

**EVALUATION
LEADERSHIP & COMMUNICATIONS FOR NATURAL RESOURCE PROFESSIONALS
2011-Sedona, Arizona**

RATING SCALE:

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

Part A

RATING:

- 4.69 The objectives of this program were realistic
- 4.52 The material was presented at the proper level of difficulty
- 4.62 The resource people were well prepared
- 4.79 I was stimulated to think about the topics presented
- 4.45 The workshop followed a logical pattern
- 4.52 I developed additional leadership skills in this workshop
- 4.52 I will be able to apply this knowledge to new situations
- 4.34 I increased my ability to solve real problems encountered in my work
- 4.66 I learned to appreciate other viewpoints
- 4.72 I deepened my interest in the subject matter at this session
- 4.86 The workshop stimulated me to think
- 4.31 I developed a clearer sense of professional identity
- 4.28 I developed more confidence in my abilities
- 4.93 I would recommend this workshop to others

Part B: To be completed by all participants.

1. The overall quality of the short course was:

- 24 Excellent
- 4 Good
- 0 Fair
- 0 Poor
- 0 No Answer

2. The overall quality of instruction was:

- 19 Excellent
- 9 Good
- 0 Fair
- 0 Poor
- 0 No Answer

Part C. Comments and Suggestions

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

- Subject matter. Knowledge of instructors. Presentations. Interactions. Breakout groups. Examples. Diversity of subject matter. Treats (gained 21 pounds), Thank You!
- The instruction on the MBTI.
- MBTI
- Myers-Briggs=very enlightening.
- I liked hearing the concepts and then how to apply them.
- MBTI was great. Terry and Ben were awesome! Steve is an engaging leader! Great training.

- Group activities and personality tests.
- The setting...jokes, but that was great. The hands on exercises and activities helped draw the introverts in and really displayed the applicability of knowing personality types and how they interact. This is very applicable to professional and personal relationships. Also, Ben's presentation on communication and public speaking i.e., making an idea "stick".
- I think that all features built on each other, so they were equally strong.
- The MBTI really made me think about myself, how I lead, communicate and socialize. The light bulb came on. It made sense on so many levels-why I am like I am and why I act and react like I do. Also, the team building exercises-getting people together and working as a team.
- Steve and Ben were great. Very clear and topics were the best I have ever attended. I would like to do more with this and hope to be able to expand my knowledge further. Terry really opened my eyes to what a leader should be and we are all leaders no matter what position is. Bill had great topics and got his point across very well. Having said that, I think he could soften the presentation to fit the Forest Service.
- There was enough time and quality content involved to be effective, resonate with me, and be useful back at my home unit.
- I have 3: 1. Steve, Terry, Ben-the 3 of you are such engaging and dynamic speakers that I think you could turn even the most mundane subjects (like the tax code) into something I'd want to learn about. 2. The activities, the opportunity to engage with other participants and learn about teams and being on one in a hands on way, really works for me. 3. The different segments (the breadth of information) as I felt we covered a lot of ground and it was great!!
- MBTI and communication.
- The presentations by Steve, Terry and Ben.
- MBTI. Know thyself. Know why I'm bothered by other types. Knowing these things will help me be more objective and less annoyed at perceived personal insult.
- The MBTI evaluation and how to interpret yours and others types. Tennis match talking, 7 seconds rule, create creativity, power point, success, start reading, tips and tricks-success, preparing 4 conflict, leadership is a noun, ok not to know, not taking it personal.
- I liked the MBI to better understand myself and how to better deal with teammates and subordinates.
- MBTI and its application to understanding myself and to a lesser extent, others.
- I never lost interest with Steve or Ben. Bill's section was too long. More Steve and Ben.
- Presenting/communication-Ben West session. Terry Tipple was great too-excellent insight with his F.S. background.
- Ben West was excellent. His presentations seemed to be the most relevant to being able to make immediate, practical changes. His presentation on proper use of power point was invaluable! Steve is also an excellent presenter. His energy and enthusiasm is great in a presenter.
- Terry Tipple was the highlight of the whole session. His Forest Service background gave him a base to speak from and resonated with the class.
- Team and people interaction- especially grouped by similar personality types.
- All the real world knowledge that I gained. Myers-Briggs is a very powerful tool that I can apply at the work place and at home. Definitely the MBTI and how to understand my preferences and consider those of others. I wish I had done something like this a long time ago. Although, now I also understand why I didn't ever do it!
- Myers-Briggs- I can now understand and strive to better communicate with folks who aren't like me. I can adjust my communication style. 300,000 feet versus 300 feet. Free inspirational talks at TED.com. The idea of 360 performance review. Power point tips-good! Taking blue slips to a meeting so that everyone can write down their idea and everyone is heard. Encourage creativity- leaders often do not encourage creativity.

