

**Evaluation Summaries for
Residential & Leadership Programs**

2014

FROM MANAGER TO LEADER (4 Days EL1-EL2)

BUILDING NEW LEADERSHIP (3 Days EL1-EL2)

LEADING WITH MASTERY & INSIGHT (3 Days EL1-EL2)

LEADING WITH STRATEGIC INTELLIGENCE (3 Days EL1-EL2)



Evaluation Summaries For Centre For Public Management (CPM) Residential Leadership Programs held in 2014

This booklet brings together evaluation summaries for CPM's main residential leadership programs held in 2014. It is intended to provide feedback and accountability to those government departments and agencies which have sent participants on these programs.

The evaluation sheets summarised in the booklet were completed on the last afternoon of the courses. Such evaluations are anonymous and participants are told that their honest feedback is important to, "ensure that future programs can be improved, fine-tuned or redesigned to better meet participants' needs". In producing the summaries all responses to the questions have been typed up and reported, exactly as written. The only editorial changes made to the responses were those required to make them comprehensible and to remove any names given by respondents.

We are naturally conscious of the limitations of evaluations completed at the end of a residential program - given that the ultimate measure of the success of a leadership program is sustained behavioural change six months or more after the event.

To address the issue of sustained behavioural change, CPM commissioned a longitudinal evaluation of 'From Management to Leadership' by Dr Andy Butlin, Principal of Amity Management Consulting Group. His principal conclusions, covering courses conducted up to mid-2009, are:

- over the long term almost all participants reported sustained improvement in knowledge and work practices relevant to leadership and people management;
- the program, although only four days in duration, was consistently reported by participants as high impact – challenging, enriching and relevant; and
- 95% of participants were satisfied or very satisfied overall with the course content.

Dr Butlin's report is available on CPM's website at www.cpm.org.au/butlin

We trust that this booklet, further copies of which are available from CPM's office, will be of use to departments and agencies in assessing the benefits that flow from attendance on CPM's main residential leadership programs.

Drew Baker
General Manager
December 2014

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Overall Evaluation Summaries

Summary scores for all programs listed in this document

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Your overall satisfaction with the program	1	2	3	4	5	Ave	%
From Manager to Leader – 11-14 November, 2014				4	16	4.80	96 %
Building New Leadership – 9-11 April, 2014				3	11	4.79	96 %
Leading with Mastery and Insight – 22-24 October, 2014				11	13	4.54	91%
Leading with Strategic Intelligence – 7-9 May, 2014			1	5	3	4.22	84%

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Value of the program to your organisation	1	2	3	4	5	Ave	%
From Manager to Leader – 11-14 November, 2014			1	8	11	4.50	90 %
Building New Leadership – 9-11 April, 2014				2	12	4.86	97 %
Leading with Mastery and Insight – 22-24 October, 2014				10	11	4.58	92 %
Leading with Strategic Intelligence – 7-9 May, 2014				7	2	4.22	84%

From Management to Leader – 11-14 November 2014

Being effective at the executive level

Presented by Kerry Juknaitis and Barry Poppleton

Profile of Participants

There were 21 participants, 20 participants lodged fully completed evaluation forms. The group's profile was:

- 10 (47%) were male and 11 (53%) were female;
- All of the participants were EL1 and 2 (and equivalents).

Which session/subject areas did you find MOST useful/relevant?

- Influencing, Emotional Intelligence, Motivations/Values, 360° and DiSC.
- Developing a Vision, Building Alignment, Execution.
- Emotional Intelligence, 360° Feedback, DiSC Profile, Leadership – vision (use of values to shape vision).
- Most useful – values – job match.
- DiSC Model and Emotional Intelligence.
- 360 Feedback. It opened my eyes to others perceptions of my leadership style.
- Emotional Intelligence.
- Lots of relevant and great sessions – I preferred Building Alignment.
- I found the entire program to be useful and relevant to the issues I am interested in focusing on.
- The 360 has given me a lot of insight, coaching mentoring.
- Building Alignment, 360°.
- Coaching, Career and Personal Development, 360° Feedback and DiSC Profile.
- Well-being.
- DiSC model. Leadership Styles. Well-being.
- Leadership. Building alignment. Influencing Skills and Coaching.
- DiSC model. Leadership through Vision.
- The personal feedback bits: 360°. DiSC. Personal Values. The Vision – alignment-execution methodology.
- Building alignment – role plays. 360° feedback. DiSC. Particularly liked the learning journal.
- DiSC profile. Outdoor team challenges and Tai Chi. Information about what motivates people.
- DiSC. Behaviours. Strengths. Vision Work and Management.

