

Senior Leadership Development Programme Leading Others Evaluation Report 13-15 November 2019

Introduction

Staff College ran their fifth Senior Leadership Development Programme, Leading Others module in November 2019 for 8 candidates. Candidates were a mixed group of a Divisional Chair, 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?		88%	13%			38%	33%	17%		
Understand the roles of self, leader, deputies and followers?		50%	50%			50%	50%			
Understand how personal traits impact or fail to impact on the performance of self and team?		63%	38%			50%	50%			
Notice the nature of key intra-team relationships?		38%	63%			50%	33%	17%		
Understand the dynamic demands of task, team and individual properties?		38%	63%			33%	50%	17%		
Understand how to use reflective practice?	13%	38%	50%			50%	50%			
Understand your personal leadership strategy?		25%	63%	13%		33%	67%			

Overall ratings for the programme

Of those that attended the programme 67% rated the programme as excellent. The remaining 33% rated the programme as good.

100% of members rated the facilitation of the programme as excellent.

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

- *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.*

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:

- *A different approach that can be used. Not formatted in usual NHS way. Refreshing. Practical.*
- *It wouldn't work for all but definitely work for some.*
- *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.*
- *For the above reasons: Great DS, content and environment. The DS nailed my expectations of the 3 days. Feel back on track. Expert leadership and delivery.*
- *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.*

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

67% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 33% did not answer this question.

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

- *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)*

Organisational Goals

83% of members felt they had achieved their organisational goals or made progress towards them during the course. 17% 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:

- *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.*

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:

- *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.*

Final comments

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

- *Have copy of goals and then use in reflection at the end.*
- *Perhaps have a course up North!*
- *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.*