

**Lead and manage**

**Best self**

**Great teams**

**Amazing together**

Spring-summer 2023

# Our feedback and impact

August 2023

**Lead and manage: Best self, Great teams,  
Amazing together leadership programme**  
**#YWCLeadAndManage**  
[www.yeswecan.community](http://www.yeswecan.community) | @ywccommunity

Run by



Supported by



# Our feedback and impact

In the Lead and manage: Best self, great teams, amazing together spring 2023 final session - Ending well - we asked the learning group to

- reflect on how their knowledge, understanding and their practice was starting to change
- give us their feedback to help us at Yes We Can learn and improve our practice to help us make the programme even better for future learning groups

Out of the eight people taking part in this learning programme, six people completed these two activities. The results from the spring-summer 2023 learning group are shared unedited on the following pages.

## About Lead and manage: Best self, great teams, amazing together

Lead and manage: Best self, great teams, amazing together is a four-month leadership programme. We'll focus on what we think is important for all of us in leadership roles — being your best self, being part of and leading great teams, and working on amazing things together.

The programme is three full days — one for each of the three themes Best self, Great teams, Amazing together — and two half days to help us start and end well. These will be energising days to learn together — from us and each other — and give you time out of your every day to reflect on your own leadership and connect and build relationships with your peers.

It's about growing and developing ourselves to be able to do our best for ourselves, our organisations, and our region. We are committed to running two programmes a year from 2023 to 2025.

### Join us in autumn 2023

Our autumn 2023 dates, all at One Strawberry Lane in Newcastle, are

- Starting well: 13 September, 12:30 for 13:00-16:00
- Best self: 27 September, 09:30 for 10:00-16:00
- Great teams: 25 October, 09:30 for 10:00-16:00
- Amazing together: 29 November, 09:30 for 10:00-16:00
- Ending well: 13 December, 12:30 for 13:00-16:00

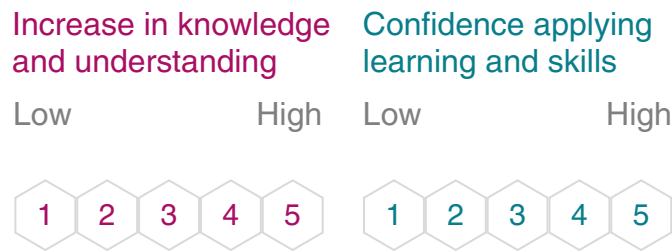
### How to book and learn more

To find out more contact Robert Laycock [robert@yeswecan.community](mailto:robert@yeswecan.community) or book your place at [bit.ly/LeadManageAutumn2023](https://bit.ly/LeadManageAutumn2023). The cost of each place is £600.

# Our impact: What we've learnt, and how our practice is changing

We asked the learning group to complete our learning and practice change form by reflecting on each learning and development area we covered, and rating the extent to which

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



## A heat map of responses

We created a heat map of the learning group's responses. Here's the key, the darker the colour, the greater the number of responses. Six people completed the learning and practice change form.



## Starting well

### Session 1

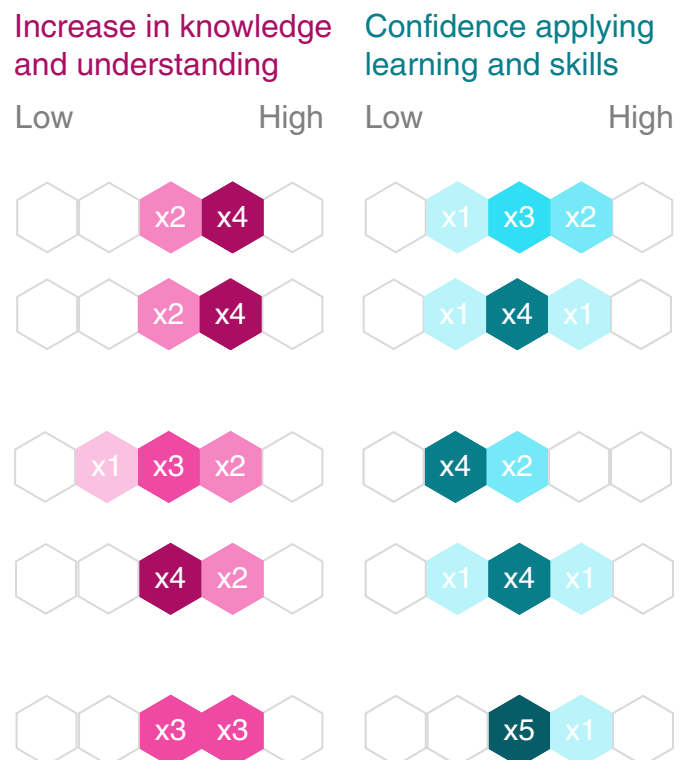
#### Psychological safety and trust

**Leadership ideas, theories, models and frameworks** McGregor's Theory X-Theory Y; action-centred leadership

**Dominant leadership theories and trends from 1900 to present day** A short history

**Current thinking around leadership** Collective leadership; person-centred; leaderfull organisations

**Leadership as a practice** Seven practices of leadership; Kouzes and Posner's Five practices of exemplary leadership; difference between leadership and management