What parts of the program would you have liked to have seen done differently and why?

- Provide materials electronically as well as paper for future use (can carry on iPad, etc.)
- Happy with the format.
- -
- First day was difficult to concentrate after traveling.
- -
- N/A.
- First day seemed a little content heavy.
- The “vision” practical exercises were a bit tricky. Some sort of “summary” doc would be good.
- -
- The values could be introduced earlier because it did frame some of my thoughts. Some morning exercise would be good.
- Less food and a morning “boot camp”.
- All sessions were conducted very well – more time could be spent on emotional intelligence.

- It was all pretty good. Given the location, more use could be made of the lawns/lake for reflection, contemplation?

- Nil.
- -
- -
- I think a more intensive summary/wrap up of the end of the 4 days (or at the end of each session) which ties all the themes/learning's together, an A3 map of all the concepts would be good.
- All valuable.
- The vision session didn't gel at times. Could be made clearer, including the case study.
- -

Would you recommend the program to colleagues?

Yes: 20 No: 0

What did you particularly like about the program which might lead you to recommend it to colleagues?

- Range of material covered – both self and external analysis.
- The main focus was self-development.
- Enjoyed the whole course and found the topics relevant and interesting.
- Practical exercise directly related to work environment.
- The presenters were excellent, I would feel confident recommending it.
- The high number of practical tools/skill sets we can take back to the workplace.
- Covered so many areas – everyone can get something out of it.
- Good combination of sessions, good practices, good group. Lots of useful info.
- I liked the focus on practical application of the theory.
- It was very comprehensive.
- A time to both learn and reflect.
- The setting was very comfortable and friendly. And Kerry & Barry were very knowledgeable and personable.
- A leadership course that also covers how manage some of the unexpected consequences of higher level roles – e.g. stress management and career focus.
- Well-paced. Inside and outside work. Theory and practical exercises.
- Multifaceted approach to leadership with a variety of models and tools which engages all personality types in improving leadership.
- A vast array of topics and information all relevant to leadership.
- The length and intensity of the course – 4 days is good.
- Acquisition of personal insight – exposes your blind spots and helps to develop action plans.
- I think EI is very important, which was reaffirmed by this course, so would recommend it to colleagues.
- Good presentation, time to discuss and explore topics. Support from Kerry and Barry. Sensible and useful terminology which assisted with understanding.

Any suggestions as to how Barry or Kerry could improve their sessions, or how the program's general design & delivery could be improved?

- -
- I found the constant adjust of the room heating/cooling quite distracting.
- Enjoyed the videos, team building activities, and role playing opportunities; and opportunities for personal reflection and one on one discussions – thank you.
- -
- No, they were wonderful – good mix of “chalk and talk” and group discussion/role plays.
- N/A they are great.

- All good. Very professional.
- No, very happy with both.
- Keep doing what you're doing!
- No they were both great.
- Reinforcement of Thai Chi.
- Perhaps spread out the physical activities – evening Thai Chi daily.
- You/they were both really great.
- Nil.
- Ask for questions/feedback more often, though a large amount of material means time is constrained.
- One light physical activity on Day 1 to break up a mentally draining day after a 2 hour drive.
- At times it could be a little less theoretical, with fewer lists etc and more practical stuff.
- No – thanks for a great 4 days.
- Perhaps more aids – butcher's paper or another short video? Just suggestions.
- -

How did you learn about the program and what prompted you to attend it?

