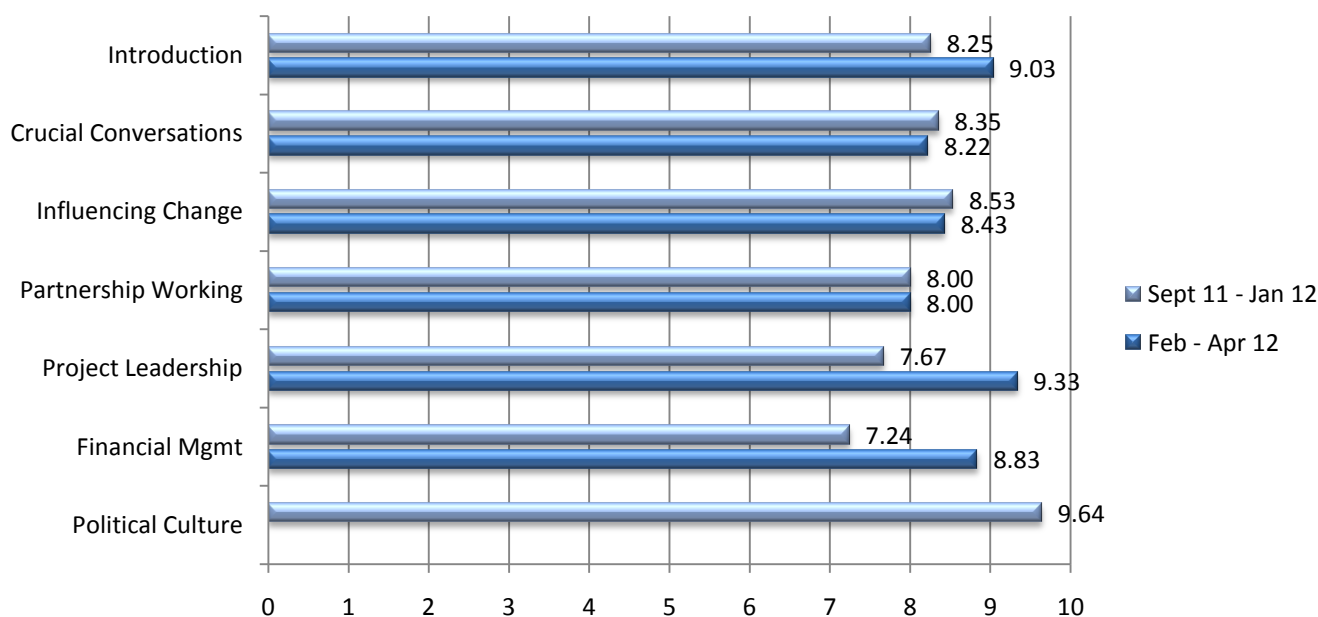


**Leadership and Management Programme (LAMP) Report
February – April 2012**

Post Course Evaluation Scores (out of 10)



Title	No. of courses			No. of delegates		
	Sept 11 - Jan 12	Feb - Apr 12	Total	Sept 11 - Jan 12	Feb - Apr 12	Total
Introduction	9	5	14	155	77	232
Crucial Conversations	9	6	15	94	60	154
Influencing Change	6	6	12	62	56	118
Partnership Working	3	1	4	36	12	48
Project Management	2	1	3	28	3	31
Financial Management	4	3	7	28	23	51
Political Culture	1	1	2	16	12	28

Observations and Feedback Quotes from:

Introduction:

- There is still a marked difference in the mindsets of delegates' at the start of the introduction. We have identified two key areas that influence this:
 - What kind of conversation did their manager have with them before their attendance? Were they forced to come under duress or were they urged to attend because of the value that they, and PCC, place on this course?
 - If their manager had already attended had they sought feedback from them about the impact of their behaviour – ie have they completed the 360° feedback?
- The delegates we have seen over the last 3 months have, on the whole, had a greater appetite for the messages of the programme and the willingness to do their part
- There are still mixed levels of prior knowledge regarding the Transformation Agenda in each cohort.
- The Transformation Agenda briefing is being delivered well and could benefit from more examples of “quick win” success stories.
- Since clarifying that the Transformation Agenda briefing is focusing on the 6 workstreams and that the Transformation of the Organisation will only come about through the cultural shift that is fundamentally driven by them as managers and the way they view their role as a manager, there has been a much greater level of buy in to the programme as a whole.

“Really constructive – I learnt a lot about my impact on my team.

Very powerful techniques that I hope will have a positive impact.”

“I enjoyed the presentation style in that it made me think for myself rather than told me what to think and how to behave”

“One of the best training courses I have attended – extremely relevant and gave much food for thought”

- On presenting the model for successful change within Organisations (Kotter) the instant reaction from the majority of delegates is that there is no overall vision of where we are heading as an Organisation, or if there is, they don't know about it.

Crucial Conversations

“Excellent course – useful and thought provoking & practical. Relevant to job role & the challenges we deal with”

“Very thought provoking with good practical tips. Hope to find this very useful in working life”

“Really enjoyed the course, gave me plenty to think about & hopefully tools to use in future situations & conversations. Made me reflect on how I could have done things differently in the past & how I will tackle them in the future.”

The theory of this course is easy enough to understand regarding the tools that can be used. What we are experiencing are delegates who will either:

- use it to review & challenge their own thoughts and “stories” about difficult individuals in their teams, or
- be unable to move past their own certainty that the issue lies “over there” with the other party instead of making it safe enough to have the open conversation to understand their impact on them

Influencing Change

We have had feedback from delegates involved in managing key pieces of work for PCC (both inward and outward facing) that this is going to significantly help them with the success of their work. Case studies to follow!

“Enjoyed the interactive exercises & talking about experiences of other delegates in similar circumstances”

“Was a thought provoking course, slightly American but the points were very interesting. Keen to try to use the toolkit in practice in some areas that I know exist!”

Partnership Working

“Liked the styles, found this interesting & was able to place where the partnership group I am a part of it currently is”

Still being well received with delegates who continue to be able to use the tools of Crucial Conversations and Influencing Change

Project Leadership

Having addressed the expectation gap this course continues to go from strength to strength. It is a valuable example of how Crucial Conversations and Influencing Change impact and enhance other professional disciplines.

“Really enjoyed the day”

“Links to Influencing Change & Crucial Conversations helped clarify previous courses”

Financial Management

“Very good, straight forward to book & a well delivered course - it was particularly useful having it delivered by someone who understood & having an actual finance manager lead part of it.”

Following the last report which highlighted an expectation gap the Introduction now makes a clear statement on what this course will and won't cover. This has resulted in a significant increase in the evaluation scores.

Political Culture

This course is so well received and scoring the highest it is still quite a mystery as to why there are so few delegates booked on!

“Very insightful & informative, really helped clarify processes for me & I learnt a lot about the Political landscape / process”

“Fascinating & very informative. Really helped to improve my knowledge & understanding and how I can use that knowledge to inform my work & achieve outcomes”