

## Developing Healthcare Leaders Program - *Participant Feedback (August 23)*

We are pleased to share the full participant feedback from the *Developing Healthcare Leaders* program for Managers of Clinical Support Workers, in partnership with 5 leading NHS Trusts in the Midlands:

- Participants: 18 Managers (Band 5/6)
- Duration: 22 weeks (April 23 – July 23)

The feedback was collected anonymously, via Survey Monkey, on completion of the program. All participants gave consent to sharing their anonymised feedback.

### Executive summary:

- This bespoke and innovative development program proved particularly well-received, with **very positive levels of engagement and participant feedback**; there is consensus that the program **fills a gap in the current management and leadership development offer**, at this level of the workforce (Band 5/6)
- **84% average attendance, rising to 93%** when taking holidays, work emergencies and sickness into account and **100% completion rate**
- Participants' **self-assessed** abilities and practices, across **10 main dimensions, improved or significantly improved** for virtually all participants:
  - **Resilience – understanding how to better support my personal resilience: 100% of participants** improved or significantly improved their resilience
  - **Awareness – of myself and my environment: 100% of participants** improved or significantly improved one of the foundational skills in their management and future leadership roles
  - **Communication - my ability to communicate effectively** work-related issues with colleagues: **100% of participants** improved or significantly improved their communications skills at work
  - **Relationships – my ability to develop positive relationships: 93% of participants** improved or significantly improved their ability to develop positive relationships, highly beneficial for themselves and everyone around them
- **Over three quarters of participants**, improved or significantly improved their **sense of belonging in their teams and organisations** – a key driver of staff engagement and retention
- **93% of participants** would **recommend or strongly recommend the program** to colleagues and more than 9 in 10 of **all the program evaluation questions** were scored 4 or 5 out of 5:

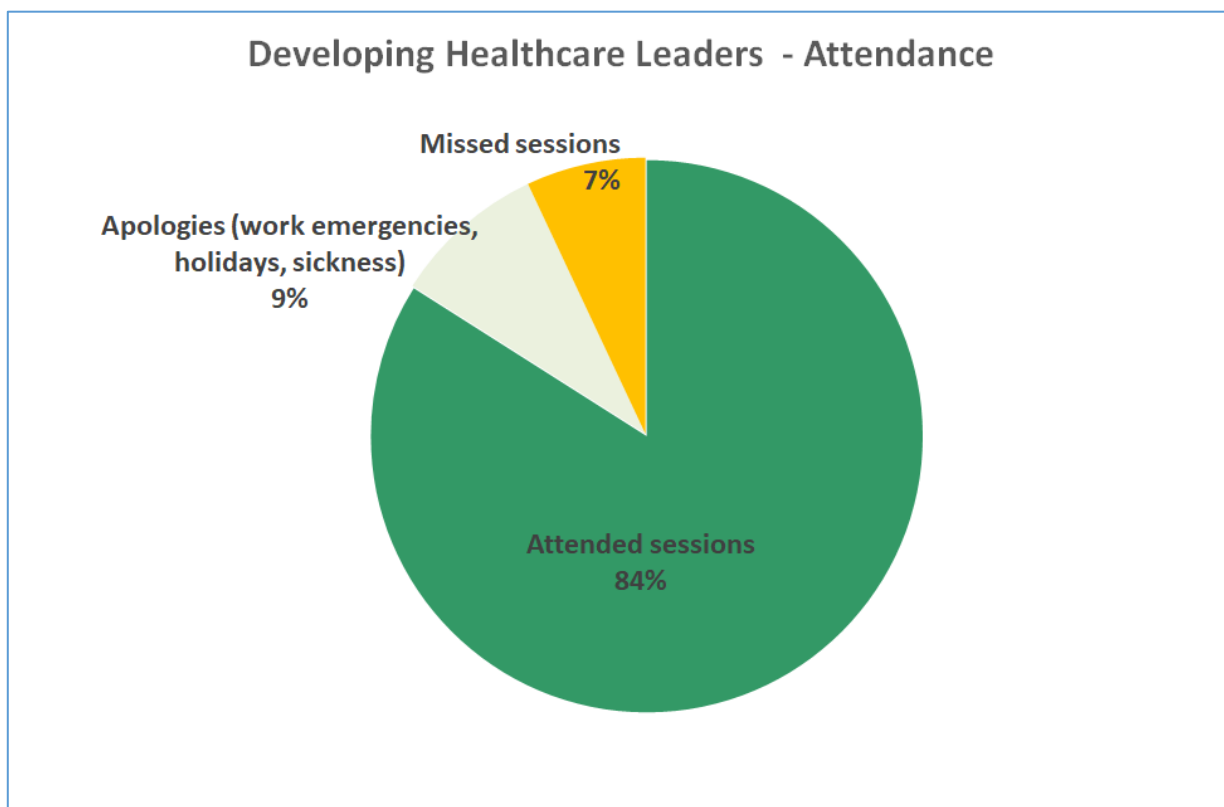
*“This programme has made me a better leader”*