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

- Our room and the number of personal disruptions (self and others).
- I have nothing helpful to offer here.
- Meeting setup for teams.
- Bill-lack of connecting.
- The length of session. Maybe divide into 2 1-week courses.
- Bill Olsen-awful.
- I felt a little overwhelmed- lots of good info with not much time to perfect.
- The first day of Bill Olsen's presentation. It was scattered, moved a bit too quickly, and he seemed to confuse a lot of people.
- Bill Olsen's presentation the first day on creative thinking was my least favorite portion of the course. He just didn't connect with his audience. He never convinced me that what he taught would work for me at the office. His 2nd day lecture on innovation and team building was better. Much more practical applications for the Forest Service.
- Bill Olsen needs to study the group that he is teaching to. His topics were great, but delivery needs adjustment. I really appreciate the time put into this and would like to thank Steve for everything.

- Bill Olsen's segment was the only weak portion of the workshop. I enjoyed the last ½ day segment where KAI was tied together but did not really enjoy the first full day largely because of his presenting style. Some of his interactions with the class were abrupt and almost rude at times. His abrasive style didn't go over well with me. Good topic but I would not recommend having him back. Maybe a different speaker/presenter could do the segment in future years.
- Instructor of innovation. Ability to obtain advice from other co-workers. Organized meet and greets.
- The presentations by Bill Olsen. I would have rated questions 1 & 2 as excellent but could not in all honesty due to the presentations by Bill Olsen.
- KAI
- Bill Olsen. Too militant and lack of knowledge of the audience.
- The innovation portion was a bit abstract for me and probably went a little longer than needed.
- Adding on the KAI and the offensive, not credible instructor.
- Bill, boring presentation style.
- Bill Olsen session-though I did get a lot out of the content of that course.
- The weakest part was Bill Olsen's part. Although an energetic presenter with great knowledge of his subject, it just seemed to go on much longer than necessary. His portion did have good information in it so I think it still needs to be presented.
- Bill Olsen was very disappointing! His demeanor and presentation was not appropriate for the audience. It was the only session of the whole program that I would rate with an "F". I heard feedback from many that they would agree.
- Bill's first day. He jumping into new models without much introduction and did not start with the class-level understanding and a baseline.
- I thought that everything was really good, however, I also believe that Bill's presentation could have been cut down to a half day from a full day. 1 ½ days was too long. I did like the concept, but I also think he could have done a better job at relating to the Forest Service (a little more research on his part).
- Bill Olsen presentation. I think the material was very good, but the presentation/ delivery needs work.
- Bill Olsen's segment.

