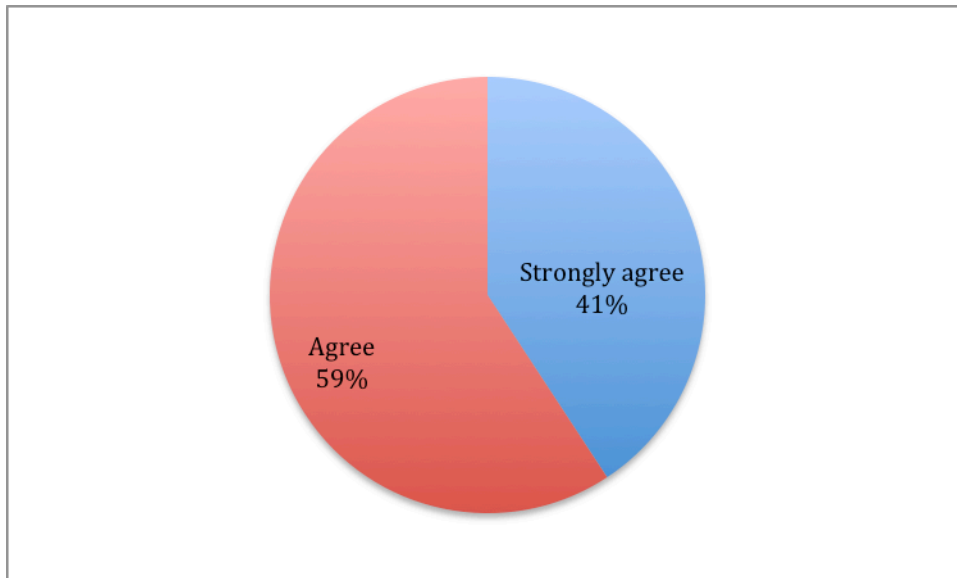


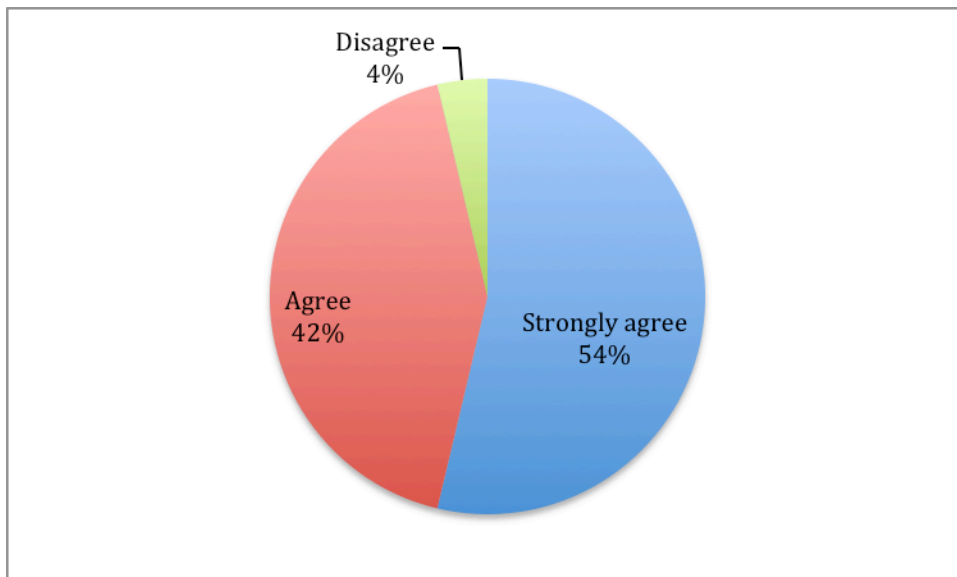
Evaluation Questionnaire

There were 52 evaluation questionnaires returned.

