Senior Leadership Development Programme
Leading Others
Evaluation Report
11-13 April 2018

Introduction

Staff College ran the second Senior Leadership Development Programme, Leading Others module in April 2018 for 5 candidates. Candidates were a mixed group of Senior Clinical Leads, Head of Service and General Managers.

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.

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 within the healthcare system?		60%	40%			20%	80%			
Understand the roles of self, leader, deputies and followers?		80%*				60%	40%			
Understand how personal traits impact or fail to impact on the performance of self and team?		40%	40%	20%		60%	40%			
Notice the nature of key intra-team relationships?		40%	60%			40%	60%			
Understand the dynamic demands of task, team and individual priorities?		80%	20%			40%	60%			

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 how to use reflective practice		40%	40%	20%		60%	40%			
Understand your personal leadership strategy?		40%*	40%*			20%	80%			

*One person did not answer this question

Overall ratings for the programme

Of those that attended the programme 80% rated the programme as excellent.

100% of members rated both the facilitation and the organisation of the programme as excellent.

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

- *Love its experiential nature – action learning.*
- *Practical exercise helped to crystalize the content/theory. Very enjoyable. Challenging. Puts the candidate in a position where I realize all my limitations are self-made.*
- *Challenging without being oppressive.*
- *It's very challenging in terms of reflection and feedback which at times is uncomfortable. This is very rare and I feel lucky to have the opportunity to learn like this.*
- *Exercise and videos: really insightful. Self-reflection and feedback: a rare opportunity to take part in this.*

Would members recommend the course to others?

Of those that attended the programme 100% said they would definitely recommend the programme to others.

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

- *We need more, better leaders!*
- *Challenges and develops the kind of collaborative leadership the NHS needs.*
- *Helps in developing an insight on yourself and your workplace.*
- *I want every leader to go through the course as I'm sure it would make the NHS a better place. I also want to be able to put into practice what I've learnt.*
- *Because it is the best leadership course around.*

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. Very much so.*
- *The didactic learning requires contact re-learning which has helped me towards leading my department better.*
- *To influence my peers and to be more effective as a leader in change. I have made headway in reflecting how I can adapt my style in the workplace.*
- *Better understanding of what is influencing team dynamics and how I influence that or I am influenced.*

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:
- *I will be able to manage the change that is coming to my department.*
- *Ideas on improving patient experience and engaging and getting the message across to my teams.*
- *Increased confidence to take forward the challenges I have at my workplace.*
- *The course has equipped me with tools to lead the change programmes in my services.*

Clinical Goals

80% of members felt they had achieved their clinical goals or made progress towards them during the course. 20% felt these weren't applicable to their role.

We asked them how the course had helped them to achieve this. Some of their responses follow:
- *I now have some tools to apply with my teams to meet the clinical outcomes.*
- *Reflective space.*
- *Helped me to identify the priorities on my behavior that I have to modify to carry on with the changes.*
- *To take a step back, reflect and plan well.*
- *Chance to talk, really talk with clinicians on the course, to hear their issues, their perspectives and gain a greater understanding.*

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

- *It would be fantastic if all senior managers attended this course as it would help drive the change required in the NHS.*
- *I have really enjoyed the course.*
- *Energized and need time to reflect on learning. Would like capacity to come back to reflect on learning .*