

2016/17 programme evaluation findings

Using Kirkpatrick's Four-Level Training Evaluation Model we asked our 2016/17 cohort to rate the programme.

Using a scale of 1-10 where 10 is 'strongly agree' and 1 is 'strongly disagree'

Overall, the training was worth my time

Highest rating: 10

Lowest rating: 7

Median: 10

Average: 9.1

Overall, the training was successful

Highest rating: 10

Lowest rating: 7

Median: 10

Average: 9

Biggest strengths of the training

- Trainers were very good, the information felt clear and concise. Enjoyed meeting external guests.
- Excellent resources and workbooks, which I will refer back to in future.
- Lots of useful/interesting concepts introduced, to look at in greater depth in own time. Good to have a small group who can get to know each other.
- Trainers – course is well structured, but delivery does not make it complicated. It all feels achievable. The group learning/trusting environment and willingness of all participants to be open and honest in contribution.
- Shared experiences of guest speakers. Rob and Peter were excellent at explaining concepts. Loved that we had say in course content – unique?
- Peter and Robert with their varied and extensive experience.
- Able to set priorities in first session. Good mix of people/organisation types. Lots of opportunity to discuss issues.

Here is an aggregated summary of self assessment feedback exploring levels of increased knowledge, understanding and skills acquired through participation in the programme.

We asked: For each learning and development area covered rate the extent to which:

- Your knowledge and understanding of the subject has increased, where 1 is barely at all and 5 is a lot
- Your confidence in applying learning and new skills acquired through the programme within your leadership/management role, where 1 is not yet confident and 5 is confident to use

| Learning and development areas | Increase in knowledge & understanding | | | | | Confidence applying learning & skills | | | | |
|--|---------------------------------------|---|----|---|---|---------------------------------------|---|----|---|---|
| | Lo | | Hi | | | Lo | | Hi | | |
| Days 2 and 3: Managing self | | | | | | | | | | |
| World views and values | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Communication | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Networking | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Attitudes and behaviours | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Personal/professional objective setting | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Time management | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Assertiveness | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Delegation | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Days 4 and 5: Leading and managing others | | | | | | | | | | |
| Recruitment, induction, training and development | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Teams | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Situational Leadership | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Giving feedback | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Influencing and persuading | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Motivation and appraisal | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Days 6 and 7: Working together | | | | | | | | | | |
| Vision and strategy | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Change Management | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Project Management | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Evaluation | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |

lowest rating average highest rating

2016/17 sample workshop plans

Day 3: **Managing self – practical applications**

The first two workshops considered some of the main drivers of self-organisation.

The second day looked at practical applications including setting professional/work-based goals and priorities, organising and managing time effectively, delegation and assertiveness.

| | |
|---------------|---|
| 09:00 – 09:30 | Arrival, registration, refreshments |
| 09:30 – 11:00 | Check In and Reflection |
| | Setting professional/work based goals and priorities |
| 11:00 – 11:15 | Refreshments |
| 11:15 – 12:30 | Time management |
| 12:30 – 13:15 | Lunch |
| 13:15 – 13:30 | Post-lunch activity |
| 13:30 – 14:45 | Assertiveness |
| 14:45 – 15:00 | Refreshments |
| 15:00 – 15:15 | Delegation |
| 15:15 – 15:45 | Emotional Intelligence |
| 15:45 – 16:30 | Prospecting and Check Out |
| 16:30 | Session ends |

Day 4: **Leading and managing others – teams**

On Day 4 we immersed ourselves in all things teams including how to attract, appoint and develop the right people, what makes a great team, understanding team roles (including some diagnostics) and the critically important role of feedback.

On Day 5 we addressed the question ‘*Why should anyone be led by you?*’ exploring definitions and differences between leadership and management, motivation and appraisal, influencing and persuading.

| | |
|---------------|--|
| 09:00 – 09:30 | Arrival, registration, refreshments |
| 09:30 – 11:00 | Check In and Reflection |
| | Recruitment, selection, induction and development |
| 11:00 – 11:15 | Refreshments |
| 11:15 – 12:30 | What makes a great team? |
| 12:30 – 13:15 | Lunch |
| 13:15 – 13:30 | Post-lunch activity |
| 13:30 – 14:30 | Guest speaker: Jane Hartley, Chief Executive, VONNE - Teams in practice |
| 14:30 – 15:00 | Introduction to teams roles |
| 15:00 – 15:15 | Refreshments |
| 15:15 – 15:45 | Understanding team roles |
| 15:45 – 16:00 | The role of feedback |
| 16:00 – 16:30 | Prospecting and Check Out |
| 16:30 | Session ends |

Day 7: **Working together – practical applications**

On Days 6 and 7 we explored core aspects of working together to achieve vision, mission and change.

On Day 6 we explored big ideas including vision, strategy and managing change.

Day 7 zoomed in on some practical applications focused around project management and evaluation.