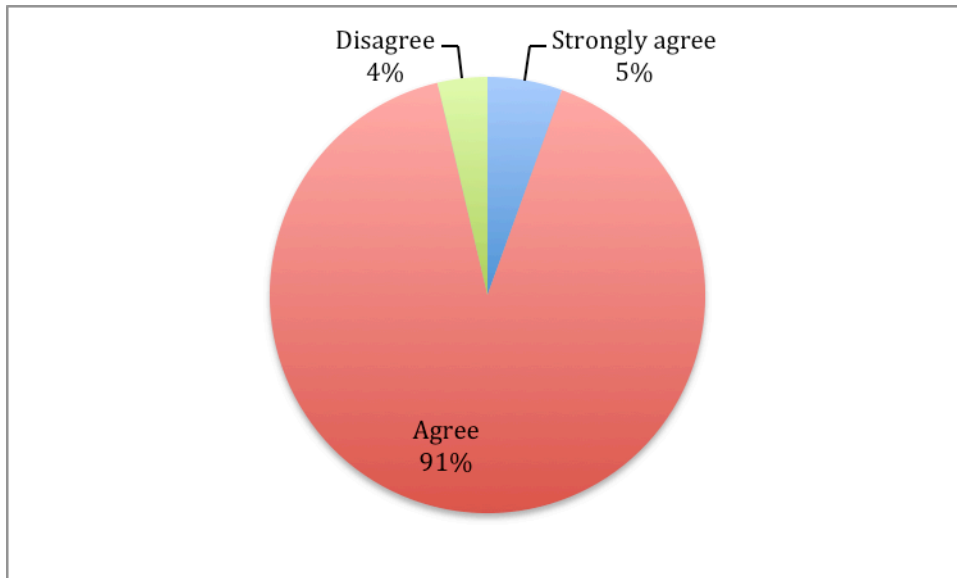
Extent to which agreed that enjoyed the day (strongly disagree / disagree / agree / strongly agree).



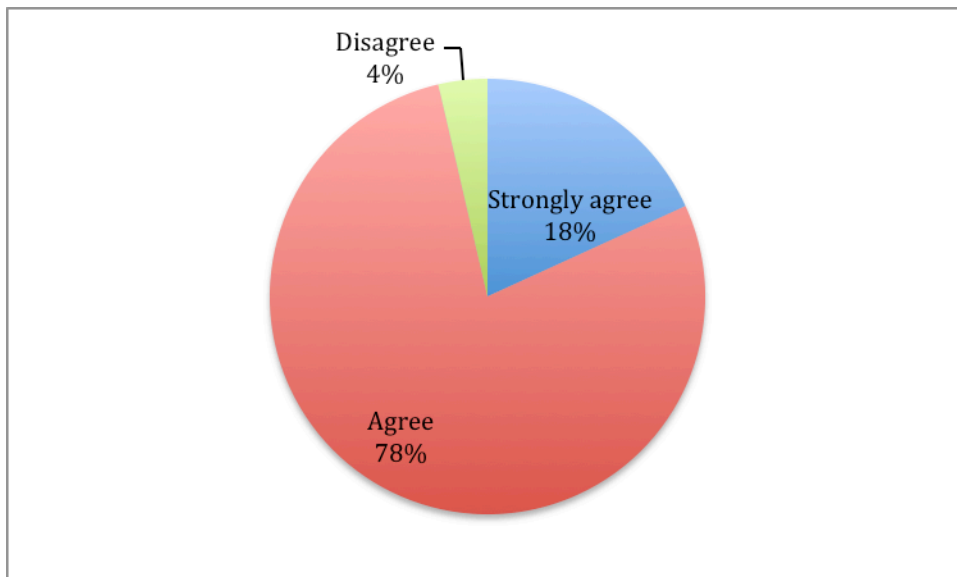
Extent to which agreed that know more people from Hertsmere Leisure (strongly disagree / disagree / agree / strongly agree).



