your staff, that wasn't an option. How did you support them then?

**Rosemary Pavoni 14:29**

When I worked in the East End, when I was 19, and it was pretty harrowing. I would say something I'd never expected. The East End home helps was so stalwart, really, and I think they had you had to win staffs trust over. I think you had to have their trust to be able to support them. And I think that has really carried me on. I think understanding is, is where I come from understanding people understanding their behaviour, understanding, we don't need a textbook, Wendy, to be able to understand when things aren't going right to we? If somebody's got into trouble with with money, we don't need a textbook to be able to understand where that person is from what's going on in their life, we need to be able to sit down and work out how they can get out of that situation. If somebody's son or daughter is, you know not well, we need to be able to look up and find some advice and support for dealing with that illness. These are basic instincts to me, these aren't textbooks well being online. Stuff, these stuff, that's a good word. These are basic human understanding of each other, to be able to support people when they're in trouble. You do that with your friend, you do that with your children, you'll do that with your family. And that's what I think we do.

**Pia Rathje-Burton 16:23**

And I, from my own experience, sometimes when you when you have gone out of your way to support in some in some way, they don't. People don't forget, do they? So and I think you know, sometimes you you know, I'm not saying that your it goes back to where it doesn't matter the colour of the cat why you're doing it, I'm not saying that you would do it just because you think well, they said they will do me a favour, but it does work like that doesn't it? So it people people become really, really, they feel that they have a connection to us, they're more likely to to in the future. Whatever it is, you're needing to go that extra step because you helped me when I was in a in a really difficult place. And no, you

**Rosemary Pavoni 17:12**

don't forget. And if you want a rota covered at short notice, if you know your your world, if anything going on in the home, they will go the extra mile, if we're talking about Garden Parties, or cake making or whatever, just little things to because they feel included, they feel part of the family, they feel a safe environment, they can be who they want to be in that town, with or any service provision, and know that when they come to work, they're going to be respected, they're going to be appreciated, they're going to be treated and valued for the skills that they bring to the table to the table. So yes, they will always go the extra mile for you taking somebody to the hospital, short notice, maybe it's not their shift you can phone them up. Because they know that if they're in difficulty they will or they can come to the mat should be able to come to their manager who should have sufficient wits, you know, and time for them

to be able to help them when they need it. And isn't that what families do for each other? Yeah, because

**Pia Rathje-Burton 18:29**

you hear that a lot? Don't you hear people say, Oh, well, this is one big family, but actually being maybe a bit more strategic about I'm not saying you should, you know, your your something? Well, actually, that is what family will do. And that's what, you know, we help each other.

**Wendy Adams 18:42**

But I also think it's one of the unique selling points of social care, you know, and something that I don't think we make enough of, you know, we talk a lot about we struggled to recruit people to social care, because we lose them to retail, we lose them to hospitality, but actually, they, they wouldn't, in lots of cases, experience that same compassion for managers in retail or hospitality, that you would like to think that we would be really good at doing in social care. And I think you know, that aspect of come and be part of our work family is something that maybe we don't pick up enough, when we're looking to recruit staff. It's not just a job, you're signing up to be part of our service family.

**Rosemary Pavoni 19:35**

Absolutely. And that is why when ever I do did have a vacancy, I always like to know, the person who was coming to be recommended, if possible by somebody that would probably have the same values and ideas of care. But I think it's more it is all of what you've said Wendy, and more. I think it's about working, maybe flexibly to fit around their childcare needs, it's about working with supporting them, even their families, you know, offering advice to it. So it's a family, but it's also an extended family. So I think it encompasses every aspect. And you see, we don't do enough selling that side of our care sector, we don't do enough about what what's the rewards and recognition. And I like the idea, it's a great vocation, great location, because then I think we're selling to somebody who wants a vacation. But we're also saying, come and work with us. Because when we will provide you with that support, care and nurturing and training and, and holding out our hands when things are going wrong.

