

## Senior Leadership Development Programme Evaluation Report 2022

### Introduction

Our Senior Leadership Development Programme (SLDP) consists of 3 modules: Leading Self, Leading Others, and Leading Systems. In 2022, Staff College ran the SLDP once.

	Total number of members attended	Total number of pre-course evaluations completed	Total number of post course evaluations completed
Leading Self: June 2022	16	16	14
Leading Others: July 2022	9	7	9
Leading Systems: November 2022	10	10	10

A total of 35 people attended consisting of:

CEO	1
Director	7
Consultant	5
Senior Nurse	2
Senior Manager	10
GP	7
Other	3
<b>Total</b>	<b>35</b>

Members were asked to complete a pre-course evaluation prior to commencing their module. This asks them about their confidence levels against each modules learning objectives. At the end of each three-day module, the members were asked to again complete an evaluation form, evaluate any change in their confidence levels and the 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: June 2022	3%	40%	50%	6%	1%	43%	56%	1%			
Leading Others: July 2022	2%	33%	57%	7%		19%	74%	7%			
Leading Systems: November 2022		28%	64%	8%		48%	50%	2%			

## 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:

- 97% of members felt they had achieved their **personal goals** or made progress towards them during. 3% didn't provide a response to this question.
- 100% of members felt they had achieved their **organisational goals** or made progress towards them.
- 58% of members felt they had achieved their **clinical goals** or made progress towards them during the course. 33% said this was not applicable. 6% said that they were not sure. 3% said they had not achieved their goals.

## 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:

### Personal goals

- 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 spots 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
- 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
- Yes. The course has helped me define what I need to prioritise to ensure I'm an effective leader.
- Yes. Having the time and space to think and reflect has been hugely important, especially as it has been combined with the opportunity to learn from peers.
- Greater context of me within the system around me
- More effective leadership within my own subsystems and the wider north central London super system
- Better understanding of what the key issues are and strategies for addressing
- I have made progress towards them especially appreciating my position within systems and my affect and/or ability to influence them
- This course has strengthened me as a leader and in my role. There are upcoming opportunities that this will propel me to work effectively in
- Yes I think I have made good progress in relation to my goals. I will use the tools I've learned to help me implement and change systems at work for the better.

### Organisational 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
- 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
- Greater background knowledge and understanding of different systems and what helps them function (or not)
- Understanding how important context and history is. Accepting what I can let go of and stop getting so frustrated. Has helped me to understand how to inspire and engage the next set of leaders too.
- I've developed a better understanding of where I can make change
- Providing new ideas to inform and develop my thinking as well as the energy and agency to put ideas into practice
- More confidence in strategy to influence change within the system
- Clearer idea of how to proceed
- Identifying key allies who care, can do and know as a small community of shared intent and commitment to drive forward progress on the inclusion agenda. Progress will be measured through the delivery of our work an which is currently stuck and by the sustainability of this new system which is established.
- Increased understanding of myself and relationships around me
- I have learned how to break down system blocks and who I need to engage to affect meaningful change
- It has given me thinking processes to go through which will empower change to happen

### Clinical goals

- 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
- 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

### Overall ratings for the programme

Of those that completed their post course evaluation during 2022:

- 94% rated the quality of the syndicate group facilitation as excellent. The remaining 6% rated it as good.
- 91% of members rated the usefulness of feedback as excellent. The remaining 9% rated it as good.
- 94% rated the structure of the programme (length and duration) as excellent. The remaining 6% rated it as good.
- 76% said the blend of activities during each day was excellent, and 24% said they were good.

### Would members recommend the course to others?

100% said they would definitely recommend the programme to others.

### 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
- 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