

## Senior Leadership Development Programme Leading Self Evaluation Report 3 – 5 October 2018

### Introduction

Staff College ran their third Senior Leadership Development Programme, Leading Self module in October 2018 for 14 candidates. Candidates were a mixed group of Clinical Heads of Department, Consultants, Senior Managers, a Postgraduate Dean and a Divisional Clinical Chair.

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 personal leadership context and challenges within the healthcare system?		50%	33%	17%		43%	50%	7%		
Be aware of personal values, principles and assumptions?	17%	67%	17%			36%	64%			
Notice how you manage your behaviour in group situations?		50%	42%	8%		50%	50%			
Understand how personal traits can influence performance of self and team?	8%	58%	33%			36%	64%			
Use reflective practice?		67%	25%	8%		64%	36%			

### Overall ratings for the programme

Of those that attended the programme 93% rated the programme as excellent and 1 person (7%) did not answer the question.

100% of members rated the facilitation of the programme as excellent.

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

- *I have not felt as invigorated or as challenged in a long time. I feel I have been shown important aspects of myself and given tools to improve.*
- *Great emphasis on experiential learning while uncomfortable at times the purpose and benefit was readily clear*
- *A life changing experience, many useful, and relevant applicable models to leadership.*
- *Gave me space to consider and explore things I needed to address in a really effective way. I had underestimated how very effective the course would be for this.*
- *I, and others, were fully engaged throughout - with each other and the process.*
- *Taken out of comfort zone to learn things that are useful.*
- *Content, learning has been significant.*
- *Good programme content, very well organised and facilitated. Balanced. Responsive to group needs.*
- *Content, practical/reflective sessions, supportive environment. Constructive feedback. Good pace. Lots of food for thought.*
- *Because there has never in my working life been the opportunity to openly interact with delegates and course leaders. Excellent structure, perfectly executed.*
- *The leadership of the course, the content and humour.*
- *Excellent facilitation. Well-paced. Good structure - psychology, leadership/problem theory and choice.*

### 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:

- *It is a course that can benefit anybody as the self-immersion in practice promotes personal responses and challenge.*
- *Great place for headspace, challenge and affirmation. Safe place to try things differently and to be brave.*
- *Feels like it provides real, tangible, practical benefit without overdoing the theory.*
- *Found it to be a very good leadership course with great facilitators and great content.*
- *Definite clear benefits in forms of things learnt that will influence/change ongoing practice.*
- *Genuinely insightful and practically applicable.*
- *Useful for anyone in leadership role to have self-awareness. Valuable use of time.*

- *As before: because there has never in my working life been the opportunity to openly interact with delegates and course leaders. Excellent structure, perfectly executed.*
- *Useful for all aspects of life and feel that it will definitely have a positive impact on work.*
- *Really worthwhile investment (time and money).*

### 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

79% of members felt they had achieved their personal goals or made progress towards them during the course. 7% said that they could not tell yet as their role had changed since they had made their initial application. The remaining 14% didn't provide a response to this question.

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

- *I think I was aware of my limitation before the course but had no tools to deal with them. I have been taught many useful lessons about myself which I hope will let me address them.*
- *Yes. Now need to put it into practice.*
- *I have developed the skills and knowledge towards service improvement/strategic planning and my own personal development.*
- *Yes. I'm certainly more aware of behaviours in leadership context and impact of mine in others. I think I have learnt how to have a greater impact on others.*
- *I have achieved these goals as I wanted to explore my ability, and appetite for leadership and the course has done this for me and helped me to develop a vision for the future.*
- *Needed to build resilience to prevent burnout. Feel I have started the journey to do so.*
- *Yes. Will help with managing complex operational and strategic challenges through better understanding of my personal behaviours.*
- *Yes. Had the opportunity to consider my leadership style, competence, strengths and development areas.*
- *I have more awareness of the possible issues and challenges and an idea of steps I can make and where I need more help.*
- *I believe my goals were quite specific to my role. Having had a total change in job since applying, my head is probably in a different place, with very different challenges. I don't know, but perhaps what I got out of it in the end was even more useful.*
- *I have achieved the three goals. I have a clear plan of what changes I need to make. I will need to closely review my progress to stay with the changes.*

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- Yes. *Chance to refocus and refresh my thinking on where I am and where I want to go.*

## Organisational Goals

64% of members felt they had achieved their organisational goals or made progress towards them during the course. 7% said that they could not tell yet. 29% didn't provide a response to this question.

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

- *The course has helped me put the important things and less important things into perspective.*
- *I will be better equipped to define the barriers. I hope to engage with my team better to allow this work to progress.*
- *More confidence to address the wicked problems. More confidence in not having all the answers.*
- *Awareness to challenge the status quo.*
- *Understanding how to impact others positively / how to role model and engage through open, honest, personal leadership. Connectivity and valuing people / relationships.*
- *By increasing my self-awareness of my abilities and what I want to do.*
- *Self-awareness (including video) and reflective practice and group/task activities.*
- *Better clarity of what is holding me back. Understanding the choices, I make.*
- *Yet to be defined. But feel more energised to get to those outcomes.*

## Clinical Goals

50% of members felt they had achieved their clinical goals or made progress towards them during the course. 21% said this was not applicable. 29% didn't provide a response.

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

- *Labelling and breaking problems up; more confidence and trust in colleagues.*
- *Increased awareness in communication with team.*
- *I have the majority of the tools required to deal with some wicked problems at work and to educate some of the senior team in our approach.*
- *I have been able to make a plan to work towards.*
- *Not sure I had any specific clinical outcomes but by changing the organisational I think it will have a positive impact on the clinical.*
- *Some new strategies to arrange my emotions and anxiety driven behaviours.*
- *Understanding the underlying issues like preferences, anxiety, stress, relationships.*

### Anything more that we could include to help you to make more progress with your goals

When asked the above question people responded:

- *No but I think I would benefit from your other courses.*
- *Time to reflect on goals posed after applying.*
- *Nope! But I will be signing up to the rest of the courses!*
- *Not that I can think of at the moment. Thank you.*
- *I just need time to put into practice.*
- *More reviewing videos.*

### Final comments

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

- *A personal thank you to the entire Faculty. Gordon - fantastic feedback as always. Cath - discipline in a fun and educational way. John - great humour and education. Charlie - always insightful.*
- *I am really glad I came on the course and have learnt a lot of practical tools to put into use. Really liked the experiential emphasis. Would even add more if possible and take out some of the theory content.*
- *Thank you. I found it a very valuable three days in ways I had not anticipated. The Faculty were particularly excellent and generous in approach in how they facilitated sessions. It felt that they do the course because they truly believe in its value.*
- *I would have valued a get to know session with the entire group near the beginning to open up understanding of backgrounds and character. Interesting facts would have added value too.*
- *Background bio of DS at the start to help engagement and understanding of expertise/knowledge would be helpful.*
- *Course is very helpful. Will explore sending members of my team.*
- *Thank you.*

### Post course notes

Following the course we received some notes from the members and a selection of these are below:

*Many thanks to you and the rest of the Staff College team – for a really powerful few days More personally challenging, and personally rewarding than many /any other courses I have been on*

*The real validity of the course came home to me when the last feedback session with my peers (none of whom I had met until the course began) identified behaviour patterns that I should focus on for improvement that match the traits I am keen to work on, but had not overtly disclosed as such – a long-winded way of saying they got to know me!*

Infectious Diseases & Microbiology Consultant, Acute Hospital Trust



*You should be very proud of the course you provide. Absolutely exceptional.*

Strategic Projects Lead, Acute Hospital Trust