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|---------------|--|
| 09:00 – 09:30 | Arrival, registration, refreshments |
| 09:30 – 11:00 | Check In and Reflection |
| | Change Management |
| 11:00 – 11:15 | Refreshments |
| 11:15 – 12:30 | Project Management |
| 12:30 – 13:15 | Lunch |
| 13:15 – 13:30 | Post-lunch activity |
| 13:30 – 14:15 | Guest speaker: Leon Mexter, Chief Executive, Youth Focus North East – Monitoring and evaluation at Youth Focus North East |
| 14:15 – 14:45 | Evaluation: Definitions, frameworks, methods |
| 14:45 – 15:00 | Refreshments |
| 15:00 – 16:00 | Creating an evaluation framework for your project |
| 16:00 – 16:30 | Prospecting and Check Out |
| 16:30 | Session ends |

2016/17 course content

| Days 2 and 3: <i>Managing self</i> | |
|--|---|
| Day 2: <i>Big ideas</i> | Day 3: <i>Practical applications</i> |
| World views and values Communication (Cultural Web, Communication Pyramid, verbal/non-verbal, body language, Active Listening, Transition Curve) Networking Attitudes and behaviours (Johari's Window, The Betari Box, 'I'm ok, you're ok', PAC, Working Styles) | Personal/professional objective setting (SMART, PEST/PESTEL, PDPs) Time management (3D's, Priority Rating Matrix, Best Time Estimating, Time Recording, Biorhythms, dealing with interruptions, PDCA cycle) Assertiveness (Three Part Sentence, Broken Record) Delegation (3D's, steps of delegation, levels of delegation) |
| Days 4 and 5: <i>Leading and managing others</i> | |
| Day 4: <i>Teams</i> | Day 5: <i>Leadership</i> |
| Recruitment, induction, training and development (process, method, Job Analysis, Person Specifications, interviews, psychometric tests, references, ILU, PDPs) Teams (teams vs groups, Action Centred Leadership, components of an effective team) Team development and roles (Tuckman – forming, storming, norming, performing), Belbin | Situational Leadership Giving feedback Leadership and management definitions (McGregor's X theory Y) Influencing and persuading Motivation and appraisal |
| Days 6 and 7: <i>Working together</i> | |
| Day 6: <i>Big ideas</i> | Day 7: <i>Practical applications</i> |
| Vision and strategy (Future Basing, Strategy Tree, Business Model Canvas, Balanced Scorecard, BLF framework, Theory of Change) Change Management (Transition Curve, Four Roomed House) | Change Management (Force Field Analysis) Project Management (Project Management Life Cycle, Mind Mapping, Repertory Grid, Work Breakdown Structure, Gantt, Critical Path Analysis) Evaluation – definitions Evaluation – frameworks and tools (Theory of Change, BLF/CES framework, Outcomes Star, Cost Benefit Analysis, Social Return on Investment) Evaluation – methodologies |

Levels of engagement available

| | | |
|---------|---|----------------|
| Level 1 | Workshops Eight structured learning and development days organised around three core themes: <i>Managing self, Leading and managing others, Working together</i> . Diagnostics and co-design of course content on Day 1. Day 8 incorporates professional development planning at three levels: <i>self, team, organisation</i> . | Core programme |
| Level 2 | Supplementary workbooks Typically an additional 30-50 pages of selected material per workshop to deepen knowledge and understanding of subject; including tools, frameworks, exercises, self assessment questionnaires, links to websites, videos and other resources. | |
| Level 3 | Further reading Curated reading list currently with 28 titles linked to course content. | |
| Level 4 | ILM qualification progression route Optional progression onto an ILM Level 5 Certificate in Leadership and Management in the future. There will be additional ILM registration fees and assignments to complete related to leadership in practice to help you to embed learning from the programme and gain a recognised degree level qualification in Leadership and Management. | |

2016/17 testimonials

“Leadership and Management for Social Change has given me the confidence and new tools to lead and manage my team more effectively. It supports approaches to evidence the development of ‘soft skills’ as well as traditional learning opportunities. All the new skills, approaches and knowledge learnt is also transferable when delivering direct support to young people too. I can’t recommend the informal yet informative approach of facilitation from Robert and Peter highly enough!”

Lisa Bosomworth, Community Engagement Team Leader, MVDA

“I loved this course! I found it informative and inspiring. It covered a considerable amount of information on leadership and management in a short space of time but at a speed that all of the delegates were happy with. A reading list was regularly updated so if you found something of interest and wanted to explore it further you had a place to start. There were around 10 people on the course from very different charity organisations which was great for swapping ideas and really discussing relevant issues. Overall I found the course a great opportunity to get away from my desk and really think about what I do, how I do it, what I do well but what could be done better. I left each session with a list of thoughts, actions and discussions to have in my own organisation. Some immediate changes and some longer term. I’m working through these but already as a result I’ve set up a new workload management system (basically a ‘To Do list’ with bells and whistles) which has been adopted by our CEO and Deputy CEO and has been passed on to a newly recruited manager to use. I’m also in the early stages of setting up a network to provide operations information and support to other charity organisations in the north east. This course will not tell you what to do but it will provide you with a mountain of tools, support and confidence to inspire you to make changes within your own organisations.”

Angela Goodfellow, Finance and Office Manager, VONNE

“Doing the course has given me time to reflect on my role and what we want to achieve as an organisation. The facilitators have created a safe space where I can share my experiences, discuss the challenges and learn about different tools and practices. It is like having a bag of mix-ups - that I can then take back and try out in the workplace. It is relevant for day to day – but also encouraging me to step back so that I can see a broader picture.”

Yvonne Hartnett, Project Manager, The Comfrey Project

Yes We Can 2017/18 programme



For full details on the 2017/18 programme see here:
http://peoplepurposeplanning.co.uk/pdfs/YesWeCan2017_18Programme.pdf

Workshop dates

Wednesdays, 09:00 – 16:30

11th October 2017 6th December 2017 7th February 2018 4th April 2018
1st November 2017 10th January 2018 7th March 2018 2nd May 2018

How much does it cost?

£800 (equating to £100 per day per delegate) with discounted places available for organisations booking more than one place (1st place: £800 / subsequent places: £700). The programme is run on a not-for-profit basis to ensure affordability for smaller not-for-profit organisations and those working independently.

For more information about the programme and to confirm your place contact Robert Laycock

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Devised and delivered by:



Supported by:



ILM Qualification Progression Route:

