

EVALUATION PLANNING

Title of Intervention	Talent Masterclass Workshop 1: Getting the best from NHS Talent Tools
Context	<p>One of the objectives of Talent Management is to have the right people in the right roles. This will not only enable our NHS organisations to meet their objectives but it will also mean each organisation will have highly skilled, motivated, well supported and developed staff from their own organisations as opposed to hiring from an external source. The ultimate goal is to provide the necessary care to our patients and communities, to this end, the NHS Leadership Academy has developed a set of tools specifically for the healthcare sector to support the inclusive approach to Talent Management across the NHS for staff at all levels.</p>
What do you think might happen?	<p>The Leadership Academy Talent tools have been around for some time but there has been little training administered for NHS workers across London on how to use these tools.</p> <p>The uptake for using the tools hasn't been significant which gave us the impetus to put on these events. What we believe will happen is this; delegates will actively look to use the Leadership Academy tools and develop effective talent systems within their organisations. This workshop will help our delegates to embed talent processes and help them effectively implement Talent Management within their trusts. We anticipate fruitful, engaging and thought provoking conversations which will produce a positive event.</p>
Intervention	<p>The LLA has produced the Masterclass initiative aimed at teaching different facets of Talent Management which will give participants the tools and knowledge needed to implement Talent within their organisations. Following on from the success of the Talent Management Masterclass Series 1, the LLA launched the 2nd series. The series is aimed to take the learning deeper combining 8 Masterclasses and Workshops in alternate months. This evaluation is based on one of the workshops which aimed to provide engagement in facilitated activities on using Talent Management tools; and part of the learning in the workshops will be theoretical as well as practical.</p> <p>The event was a half day workshop designed to bring together talent stakeholders with an interest to be exposed to a range of talent tools, we will support each organisation as they aim to improve or establish Talent Management within their organisation. Prior to the event, we advertised it on our booking system and as part of the advertising process we were able to highlight the tools that we would be discussing and a brief definition for each. The objectives were as follows</p> <ul style="list-style-type: none"> • The Talent Management Conversation Tool – the NHS 9-box model which supports the identification of talent • Maximising Your Potential Tool – considers current potential and maximising future potential • Healthcare leadership model – helps to identify strengths and development needs in leadership behaviours

	<p>As additional support we were able to provide group coaching with the expert facilitator at the end of the session. The coaching aspect gave the stakeholders the opportunity to pose questions about how to engage their senior teams and board members in the talent conversation, while also giving them a platform to ask any talent related questions they may have had.</p>
Expected Outcomes	<p>Our expected outcomes were for the delegates to:</p> <ul style="list-style-type: none">• Have a better understanding on how to use the NHS maximising Potential Tool• Have a better understanding on how to use the NHS Talent Management Conversation Tool• Have a better understanding on how to use the NHS Healthcare Leadership Model• Practically explore ways in which these tools can support your organisation• Explore ways to effectively engage staff in the talent process

EVIDENCE GATHERING

Title of Intervention	Talent Masterclass Workshop 1: Getting the best from NHS Talent Tools		
	Before	During	After
Individual	<p>The first Talent event to be advertised on the booking system.</p> <p>Manual booking also occurred while implementing the transition to the new booking system.</p> <p>Participant willingness to sign up to the programme and them going through the proper channels in order to attend the event.</p>	<p>Actively participating in discussions stemming from the presentation slides.</p> <p>Conversing and networking with fellow delegates.</p> <p>Participating in table discussions, working through their understanding of the presented tools.</p> <p>Actively looking to implement the learning from the workshop in their organisations.</p>	<p>Increased knowledge of the NHS talent tools with a view of implementing them in their organisations.</p> <p>Completion of on-the-day evaluation designed to capture the immediate reaction of the training. The evaluation asks what learning will they take forward,</p> <p>Completion of the post-event evaluation survey after 6 weeks to determine the effectiveness of the program and how they have used the tools</p>
Team/Organisational/System	<p>Delegates booked onto the system giving their line manager details as a sign that they agree with them coming on the programme. This confirmed the organisational need and attendance.</p>	<p>Before attending the event, each delegate had to present their line manager details to ensure to us that their organisation approves them being at the workshop. Every delegate received continued support from their organisations hence their attendance.</p>	<p>The subsequent 6-week survey was sent to every delegate via the booking system.</p> <p>From this workshop, it led to delegates participating in Community of Practice & network events where they were able to share learning and some expertise that they learnt on this workshop.</p>