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

- Role playing. Stepping into opposite views and strengths.
- Steve, I don't have anything vitally important to give you here. You got the hand you were dealt as far as the physical class room goes. Perhaps, give Ben more time.
- More info on how to facilitate team meetings.
- Less time on KAI, more time on making messages stick.
- Do more group exercises.
- Remove Bill Olsen.
- Get the group out of the classroom for activities. 2 weeks is a long time to sit in the same place. Group hike, picnic lunch, etc.
- Some use of scenarios/activities more relevant to Forest Service in dealing with conflict between supervisor and subordinate. Also, more outdoor activities. The walking and talking activity helped people think out of the box.
- Keep the KAI and creative thinking section, but maybe bring in a different speaker. Offer "refreshers", workshops that last about 2 days to get those of us who have taken this back on track.
- Name tags with names on both sides. Perhaps practicing what the course teaches- spend a half day of lecture outside-field trip, hike, picnic table, etc. I would expand Ben's topic or add a new one. He is a dynamic speaker.
- The only thing I can think of for improvement would be to cut Bill Olsen out but to get him more experience with the Forest Service and tailor a presentation to that.
- I mentioned this in #2 but I feel that KAI was interesting and useful. I don't know how many other people work with the instrument, but if there is someone out there more like the other instructors then it would be a good idea to have them involved with the course.
- Offer MBTI course in more places. Would love to take this course with my co-workers.
- Either drop the section presented by Bill Olsen or modify it.
- Have everyone put a challenge they are having at work and drop it in a hat. Can use these as examples throughout the class so we can have a real experience to relate to and it could help the person see a way to handle it. Also, a communication cheat sheet i.e., You would say "you idiot"-you should say"---". I got tons of ideas, not enough space. I'm a "J".
- I felt it was excellent training and don't really know of any improvements. The training held my attention and kept me engaged.
- More time with application of MBTI to better understand the basics.
- Well, I learned a lot from making mistakes. That was useful (and embarrassing). I would suggest an entire session on positive thinking. How to watch out for easy-to-make mistakes. How to not let short time frames produce short thinking.

- It's difficult for me to spend 8 hours in a classroom. My recommendation would be to have 4 hour days and extend the overall length of the class. However, I know this is probably not realistic due to those who travel.
- If you continue to include the KAI piece, I would suggest a different presenter. I feel that if Steve, for example, presented, it would have been better received.
- Move outdoors-away from the "district" activities.
- I also liked Ben's presentation, but it probably needs to be more towards the end of the class because it kind of takes away from other presentations.
- I would like to be challenged more, or feel that I need it, so group activities are very valuable. (Although it is sometimes like herding cats).
- I really appreciate that food and snacks were provided and that there were actually some healthy items. We all should strive to be more health conscious and when you put out sugary, fattening foods people will eat it even though they know they shouldn't.

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

- All except "7 Levels of change". Interesting to hear more from others in group.
- Bring in a successful NEPA ID team leader to provide insight leadership and problem solving in the specific area.
- How to accept suppressed good ideas that present change in the way leadership perceives them.
- Work/life ratio.
- Role playing on opposite type.
- More time to apply concepts to real Forest Service problems.
- How to effectively and clearly give criticism to a subordinate based on the MBTI.
- Conflict resolution, working with different generations.
- Perhaps expanding Ben's topics from 1 to 2 days would be helpful. A whole day of learning how to use and prepare power point presentations would be great.
- The Myers-Briggs is invaluable along with Ben West and his presentation on communications was great.
- Exposure to how the role of gender, age, culture, background, experience, chemical imbalances, etc. affect personality.
- Anything Ben could do so he's around a 2nd day!
- Group conflict. Role playing to get an opportunity to try it out first before going back to your forest. Time management options.
- I really enjoyed the Colin Powel insights and would like more insights from other great leaders.
- Interpersonal application of MBTI.
- Some kind of practical presentation rather than theory. For example, have a district ranger explain (from experience) what a day in the life of a district ranger is like.
- Possibly a more in depth communication section. An exercise w/ a team to actually develop a power point poster short brochure to present to the class.
- Public speaking practice/critique. Whole class as a team and tips to large group dynamics. Could focus on Natural Resource leadership where the production and end result is not always known at the initiation of project (variable).
- I think just a ½ to 1 day in generational differences (x,y,baby boomers) would be really interesting to tie into the class.
- Considering my MBTI preferences. Let me think about it for a while and get back to you!
- More on conflict and how to deal with it in leadership and communication situations.

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

- Not sure about "7 Levels of change". Maybe I missed some critical information. I found this topic least helpful. I will read material to give it a better chance. I found this more abstract and less straight forward or perhaps I am expecting more depth than it offers.
- Keep it fresh! Something to think about...perhaps 15% of the folks in this course started in fire. Since 1998, the fire (national) program has been teaching leadership through mission centered solutions (MCS) by Lark McDonald S.P.? These are great courses and it might be interesting to look at those and see how you can relate what you offer to what the fire folks have already gotten through MCS and how they connect with each other.
- Very insightful, especially the Myers-Briggs. Will already be helpful in my communication with others, both professionally and personally. Also, I think this will help me make my job more enjoyable now that I've identified tasks that I find difficult inherently (detailed, systematic, etc.) and that I have the ability to either make those tasks more creative and enjoyable or know that I need to be deliberate about when I do them and for how long. Also, that I need to focus on feeding my energy and my passions.
- Thanks, Steve for a wonderful training! I learned a lot!
- Excellent info, excellent instructors, excellent presentation. Thanks!