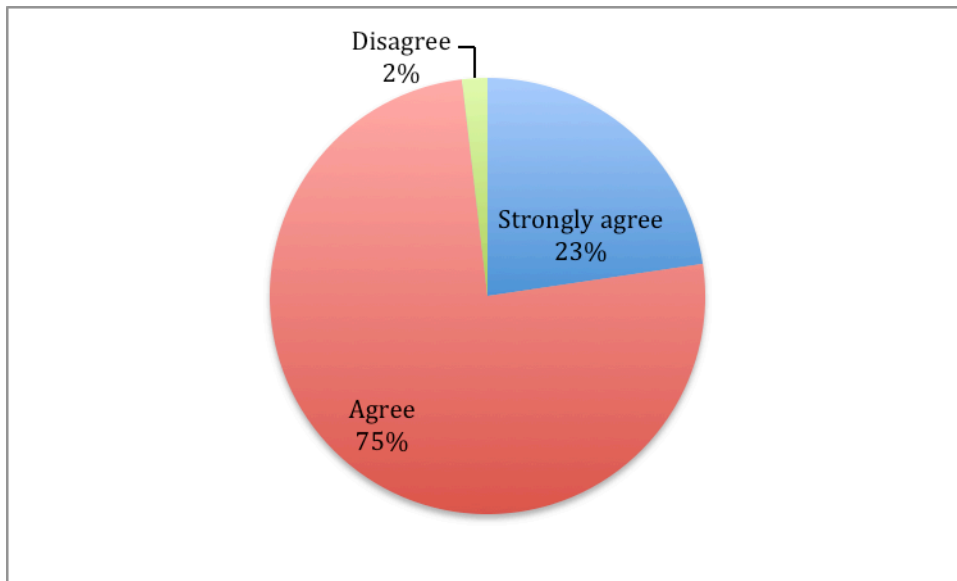
Extent to which agreed that now know how to be a system leader (strongly disagree / disagree / agree / strongly agree).



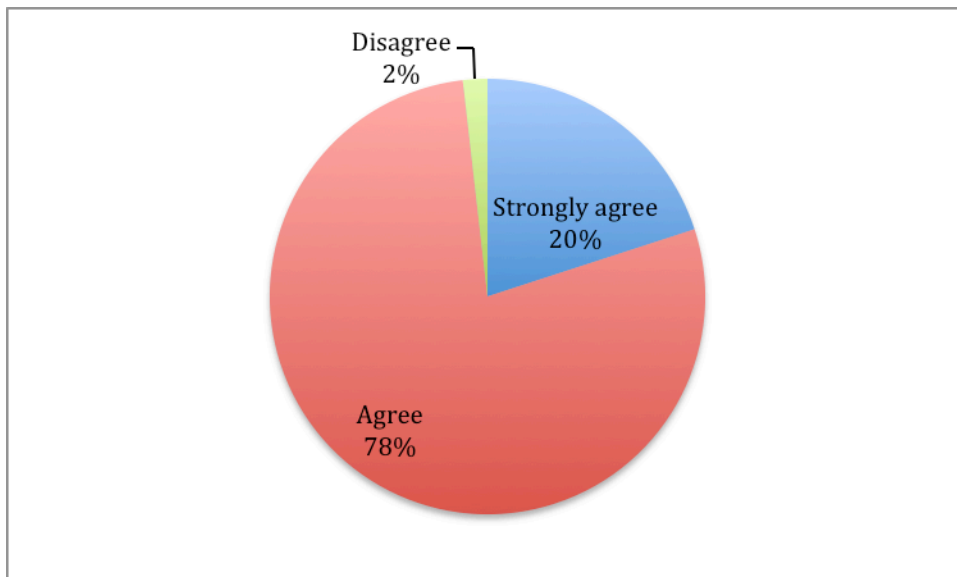
Extent to which agreed that now know how to be a distributed leader (strongly disagree / disagree / agree / strongly agree).