EVIDENCE GATHERING

<p>Facilitator</p>	<p>During the summer, a steering group planning meeting was scheduled in order to ascertain the next steps for our talent management work stream. The meeting was undertaken with steering group members who are aligned with the work. The conversations had been designed around how to cater to the need that NHS workers have for talent management. It was revealed in the meeting that due to the success of the first Talent Masterclass series, it would be beneficial to return with a 2nd series that would take the learning deeper.</p> <p>As well as the steering group meeting, the facilitator attended a design meeting with steering group member and prior to the workshop a conversation was had between the programme lead and the programme facilitator. Together, they went through a step by step of the content to make sure it was aligned with what was required.</p>	<p>The best way we could identify if the intervention was working was by the level of engagement from the delegates. A lot of conversations were had within the group; questions posed which pointed to their active curiosity in their willingness to understand the tools. On the day the level of enthusiasm suggested that the intervention worked well.</p> <p>As the programme lead has built relationships with some of the participants over time with her knowledge of people's talent journey her feedback suggested that the intervention was needed and could have come sooner</p>	<p>Currently this is more difficult to measure unless an impact evaluation is undertaken with the participants.</p>
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EVALUATION REPORT

1. Title Section

Title of Intervention	Talent Masterclass Workshop 1: Getting the best from NHS Talent Tools
Academy	London Leadership Academy
Programme Lead/Author	Anonymised
Contact Details	Anonymised
Date	20 th November 2017
Business Plan Area	Talent Management
Key Words	Talent Tools Talent Management Leadership
Level of Complexity	Medium

2. Brief Description of the Intervention

This report represents the evaluation of the Talent Masterclass Workshop 1: Getting the best from NHS Talent Tools held on 20th November 2017.

The event was a half day workshop which included additional coaching with the aim to bring Talent practitioners together, giving them a refresher on the existing talent tools and how to embed them within their organisations. The aims were to focus primarily on the following NHS talent tools:

- The Talent Management Conversation Tool – the NHS 9-box model which supports the identification of talent
- Maximising Your Potential Tool – considers current potential and maximising future potential
- Healthcare leadership model – helps to identify strengths and development needs in leadership behaviours

The event was designed by Keystone in collaboration with the London Leadership Academy, who took on the role of evaluating. A survey was sent out to every delegate approximately 6 weeks after the event asking them to outline how they have implemented the learning from the workshop, the impact on their personal development, the possible impact on those around them e.g. their colleagues and ultimately the patients.

3. Context

Talent Management is one of the nationally driven strategic priorities in the NHS. A steering group focused on the Talent Management agenda convened where the main discussion was the direction we will take it. The first Masterclass series proved to be successful, this prompted the steering group to agree on bringing the Masterclasses back for a second series. The steering group were informed of the topics that would be taking place in the series this workshop being one of them and it was designed with the needs of the stakeholders in mind.

One of the key strategic drivers of Talent Management is to get the right people in the right roles. NHS organisations have an abundance of talented individuals that can take on roles if they're well trained and developed to be the best person for that role. Talent Management would negate the need for organisations to rely on external sources to find skilled individuals; they would have them primed and ready in their organisations thus alleviating the pressures that come with finding replacements externally e.g. budget costs.

This workshop focused on the Talent Tools available that would aid organisations in their Talent Management quest. The workshop was put together to support London stakeholders to develop Talent Management systems and embed the Talent Management processes using the tools to support - their talent activities.

It was identified by the Talent steering group that the NHS have developed some great tools but no training had been delivered on how best to use them and how to get the best out of them and how they linked together, this intervention was developed to raise awareness of the tools, enable their use and the ability to use them in a complementary way.