**Pia Rathje-Burton 20:58**

location and location. I love that. You could imagine an advert couldn't you location, location, location, okay. I wanted to ask you a little bit about learning from mistakes. Because when you have such a safe environment, you talked a lot about people feeling like they're coming into work, and feeling they feel safe, they feel supported when they then make a mistake, or you as a manager make mistake, how do you create a culture that supports people who make mistakes,

**Rosemary Pavoni 21:33**

we all make mistakes Pia and managers makes mistakes, and leaders make mistakes. And I think it's actually saying, we're all human. And Errors do happen. I certainly wouldn't chastise somebody for making mistake. I think we learn from it. If if there's one mistake, so get covered up, if you don't feel that you're in a safe, secure environment, and you've made a mistake, a you won't own up to it, which could be disastrous. If it's an error, or B, you feel that you're going to be chastised. And that isn't the way I would work. I would want to learn by our mistakes, use it as a learning experience. Why is their mistake were they tired? Did we not have enough stuff on duty? Am I asking them to do something outside their



comfort zone? Is there a training issue around? So again, it's like looking if somebody comes in, in a, you know, very distressed or even had too much drink the night before? Looking at the reasons why why did that mistake happen? And acknowledging that we can all make mistakes.

**Wendy Adams** 22:46

Do you think that's difficult for managers to do sometimes to acknowledge that they've made a mistake to their staff teams?

**Rosemary Pavoni** 22:55

Think if you're working as a team Wendy and the word is team. Why wouldn't managers make a mistake just the same as somebody else? If I if I made a mistake? When I was managing? I would say i i Hold my hands up. I did it. I forgot to do this or I forgot to cover the rota. Hopefully not the rota, but you know what I mean, because we're human aren't we. I think if it were to happen lots of times, and it was putting service users in danger. But I think initially I'll be looking at the reasons why it happened. And as I say, Do we have enough staff on duty at the time? Was there a training issue was I think it would depend on what the mistake was?

**Pia Rathje-Burton** 23:41

Yeah, and how often it's happened. If the same mistake is happening again, and again. And again, you might say, well, you would look at a point where you're wanting to do something about this more formally, but initially, you would kind of say, yeah, absolutely.

**Rosemary Pavoni** 23:53

Just like any other situation that you're dealing with, really?

**Pia Rathje-Burton** 23:58

Yeah, exactly. And sometimes it's, I remember one particular occasion, where I had a member of staff who had made a medication error, but actually, you know, and, and I think I was sort of quite there was a manager between between me and the person. When we when I sort of did the investigation, and the person that made a mistake was really, really worried about losing her job or losing her role. She was fairly new, sort of kind of promoted into a new role. And when we when I sort of did investigation, I realised it was partly was because we didn't have a, we didn't have a process. It was a new, a new new medication that had to be administered in particular way. And we actually didn't have a process. So actually, it was, you know, you know, yes, you'd made an error, but actually, it helped us because we were able to put the process in and therefore avoid anybody else making that mistake. You know, and, and I think she was so I remember sitting with her and had been really, really upset that she had made a mistake and me saying, really don't worry about the fact that you made a mistake. But I'm actually because because I can see we were going to make an improvement as a result. You know, so

**Rosemary Pavoni** 25:13

here we have people living in a culture of fear, they're not, you know, you they've made a mistake. Know, exactly, which is 100 times worse. Yeah.

**Wendy Adams** 25:22

And I think, you know, the point that you're making Pia about the member of staff was really upset about it. I think if we've recruited the right people, people don't make mistakes on purpose it is. So, you know, therefore, it is a learning experience. You know, there's a difference between doing something wrong on purpose, which isn't a mistake.

**Rosemary Pavoni 25:43**

And we go back to the fact about managers not owning up if you like to their own mistakes, so, if the manager is just seen as a team, member, but a different role, then there is a sense of honesty, and, and support, if we do make a mistake, because I think if you're, if you've got an environment of safety and inclusion, then staff will actually respect it if a manager says yes I've made a mistake because they'll know that they've made a mistake. And if you try and hoodwink them, then you won't get their trust.

