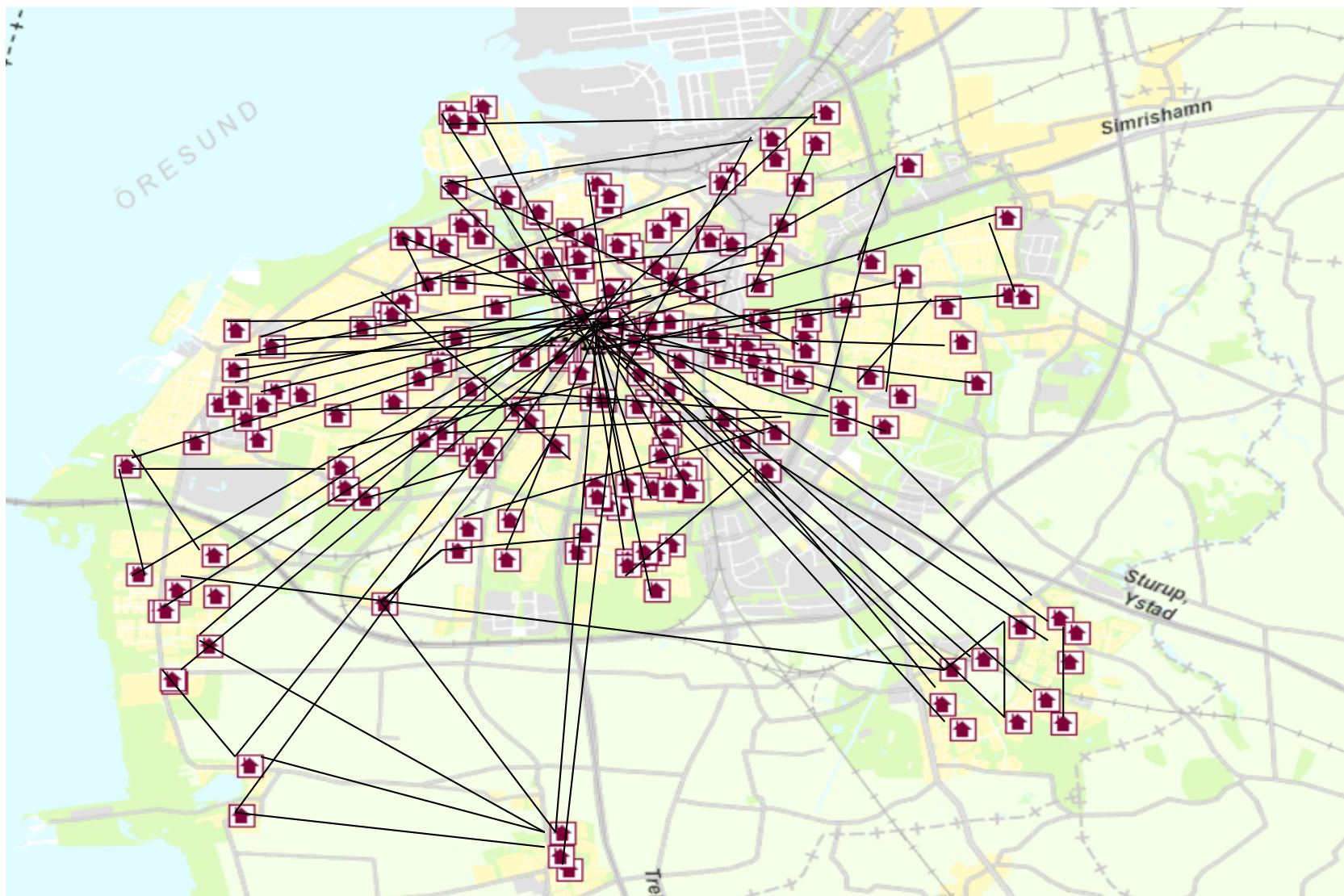


Implementing Practice leadership in a community setting -

examples from Malmo, Sweden

Per Arvidsson
February, 2020





Department for Disability Support

- 2,500 employees
- 3,000 service users
- 220 locations
- 8 - 10 staffing/location
- 250 000 000 US dollars – 2018

(Population, 340 000)

The Swedish Disability Act – "LSS"

Introduced in 1994

Applies to

1. Persons with ID and autism
2. ... "brain damage as an adult"
3. ... "serious and permanent functional disabilities"

Ten forms of assistance

Housing with special services, Daily activities and Personal assistance...