4. Evaluation Activity

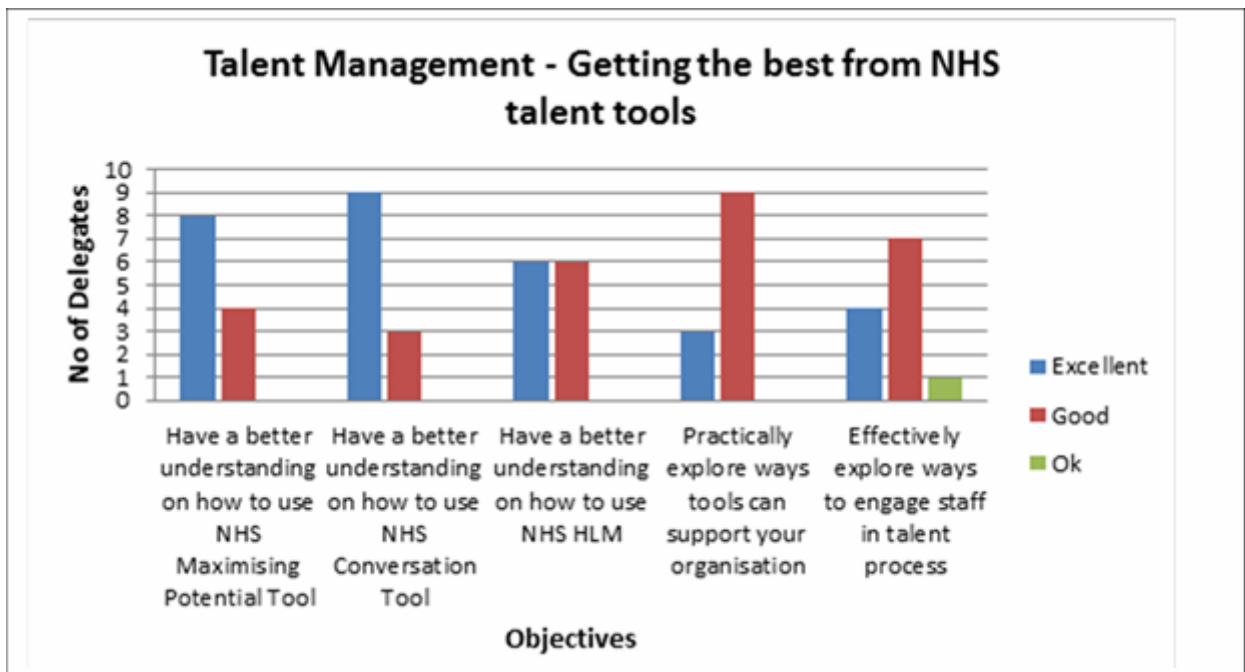
The objectives were outlined to the stakeholders at the beginning of the event. The findings we collected on the day were gathered by paper evaluations. They were asked to rate on a scale between very poor (1) to excellent (5) whether the objectives were met. We believed this would be the most practical way to measure the effectiveness of the learning at the end of the workshop. The three main talent tools were discussed, the Talent Management Conversation Tool, the Maximising Potential Tool and the Healthcare Leadership Model Tool. Coupled with the three tools, the discussions on the day were led on how to successfully implement them in each organisation and how to engage staff in the Talent process. Along with a group coaching session at the end.

We capped the event at 20 with 11 delegates using our booking system for the first time and we were also able to accommodate one more delegate who had used our newsletter to find out about the event.

The facilitator on the day had extensive external experience in talent management and was able to use examples of the tools being utilised outside the NHS thus giving the delegates a better grasp on how they can be best used. The level of engagement could be measured by the engagement, debate and the discussions in the room and the participants collectively agreed the event was important to support their understanding of the tools, the majority found that these tools were not easy to understand without the training. As mentioned, the tools have been around for some time and it has been a missed opportunity to not have previously held some training sooner in order to equip talent practitioners.

The following results emerged from the objectives (see the graph on following page):

- The overall objectives were rated as shown on the graph with the Maximising Potential and Conversation Tools receiving an excellent rating while the HLM tool was met with an equal rating between good and excellent.
- 9 out of 12 participants rated the practical exploration of the tools as good while 3 rated this portion of the training as excellent.
- 7 of the 12 participants rated the exploration of the ways to engage staff as good with 4 rating it as excellent and only 1 rating it as ok.



- The majority of delegates confirmed they found the materials used on the day very useful (59%) and the course content was met with a similar very high rating (92%) for its usefulness.

The following results came from the post event survey:

6 weeks after the event, a survey generated by our booking system was sent to the delegates. The survey is generated to inform us of the impact of the training. The poignant questions are how the learning was put into practice? What impact it has had on their personal development? On those around them (team or colleagues) On Patients? Were there any testimonials?

- Out of the 12 delegates 3 delegates returned completed surveys
- Delegates were asked to rate whether the event met their personal objectives on a scale of 1 (strongly disagree) to 5 (strongly agree). One delegate gave a rating of 4 and two gave a rating of 5.
- The learning on the day had been put into practice. Comments on the impact the training had on personal development and the impact on those around them (colleagues or team) were met with positive comments from the delegates who completed the survey. (See following

5. Interpretation and Discussion

- The Maximising Potential and Conversation Tools received excellent ratings from the delegates. What this indicates is the delegates were pleased with what was being presented to them and they were able to gain valuable insight into the tools from the facilitator. We can assess the level of engagement when these tools were being presented, the group were actively attempting to figure out how they can be applied and asking relevant questions. The HLM tool had an equal rating between good and excellent meaning some took to the tool more than others. The interpretation from this could mean that further training would be beneficial so that the tools can be spread into the NHHS with a consistent understanding and competence in using the tools.
- Ratings of good-excellent for objective 4 suggests that the participants were able to explore practical ways to use the tools. Whilst objective five also received high levels of ratings which enabled them to learn how to engage other staff in the talent process within their organisation,
- In addition to the objectives, 5 additional questions were asked:

What support would you like to progress your TM efforts?
What were the most useful aspects of the workshop?
What were the least useful aspects of the workshop?
What learning from today will you put into practice?
Any other comments or testimonials about the workshop?