# Best self

## Session 2

### 1. I look after myself and am resilient

Resilience, health, wellbeing and looking after yourself, burnout and stress, window of tolerance, life balance

### 2. I'm self aware and take responsibility for myself

Becoming more self aware, the Johari Window, asking for feedback, coping with receiving feedback, reflective practice, the role of writing in reflection

**3. I'm emotionally intelligent** Emotional intelligence, activities to grow and develop emotional intelligence

**4. I'm organised and effective** Using your time well and planning, time recording, prioritising, delegating, decision-making, what get's in our way: interruptions and distractions, procrastination, imposter syndrome

### 5. I'm continually learning and developing

Understanding how we learn, what might help us learn and grow? making a plan for learning

**6. I'm authentic and clear about my values, beliefs and purpose** Authenticity, values and beliefs, purpose

### 7. I communicate openly and effectively

Communication, difficult conversations, helping you to think, helping others to think: Thinking environment

### 8. I form healthy relationships and connections

Building relationships, network and community, collaborating with others, belonging and mattering

**9. I'm able to be vulnerable to build trust and courage** Vulnerability and openness, trust, psychological safety

Increase in knowledge and understanding

Low

High

Confidence applying learning and skills

Low

High



# Great teams

## Session 3

**1. We understand what elements they need get right to be a great team** Woodcock's team building blocks, the five functions of a team

**2. We have clear, shared purpose and goals they created together** Start with why: The golden circle, Goal-setting theory

**3. We have the right mix of skills, experience and personal qualities, and value and embrace difference** 16 Personalities, self-perception inventory, VAK learning styles, values in action strengths

**4. We understand new teams take time to get to know each other and to perform at their best** Forming, storming, norming and performing

**5. We understand working together well means balancing the needs of the task, the individual and the team, giving equal attention to all three** Balancing process, self and the group

**6. We use our emotional intelligence to build and maintain strong relationships**

**7. We are outstanding communicators, and are great at listening to each other** Communication: why you need to get your message across, the importance of removing barriers, questioning models, active listening

**8. We strive to create environment where everyone can succeed** Karpman drama triangle/winner's triangle, transactional analysis

**9. We do not fear conflict, and work together to positively manage it** Why conflict happens and how we respond, EDICT model, preparing your mindset for a difficult conversation using the seven Cs, influencing others effectively, dealing with difficult people

**10. We spend time together to learn about each other, build trust and have fun** Psychological safety: the key to happy, high performing teams and people

Increase in knowledge and understanding

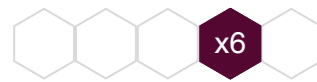
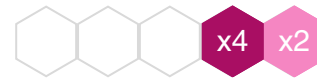
Low

High

Confidence applying learning and skills

Low

High



# Amazing together

## Session 4

### 1. We are connected, networked and have strong relationships

Creating and nurturing relationships and connections, networks and communities; network roles; relationship mapping

### 2. We are ready to work with others; we understand ourselves and our context

Self awareness; emotional intelligence; motivations, interests, needs

### 3. We are ambitious, purposeful, and committed to achieving positive social change together

Understanding our purpose; how social change happens; theory of change, three horizons; framing; social change grids

### 4. We embrace emergence, complexity, systems thinking

Emergence; complexity; cynefin framework; uncertainty; HLS

### 5. We support, care for, and are committed to each other; are inclusive and participative in our work together

Check in and out; agreeing how we'll work together; Liberating Structures; Thinking Environment

### 6. We are open, curious and keen to learn together and grow

Psychological safety; trust; competency matrix; being curious; learning from failure; reflective practice; retrospectives; learning communities; rapid learning environments; appreciative inquiry

### 7. We are outstanding communicators; we face difficult conversations and conflict with courage

Communication cycle and skills; understanding conflict; relationship psychology; power; difficult conversations tools; nonviolent communication

### 8. We collaborate, and understand how to collaborate and work well together

NET collaboration framework; sharing in collaboration; understanding our collaboration, groups and teams

### 9. We practice and grow our collective and collaborative leadership

Collective leadership practices, skills, knowledge, behaviours; systems convening; and vulnerability

Increase in knowledge and understanding

Low

High

Confidence applying learning and skills

Low

High



# Our feedback: What do you think of the programme?

We asked a mix of quantitative and qualitative questions on our feedback form. We were especially keen to hear how we could build on what worked well to run an even better programme next time.

