

Compassionate Leadership Coaching Programme Evaluation Report: Primary Care Cohorts in North West of England 2023

Background

This was a unique small group Coaching Programme which took place over a six-month period among senior leaders. This programme has been found to powerfully promote the journey towards self-compassion of Senior Leaders in the public sector and increase the compassion they are able to give as leaders in their working environment. All coaching was conducted personally by Dr Amanda Super, Chartered Occupational Psychologist, specialising in this coaching approach.

A full cycle of the Compassionate Leadership Coaching Programme for Groups was undertaken with a set of Senior Leaders from Primary Care in the North West of England, delivered across five cohorts. The anonymised evaluation results are summarised in Appendix A of this report, with all qualitative data representing the verbatim comments provided by participants and quantitative data reflecting the mean scores of participants in this programme cycle.

25 participants enrolled on this programme and completed the pre-programme metrics. 19 completed the programme in full and completed the post programme metrics and evaluation in full.

Key Programme Outcomes

Participants completed valid and reliable measures of Self-Compassion and Mental Wellbeing before and after completion of the Compassionate Leadership Coaching Programme. This identified an overall increase of 0.6676 in participants' Self-Compassion scores. Additionally, there was an overall mean increase of 3 in participants' Mental Wellbeing measures to 53 with a score of 42 indicating moderate and a score of 70 indicating high levels of mental wellbeing. Detailed results are outlined further in this document. Both metrics saw considerable improvement as a result of the programme.

Participants particularly valued the content focused on helping them develop and maintain their own practice of Self-Compassion as well as the introduction to the core components of Self-Compassion of Common Humanity and Mindfulness. In fact, over 70% of participants were highly satisfied with the programme content and how the programme was delivered.

Over 73% of participants are highly or very satisfied with the way they are able to apply the learnings from the programme to their day-to-day life.

In particular, participants highlighted the key tasks introduced throughout the programme as particularly useful for giving the opportunity to practice the learning from the webinars with many continuing to use these techniques to support their daily wellbeing.

Participants said the following:

“I can honestly say that this programme has changed my life, I have always been a very exacting and self-critical person, and this has helped me really begin to accept myself and my imperfections for the first time in nearly 42 years!”

“This has been one of the best courses I have attended – being more compassionate about me is having a better effect on how I also see and treat others. I seem to handle stress better and I certainly manage to take time out for me no matter how busy I am. “

In particular, the online nature and easy accessibility of the programme and supporting materials was appreciated by time-poor participants.

“The eight week programme was snappy and consistent which meant that I was well engaged and was able to utilise the communications and tasks between sessions to ‘test out’ and feedback in the sessions which is great.”

“The key tasks were a great part of the programme and as they were introduced gradually, I have managed to continue with a number of these and feel they have supported my daily well-being.”

“Excellent, pertinent and well-designed support materials, evaluation tools and online content.”

When participants were asked if they would recommend the Compassionate Leadership Coaching Programme to colleagues, they said:

“Yes – undoubtedly. I have a long list of people who I feel would benefit from this course and have been singing its praises to my colleagues!”

“Yes, definitely. I think it’s something that is beneficial across teams, especially when we encourage leadership at all levels. Having an understanding of compassion and self-care can only be a positive for all.”

A full evaluation of participants’ levels of satisfaction with various aspects of the programme was undertaken post-programme and the results of this can be seen in Appendix A.

Programme Outline

The Compassionate Leadership Coaching Programme package provided consists of the following:

- **Four one-hour small group coaching sessions** conducted securely online explored the individual's needs and requirements, introduced the key concepts of self-compassion, tackled the barriers that may interfere with compassion development, action planned for change and provided suggestions for ongoing practice and maintenance. These sessions include how to develop a compassionate leadership approach with colleagues, teams, organisational processes and organisational culture.
- **Access to five pre-recorded training webinars** which explored the key theoretical components of self-compassion and compassionate leadership based on the latest academic research and allowed the individual to undertake personal practice sessions to embed the principles underpinning this approach.
- Prior to undertaking the coaching programme, individuals were all required to complete valid and reliable **measures of self-compassion and mental wellbeing and an insightful coaching questionnaire** and were provided with extensive information regarding the methodology the programme employed.
- **Key tasks, reflective daily diaries, podcasts and an action plan were provided to use between training and coaching sessions** to enhance the individual's learning.
- All the sessions and materials provided were **fully evaluated and post-programme measures** were included, a full evaluation report was delivered to the commissioner and subsequent key themes and insights were provided, particularly in regard to the challenges the participants were facing professionally and in their organisations.
- One month following the end of the programme, each cohort took part in a **Post-Programme Workshop** to review their progress and build their '**Community of Practice**'. A brief evaluation for this workshop was provided to the commissioner.
- Three months post-programme each cohort meets with the facilitator to assess progress, clarify next steps and celebrate successes

Detailed Results of Pre and Post-Programme Measures:

Pre-Programme Self-Compassion and Mental Wellbeing Measures

Employing the valid and reliable Self-Compassion Metric developed by Neff (2003), the participants scored an overall self-compassion mean of **3.3092** prior to embarking on the Compassionate Leadership Coaching Programme - with a score of 0 indicating no discernible Self-Compassion and a score of 5 indicating a high level of Self-Compassion.