- This was a great workshop. Thanks! I would request my supervisor go, but he so resistant to change that he probably wouldn't get anything from this workshop.
- Everyone tells you what a great course this is. Of course when you see the 2 week schedule and the topics, you aren't sure you want to attend. However, past participants we correct. This course was awesome. Definitely worth the sacrifice of being away from home for 2 weeks. I learned a ton about myself. I know I am going to benefit and those around me will as well. I have taken a lot of training courses over the past 20 years of government service. This definitely ranked in the top 3 for content and my number 1 for enjoyment.
- Thank You! I was told by several people that this was the best course they ever took in many years with the USFS and I whole heartedly agree!! I'm hoping I can make it to the advanced class in the future!! This was an amazing chance for me to learn about myself and others and about my style of leadership and communication. Plus, I loved getting to know everyone involved!!
- The only real weak spot in the workshop were the presentations by Bill Olsen. Perhaps, if these topics were presented by someone with more of a natural resource background, more of a connection to the Forest Service, then the info may have more use to those working for the F.S. Seems like his presentations were geared a lot more towards those working for large companies/corporations in the private sector rather than for individuals working for the federal government. Other than that, this was a great workshop!
- Toolbox summary-all links in one location. A business card to post on our monitor. We could fill it out @ the end that we wanted to remember on a daily basis. Laminate it and post in an area and it could remind us. I would like to hear the pet peeves of introverts and extroverts. I would also like to know how to get into the consulting business like Terry, who has been in the service and is now doing this this work.
- Excellent location for this training.
- Just want to say "Thank You!" .
- A refresher type course. Maybe 1 day every year or every other year would be great to help reinforce the use of this material.
- Steve kicked off the whole class so very well! Built a class of enthusiastic engaged participants but unfortunately Bill Olsen deflated that enthusiasm. I understand not everyone can be a great presenter, but it's important to be aware of who you are presenting to and not be demeaning when questions are asked. And, to give direction so people are comfortable and understand task.
- Thank you Steve for putting this together! Thank you to "Mrs. McMullin" for the behind the scenes support. The food was great. I appreciated the fun, creative and positive approach.
- Great job. One of the best classes I've ever taken.
- Steve, your last presentation, wrap up, was great! I always enjoy hearing others experiences and little nuggets. This was the best move I have made---to take a chance on this workshop. Thanks for putting all of this together and improving it yearly.
- All instructors should be required to print all of their handouts 2-sided to save paper. Worksheets to color should have been made available only to those who wanted them in an effort to save paper.

Workshop Content and Speaker Evaluations

<u>Rating Scale</u>		
4.3	=	A+
4.0	=	A
3.7	=	A-
3.3	=	B+
3.0	=	B
2.7	=	B-
2.3	=	C+
2.0	=	C
1.7	=	C-
1.3	=	D+
1.0	=	D
0.7	=	D-
0	=	F

DAY 1 A.M.

Heather Provencio – My take on leadership in the Forest Service

- A. **Value of material** 4.00 (A-F including + and -)
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?

- I like Heather's personable style and positive attitude. I would like to strive to be more positive and exude a positive attitude to all my co-workers.
- It was great to hear about her path to where she is today and her analogy to our paths being like a trip.
- Play to my strengths more and work on my weaknesses.
- I found out in the course that the traits she exhibits are the preferences of my ENFJ type. If it is working for her, I should be able to make it work for me.
- Heather was a great speaker. She inspired me to keep moving up. Great example of the F.S. occasionally gets it right. Her story of success has made me want to continue moving up in the organization.
- I liked Heather's story about her somewhat unplanned leadership path. Likely relatable to most folks in this class.

