

EVALUATION REPORT

Development Intervention	Developing Your Emotional Intelligence – A Masterclass
Sponsor/Lead	Anonymised

Date	10 March 2018	Author	Anonymised
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1. Executive Summary

This report provides summary data and commentary on the Developing Your Emotional Intelligence Masterclass run by the Kent, Surrey & Sussex Leadership Academy.

The Developing People – Improving Care framework describes the intention to equip and encourage staff to deliver continuous improvement in health through compassionate, inclusive and effective leadership at all levels. This Masterclass forms part of a programme of development opportunities intended to help clinical and non-clinical staff enhance their personal skills in achievement of this framework. The Masterclass, run successfully in the past, was delivered on 8 November 2017 for clinical and non-clinical delegates across Kent, Surrey & Sussex.

Delegates responded very positively to the workshop which aimed to help them develop an understanding of emotional intelligence, to build personal resilience and to improve working relationships. All aspects of the workshop were well received and the course facilitator was given high praise from delegates for the design and delivery. However, the measurable outcomes appear not to have been explicitly agreed in advance with the facilitator and, consequently, the evaluation data does not specifically measure their achievement. Nor is it clear how learning from the Masterclass will be implemented in the work place to benefit wider teams or the organisation.

The Masterclass has been very well received and, if the recommendations regarding the approach to evaluation are taken into account, it would seem that this topic would be worth keeping in the programme.

2. Introduction

Developing People – Improving Care provides a framework to guide action on improvement skill-building, leadership and talent management in NHS-funded services. A primary driver within the framework aims to equip and encourage staff to deliver continuous improvement in health through compassionate, inclusive and effective leadership at all levels.

The Kent, Surrey & Sussex Leadership Academy is providing a programme of development opportunities that will help clinical and non-clinical staff to enhance their personal skills. Emotional Intelligence is one area that people have found to be useful in increasing their self-awareness and in improving the way they interact with others which suggests a consequential positive impact in the work place.

Emotional intelligence is a key determinant of personal and professional success. The ability to perceive, assess and manage emotions, and deal with everyday pressures and demands can enhance satisfaction and productivity at work. Studies have shown that strong emotional intelligence amongst leaders, aids staff retention, productivity and performance.

Masterclasses in Emotional Intelligence have previously been part of the KSS leadership development programme and workshops have always been over-subscribed. It was therefore decided to run the Masterclass again but to undertake a fuller evaluation, in particular to ascertain the reason for its popularity.

An associate of the KSS Leadership Academy was asked to deliver an interactive workshop to be run on 8th November 2017 for a maximum of 18 delegates, with 15 people actually attending. The workshop was intended to include:

- Key emotional intelligence concepts
- Group and individual activities looking at delegates' emotional intelligence, including recognising emotions, understanding emotional resilience, giving and receiving feedback, exploring values, expanding their circle of trust, expressing appreciation, managing emotional hijacking and increasing personal flow
- Strategies that can be useful when developing emotional intelligence, helping delegates to effectively respond to a wider range of work situations
- A mixture of input, discussion and participative exercises; useful references; and practical resources.

3. Method

Expected Measurable Outcomes

This workshop was designed to raise awareness of individual emotional intelligence and to meet individual-level outcomes. It was agreed with the client and/or delegates that, through attendance on this Masterclass, delegates would:

- develop an understanding of emotional intelligence and the associated research into why it is an essential component of personal effectiveness and success as a leader.
- have an increasing self-awareness of individual emotional intelligence through a series of self-assessment exercises.
- have used a range of exercises designed to provide strategies for increasing emotional intelligence and ways of coping with stress and pressure.
- have drafted an individual action plan to build emotional resilience and improve working relationships, including setting up a buddy relationship to help sustain progress.