Employing the valid and reliable Mental Wellbeing Measure (based on the Warwick-Edinburgh Mental Well Being Scale developed by Tennant et al, 2007), the participants scored an overall mean of **50** prior to embarking on the Compassionate Leadership Coaching Programme – with a score of 14 indicating low, a score of 42 indicating moderate and a score of 70 indicating high levels of mental wellbeing.

Post-Programme Self-Compassion and Mental Wellbeing Measures

Repeating the Self-Compassion Metric Following the participants' completion of the Compassionate Leadership Coaching Programme, their overall self-compassion mean was measured as **3.9768**, representing an **increase of 0.6676**.

Repeating the Mental Wellbeing Measure following the participants' completion of the Compassionate Leadership Coaching Programme, their overall mean was measured as **53**, representing an **increase of 3**.

The increase in these measures indicates the efficacy of the Programme and the valid and reliable increase on the measures as seen.

APPENDIX A – POST-PROGRAMME EVALUATION MEASURES

The following questions employed a Likert scale (1 low satisfaction and 7 high satisfaction) for participants to rate their level of satisfaction with various aspects of the programme.

Satisfaction Ratings for the Programme

1. Programme Content

How satisfied were you with the following...

(Please select a number between 1 and 7 (1=Not at all satisfied, 7= Very satisfied) and enter a x in the relevant box)

	1	2	3	4	5	6	7
The group coaching sessions you attended during the Compassionate Leadership Coaching Programme?					III	### III	### III
The content of Webinar One - Introduction to the Compassionate Leadership Coaching Programme?					III	### I	### ###
The content of Webinar Two - Introduction to Self-Kindness?					III	III	### ###
The content of Webinar Three - Introduction to Common Humanity and Mindfulness?				I	I	III	### ### II
The content of Webinar Four - Developing and Maintaining Self-Compassion Practice?				I	I	###	### ### II
The content of Webinar Five – Compassionate Leadership					II	###	### ###

Please provide the comments you wish to make here about the coaching sessions and webinars in the box below: (any elements that stood out for you, the quality of the slides, the pace etc)

- Amanda is very able to bring out the key themes in compassionate coaching, make it relevant to our journey. The course content and webinars are strong and comprehensive - they give us practical tips and tricks to enable compassionate leadership. The content was highly pertinent to my clinical leadership and my role in HEE/ NHSE.
- This has been one of the best courses I have attended – being more compassionate about me is having a better effect on how I also see and treat others. I seem to handle stress better and I certainly manage to take time out for me no matter how busy I am. “If you don’t look after yourself, you can’t look after others” – finally I feel like I am practicing what I preach!
- The content was really useful and usable to share with others. I really appreciated understanding self-compassion as this is not a term I was familiar with or knowingly practiced. I found it helpful having gone through a challenging time with loss in the last year.

- Good mix of theory and practice, pace was good allowed for reflection and consolidation. I've learnt a lot of important techniques to improve self-kindness. One technique that will always stay with me is to see myself as separate, like in third person. This makes it easier for me to be kind to myself.
- I loved the way that self-compassion, mind fullness, kindness and the theories were explained and how this approach can be utilised personally and in a work situation. I have massively benefitted from the sessions – thank you so much 😊
- I can honestly say that this programme has changed my life, I have always been a very exacting and self-critical person, and this has helped me really begin to accept myself and my imperfections for the first time in nearly 42 years!

2. Programme Support Materials

How useful did you find the following...

(Please select a number between 1 and 7 (1=Not at all useful, 7= Very useful) and enter a x in the relevant box)

	1	2	3	4	5	6	7
The information you were provided with before the programme commenced?						 	
The reflective daily diary aspect of the programme?					I		
The key tasks you were required to complete during the programme?						I	
The action plan you were provided with at the start of the programme?							