- Referral by work colleague.
- Nominated by my National Manager.
- Colleagues had attended this course and highly recommended it.
- Someone else was nominated.
- Colleagues who have previously attended highly recommended it.
- Recommended by supervisor.
- Was advertised by our (DFAT) training area.
- I have attended previous courses.
- A course identified by DFAT as a capability development opportunity.
- It was offered to me at work.
- Material on CPM is available at the Department of Health.
- I was nominated by my Branch Manager.
- Other staff in my division had completed the course and I thought it would be suitable for my current development.
- Agency appointed me to attend this based on past experiences and reputation.
- Opportunity was presented by the department through our training program.
- Manager's recommendation.
- Department pre-purchased a few places and I self-nominated.
- Offered opportunity to attend at work.
- It was an option on the corporate learning and development calendar so I applied and received a place.
- Nominated by director group to support my contribution to the branch and leadership team.

Any comments/suggestions for improvements to the venue or to the meals?

- Some more options for evening meals – choice of 2 perhaps.
- -
- Venue and food was excellent.
- -
- No, it was wonderful.
- Great location.
- Very good venue for this type of training.
- Venue/meals are great.
- -
- No.

- Less morning and afternoon tea.
- Too much food!
- 3 courses really not necessary at dinner.
- Nil.
- Fine.
- None.
- Healthier meals maybe? Venue is great.
- More salad at lunch (not just a lettuce leaf).
- The rooms could be a bit cleaner but overall everything was great.
- -

Please rate the following aspects of the program on a 1 to 5 scale:

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Administration, venue etc	1	2	3	4	5	Ave	%
a. Your overall satisfaction with the program				4	16	4.80	96 %
b. Value of program to your organisation			1	8	11	4.50	90 %
c. Program administration				8	12	4.60	92 %
d. Venue			1	10	9	4.40	88 %
e. Meals and refreshments			1	12	7	4.30	86 %

Presenter – Barry Poppleton	1	2	3	4	5	Ave	%
f. Knowledge of subject matter				2	18	4.90	98 %
g. Style of presentation/communication				6	14	4.70	94 %
h. Pace of presentation		Too slow		About right 20		Too fast	
i. Material pitched at right level		Too low		About right 19		Too high	

Presenter – Kerry Juknaitis	1	2	3	4	5	Ave	%
j. Knowledge of subject matter				2	18	4.90	98 %
k. Style of presentation/communication				4	16	4.50	96 %
l. Pace of presentation –		Too slow		About right 20		Too fast	
m. Material pitched at right level –		Too low		About right 20		Too high	

Building New Leadership - 9-11 April 2014

Performing at the executive level

Presented by Barry Poppleton and Samantha Johnson

Profile of Participants

There were 14 participants, all of whom lodged fully completed evaluation forms. The group's profile was:

- 6 (42%) were male and 8 (58%) were female;
- All of the participants were EL1 or Acting EL1 officers.

Which session/subject areas did you find MOST useful/relevant?

- Management &/vs leaders – we are leaders too! Putting theory into practice = buggy game.
- Leadership styles + parent/adult/child.
- Commitment to organisations. Theory surrounding delegation. How to coach others to shape outcomes.
- The moon buggy exercise. 360° feedback. Positive-futuristic feedback.
- HBDI, 360°, EI, effective delegation.
- The PAC model – I suspect implementing it will have a profound effect on my personal and work life.
- Influencing skills. Parent-Adult-Child. Discussions amongst the participants was excellent and beneficial.
- 360°.
- HBDI and 360° feedback.
- Session 4 - Social Intelligence and Leadership. Often leadership and management are confused. It was worthwhile having a clear distinction between the two.
- Emotional Intelligence. 360° feedback.
- Session 3 – Emotional Intelligence and Leadership, session 2 – Management and Leadership in the Public Sector, open forum.
- Session 7 – Influencing Strategies for Communicating Up, Down and Out.
- Organisational performance – being committed to your agency.

What parts of the program would you have liked to have seen done differently and why?