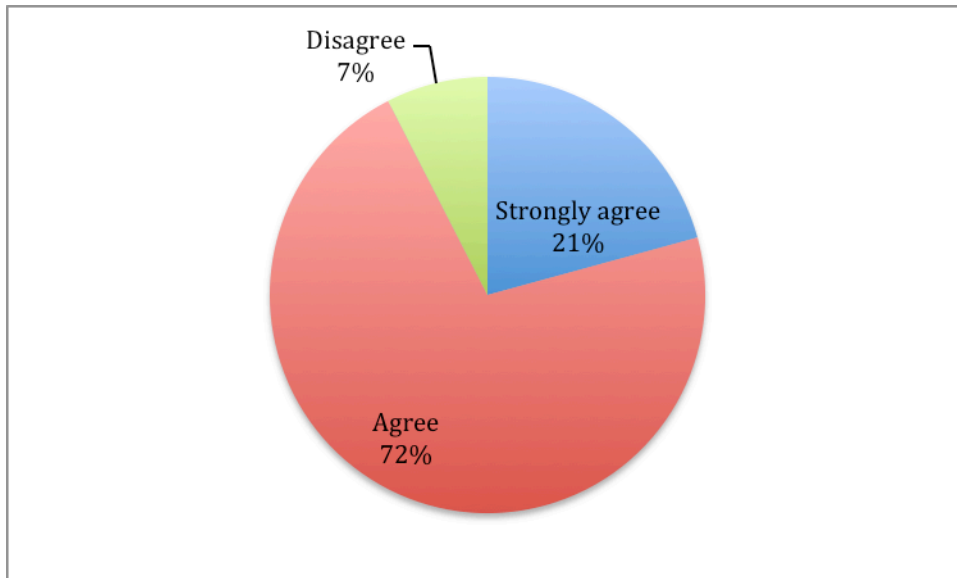
Extent to which agreed that can contribute to the service specification (strongly disagree / disagree / agree / strongly agree).



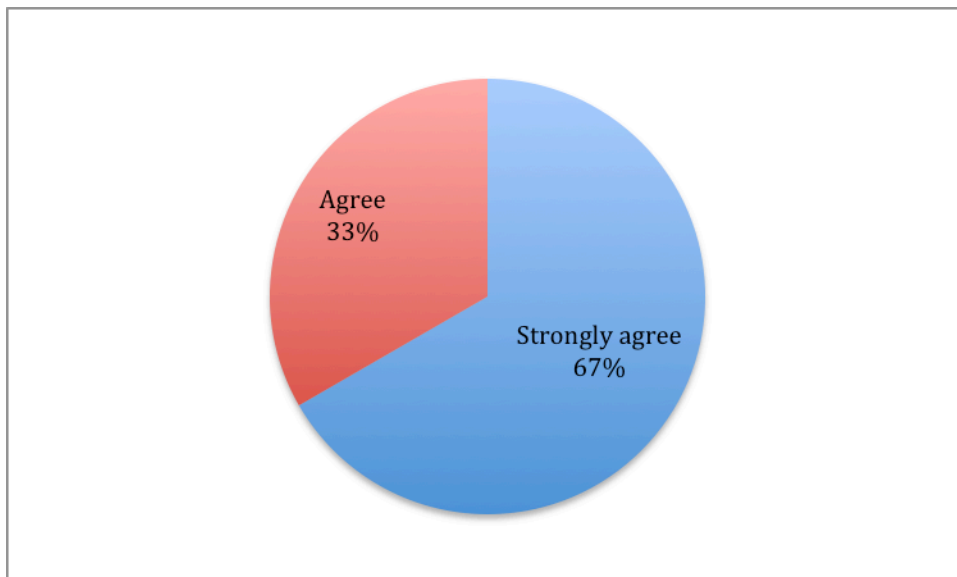
Extent to which agreed that now know how system and distributed leadership apply to the service specification (strongly disagree / disagree / agree / strongly agree).



