



The care exchange – Series 5

Episode 9: Kindness is a superpower

Hosts

Pia Rathje-Burton and Wendy Adams

Guest

Dawn Stott

Pia Rathje-Burton 00:08

Welcome to the care exchange skills for care podcast for managers and social care. I'm Pia Rathje-Burton and

Wendy Adams 00:14

I'm Wendy Adams. Today on the podcast, we've got Dawn Stott. Dawn has worked in health and social care for over 30 years and has held many different roles in that time, including a range of leadership roles. She's also published books and is a regular public speaker. In 2022 Dawn set up her own consultancy company, Dawn Stott Associates, Kindness Counts. Dawn works with leaders and teams with a particular focus on kindness, resilience and ethical leadership. Dawn's done a lot of work across the health sector, but what she's got to say today is going to be equally relevant across the whole of social care. So I hope that we all enjoy listening to that.

Pia Rathje-Burton 01:01

Yeah, I'm really looking forward to listening to or having that, having that conversation with Dawn. So on with the show.

Pia Rathje-Burton 01:17

So welcome to the Care Exchange Dawn.

Pia Rathje-Burton 01:22

Great to have you here before we start. Can you tell us a bit about the work you do with leaders?

Dawn Stott 01:29

So I work with mainly charity leaders, but I also work with healthcare organisations and the leaders within healthcare and I work with them around culture and the kindness element of the work that they do, and a lot of people who often say things like, well, we're employed in an environment that is all about caring, so we're obviously very kind and we're obviously good communicators. But the reality is, when things become quite stressful or or things happen around you that can impact on the quality of communication and care that you provide, and sometimes kindness and things like that can just go out the window if we're not careful. So I've worked with a lot of different leaders at different levels within their organisations and at different levels within their employment journey, but it's basically around

helping them understand why culture is so important, and how you link in with people, and how good communication skills really are crucial in any job role that we do.

Speaker 1 02:43

Yeah, and

Pia Rathje-Burton 02:46

how do you sort of empower people to develop those skills?

Speaker 2 02:51

The journey that I usually take leaders through is that awakening of how impact how culture impacts on performance, so helping them to define what kindness means in their organization. So how does kindness, what does it mean in their environment? And then trying to build kindness into their recurrent programs, or recruitment programs, sorry, building that kindness into the recruitment program, so it becomes part of that embedded culture of kindness within the organization. So how do you test that somebody is a kind person? What questions do you need to be asking open questions around what they bring to the table if they were to join your organization, and then putting in place some feedback loops so things that we're continually assessing how the culture is evolving. So what was it like when you started the training with them? I usually do like a culture questionnaire the people within the organization. I've recently worked with a company where we did it, and then we use the feedback from that those questionnaires to support the training that we do. So if everybody says communication is really poor in our organization, we build the training to support communication, and it becomes a big part of the work that we do with them. We all think we're great communicators, but the reality is, we're not always as good as we think we are, and so we have to sort of just take a step back sometimes, and that's why it's good to have a consultant in a in an environment, because they see the things that you don't see when you're embroiled in the work that you're doing and you're trying desperately to make sure the patients that look after looked after their next of kin are, you know, there and looked after as well. So what can we do to make sure that those people feel comfortable?

Wendy Adams 04:44

Yeah, I just want to go back to what you were saying about starting from the very beginning with kindness from the from the point of recruitment. Because I think that's really interesting, that when I speak to social care managers, a lot of what people say is. Is the most important thing is that we get people with the right values to come and work for our organization. But then when I look at their interview questions, actually their interview questions are often not about values at all. They're about what would you do in this situation, and what do you know about safeguarding for example, what you're talking about is asking people to give examples of, maybe, you know, some of their values. Have you got any examples of what you would see as being a really good question to test people's kindness?

