

Senior Leadership Development Programme Leading Systems Evaluation Report 11-13 December 2019

Introduction

Staff College ran their second Senior Leadership Development Programme, Leading Systems module in December 2018 for 8 candidates. Candidates were a mixed group of a CEO, a GP, four Senior Managers, a Director of Primary Care, and a Consultant.

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 own leadership context and challenges within the healthcare system | | 63% | 38% | | | 63% | 38% | | | |
| Understand how structural elements (i.e. organisational design, hierarchy, roles, workflow, policy, etc.) impact behaviours and leadership | | 50% | 50% | | | 50% | 50% | | | |
| Identify the right culture for your system and how to promote it | | 25% | 75% | | | 38% | 50% | 13% | | |
| Map the key local, regional and national relationships needed and understand your personal plan for developing these | | | 100% | | | 38% | 63% | | | |
| Understand your personal leadership strategy | | 13% | 88% | | | 38% | 63% | | | |

Overall ratings for the programme

Of those that attended the programme 88% rated the programme as excellent and 13% rated it as good.

88% of members rated the facilitation of the programme as excellent. 13% rated the facilitation as good.

We asked members why they rated it in this way. Their responses are below:

- *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?

Of those that attended the programme 88% said they would definitely recommend the programme to others. 13% said they would probably recommend the programme to others.

We asked members why they rated it in this way. Their responses are below:

- *I'm very impressed with professionalism of Staff College and find the varied teaching and learning methods highly effective.*
- *Help leadership role. Self-contained way of exposing someone has had some exposure to training as I have.*
- *Valuable information to support leaders.*
- *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 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

75% of members felt they had achieved their personal goals or made progress towards them during the course. 13% responded that this was not applicable. 9% did not answer.

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

- *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 others 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.*

Organisational Goals

75% of members felt they had achieved their organisational goals or made progress towards them during the course. 13% said that this was not applicable. 13% 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:

- *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.*

Clinical Goals

25% of members felt they had achieved their clinical goals or made progress towards them during the course. 13% said that they were not yet sure. 38% said that this was not applicable. 13% didn't provide a response.

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

- *More knowledge coupled with more confidence to address issues.*
- *Knowledge and understanding and ability to use and implement them.*

Final comments

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

- *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.*