

**EVALUATION
LEADERSHIP & COMMUNICATIONS WORKSHOP
2004
VIRGINIA POLYTECHNIC INSTITUTION & STATE UNIVERSITY**

RATING SCALE:

- 5 = Strongly Agree
4 = Agree
3 = Neutral
2 = Disagree
1 = Strongly Disagree

Part A

RATING: STATEMENT:

- 4.53 The objectives of this program were realistic
4.60 I learned more than I could have on my own through reading, etc.
4.27 The material was presented at the proper level of difficulty
4.80 The resource people were well prepared
4.53 I was stimulated to think objectively about the topics presented
4.40 The short course followed a logical pattern
4.40 The conference rooms were clean and attractive
4.00 The food service was good
4.07 The lodging facilities were good
4.20 The staff was courteous and helpful
4.60 I developed additional leadership skills in this workshop
4.60 I will be able to apply this knowledge to new situations
4.33 I increased my ability to solve real problems encountered in my work
4.27 I learned to appreciate other viewpoints
4.53 I deepened my interest in the subject matter
4.73 The short course stimulated me to think
4.40 I have reconsidered some traditional concepts and management approaches
4.13 I developed a clearer sense of professional identity
4.07 I developed more confidence in my abilities
4.80 I would recommend this short course to others

Part B: To be completed by all participants.

1. The overall quality of the short course was:

- 15 Excellent
 0 Good
 0 Average

2. The overall quality of instruction was:

- 15 Excellent
 0 Good
 0 Average

Part C. Comments and Suggestions

1. What did you consider to be the best feature in the program presented here?

- Quality of the presenters was great.
- For me, Larry Nielsen's presentation provided information I can apply immediately.
- The quality of instruction is amazing.

- Larry's presentation on Communication Skills.
- The personality test because it helped to make me stop and think about where people are coming from. The writing refresher was also very good.
- Terry Tipple for content; Tom Thompson for overall; Larry Nielsen for entertainment.
- I enjoyed the Myers-Briggs Type Indicator instruction. I learned more about myself and why I am the way I am.
- The diversity of the instructors.
- I enjoyed the discussion of leadership and what makes a good leader. I think I learned a lot about myself.
- The excellence in instruction quality. These are professionals at the highest level. Conflict resolution: maybe the most applicable subject. Most likely the skill needed by the majority of students.
- Understanding and appreciating other personality types.
- Managing issues and public relations.

2. What did you consider to be the weakest feature in the program?

- I felt the presentations were great. I would start the class with a one-hour lecture on nutrition to help attendees I gave out how best to not over indulge.
- Dow's presentation on Team Management.
- The dealing with the media, while helpful, was really too short to be effective.
- Don being placed on Friday. Team building is important and I enjoyed his program, but he is not a strong presenter.
- A little bit repetition at times caused a little bit of slow moments in the course.
- Not mixing up the work groups more. I liked the days we were mixed around to get an opportunity to interact with others.
- Discussion on teamwork. I think it's because we work on teams all the time so it wasn't new information.
- Meeting facilitation: I, personally, didn't get much out of it. Difficult to choose one since they were all beneficial.
- The afternoon session from 1:30 – 3:00 p.m.; the after lunch slump ☺.
- Teamwork – only because there are many other opportunities for focused team training. Time in this class could be better used on other topics.

3. What suggestions do you have for improvement of the program?

- A little bit more time in conflict resolution and dealing with conflicts within and without the agencies.
- I would spend more time on internal communication and small group communication.
- Have people move their seats or change the seating arrangement for variation.
- I don't know of any changes to make. Years of teaching has continued to refine the course.
- Increase conflict resolution section and visual aids section. These are important things and were, unfortunately, skimmed over at the end of the days they were presented.
- Not many. You have a great program.
- Maybe do a team project over the two-week period practicing some of the techniques.
- Include a section on strategic planning / thinking and examples of successful application of principles taught in this course.

4. What topics would you like to have presented at a future program related to these topics?

- Strategic thinking to help manage time more effectively.
- Add risk communications for internal publics.
- A session just on conflict resolution would be a good course to have available so we could have a workshop.
- Leadership and decision-making.

5. Please use the remaining space and page back for any aspects of the short course you wish to comment on. Suggestions and recommendations are welcome.