Dawn Stott 05:33

I think it's about. For me, it will be about, how do you show kindness. Give me an example of how you've shown kindness in an employment that you've had in the past. And it isn't just about so for me, it's just about smiling, isn't it? We've We've just had an experience within our family where a member of our family has been in hospital, and one of the things that the NHS talks about and is really good at, or say they're really good at, is, hello. My name is. I don't know if you've heard the expression Hello, my name is, I would say that if probably 40 or 50 people who have come in to see my member of family, my family member, probably four or five of them have said, Hello, my name is Dawn, and I'm the whatever. And we forget. And I think asking the questions around, do you understand the Hello, my name is, do you understand what values we have as an organization? And how do you how does your skillset fit within our values, within our organization. Because if the if you've done your homework

before you go for an interview, you should know what the value set is of that organization that you're going to work with. And this should be clear. Now, if somebody comes for an interview and says, Well, actually, I couldn't find your values on your website, well then you're hiding your your what you're wanting people to achieve from them. And we should really be shouting about what our values are, how we sustain those values. So it's, I think the question at interview would be something around you know that our values are X, Y and Z, how would you demonstrate supporting those values as an individual when you become part of our team, or if you become part of our team, yeah, that's that's a great, that's an excellent. Yes, absolutely.

Wendy Adams 07:29

And I love what you're talking about when you're talking about the Hello, my name is because I think what you're really reflecting on is that you there will be all sorts of organizations who have their established values, or they've got it written on a lanyard or on a badge, but actually the important bit is about whether people are putting that into practice and really demonstrating those values. It's no good having a value of kindness if actually you then don't treat people in accordance with that. So I think that that is such an important point, isn't it? Having the values is one thing. It's about how you get people to live them,

Dawn Stott 08:09

and it is about that, that lived experience and and I, I will be feeding back to the hospital where my mom, the member of my family, has been, because I think it's really important that they know. And I think that's, again, how we instill that feeling of safety within them, within an environment. Do you feel safe enough to be able to say, actually, you didn't say hello? You know, when you answered the phone, Hello, my name is Dawn. Can I help you or whatever? Or when you met that person, it's just about common courtesies. And I think sometimes we forget that because we're at work, but actually the reality is we should still have those common courtesies, and there is evidence to support that within a culture, within a kindness, when, if you experience unkindness within your work environment or within the workplace, and it's aimed at you as an individual, your capability to do your drop job drops by 64% which is a massive percentage. Wow. And then a member of your colleague, your team members, actually witness you experiencing that unkindness, their ability to do their job drops by 38% so all of a sudden, you've got nearly 100% of incapability within those two people who have experienced it or witnessed it. So it's really important that you know it's not what you say, it's how you say, it isn't it. We say that often, and my husband and I often have heated debates about how things in the the way that we say things to each other. We've been married a long time, so you, you sort of have said, Well, maybe if you just said, that's a really great idea. But have you thought about so it's, it's about learning how to manage your language in a way that's kind again, if that makes

Speaker 3 09:57

sense. You know, absolutely. Yeah. And just going back to that, when you were talking about the sort of, kind of the journey that you you're working with an individual leader. And whoever they are, are they things that they sort of struggle the most with? You know, what are the things that they think, Oh, this is just so hard. Because, as you said at the beginning, you know, you work in health or you work in social care, because you you you want to do good. You want you're generally a kind person. That's why you what, why? What's attracted you to that, to that role. So what are the things that leaders in general find struggle with, with they have to think about kindness at work.

Dawn Stott 10:40

For me, you get embroiled in the work, don't you? So culture comes from the top down. You have to eat and breathe it, don't you to be able to achieve we learn by the behaviors of others. It's like children, isn't it, if a child sees a parent reading, they're going to pick up a book and read it. If a child sees somebody

like somebody falling over the street, and their mum goes and helps them all. Their dad goes and helps them. They're going to think that that's the right thing to do in life. It's like leader. It can fake it till you make it. Is how I used to do it in my my training with people, you have to do it regularly. You have to think about the terminology that you use. It's not just about, oh, you know fit in or you know you are. It's either my way or the highway type of thing. But the reality is that actually it's about building that resilience within yourself. So we sort of forget to be kind to ourselves sometimes. So if members of your team see you taking a 10 minute break just to have five minutes because you've had a stressful conversation with somebody on the telephone, or you've seen something and witnessed something with your patients that is really upsetting, take 10 minutes out when I'm doing my training. I talk about, you know, where, when you're on a plane that's about to crash? Well, fortunately, I've never been on a plane that's about to crash, but the reality is that the air pockets come down, don't they, or the air bags come down, and you can't help anybody else until you put your own air bag on. So it's about looking after you as well as looking after your colleagues. But if they see you doing that, that's okay. Now I'm not meaning about, you know, taking half an hour and doing sweet funny Adams. I'm talking about actually looking after you and telling people it's okay to do that, showing the behaviors. And I think sometimes leaders forget to do that,