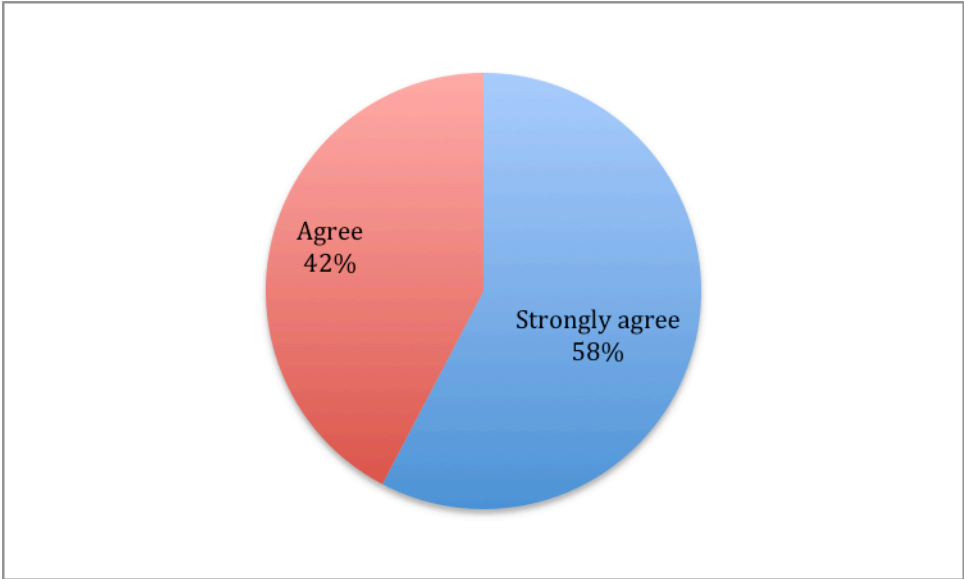
Extent to which agreed that have personal actions to take away (strongly disagree / disagree / agree / strongly agree).



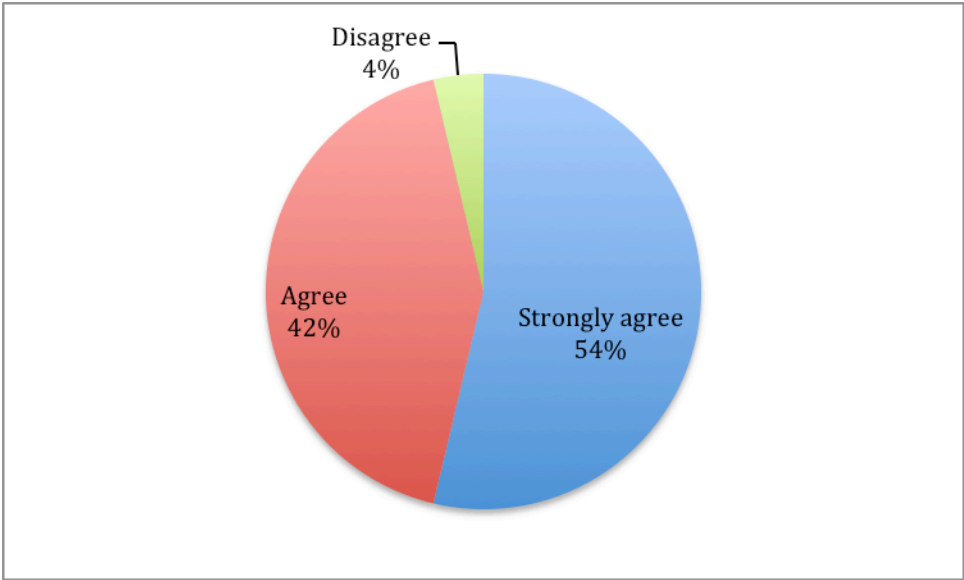
Extent to which agreed that Kaz's course management was effective (strongly disagree / disagree / agree / strongly agree).