Research questions

Theoretical

What happens when the Swedish disability act is translated and transformed into practice?

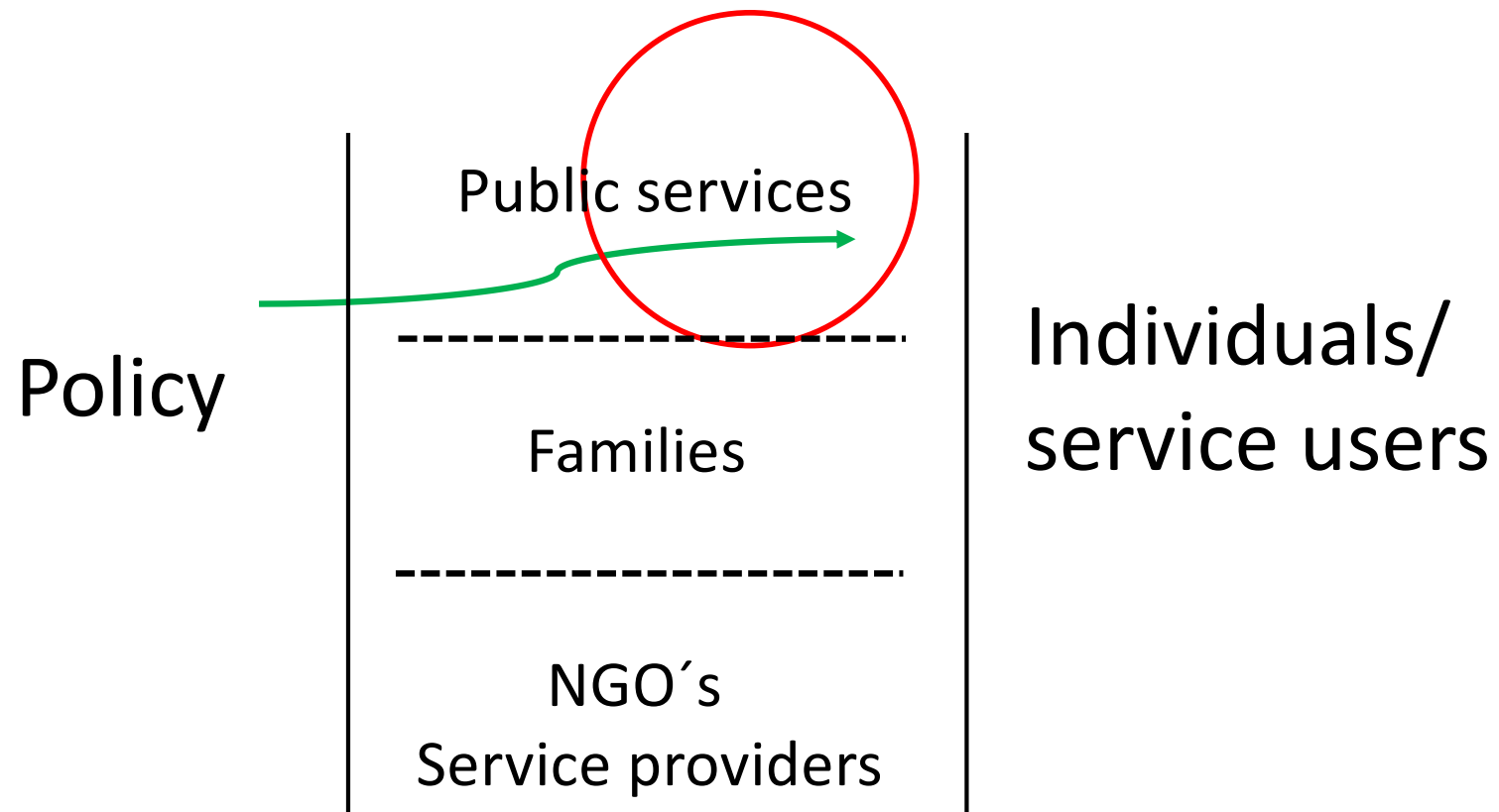
Explore and develop a theoretical understanding

Implementation

How can Practice leadership underpin the restructure of disability services in Malmo?