Wendy Adams 12:35

possibly don't realize the implications of all the messages that their behaviors are sending to the staff. Because again, I think you know if, as a manager, you're staying every hour that you know is available at work, and as you said, not taking a break when things have got really stressful, and not looking after yourself, then the message you're giving out to your staff is, this is what I as a manager expect from you, and you know, managers probably, if you said that to them, would say, Well, I don't expect that from my staff, but it's about you might not, but actually your staff are going to perceive that as being what you you might not be explicitly saying that, But the fact that's what you do. That's how people all think

Dawn Stott 13:24

See, see this, that behavior. I was working with somebody recently within the charity sector, and they constantly said how busy they were. I'm too busy. I'm always busy. I'm overstretched. I work to, you know, I work long hours, blah, blah, blah, and the knock on effect down their hierarchy was that everybody was too busy. So you're absolutely right. If you're giving that message out all the time, that oh my goodness me, I am so busy, how can I possibly get things done? Everybody's going to feel that pressure and that tension and that anxiety of your leader being so busy that they can't, they can't actually fulfill the requirements of the job role, then that does have a knock on effect. How would managers

Pia Rathje-Burton 14:13

if they if they feel that? And you know, I know that a manager in social care will often talk to both Wendy and myself about you know that they that, you know they feel the burden of responsibility really heavily on their shoulder. They're very busy. They have lots of different stakeholders who are demanding or have have requirements that they have to do, and they feel like they're taught they're really time poor how and they might, you know, and I think some, some managers are very good. Of you talked earlier on about fake it till you make it, you know, that they're very good of kind of hiding that, so they appear quite calm, and therefore they're stuck, even though that they might inside feel, you know, I've got all these things to do, and I don't quite know how to. You know how I'm going to get that done in my working hours, but, you know, very calm, and therefore their staff possibly feel like, Oh, well, it's all under control. But then you also get managers who find that really difficult and will therefore appear quite stressed, or appear quite anxious about getting everything done and make sure we all find so how do you think, what are the sort of strategies, I suppose, that that managers can employ to try

and, you know, fake, to make it to kind of appear calm, be that, be that Swan, you know, gliding across the water, even though they're peddling underneath.

Dawn Stott 15:35

So if we're kind to ourselves, it builds that. It fuels resilience, doesn't it, and it fuels that ability to balance things out well. So one of the things I was really fortunate that I had a business coach when I was working as a chief executive, which is a really good sounding board, so you have somebody who you can go to. Now, what I've suggested in many organizations is that mentor type program, so you have somebody who is your sounding board within your team that you can trust. So you know Trust, the five pillars of kindness that I use are general generosity, respect, empathy, action and trust. And the biggest one sits on the bottom. And if you trust people, you can build those relationships up so that resilience, the balancing, how you you manage things. I was chatting to somebody the other day, and they said that what they were going to do was go in to their manager and tell them, I'm way too busy to do this. I'm not sure how I'm going to get through it, and you're going to have to support me. So I said, okay, the support, the support thing's brilliant. Absolutely you need that support. But what I would do if I were you, is going to that meeting and say, These are the things I want to achieve. These are the things I need to do to achieve those things. How can you support me? So it's having a plan in your head of the things that you need to do. I often find that just writing things down on a piece of paper or putting them into a spreadsheet makes me sort of take the focus off. Oh, I'm never going to achieve it. Because actually, well, I can. It's bite sized chunks, isn't it? I can. I can do that bit. That's easy. I need help with that bit. What am I going to do for that bit, and how am I going to get to that end result? So it is about breaking things down. What do they say? You can't eat a whole elephant. You need to break it down into bite sized chunks. The reality is that's life, isn't it. You know what's happening right now. You don't know what's coming up in the future. You know what's gone on and hopefully, who made mistakes. You've learned from them those mistakes, or you've learned from somebody else who has been your mentor or your guide. So just building that resilience and building that balance and that ability to show others that actually it's okay to feel that anxiety. But how are we going to get that anxiety, or get to that point where actually it wasn't as bad as I thought it was going to be? Does that make sense? I hope, yeah,

