Senior Leadership Development Programme: Leading Self, Leading Others and Leading Systems Evaluation Report 2021

Introduction

Staff College ran our Senior Leadership Development Programme once in 2021. Our programme consists of 3 modules: Leading Self, Leading Others, and Leading Systems.

	Total number of members attended	Total number of pre-course evaluations completed	Total number of post course evaluations completed
Leading Self: Jul 2021	15	13	13
Leading Others: Oct 2021	14	13	11
Leading Systems: Nov 2021	13	11	12
TOTALS	**42**	**37**	**36**

A total of 42 people attended. Candidates job roles included Directors, Consultants, Senior Nurses, GPs, Senior Managers, a Pharmacist, and Senior Allied Health Professionals.

Members were asked to complete a pre-course evaluation form before they started their courses. This asks them about their confidence levels against our courses learning objectives. They were asked to again complete an evaluation form, asking the same questions, at the end of their course. This allows us to evaluate their confidence levels and impact of attending our modules:

How confident do you consider your abilities to achieve the module objectives:	Pre-course					Post-course					
	Very confident	Confident	Uncertain	Not confident	Not confident at all	Very confident	Confident	Uncertain	Not confident	Not confident at all	Not answered
Leading Self: Jul 2021	2%	40%	54%	5%		22%	68%	8%	3%		
Leading Others: Oct 2021		35%	53%	12%		21%	74%	5%			
Leading Systems: Nov 2021	5%	44%	42%	9%		43%	52%	5%			

Overall ratings for the programme

- Of those that completed their post course evaluation during 2021, 99% rated the programme as excellent or good.
- 100% of members rated the facilitation of the programme as excellent or good.

Would members recommend the course to others?

92% said they would definitely recommend the programme to others. 6% saying they would probably recommend the programme to others.

Personal Evaluation - Goals

When applying to attend our courses we ask members to consider some personal, organisational and clinical goals that they hope to achieve through their attendance.

When asked whether they felt they had achieved these goals or whether they felt they had made progress towards them:

- 92% of members felt they had achieved their **personal goals** or made progress towards them during the course.
- 75% of members felt they had achieved their **organisational goals** or made progress towards them during the course.
- 58% of members felt they had achieved their **clinical goals** or made progress towards them during the course. 17% said this was not applicable. 6% said that they were not sure. 17% didn't provide a response.

Specific comments

We asked members for their specific comments how the course helped them to achieve their goals. A selection of their responses is below:

- *Yes, I think so, using self-reflection and tools provided and use the process.*
- *I feel all my personal objectives 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.*
- *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 made a great deal of progress towards them.*
- *Definitely achieved my personal goals.*
- *It has helped clarify how I can achieve my organisational goals.*
- *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.*
- *Understanding I can lead by example. Make sure meetings have an agreed goal, and that the process and content of meetings is appropriate. Work on increasing my conscientiousness. 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.*
- *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.*
- *Will help me improve my leadership skills in clinical areas.*
- *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.*
- *Given me a renewed sense of how best to manage the team and help them to develop.*
- *Feel able to lead my team more supportively.*
- *Yes, I have better understanding of the dynamics of a team.*
- *Yes more effective in understanding team dynamics, purpose, leaders/followers, deputies.*
- *Yes, I feel I can ask more questions now to understand the purpose of a meeting or conflict.*
- *Yes, feel more confident.*
- *Consider how to be a better leader. Theory behind leadership.*
- *Yes, I have achieved them.*
- *Made significant progress towards them. Need to carve out the time and headspace to continue to reflect and apply what I have learnt on a regular and ongoing basis.*
- *Understanding what great leadership means. Challenging my own leadership assumptions. Giving me practical ways to improve my own leadership style with understanding of my own attributes and personality. Having useful tools to develop a reflective practice.*
- *The programme taught me to focus on dialogue and understanding before moving to the solution.*
- *Allowed me to have greater confidence in leading my team, defining goals and finding common purpose.*
- *I will incorporate these teachings in clinical meetings.*
- *Feeling more confident as a leader.*
- *Contextualised my learning with practical experience.*
- *I don't deliver clinical outcomes directly, but support the delivery and implementation of these.*
- *Giving me guidance, suggestions, structure and feedback for self-improvement.*
- *I now have a plan to tackle a major problem that has been an issue for some time.*
- *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.*
- *Yes, I have because I have had time to articulate my organisation.*
- *A huge help towards achieving the goals*
- *Far exceeded them; much deeper understanding of the actual issue and how I have been approaching it with a clear pan of what I need to do next.*
- *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.*
- *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.*
- *Clarification of different approaches to use.*
- *Realising my powers.*
- *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.*