**Would it be good for development for all people in management roles to undergo 360 feedback and training on how to deal with difficult people?**

I think the situations can sometimes be more challenging, not necessarily the people. I think for me, absolutely, from an exec perspective, we’ve started having the conversation with UNISON and we’ve also started to talk about whether they form part of our appraisal, so for people like myself and Tom feeding back that way.   
  
The idea of leadership development, it needs to go in the whole package, because we already have the shift development programmes now and we have a pathway, we have modules, we have manager passport training. Feedback is really important, I think it is really difficult because you need a balanced of all of it. What I’m really clear on, is feedback is important, I really think we struggle sometimes as an organisation to give each other honest feedback, because sometimes it’s the history, sometimes it’s the way we do it, and sometimes these are really difficult messages. It doesn’t matter what you call it, difficult conversation, meaningful conversation, all of those, it’s generally difficult for the person who is giving the information, because actually it’s about how you ponder it, how you land it, how you phrase it and how does the other person react as well.   
  
The spirit of all the conversations is, you want feedback on how you are doing. Tom is my boss, he is also the Chief Exec. He gives me feedback on how I am doing, he tells me areas where I’m not doing so well and gives me areas where I’m achieving, or I need to be. That is clear feedback, that is constructive feedback, but I don’t ever feel like Tom is saying ‘Marcus you’re a bad person and I don’t like you,’ that’s not feedback, feedback is about developing and supporting.   
  
The NHS leadership 360 degree feedback is really important against the nine dimensions of who we are, and we do need to do more of it. What I would say though is have a look in the manager’s passport and I know people have asked in previous ones, just on capacity at the moment is one of the constraints. We are trying to look at some of the sessions we can offer to everybody, and particularly not just to people already in leadership positions, but those who want to come in and develop into leaders of the future.   
  
Despite all of the stuff that can seem really challenging in our workplace, we have really good people, the majority of us are really good people for the future. We’ve got some really good leaders now and good leaders for the future. But the meaningful, difficult conversation, that module is already out there. The ability to give feedback is really important as well. Thank you for that.