Pia Rathje-Burton 18:13

yeah, nothing. I think it does. And I think that, you know, asking be, you know, your way of turning around what that but that person was going to ask for, I think is a really good tip. Because I think if you, you know, you suddenly think you might get really cross, and you think, I'm going to ask for all these things. And actually, if you're on the receiving end of that, you're you're probably going to get a bit defensive, aren't you, if you're the manager of receiving it. So by actually saying, Okay, hang on a moment, I want this is all the things I want to achieve. This is how I'm going to do it. How can you support me with this? How can the organization support me? That's, that sounds like a really good strategy. I wanted to get away, go back to sort of, kind of culture a bit, and just sort of thinking about, you know, if somebody's listening to this, and just thinking, you know, I this kindness, sounds like something that I really want to focus on in my team, what are, what are the some of the sort kind of maybe small changes that a manager could make today to start that journey?

Dawn Stott 19:11

Okay, so the thing that I always say is kindness isn't a weakness. A lot of people see kindness as a weakness, but actually it's a superpower. It's that courage and strength to respond with that empathy. So when you, when you build on the five pillars of kindness that I've sort of developed, that generosity, respect, empathy, action and trust, if you can build those things into your daily routine. So we always how many people do you know that come up to you and say, Do you have a good weekend? And then they're really not interested in what you've got to say. So it's it's having that generosity of spirit to

actually want to know what people have got to say. So that active, listening, respecting that we all have different values, you know, we we all have different ways of. Of seeing the world, being able to empathize with people, I guess. So you've probably heard of random acts of kindness. That's another thing that I talk about. You know, when was the last time you did a random act of kindness? It might just be putting a chocolate bar on somebody's desk because they had a horrible day the day before. And again, it isn't a weakness, isn't that and it's not, it's not, it's just a way of saying, You know what? I get it, I understand. I felt like that myself. It's empathizing and that. So the action bit for me in the so the generosity, respect, empathy and action all spell out great. So the action part of great is actually listening, understanding what people are wanting, and then taking action. So as a leader, I've listened to you. I understand that you're a little bit stressed today. What can I do that's going to support you? I'm not going to do your job for you, because that's not what I'm here to do, but I am here to support you, guide, you, advise you, and tell you which bits actually can wait. And that will be my question. Which are the urgent bits manager that I need to do today, and which aren't? And that's where that help can come in. But you can only do all these things if you trust the environment that you're in. So if you're working in a patient LED or a patient focused environment if you don't feel psychologically safe within your work environment and that environment that you're supposed to be looking after the patient you're not going to those patients aren't going to feel safe either. So it is about building that trust within your teams, and it's psychological safety is all about that belief that you're not going to be punished or humiliated for speaking up with idea, even coming up with an idea that you think, oh yeah. You might think this is a bit silly, but have you thought of and just having the the safety mechanism within your working environment is is something that's really, really important to build that culture of kindness and care?

Pia Rathje-Burton 22:03

Yeah, absolutely. And I suppose when you're what, you're sort of saying, that psychological safety, it's also about having the building a culture where it's, you know, it's fine to say, I don't know, or you know, things are, you know, either as well as suggestions, but also sort of, kind of saying, I'm struggling with something because, like, sometimes people, they kind of carry on even though they don't actually feel like they don't know what they're doing. Yeah,

Dawn Stott 22:32

and I would rather somebody say to me, my husband always says, no, no, question is stupid. The first time it's asked, it's not silly the second time it's asked, but write a note about what I'm telling you and how you do it. And I always used to say to people, to my team, you know, just write it down. Just just make a note well of what I'm going to tell you because it might be useful later on. I'm an avid note taker, so I believe, and you get to a certain age where you don't remember things as well as you used to, so you have to take notes, but it's it's all about being able to make a mistake in a safe environment. So we all make mistakes. None of us are fallible. So if you make a mistake, it's about actually how your leader makes you feel, or how your colleagues make you feel not judged, not berated, you know, okay, we've made the mistake. Yeah, it shouldn't have happened. How are we going to put this right? And what are our learning points from this? So everybody gets that learning as a result of it. There's a brilliant lady, she's called Dr Amy Edmondson. She has written a couple of books. Her latest one is called the fearless organization. It's really worth a read. She's a healthcare specialist, and she suggests that there are two types of team, an empowered team, who learn from their errors and save lives, and those who are not empowered and don't raise concerns. And that's when your incidents occur. That's where really unsafe practice happens because you don't feel safe and you're just not empowered. And it isn't rocket science, is it at the end of the day, if you don't verbalize something and speak up and speak out, then the patient's going to be harmed. So yeah,

Wendy Adams 22:32

if I was a manager sitting here today thinking, Well, I wonder if my staff feel psychologically safe. I wonder if they do feel like they could speak out, how can I check that out? Because I guess one of the difficulties is, if they don't feel psychologically safe to express their views and raise concerns and make mistakes, they possibly also don't feel psychologically safe to tell you that when you ask them, it's good point.

