Senior Leadership Development Programme: Leading Self, Leading Others and Leading Systems Evaluation Report 2019

Introduction

Staff College ran our Senior Leadership Development Programme twice in 2019. Our programme consists of 3 modules: Leading Self, Leading Others, and Leading Systems.

	Total number of members attended	Total number of pre-course evaluations completed	Total number of post course evaluations completed
Leading Self: Mar 2019	9	9	8
Leading Others: May 2019	6	6	6
Leading Systems: Jul 2019	Cancelled	-	-
Leading Self: Sep 2019	15	15	15
Leading Others: Nov 2019	8	8	6
Leading Systems: Dec 2019	8	8	8

A total of 46 people attended. Candidates job roles included a CEO, Clinical Directors, Board Directors, an Associate Postgraduate Dean, a Director of Primary Care, a Divisional Chair, Consultants, Registrar, GP, Senior Managers and Clinical Lead.

Members were asked to complete a pre-course evaluation form on the first morning of their courses. This asks them about their confidence levels against our courses learning objectives. They were asked to again complete an evaluation form, asking the same questions, at the end of their course. This allows us to evaluate their confidence levels and impact of attending our modules:

How confident do you consider your abilities to achieve the module objectives:	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
Leading Self: Mar 19		42%	42%	17%		28%	69%	3%			
Leading Others: May 19	14%	50%	31%	6%		39%	58%	3%			
Leading Self: Sep 19		47%	43%	7%	3%	28%	70%	2%			
Leading Others: Nov 19	2%	48%	48%	2%		45%	48%	7%			
Leading Systems: Dec 19		30%	70%			45%	53%	3%			

Overall ratings for the programme

- Of those that completed their post course evaluation during 2019, 93% rated the programme as excellent. The remaining 7% rating it as good.
- 100% of members rated the facilitation of the programme as excellent or good.

Would members recommend the course to others?

93% said they would definitely recommend the programme to others. 7% saying they would probably recommend the programme to others.

Personal Evaluation - Goals

When applying to attend our courses we ask members to consider some personal, organisational and clinical goals that they hope to achieve through their attendance.

When asked whether they felt they had achieved these goals or whether they felt they had made progress towards them:

- 86% of members felt they had achieved their **personal goals** or made progress towards them during the course. 2% said this was not applicable. 2% said that it was too early to tell. 9 % didn't provide a response to this question.
- 81% of members felt they had achieved their **organisational goals** or made progress towards them during the course. 29% didn't provide a response to this question.
- 56% of members felt they had achieved their **clinical goals** or made progress towards them during the course. 7% said this was not applicable. 2% said that they were not sure and 2% said it was too early to tell. The remaining 33% didn't provide a response.

Specific comments

We asked members for their specific comments how the course helped them to achieve their goals. A selection of their responses is below:

- *I feel and have either achieved or am taking away experience to fully complete these. 90% completed.*
- *I feel like I have made progress towards them. I think I already had some leadership traits without realising and other traits that I need to change/improve.*
- *I think I have made a lot of progress towards these and outside of that I have learnt theory that I will be able to use and think about going forward.*
- *Greater understanding of myself, leadership style and how to take others with me.*
- *I have learnt to brainstorm, ask better questions, not jump straight to the task, be aware of my behaviour and self-care.*
- *Positively - I feel more confident in my understanding of myself.*
- *Helped improve my confidence.*
- *Organisation outcomes - learnt how to put people first and become a better leader by valuing others.*
- *Take time to consider my impact on others. Check-in and check-out with team. Mentoring appointees*
- *A lot - I think the way I think about leadership will contribute towards this now and in the future. Managing self and stress. Bonding teams - better awareness. Check assumptions.*

