

## 1. Summary

*The Leadership Development Programme for Torbay Care Home Managers* brought together a group of Care Home Managers to take part in a Creative Leadership Programme led by a team of Artists.

The artists designed a programme that used creativity and the arts as a mechanism through which managers were able to strengthen and develop their leadership skills. This innovative approach to the learning process was a new experience for many managers. By providing explorative and reflective creative activities this artist-led programme put emphasis on *empowering people to succeed*:

*The artists have really helped me discover and feel through actual experience, this has been much better than the academic style of teaching I have experienced before*

The project was evaluated to consider how using a creative approach in the delivery of a leadership development programme impacted on the managers taking part. The evaluation focussed in particular on four managers to document their journey through the programme.

The evaluation suggests that:

- Managers' leadership skills and confidence were strengthened, demonstrated by an articulated understanding of the meaning of creative strategies and approach
- Managers were empowered to better practice an open and reflective leadership style, evident in changes made to working practice
- Managers felt motivated to share learning with colleagues and staff teams, valuing relationships and expressing how the learning would help staff
- Managers demonstrated a shift in understanding of the impact and value of taking a creative approach, talking confidently and in a new way about how to form a creative response
- The distinctive arts based approach to exploring leadership practice, together with the atmosphere and environment created by the artists was a contributing factor to the managers ability to engage successfully with the project