1. **What did you find useful and how will you implement your learning?**
   - Virtually everything. I found the different leadership approaches to different scenarios to be especially useful. There was ample opportunity to really experience different situations. The 'experiential' training was exceptionally helpful as was the HE application. I'll use the running the meeting/crisis in my day job.
   - How the two courses built on each other (theory/practice). The role play and time to reflect on leadership strengths and areas for development.
     Making sure I feedback on team member's contributions and we take time to celebrate the successes.
   - Strategic Leadership tools.
     Leading in Meetings – agendas, proposals etc.
     Have already chaired a meeting, planning to submit teaching proposal.
   - Strategies to implement in meetings when supervising students.
     Tools to improve communication.
     Continuous improvement against XXXXX
   - How to Lead from a Distance and also how to Lead in a Crisis and what contingency plans may help the team to cope with challenges and thrive at the same time.
   - I found the practical tools and models of how to set agenda's for meetings, keep to time (and the value of it), creating a contingency plan. I found it useful to reflect on how different people in groups/leadership roles behaved in different situations and potential pitfalls and behaviours.
   - Delegate properly to team members.
     Time management in a meeting and work tasks in general.
     Clearer ideas about proposal component.
   - Focus on practical skills and 'tools' rather than abstract theory, I will apply the 'Leading from a Distance' module to collaborations with people not based at Warwick.
   - Good mix between theory and practice. A number of very valuable tips, good to have various tools to ensure purpose and structure. I will keep to structure and have a template for meetings.
   - All the tools and strategy to 'Leading in a Meeting', particularly 'Leading in a Crisis'
     Always have a contingency plan.
     Clear outline of the agenda.
     Effective way to write and present a proposal for funding etc.
   - Understand what leadership is about.
     Digest the notes, google more information then practice when can.
   - Putting the leadership tasks onto practice. I will put elements from all sections into practice, particularly how to manage teams from a distance, and putting as many different elements into my toolbox.
   - Everything in the course.
     Will be more focussed on my career, manage meetings more efficiently, lead my project better.
   - Taking part in various activities that brought out different aspects mainly leading from the background, having vision and time management. As part of my role that is coming soon I hope to implement the above.
   - The course was just what I required to help me attain the skills lacking in my skill set.
     It has provided me with confidence and skills to apply myself as a leader and now apply for leadership based roles going forward.
   - Under-taking a leadership role and getting feedback.

Building my tool box to become a better leader and collaborator.
Interacting with other academics /staff from different departments.

- Found lots of aspects of the course useful, but particularly having the opportunity to practice my leadership style and to observe others leading so that I can learn from them. I now feel better that I can adapt my leadership style to certain circumstances while still staying authentic.
- Time management to advance your career as well as others. Stop low ROI tasks, prioritise and be more efficient.
  How to link what is important for them to what is important to me.
  Use grant proposals, letters from editor's etc.

2. **What else do you feel should have been included?**
   - Within the realms of confidentiality I would have benefitted from 'lessons learnt' from Warwick in recent years. We're not without crisis. Some reflections on how Warwick could improve would be helpful.
   - Perhaps more on 'Leading from below'.
     Organisational Development Response:
     Taken on board.
   - More concepts about the importance of psychology and empathy in leadership.
   - Strategies for Leadership while leading a team outside own organisation. How to support development of individuals not working within own institution.
     Organisational Development Response:
     A new programme *Collaborative Researcher* is happening in June (details to follow soon on the *RAS website*), see also *Preparing for Leadership.*
   - It might have been good to have a little bit more on coaching and resolving challenges within your group as a leader.
     Organisational Development Response:
     The University runs an excellent Coaching and Mentoring Scheme. Organisational Development (through the Open Programme) run a workshop on *Handling Difficult Conversations.*
   - The programme is already quite intense, any more major additions would run the risk of taking away from this (very good) workshop. Some more focus on 'Managing Upwards' and assertiveness could be considered in the future. A mailing list to keep in touch with the other delegates would be good for long-term impact.
     Organisational Development Response:
     Organisational Development run an Open Programme workshop called *Assertiveness and a further one on Managing Upwards* The University runs an excellent Coaching and Mentoring Scheme and the Academic Development Centre (previously the Teaching and Learning Unit) provide a host of help, advice and courses.
     With the implications of GDPR we are unable to provide a mailing list.
   - How to negotiate with industry partner who are reluctant to share relevant information needed for publication.
   - Transitioning from being known as a research 'assistant' to being a PI.
   - Cover leadership styles, even if generally.
   - This was the perfect course. Only pointer would be to advertise this wonderful course more.
   - Everything covered – nothing to add.
   - Maybe a bit more on good fellowship and small (?) (I think this is covered more in *Preparing for Leadership)*.
   - Leading senior people (more than me) in a group.
     Organisational Development Response:
     Taken on board.