Dawn Stott 22:56

There was an environment where I worked in and I wanted to get to the bottom of what the what the culture looked like, how there was very much a silo working environment. And I wanted to break down those silos so that we all support so. So I asked them to their ideas and thoughts, and I prepared cards for them, asked them to put their name on, and nobody would put their name on. They all wanted to do it anonymously. Now that, to me, was an unsafe, psychologically unsafe environment, because people didn't feel empowered to be able to speak up and speak out. We did a lot of work after that around sharing, and there was an awful lot came out as a result of that, but I think that will be my first toe in the water. Do you do you feel safe enough to put your ideas in a box and put your name to those ideas? If you don't, well, then we're gonna have to do a little bit more work on us as a team, and how we build that team together to become more to become wiser and more able to move forward, you know, in a safe and

Wendy Adams 25:54

positive environment, I guess. And that's important, isn't it, because as a manager, you could assess what you think the culture is. But actually, if what you think the culture is differs vastly to what the rest of your team think the culture is, then that's a worry in itself, isn't it? Yeah, absolutely

Dawn Stott 26:11

is. It really is. And those are the types of things that you can only get a feel for when you've worked in an environment for a while. When you first go in there. You're the newbie, aren't you? And you know, you feel fairly quickly of what the team are are like, and what they will accept, and all that sort of things. But, but yeah, usually they're it takes you a while to feel able to sort of not necessarily put people in boxes, because we shouldn't do that, because we don't know what's going on in everybody's lives, but actually just understanding the vibe within an organization and how that works. And the bigger the organization, the harder it is, because you've got more people to sort of take on board and listen to

Wendy Adams 27:03

and do you how do you kind

Pia Rathje-Burton 27:04

of, so you started, you start, you know, taking, you know, you you, you know, perhaps, assess that psychological safety. You start taking some steps to become a kind of culture. How do you kind of keep that mementom going? And you were talking earlier about, you know, particularly when it's a really stressful environment. What's your tips for that? For that, those managers who are thinking, well, I want to keep this going, I

Dawn Stott 27:28

also that psychological said isn't about being nice and having a freedom of conflict and guarantee that all ideas will be used or given the credibility. It's not a permission to slack off or a license to whine about things or over sharing goals. It's about developing a team that actually can have conflict, but have conflict in a way that is healthy. So that healthy conflict being able to challenge each other because you feel safe to do it, so you've got that level playing field of of life within the work environment. It works at home as well, though, if you if you've got conflict within your family, setting the place, setting

boundaries, setting your goals, and I think that's something that leaders don't often. Do you know they don't set the boundaries like I used to always say I had an open door policy, but actually, sometimes I just wanted to shut my door because I needed to concentrate, or I just needed time for me, you know, and psychological safety can be created by all team members. It's not just leaders. It's about remembering that how we behave impacts on other people. So, like I said, I think we started with this conversation, and children sort of feed from their parents and their other families and their siblings, and there's nothing worse than it is than a big family where one person gets away with something or the other one gets chastised for it. So it's about sort of remembering how we behave impacts on the other people around us. And I think that's a really important message for most most leaders, but for most people within a team, it isn't just about being a leader. It's about actually wanting the best for the organization, best for the patient, if you're a patient centered organization, but the best for yourself. I go home and feel, Oh, God, done a fantastic job today. That was really brilliant. I empowered somebody to do this, or they shared their ideas with me, and we were able to move forward with something. I think that's where that testing all the time and making sure that people are feeling safe. If you ask people the question and they go, Yes, I'm okay. Are you all right today? Yes, I'm okay. My so open and honest culture is about actually, if I ask you a question and you're not all right, tell me you're not all right, or else I can't support you, you know. So if, if you say, are you okay today? Yes, I am. I'll just crack on and work, because I've asked you the question and you've told me that you're all right.

