

Senior Leadership Development Programme

Leading Self Evaluation Report

15 – 17 June 2022

Introduction

Staff College ran their seventh Senior Leadership Development Programme, Leading Self module in June for 18 candidates. Candidates were a mixed group of directors, consultants, senior nurses, senior managers, GPs, 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
Notice how you manage Understand your personal leadership context and challenges within the healthcare system		28%	67%	7%		43%	57%			
Become aware of personal values, principles and assumptions	6%	56%	33%		6%	43%	57%			
Notice how you manage your behaviours in group situations		33%	56%	11%		36%	64%			
Understand how personal traits can influence performance of self and team	5%	22%	67%	6%		36%	57%	7%		
Use reflective practice	6%	61%	28%	6%		57%	43%			

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

64% of members said that they had achieved their personal goals. The remaining 36% said that they had made progress towards.

- Yes. I have understood what the impact of certain behaviours I demonstrate are to team

- Have made progress. Understand characteristics I have but still struggle to understand reasons or how to improve
- I feel I have really progressed. I am more self aware of my leadership style. The qualities I bring and the areas I can work on.
- Greater clarity gained
- I wanted to understand my blind spurs but via the course I have realised that I need to do that by seeking feedback readily and often
- Yes, achieved. Valuable feedback received by facilitators and attendees.
- Yes. It helped me to know myself more, where to improve, and i have gained techniques to lead a team.
- Helped me to reflect on my personal values, wants and needs
- I definitely think the course has improved my understanding of leading myself and given me very useful tools that I can implement in my daily life
- Absolutely. Have a better understanding of my own strengths and things that are holding me back.
- Made progress towards them. Will now need to apply these in real life for assurances.
- I have learnt some new skills to apply to complex situations and developed further insight in to some of my more difficult behaviours or approaches to challenges. I will have more in 'toolkit' to access in the future and will be able to apply more structure to achieve better outcomes.
- I think I have become more aware of my blind spots and how people perceive me and that can help me become a more resilient leader but also recognise more in a team
- I needed to understand my personal leadership style and I found that in this course

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

100% of members said they had made progress towards their organizational goals.

- Bringing in team members to solve wicked problems
- Techniques to take forward
- I can bring more of an effective leader and increase collaboration in meetings
- Provided space any guidance to think things through
- Has helped me think about content and process and how I will implement what I've learned
- Boosted confidence to lead a team
- Collaboration approach in dealing with tasks and not just one-man person
- Allowed me space and time to think things through both individually and as a group
- The programme has taken me out of my comfort zone at times which has been enlightening. I have also learned a lot about myself and how I am perceived by others
- Has helped me understand how I can 'be my best self' in my role
- More self-belief, new ways of thinking and doing things
- One of the key things I have learned is to understand the skills present within teams or groups and utilise these to achieve goals
- The most important thing I have learnt is using the diverse experience and skills within a group in terms of recognising their worth and also recognising the similarities in goals and visions we may have
- It helped me to understand how my leadership affects others with a knock on effect the organisation. also to ask questions as a way of trying to understand others

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

57% of members said that they had achieved their clinical goals. 7% were unsure. The remaining 36% said this was not applicable.

- Help with patient care and hearing patients
- Provided space any guidance to think things through
- It gave me techniques on how to effectively listen to others and how to give feedback
- I have been taught the tools and information to use to achieve the goals I have set for myself
- Has helped me to develop some structure and understand limitations eg wicked problems
- Improving critical thinking, in depth understanding of my own responses and my ability to lead and facilitate development.
- In recognising what I have as listed above I think it will enable me to work with my teams in a more efficient cohesive way to deliver better patient centred care
- I need to pay attention to Process thereby helping me with self-awareness.

	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:

- Importance of understanding how you influence teams
- Clear benefits to all if willing to participate
- Before coming on the course I was unsure of the value it would bring. The course has allowed time to explore and progress and network with different professionals with different levels of experience and seniority
- Provided space any guidance to think things through
- Soft learning, interesting, will take my learning into practice-is readily transferable. Use of exercises is very helpful for this as mimics some of the stressors/factors at play on a daily basis in work
- Very valuable course, better than previous leadership courses I've attended
- Helps to know self more and how to effectively lead others
- Enlightening and shows the importance of appropriately challenging the perceived norm
- The mix of tasks and presentations were just right and the faculty were excellent!
John and Mark were wonderful to have as our directors. Thank you.
- An outstanding course - a different league to other leadership courses. Thoughtfully put together and thought provoking
- Very different, very inspiring and energising
- It is relatable and relevant to current practice
- I would describe it as an intense and emotional course that allows you the space to recognise and develop your leadership skills and internally recognise how people see you as well as how you see yourself
- Because it's a programme that helps you to understand and explore matters I never considered before. It was a journey of discovery

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?

- Problem categorisation, awareness of others and self can help team facilitation
- Given different perspectives
- I do not need to be the most knowledgeable person on the subject. I need to be able to indeed others strength and myself to lead the task
- It has not
- It has helped me focus on getting feedback for improvement and gave opportunity to learn from varying styles
- Improved confidence to manage these challenges
- It changed my perception and helps me with my priorities and issues I need to face
- Given me top tips and ideas
- I have a greater understanding of how to deal with leadership challenges thanks to the course. The tame, wicked and critical problem presentation was a lightbulb moment.
- Yes
- A new dimension in learning, which can be applied in real terms
- Heightened understanding and recognitions of things like wicked problems and our roles within these situations
- It has crystallised my view in terms of leadership challenges and made me recognise that with tame and wicked tasks sometimes you need time to achieve what appears to be unachievable
- By helping me to understand that as leaders, we don't receive feedback well and we don't encourage it. I am going back to work doing the opposite.

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

- Stop and listen. Give feedback in a more structured way. More collaborative team working around wicked problems.
- Yes x 2
- The way I chair a meeting. I will embrace collaboration and check ins.
- Be more mindful of others talents in meetings
- Check in more with the team around meetings. Ask someone to observe a meeting.
- Review processes more. More decisiveness when communicating/leading.
- In coming back to the trust, yes definitely. I'll be more considered and apply the content and process as much as I could.
- Try and think whether meetings need to happen and who needs to be there and carefully consider the agenda
- I will definitely use the giving of feedback more frequently. Plus I will use a lot of the tools taught in my daily work
- Keep learning, keep the tempo
- Choose the right person for specific tasks
- Be more flexible, considered and stop and listen to people