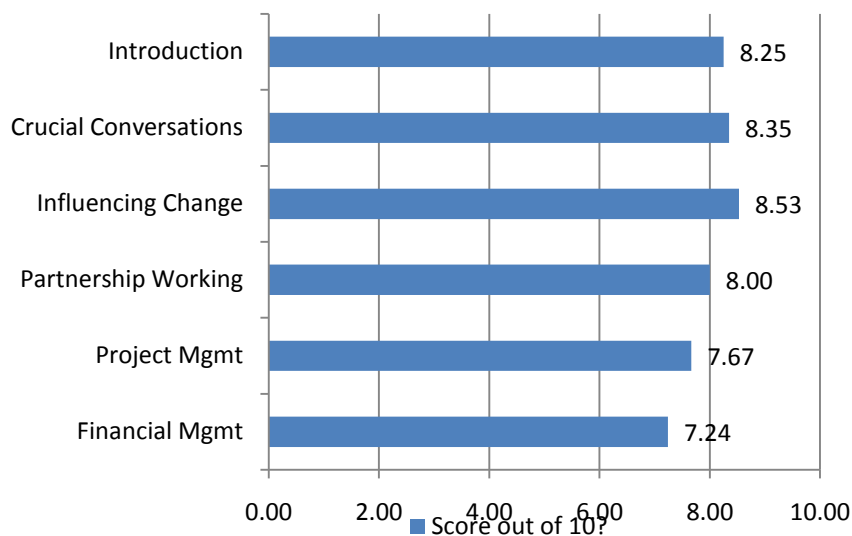


LAMP Evaluations (Sept 2011 - Jan 2012)



No. of courses run (not including pilots) & no. of delegates through each:

Title	No. of courses	No. of delegates
Introduction	9	155
Crucial Conversations	9	94
Influencing Change	6	62
Partnership Working	3	36
Project Management	2	28
Financial Management	4	28
Political Culture	1	16

Observations and feedback quotes from:

Introduction:

- Some delegates still arriving with negative perceptions ahead of course eg believing I need to be told how to manage or I'm not good enough.
- Feedback supports that the course is rewarding and valuable in terms of culture change.
- Whilst we have implemented a change to the agenda explaining the transformation agenda at the beginning of day one, there is still an area of confusion for delegates around the question: "what can I do differently to support the change if I'm not involved in a workstream?"
- There is a consistency of message regarding wanting more coaching practice/experience.

"The course itself scores a 10, but I was reluctant to come on it in the first place because it was sold as teaching managers"

"The course was excellent but I don't think that the course content or objective is at all clear until you attend. This could put a lot of managers off attending. I think the LAMP course should be re-packaged & marketed to encourage all managers to attend. I believe that once they get here they will get a lot of benefit from it."

"Make it clear that the course is not just because management scored badly in a staff survey & that this is a compulsory course. The course was very informative - need clearer information about content & idea of course outcome. You must go on course if a manager is off putting."

"A more explicit statement (vision statement) of the business culture PCC wants to have for its staff, rather than the Transformation vision - & perhaps an idea of the link envisaged between the two. All this seemed to come out, but implicitly, & the days would have got into gear faster."

"Well constructed & excellent delivery. Something for the newest & the most experienced."

Crucial Conversations

- Good at helping to reflect on past interactions and where they may have gone wrong before.
- It is being demonstrated on the course that unless the delegates have received some level of feedback around their impact when communicating then it may be easy to think of this as just “common sense” and not needed by me.
- Some observations around length of course being too long. Promotes self reflection which some delegates are finding uncomfortable.

“Made me reflect on how I could have done things differently in the past & how I will tackle them in the future.”

“Separating facts & stories - helped me to view a couple of "villains" differently. I liked the videos - useful examples”

Influencing Change

“Good balance between being inspirational & realistic. Useable & accessible.”

“Stimulating and giving good grounding for debate. Thanks once again - this was excellent & has given lots of food for thought in terms of moving through the transformation agenda”

- In the main delegates are finding the model useful for looking at change issues both inside & outside of work.
- The model is now being used to help identify what teams *really* want to change when making bespoke requests for training.

Partnership Working

This is being well received with the majority of delegates commenting on how it is a refreshing view of how it's the relationships that makes partnerships work, not the mechanics.

