

Senior Leadership Development Programme Leading Others Evaluation Report 15-17 May 2019

Introduction

Staff College ran their fourth Senior Leadership Development Programme, Leading Others module in May 2019 for 6 candidates. Candidates were a mixed group of Clinical Director, Associate Postgraduate Dean, Consultants and Senior Managers.

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?	17%	33%	50%			50%	50%			
Understand the roles of self, leader, deputies and followers?		50%	17%	33%		33%	67%			
Understand how personal traits impact or fail to impact on the performance of self and team?	17%	67%	17%			83%	17%			
Notice the nature of key intra-team relationships?	17%	67%	17%			17%	83%			
Understand the dynamic demands of task, team and individual properties?		33%	67%			50%	50%			
Understand how to use reflective practice?	33%	17%	50%			50%	33%	17%		
Understand your personal leadership strategy?	17%	67%	17%				100%			

Overall ratings for the programme

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

83% of members rated the facilitation of the programme as excellent, with 17% rating it as good.

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

- *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?

Of those that attended the programme 83% said they would definitely recommend the programme to others. 17% said that they would probably recommend.

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

- *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 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

83% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 17% did not answer this question.

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

- *Yes. I understand my leadership style. I understand the dynamics of team.*
- *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.*
- *Yes, though challenge I feel that potentially I will be able to communicate better and to be able to get more from our team.*

Organisational Goals

67% of members felt they had achieved their organisational goals or made progress towards them during the course. 33% 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:

- *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.*

Clinical Goals

50% of members felt they had achieved their organisational goals or made progress towards them during the course. The remaining 50% did not answer this question.

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

- *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".*

Final comments

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

- *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.*

Post course notes

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

A great three days. Challenging and rewarding, with plenty to reflect on and some skills and insights to try and take forward into the 'day job'. Well prepared and well run, with a format that works and a faculty that have credibility.

Consultant Infectious Diseases, Acute Hospital Trust