PREPARING FOR LEADERSHIP
19 AND 26 NOVEMBER 2018
EVALUATION FEEDBACK WITH RESPONSES FROM LDC
FACILITATOR: SANDY SPARKS

1. **What did you find useful and how will you implement your learning?**

   - Different Leadership styles - different methods for me to try/be flexible when one style of Leadership appears to not be successful.
     Considering MBTI - I think/plan for different ways I will work with others and how they may react to ideas.
     'No' …… but' - it is OK to say 'No' to others and will do so more often.
     Greater confidence in delegating - I now realise I can and should – so I have!.

   - Leadership styles.
     HE leadership.
     Politicking model.
     Situational leadership.

   - Strategies for implementing leadership styles was very useful.
     Being aware of the leadership styles.
     Actual practical steps for different leadership roles.

   - Leadership skills in leading and managing a team.

   - Conflict resolution – will have that difficult conversation.
     Understanding different leadership styles and motivations.

   - Overview of concepts and theory associated with leadership/mentoring/coaching.
     I will try and be more reflective with these as a basis.

   - Excellent workshop.
     Different styles of leadership.
     Self-awareness.
     Importance of understanding the people around you to become a good leader.

   - I've learned various skills that I will be implementing in my daily activities, especially the different leadership styles. Use the appropriate style at the right time.

   - I will ask my student to reflect on his first 2 months and to tell me how he would like to be led and how he would like to receive feedback. I would also do this on a regular basis eg: at the 6 and 12 month mark as well as beyond.

   - Learning about theories of leadership and how they can be implemented.
     Delegation and the impact on team dynamics.
     Influencing and the toolkit.
     How to ensure superior leadership.

- It was a good first introduction - it was useful to consider what my values are.
  It was useful to think about different leadership styles.
  It was really useful for considering my career and aims.

- The course gave me a reflective experience on my values and skills which I have not thought of before.
  I learned the various leadership skills in every aspect which I can implement practically in my work environment. Importantly, leadership skills should be applicable in the context of the environment.

- Learning about the leadership styles, differences between good vs bad leaders, adopting flexibility in leadership was very useful.

- Importance of clarity and reflection.

- The styles of leadership, knowing about Warwick Strategy, knowing how to motivate different people was all useful. I liked the idea of discussing superior performance as well.

2. **What else do you feel should have been included?**

- Perhaps actually doing a MBTI/other leadership style tests. I think I know/am aware of my style/strengths but always good to confirm it.

- Case studies of successful leaders HE/outside HE.
  Examples of high performing cultures in HE eg: Harvard, Cambridge.

- Beneficial training.

- More applied examples?
  Course felt very full, so not sure where extra stuff would fit in!

- For two days what you have done is more than enough.

- Nothing really – thank you very much.

- I was hoping to actually try out some of the 'toolkit' but I appreciate this is included in the next course.

- Looking at the specific scenarios of conflict of interest and discuss how to manage them.

- More practical techniques/frameworks for leadership, managing conflict and influencing.

- This course covered a lot during the period allocated. All relevant.

- Some of the reflective work would have been useful as pre-work as class time could be more discussion based.

- It is already a lot of reflection.

- Probably we could add an activity where we need to make our own team having all different sorts/nature of people, then deliver a task.

3. **What other learning and developing opportunities / courses do you need?**

- Coaching
  LDC's Response:
  LDC run a Coaching and Mentoring Support 1-1 scheme and the University also runs a Coaching and Mentoring Scheme.
  How to have difficult conversations.
  LDC's Response:
  Through the Open Programme LDC run a workshop *Handling Difficult Conversations.*

- Leadership in Action
  LDC's Response:
  Leadership in Action

  High performing teams.
  Inter-departmental working in Warwick.

- Time Management.

- 1-1 focus would help, but this is probably covered in another course.
  360 feedback etc.

- Emotional Intelligence.
  Conflict resolution.

- Public speaking.

- How to 'have the uncomfortable conversation' comfortably.
  LDC's Response:
  Through the Open Programme LDC run a workshop *Handling Difficult Conversations*

- Putting the theory into practice.

- More practical ideas for being a better leader.
  Project Management.
  LDC's Response:
  Through the Open Programme LDC run a workshop *Project Management*

4. **Additional Comments**

- I have had a few 'realisation' moments of where I have been going wrong and this is helping me to be more confident and proactive in my role.

- Bit soon for this – there's a lot to reflect on. Very much enjoyed the two days and the opportunity to explore different approaches to Leadership. Excellent venue and lunch.

- Leadership in Action - helpful follow up.

- Keep the practical elements on managing different leaders
  An excellent workshop! Thank you.

- Feel empowered in my leadership role.

- Thank you for the course!

- Useful starting point for reflection on my leadership skills and approach. Thank you – very helpful.

- Thank you so much – great programme.

- The course was great – thanks Sandy.

- I found the course very useful – thank you.

- I don't think the manager/leader distinction is useful. I had a conversation with someone who is currently a leader who noted that this is an outdated distinction. A good manger should be and good leader and vice versa. A lot of literature on the reading list is also very old.

- Course was really useful. It should be made mandatory for individuals above a certain grade.

- Excellent workshop.

EXPECTATIONS

- Know/manage juniors

- Build confidence

- Manage conflict

- Decision Making

- Leadership skills

- Best practice

- Delegate

- Encourage creativity

- Goals and objectives

- Influencing

- Tools - time efficient

- Politics/politicking

- Conflict resolution.