Please provide the comments you wish to make here about any of the programme support materials in the box below: (any elements that stood out for you, ease of understanding, relevance, helpfulness etc)

- We are all busy and pressured but I found that the course work and tasks were manageable and we were given enough time to complete the work and put the techniques into practice
- I think being reminded after each session to complete the daily diary was useful as it became a part of my daily routine that I can now continue on after the programme has finished
- I did find it a challenge to complete the reflective daily diary, but when I did complete this found it really helpful! I have tried to make this a habit in the run-up to bedtime which has helped. The key tasks were a great part of the programme and as they were introduced gradually, I have managed to continue with a number of these and feel they have supported my daily well-being. The action plan at the start of the programme was also very helpful.
- Excellent, pertinent and well-designed support materials, evaluation tools and online content.
- The key tasks were a good opportunity to put in to practice the learning from the webinars and gave immediate satisfaction in terms of proving the concept of self-compassion. I sometimes felt a little overwhelmed by the number of practices in each webinar and the reflective diary and the key tasks – I did do, and enjoy them all but am not sure how many I can remember in terms of putting them to use again! Perhaps the podcasts of the practices could be sent at the end of each session too to remind us of where to find them. Really effective tasks and practices
- The key tasks were fully explained and straight forward to answer

3. What would you suggest could improve the Compassionate Leadership Coaching Programme (in terms of content or delivery)?

Please provide your comments in the box below.

- I wouldn't change it, it worked very well for me.
- Perhaps the sessions could be slightly longer, as sometimes it felt rushed to get around everyone. Especially when people had a lot to say.
- I found it to be really useful and effective as is. It fits really well due to the delivery being online. I found it easy to share thoughts with others, it was all very well thought out and everyone had opportunities to discuss.
- Nil
- To be honest, I like it as it is! It was the right timescale and Amanda was great at making us feel comfortable and able to speak honestly and openly.
- Possibly one of the sessions being face to face. This will be more effective
- I found it extremely helpful for me personally – it would be good to see more programmes available as I would like some of my team to be able to attend too
- I think I would like a 'part 2' so learning how to be a coach – so evolving from the last webinar how do to some of that
- Open up to more people

4. Programme Application

How able were you to...

(Please select a number between 1 and 7 (1=Not at all able, 7= Very able) and enter a x in the relevant box)

	1	2	3	4	5	6	7
Apply the learnings from the programme to your day to day life?				II	III	III	III IIII
Apply the learnings from the programme to your understanding and practice of your compassionate leadership role?					III	III II	III II
Apply the learnings from the programme to your understanding and practice of equality, inclusion and social justice as a leader?				II	II	III	III

Please provide the comments you wish to make here about how attending the programme has impacted on your role as a compassionate leader and please provide examples of this impact in the box below:

- I have a better understanding of self-compassion and that this is an important part of leading by example and having greater empathy for the team I lead.
- It has added another dimension to me as a leader and complimented very well other leadership training I have accessed. I have taken a lot from the programme and found it really useful to share with others who have also benefitted from discussions around compassion within our workplace.
- I am still very much a work in progress, but I've found that the relating to others aspects of the course have changed my perspective when it comes to driving my team. Rather than using targets and consequences,

I've begun to experiment with setting a destination that we need to reach and then asking my teams what support they need to get there. It's early days, but the response has been positive.

- The programme has highlighted for me the importance of treating myself with compassion and how this then positively impacts my leadership style. I'm currently moving into a new role and know that the skills I have developed on this programme will support that transition.
- This has been my first experience with the concept of self-compassion. It ties together lots of other different 'coping strategies' for resilience that I previously used e.g. mindfulness. However, I feel self-compassion is more of a lifestyle change, and a complete change in how I view myself and how I respond to others and challenges. I have found it extremely useful – particularly in managing very stressful or difficult situations over the last 3 months. I am really hoping to continue the practices and all elements of self-compassion which I have no doubt will help me enjoy a happier, more satisfied life – but also affect my ability to lead with compassion without burnout. Thank you!
- I have been able to advise my staff on taking time out for themselves/ understand their needs more.
- I have found that it has helped me to stop and think before I react too quickly, I stop and think, think of how I'm feeling, take a few breaths and take a minute to think ahead and others.
- Thank you Amanda – you have been amazing and I have appreciated your calmness, kindness, compassion and to learn how to make changes to my leadership at work and in my life 😊

5. Finally, would you recommend this programme to colleagues both within your organisation and in other organisations? If not, why not?

Please provide your comments in the box below

- Yes I would recommend this course to other NHS leaders and other healthcare providers.
- Absolutely! It was a great course 😊
- Yes I would.
- Yes, I have done already. I think that given the sector that we work in, training on self-compassion should be mandatory.
- Yes, the programme has very much supported my personal well-being and in turn my work on a daily basis. Thanks Amanda 😊
- I'd highly recommend the course to my colleagues within and outside the organisation.
- Absolutely I would recommend. This has been genuinely life changing! Thank you!!!!!!!
- Definitely, great programme with so many learning points
- Absolutely!