- I've been through Region 5's "LE² – Learning Exchange – Leadership and Empowerment". This is an eight-week course in four sessions. I was reminded of many things I learned at LE² while I was here, and learned some new things, especially around Media Communications. If you want to move the course to more time or a follow up, I'd suggest contacting Mary Weiss in Region 5.
- Teach to measure outcome on public contact and messages.
- I enjoyed the interaction between the group and instructors. Class activities involve people and it keeps people interested.
- The hotel staff were not very customer-oriented or friendly.
- Excellent course. I will recommend it to lots of folks on the Forest!
- Thanks for the incredible generosity – food, efforts, hosting us at your home, taking us to Floyd, etc. I liked the fact we spent so much time discussing the Myers-Briggs "typing", especially since it came early in the course. Having the numerous "break-out" sessions is critical to maintain. It increases learning dramatically. Thanks again!

Steve McMullin – Myers-Briggs Individual Differences

- A. Value of material** 3.76 (A-F including + and -)
Topics should be: 1 Expand to 16 hours
1 Expand by 1 - 2 hours
2 Expand to ? hours
8 Kept the same
1 Reduce to 8 hours
- B. Quality of Instruction** 3.93 (A-F including + and -)

C. How do you envision being able to use this instructor's information on the job?

- Material was outstanding in helping me understand my tendencies and how they might influence people I work with. Will allow me to face and modify weaknesses.
- Helped me understand myself better and I hope will help me be more patient with others with preferences not similar to mine.
- It helped identify my weaknesses that I need to focus on.
- Helped me understand my biases and the perspectives of my coworkers.
- I think it will be useful if only to remind me of areas that I need to work on recognizing where my tendencies could be off-putting to others.
- It will help me remain aware of my strengths and the areas that I need to spend time and effort developing; most notably the Feeling (F) component of my Judging functions – relationships.
- Will help me understand the value in recognizing the strengths and weaknesses of others. Especially useful tool as a supervisor and when working with peers.
- My strengths and weaknesses are more evident and I recognize their potential pitfalls for certain situations (liabilities) and gives me renewed energy to improve or develop my inferior trait type or non-preferences.
- Understanding different styles; appreciate the style and build on strengths.
- I hope to be able to recognize my differences with others when I am having problems communicating so that I may change my tactics and become a better communicator.
- It will help me identify within myself my weaknesses and if I'm aware of them, I can better address them. It will also help me understand how other people process and receive information differently than I do.
- This reminded me of some of my behaviors that are perceived poorly by others. This reminder will help me be more aware of how I'm approaching problems and coworkers and hopefully improve my communications and interactions.
- To better understand where I might be blinded to faults. To slow down and allow more time before decisions are made.

D. Comments:

- I've had this MBTI before, but it didn't resonate with me the way it has this time. I appreciated the more in-depth presentation and discussion.
- Would like to have been able to review the information on negotiation but understand the lack of time. The dynamics of types was confusing but I think I understand the concept by using the chart.
- Thanks for keeping it interesting.
- Sorry we didn't get to finish the entire topic. You did an excellent job. I'd never gotten in-depth discussion about the topic before.
- (Reduce to eight hours); for me – didn't need long explanations.
- Class participation was great.
- (Expand by 1 – 2 hours); I would have liked to touch more on the conflict stuff.
- (Expand to ? hours) to include conflict / negotiation.
- More on working with individuals of different types and/or conflict resolution. (Expand to ? hours); deal with conflict more.

DAY 3

Terry Tipple – Decision Making and Negotiation, Conflict Resolution

A. Value of material	<u>3.66</u>	(A-F including + and -)
Topics should be:	<u>1</u>	Expanded to <u>12</u> hours.
	<u>14</u>	Kept the same
	<u>1</u>	Reduce to <u>6</u> hours
B. Quality of Instruction	<u>3.85</u>	(A-F including + and -)

C. How do you envision being able to use this instructor's information on the job?

- Perhaps in future positions when I am in more of a managerial / leadership type role.
- Gave me cognizant skills for dealing with decision making models that I have encountered and struggled with.
- Spend more time emphasizing the people element of the leadership disciplines; especially coalition building.
- Lots of practical info – I'll focus more on the situation and less on finding "gremlins". I'll look and competing values to try to improve strengths in other areas as appropriate.
- Focus on leadership and management areas where I am not so strong.
- Make more efforts to spend some time focusing on my "weak" areas of the chart.
- It will help detect leadership / management style both in myself and others, and look for areas to improve where I'm weakest.
- Great information on differences between leadership and management. The material presented will guide my actions (at least I will try) now that I better understand more specifically the elements people expect in leaders/managers.
- I am not in a position of leadership at this time. It does help understand the challenges people face, and what I might have in the future.
- Looking at utilizing different leadership skills based on types.
- Good info to help separate out the differences between leadership and management.
- I think I learned some clever tactics for conflict resolution.