Pia Rathje-Burton 29:58

Well, maybe that's twice. Yeah, yeah. Sometimes when you ask the second time something comes out, doesn't it? Are you okay? Are you really okay? Yes, I am.

Dawn Stott 30:10

Yeah, you're not. You're not your usual self. Today, there's, there's a brilliant thing. I can't, I can't explain it very well, but basically, it's a list. It's a picture of nine different sheep and with different thoughts, or you can different expressions on the faces. This probably won't be very good verbally, but and it's identifying where you are on the sheep scale. You can do it with all sorts of different things, but I use the sheep scale and it when I'm doing my education or supporting or mentoring people, it's about where are you on the sheep scale today? Or where are your colleagues on that sheep scale? Are they normally happy, but they're looking sad? It's about understanding and getting to know your team and your colleagues so well that you know if they're out of kilter, you know if they've come into work and there's just something not quite right, or you should do, and then you should empathize. And that's where the the five pillars have kind of start to kick in again, around the generosity respect Emma scene,

Pia Rathje-Burton 31:13

just before we kind of get it towards the end, but just before we can you just tell me again what those five pillars are, just what, they are and what they sort kind of stand for.

Dawn Stott 31:23

So it spells out great. So kindness is about greatness. So generosity, having that generosity of spirit, giving without expecting anything in return, time, words, resources, encouragement, just telling somebody they're doing a great job is a generous thing to do. And then respect, you know, respect that we're all different, treat everybody with dignity, regardless of our differences, and kindness is rooted in that respect for people's feelings and trying to understand and empathize with people's feelings, which then takes us on to the empathy, which is about making meaningful connections with people, trying to understand, you know, why they're not functioning as they should be, empathizing and then developing That action so you've sort of taking action to help others in times of need, acting out compassion goes beyond just that understanding it isn't you need to actively support and uplift other people. And then the trust that's the biggest thing for me is that is trusting the environment you're in and trusting that when

you're in a team, if you've got high levels of trust, they're comfortable, they're confident with each other, and high trust between team members is on a leverage of integrity and goodwill. So you give something you're not necessarily wanting something back, but you hope that that will show that you care and that you want to support, and it allows that team to feel fully confident and secure, to be able to discuss the things that might be, you know, bothering them all, discuss the failures as well as their successes, I guess, the problems as well as their strengths. It isn't about blame. It's about actually supporting each other. Yeah, yeah,

Pia Rathje-Burton 33:21

thank you. That's really helpful. Helpful where acrom And so kind of remind yourself and keep the back of your back of your head, isn't

Wendy Adams 33:28

it? Yeah, I love that. Kindness is great, isn't it? Kindness is great, yeah. So we always have our we've talked a lot throughout today about how busy managers might be in leaders, and we always have our time to care slot in every episode. So we wanted to just ask you about what What's your most time saving tip,

Dawn Stott 33:53

one of the things that I do, and I've taught my daughter to do this as well, and my husband and people that I worked with. So it's called the Pomeroy method. So a Pomeroy is a timer. So when you when you sit looking at a piece of paper and you think, I really don't want to do this, oh my God, I've had to do this so many times. It's just so boring and you don't want to do it. If you set yourself a Pomeroy and you set yourself a goal of what you do want to do within that 10, 15, 20, half an hour, 30 minutes, you will then do it. So it's, it was an old, an old. She wasn't old. She was a trustee of the charity where I work, and it was her that taught me this method of just just focusing and getting something done. So it's called the Pomeroy. You set yourself a time limit for doing so many jobs on the list, and it, oh my goodness, it stops all that. I don't want to do it. I really don't feel comfortable. I don't know how to do this. Yeah, absolutely. So that that will be one of my time saving tips.

Wendy Adams 35:00

Well, definitely be trying that one. And our final question, I would like you to imagine that we're in a lift on the 10th floor, and we're going down with a group of social care registered managers, and before we get to the bottom, we want you to tell them what is the thing that's most important. So what's your key message that you'd want to leave them with? And you've only got 10 floors to do it, so it's got to be quick.