- Just giving people the choice of “buddying” on the second night after receiving 360° feedback. I needed some time alone and call someone close to me.
- Moon landing - I wanted more feedback on what was good and bad about how we both did.
- Without sacrificing the content/intention, the content was significant to digest with little to no “alone time” to reflect.
- Maybe some more videos, I love them.
- N/A – loved the program.
- I know there was a lot to fit in, but I would have appreciated more thinking time. Also, the walk and talk picking partners process could be done differently as I somehow ended up alone, which was upsetting.
- -
- More personal reflection time with a subject/session e.g. 3 examples/ 3 new approaches / 3 different outcomes (written in a separate book to let us use as a reflection tool).
- 1st day was top heavy – lots of theory, very few illustrations/case studies/ worked examples. 2nd /3rd days were more varied and engaging at appropriate level for best benefit.
- Perhaps the length of day one. It was quite tiring factoring in travel.
- It would be great to have a recall day.
- The career management was a bit too abstract.
- N/A.
- Personal health and wellbeing should be a section in the folder of resource materials.

Would you recommend the program to colleagues?

Yes: 14 No: 0

What did you particularly like about the program which might lead you to recommend it to colleagues?

- The whole program allowed self-reflection.
- Challenging. The stuff outside the comfort zone is empowering.
- All of it and the experience and adaptability of the facilitators particularly.
- The content was specific and practical.
- All of it... and the food.
- The expansion of conscious thinking about behaviours, interacting with others.
- The syllabus was great and the residential nature of the course helps facilitate commitment and participation.
- Timeout for professional development and expertise in an area not often discussed in workplace.
- Lots of stuff covered.
- I like that it's based on human psychology – better understanding ourselves and others.
- Great group work; engaging presenters; realistic application.
- The ability to look upon your role with a new (and theoretical) perspective.
- The "buggy" exercise.
- Provide an opportunity for them to explore self-awareness and management principles.

Any suggestions as to how Barry or Sam could improve their sessions?

- No. Very personable and I liked how they had lunch and dinner with us and didn't segregate themselves from the group.
- Can't think of anything. Very responsive to our needs.
- None.
- No.
- N/A – love Barry & Sam, great presenters.
- No, I enjoyed both styles.
- -
- Great pace/interaction.
- More mix of info presentation/personal responses/videos.
- The sessions were engaging. Nil recommendations for improvement.
- -
- The 60-75 min blocks with steps in between was a very effective way to keep me engaged without cramping up.
- None.
- Not really.

How did you learn about the program and what prompted you to attend it?

- Manager.
- Supervisor suggested.
- My supervisor had attended it and encouraged me to come.
- CPM is widely recognised as a fundamental training provider. I was honoured to attend.
- Colleagues.
- It was recommended by two EL2's who loved it.

- Listed training opportunity at work. The chance to develop skills.
- ILS equivalent.
- Internet search.
- My supervisor recommended I attend and I wanted to strengthen my leadership skills.
- My supervisor attended and recommended it to me.
- Colleagues/boss insisted.
- I heard it on the grapevine, and training budget was allowed to help EL1's develop as leaders, and I was keen to attend as a means to remove myself from the chaos of work as much and learn leadership skills.
- Supervisor identified the course as a KER in PFADS.

Any comments/suggestions for improvements to the venue or to the meals?

- Another hot lunch on third day! Afternoon tea biscuits were stale (but if that's all there is to complain about, we're doing well).
- No all ok.
- Bit more variety to morning/afternoon teas. Not the same thing every day.
- Great venue. Relaxing.
- N/A.
- No, other than instructions on the room heater.
- -
- No.
- Very good.
- The venue is great. Meals were good.
- -
- -
- Less rain.
- No.