**Pia Rathje-Burton 26:28**

Know Exactly, exactly. And I think sometimes you kind of, you know, even if there nobody knew that you made a mistake, you know, I think sometimes saying, just because I'm a manager doesn't mean I know everything, everything perfectly, there's sometimes that I don't know something, and I remember people coming to me and saying this has happened, and what should I do? And I don't know, what do you suggest, you know, this, just because I have a manager in my title doesn't mean that I know, every single thing. And there was things that I knew much more about than I did. Absolutely. So we talked a lot about you know, this kind of presentation, some of the other things related to that. But we mentioned introduction, you kind of long, your own your care home, you were a registered manager for for for many, you know, 20, odd years, 24 years, knowing what you know, now, are there anything you would have done differently? As a as a manager?

**Rosemary Pavoni 27:26**

Now, that's a difficult question, if and I don't really know, I mean, I think I run hopefully run a really good care home. I think I was able to bring because having worked 30 years in health and social care before I bought my own care home, I think I had brought a lot of, of skills to the table. So I think I feel desperately sorry for younger registered managers who haven't had that experience and taking over running of care homes. And that's why we are looking at CPD in our area Pia for registered managers so that we can try and upskill them a bit more in in the new wave of role of registered managers, because it certainly changed significantly. I think training is a major issue. And I would like to think that we can really somehow crack the training worry for for staff, because the new demands that are being asked of our care staff insofar as we're moving into a very different world with high dependency service users, which is now meaning that our staff have to be upskilled, which I think is a major headache for a lot of care providers. Would I have done anything differently? I don't think so. I was very happy. Running my care home. I was enjoyed the support and love it gave me really I suppose that's what I miss now I haven't got it. I miss the social interaction. I miss being part of that extended family. I miss that feeling of sense of purpose when you go in there and being part of a team. So yeah, I do miss that.

**Wendy Adams 29:30**

One of the things you talked about CPD, and that and the importance of that for particularly new managers. When I speak to new managers, probably one of the things that they struggle with most is



around managing time, and how much they've got to do and they feel under that huge pressure. One of the things that we always have on our podcast is our our time for care slot. So if you had a time saving tip that you could share With managers who are thinking, how on earth can I get all of this done in the time that I've got? What would your time saving tip Be? There must be some from all those years of experience, Rosemary!

**Rosemary Pavoni 30:12**

Well, I think being organised and being organised and your emails and your paperwork, and being tidy, really, because I think it makes you feel in control. And you save, hours looking for things. So I think being organised and tidy. And my second one would be delegate delegate to your staff, have have champions in things like medication, care, diabetes, moving and positioning, because not only does that give your means that your workload is less, it also means that your staff are feeling empowered, and it makes them feel more included in the team and own some of the situations and, and their sense of career development, really. So when I say delegate, I mean delegate, let them do what it says on the box. So if they're going to be the champion, let them be the champion. And so that you can free up some more of your time to do the, to do other things, but I do feel being organised and and that's just emails and paperwork, just getting rid of things that you don't want, and you're feeling control and have more time.

**Wendy Adams 31:36**

I think I could be done with that cleansing in my own life as well.

**Rosemary Pavoni 31:41**

I do think it clutters your own brain, doesn't it, because there's nothing worse than thinking, you've got to do this, I've got to do that. And I've got to do the other it it's organised and in place then you can access it when you do have time, you haven't got that sense of chaos. And I think you don't feel that you're permanently firefighting, you feel that you're in control. And I think that's really, really important. Because I think if staff see you being in control, then I think that they feel safe to

**Pia Rathje-Burton 32:16**

and thinking about that delegation. Is there sorts of tricks you learned about how to I don't know, sometimes staff seeing see delegation is, you know, hopefully see this as a positive thing. But something Oh, you know, why should I have to do this, you need to pay me more for, you know, doing that, you know, is there some tricks to get people on board with delegation,