D. Comments:

- It is really good to hear a line officer's 1) varied experiences and how it applies to career 2) encouragement for this sort of continuing education.
- After the presentation, I asked Heather to be my mentor and she accepted!
- Thank you for taking the time to come talk to us!! I wish you were my ranger!
- Great
- Good speaker
- Heather is exactly what you would like in a supervisor. Direct, honest, trustworthy and most important, approachable. I wish she was my boss! I didn't hear one negative from any of her employees in the class. They all said she was a great leader!

DAY 1 A.M.

Steve McMullin—Attributes of Leadership

- A. **Value of material** 3.88 (A-F including + and -)
B. **Quality of Instruction** 3.98 (A-F including + and -)

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

- Expands my thought on leadership.
- Even though I am not a supervisor or front line officer, I am still a leader. I will be able to apply what I learned to how I work with co-workers on projects and on day to day tasks.
- I hope to apply these insights to future relationships in my workplace.
- I'm sure that I will be able to see personality types when I meet new leadership based off the multiple attributes we talked about.
- I think it was great to see what everyone hoped for in a leader. It was a good reminder that we can sometimes expect too much from our leaders, but I think it would be good for many of our leaders to be reminded about what to see in them. It would be nice if our list could be typed up and sent to the various leaders in the F. S. (District Rangers, Forest Supervisors, Program Managers at the Regional Level, all the way up to the Washington Office).
- Good framework. Give me ideas on what I value in a leader and how I can strive to be that type of leader myself. My top 3 were all agreed upon by others in my group. Common traits valued by all of us.
- Learning how to improve my own effectiveness.
- I will review this information to better understand how this applies to me and those I work with. I need to recognize when I apply the S or the N traits. I exhibit both primarily S at work and N at home.
- Apply all pieces as situations arise.
- Putting all this information (attributes) on one list gave me a good idea of where I'm at and where I'm striving to go.
- Keep a list close by of good attributes.
- Great to know how leadership attributes can vary depending on personality.
- Like the MBTI, this was great to show clearly how differently we perceive what a leader should have as characteristics and what we want in a leader.

D. Comments:

- Very insightful
- While I enjoyed the list making in a large class of 32 with 70+ attributes, it became somewhat redundant. You simply cannot spend that much time and not expect some folks to drift and struggle to come up with words with mean the same thing. When we ranked the top 10, the top 10 were very similar in all groups.
- Very interesting-provided a lot of food for thought!
- Great class! I learned a lot about me and how I currently work with people and what I need to adjust.

DAY 1 and DAY 2

Steve McMullin – Myers-Briggs Individual Differences

- A. Value of material 4.01 (A-F including + and -)
B. Quality of Instruction 4.11 (A-F including + and -)

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

- Definitely has been insightful into why I run into roadblocks both in communicating and workload management. Plan to work more on verbally communicating thought process and also scheduling the tasks that I find most mundane early in the morning and break up those up those tasks so that I don't lose all motivation and feel wiped out. I will also pay more attention to my energy levels and making sure I nourish my needs for personal space and thinking/contemplation.
- I now have a better understanding of why I have a difficulty working with some people and not others. I am taking this information with me where I can now better understand and communicate with people. Basically, I will be more patient.
- Knowing my tendencies will help me adjust to the different interactions I have with other people.
- I've learned that I am more of an S than I thought I was. Although, I am certainly a mix of S and N. The E, T and P are right on. Point being, I will be more aware that I prefer S type characteristics at work (which is evident) and in my personal life (has not been so evident).
- Very useful info! Appreciate explanation and insight.
- Understanding my strengths or weaknesses in the workplace will help me do my job better, improve my leadership and communication skills and improve my skills in understanding and working with my co-workers.
- It will help me to understand how I am with others.

