

Senior Leadership Development Programme Leading Self Evaluation Report 18-20 September 2019

Introduction

Staff College ran their fifth Senior Leadership Development Programme, Leading Self module in September 2019 for 15 candidates. Candidates were a mixed group of a Clinical Director, a Clinical Lead, Consultants, senior Managers and a Registrar.

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?		40%	40%	20%		40%	60%			
Be aware of personal values, principles and assumptions?		73%	27%			47%	47%	7%		
Notice how you manage your behaviour in group situations?		27%	53%	13%	7%	13%	87%			
Understand how personal traits can influence performance of self and team?		40%	47%	7%	7%	33%	67%			
Use reflective practice?		47%	47%	7%		20%	80%			

Overall ratings for the programme

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

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:

- *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.*
- *Very outstanding experience.*
- *Outstanding structure.*
- *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.*

Would members recommend the course to others?

Of those that attended the programme 100% said they would definitely recommend the programme to others.

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

- *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.*
- *The way it has been structured.*
- *Productive.*
- *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.*

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

80% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 20% said they had made progress towards their personal goals.

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

- *Yes, application of methodology has made me feel more confident to approach leadership challenges.*
- *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 - building on confidence. There was a lot of support around managing difficult people and I think this was help with that also.*
- *Yes by reflection practice.*
- *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.*
- *Effective - Yes. Measured - know what I have to do will be a work in progress.*
- *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.*

Organisational Goals

93% of members felt they had achieved their organisational goals or made progress towards them during the course. 7% 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:

- *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.*

Clinical Goals

60% of members felt they had achieved their organisational goals or made progress towards them during the course. The remaining 40% did not answer. .

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

- *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.*

Final comments

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

- *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.*

Post course notes

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

I just want to thank you for a very interesting and stimulating few days. I am very sorry I didn't get to talk to you more. My colleague speaks so highly of you. It just seemed the structure of the course, and the randomness of coffee queues meant I was never beside you! And you have a brilliant quiet presence of being in the room without any of us realising!

I did want to add some comments to my feedback page, if I may. I was full of the moment and couldn't really summarise it quickly (again, thank you John, you obviously had an impact about being in the present!)

Before attending, I had expected we would get a summary/feedback from the DS's. Maybe that comes later? But actually, having left the building, I realise that may be an expectation-from-authority thing. And actually, the feedback we got from our peers is probably more important. They see us in action. And they feel/experience the leadership qualities in a team, in a different way to an external observer, no matter how expert they are. And they are!

I deliberately reined myself in and did not take the leadership role for the exercises, as I am usually in that role. So, I made a conscious decision to try not to. I think it was of huge benefit. It was very valuable to be in a follower role, yet bizarrely, get consistently great feedback about being a great leader. Very interesting paradox.

Thanks for the great experience. Thought provoking and making me think of new horizons.

Consultant Plastic Surgeon and Director of Clinical Governance

Thanks, so much for everything last week - it was a very valuable experience and I hope to be back at some point to do the next module!

Senior Programme Manager, NHS