## The learning group's overall feedback scores



Figure 1: Mean average feedback scores for Lead and manage spring-summer 2023 learning group, scale 1-10 (n = 6)

Overall feedback score data table	Highest score	Lowest score	Mean average	Median average
The programme was worth my time	10	10	10	10
The programme was successful	10	10	10	10
I liked the choice of venues and training styles	10	9	9.8	10
The sessions successfully accommodated my personal learning style	10	8	9.3	9.5



## Overall, the programme was successful...

- **Excellent learning experience and very well thought out and each session was a good mix of learning, practical tasks and the opportunity to feedback and hear from others**
- **I love the resources and will definitely use them**



## Overall, the programme was worth my time...

- I've taken a lot in that I didn't know, realised how much I did know which has **helped my confidence for a new role**, and made **new connections and relationships**
- Some **excellent content** and the resources are very useful. **Great to attend something where you get something tangible at the end** to refer back to as it's sometimes difficult to remember everything covered
- I've come away with **excellent resources to extend the learning**
- I've really **enjoyed everything about the programme** – great venue, great people, excellent content. I feel like **I have taken a lot from the sessions and will continue to do so in the future**
- Some things weren't new to me but were **brought back to my conscious mind** through the sessions
- Really enjoyed the programme and I'm **taking new skills and ideas away** with me



## Overall, I liked the choice of venues and training styles...

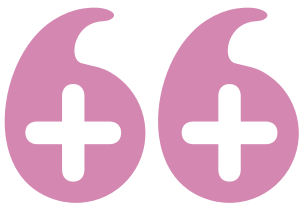
- **Excellent venue at Strawberry Lane – very conducive to learning.** Training styles were good, a nice **mix of practical and theory**
- I liked that the 'sitting and listening' was broken up with tasks and breaks
- Strawberry Lane is a **lovely venue**
- One Strawberry Lane is a **great venue**
- **One Strawberry Lane is great!**



## Overall, the sessions successfully accommodated my personal learning style

- I especially appreciated the fidget toys and how they felt normalised, they really help me maintain focus but I wouldn't have had the confidence to bring my own
- **All learning styles were catered for**
- Good **mix of practical, theory and feedback.** Thank you!
- **More tasks would help me** however there is a lot to cover in a short period





## The biggest strengths of the programme were...

- **Wonderfully facilitated, such a welcoming space created** allowing the learning to take place
- **Safe comfortable environment for learning**
- **Sharing** with other learners
- **Time to talk with others** on the course and the **opportunity to do the self-assessments made it a more personal course** than a generic leadership course
- **Excellent facilitators**
- **Good resources**
- **Tasks**
- **Knowledge** of leads
- **Informal relaxed** atmosphere



## The biggest weaknesses of the programme were... and what can we do to overcome them?

- **More tasks** rather than PowerPoint, that is however only for my learning style, the content was great
- Not really a weakness but **may be shorter sessions**, the whole day is a lot of time to be away from the office but it is still very good
- **Lot to take in on final full day**, Amazing together. It felt a lot in one day **although all content very beneficial**
- Sharpies and thin paper
- None

### What we'll do about it...

We do want the next programme to be even better so we'll review our facilitation plans to make sure we have the right mix between solo, pair and group tasks, how much we're sharing from the front, and pacing across the days. This was the first time we've shared the Amazing Together content and we know we'll improve how we do it each time. And clearly, thin paper is clearly a rookie error. We won't do that again!



## What else do you think, feel or want to say about the programme?

- **Enjoyed every session, a perfect number of participants**, not too many and **very relaxed**. Thank you
- Excellent programme – I would definitely recommend to others. **I've loved it!**
- Thank you !!
- **I felt really listened to** in check-in and check-out and was **made to feel comfortable from the get go**. I really love that each session had a resource pack to take home as it allows me a physical support/reminder for the learning

## About us

### Yes We Can

We develop social leadership in the north east.

We're part of an ecosystem that supports and develops social leadership across our region. Together we work so our civil society is impactful, resilient and influential.

We work with social leaders to be better leaders, managers, trustees, networkers, collaborators, facilitators, coaches and mentors. We offer training programmes, workshops, coaching, mentoring, action learning, facilitation and other initiatives.

The Yes We Can team is Robert Laycock, Stephanie Cole, Cath Brown, Duncan O'Brien and Marie Foalle. We've been working together since 2016.

### Keep in touch

[www.yeswecan.community](http://www.yeswecan.community)  
Twitter/Medium @YWCCommunity  
[robert@yeswecan.community](mailto:robert@yeswecan.community)  
[stephanie@yeswecan.community](mailto:stephanie@yeswecan.community)

Yes We Can is the operating name of Yes We Can Community CIC. Yes We Can Community CIC is a company limited by guarantee (number 12762440) registered in England and Wales | Our registered office is Yes We Can, 151 Haswell Gardens, North Shields, NE30 2DR