Please rate the following aspects of the program on a 1 to 5 scale:

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Administration, venue etc	1	2	3	4	5	Ave	%
a. Your overall satisfaction with the program				3	11	4.79	96 %
b. Value of program to your organisation				2	12	4.86	97 %
c. Program administration				4	10	4.71	94 %
d. Venue				7	7	4.50	90 %
e. Meals and refreshments			2	7	5	4.21	84 %

Presenter – Barry Poppleton	1	2	3	4	5	Ave	%
f. Knowledge of subject matter					14	5.00	100 %
g. Style of presentation/communication					14	5.00	100 %
h. Pace of presentation	Slow (0) - About Right (14) - Fast (0)						
i. Material pitched at right level	Low (0) - About Right (14) - High (0)						

Presenter – Sam Johnson	1	2	3	4	5	Ave	%
j. Knowledge of subject matter					14	5.00	100%
k. Style of presentation/communication				1	13	4.92	98%
l. Pace of presentation	Slow (0) - About Right (14) - Fast (0)						
m. Material pitched at right level	Low (0) - About Right (14) - High (0)						

Leading with Mastery and Insight - 22-24 October 2014

Building your emotional and social intelligence for leadership

Presented by Barry Poppleton and Marg O'Malley

Profile of Participants

There were 24 participants, all of whom lodged fully completed evaluation forms. The group's profile was:

- 7 (29%) were male and 17 (71%) were female;
- All of the participants are EL1 or EL2 levels.

Which session/subject areas did you find MOST useful/relevant?

- Flourish and the Open Forum discussing stress management and inspiring.
- Positivity, Empathy, Facilitation, Self-Assessment for primal intent (who am I).
- Engaging with diverse others. Enhancing your executive impact. Empathy. One-on-one discussion.
- Primal intent. Facilitation. Wellbeing.
- The open forum – particularly the motivating others with Marg.
- Myers Briggs. Empathy. Values.
- Values. Intrinsic vs extrinsic. Empathy.
- Sessions on Executive Impact that included practical tools to help implement the theory.
- Self-control, emotions and enhancing your executive skills.
- Focus on Primal Intent, laying out values and looking toward getting my intent down (writing and committing) as a focus of all other actions.
- Self-insight, Empathy, Facilitation (that said – they were all exceptionally helpful and useful). Resilience. And the 360° profile – of course. Integrated thinking. See what I mean? All good.
- Empathy.
- 360° process.
- The whole workshop has been very useful. I particularly enjoyed empathy.
- Well-being and Empathy.
- The parts on Empathy.
- Empathy, Resilience, Well-being.
- Values/strength, PERMA and MBTI sessions and around empathy.
- Building Interpersonal Savvy was extremely interesting.
- Empathy. ESIP.
- Building Interpersonal Savvy.
- Well-being and ESIP 360°.
- Empathy. Values/Primal intent. Talking in partners was helpful to get to know the others in the course and to share ideas.
- Session 11 (Mastering Relationship Management) - as this is a topic that requires my attention daily.

What parts of the program would you have liked to have seen done differently and why?

- The empathy session on day 2. I think it needs to be an open discussion with the group working through examples.
- -
- Maybe some streams for different interests/needs to enable more in-depth discussion.
- Rotate the seating arrangements more than just the last day to give participants to work with others. Not serving cold cake/bread at morning tea.
- I felt the first day was a little pedestrian (sorry). I liked it when we talked real problems a little more.
- It was a very big agenda, some could have moved more quickly – I would have enjoyed hearing more from

individuals in the group.

- Perhaps more of some of the activities could be done as part of a walk, or outside – just to get out of seats more.
- Session on learning energy felt a bit vague – I wasn't sure from the end of it what I was meant to have understood.
- Building Interpersonal Savvy. In particular the Empathy session which I found to be difficult. Probably could have used some real time experiences by video sharing.
- -
- Nothing. I enjoyed every minute. Your facilitators were amazing. Well done.
- Well-being. One that could benefit from more practical e.g. meditations etc.
- I thought that the free workshop 'open forum' was a good idea but could have been executed better or with more planning. Maybe seek views on topics at the start of day to give time for facilitators to plan.
- It has been a wonderful program and it is great that some activities were done outside.
- -
- A lot of information in such a short timeframe. Make it a longer course or shorten the amount of information.
- -
- I would benefit from more on learning energy and impact management.
- -
- Perhaps the course could be a bit longer to cover off on some of the topics in more detail.
- -
- The program would benefit from being run over a longer period (i.e. 3 or 4 days over several months) to allow people to put in place skills and report back.
- Overall was excellent and very useful. Possibly run over the split of a few days i.e. 2 days then a few weeks later another 2 days.
- I think splitting the days so doing 2 days then going back to work for 4 weeks where we can apply what we learnt then back again for 2 days to reassess how we went.