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

- I've been at Warwick for a number of years and have never attended such a course before - I'll definitely attend another of Sandy's courses. I am contemplating the Academic Writing Retreat.
- Starting with research when on a 'teaching only' contract.
- Research skills for teachers - ie: moving from subject research to pedagogic.
  Organisational Development Response:
  The Academic Development Centre (previously the Teaching and Learning Unit) will provide help and advice.
- Training related to transformational and mindfulness leadership.
- I found both sessions very useful as it was helpful to observe different leadership styles and also for myself to lead on team working on a project. I would have liked to receive feedback from Sandy as well as my group.
  Organisational Development Response:
  That's an excellent idea but would need more facilitators.
- I would like to learn more about working styles and approaches, and leadership styles and approaches.
- One to one mentoring.
  Organisational Development Response:
  We agree but there are cost implications.
- Some follow up to review implementation and refresh learning would be good.
  Organisational Development Response:
  We annually run a 'Leadership follow-up' workshop which is on 6 June this year – all attendees of both *Leadership in Action* and *Preparing for Leadership* will receive a personal invitation.
- How to apply for funding and managing projects.
  Organisational Development Response:
  Organisational Development run an *Academic Writing: Finding Funding and Writing Funding Proposals* We haven't planned a further Finding Funding and Writing Funding Proposals workshop but do visit the RAS/LDC website – it's full of lots of helpful resources.
  Research and Impact Services (R&IS) also provide support on 'how to apply for funding'.
- How to become a leader with influences.
  Leading with influence to impact.
- Leading your first proposal or being a PI. Things to think of as you move through that process.
- How to mentor/supervise students.
  Organisational Development Response:
  Academic Development Centre (previously the Teaching and Learning Unit) provide a host of help, advice and courses.
  A stronger focus on strategy skills for funding grant applications.
  Organisational Development Response:
  Research and Impact Services (R&IS) provide support with funding and grant application.
- Skills on working with people that have different teams/roles and personality types (extrovert/introvert) and all those on the Belbin/MBTI scale.
- Having difficult conversations
  Organisational Development Response:
  Organisational Development run an Open Programme workshop called *Handling Difficult Conversations*. We haven't planned a further Handling Difficult Conversations workshop but do visit the workshops website and place yourself on the mailing list – we will then contact you if further dates are released. There is also help/support online: *Self Directed Learning.* a
  Dealing with commercial clients or industry partners.
- Training on coaching/mentoring of students. Formulising teaching/supervision experience (eg HEA)

The Academic Development Centre (previously the Teaching and Learning Unit) will provide help and advice.

- Effective grant and proposal writing workshops, maybe along with examples and case studies.
  Organisational Development Response:
  Research and Impact Services (R&IS) provide support with effective grant and proposal writing.
- Maybe coaching XXXXX

4   Additional Comments

- Sandy is an exceptional facilitator. She is consistently enthusiastic, reflective and encouraging. Sandy is relentless in coaching out the best in participants and developing capacity to lead. More senior leadership figures should take this training. I feel as though the training has equipped me to develop my career and apply my reflections/new resources in my 'tool kit' to my role. Why is the course not compulsory? Thank you Sandy and the team for all your hard work and exceptional support. I always felt welcome, included and supported. Sandy is excellent at names and a model to us all.
- This was an excellent course. Loved the fact that I now have so many tools in my toolbox – thank you Sandy.
- Really useful to practice scenarios also to meet people from other departments.
- I really enjoyed the course and meeting other people on the course. I feel like I have learnt a lot and look forward to implementing what I have learnt in the future. I will definitely be doing more Sandy Sparks courses.
- Sandy is an outstanding trainer.
- I have enjoyed this course – it was a very good balance between lecture and activities.
- Good training session
  Prefer notes on plain white paper.
  Organisational Development Response
  We are requested to use colour paper due to disability.
- Thanks for a great course. Sandy is a very motivational course leader
- Very good training, very involved, practical and really hit the bull's eye on many points.
- Sandy is a great trainer. Keeps you engaged throughout. Very interactive. Enjoyed the two days.
- Sandy, you are amazing, absolutely brilliant, I've learnt so much.
- Thanks a lot Sandy – fantastic job.
- Very good workshop overall.