

Senior Leadership Development Programme Leading Systems Evaluation Report 10 – 12 November 2021

Introduction

Staff College ran their fourth Senior Leadership Development Programme, Leading Systems module in October 2021 for 13 candidates. Candidates were a mixed group of a National Director, Deputy Divisional Director, a Leadership Consultant, senior managers, a GP, 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 the importance of your own leadership context?		55%	36%	9%		42%	58%			
Appreciate how your perceptions of the systems impact on your leadership choices within the system?		27%	55%	18%		33%	58%	8%		
Understand the relationship between individuals and the organisation?	9%	55%	27%	9%		42%	58%			
Identify how culture helps and hinders the purpose of your organisation?	9%	64%	27%			58%	33%	8%		
Understand your personal leadership strategy and narrative?	9%	18%	64%	9%		42%	50%	8%		

Overall ratings for the programme

Of those that completed the post course evaluation for the programme 95% rated the programme as excellent, and 25% rated it as good.

67% of members rated the facilitation of the programme as excellent. The remaining 33% rated the programme facilitation as good.

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

- *Takes a little while for the penny to drop and then you realise, you always had the ability, you just couldn't see it.*
- *Very informative course, able to realise my leadership skills.*
- *The faculty and delivery of materials*
- *Good balance of listening and working. Good level of challenge as well as support.*
- *Headspace and creating an environment to think.*
- *The ability to bring people that can use this time to share experiences and knowledge is invaluable.*
- *The practical application to a real world example provides a much deeper level of thinking and application. Having peers provide challenge has been fantastic and precise in their questioning. It completely changed my thinking and way I act and focus my attention going forward.*
- *The programme gave me space and support to understand the complexity of the system I work in and define my aims, power and influence to bring about the changes I desire.*
- *It was challenging and productive as usual. I reassessed my current knowledge and learnt more about the NHS system and how to use power to advance my cause/goals within the system.*

Would members recommend the course to others?

Of those that attended the programme 92% said they would definitely recommend the course to others. The remaining 8% said they would probably recommend the course to others.

We asked members why they would recommend the course, some of their responses are below:

- *Different way of learning*
- *Excellent course.*
- *I could see how it positively impacted members of my syndicate. They left with new motivation and new ideas.*
- *I feel that it's helped me develop and how I am with myself and others and my interactions.*
- *Well structured progress to make you think about systems.*
- *Allows leaders to think.*
- *A good networking opportunity.*
- *The fantastic ability of the course "trainers" to bring the best of the participants.*
- *I have completed quite a bit of leadership training including systems leadership; none have provided the level of insight, challenge and safety as this has. I can honestly say this is probably the best use of three days I have spent in years!*
- *Learning a lot very quickly without being overwhelmed, feeling empowered and making a personalised plan for action in 3 days!*
- *It challenges you to reassess your views and understanding hence, achieve greater knowledge, especially through the practical approach.*

- *The course is a great opportunity to reflect and learn in a psychologically safe environment with others from within the system. I came away with a tangible plan to put what I'd learned into action once I was back in work.*

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

91% 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:

- *Far exceeded them; much deeper understanding of the actual issue and how I have been approaching it with a clear plan of what I need to do next.*
- *Yes, got confirmation that my issue is solvable.*
- *Yes, have realised where my powers and influences are.*
- *Yes. Don't feel I have achieved yet but working towards.*
- *Good progress.*
- *Yes, I have because I have had time to articulate my organisation.*
- *Achieved.*
- *I think I had a different expectation of the course.*
- *A huge help towards achieving the goals.*
- *I feel I have exceeded all my goals by a long way!*
- *I now know how systems work and what to do to contribute to the success of the system I work in.*
- *Yes - thinking about power in relation to my role and my organisation was especially helpful.*

Organisational Goals

82% 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:

- *Supported independent instead of organisational thinking.*
- *Realised individuals can make a great difference.*
- *Hopefully deliver better patient care via improved leadership structure.*
- *Gave me a chance to pull my thoughts together with comments from a wide range of people.*
- *Better understanding of myself and the system.*
- *I think it is probably going to help refine some of them rather than meeting them.*
- *Defining a strategy for me personally that I can achieve.*
- *Working within a system and monitoring where power lies within my system.*
- *My organisation is in a state of constant flux and this course has given me the tools to navigate this more effectively.*

Clinical Goals

55% of members felt they had achieved their clinical 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:

- *Clarification of different approaches to use.*
- *Realising my powers.*
- *As with my organisational goals, hopefully deliver better patient care via improved leadership structure.*
- *Giving the headspace needed.*
- *Will improve new teams starting.*
- *I don't have hands on clinical care but by working more effectively in the organisation will allow me to influence national strategy.*

Final comments

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

- *Very pleased to attend the course.*
- *It was a positive environment.*
- *Thank you for an absolutely amazing three days.*
- *It was great!*
- *Staff college create a safe learning environment where participants are treated as adults. The DS staff are very approachable and engage in constructive conversation.*