Would you recommend the program to colleagues?

Yes: 24 No: 0

What did you particularly like about the program which might lead you to recommend it?

- The refocus on yourself and how that can heavily impact others. It was also great to meet and learn from Barry, Marg and all the great people on the course.
- Valuable to gain insight into the people side of demanding workplace.
- I appreciated the fact that I was able to identify tools and concrete action steps to tackle long-standing challenges.
- The insights of the presenters. I learnt a lot of useful tools. Lovely location.
- The practical take always. A lot of different needs from very different people were skilfully met.
- Relax atmosphere – relevant topics.
- 360s are always useful. Marg and Barry explained the content easily and with confidence and were more than happy to revisit aspects or topics that need more attention.
- Excellent facilitators that covered huge amount of content in a useful and practical way.
- The overall program has changed the way I think and interact with my office colleagues, friends and at home (thinking from other person's perspective in particular).
- Residential nature meant not distracted by home etc – could get absorbed in subject matter.
- It starts with the self and builds from there. Very effective.
- Goes over lots and refreshes leadership in a totally new way. Inward and outward reflections.
- Ability of facilitators to create a positive learning environment in which participants felt free to express

opinions.

- All aspects.
- Knowledge and skill of facilitators. Range of useful subjects covered.
- Learning how others might feel and this is why they might respond the way they do.
- -
- The peer learning and sharing. Residential setting encouraged leaving work and home life concerns behind.
- It was insightful seeing people from different departments and hearing the challenges they face.
- The facilitators, venue and course content.
- The reflective nature of the program and the opportunity to share experiences with people from across the APS.
- The broad focus across the range of SI. The way Barry and Marge read the energy in the room.
- Very inclusive of all participants. Very focussed. Good for EL1 levels. Lots of different topics covered.
- Being away helped us stay focussed. The facilitators made it very easy to follow and participate.

Any suggestions as to how Barry or Marg could improve their sessions?

- More group discussion would help.
- -
- -
- Sometimes it was hard to hear the facilitators and other participants. Be mindful of the fact and encourage people to speak up would be useful.
- I like that Marg wanted everyone to contribute but sometimes felt it stifled the conversation a bit. Sometimes I felt a little condescended to. I also think more reflection time would help. Trust us to learn on our own a bit.
- Could have moved a bit quicker on some.
- Day 1 is too long. As everyone travels, most people are up at 5:30am or earlier, so finishing at 5:30 is too late.
- I thought they worked very well together and read the cues coming from the group well. Difficult to find something to improve on.
- I missed video clips with reference to particular topics.
- -
- None. They were brilliant.
- -
- See 2 – *I thought that the free workshop 'open forum' was a good idea but could have been executed better or with more planning. Maybe seek views on topics at the start of day to give time for facilitators to plan.*
- Not at this point in time. I will go away and reflect on my time at this course and offer any additional feedback through Brianne.
- More use of video cues to back things up. More sessions outside.
- -
- -
- Marg was at times soft spoken.
- -
- N/A
- Please use more multimedia in presentations – video and sound. Also, consider updating the presentations to a Prezzi.
- -
- -
- N/A they did well.

How did you learn about the program and what prompted you to attend?