“Very interesting & had several revelations! Some useful tools I can use & good examples given by people in the room.”

“Interesting content - useful to formalise stuff that I knew, but didn't know it!”

Financial Management

“Would have preferred more practical finance training "accounting" to improve my skills”

“The PESTLE analysis set the day off to a good start & helped with the contextual aspect”

“Case study very useful. I thought the structure good with building blocks & links to whole”

The lowest scoring of the courses. Feedback sheets indicate that the primary reason for this is a mismatch of expectations of the course content/scope. Those who have been most disappointed are those who have been wanting a more technical / accountancy type course.

Project Management

Similarly to Financial Management this course has suffered from a mismatch of expectations of the course purpose.

“Really enjoyed the day and how the council's environment deals with projects. I did think the course would be more specific to projects. However, I felt this day opened my mind more to the political environment”

Political Culture

No feedback received to date, unofficial commentary points to an engaging, informative session where there are “no holds barred” between Leader & Chief Exec.

What else?

These scores are the initial reactions from the delegates, from the feedback sheets completed at the end of the course or during the following week. Whilst this is informative as a first gauge of feedback the real test of added value comes from the longer term reflections and whether the skills and techniques learnt are implemented.

It is critical to the ongoing success of the LAMP programme that the work begun in the training rooms is continued back in the workplace if the cultural change required by the transformation agenda is to be realised.

The most significant contribution that we have around this re-enforcement in the workplace is to ensure that the 360⁰ feedback is completed by all managers attending the LAMP courses. It cannot be overestimated about the importance of asking for, and receiving, feedback in a safe environment.

We are working hard to ensure that we harness all sources of influence to ensure that the vital behaviours to deliver this outcome are adopted. For example we will be making it easier for managers to have access to the information around the 360 process and a guide on how to use it, along with template forms on line. All former delegates will be contacted with this information and additional support offered.

If the 360 feedback is completed following the Introduction then it is most likely that the positivity and curiosity created on the Introduction would be continued through to the following courses. Our observation is that it takes a lot of input from the trainers to re-establish the same state of mind on the next course if there is a long gap between them or if no feedback has been sought.

Ultimately it is every line managers responsibility to ensure discussions take place after attendance at the LaMP programmes (and preferably before) to reinforce the messages, learnings and any changes required that will underpin the success of the Transformation.

There are some key messages that fall out of this feedback:

1. There are some myths around the course that are being perpetuated by the grapevine of those who have not attended the course which we are doing our best to "bust":
 - a. The course will just teach me how to manage
 - b. The course has only be designed because to employee opinion survey told us we weren't good enough
 - c. The course has only come about because of the Transformation programme & we've now got to make cuts
 - d. The 360 degree feedback is not important to complete

Our answers to these are:

- a. On some level there may be some introduction of either new, or known, management thinking so that we provide relevance for the whole range of experience of management that we have within our organisation. Even if some of the theories are known about the course provides the reflection time and refreshes the past knowledge in today's context. It asks the questions "what does that mean for me right now & for the future of this organisation?"

The course is heavily focused on understanding the impact of our behaviour on others, especially our teams and undoubtedly being asked to spend time on designing and committing to a personalised 360 degree feedback process will be something not encountered before.

- b. Whilst the employee opinion survey was a source of information for this course, it was not the only source. The programme was in development as early as 2009. It has been borne from our research & dialogue with managers over the last 2/3 years which showed an overwhelming demand that managers were wanting support to know if they were "doing it right?" "Please tell me what you want me to do".
- c. It wasn't designed as part of the Transformation Agenda but it would be foolish to think that what we cover in the programme isn't absolutely fundamental to its success.
- d. On one level this may be true as we (HR) aren't policing it or using a big stick. It is of critical importance to the success of the programme that all managers understand the impact that they have on their staff (intended or otherwise) and the most profound way of establishing this is through the personalised 360 degree feedback.

With regards to some of the detail of the courses I'd like to draw your attention to financial management where we have had some disappointed delegates because the course wasn't technical enough. We want to make it as clear as we can that this course is not meant to be technical (we will monitor this demand) it is a look at the financial environments surrounding Local Authorities and the decisions that get made.