

Senior Leadership Development Programme Leading Self Evaluation Report 13- 15 March 2019

Introduction

Staff College ran their fourth Senior Leadership Development Programme, Leading Self module in March 2019 for 9 candidates. Candidates were a mixed group of Clinical Director, Board Directors, Operations and Service Managers and Clinical Lead.

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?		56%	22%	22%			100%			
Be aware of personal values, principles and assumptions?		56%	44%			25%	75%			
Notice how you manage your behaviour in group situations?		11%	67%	22%		13%	88%			
Understand how personal traits can influence performance of self and team?		56%	33%	11%		38%	50%	13%		
Use reflective practice?		44%	22%	33%		38%	63%			

Overall ratings for the programme

Of those that attended the programme 100% rated the programme as excellent..

88% of members rated the facilitation of the programme as excellent, with 13% rating it as good.

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

- *Directed and meaningful feedback delivered in a thoughtful and mindful way.*
- *Time to practice and learn from experiments.*
- *Enables **practice** – key to embedding behaviour.*
- *Very good use of time to teach group behaviour.*
- *Given structure and examples on how to do my leadership role.*
- *Challenges my thought process and will allow me to reflect on my behaviours in the future.*
- *It was a fantastic opportunity to share experiences with a similar group of people and also be given advice on techniques to improve leadership.*
- *Excellent, experiences Faculty. Valuable inputs into understanding self.*

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:

- *The quality and structure of the course allowed me to take a journey of self-reflection. The staff were engaging and informed.*
- *Good way of learning self-awareness. Not too much challenge.*
- *New way of working and thinking/reflecting.*
- *Very good chance to learn about self and develop strategies to improve.*
- *To help other leaders get to a similar level – allow common understanding/language.*
- *Best leadership course I have ever attended. Focus on us as an individual. Not just focus on lectures.*
- *Good quality feedback. Fantastic course. Lots of hands-on exercises. Non-pressured for time, time for feedback.*

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

88% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 13% said that it was too early to tell.

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

- *Aware of need to balance choices with consequences. I think that I have learnt methods to be more effective during organizational boundary crossing encounters which will feed into developing a more significant clinical group.*
- *Being more aware of my actions and the affect that it has on people that I line manage.*
- *Videoring helped me to see my own style. The course format allowed space and time to experiment, as did the other people on the course.*
- *Yes. Addressed managing stress/resilience. No perfect solution. Not to be worry warrior. Giving feedback.*
- *Able to speak in a group more confidently.*
- *Presently I feel I have been exposed to what good leadership is about, however, the first step is self-awareness – something I will be reflecting on in the days to come and trial out all the techniques/feedback from the course.*

Organisational Goals

75% of members felt they had achieved their organisational goals or made progress towards them during the course. 25% 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:

- *Being more self-aware. Taught me not to apologise. Reaffirmed my role within the organization and role as a leader.*
- *Will help to improve integrity with my different teams. Helped to increase leadership skills.*

Clinical Goals

88% of members felt they had achieved their organisational goals or made progress towards them during the course. The remaining 13% said that it was too early to tell.

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

- *Structured self-reflection will allow me to better lead and group activities will help innovate currently "stale" models of interacting.*
- *Being able to share my self-awareness skills will help me to deliver and support my teams through their growth change is going to be tough but manageable/*
- *Has given me ways to think about and develop how I lead.*
- *Will allow me to manage process and meetings in a more systematic and efficient manner.*

Final comments

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

- *The course was invaluable for my development. Appreciated the 360-degree feedback. Keep going 😊*
- *Really good 360-degree feedback sessions each day. Challenging content and great group dynamic.*

- *It was a challenge, very well managed and supported, but felt provided more self-confidence.*

Post course notes

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

I just wanted to say a huge thank you for all your work on the course. It was so helpful for my confidence and exactly what I needed at this time. I look forward to trying it all out next week.

Clinical Oncologist, Acute Hospital Trust

Thank you for all of your help during the course, which was both enjoyable and extremely useful.

Board Director, Consultant Neurosurgeon