

Evaluation of the impact of the Taunton PSEL programme

October-November 2017

Introduction

This four day programme was designed specifically to develop the leadership potential of Health Care Scientists and to raise their professional profile. Designed in 2016, the programme has been delivered to HCS in London, the South East and the Midlands. It has been independently evaluated by an educational researcher (2016) and was found to have had a positive impact on the skills and confidence of its participants.

On October 11th and 11th and 7th and 8th November, the programme was delivered in Taunton to 15 South West Health Care Scientists from a wide range of specific disciplines. Attendance was 100%. The learning outcomes of the programme were:

- to develop knowledge and skills relevant to personal and professional education and leadership
- to be able to apply knowledge and skills to enable professional development in workplace settings
- to create practical solutions to professional, workplace challenges through the application of new tools, frameworks and models
- to raise awareness of personal strengths , preferences and potential
- to undertake a professional self-appraisal and consider how to enhance the practice of self, teams and trainees.

Although each of the four days had a theme, facilitators identified the unifying concepts which connected all four days. The face to face days were supported by a handbook which contained pertinent and supportive resources and literature. In addition, participants received all handouts and powerpoints to support the embedding and dissemination of new tools and frameworks. The style of delivery was interactive and experiential. Participants frequently worked in pairs and small groups. Theory and practice were integrated in the delivered content.

The written evaluations from the participants (Appendix 1) indicated that the participants found the programme innovative, useful and fun. Immediate feedback indicates that the participants have taken action since the course e.g. meeting with line manager to discuss personal career development. The participants are committed to meeting again and continuing with action learning sets in the wake of the course. The actions participants will be addressing in their workplaces include: raising the profile of HCS, engaging better with their teams, being better prepared for meetings and setting question-based agendas for meetings they chair, developing their confidence more, understanding others better, consulting more on how to manage big personalities, undertake internal Trust leadership courses and work to develop a more positive attitude and culture in their teams. They have all been advised to attend the CSO Conference in London in March 2018.

Evaluation of the impact of the Taunton PSEL programme: verbatim accounts

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What has been your experience of the programme?

1. I have never been to a meeting before that has brought Health Care Scientists (HCS) together from different areas. This has been really useful to widen my knowledge of everything HCS do. It has also made me realise that we all encounter the same challenges and problems to be overcome.

It has broadened my thinking about how I deal with different characters personalities within my team. Myers-Briggs (MBTI) really made me think about this and made me realise that just because someone does something differently to me – it isn't necessarily wrong. The coaching questions session was very useful and will be particularly helpful at staff appraisals and 1:1 sessions. The concept of asking open questions and allowing the other person time to think and speak was very useful/

Group and pair work has pushed me out of my comfort zone but has been helpful with making me think about how I address things.

2. The course has been massively influential in opening my eyes about what I have been missing out on. I learnt a lot of practical skills that I should have ideally known already because of my role as a trainer but was not given the opportunity until now. It made me realise that I have been stuck in a bubble for a long time and that I have not taken steps to improve. It has made me look at myself and my own self-limitations. It has given me the drive and tools to change things. The speakers have been inspirational and engaging throughout the course. I am very grateful that I was given this opportunity.
3. This course has been useful in allowing me to take some time out to consider what my strengths and values are and how I can develop them. I found the work around MB and the coaching to be very useful. The MB showed how different we all were and it is helpful to understand the personality types and preferences in our teams in order to work better with each other.
4. I now understand better what my personality type is because of the MB exercise. This will help me be a better leader and to make the most of the different personality types and skills in my team.

5. The programme provided many excellent tools in relation to both leadership and education that I will be able to apply to make me more effective in my current role. It also provided excellent network opportunities and enabled the sharing of knowledge across a range of HCS professions. Another benefit was that it provided the 'head space' and safe environment to explore areas for personal development and to explain and challenge ideas for change and improvement.
6. Very well-presented course with good information and handouts. It covered a vast array of subjects and models to explore my role, my leadership style, strengths and weaknesses. All the course tutors were very knowledgeable and punctuated the theory with practical and personal experiences to illustrate the idea. A good central venue for the South West with good motorway links. It was very enjoyable. Many thanks for making it so interesting.
7. I was out of my comfort zone, being a MBTI 'I' but actually it was a safe environment and I never felt embarrassed. Sue and Ruth were very friendly and approachable. The course was well-organised, fun at times. I enjoyed its interactive nature but preferred playing real roles rather than role-plays.
8. This course has opened my eyes to different ways of tackling situations at work on a daily basis. It has provided me with tools that I can use and has allowed me to form connections with individuals who will help me to succeed. Thank you! I have learned so much and gained confidence I didn't know I had!
9. A brilliant course! I have found this course absolutely invaluable. Most HCS work-related courses are geared around clinical content and this is so different. It has opened my eyes to understanding myself and others who work with me much better. It has allowed me the opportunity to think about how best to deal with work place issues, how best to progress my own professional development and how best to help develop others within my workplace. The theory and practice has been really helpful, applicable and fun. It has been invaluable meeting other HCS within my Trust and others and developing networks between us.
10. I had a positive experience of the programme. The content was (positively) unexpected – I thought it would be more on how to train others / teach, but realised (with more knowledge) that this needs to come from within. Therefore coaching, MBTI, self-awareness, Emotional Intelligence etc. are required to train/teach manage others, so have given me MANY more tools to deal with MANY more issues than expected.