**Rosemary Pavoni 32:36**

I think it's where you see that they have got some skills. So it could be somebody who who has diabetes may want to be the diabetes champion. It may be somebody who you've seen, who works full time nine to five, who takes on some responsibility for wound care. So I think if you try and find the person who you feel would be, but it may be somebody that you know, had worked in a GP or dental surgery may want to do oral care. I so I think you try and find the champion that best fits the role. And you do they enjoy that they enjoy the responsibility. You're selling them on specific training courses, advanced training courses, so they see it as a career development. That's really good.

**Pia Rathje-Burton** 33:33

Yeah.

**Wendy Adams** 33:36

So a final question. And again, this is one we ask all of our podcast guests. Imagine we're in the lift on the 10th floor. And we're going down with a group of registered managers. And before everyone gets out, you want to tell them, what is your most important top tip?

**Rosemary Pavoni** 33:53

Now, Wendy, does this stop at every floor? Or is it ten to ground in 30 seconds?

**Wendy Adams** 34:02

Yeah, it's not a massive drop. But

**Rosemary Pavoni** 34:06

okay. I think get to know your staff because they are your biggest asset. And let them know that you're there for them and let them know you I hate this barrier. Let them know you, let them know. And let them know that you care. Know the names of the people that matter to them, and listen to their troubles and help and support them through difficult times. And in return. They will repay you tenfold and want to stay with you. The compassion that you show them will be reflected in how they support you, their colleagues, and more importantly, the service users. But I would say remember to show compassion to yourself. And also compassion isn't a sign of weakness. You can be compassionate and strong and being so you will grow strength from managing a good care home So I think people confuse compassion with being soft.

**Pia Rathje-Burton** 35:04

Yeah, absolutely. And I think that's a really good summary of, of everything you've shared with us today, which has just been so insightful. And I think it's so interesting to hear some of your reflection because I think sometimes when you're in the middle of it all is quite difficult to sort of kind of think, Oh, this is the things that actually I did. But you know, you obviously had a bit of time away from your care home, and I can really hear you're really reflected on on on that now. And missing a bits of it. I'm sure there's some things you're not missing.

**Rosemary Pavoni** 35:35

There are loads of things I'm not missing, like three o'clock in the morning when somebody's had a fall or something. But that's the other thing. I think, as a manager, if you're if you empower your staff, they will come to your aid, and maybe be on call for you when you're there are there's so many paybacks. That's where the colour of the cat comes in Pia, even if you're doing it for the wrong reasons, and we're not, but if you are doing it for the wrong reasons, the outcome is the same. Your staff will support you and go the extra mile for you. Yeah.

**Rosemary Pavoni** 35:41

But it doesn't matter the colour of the cat, as long as it catches the mouse. Is that what you said? Yeah. I just think it's brilliant. Fantastic. Thanks so much, Rosemary, it's been absolutely amazing to talk to you. Thank you for your time for the care exchange. Bye for now.

**Rosemary Pavoni 36:32**

Bye, bye.

**Pia Rathje-Burton 36:41**

Wow, that was a really interesting, and just thought provoking chat with rosemary, wasn't it?

