

Senior Leadership Development Programme Leading Systems Evaluation Report 5 – 7 December 2018

Introduction

Staff College ran their second Senior Leadership Development Programme, Leading Systems module in December 2018 for 11 candidates. Candidates were a mixed group of an Acting Medical Director, a GP, four Senior Managers, a Head of Staff Development, a Head of Early Intervention Adolescent Mental Health services and three Consultants.

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	Not answered
Understand your own leadership context and challenges within the healthcare system		27%	73%			36%	64%				
Understand how structural elements (i.e. organisational design, hierarchy, roles, workflow, policy, etc.) impact behaviours and leadership		55%	27%	18%		27%	73%				
Identify the right culture for your system and how to promote it		36%	36%	18%	10%	27%	73%				
Map the key local, regional and national relationships needed and understand your personal plan for developing these		9%	73%	9%	9%	36%	55%				9%
Understand your personal leadership strategy		45%	45%	10%		27%	73%				

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Overall ratings for the programme

Of those that attended the programme 82% rated the programme as excellent and 18% rated it as good.

91% of members rated the facilitation of the programme as excellent. 9% rated the facilitation as good.

We asked members why they rated it in this way. Their responses are below:

- *Excellent mix of theory to real world. And head space to apply thinking to own situation while learning from others from different backgrounds.*
- *Time to think. Time to reflect. Explore models and stories.*
- *Allowed me to understand and reflect on my system and given me tools to change it.*
- *Syndicate work brings reality*
- *Different way of thinking about system, leadership, the components within.*
- *Great opportunity to think and reflect in a safe space. Could be condensed.*
- *Good grounding in system leadership theory. Lots of time to think about how to apply this to real-life scenario.*
- *Really built on self-awareness first two modules built. It was very different and excellent - it has really challenged me.*
- *Balanced, responsive to members, used all the knowledge and experience in the room.*

Would members recommend the course to others?

Of those that attended the programme 91% said they would definitely recommend the programme to others. 9% said they would probably recommend the programme to others.

We asked members why they rated it in this way. Their responses are below:

- *There's a huge amount of content which was useful, the facilitation was fantastic and the experiential learning had a huge impact on me.*
- *Yes as it's a key part of leaders in the NHS to have a technical group of.*
- *Thought provoking, motivating.*
- *Excellent mix of theory to real world. And headspace to apply thinking to own situation while learning from others from different backgrounds.*
- *So, so useful based on reality in NHS*
- *If you are a leader who is engaged in challenging yourself and improving and understanding systems you should definitely attend this course.*
- *But only for those who are willing to self-reflect and be challenged - not for all.*
- *Really well produced, thought-provoking programme with (including) really engaging and diverse set of delegates.*

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

64% of members felt they had achieved their personal goals or made progress towards them during the course. 9% (1 person) responded that this was not applicable. 18% (2 people) said they were unsure as did not recall their goals. 9% (1 person) 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 am leading more strategic projects and dealing less with the workflow. I continue to apply for more senior roles so that I will continue in particular the systems learning on a strategic level. My awareness of leading myself and others and becoming more myself.*
- *I can't remember what they were but I feel that over the 3 modules I have increased awareness of myself as a leader and my leadership approach. The module on system leadership has really helped me focus on how I operate in the system and potentially influence change.*
- *Yes, but additionally has made me consider goals I had not even considered.*
- *Understanding my own leadership context has been hugely beneficial to me. Steadily building over the course of the 3 days the plan (proposed!) to impart in the way we feel is the right thing (on a difficult day!)*
- *Yes. Generic understanding and a cognitive approach to problems across systems and strategies to achieve this - a good manual.*
- *Yes - definitely. Far more clarity.*
- *Yes - found time to reflect my practice and culture*

Organisational Goals

73% of members felt they had achieved their organisational goals or made progress towards them during the course. 18% said that this was not applicable. 9% 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:

- *It's given me a better understanding and confidence of how to achieve the organisation's outcomes.*
- *Opened my perspective/viewing of things. Enabled me to review the status of the system.*
- *Visualised the system I work in.*
- *Practical examples of tools and models to use.*
- *Clearer with the ways of the system around me.*
- *Understanding and linking with system - my real first lesson.*
- *Increased understanding of system and system thinking to be able to tackle current system problem. Useful models to frame thinking. Really helpful exercises on building system, power, relationship, etc.*

Clinical Goals

64% of members felt they had achieved their clinical goals or made progress towards them during the course. 27% said that this was not applicable. 9% didn't provide a response.

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

- *Confidence. Highlighting strategies to apply to improve matters. Understanding that culture can be changed.*
- *Provided me with models: support/challenge, change, active resisters*
- *Discussion in syndicates and discussion of others problems with group offering solutions.*
- *Helped me to define and articulate them.*
- *Use of language. Current reality vs. desired future. Defining higher purpose. Managing diary! Be comfortable with messy situations. Challenging and disconfirming data.*
- *Learning different materials to apply.*

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

When asked the above question people responded:

- *I could have taken more (constructive) challenge. Felt totally in my comfort zone. However I'm hoping to wake up in the future and have that lightbulb moment.....*
- *Ongoing coaching citing learning perhaps few hours every eight weeks for 3 further sessions to embed.*
- *Either more condensed (2 days). Or more "tasks" as groups.*

Final comments

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

- *Thanks so much. I think, the trick though you are missing is practicing follow up facilitation of action learning sets for participants/alumni. I would really value this.*
- *I would love all senior leaders to do this course at BHRUT not just UCLH.*

Post course notes

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

Thank you to you all for another fantastic module. I've thoroughly enjoyed all three of my modules with you this year and feel like they've really pushed me to be a better leader. Please would you pass on my sincere thanks to the rest of the team.

STP Lead, NHS England

It was a really inspiring and thought-provoking course. I have already kick started my actions! And have been sharing my favourite word of the course "anthroposcission"!

Head of Operations, Divisional Manager, Acute Hospital Trust