- Friend recommended it and I realised I need to work on my resilience and emotions.
- Opportunity provided from work.
- I applied for DFAT's leadership course and my supervisor suggested I try something pitched at a higher level – reading descriptions of courses DFAT was offering at the time I thought this would target specific needs.
- Work organised it.
- Someone at work recommended me for it.
- Nominated by my National Manager for development.
- Had attended previous CPM workshops and was looking for EL1 development sessions.
- I had heard of a great course in Bowral and found it through an internet search. I wanted additional training in leadership and managing staff.
- I have been asked to choose and nominate couple of courses and found Leading Mastery and Insight little interesting.
- I'd had a desire for 360° feedback so grasped opportunity when available.
- CPM website. An interest in positive psychology and how to apply it in the workplace. The course description resonated with me.
- Manager recommendation.
- Offered via organisation training courses. Prompted by obvious need to develop in this area.
- It was recommended by my supervisor.
- DFAT intranet – seem more self-managing.
- I was nominated by manager.
- Recommended by my National Manager.
- Through work business management unit. Need for supervision skills after long absence from supervisory role.
- Through colleagues who had attended previously. Prompted by my supervisor (strongly).
- I was a CPM brochure. I chose this course because I thought that this is the area I need to work on most.
- My manager.
- DFAT L&D EOI.
- Years ago a supervisor mentioned these courses, however my current supervisor recommended I attend given there were places available.
- My supervisor recommended this to me.

Any comments/suggestions for improvements to the venue or to the meals?

- -
- All good.
- Some healthier vegetarian options.
- I like to be able to choose my dinner menu (day 2). Could provide more healthy options.
- No. Fantastic venue.
- Excellent venue.
- All great – too much food!
- Venue was great. Dietary requirements met well. Maybe linking our food/brekkie/coffee to room would be useful.
- The overall arrangements were quite satisfactory including accommodation, meals etc.
- Lovely and tranquil.
- None. It was perfect.
- -
- No – very good.
- Lovely venue and complimented the outdoor activities. Lovely food.

- -
- Better variety as not everyone likes the same things.
- -
- No.
- -
- Perhaps less heavy food at lunch and tea breaks.
- Please season the meals!
- No.
- -
- Reduce the morning/afternoon tea. Makes you tired. Have dressing with the salad.

Please rate the following aspects of the program on a 1 to 5 scale:

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Administration, venue etc	1	2	3	4	5	Ave	%
a. Your overall satisfaction with the program				11	13	4.54	91%
b. Value of program to your organisation				10	11	4.58	92 %
c. Program administration		1	2	10	11	4.29	86 %
d. Venue			2	11	11	4.38	88 %
e. Meals and refreshments		1	3	7	13	4.33	87 %

Presenter – Marg O'Malley	1	2	3	4	5	Ave	%
f. Knowledge of subject matter				2	22	4.92	98 %
g. Style of presentation/communication				7	17	4.71	94 %
h. Pace of presentation	Too Slow 1		About Right 22		Too Fast 1		
i. Material pitched at right level	Too Slow 1		About Right 23		Too Fast		

Presenter – Barry Poppleton	1	2	3	4	5	Ave	%
j. Knowledge of subject matter				1	23	4.96	99 %
k. Style of presentation/communication				7	17	4.71	94 %
l. Pace of presentation	Too Slow 1		About Right 22		Too Fast 1		
m. Material pitched at right level	Too Slow 0		About Right 24		Too Fast 0		

Leading with Strategic Intelligence - 7-9 May 2014

Mastering strategic thinking and action

Presented by Kerry Juknaitis and Nick Thomson

Profile of Participants

There were 10 participants, 9 of whom lodged fully completed evaluation forms. The group's profile was:

- 4 (45%) were male and 5 (55%) were female;
- All of the participants were EL1 or EL2 level.

Which session/subject areas did you find MOST useful/relevant?

- Survey of models of strategic thinking, stakeholder analysis and levels of engagement, and identifying outcomes, strategic issues and options.
- Stakeholder analysis and change management.
- Models of strategic thinking – giving us a wide range of tools to use.
- Models of strategic thinking and achieving strategic outcomes.
- All sessions.
- Session 7 – the HBDI brain model.
- Brainstorming exercise and policy mapping. 360° Strategic Intelligence Profile and “coach session” helped. Strategy and Public Sector Context.
- Models of strategic thinking and strategic career planning.
- Future mapping and career planning.