**Wendy Adams 36:47**

It was fantastic. She

**Pia Rathje-Burton 36:48**

had so much to say. I know, I know. And I suppose when you've had a long career like that, you and you then step away from it, and you start reflecting on it. You've she must just know so much. I wanted to sort of pick everything out of her brain really? Yeah, absolutely. Yeah. I thought it was really interesting. So obviously, the reason why we started to talk to her was because she'd done this presentation at a local event about Compassionate Leadership and just thought it linked so amazingly, with the conversation we had with Michael West back in the first episode of this series, where he was talking about, he was sort of more talking on a theory basis, as opposed she's been doing it for real, hasn't she, there was just a really interesting to see. So many of the things that he talked about, you know, he talked about all this is not a, you know, soft cushion candle approach that, you know, you can actually be quite tough when she talked about that. He talked about really listening and really asking the active listening as he she kind of said that without saying the word active listening or listening with compassion, I think is what Michael was saying, you know, so all those things that he talked about, she talked about how she has been doing that for years without knowing that's what it was called. Yeah, it was just really, I just thought was absolutely fascinating. And I thought the other thing that she talked about was about that quite forgiving culture where you can make mistakes. You know, let's just look at why why those mistakes have happened, you know, that, you know, if you're behaving out of character, there's often a reason why, just like there would be for somebody else you're supporting, you know, that, you know, that compassion to really listen to people and, and, and work out what why is it they, they've done, whatever those they've done. And that really

**Wendy Adams 38:35**

reminded me of the Skills for Care resource, the people performance management toolkit, because there's a whole section in there that really helps managers and leaders start thinking about not just this person's behaviour, and how do we address that, but actually, why might that person be behaving in the way that they they are. And that was really something that I think Rosemary talked quite a bit about when we were when we were chatting to her. And it did remind me of that, that resource, but I was always

**Pia Rathje-Burton 39:06**

thought, yeah, great. So it's a great resource. And I love the the sections and you got really practical advice about you know, you've got this situation, I don't really know what to do with it, you know, somebody keep being late or somebody's doing, you know, not performing what what do I do is particularly if you ra new manager, you know, that that resource is really useful, I think. Yeah,

**Wendy Adams 39:26**

absolutely. But, again, I think I was really interested in what Rosemary was saying about culture and about the importance of that workplace culture. And she, she described a few times didn't she about being the team being like a family? And that really makes you think about culture, doesn't it? Because like any family, teams don't always get on. You've got a variety of personalities in a family. And that made me think about the concept of culture, but also the skills for care resources around culture, because we've got the introduction to workplace culture toolkit, a range of activity sheets that go with that, where people can start thinking about, what is their culture?

**Pia Rathje-Burton 40:15**

Yeah, and how can we make changes and improve things? Yeah. It's interesting when you talk to anybody from CQC, they always say as soon as they walk into service, they can feel that if it's a good culture or, or not so good. So yeah, definitely worth having a look at that. I thought the other thing, when we sort of kind of asked her a bit more about being a registered manager, that she talked about how she really felt for new registered managers, and how that CPD isn't maybe not at the forefront of other individual services or organisations, sometimes they've kind of almost forget the fact that you need to make sure you keep training your registered manager, they are, you know, like any other role, they do need continual professional improvement, they do need that training.

**Pia Rathje-Burton 41:01**

One of those, we have gotten a number of of different types of leadership, training and suggestions. And we've also got a new leadership guide on what what training and what development we feel that leaders need, but particularly to highlight is some modules called CPD modules. And they're actually delivered by our endorsed training providers. There one day courses, so there's just one day, but they're delivered by the endorsed training providers. We've got there's 3 vaailable, and it's all perfectly linked into everything that Rosemary talked about. So there's understanding performance management, there is understanding self management skills, and there's understanding workplace culture. So all those things, Rosemary talked about all those things. So a whole day of just upskilling yourself in those in those areas. And those also work. You can claim workforce development funding for for that as well. So it's 125 pounds, you can claim per day, and like I say your endorsed local endorsed provider would would do that. So I think that's all for this episode. Thank you very much for for listening, and for joining us. And you can access the resources and we talked about quite a few resources today. So you can access them either on the care exchange web page on the Skills for Care website, or on the show notes on the podcast platform. Wherever you got your, your podcast from today. If you have enjoyed today's episode, please go and tell another manager if you're part of a WhatsApp group or you're on social media or other managers and social care, do share it and say God, I found this really useful. Have a listen. So we really want to share the good news. Yeah, thanks for your time today. Thank you. Bye.