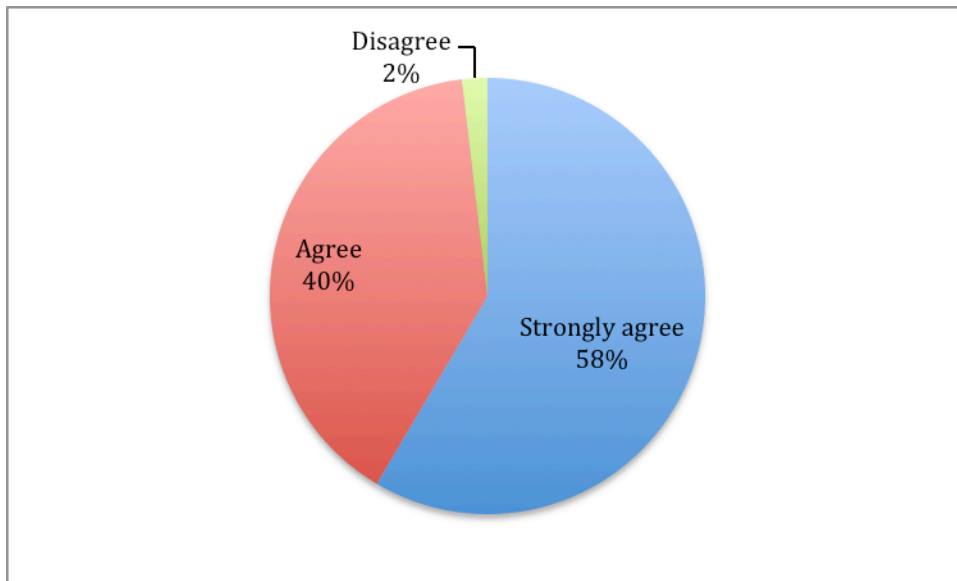
Extent to which agreed that the pace of delivery was appropriate (strongly disagree / disagree / agree / strongly agree).



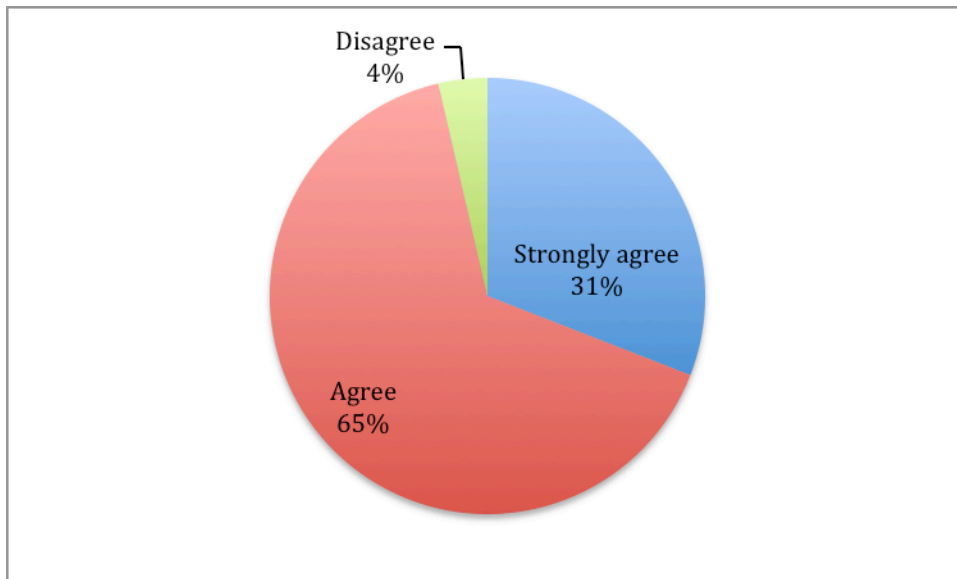
Extent to which agreed that the level of materials was appropriate (strongly disagree / disagree / agree / strongly agree).



Extent to which agreed that felt able to participate (strongly disagree / disagree / agree / strongly agree).