Although this event was not designed to meet organisational outcomes, longer-term it is anticipated that, as a result of increased knowledge and understanding of Emotional Intelligence, organisations might report:

- Improved staff retention rates
- Increased productivity
- Enhanced performance
- Increased client satisfaction
- A reduction in sickness and absence
- Improved morale and well-being
- Improved working relationships
- Increased ability to deal with stress and relationships with colleagues

Evaluation

The Masterclass was designed to raise awareness of individual emotional intelligence and to meet individual-level outcomes. It was not designed to cover organisational-level interventions nor to meet organisational outcomes. The Masterclass was based on previous Emotional Intelligence workshops that had been successfully run and previously well received. Objectives were discussed with the client and delegates but measurable outcomes were not explicitly agreed and, therefore, nor were there evaluation activities specifically aligned to measure their achievement. The intention was that, through attendance on this Masterclass, delegates would:

- develop an understanding of emotional intelligence and the associated research into why it is an essential component of personal effectiveness and success as a leader.
- have an increasing self-awareness of individual emotional intelligence through a series of self-assessment exercises.
- have used a range of exercises designed to provide strategies for increasing emotional intelligence and ways of coping with stress and pressure.
- have drafted an individual action plan to build emotional resilience and improve working relationships, including setting up a buddy relationship to help sustain progress.

In advance of attendance, delegates were asked to respond to a number of questions, i.e.,

- What prompted them to apply for a place on the EI Masterclass
- How they believed attendance at the Masterclass would help them in their current role
- How they thought that attendance at the Masterclass might enhance their practise

Delegates were asked to complete an end-of-workshop evaluation form to gather their immediate responses. A few weeks after the event delegates were asked about their rationale for attending and about how they had utilised their learning in the workplace and the facilitator was invited to provide feedback from their personal perspective.

4. Findings and Discussions

A total of 33 people applied to attend this Masterclass – 4 applicants withdrew their application prior to the event; 15 people actually attended; and 14 were added to a reserve list.

Pre-Course Questionnaire

Three questions were asked of applicants:

- i. What prompted you to apply for this workshop?
- ii. How will this workshop help you in your role?
- iii. How will the workshop enhance your practice?

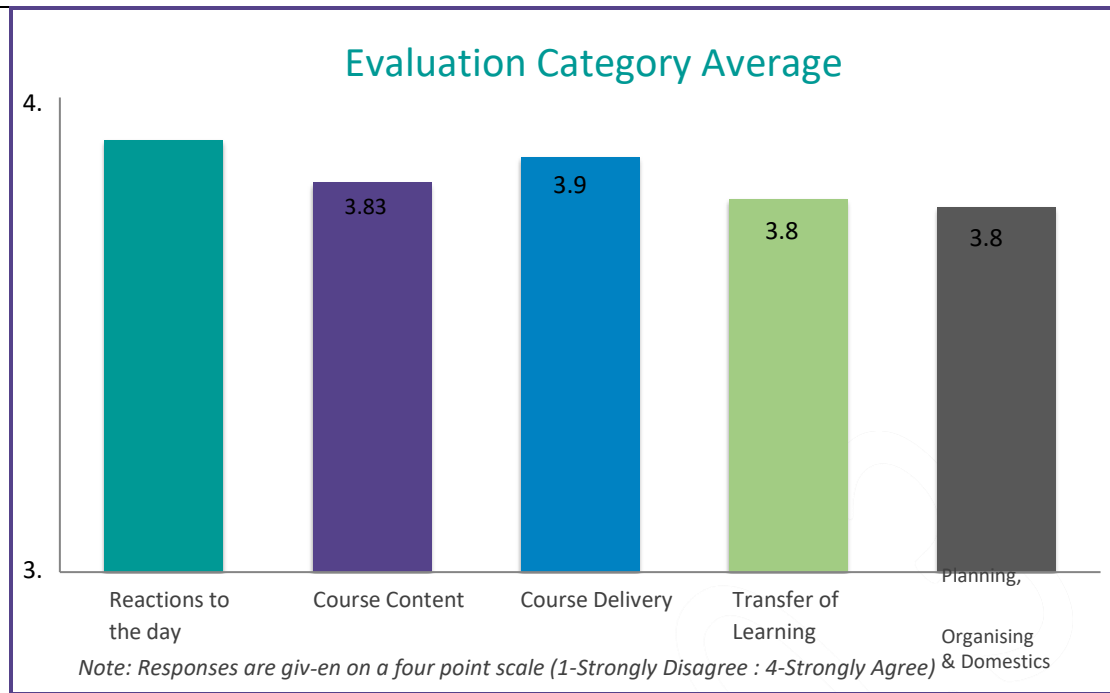
The questionnaire was completed by 9 delegates with just over half saying that they applied because they thought the topic interesting. All respondents believed that the Masterclass would help their self-development and the majority intended to share their learning to benefit their colleagues, team or practice. Verbatim comments are included below:



EI - Pre-attendance
Q&A.doc

Delegates Immediate Feedback on Completion of the Workshop

Delegates were asked to complete an evaluation form at the end of the Masterclass. One person did not complete the form, so the following feedback is representative of 14 respondents although not all respondents answered every question.