*“Empowering others to develop their skills instead of always taking the lead”*

*“The program provided great insight and was useful to see how different professionals from different services shared similar but differing experiences”*

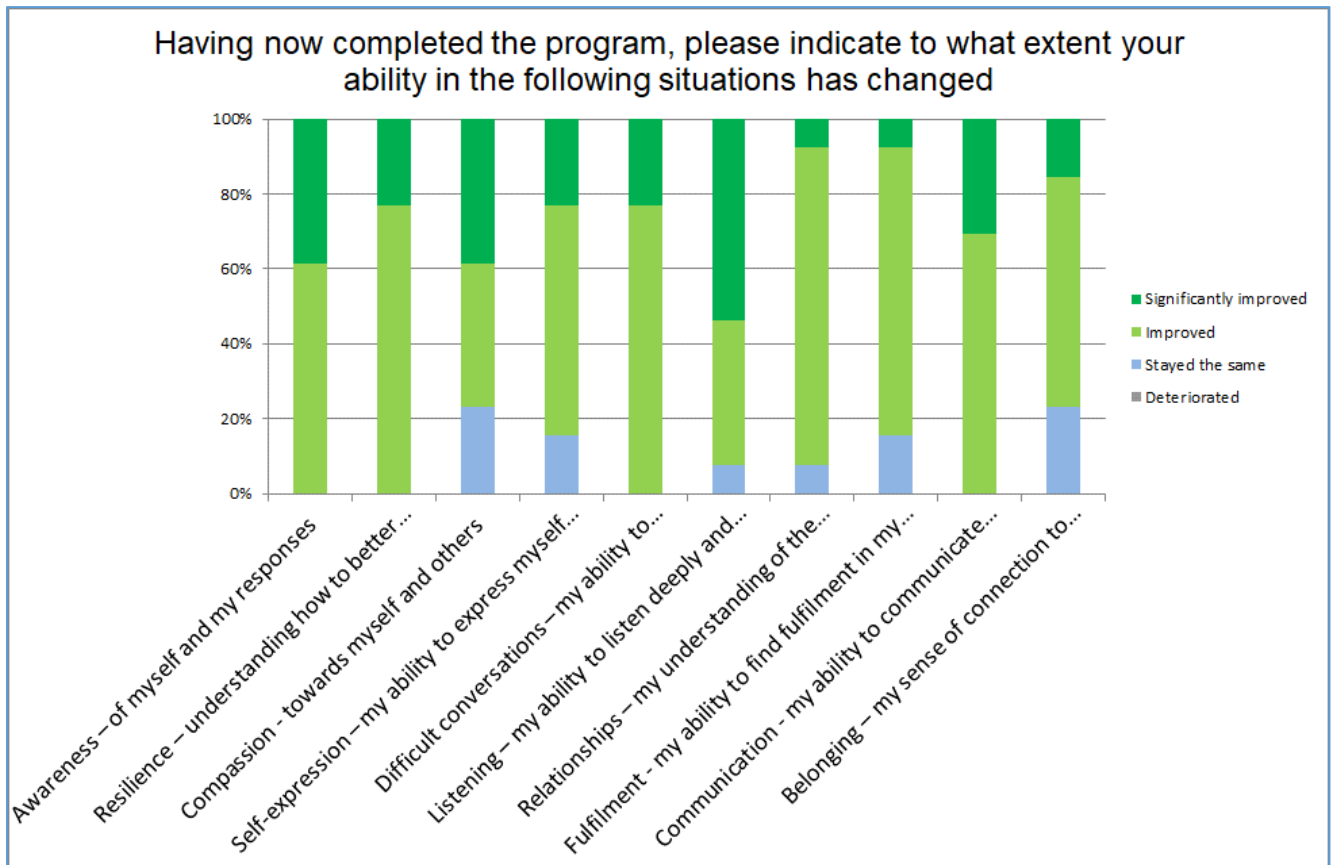
*“Really enjoyable - thanks! - and ideal for people wanting to develop”*