- *Particularly using the process more than concentrating on content. Consider wicked v. tame. Concept of leadership being different from management.*
- *To self-care and manage others so that I can be in better clinician.*
- *I feel it has given me processes to work from and confidence to develop my role as a leader.*
- *It has helped me to identify the need to have a more structured approach to leadership.*
- *By making me more aware of myself and helping me to reflect on myself and my behaviour and overall management.*
- *As to the left, greater self-awareness. Framework for identifying and tackling patients.*
- *Management of stress and building resilience.*
- *Thank you, excellent 3 days. I certainly feel value for money. Will certainly endorse others to attend. Great DS - Cath and Gordons - "legends",*
- *I felt very well supported by the facilitators - I was quite anxious about being videoed and being given live feedback but it was done in a very professional, unimposing way.*
- *I was anxious about coming but you made everyone feel protected and challenged enough. It was a great learning experience that makes all other leadership courses feel unnecessary and a waste of my time.*
- *It has been a rewarding experience and allowed me to reflect on myself and others.*
- *I have really enjoyed this course and the video/review exercises were very beneficial if slightly uncomfortable at times. All of the facilitation was excellent and I felt lucky to have two very knowledgeable DS with our group throughout.*
- *Thank you so much for everything.*
- *Feel they have been met. Reaffirmed meeting and feedback skills.*
- *Yes, more so. I didn't expect the exercises to be so thought provoking. I feel better equipped to lead.*
- *Yes. It definitely has equipped me with a lot more skills, tools and techniques in challenging situations.*
- *I feel better able to lead the process of team meetings and have a better understanding of my leadership blindspots that I need to develop I work on. (being explicit in thought and action)*
- *Networking. Links. Strengthened the questioning skillset.*
- *It's confirmed I'm on the right track to meet the organisations goals. It's boasted my confidence in leadership.*
- *Allowed for better perspective of my own management style and more emotionally aware.*
- *It has given me an approach and set of tools to address the current difficulties within my organisation. I plan to be more proactive in my leadership role.*
- *Offers me additional insight in how I might better influence others through clarity of info and strategy.*
- *Allowed for more transparency within myself and better communication.*
- *The clinical outcomes will follow on from the organisational ones.*
- *Will help me to develop colleagues independence through empowering them.*

- *Absolutely brilliant course. Lots of self-reflection time and enabled confident thinking and self-development.*
- *Thank you very much for a great course.*
- *Just an excellent experience all round.*
- *The course has been very helpful in clarifying my thinking around a strategic approach to the prevention agenda.*
- *Yes - clearer understanding of models/theories and how they relate to clear practice. Understanding of wider cultures and power in organisations and wider systems.*
- *Better understanding of other's systems. Definitely helped strategies for influence. Understand more on CCGs.*
- *Yes, acknowledging own power and influence and place within teams.*
- *Yes, more knowledge obtained on the structure. Tools to use. Time to think!*
- *I have made significant progress towards them given that my main goal in attending was to support me in my leadership journey.*
- *More clarity on the power mapping and power tasks involved.*
- *Clearer understanding. Ability to be more considered when approaching things.*
- *Acquired good suggestions and how to approach, e.g. small groups, identifying power.*
- *Understanding role in how I can deliver my vision with use of influence, power of dynamics.*
- *Provided strategies for how to improve my effectiveness.*
- *More knowledge coupled with more confidence to address issues.*
- *Knowledge and understanding and ability to use and implement them.*
- *Challenging enjoyable. I have come away with new knowledge, new ideas and new plans in development for my future work as a CCG Governing body member.*
- *Gordon was very good. A shame that we lost John but you covered very well.*
- *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.*
- *Videoing helped me to see my own style. The course format allowed space and time to experiment, as did the other people on the course.*
- *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.*
- *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.*
- *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.*
- *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.*
- *We are in a "journey" to improve performance and being able to manage and lead team better will help in this objective.*
- *I will be explicit in giving assertive communication and feedback.*
- *In terms of my impact at work. Ability to lead and cement change in an organisation. To effectively lead times. To develop a more compelling vision.*
- *Identified gaps in my leadership behaviours which can be addressed.*
- *Realisation that "leading" is not just "managing".*
- *Extremely useful and valuable course. I know it makes you think, "why do I do this?" 😔 but time challenges that we are put on this course are extremely valuable and the feedback was honest and feeling stronger for it. Thanks.*
- *Lots of learning especially lots of practical interventions that I must reflect on over the next few days to solidify and to take the resources/notes I have from this course close to hand to help guide me in the future.*