To meet organizational problems and challenges

Implementation



Method

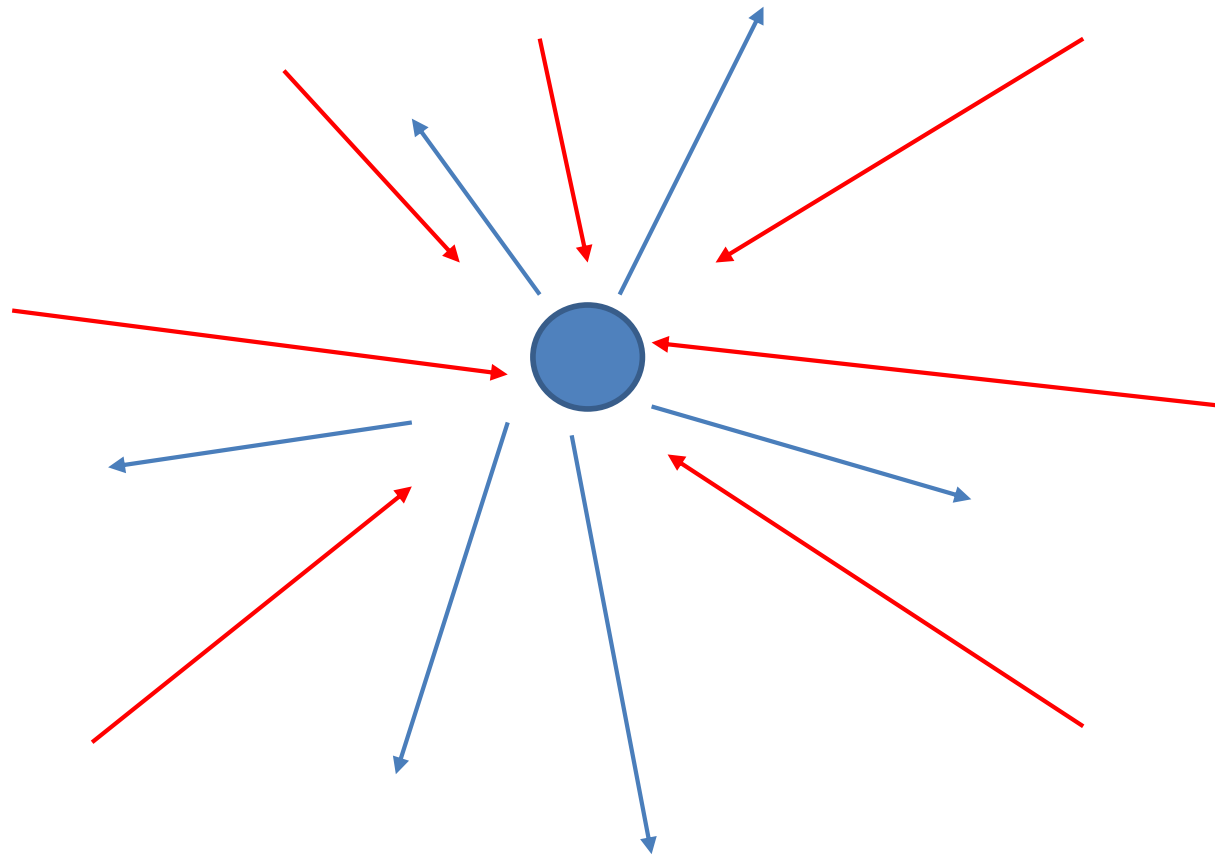
- Interviews (23)
- Focusgroups/Participant observation (16)
- Document analysis

Participant observation of Reflective team meetings involving FLM and other professionals

Actor-network theory

- Actors
- Actants (material and immaterial)
- Assembled in networks
- Mapping relations, controversy, tension and translations

Frontline manager – overloaded hub



Quotes by Frontline managers

"I would like to have more tools and be better equipped to lead and manage this type of services."

"To take on the role as a "role model" is simply impossible, the way the frontline manager position is being set up in this organization."