## 1. Attendance



- **84% average attendance, rising to 93%** when taking holidays, work emergencies and sickness into account, is very positive and a key outcome for the program
- Attendance remained consistent through the 22-weeks of the program
- Approx 7% of sessions were missed without notice, with plenty of options for catching-up on any missed session offered to all participants
- **100% completion rate:** all 18 participants initially enrolled successfully completed the program, receiving full CPD accreditation

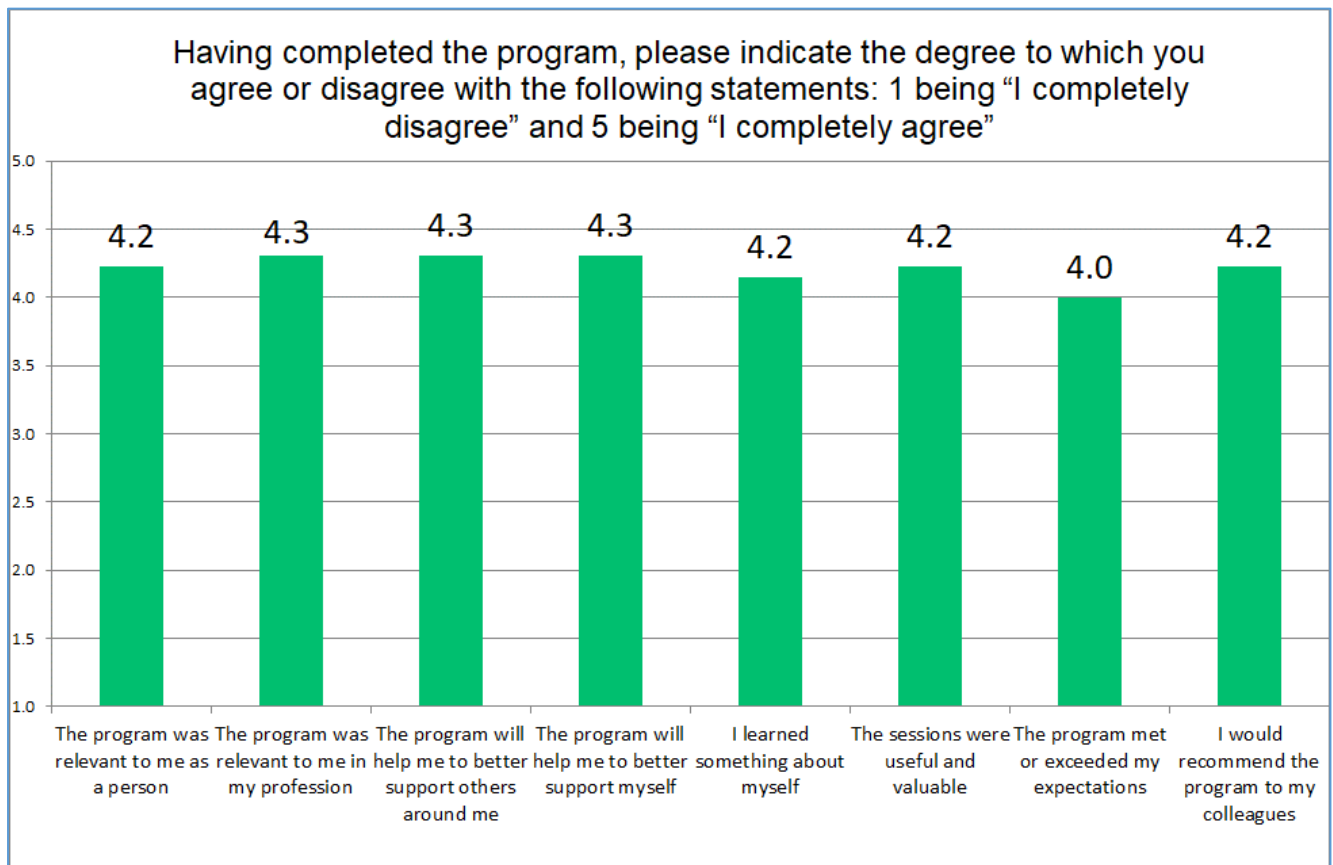
## 2. Participant feedback – quantitative assessment



