

Senior Leadership Development Programme

Leading Systems Evaluation Report

30 November – 2 December 2022

Introduction

Staff College ran their fifth Senior Leadership Development Programme, Leading Systems module in November/December 2022 for 10 candidates. Candidates were a mixed group of Directors, a Consultant, Senior managers, and a GP.

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 a greater understanding of the importance of your own leadership context		40%	50%	10%		40%	60%			
To appreciate how your perceptions of the system impacts on your leadership choices within the system		10%	80%	10%		40%	60%			
Understand the relationship between individuals and the organisation		40%	60%			50%	50%			
Identify how culture helps and hinders the purpose of your organisation		30%	70%			60%	30%	10%		
Develop your personal leadership strategy and narrative		20%	60%	20%		50%	50%			

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

90% of members said that they had achieved their personal goals, or that they had made progress towards them. 10% did not answer this question.

- 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.

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 achieved or made progress towards their organizational goals.

- 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

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

60% of members said that they had achieved their clinical goals. The remaining 40% said this was not applicable.

- By thinking more carefully about where and how to seek to affect change the programme has enhanced the likelihood of success.
- Helped me understand why I feel the way I do about them and what permissions I need to give myself as well as what time I need to allow myself in order to deliver
- Through increased collaboration with system partners
- I have new ideas to try for the system I am implementing that will enable me to remove the blocks that have affected progress so far
- Again it has given me processes and ideas to introduce to my team/s.

Specific comments from members about the Faculty delivering the module:

- Excellent interactive course and facilitation by Mark and John
- John was amazing. Personable engendered a safe space and made us feel bonded and free to share.
- John facilitated brilliantly
- Presenting ideas and concepts with energy and passion
- Cannot fault
- I think it worked well
- I think the faculty is an excellent asset and provides really superb and thought provoking programmes
- Credible and thoughtful
- Mark and John were excellent at presenting and directing our syndicates. Thank you so much for everything
- These are the best courses I have ever been on
- Feel very privileged to have been given access to this course. Found it very stressful initially but actually can see on reflection an amazing journey to owning my own leadership role.

	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:

- Feels very important that system leaders need to have this training to stop the rot of just repeating the same nonsense in the NHS
- Practical focus of content and opportunity to make a difference in my day-to-day work
- This will change my approach as a leader
- Time out to focus on challenges, add some theory to it and get feedback and direction for own planning
- I think this should be essential for all senior leadership teams at each NHS provider and also the ICB leadership teams
- A different type of course altogether - experiential component is unique. Intellectually inspiring and refreshing.
- It's a very interactive and engaging course. Much better than other courses where you sit in a room and are talked at for hours on end.
- We so need this to empower us to make the changes needed in the NHS

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?

- I have a greater understanding of where I am and want to go
- Made it clear where I lack the collaboration I need and I know where to target my energy. Had helped me to feel like I actually want to be a leader!
- Increased perspective of my own role, abilities, and knowledge of my own system. Built a greater network with peers.
- Reinforced the value of building productive relationships.
- Greater understanding of change within the context of time and the immediacy of the challenge facing us all within the NHS. Specifically to my system, realising the importance of how past has shaped the present.
- It's helped me work out how to move to the future system
- Greater insight into some of the shifts needed through affective collaboration and allies
- Helped to clarify my challenges
- It's helped me break down the challenges I face in my current job to manageable chunks and, makes it feel less like a mountain to climb.
- Hasn't overlooked the complexities and shown away to work through and with them

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

- Own my leadership!
- Lead more than manage
- Re-engage with several key decision makers to ensure future support for our work
- Think about future state and processes to get there
- Question much more
- Find a mentor to support me
- I will try to ensure I make time to have a thought break
- Lots