

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

Introduction

Staff College ran two modules from their Senior Leadership Development Programme in spring 2019.

A total of 14 people attended. Candidates included Clinical Directors, Board Directors, Associate Postgraduate Dean, Consultants, 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:

	Pre-course					Post-course				
How confident do you consider your abilities to achieve the module objectives:	Very confident	Confident	Uncertain	Not confident	Not confident at all	Very confident	Confident	Uncertain	Not confident	Not confident at all
Leading Self		42%	42%	17%		28%	69%	3%		
Leading Others	14%	50%	31%	6%		39%	58%	3%		

Overall ratings for the programme

- Of those that completed the evaluation, 100% rated the programme as excellent.
- 86% of members rated the facilitation of the programme as excellent, with 14% 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.*

- *Emphasis on experiential learning. Believable staff with genuine interest - their motivation and the "why" is clear.*
- *Good mix of ideas and concepts and exercises to challenge leadership and followership skills. Videoing of exercises is key.*
- *V. interactive, more so than any course I've been on.*
- *Faculty was able to change agenda to accommodate our needs. Also, we were rightly pushed and challenged, it felt real and very honest.*
- *Because I have learned so much about myself and leading others.*
- *Very good experiential learning. Could include more on resilience/unconscious bias/gender issues.*

Would members recommend the course to others?

93% said they would definitely recommend the programme to others. The remaining 7% said they would probably recommend it.

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.*
- *Leadership is inherently practical therefore it is only by doing and reflecting that we will develop as leaders. The organisation of the time, exercises and information really works and clearly a lot of attention has gone into developing and refining this course.*
- *Military and corporate and coaching input is at senior level and this challenges group think and 'normalised' practices and paradigms in the NHS.*
- *I can identify colleagues who this would really help.*
- *Did not try to teach us the theory but give us the tools, examples and challenges to get our own answers to our own needs.*
- *Leading in the NHS is very challenging and you need time and space to reflect on your leadership and team development.*
- *At a certain level very good acquisition of skills. Proportional on types/in GP. Seniority of leaders.*

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. 7% said that they need time to tell if they had made progress towards their goals. The remaining 7% didn't provide a response to this question.
- 71% 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.
- 71% of members felt they had achieved their **clinical goals** or made progress towards them during the course. 7% said they needed time to tell if they had made progress towards them. The remaining 21% 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:

- *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.*
- *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.*
- *Can't remember what I wrote but I am certain I have progressed!*
- *I have certainly made progress. This is less than of norm as recent personal matter is enabling a rethink of priorities and goals.*

- *Can't remember goals but have certainly achieved more understanding about how to develop as a leader.*
- *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.*