Extent to which agreed that they would be more effective at work (strongly disagree / disagree / agree / strongly agree).



Key learning points identified.

People were derogatory	1
Use these ideas in staff induction	1
How to / value of networking	3
New staff are a new opportunity	3
Our operating context - VUCA	4
We have shared values and vision	5
Recognise different skills and qualities	5

80% is good enough (Pareto principle)	5
Our core purpose / specification	6
Validation that we are working well	7
Importance of communication and relationships	7
Increased general leadership skills	7
Importance of teamwork	10
System leadership	11
Develop inclusive leadership partnerships	16
I have increased confidence / feel empowered	16
Distributed leadership	20

Aspects of course most enjoyed.

Thought provoking	1
Time to reflect	2
Distributed and system leadership	2
The core purpose / specification exercise	2
Speed dating exercise	3
All of it	5
Meeting other people	9
Group interaction and activities	14
The butterfly exercise	19

Other comments.

Slides would be helpful	1
We needed the regional managers participating	1
We should review in one year	1
Accoustics were difficult	1
Tasks a bit long	1
Want more time to apply it	1
Need fruit before lunch	1
Validation	1
Facilitation was good	2
Too complex	5
Thank you	8

Full comments:

What did you learn?

- Know how to be a distributed leader
- We were very involved in leadership as a team with our previous lead agency
- Systems leadership
- The difference between system and distributed leadership
- Distributed leadership
- Sharing vision and values
- Recognising strengths and leadership qualities in other team members
- Distributing leadership at work
- I don't have to try to be perfect
- We are already working well as a team with strong relationships with families
- Considering the impact of distributed leadership
- VUCA
- We work well as a team
- To look at the core purpose
- Distributed and system leadership
- HML promoting the right joint leadership
- Developing distributed leadership
- 80% is enough
- How to improve projects I lead
- Remembering the context we are working in
- Everyone can be involved in leadership
- System leadership and how to implement it
- Take time to plan and get everyone on board
- the qualities of leadership
- Effective delegation
- Opportunities for development with new staff in place
- The effectiveness of distributed and system leadership
- Ensure clarity when in discussion
- Be inclusive and communicative with colleagues
- Common understanding of distributed leadership
- Importance of teamwork
- Importance of a learning community in celebrating gifts and developing skills
- Not afraid to share my ideas and opinions
- Work on staff strengths and build a strong team
- We all benefit from this type of leadership
- Feel empowered to input to team meetings
- All covered well
- How to be an effective leader
- Everyone is a leader
- Knowledge of system and distributed leadership
- Meeting new team members
- Changes in leadership styles
- Effective teamwork
- focus on what I can do
- Empower myself and others
- Knowing my views are valued
- We work well as a team
- Explore learning styles with staff
- Giving myself ownership of tasks
- Teamwork
- VUCA
- Butterfly - it was interesting to see how the dynamics on our table worked. We worked really well together although we had not met before today.
- distributed leadership

- The circle of improving outcomes for service users
- System leadership
- Positive relationships
- Awareness of the distributed leadership model
- Everyone has a leadership role
- Focus on success
- Collective and participatory leadership
- System leadership
- Work as a team member and share more ideas
- Getting partners on the same page
- Applying to the service plan
- When to pass something on
- Difference system and distributed
- Everyone's opinion matters
- Distributed leadership and how to use it
- Effective teamwork
- Nurturing distributed leadership
- Different ways to share information between teams
- How to implement system and distributed leadership in practice
- Empower others and know your limits
- Constructive thought about new opportunities and how to manage them
- Working together
- 80:20 is good enough
- Increase my communication to the new team
- Work together to distribute tasks
- Focus on team building and valuing
- Paperwork does not need to be 100%
- All works well already
- Different people have different skills
- Communication is key
- Overview of leadership
- Better partnership working across centres
- Delegating leadership
- Put my points across more
- Say no if I do not have the right skills
- Feeling confident to lead certain tasks
- Our roles feed in
- Are we reaching all our target groups?
- Be confident to suggest ideas
- Butterfly
- Possible to be part of a focus group
- The course was about sharing leadership but was devalued by one person stating 'from play assistant up', I found this offensive to play assistants and showed there may be a hierarchy in HML after all.
- Butterfly
- WE already work well as a team and this was highlighted
- Networking
- Valuing team members
- Sharing power
- Positive relationships
- Context matters
- Achieve 80%
- How to involve partners
- Know my limits
- I should challenge if I want to change
- Value
- You are part of the bigger picture

