

**Lead and manage**

**Best self**

**Great teams**

**Amazing together**

Autumn-winter 2023

# Our feedback and impact

January 2024

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

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# Our feedback and impact

In the Lead and manage: Best self, great teams, amazing together autumn-winter 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 six people taking part in this learning programme, five people completed these two activities. The results from the autumn-winter 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 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 2024

Our 2024 dates, all at One Strawberry Lane in Newcastle, are

#### Spring-summer 2024

- 17 April - Starting well
- 1 May - Best self
- 5 June - Great teams
- 3 July - Amazing together
- 17 July - Ending well

#### Autumn-winter 2024

- 10 September - Starting well
- 24 September - Best self
- 22 October - Great teams
- 26 November - Amazing together
- 10 December - Ending well

### How to book and learn more

To find out more contact Robert Laycock [robert@yeswecan.community](mailto:robert@yeswecan.community) or book your place via [www.yeswecan.community/ourwork/ywcleadmanage2024](http://www.yeswecan.community/ourwork/ywcleadmanage2024). 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. Five people completed the learning and practice change form.



## Starting well

### Session 1

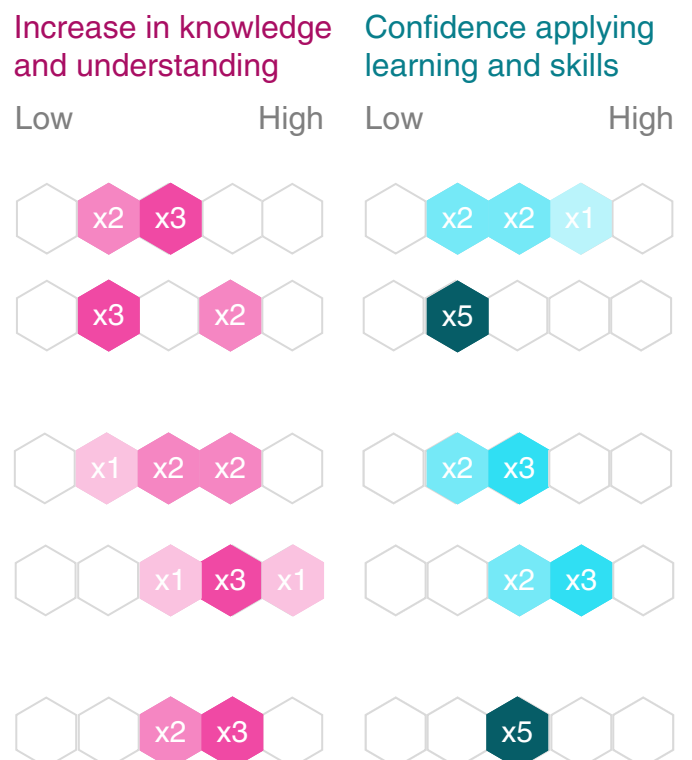
#### Psychological safety and trust

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

**2. 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

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

**4. 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

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

**6. 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

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

**8. 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

**9. 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 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

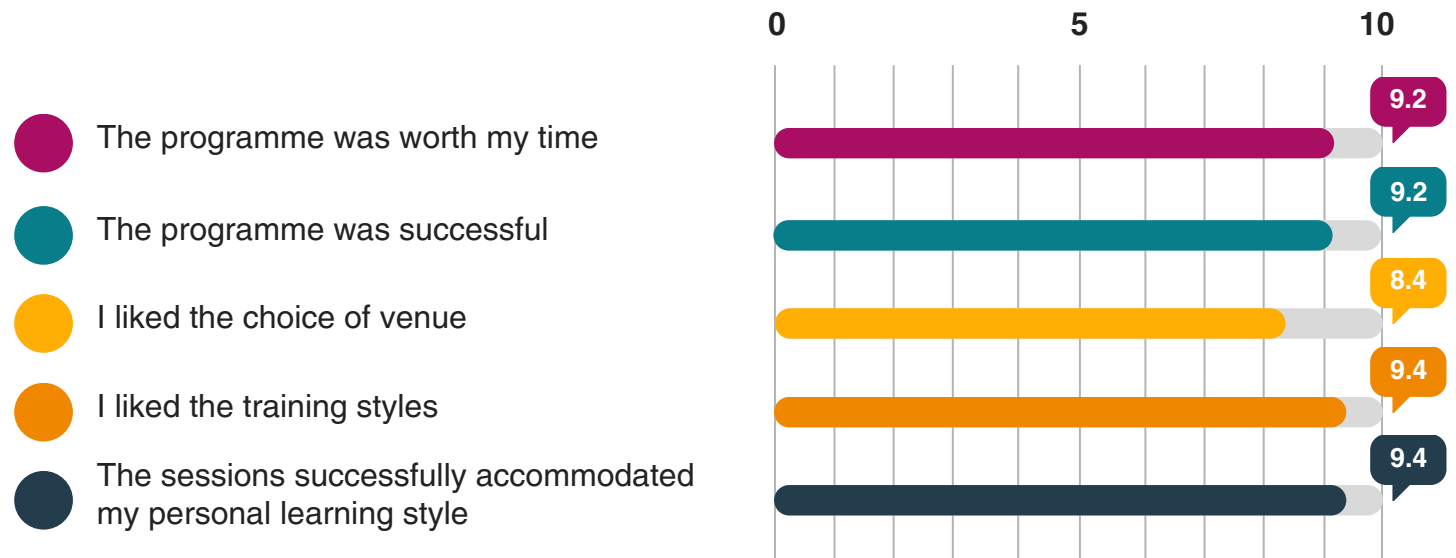


Figure 1: Mean average feedback scores for Lead and manage autumn-winter 2023 learning group, scale 1-10 (n = 5)