- **Participants’ self-assessed abilities and experience consistently improved or significantly improved** across 10 main dimensions, particularly relevant for their management and leadership development
- **Awareness – of myself and my environment: 100% of participants** improved (60%) or significantly improved (40%) their awareness of self and others – as confirmed by the participants answers to the open questions (see next section)
- **Resilience – understanding how to better support my personal resilience: 100% of participants** improved (77%) or significantly improved their resilience (23%), essential to cope with the pressure of the job and to create strong foundations for their career development
- **Compassion – towards myself and others: over three quarters of participants** improved (38%) or significantly improved (39%) their compassion, most likely from a very high starting point
- **Self-expression – my ability to express myself fully and freely to my colleagues: 85% of participants** improved (62%) or significantly improved (23%) their ability to express themselves, a key indicator of increased confidence

- **Difficult conversations – my ability to communicate effectively in a difficult conversation: 100% of participants** improved (77%) or significantly improved (23%) their ability to handle difficult conversations, particularly relevant in their professional capacity
- **Listening – my ability to listen deeply and attentively to other people at work: 92% of participants** improved (38%) or significantly improved (54%) their listening skills, another core outcome for the program
- **Relationships – my ability to develop positive relationships: 93% of participants** improved (85%) or significantly improved (8%) their ability to develop positive relationships, one of the foundational skills in their roles
- **Fulfilment - my ability to find fulfilment in my job: 85% of participants** improved (77%) or significantly improved (8%) their sense of fulfilment in their jobs, one of the key outcomes to drive engagement and retention
- **Communication - my ability to communicate effectively work-related issues with colleagues: 100% of participants** improved (69%) or significantly improved (31%) their communications skills at work, fully consistent with their increased ability to express themselves and handle difficult conversations
- **Belonging – my sense of belonging to my team and the organisation: 77% of participants** improved (62%) or significantly improved (15%) their sense of belonging in their teams and organisations, a key driver of engagement and retention
- Participants self-assessed outcomes and improvements tend to be very reliable indicators of longer term organisational outcomes, such as staff engagement, retention and career progression. Overall, the very positive feedback received, with the large majority of participants improving or significantly improving on these 10 critical skills and abilities, is particularly encouraging.

The second part of the quantitative assessment covers specific participant feedback on the program, its relevance to them in their professional and personal lives and their desire to recommend the program to colleagues.



- **The program was relevant to me as a person** was rated **4.2 out of 5**, with 100% of participants rating it 4 or 5 out of 5
- **The program was relevant to me in my profession** was rated **4.3 out of 5**, with 100% of participants rating it 4 or 5 out of 5
- **The program will help me to better support others around me** was rated **4.3 out of 5**, with 92% of participants rating it 4 or 5 out of 5 – a key outcome, directly linked to their development as managers and leaders
- **The program will help me to better support myself** was rated **4.3 out of 5**, with 92% of participants rating it 4 or 5 out of 5 – another key outcome for the program
- **I learned something about myself** was rated **4.2 out of 5**, with 85% of participants rating it 4 or 5 out of 5 – fully consistent with all participants improving their self-awareness (see previous section)
- **The sessions were useful and valuable** was rated **4.3 out of 5**, with 93% of participants rating it 4 or 5 out of 5
- **The program met or exceeded my expectations** was rated **4 out of 5**, with 85% of participants rating it 4 or 5 out of 5