- It's great to understand how I function and to see how others I work with function.
- The MBTI results were the most insightful information I have ever received. I wish I had done this a long time ago as it would have helped me understand (or at least be more empathetic) other points of view and it would have helped me to long ago understand my strengths and weaknesses. Certainly this information will be beneficial in all aspects of life.
- I learned a lot about myself. Hope to be able to apply it all in day to day relationships. The Myers-Briggs typing was way off until they all came together.
- Relating to other people. It reinforces the fact that we are not all the same.
- Taking Myers-Briggs information and training to employees w/in next year. Utilize a shortened version and emphasize temperaments and how best to utilize strengths.
- Understanding co-workers.
- This truly shines a light onto reasons why I do things the way I do. I'll be able to play to my strengths and avoid playing into the problems that I have now been made aware of.
- This was awesome. Learned more about myself and my personality styles in 2 days than I have in 2 years! I will be using what I learned back in the office. I now can work on improving my weaknesses as well as developing my strengths.
- I now have a better understanding of my strengths and weaknesses and can see how others may be seeing a situation in a different way than I am.
- Recognizing my MBTI and that of others and honing my communication/interaction, using that as a tool.
- I got to know myself better and feel that I am in a better position to set myself up for success.
- I will add it to my toolbox and be able to get an idea of how people think and view things. I must understand that MBTI does not explain why the dinosaurs are extinct (or maybe), so I must not hold it too close to my heart.
- Being able to better work with other people by recognizing what might be their Myers-Briggs type.
- The MBTI information will help me to stop and think about whether a particular style of dealing with a particular situation or with individual people is actually the best one to use at that time.
- I believe I will be able to use MBTI profile to help understand why people are the way they are. It should give me confidence in my abilities to solve issues encountered in my workplace. Assist in developing an effective working relationship knowing my and others' strengths, weaknesses and personal style. Plus, it's just fun to talk about with others who have been through a MB analysis.
- This is a great way to learn more about yourself and understand how and why other people are the way they are. It is all becoming very clear to me now. I can definitely use these preference/personality tools to better understand interactions and now be able to take a step back and re-evaluate my responses. I really like all the group activities instead of just lecture!
- It helped to know what my personality type was and ways to manage people.
- Most significant material of course. Useful in all relationships- personal and professional. Would love to see this taught on our forest. Great "team building". I know my classmates better than people I've been working with for years.

D. Comments:

- Very interesting-provided a lot of food for thought!
- Great class! I learned a lot about me and how I currently work with people and what I need to adjust.
- On the "finding your best type" sheet add type descriptions: E or I=Energy flow attitude, S or N =Perceived function, T or F=Judging function, J or P=outer orientation. Could use a better segue into the temperament and leadership types: NF NT SJ SP and why we do not use NJ NP SF or ST. Provide a list of recommended reading/citations.
- Thank you!!! This was a wonderful experience.
- Ask people to write names on back of green name cards so the people behind them can call them by name instead of "hey".
- Great job presenting this information, Steve.
- Would like to pursue further training. This appears to be the training I have needed for a while.
- Very good that Steve stresses the fact that this is not an absolute science and is more of a guide to self-understanding. Also good that he stresses no box is "better" than another. Good presenter who knows how to appropriately use PowerPoint.
- Have had exposure before, although given a new perspective was very helpful.
- Thanks for the book, I'm still too weak to apply.
- For me personally, I would have liked to have a handout that showed how the different parts of the MBTI linked together. I feel that I did not come away with a clear sense of how J P T F all combined with S N and E I. I also missed the boat and don't have a clear idea of how temperament (N F), attitudes (E I J P) and functions (S N T F) work together. Tony D.
- Can't believe how clear things became for me. I fit into my ESFJ almost perfectly. Definitely feels right to me!

- Delivery and content of the course is excellent. Appreciate numerous breaks and small group exercises. Not enough time spent on temperament and order of problem solving preference to fully understand-felt rushed.
- The material is B+ because it is not the ultimate theory. I thought the lessons were presented well, especially with the use of exercises, lectures, interactions. It was able to target my learning style but included all modalities for everyone.
- It seemed like several of us got caught up in our “work persona” rather than our actual way of being. So, it might be helpful to encourage people to take the instrument home and fill it out there.
- Steve has been teaching this material for a long time but still has a passion for it. The challenge will be to keep it “fresh” and not always pull out the same exercise, quotes, and stories. Keep it interesting for yourself because you never stop learning.
- 2nd day in the afternoon was a little long and confusing.
- Type dynamics is interesting and would like more time understanding this. Slides jump from JsPs to ENiTeJ ENeTiP to EsIs. Covering this too quickly likely loses some of the students.