- Include in staff inductions for new staff
- Improving outcomes for families
- Ways to meaningfully engage people
- Pay more attention to data from my centre even if not directly affected
- Use the 5 pillar model
- Everyone can be a 'leader'
- Understand the leadership circle
- New ideas
- Empower the team
- Believe in myself
- Realising that collectively we can make a difference
- Explore how to reach target groups with new team
- Impact of work
- People were derogatory
- Use these ideas in staff induction
- How to / value of networking
- New staff are a new opportunity
- Our operating context - VUCA
- We have shared values and vision
- Recognise different skills and qualities
- 80% is good enough (Pareto principle)
- Our core purpose / specification
- Validation that we are working well
- Importance of comms and relationships
- Increased general leadership skills
- Importance of teamwork
- System leadership
- Develop inclusive leadership partnerships
- I have increased confidence / feel empowered
- Distributed leadership

What did you most enjoy?

- Butterfly was a good way to show skills everyone has and a part to play
- Thought provoking
- All areas, enjoyed the practical tasks as it reiterates the way we work and that we are already doing it effectively
- All of it
- Group tasks
- Team work exercise making the butterfly
- I enjoyed being able to meet other staff
- Team sharing
- Meeting other team members
- The butterfly
- Working with people I do not normally work with
- Team activities
- Most
- Distributed leadership
- Butterfly
- Butterfly
- Butterfly and seeing people work together
- Group discussion
- Group tasks
- Butterfly was interesting and putting what I learnt into practice
- Butterfly was enlightening
- The interactive activities
- Reflecting on what we are doing well

- Discussions, practical activities, sharing with people I did not know when I arrived
- The butterfly task and networking and getting to know the wider team
- Networking and discussion
- Making the butterfly and learning about distributed leadership
- Small group exercises and introduction exercise
- Change the wording of the core purpose
- Would be good to have the slides to refer to
- Butterfly
- Teamwork and butterfly, different groups to work in and hearing different opinions
- Enjoyed linking the core purpose to strategies in practice
- Overviews of system and distributed leadership
- Butterfly was useful and could be used in parenting classes
- Group work
- Working together to make a successful butterfly
- Butterfly
- Team working on the butterfly and meeting new people
- Practical tasks to reinforce learning and the speed networking
- Why the leadership structure has changed
- We already do a lot of this
- Meeting new people and being creative
- Tasks
- Butterfly
- Butterfly
- All of it
- Practical activities
- I liked the networking at the start and the butterfly

Other Comments:

- Very clear and easy to listen to - I didn't get tired or bored
- Slides as hand outs would have helped
- none
- Thanks
- The language was too wordy and could have been simpler
- Maybe a little intense for some people?
- Thank you
- Very helpful
- Thank you for taking the time and effort to bring everyone together
- Good facilitation
- It would have been good to have regional managers with us rather than being behind their computers
- I suggest we review in a year to see how we are doing and if we continued to ensure we are actively using empowering leadership
- Not easy to hear people from the other side of the room
- Enjoyable
- I really enjoyed it, thank you Kaz
- Too much jargon
- Some tasks were a bit long
- Really enjoyable and informative day thank you
- Thank you
- Enjoyable
- Further time to apply to my centre
- Questions were hard to understand - and we needed fruit before lunchtime.
- Some materials were too complex
- This was the most effective away day for me as it consolidated my leadership style for the team
- Was nice to get to know other people