Quotes by Qualified Support Worker

"The role of the care-pedagogue* was new and not really shaped by anyone. It became too vague and I felt like a guinea pig. We were expected to lead and supervise, but in reality we never got the mandate to do that."

*A position that requires a bachelor degree -
social/behavioural sciences

Results and conclusions

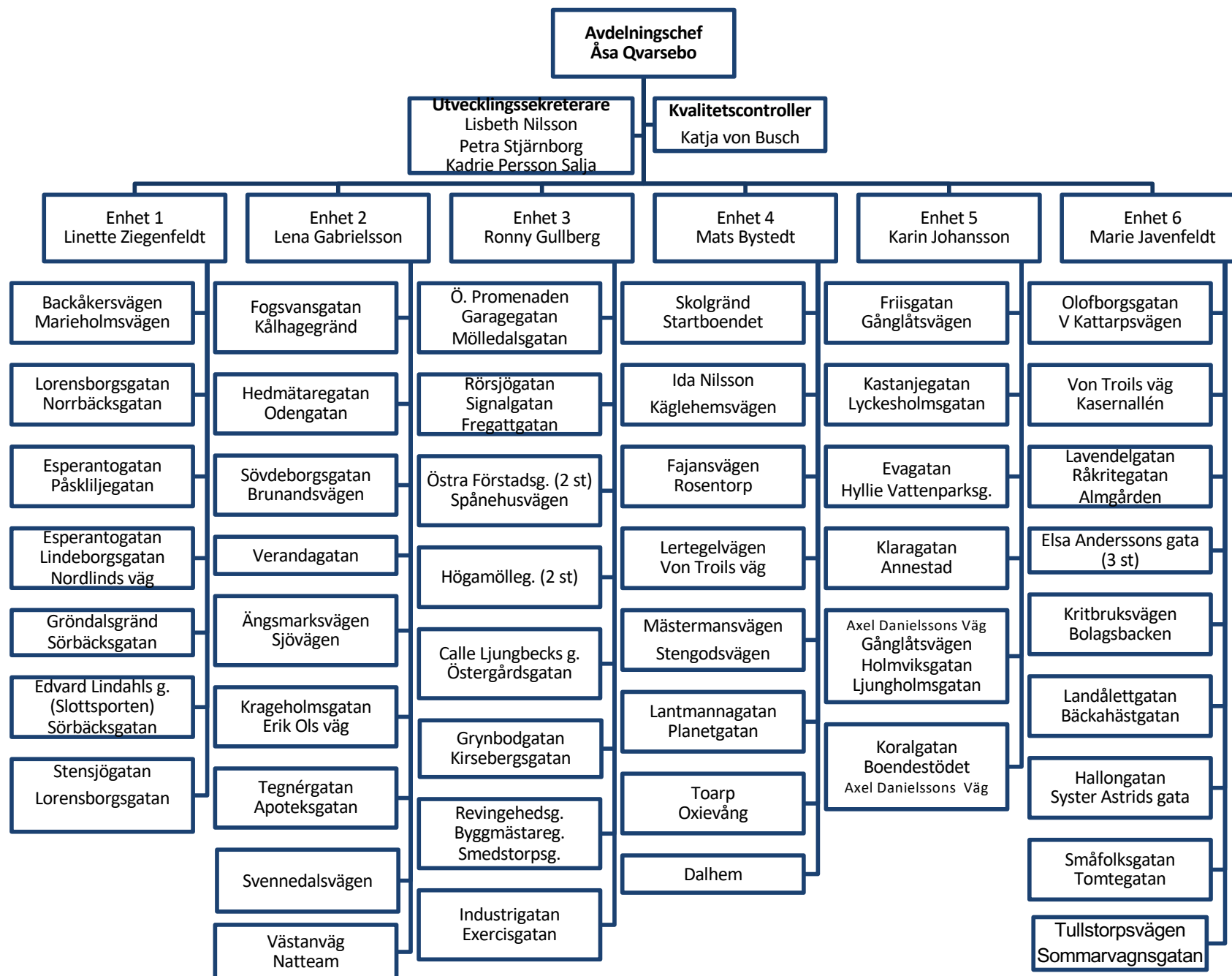
There is an active, ongoing organizational development on a local practice level, but managers (on all levels) share an uncertainty about “how others do”.

