

Senior Leadership Development Programme Leading Systems Evaluation Report 6-8th December 2017

Introduction

Staff College ran the first Senior Leadership Development Programme, Leading Systems module in December 2017 for 9 candidates. Candidates were a mixed group of Directors, Consultants, Senior Nurses, Divisional and Senior Managers and a Senior Finance Manager.

Members were asked to complete a pre-course evaluation form on the first morning of the course asking about their confidence levels against the courses' learning objectives. At the end of the course, members were asked to complete a post-course evaluation form, asking the same questions about their current confidence levels against these course learning outcomes.

7 of the 9 candidates completed the pre-course evaluation, and all 9 completed the post course evaluation.

How confident do you consider your abilities to:	Pre-course					Post-course				
	Very confident	Confident	Uncertain	Not confident	Not confident at all	Very confident	Confident	Uncertain	Not confident	Not confident at all
Understand your own leadership context and challenges across healthcare systems?		71.4 %	14.3 %	14.3 %		33.3 %	66.7 %			
Understand how structural elements (i.e. organisational design, hierarchy, roles, workflow, policy etc) impact behaviours and leadership?		57.1 %	28.6 %	14.3 %		33.3 %	55.6 %	11.1 %		
Understand how to make learning and improvement continuous instead of episodic and integrated rather than fragmented?		14.3 %	71.4 %	14.3 %		22.2 %	77.8 %			
Anticipate how to respond to the dynamic demands of task,		28.6 %	57.1 %	14.3 %		22.2 %	55.6 %	22.2 %		

team and individual priorities over time?										
Notice, understand and respond to toxic cultures?		57.1 %	42.9 %			55.6 %	33.3 %		11.1 %	
Identify the right culture for your system and how to promote it?			100 %			22.2 %	66.7 %		11.1 %	
Map the key local, regional and national relationships needed and understand your personal plan for developing these?			85.7 %	14.3 %		22.2 %	66.7 %			11.1 %
Understand your personal leadership strategy?		71.4 %	28.6 %			44.4 %	55.6 %			

Overall ratings for the programme

Of those that attended the programme 66.7% rated the programme as excellent with 33.3% rating it good.

88.9% of members rated the facilitation of the programme as excellent, with 11.1% rating it as good.

We asked members why they rated it in this way. Some of their responses are below:

- *I had the opportunity to reflect and analyse the system I work in, understand how I can develop my role within it, in order to effect change.*
- *Does profoundly more than it says on the tin!*
- *Right level of small groups and individual work.*
- *Content of the programme was current, sound and delivered to high standards.*
- *Interesting and varied leaders. Good use of materials.*
- *More presentations than on previous Staff College courses, less 'task' activities.*
- *Supported to be insightful.*

Would members recommend the course to others?

Of those that attended the programme 88.9% said they would definitely recommend the programme to others with 11.1% saying they would probably recommend it to others.

We asked members why they rated it in this way. Some of their responses are below:

- *Colleagues that I work with would benefit from the course in order for us to work effectively together to achieve the priorities set out in our system.*

- *Because I believe in the value of thoughtful leadership and the vital role it plays in good healthcare. I want to work with and for people who can be and are effective leaders.*
- *The more like-minded people work together, the better.*
- *Thought provoking and challenging in a structured way. Leaders able to relate to diverse attendees and make it relevant.*
- *A good way of taking time to be self-focused.*
- *So much fun; but also allowed time and space to think.*

Personal Evaluation - Goals

When members applied to attend the course, we asked them to consider some personal, organisational and clinical goals that they hoped to achieve through their attendance on the course.

We asked them to consider whether they felt they had achieved these goals through the attendance on the course, or whether they felt they had made progress towards them.

Personal Goals

100% of members felt they had achieved their personal goals or made progress towards them during the course.

We asked them how the course had helped them to achieve this. Some of their responses follow:

- *Yes, I have made significant progress towards achieving them. I now have a clearer idea of how I can navigate my system to make small changes that could cause a ripple effect.*
- *Yes. This programme has allowed me to take some stock of my aim, abilities, values and hopes for a future that I now feel able to actively choose how I want to shape.*
- *Yes – made progress – understand cultures better, resilience, choices.*
- *I now understand my position and power. The value of identifying levels of power and how to influence this is a lever.*
- *Yes. I am much more aware of the traits and behaviours to look out for in toxic cultures and how to respond to them. Overall systems approach (roles/allies/hierarchy) well taught.*
- *Peer discussion and feedbacks. Theories and tools on how to develop leadership.*
- *Yes, time to think and understand my motivation.*
- *I am now aware of how my choices can collude with poor cultures. Looking after myself will allow me to look after the team.*

Organisational Goals

100% of members felt they had achieved their organisational goals or made progress towards them during the course.

We asked them how the course had helped them to achieve this. Some of their responses follow:

- *It has given me tips on some of the processes I need to work through to develop my 'campaign' and how to work with my allies.*

- *I've been able to develop a clear and coherent strategy for the next stage of development of my service, align it with the organisational direction.*
- *Awareness of cultures and relationships, higher intent and vision.*
- *Finding allies, identifying the higher intent will certainly be useful in future.*
- *I now have a plan to work on that will help me influence the culture and achieve my goals.*
- *I believe that I am better placed to support my STP to achieve its aims.*
- *Ideas on how to improve:*
 - *Communication with my line managers and other members of the team*
 - *Structure service development projects*
- *My understanding of culture and influence.*
- *To be able to identify toxic behaviours and choices and to know that I can make choices to change these and influence a new outcome.*

Clinical Goals

77.8% of members felt they had achieved their clinical goals or made progress towards them during the course. 11.1% felt these weren't applicable to their role and 11.1% didn't respond.

We asked them how the course had helped them to achieve this. Some of their responses follow:

- *It has reminded me of the importance of really placing patients at the heart of our work and ensure they don't get lost in all the noise.*
- *As an effective leader, backed up with tools and frameworks I will be able to shape the clinical work of my service.*
- *Process – structural/dynamics – importance of planning – working on the 'how'.*
- *Understanding the different layers of the organisation and working with all of them will improve patient outcomes.*
- *My role is to support transformation to provide better care and I hope I am better able to do this now and to encourage a faster pace.*
- *Helped me think about 'culture' – to have a vision, a direction before trying to fix things.*
- *Fully empowered to ask good questions to understand the challenges before trying to solve and becoming stuck.*

Final comments

We asked members if they wanted to share any other comments. A selection of their responses is below:

- *The capacity of the faculty to adapt and respond to what is brought by the members is outstanding.*
- *I think the course has been very enlightening. The structure of the course caters to a range of learning styles and stimulates us. Main take home message is that I have choices.*



- *I feel privileged to become a member of Staff College. The vision and drive of this amazing organisation sustains my hope and my own energy to strive to be better, and to know that what I do will be good enough. I can not thank you enough.*