All respondents gave the highest rating (4) on every aspect of the day, apart from one delegate who said that the day had not met their expectations. They said that they did not believe their learning would contribute to achievement of their Personal Development Plan and did not feel they had lots of opportunity to learn throughout the day.

Aspects of the Workshop that Delegates found Particularly Helpful

In response to a question about the most valuable part of the day, respondents said:

- All very valuable, enjoyable.
- Resilience.
- Excellent, well done Lorna. Well organised and well ran – thank you.
- What a fantastic day! Thank you so much. It was all valuable – I can't thank you enough. I feel I can deal with anything now.
- All very valuable.
- Resilience / practical models ie reservoir. Peer support.
- Resilience.
- Resilience.
- Reservoir and resilience. Noting emotions/nuances.
- All of it – it was well paced and well facilitated encouraging participation.
- There are other people the same as me.
- Emotional resilience – reservoir picture re well-being.
- Definition for Emotional Intelligence and Resilience and the exercises. Help me to think.
- Group discussions and sharing – a lovely group.

Delegates were asked what was the Least Valuable Topic

In response to a question about the least value part of the day, respondents said:

- All brilliant.
- All was valuable.
- What is emotional intelligence – already have some understanding.

Additional Comments about the Quality and Effectiveness of the Workshop

Delegates were invited to share any further comments they thought might be useful:

- The content of the course was spot on. Venue – just lunch was quite poor. Healthier, sandwiches – didn't like quiche/rice/pasta.
- Thank you so much.
- Fabulous and knowledgeable facilitator.
- Lorna is brilliant. Thank you so much.
- Brilliant training and trainer. Everyone should attend this course from health and social care as well.
- Thought provoking and insightful, thank you.
- Great day, gave me courage.
- Would like to have known how to utilise emotional intelligence to change practice organisationally.
- Great course and tutor.
- Very good facilitator and definitely recommend course.

Follow-Up Questionnaire

As this Masterclass is typically over-subscribed every time it runs, it was decided to ask delegates the main reason for their attendance and also to ascertain whether they had utilised their learning in the workplace. Only two people chose to respond, both confirming that they had attended primarily for their own personal development, one saying that so far it had made a little difference to them and one saying it had made a fair amount of difference. However, they both said that they thought it had had a fair amount of impact on their clients, team and organisation-wide but did not explain how it had impacted.

Summary

- This was a very well-received Masterclass that has run successfully in the past on a topic that people find of great interest.
- The question about the reason for over-subscription has not really been answered, however, the vast majority of delegates indicate that they attended for personal reasons with 50% of delegates mentioning that this has helped them improve their resilience.
- There appears to be some confusion about the objectives / measurable outcomes which may be due to the fact that this has run in the past; the plan did not appear to take into account how learning might be used in the workplace and how it might have a wider impact.
- The course facilitator was highly praised by delegates in terms of their design, delivery and management of the day and, although they did give feedback from their perspective, they may have been able to provide more valuable feedback had it been anticipated.

5. Costs

The Masterclass incurred the following known costs:

Trainer - £1600 (excluding VAT)

Venue - £482

Total = 2,082

Delegate rate based on 15 people attending = £138.80

6. Recommendations for the Future and Lessons Learned

- Consider organisational needs as well as individual delegate objectives
- Agree measurable outcomes in advance of commissioning the programme
- Agree methods of evaluation with the provider that will measure whether agreed outcomes have been met
- Allow time for delegates to plan how they will implement their learning in the workplace
- Encourage all delegates to provide feedback to support evaluation of the programme

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EVIDENCE GATHERING	Before	During	After
Individual	Application forms		End of workshop evaluation forms Post event questionnaire on rationale and implementation
Organisational			
Provider	Facilitator utilising information from application forms and pre-course telephone calls to design a relevant workshop	Taking on board delegate feedback to adapt the day to suit learner needs Checking on learning and levels of understanding	Facilitator critique Utilises learning to improve future workshops