The organizational structures are often perceived (by FLM) as “inherited”, arbitrary and not fit for purpose.

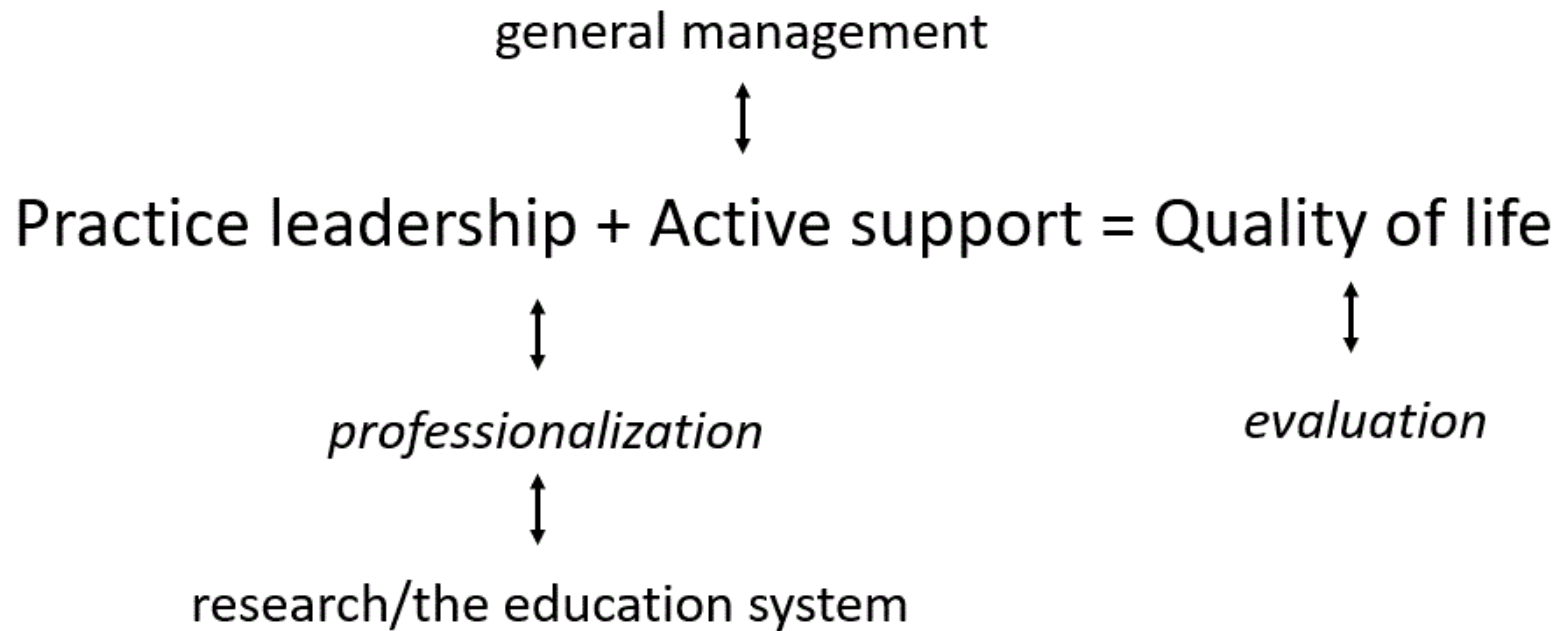
Results and conclusions

There are disagreements and uncertainty about styles of management - cause controversy and discourage organizational transparency.

Consensus about the need for a restructure of the frontline management (supervision) - Can Practice leadership underpin new organizational structures?



Implementation



Findings



Who does what?

	Front-line Manager	Qualified support worker	Support worker	Other or no one
<i>Roles</i>				
Team facilitator				
Organiser				
Motivator				
Translator				
Reviewer				
Role model				
<i>Activity</i>				
Describing the vision				
Demonstration				
Observation				
Feedback				
<i>Guiding and showing the way</i>				

Finally...

- Connect to international research
- Learn more about disability services in Australia
- How the educational systems differs or overlap
- Openings for collaboration...