

Senior Leadership Development Programme Leading Others Evaluation Report 7 – 9 November 2018

Introduction

Staff College ran their third Senior Leadership Development Programme, Leading Others module in November 2018 for 11 candidates. Candidates were a mixed group of a GP, a Senior Nurse, three Senior Managers, a Head of Staff Development, and five Consultants; of which three have Senior Leadership roles as Clinical Lead, Regional Clinical Director of NHSI and Deputy Managing Director of a hospital.

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		82%	18%			40%	60%			
Understand the roles of self, leader, deputies and followers	9%	73%	18%			70%	30%			
Understand how personal traits impact or fail to impact on the performance of self and team		73%	27%			60%	40%			
Notice the nature of key relationships		73%	27%			40%	60%			
Understand the dynamic demands of task, team and individual properties	9%	36%	55%			40%	60%			
Understand how to use reflective practice		73%	27%			60%	40%			
Understand your personal leadership strategy	9%	18%	64%	9%		40%	60%			

Overall ratings for the programme

Of those that attended the programme 60% rated the programme as excellent, 20% rated it as good and 10% rated it as satisfactory. 1 person (10%) 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:

- *Powerful engendering of trust*
- *Challenging but supportive. Great structure to the three days with opportunities to translate exercises to “real life”. Great to have space to reflect on own traits, skills and areas for development.*
- *Experiential learning. Self-reflective.*
- *The content, group and overall quality were outstanding (again!).*
- *Space and challenge to understand development requirements un-afforded for in the working environment.*
- *Excellent facilitation. Great group.*
- *Beautifully crafted to allow us to explore our leadership skills – the right balance of exposure/complexity with quality feedback.*

Would members recommend the course to others?

Of those that attended the programme 90% said they would definitely recommend the programme to others. 10% said they would probably recommend the programme to others.

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

- *I have grown much in 3 days.*
- *Need to get more nurses on this course.*
- *Experiential learning.*
- *The content, group and overall quality were outstanding (again!).*
- *Better than any other leadership development offering I have experienced.*
- *Great learning. Focused. Fun. Informative.*
- *Because it is effective in developing skills.*
- *These 3 days have been the best developmental days of my career! I’ve learnt so much about myself and should benefit from this within the NHS leadership structure! Gordon is fantastic.*

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

40% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 60% 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:

- *My overall personal goal is to continue to improve and develop on my leadership journey and this has helped me greatly.*
- *To learn about myself in order to be more effective at leading others has definitely been achieved.*
- *1) How do I get the best out of my team by understanding and developing my approach to process: YES. 2) Is there anything I need to do differently or that I am blind to: YES*
- *Yes. I have much better understanding of my impact*

Organisational Goals

50% of members felt they had achieved their organisational goals or made progress towards them during the course. 50% 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:

- *There is a drive to increase and improve leadership capabilities at all levels of our organisation and this has helped me to contribute to this.*
- *I feel more confident in my leadership style and ability.*
- *Delivering perceptive leaders that can build effective teams to deliver site and organisational objectives: YES. Levels of perception I haven't experienced before.*
- *How to manage people/effective meetings/myself and the impact I have. Things that drive me and my qualities.*
- *I have a better grasp of how to engaged and influence others. I am more confident in my knowledge and leadership skills.*

Clinical Goals

30% of members felt they had achieved their clinical goals or made progress towards them during the course. 70% didn't provide a response.

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

- *To help facilitate effective leadership of clinical teams and how to effectively bring the MDT together.*
- *It has supported my leadership knowledge, skills and attitudes.*
- *How to manage people/effective meetings/myself and the impact I have. Things that drive me and my qualities. Effective goal setting and management of change.*

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

When asked the above question people responded:

- *Effective documentation of meetings.*

- *I would have liked sharing of the slides – that is just how I work. I would look at them later but understand the difficulty to share.*
- *Perhaps more opportunity to revisit tasks/learning points – putting over learning into practice.*
- *I found the final two feedback sessions very useful – maybe these could be expended or replicated earlier in the course?*

Final comments

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

- *Another really fantastic course from the Staff College team – I will be back for more! Thank you!*
- *Could have seen more reference to NHS leadership rather than Naval. Would have liked to hear from NHS leaders too. But loved course overall and will definitely recommend.*
- *Thank you!*

Post course notes

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

Thank you and my sincere thanks to the faculty. Last week's course was excellent, really outstanding. Personally, I felt that it really built on the previous work with the Staff College at Shrivenham and I am already looking to complete at least one more module next year. I think that the strengths of the course are the structure - highly interactive, minimally didactic - and the ability of the faculty to really push and get the most out of the delegates in their cohorts. From my perspective the Staff College is not for people who are looking to 'tick a box' but is a must for people genuinely seeking to develop as leaders.

Consultant Gastroenterologist, Acute Hospital Trust, and Regional Clinical Director NHS Improvement.

Thank you – it was an excellent three days. I learnt so much.

Senior Nurse, Acute Hospital Trust