

Senior Leadership Development Programme

Leading Others Evaluation Report

13 – 15 July 2022

Introduction

Staff College ran their seventh Senior Leadership Development Programme, Leading Others module in July for 9 candidates. Candidates were a mixed group of a Chief Executive, Consultants, Senior nurses, Senior managers, a GP, operational leads, and a therapy lead.

Personal evaluation

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.

	Pre-programme					End of the programme				
	Very confident	Confident	Uncertain	Not confident	Not confident at all	Very confident	Confident	Uncertain	Not confident	Not confident at all
Gain greater understanding of your own leadership context and challenges within the healthcare system	14%	43%	43%			11%	78%	11%		
Understand roles: leader, deputies and followers		71%	29%		6%	44%	56%			
Deeper awareness of presence – how personal traits impact or fail to impact on the performance of self and team			100%			11%	89%			
Notice the nature of key intra-team relationships		29%	57%	14%		11%	89%			
Understand the dynamic demands of task, team and individual priorities		43%	43%	14%		11%	67%	22%		
Further develop your personal leadership strategy		14%	71%	14%		22%	67%	11%		

Please consider the personal goals you identified before attending the course. Do you feel you have achieved these goals or made progress towards them?

56% of members said that they had achieved their personal goals. The remaining 44% said that they had made progress towards.

- To some extent, didn't find out much about myself that I didn't know but learnt about important individual and team issues
- I feel there have been achieved
- Somewhat. I still have a lot of questions, but feel I have the tools to answer them. This may just take more time
- Wanted to be a better leader. The tasks and feedback from others has cemented some things I knew already but got me thinking more about how I engage/delegate to and develop others
- Better understanding of my leadership style and impact on others
- Yes
- I was hoping for help building a strategy to improve the working of my team and I have achieved that fully
- My personal goal was to try to tackle my imposter syndrome and to develop some of the soft power leadership skills. The course has definitely helped with the latter and shone a light on the areas I need to work harder on in leading others
- The course has significantly effected me. I am still processing the experience and will review the slides when they come to support my understanding and implementation

In what ways has this programme increased your ability to achieve or make progress towards the organisational goals you set?

56% of members said they had achieved and the remaining 44% had made progress towards their organizational goals.

- Helped me crystallise my thoughts
- It has made me focus on the task and purpose. Ensure I have listened and understand
- Highlighting ways that I need to improve as a leader of people, ie spending more time noticing, less time thinking
- Better theoretical understanding of leadership models. Now I need to work out how to put it into practice!
- Great feedback on my areas for improvement
- Given me confidence that I can recognise team and individual needs. Has challenged my views of myself as a leader.
- It has given me background information and practical guidance to make that strategy and make it work!
- Has helped me to identify the skills I need to develop when leading others and in collaborating with others
- It has empowered me, given me space to step back and think/consider

In what ways has this programme increased your ability to achieve or make progress towards the clinical goals you set (if applicable)?

44% of members said that they had achieved their clinical goals. 11% were unsure. 11% said they had not achieve their clinical goals. The remaining 33% said this was not applicable.

- Not really
- It has made me look internally at myself and for me to build my confidence
- Not sure, need some reflection time to think about this!
- I feel I have developed the personal confidence to start and carry through the changes needed
- Helped me to think about how to frame the desirable future for my immediate team and think about how to get the best from team members in order to improve quality of care and staff engagement
- It has empowered me, given me space to step back and think/consider

	Yes, definitely	Yes, probably	Not sure	No
Would you recommend this programme to others?	100%			

Specific comments from members about why they would recommend the course to others are:

- Great learning in reality and through practice
- The course makes you feel safe to explore yourself and your vulnerable. It takes you on a journey you don't realise you are on
- I feel like I've taken a lot from it and I want colleagues to experience the same personal growth and opportunities
- Excellent content and chance to reflect on own abilities
- Opportunity to closely examine your individual leadership journey and improve
- In order to improve you have to have challenge and this course will challenge you and you will improve
- It is a very interactive and fun course which brings about deep learning in a controlled and safe setting
- Very tough but thoroughly informative both in terms of highlighting personal traits but also in providing tools to approach leading others
- It has been life changing for the way I work. I appreciate the opportunity to have gained teaching and sharing from different sectors

Experience and impact of attending

The following questions focus on members experience on the programme and how they will use this in their daily life.

How has this programme changed your understanding of your leadership challenges?

- Has helped me contextualise and prioritise
- Yes. It has made me look at leadership in different ways
- Increased awareness of own strengths and weakness. Given ideas that are relative to my job, and can be implemented on a daily basis
- Making a decision about next steps
- I have more knowledge than I realised and my challenge is to give myself time to be aware and then act
- Focus more on the team
- That they are solvable and the time to address them is now
- Building on previous development similar themes
- It has really helped to have the opportunity to step back and see how I respond and be forced to step out and take risks

As a result of this programme, is there anything you will do differently?

- Yes-listen more, ask more questions, check in more
- No
- A lot!
- Delegate more lead meetings differently
- Yes
- Lots! Meetings, interaction, relationships with colleagues
- Focus more on the team and it's needs
- The way I rein meetings. The way and what I delegate. How I form team. How I work with senior management.