D. Comments:

- Very nicely done; good delivery; experience appropriate. One of the best sets of group exercises based on the amount of energy, time, and lesson.
- Could add more on conflict resolution.
- Liked the highlights of the theory and reference material.
- More group exercises.
- Terry has a gift for presentation and delivery. Very well organized and professional.
- Great presenter.
- Love having the bibliography.
- Excellent day. Information and teaching style kept my attention and I learned a lot. Inspired me to try to become a better leader and think about leadership.
- Not enough exercises to practice leadership and management skills.

DAY 4

Dow Scott – Team Management

- A. **Value of material Topics should be:** 3.57 (A-F including + and -)
2 Expand to ? hours
12 Kept the same
2 Reduce to 6 hours.
1 Reduce to ? hours
- B. **Quality of Instruction** 3.44 (A-F including + and -)

C. **How do you envision being able to use this instructor's information on the job?**

- Trying new/old things to keep meetings interesting and productive for the teams.
- I hope to try out the processes in a role as a leader of an ID team.
- Great reminder of the power and value of teams. Info will also be helpful in helping me to pay more attention to structure and documentation.
- I plan to use structured brainstorming, action plan, and goal setting.
- Teams are so critical to this agency and our mission. I could work on this forever, but that is just where I am.
- Making sure that I have organization to project that I'm involved in.
- Vary the style of team building to become more versed.
- Good stuff. See direct application of the information in team leadership and management.
- I think I can take what I have learned; good info to take back that will help improve on current Watershed Analysis IDT Team.
- I liked the Tinker Toy exercise. The material was very basic. I think I would have liked more in-depth instruction and that it would help me more.
- I intend to use the tools (charter statement and action planning worksheet) to improve my performance as a team leader and enhance team performance on my unit.
- Immediately, I will be able to better recognize team function and dysfunctions and also to be able immediately to provide recommendations/insights to current team leaders/process and to start practicing some of these techniques on my own on the front end of assignments.
- I will be much more comfortable being on an ID team in the future. I feel my participation in a "team setting" will be greatly enhances with today's instruction.

D. **Comments:**

- Great class! Good exercises. Keep it interesting.
- Not too much new information.
- Pretty good but not the best in a strong list of presenters.
- Felt rushed.
- The Tinker Toy exercise was great.
- Very good reminder that we are in a very complex organization and in order to progress projects there needs to be organization.
- Change in your pockets?
- Do not play with items in pants pockets while lecturing; it detracts from the information. Great material – needs a little more dynamism in the instruction or change the timing of the presentations.
- Friday was a hard day to teach – low energy in the group. It was information I already had and have used so hard to judge. Not really an interest of mine.
- The activities really demonstrated what a team can accomplish.
- Good presentation style and delivery.
- Asking us to give a "little-known fact" about ourselves is a great ice-breaker. I enjoyed it. Excellent Tinker Toy exercise! Did not like the brainstorming exercise example. The exercise itself was good and important to learn/discuss, but the topic could/should be improved. Perhaps something simpler, or having nothing to do with the FS. Will help to decrease pre-conceived notions influencing the learning process.