Dawn Stott 35:24

Okay, so my key message would be around kindness, strengthening connections so it builds trust, it deepens those relationships, and it fosters a sense of belonging. It's not a weakness, like I said earlier, it's a superpower, and it gives you that courage and strength to respond with empathy in a world that's often very, very quick to judge. So if you ex, if you experience kindness in the workplace, you'll probably, or you give kindness in the workplace, you'll probably get more out of the people that you're working with, or employee.

Pia Rathje-Burton 35:59

That's brilliant. Yeah, thanks so much. Yeah, that's been, it's been a really interesting conversation. We have touched on this subject before, but I think your interpretation of it is really interesting. And I think hope, hope the managers were listening to really, kind of think, well, actually, I could do, I could do

some of this. You know, this is really helpful for me in my workplace. So thank you so much for your time today, and thanks very much for joining the care exchange. Bye. Thank you.

Pia Rathje-Burton 36:36

Great conversation Wendy we had today?

Wendy Adams 36:39

Yeah, Dawn. Dawn had lots of really interesting things to say and some really good tips for managers as well, didn't she?

Pia Rathje-Burton 36:46

Yeah, is, you know, as I mentioned to Dawn, we have talked about, you know, being kind and, you know, looking at those leadership skills before, but I think Dawn had a particular way of describing it, you know, and obviously, clearly, is very passionate about being kind at work. And it's, you know, as you said, it's really, you know, we come into the caring, caring job. So being kind to ourselves and being kind to all the people we're working with is really important and should be kind of, kind of embedded in anything you do, really, some

Wendy Adams 37:22

of the things that she talked about about culture, it's just so important, isn't it? And I was thinking about the skills for care culture toolkit that we have, because we talked dawn a little bit about how managers could start to think about, well, what is our culture like? And actually would if I asked the people in my organization, would they all see the culture in the same way that I see the culture? And obviously within the culture toolkit, there is the culture iceberg model, which helps you to start thinking about your own workplace culture, but then also different resources as well that will help you to analyze that and and to think about actions that you could put in place, or a manager could put in place to improve their workplace culture. Because it's all well and good identifying that you've got great culture, or actually you've got a culture that needs some work, but it's then, what do you do about it? And that's quite tough, I think, for managers sometimes, to know how to start improving a culture, absolutely.

Pia Rathje-Burton 38:33

And I think you know, as you say, there's a number of resources that goes alongside that toolkit. There's also a webinar that we've recorded, which, again, has really clear, you know, lots of more information. And I suppose, if you, if you learn better by listening and by watching somebody doing it, you know, we got the authors of that toolkit really kind of explaining exactly, you know, how does this talk come about? And how could you utilize it in your in your service, and do some of those things that that Dawn talked about with your team, and, you know, she talked about the psychological safety feeling, feeling safe at work. I was also really interested in what she was saying about, you know, looking after yourself, being kind to yourself, you know, and her, her tip, really, for that partly, was about talking to someone, having, having somebody you can trust, to kind of open up and have those conversation about, well, this is how I'm I'm feeling, and that could be lots of different people, you know, You might work in an organization where you naturally have somebody that you can talk to and trust, and I think sometimes as leader, I know, when I was a register manager, you know, it was really difficult to find that person, because you probably don't feel like you could be a member of your team, because you know you are the leader, and maybe that's right or wrong. But. That's definitely how I felt. I, you know, found that quite difficult. You might be lucky to have a line manager or somebody else within the organization that can do that, but if you're not finding that person to kind of trust and have those conversations where it can be really tough, we do have a mentor offer at skills for care. Do if you're a members, if you're skills for care member, and that membership is 35 pounds a year. We run workshops where we can train leaders to become mentor, and then they don't have to, but we then

really encourage them to then volunteer to be a mentor. And if you then as a member, would like a mentor, you then contact us and we can, we will match you to somebody, a mentor that we've trained. That's actually how I first came in contact with skills for care. I trained as a mentor many years ago, and had had somebody I was mentoring for a while, and I found that as a mentor, I find it really useful, but hopefully the the mentor, he found that useful too. So definitely good, good tip of finding somebody you trust to talk through, or, you know, a coach might also do that. She was talking about that when she was a CEO, wasn't she that she'd had a she'd had a coach, so yeah, really interesting. That's it, really for this episode. So thank you very much for joining us, just remembering that the resources that Wendy and I've spoken about and the things that Dawn has talked about will be in the show notes and on the skills for care website. And bye for now. Bye, bye.