



LORAIN CAMPBELL –
COMMUNITY
DEVELOPMENT OFFICER
AND INDEPENDENT BOARD
MEMBER

Background

Loraine Campbell has been involved extensively in social housing and particularly stock transfer as both a board member and as an officer in her professional career, for nearly 10 years.

Loraine works as a Community Development Officer for Community Gateway Association in Preston, where she is a member of the team responsible for all aspects of tenant consultation and community engagement. Previously Loraine worked for Northwest E.Net dealing with disabled and disadvantaged people across the North West. She began her career in London as a former Personnel Assistant and Trainer at Marks & Spencer, where she learnt the value of focus on customer service and feedback.

Loraine moved to Blackburn in 1991, into a home owned by Blackburn with Darwen Borough Council and quickly became involved with her local Tenants Association and a range of community groups, dedicating her time to finding ways to provide a better quality of life for her children. When the Council started to consider stock transfer, Loraine's involvement deepened, and she was nominated as Chair of Twin Valley Homes during the transfer process and continued in that position for over 7 years.

It is from these dual perspectives as officer and Board member that Loraine agreed to take part in this case study on leadership and resilience. Her experience of using the measures is that they provide an accurate indication of her preferences within the two different roles and highlighted where the requirement of each role means she needs and is able to adapt her approaches and style.

For Loraine, the majority of her activities at work on a daily basis are around empowerment, involvement, engagement and consultation, working with individual and groups of volunteers to gain their feedback. Her leadership results reflect this with preferences towards people over task, reward over punishment and high scores on engaging with teams and individuals.

Loraine found that using the leadership measure served to draw out this difference in her style as a Board Member, where at times the requirements of the role require her to be more centralised, sometimes autocratic and very focused on determination to deliver, in order to shape and drive forward organisational development.

On a personal level, she found her mental toughness report to be also “very much like me” and immediately saw the links between mental toughness and leadership and how the different qualities and preferences come into play in different ways depending on the context.

On a professional level, Loraine commented:

“I am interested in these measures in terms of how they can assist people in making the link between learning and living and I see the potential for some valuable input and intervention with some of our tenants’ groups.

We’ve had experience in the past of putting on courses and running training, that was highly tailored in content to the issues we identified that we needed to tackle in terms of improving group interaction, communication and working dynamics, but seemed to go completely over the heads of the intended audience.

What is different about these measures is how they relate directly to the individual and provide tangible suggestions for development. This will help people take the learning from theory into practice and make the change that is needed.

I am really interested in using these measures from a group work perspective, in terms of aiding understanding around differences, depersonalising feedback and helping bring new people into some of our structures.”