DAY 5

Walt Gasson – Managing Meetings and Facilitation Skills

- A. Value of material** 3.77 (A-F including + and -)
Topics should be:
- 1 Expand to 2-3 days.
 - 3 Expand to 2 days.
 - 7 Expand to 12 hours.
 - 2 Expand to ? hours.
 - 3 Kept the same
 - 1 Reduce to 6 hours.
- B. Quality of Instruction** 3.89 (A-F including + and -)

C. How do you envision being able to use this instructor's information on the job?

- I started jotting ideas for a big project during class so I will definitely use this. I am also facilitating/planning several meetings related to Forest Plan revision and can see applicability there.
- I think all of the material is usable, applicable to my job. I'm sure I'll get a chance to use it.
- I'm going to try some of the techniques in setting up my first meeting. It's given me a good starting point and reference to work from and to.
- I had no idea of what qualities made for a good facilitator. To date I have avoided that role but would feel much more confident assuming that role now. This has inspired me to go and seek comment from user groups instead of waiting for them to come to me. Proactive and not reactive.
- I can use a large portion of this in meeting, especially public meetings. In the future, I can see working with these principles internally though I don't currently lead meetings, this gives me some tools to use in looking at how effectively they are run.
- At all levels of my job; ad hoc meeting, internal strategy/ID team meetings, public meetings/participation.
- I can apply the techniques taught in this session to organize meetings I am involved with so that they will be more productive. The templates for meeting agendas and facilitation tools will be especially useful.
- Listening skills are critical and the instructor's information will assist in being aware of our current skills so we can adjust to the situation.
- Session has focused me on and emphasized the things most people expect, and what we should all be aware of in conducting and attending meetings. Walt presented a good list of tools and approaches I will try to use in the future.
- Planning – helping to develop the structure for a public meeting, internal staff meeting.
- Gave me some new tools to take back and try in public involvement.
- I envision being able to reduce my meetings in half and make much better use of my time. In addition, I should be a better listener.
- Utilizing different techniques of facilitation.
- Enhanced meeting management; enhancing facilitation skills.

D. Comments:

- Great session. I really appreciated the common sense approach. (Expand to 2-3 days) or maybe I should just take a session on facilitation.
- (Expand to 2 days) to allow for more exercises (we skipped a lot).
- Would like more time to demonstrate and practice the tools of facilitation. I had to leave early and missed the last part of the day.
- Would like to see more "break out" opportunities such as role-play scenarios. I find these to be very beneficial. I realize that time is short though. Excellent energy! You kept things moving and also kept us engaged. Nice job.
- Seems like both internal and external meetings are such a key part of our jobs, and there was so much interest in this class on public meetings and involvement and skills and techniques that this could be expanded.
- Fits well in course and is a critical element in effectiveness.
- It would help to have more activities in a group setting to break up the talk.
- Would have been good to get through all the material.
- Provide more practice and participation.
- Great sense of humor; dynamic.
- Almost too much to digest in one day. It would be great to expand another two hours to cover the material but that may not be realistic.
- Great information.

DAY 6

Larry Nielsen – Communication Skills

- A. Value of material** 4.05 (A-F including + and -)
Topics should be: 1 Expand to ? hours
12 Kept the same
1 Reduce to 5 hours.
- B. Quality of Instruction** 3.74 (A-F including + and -)

C. How do you envision being able to use this instructor's information on the job?

- Preparation for effective presentations.
- This is the most useful of all the modules for me. I have struggled with this personally. Don't feel like I can ever be done with working on this.
- Writing – organization; creativity before evaluation. Tips on editing/clarifying content will be handy. I'll use the tips on creating and delivering presentations in the many talks I give.
- Forest Plan Revision meetings; public meetings; training sessions; leadership/management team meetings.
- I think the info will help me write more clearly and has given me a better approach to presentations.
- This is such a big part of our daily jobs and such an important part of how we are perceived as professionals that so much of this will help me. Especially preparation and delivery of talks.
- Utilize concise writing to reach my point; vs. creative writing.
- Great points. I do lots of presentations; I learned some new tricks and it reinforced some old ones.
- I found the information valuable in that it is reinforcing and serves as a reminder to things I should be doing in my work everyday. It will also help me organize my thoughts for a presentation I have coming up next month.
- I don't give a lot of presentations, but this will likely change. Today's discussion was a thorough covering of the simple aspects of effective delivery.
- I plan to keep the creation and evaluation phases of my writing separate. I will endeavor to avoid Bureau-speak in my writing, by keeping to the active voice, avoiding "be" verbs, and limiting the use of prepositional phrases. I will use examples to illustrate the principles I am trying to communicate.
- I was reminded of things I've been taught before; and things I've stopped using. I will go back to using an outline and use the FOG index. I will keep presentations to 20 minutes.
- His information is so timely in my career. I expect the principles he presented will help my writing efficiency/quality and effectiveness. A lot of the oral presentation guidelines I've had, but are a great refresher. Tells me I've begun to stray from critical elements. Good to bring me back – especially at a point in my career where presentations and writing have growing potential to sway budget, policy and agency emphasis on my Forest.