General comments highlighted the usefulness of the practical tips from the facilitation, practical use of the tool, learning from other delegates' experience of talent & succession, understanding the value and the process of using the tools, developing & honing a project with talent being the main focus, amongst other comments. When asked what the least useful aspects were, there were no comments.

- As part of the on-the day evaluation we presented an exercise called "The Next Steps". Every delegate was handed a post-it note at the end of the training where they wrote down what they would be doing with this newly acquired learning they had received. We thought this would be important as it meant we could understand their next steps and progress to learning. The results from these were collated and typed up to see if they matched up to the results we would receive from the survey. 10 of the delegates chose to remain anonymous.
- As mentioned above, 3 of the 12 delegates in attendance on the day completed the 6-week survey. On a scale of 1 (strongly disagree) to 5 (strongly agree) the delegates were asked to rate if the event met their personal learning objectives. One delegate gave a rating of 4 and two gave a rating of 5, meaning all three agree that their personal objectives were met. Included in this section are testimonials from the stakeholders:

"I was able to finalise my TM strategy using the tools of the course"

"I have used the learning to inform discussions about our approach to talent management in the trust"

"I have a better understand of the talent tools within the context of the NHS"

- The event served as a refresher for one stakeholder allowing them the opportunity to reacquaint themselves with the thinking of talent management

"This recent session has helped me to get back on stream with this area of OD"

They were able to benefit from the knowledge, skills and experience that was available on the day, giving them the ability to advise others in their organisations and potentially prompting them to share the learning wider within their organisation.

"I shared the learning with my colleagues and they too have applied the principles in particular understanding and navigating politics to get the results you want"

6. Costings

Staff Time (estimate)	Third Party costs (commissioned provider/external speakers)	Venue related Accommodation room hire AV Support, Catering)	Materials	No. of Participants	TOTAL COST
N/A	Commissioned Provider Keystone: £1,856.25 this needs to be pro rata	Room Hire, AV Support, Catering = £810.00	N/A	12 Participants	£2,666.25

Comments on Costings: Is it necessary to explain any of the figures above or assumptions that have been made in estimating the costs of the intervention?

7. Summary

The purpose of this event was to expose talent practitioners to the talent tools, aid them in their understanding on their effectiveness, how to use them and to support them on how to implement them in their trusts whilst providing a means to embedding them into their talent processes. What we received was a group of people with an eagerness to find out about the tools, great engagement, lots of thought provoking conversation and enthusiasm to applying the learning to change their organisation's views on talent management. We believe the training was effective in clarifying what the tools are and in some cases it served to reinvigorate the passion for talent management; however, it is difficult to measure how effective it was when the 6-week feedback received such a low response rate. It is disappointing not to have more credible follow-up from everyone in attendance because then it is difficult to know to what degree our interventions are making an impact on talent management and whether the training was the catalyst for this.

For those who did complete the survey we have had positive feedback and evidence that the training gave them the confidence to approach talent management in their organisations, give informed advice to colleagues, kick-start the talent conversation and making it a priority within their teams. The key learning from this is, ideas, conversations, deep dives, positive discussions occurred during the event, participants were enthused, the passion is palpable however, unless there is a further evaluation undertaken with the participants it is difficult to know the deeper impact of the training.

8. Recommendations and Lessons Learned

There are many NHS based organisations that have very little knowledge of these tools. These tools are available, they are effective but they are not reaching every organisation, we would propose roadshows promoting the tools in regions that have little support. There is a low level of engagement in STP regions and CCG organisations and there is a need to develop more talent processes. This low level of engagement raises questions as to how much understanding there is of the tools in these areas so with the help of roadshows we could potentially reach them directly and support the active development of talent management within the system.

The network of LLA's are keen to share learning regarding evaluation to the wider NHS and other agencies. Please indicate whether you give your permission for the content of this report to be shared more widely to other interested parties outside of the LLA network and the NHS:

Yes

No

9. Evaluating the Framework

In the interests of continuously improving how the network of leadership academies can improve its approach to evaluation please answer the following questions.

What did you find useful/helpful about using the framework

The framework helped in reflecting on what was a successful day. It allowed us to look back on the information we had gathered, compare them and see how we are making an impact and how people are responding to our programmes.

What did you find not so useful/not so helpful about using the framework

The framework asked the same questions but worded them differently in some sections. The majority of the answers given are a reworded/regurgitation of what was previously said and it became redundant very quickly.

What suggestions, if any, do you have for improving the framework?

Asking different questions would make the person evaluating think differently. Remove the repetitive sections of the framework; "brief description of intervention" that section was not required because at the very beginning of the framework we are already being asked about what the intervention. It goes back to the repetitive statement made earlier; a lot less time spent on similar question would be more effective, if that space is to be filled, it should be filled with questions that will yield different answers.