Overall feedback score data table	Highest score	Lowest score	Mean average	Median average
The programme was worth my time	10	8	9.2	9
The programme was successful	10	8	9.2	9
I liked the choice of venue	10	7	8.4	9
I liked the training styles	10	8	9.4	10
The sessions successfully accommodated my personal learning style	10	8	9.4	10





## Overall, the programme was successful...

- I **got a lot out of it** and feel like there is a lot for me to use and work on in future.
- **Enjoyed frequency and pace of sessions.** Good range of activities included.
- I feel **more confident and equipped as a leader and a manager.** I think I will be **better at my job** and be **able to help my team improve.**
- Enjoyed the **blend of exercises and talking** through slides/info.



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

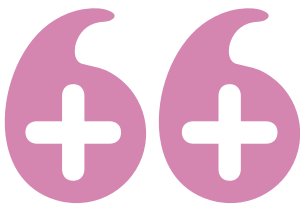
- I have **learned lots of very valuable things that I can into my practice and use for a long time.** Sessions were enjoyable and allowed me **time and space to reflect on myself and my team.**
- Really **enjoyed the sessions, great content, lovely group and gave me lots to think about for the future.**
- Programme was very good, **I learnt a lot.**
- A good introduction to a range of topics. **Value the session booklets as a resource to reflect on and do further research on areas of personal interest.** Good to meet people from different sectors.
- **Improved my knowledge on approach and tools for leading well, created space to reflect** and gave me resources to use on the course and in the future.



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

- Sessions were **informative and well paced - allowed us to learn from each other** - created a pleasant atmosphere to learn and share. Good balance between listening, talking and activities. **LOVED fidget toys!**
- It was a **mixture**, where some was more beneficial, and able to revisit the ones I haven't found as beneficial at the time
- **Good mix of listening to information and working through exercises/discussions as a group. Stephanie and Rob were really good 'hosts'** and I really enjoyed listening to them.
- **Good balance of delivered content, group work and reflection.** Happy with the way things were run, enjoyed the sessions.





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

- Rob and Stephanie - **both amazing facilitators with lots of knowledge** - able to explain and pace sessions well, and also give **space to participants to learn and share with each other**.
- Referencing theories/models without being too heavy; **check in and out reflecting time**; creating **time to discuss things with other group members**; facilitators taking part and sharing own experiences.
- **Love the resource booklets and sheets**; Stephanie and Rob were easy to listen to and **led sessions very well**; learning from each other in the group.
- It was good to be a small group as there was **enough space for discussions**.
- **Reflection sheet at the end of each session** even if I didn't feel ready to fill it in I knew I was creating something sensible to go back to though I haven't been able to return to things between sessions as much as I would have liked. **Resources - packed with great info!**



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

- Don't think there are any weaknesses. People have different learning styles and use of resource good for mixture of different learning styles.
- I found the previous session (second last session [Amazing together]) **a lot to take in** and I struggled to understand it all.
- More time for group discussions; possibly **create time for people to share and discuss real work examples**; *Amazing together* was fast-paced. Could benefit from being split over sessions?
- Would have been good to have **more participants from different organisations** just for more variation - very small thing!

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

We have a sense we're introducing some new ideas and concepts in the *Amazing together* day, with some of it newer to us too. We revisit our content all the time to check we're sharing it in the most straightforward way...there's always room for improvements and less is often more.



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

- **THANK YOU! This has been an amazing programme** that I would recommend
- Thank you for your time - it's been a great session and a **good way to dip my toe back into leadership training**. Only personal feedback is I would prefer the half days to be in the morning - wouldn't work for everyone!
- **Feel like I'll use the resources now and well into the future**. Thank you!
- Thank you so much. I have really enjoyed the sessions. **What a great group of people - so interesting and everyone was engaged**. Would suggest half days may be better as morning sessions as then wouldn't be hard to switch off from work distractions. **Would 100% recommend this course**. Thanks again 😊
- Thank you. **I learned a lot of new information and skills**, and resources that you pulled together are great and very useful.

## 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

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# Yes We Can: Our plans for 2024 and how we can collaborate with each other



Yes We Can works 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.

## Our vision

A thriving north east with an impactful, resilient and influential civil society supported by a healthy ecosystem that supports, grows and develops social change leadership and positive social change

## Our mission

We collaborate to grow and develop social change leadership in the north east

## Our work

### 1 We develop social change leadership

- > We design and run learning and development programmes to develop leaders and leadership
- > We convene, facilitate and host networks, communities of practice and gatherings
- > We provide coaching, mentoring and action learning to help people, teams and groups learn, grow and develop
- > We design and facilitate programmes, workshops and other bespoke support to help VCSE organisations reflect, learn, plan, change

### 2 We collaborate for social change

- > We initiate, take part in and champion sector and cross-sector collaborations to achieve positive social change

### 3 We contribute insight, knowledge and learning

- > We document, analyse and share our experiences and learning to contribute to positive social change in the north east and beyond

**Yes We Can: Let's develop social change leadership together in 2024**  
[www.yeswecan.community](http://www.yeswecan.community)