It has given me confidence and self-belief, as well as a network of like-minded peers to discuss and support me – and for me to reciprocate.

It has been an excellent resource for self-building in career and personal issues and has enabled me to have vision and a guided and structured ambition for the future.

11. The programme was a unique opportunity to take some time out to self-evaluate, improve, problem-solve and explore. This will help me develop as a leader and educator. I have learnt some tools that I will use in everyday work and life. You can't get this from a textbook- and the course reflects this. Lots of focused group/pair work and a huge amount of interaction. An amazing experience to learn more about HCS, meet new and inspirational people and have the chance to make some personal plans.
12. I have found it a real eye-opener – in a good way. I found the MBTI and action learning really beneficial. I will be taking these back to my department. I hope that I will be more able to have discussions using the techniques explained.
13. On this course I got to know myself a bit more and how I impact on the way I work. I identified ways to create a personal brand and the skills I need to build upon. I was sign-posted to lots of resources that I can use. I listened to women who have progressed their careers and found it empowering.

What next?

1. Increasing teaching within my role and branching out possibly to other areas of HCS rather than sticking to what I know.
Changing attitudes within my team at work by being positive and turning around negative comments.
A very beneficial course and I will recommend it to colleagues.
2. I will put things in place, do some research to put forward a proposal to the management to show them that more dedicated time is needed for training throughout the department so that everyone can be given the opportunity to develop.
3. I want to work on my values in the future.
4. I will use the coaching skills to improve my 1:1 sessions with my mentee. I have set myself goals to achieve when I go back to the workplace. The course has allowed me to work out a plan for how to overcome the challenges I face. Thank you!
5. Professional development to achieve my fellowship membership of IOP/IPEM and a continued push to raise my personal profile nationally. Continue to fly the flag for HCS. Setting up an Action Learning Group.
6. Should consider following up ideas and methods learnt to find out how they have been implemented and changed things.

7. Revisit material to cement in ideas and formulate plans to address the issues identified. To take a more active senior role. To feedback the success of this course to others and recommend it to other, inexperienced leaders. To work on traits I have but may not show to others. To improve the dynamic in my 1:1 and team meetings.
8. I now need to take these new skills and apply them to my everyday work life. I also want to encourage others to succeed. I need to look at my position in the team I work in and see how I can move forward.
9. I will definitely be taking much back to the work place. I will be trying out new ideas and I feel I'll have a clearer understanding of how to be more effective at work. I will be following advice and taking many learning points to help develop myself. I feel more confident in my work and myself. I feel more able to move forward and having others holding me accountable will be helpful. I hope to further develop my leadership and assertiveness skills and plan using the new tools I've learnt on this course to help me.
10. I will continue to develop professional leadership, mentorship, coaching, management skills. I will visualise the future using these skills. I will take on and become a more responsible role within the profession and to be accountable for the changes I want to implement. Thank you for a very useful and inspirational programme.
11. I will use the tools and skills within my own work to work through problems. I think I've learnt more about other people which will help me to understand how different people work – I will be more aware of this and will take this forward with my trainees and department – confidently! I feel qualified to help more effectively. I will build on the network that we have established.
12. Thank you for a fantastic course. The learning models illustrated well ways of influencing and communicating with colleagues. Even though I was out of my comfort zone, the group work was really helpful. A really positive experience and I would like to attend a course like this in the future. I will recommend it to my colleagues.
13. I will be focusing on ways to build on the skills I already possess. It's not just about the day job. It's about finding opportunities to build my skills to do other things to raise my profile as a HCS and become a role model .