D. Comments:

- Very long session; could be broken up.
- New Cooties have better parts, anatomically. Might try buying a new one.
- Very energetic. Great sense of humor.
- Very dynamic...kept interest – EXCEPT for the video and the sentences part seemed to go on a bit long. Visual aid stuff was good.
- Not an easy topic but Larry was able to keep my attention.
- In your PowerPoint, do not use the red on top of the blue; it makes it hard to read – okay, I get it! Great enthusiasm...and entertaining "bad" humor and skits. Incredible animation and presence.
- Appreciated your enthusiasm, unique style and sense of humor. Bugged down a little after lunch. Could you involve us more? You do an admirable job of delivering this info but, despite these efforts, we will walk away with more if we have "breakout" sessions, activities, etc. Wonderful that you are such a comfortable speaker and settle in so quickly. Nice job.
- Best presenter so far.
- Thoroughly enjoyed this. Larry took a potentially dry and difficult subject and made it fun and simple and provided great tools. Thanks.
- Helpful reminder.
- Would have been nice to do an exercise and practice presenting.

DAY 7

Rachel Holloway and Robert Denton – Issue Management and Public Relations

- A. **Value of material** 3.90 (A-F including + and -)
Topics should be: 0 Expand to 2 hours.
13 Kept the same
- B. **Quality of Instruction** 3.95 (A-F including + and -)

C. How do you envision being able to use this instructor's information on the job?

- Responding to inquiries about projects and also being proactive and getting our positive side out there.
- Do public ed on a small scale, ask my supervisor to free up some of my time to visit classrooms.
- Consider writing a story for the local newspaper. Feed FS-positive stories into the local news and PAO for regional news.
- I intend to use public relations through the media as a tool to build my fisheries program. Because of this training, I now view public relations in the media as a legitimate I&E output for my program.
- I will be proactive in providing stories to the PAO and looking at ways to work with the media.
- I have a plan for developing these skills with tools presented in opportunistic ways and then to be more proactive in using the tools to promote program and resource actions and needs.
- This presentation has changed the way I will focus some of my work priorities. The model on how issues develop provided clarity and was a wake-up call for how things work with information and the public. The interviews exercise was especially educational.
- Provided me more tools to use as encouragement to approach media more often.
- I am encouraged to follow my heart on outreach to outside the agency, and to work to get the word out.
- Being better prepared for dealing with the media.
- Great information, as direct application to my job.
- Will establish one media release (newspaper) on a forest wildlife/fisheries related project this fiscal year. Develop quarterly press releases on wildlife/fisheries related projects.
- Provided me with insight on how at a local level I can start some outreach programs just by putting an article in the local newspaper. How I can begin to develop local contacts and build relationships with local media.

D. Comments:

- Engaging – kept attention on a day when folks were wearing down.
- Teach us how to measure results from public outreach.
- Great tag team interaction. Knowledgeable, real, and entertaining. Dr. Bob needs to speak to the group and not the walls, i.e., eye contact. Awesome to have this in with leadership and communications since most leaders do not have this skill or training.
- This was very valuable.
- Good, realistic tips. Might not be the best audience for the higher levels of media interaction, but I appreciate being exposed to it. I also realize that I may move up the ladder someday.
- It can be uncomfortable to speak publicly (interview). Maybe you could connect with the communications module to help us deal with that.
- Great; really liked the exercise.

DAY 8

Steve McMullin and Jim Gladen – Taking Lessons of Leadership Back to Your Jobs

- A. Value of material** 3.00 (A-F including + and -)
Topics should be: 1 Expand to 8 hours.
- B. Quality of Instruction** 3.33 (A-F including + and -)
- C. How do you envision being able to use this instructor's information on the job?**
- Nice wrap-up and discussion; but probably would have been better if Gladden could have made it.
 - Maintain contacts with classmates from this program, for mutual encouragement and support.
- D. Comments:**
- Provide more examples of success applying the principles taught in this course. Transition from concept to application. Include some handouts that summarize the course – hit the high points.
 - Very important to talk about ethics. Bad Bad WO.