

## Senior Leadership Development Programme Leading Self, Leading Others, Leading Systems Evaluation Autumn/Winter 2019

### Introduction

A total of 31 people attended our Autumn/Winter 2019 Senior Leadership Development programme consisting of: Leading Self, Leading Others, and Leading Systems. Candidates included a CEO, Clinical Director, a Clinical Lead, Divisional Chair, Consultants, senior Managers, a Director of Primary Care, a GP and a Registrar.

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		47%	43%	7%	3%	28%	70%	2%			
Leading Others	2%	48%	48%	2%		45%	48%	7%			
Leading Systems		30%	70%			45%	53%	3%			

### Overall ratings for the programme

- Those that completed the evaluation, 90% rated the programme as excellent. 10% rating it as good.
- 97% of members rated the facilitation of the programme as excellent, with 3% rating it as good.

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

- *Inspirational, empowering and thought provoking to self-reflect. Excellent facilitators (Cath and Gordon) - they are amazing.*
- *Presentations styles were simple and effective. Facilitators were approachable. Very well organised and experienced.*
- *Very hands on. Very good feedback and time to reflect with direction. It had excellent facilitators.*
- *Unlike any other leadership course I've done. Video analysis excellent (if uncomfortable).*

- *Provided a wealth of knowledge and practical experience. Experience which I will be able to apply to my role.*
- *Made me think and identify things I should improve.*
- *Well thought out. Well planned. Excellent facilitators - made delegates reflect with ease. Fun. Thought provoking.*
- *Great staff and peers. Good mixture of theory and practice.*
- *A lot of feedback in a safe environment. Looked at process and structure a lot.*
- *First time formally doing a leadership course and ditched pre-conceived notions they would/could be more theoretical and less use practically.*
- *Thinking space empowering. Development of questioning skills. Networking.*
- *It pushed me to think differently about my personal leadership style. 3 days is quite full on.*
- *Allowed the opportunity to explore different tools and techniques and approaches within the role of a leader.*
- *Conceptually challenging, plenty of space to reflect. Lots of focus on our individual work situations.*
- *Great DS, content and environment. The DS nailed my expectations of the 3 days. Feel back on track. Thanks.*
- *The opportunity to be critically appraised by experienced leaders was invaluable.*
- *Breadth of knowledge/content in presentations coupled with power of small group work.*
- *Good content. Well delivered. Good mix of sessions.*
- *Clear examples. Actions for future - from presentations, discussion and groups.*
- *Provided lots of useful tools and enlightened me on how I can deliver and influence. Group were amazing and helpful in providing lots of different views and experience.*
- *The relationship that forms and the feedback sessions. And lots of v. useful content.*
- *Exposed me to systems thinking that I would never have ordinarily had space/ability to do. Changed my perception of how I will approach system issues/priorities and culture improvement.*
- *Wide range of relevant and applicable in workplace topics. Varied teaching.*
- *The experiential learning, diversity and openness of my fellow course participants.*

#### 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.

- *Positive process backed up by data.*
- *Value for money. Great course that makes self-reflection. Basics made easy and understandable with great support.*
- *I learnt a great deal about my leadership style, process and the type of leader I want to be.*
- *Excellent reflection onto self. This will affect both work and personal relationships.*
- *Because I feel that I learned so much in a protected, safe environment. More importantly by being such a practical and reflective course I feel I will put this into practice and be able to remember more than others.*

- *Enthusiastic and knowledgeable mentors. I feel different now from pre-course - I have been affected.*
- *It will help develop future leaders and enable them to be a better version of themselves*
- *Very useful compared to other leadership courses I have attended.*
- *Has given time to dedicate to thinking about leadership and I can see it really making a difference in practice.*
- *Invaluable self-insight.*
- *The term leadership has become such a buzz word and the cynics are saying that if everyone is a leader - who will do the work. But this course showed that everyone should be a leader and/or embrace the concepts to make better teams overall whether a leader or follower.*
- *A different approach that can be used. Not formatted in usual NHS way. Refreshing. Practical.*
- *It allows for a lot of learning and equips you with a whole host of skills.*
- *It would help them to move on within their professional environments.*
- *It is unique to my knowledge as a condensed programme that allow honest self-reflection - more time effective than the Trust's 6/12 offering.*
- *I'm very impressed with professionalism of Staff College and find the varied teaching and learning methods highly effective.*
- *So many people would benefit from the knowledge and experience and it would really help the NHS do better.*
- *I want my team(s) to be reflecting on their approaches in the way that Staff College teaches.*
- *It has been accessible in terms of length, content and effectiveness.*

### 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. 3% said this was not applicable. The remaining 10% didn't provide a response to this question.
- 86% of members felt they had achieved their **organisational goals** or made progress towards them during the course. 3% said this was not applicable. 10% didn't provide a response to this question.
- 48% of members felt they had achieved their **clinical goals** or made progress towards them during the course. 10% said this was not applicable. 3% said they were not sure. The remaining 38% didn't provide a response.

### Specific comments

We asked members for their specific comments why they rated us the way they did and if they 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.*
- *Yes, more aware of personal traits, challenges and how to overcome them. More focus on goals and what is deliverable.*
- *Yes. I have increased self-reflective practice. Clear goals for self-improvement.*
- *Yes. The discussions on process very helpful. And the concept of choice (Thanks John). In the big picture most of what we think we have to do is as a result of choices we have made.*
- *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 boosted 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.*