- We were delighted to hear that **93% of participants would recommend or strongly recommend the program** to colleagues (**4 or 5 out of 5**), as also reflected in the detailed participant feedback (see next section)
- **The overall feedback proved very rewarding** for such an innovative program, delivered under particularly challenging circumstances for all frontline teams: **93% of responses** across all 8 evaluation questions **were 4 or 5 out of 5!**

### 3. Detailed feedback – *worth reading in full*

#### In what way has this program supported your wellbeing?

- It has highlighted to me that seeing others' perspectives allows me to guide my decisions
- Change in perspective of some elements which has enabled a most positive outlook and approach
- This program has helped me to listen and connect with others, not allowing this to impact on me personally
- The programme has enabled me to more self-aware and identify the importance/impact my actions can or may have on others
- [The program] has supported me to stop and think before speaking which has had a more positive impact on me and also been put in small groups to meet up in between sessions has helped
- Made me more self-aware of how I am as a leader how I lead others.
- Encouraged listening without thinking of a response
- Providing support in the way I lead. Sometimes this can feel quite a lonely place to be
- It has given me reassurance
- It has been helpful to meet with others from the same trust and other trusts on a regular basis
- Enable myself to think and take time to mull over problems/negative experiences rather than overthink and view things as a criticism
- It has helped me to be more reflective in my practice and moving forward
- Application of generative conversation effort in supervision; acknowledging vulnerability; practicing longer pause in conversations ; changing attitude to gossip as source of red flags; there was an ongoing incident of staff member not being able to perform duties – I would have approached the problem as “the person” which means the only approach is to remove the person but I approached it as a circumstances problems – their problem was their anxiety about doing the work and mental wellness to undertake it. This results in a much more open and collaborative conversation and the outcome was that the individual was not defensive and was able to be more reflective about the

issues. They did ultimately choose to leave the role but the process and feelings behind this were so much more positive and not punitive

**On reflection, what surprised you about the impact of the program?**

- How thought provoking it was and its ability to provide much food for thought to put into practice
- How much it has made me think about the topics at the time I make decisions
- Again, I am more self-aware of actively listening to others in both my professional and personal life
- True listening has made a huge difference
- It has given me a different way of thinking on how to be a leader in my work place
- Your preconceptions not always trying to solve issues for others but supporting them to find their own answers
- Empowering others to develop their skills instead of always taking the lead
- I was surprised about the information that I thought I put into practice but then realised that I probably didn't do this as much as I thought initially
- I think on reflection it has allowed me to reflect on how I approach situations with ideas already whereas I now feel I am more open minded going into conversations
- All on the course were experiencing the same type of situations
- The soft side of leadership and management
- The lessons are presented theoretically at first and I was surprised how well they could be applied practically. Great bridging
- Reflection

**If you were to take one thing away with you from the program, what might that be?**

- Every situation and everyone can be supported by open communication and active listening
- To always try to see things from a different perspective
- Be curious
- To consider the "bigger picture"
- The you tube videos, as these were useful
- Listening
- Not to always be a problem solver
- To be more open, not think my opinion is always right

- The impact listening can have on leadership in a range of situations
- Stop, listen more and try not to provide answers to others struggles/problems
- Leading and management are different and are needed at different times
- Reflection, compassion and more awareness of self
- Generative conversations

**What else would you like to say about the program?**

- This programme has made me a better leader
- The program provided great insight and was useful to see how different professionals from different services shared similar but differing experiences
- Really enjoyable - thanks! - and ideal for people wanting to develop
- The knowledge and support from Simon has been fantastic
- Enjoyed meeting others from other trusts sharing of ideas and thoughts, encouraged reflective thinking
- Would help having the slides before each session as then would be able to read through before and may understand better
- It has been insightful and interactive
- Quite challenging as it didn't fit with my learning style. Sometimes it was difficult to see where the material was leading us
- It has been insightful
- Great to work alongside different trusts and professions
- The first sessions spent very very long time on introductions - would like to have got stuck in quicker as a huge group
- Informative and out of the box thinking