What parts of the program could have been differently, and why?

- The diagram Kerry white boarded (outcome – strategic issues – strategy) was more helpful than the textual explanation. The case study was robust and could be used more extensively (e.g. instead of the kitchen scenario).
- Can't think of any.
- Some parts were revisited over – usually this was fine because it was clear what we were skipping over and where we could get more info.
- I wouldn't change a thing.
- -
- More interactive sessions , so less being talked at.
- Maybe a bit of multimedia or type “interludes” to mix it up a bit. Like 3 min clips to illustrate points.
- 360° has been done to death. I think other tools would have been useful.
- Move the program so that the “more intense” subjects are earlier in the day.

Would you recommend the program to colleagues?

Yes: 9 No: 0

What did you particularly like about the program which might lead you to recommend it to colleagues?

- Good balance between theory and application. Relevant concepts and approaches that I have not encountered elsewhere.
- Progressive building of various aspects of “Leading with Strategic Intelligence” – good working in various groups throughout the course.
- Lots of content and valuable tools to take away.

- Its relevant to any APS workplace.
- Presentations – the entire delivery.
- 360° Feedback and interactive group activities.
- Was very relevant to my supervisor feedback as a development need. Helped me understand what she expects.
- It made me rethink what strategic thinking means and possible other opinions to use.
- One to one – group discussions.

Any suggestions as to how Nick or Kerry could improve their sessions, or how the program's general design & delivery could be improved?

- Some nudges might be needed with brainstorming and other similar activities.
- Starting each session with a short video clip (can be comical, plenty on YouTube) possibly pertinent to the next session helps to stimulate the mind.
- -
- Enjoyed both presenters – wouldn't change a thing.
- Keep doing good things.
- Kerry got a bit dry – felt like I was being talked at, rather than with found interactive sessions better.
- Nope, both very good and very experienced. Liked their no-nonsense approach and keeping things moving.
- No – they presented well and were very flexible and enjoyable to interact with.
- -

How did you learn about the program and what prompted you to attend it?

- CPM was recommended by a colleague, then I identified the course via website.
- Via boss, boss had previous experience with course.
- Flyer.
- Work HR.
- CPM website – useful concepts and relevant to work.
- Director nominated me.
- Googled after a performance appraisal identified a development need.
- Colleague – I needed and wanted to develop my leadership skills.
- Attended a CPM course last year I needed to learn about strategic intelligence as it was an unidentified gap in my understanding.

Any comments/suggestions for improvements to the venue or to the meals?

- Nope.
- -
- Venue was lovely.
- Perfect.
- Cleaning room – there were hairs on my bed, maybe from previous customer.
- -
- Not excellent. Improve WIFI coverage to all rooms. Tea and coffee and rooms. (too much food!)
- Less food or at least smaller portions and more healthy options.
- -

Please rate the following aspects of the program on a 1 to 5 scale:

(1=poor; 2=OK; 3=good; 4=very good; 5=excellent)

Administration, venue etc		1	2	3	4	5	Ave	%
a.	Your overall satisfaction with the program			1	5	3	4.22	84%
b.	Value of program to your organisation				7	2	4.22	84%
c.	Program administration				7	2	4.22	84%
d.	Venue			2	3	4	4.22	84%
e.	Meals and refreshments			2	2	5	4.33	87%

Presenter – Nick Thomson		1	2	3	4	5	Ave	%
f.	Knowledge of subject matter				2	7	4.78	96%
g.	Style of presentation/communication				3	6	4.67	93%
h.	Pace of presentation	Too Slow		About Right 9		Too Fast		
i.	Material pitched at right level	Too Low		About Right 9		Too High		

Presenter – Kerry Juknaitis		1	2	3	4	5	Ave	%
j.	Knowledge of subject matter				2	7	4.78	96%
k.	Style of presentation/communication			1	3	5	4.44	89%
l.	Pace of presentation	Too Slow 1		About Right 8		Too Fast		
m.	Material pitched at right level	Too Low		About Right 9		Too High		