

## Senior Leadership Development Programme Leading Self Evaluation Report 7 – 9 July 2021

### Introduction

Staff College ran their sixth Senior Leadership Development Programme, Leading Self module in July for 15 candidates. Candidates were a mixed group of a Director, consultants, senior nurses, senior managers, GPs, a physiologist and a pharmacist.

Members were asked to complete a pre-course online evaluation questionnaire prior to commencing 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 online 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?		15%	85%			23%	62%	8%	8%	
Be aware of personal values, principles and assumptions?	8%	62%	31%			15%	77%	8%		
Notice how you manage your behaviour in group situations?		31%	62%	8%		8%	77%	15%		
Understand how personal traits can influence performance of self and team?		31%	62%	8%		23%	69%		8%	
Use reflective practice?		62%	31%	8%		38%	54%	8%		

### Overall ratings for the programme

Of those that attended the programme 77% rated the programme as excellent. 15% rated it as good and 8% rated it as satisfactory.

77% of members rated the facilitation of the programme as excellent. The remaining 23% rated the programme facilitation as good.

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

- *The programme was excellent, I feel I have developed a lot.*
- *Overall it was fine. I don't think I got the development effect I wanted. I was also concerned that we did not have the slides to write notes on and therefore I will not remember the theory. The speakers were very knowledgeable so it would have been great to take notes.*
- *Facilitators and delivery of material was excellent especially Ian and Jane.*
- *I gained so much from this course. I thought the delivery was great by mixing it up between syndicate sessions and larger group lectures, and all the different exercises were very insightful, as was the feedback at the end of each day.*
- *Have learnt a lot about myself and what others think of me. This has been a very valuable course.*
- *The teaching style and content was a catalyst for self-examination of my context, strengths and weaknesses. Thoughtful and supportive facilitation.*
- *Very informative course.*
- *A comprehensive and very interactive course with great learning.*
- *Brilliant throughout I feel calm and prepared for the next few months. Hope to come back for future modules.*
- *Great content and delivery. Interactive sessions very helpful and character building. Made light-hearted which enhanced learning. Met an amazing group of people from all different backgrounds.*
- *I was the only non-clinician in the cohort, so was excited to be at this module after an 18 month wait. It has been a privilege to have worked with such brilliant DS and syndicate colleagues. I very much look forward to the final module in October.*

### Would members recommend the course to others?

Of those that attended the programme 92% said they would definitely recommend the programme to others.

## 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

92% of members felt they had achieved their personal goals or made progress towards them during the course.

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

- *Yes, I think so, using self reflection and tools provided and use the process.*
- *1) highlight areas for me to develop further, 2) recognise my strengths, 3) learn some theory behind leadership. I feel all the above have been address, in indirect and direct ways via personal feedback and by reflecting on my participation in exercises.*
- *Yes - the personality test identified the areas I need to focus on to achieve my goals.*
- *Yes definitely. I wanted to believe in my abilities, strength and confidence which I have achieved.*
- *I believe so.*
- *Yes, I have become more aware my assumptions and have clearly identified the areas of improvement to work on over next few months.*
- *Yes, exceeded them.*
- *Definitely achieved my personal goals.*
- *Definitely made a great deal of progress towards them*

## Organisational Goals

85% of members felt they had achieved their organisational goals or made progress towards them during the course.

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

- *It has helped clarify how I can achieve them.*
- *I have thought a lot about how to deal with difficult colleagues and how to get the most out of my trainees.*
- *Activities around process were a new way of looking at leadership for me and will help me in the future.*
- *Has made me be more aware of needs of services and organisation.*
- *1. Understanding I can lead by example. 2. Make sure meetings have an agreed goal, and that the process and content of meetings is appropriate. 3. Work on increasing my conscientiousness. 4. Understood that wicked problems cannot be solved, only improved.*
- *Made me confident to believe in myself.*
- *Understand and apply leadership skills.*

- *This has help me in identifying the areas of improvement and I am more confident how to resolve them over next few months.*
- *Prepared for the next challenging months and know myself better.*
- *I am confident that I will meet the organisational outcomes that I identified.*
- *I have learnt more about myself, together with tools and techniques to apply in the real world.*

## Clinical Goals

77% of members felt they had achieved their organisational goals or made progress towards them during the course.

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

- *My clinical leadership will be more developed as a result of this.*
- *Feel more confident leading my team and better idea of applying the process*
- *Awareness.*
- *By becoming confident in making decision.*
- *Will help me improve my leadership skills in clinical areas.*
- *Feel able to lead my team more supportively.*
- *Given me a renewed sense of how best to manage the team and help them to develop.*
- *The opportunity to learn with a range of clinicians from the Trust with which I work most closely and has grounded my thinking and perspective in a role that will see us work more collaboratively and closely in an ICS.*

## Final comments

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

- *Thank you.*
- *I feel like could have been 2 days and more tools to support development would have been better.*
- *Best course I've been on in a long time really made me reflect on my self.*
- *Thank you all so much.*
- *Please could we be sent the days presentations in the evening so we can review for the next day.*
- *Thank you. This may have been a life-changing moment!*
- *Loved all 3 days of it, has definitely boost up my confidence.*
- *Thank you.*
- *Fabulous.*
- *Will be sourcing funding for the next module.*
- *Look forward to the next course.*
- *A massive thank you to all*