DAY 3

Terry Tipple—Leadership and Management

- A. Value of material** 3.66 (A-F including + and -)
- B. Quality of Instruction** 3.77 (A-F including + and -)

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

- Separating leadership style from person will help me be a better team member. Now I know the style I like and why I get annoyed with other styles. It’s not personal.
- Learning the difference between leadership and management.
- Being aware that I need to use more approaches to leadership to encompass different aspects (mentor, director, broker, etc.).
- Lots of good lessons on decision-making.
- Anyone could use any of this in any job they were in, so it is all useful.
- I am striving to become a better leader. Terry’s talk and slides have given me some ideas and tools to do that. His way of providing examples stuck and made a strong impression on me. I will be going back to his presentation and reading the books he recommended.
- It was good to see several examples of well-respected, successful leaders who use different leadership styles. It supported the idea that regardless of what your natural leadership style is, you still have the potential to be a very effective leader.
- This information is important in self-reflecting yourself as a leader and what I can improve on. Effective leaders need to be well rounded in their capacity, so I will strive to that.
- New light has been shed on the world and I will be looking at it in a whole new light.
- Gave me some tools and ideas that I can use to develop my own leadership style. Like Heifetz mobilization concept and John Gardner concept of understanding not action is the key to good leadership. I will be using both of them back at the office.
- Seeing where I fall on the management wheel helped me to clarify my strengths, weaknesses and that I need to strive to find a balance to be a more effective leader.
- Leadership management/conflict resolution-1st half of day was excellent. I will utilize this in my work and in supervision duties, very valuable.
- It is very valuable in relating to other people and how they interpret data. The drawbridge exercise was very valuable in showing how some people can conclude things that seem completely baffling to the rest of us.
- Finding style of leadership that somewhat fits my thoughts and values of a leader.
- Many of the models are useful and I will copy the one I find most useful and post at my desk for reference. I plan to also share this information with co-workers in a leadership role.
- Will refer back to the information as situations arise. Good background about myself and useful leadership tools.
- I know what areas I need to work on to become a more well-rounded leader and manager.
- I really enjoyed the Colin Powell 18 points. I hope to use them to find my comfortable style.
- Excellent information.
- Yes! I will take a lot home.
- Broadened my perspective of leadership and how to develop a well-rounded and balanced style/team.
- Great ideas on separation and overlap of leadership and management. Like the other presentations of preferences/type, understanding how we and others perceive and react to the world is so enlightening.

D. Comments:

- Really like the Colin Powell section. B grade given for quality of instruction only because more breaks would be beneficial.
- I was brain dead by the afternoon. I wish there were more interactive activities. The information is good, but I lose interest and attention when I have to sit for long and it's lecture like. Terry has a great personality though and sense of humor.
- Terry is a dynamic speaker and motivated presenter. I really enjoyed the day. At the end of the end, I felt empowered not overwhelmed by all the information.
- Terry needs to be a bit more careful about how he interacts with participants. He probably thinks he is being funny and interacting well with the group, but his "teasing" comments can really discourage people from participating because we don't want to be mocked. It's one thing to do so in a personal setting, and another to do so as a "teacher". The example that really stood out for me was his treatment of the individual who said mentoring was his least used style. The comment that he should be aware of all those people who said mentoring was their most common style would probably have been ok, but Terry completely stomped over the participant's attempt to explain that he didn't supervise anyone so he didn't have the opportunity to use that style, and then Terry continued to mock him. This interaction made me hesitate to ask questions or make comments. On the flip side, it was a great example of how I do not want to treat a group of people.
- The instruction was good, but it felt a little long in lecture. So, I found myself wandering. Not that the material was not important, or the instructor boring, I was sitting a little long.
- Loved the Baroness exercise. Really demonstrates how different MBPT's view life and how different they can be from you.
- Did not relate very well to the Colin Powell lessons. Not that they are not powerful thoughts.....just late in the day and session did not resonate with me.
- Keep the Colin Powell presentation as part of the course. No matter how many times I see it, I still think it is valuable, and we learn by repetition.
- Really enjoyed Colin Powell. Thoughts of what a leader should be.
- Excellent speaker/facilitator, positive, supportive, and humorous. Knowledgeable. Should be more aware of when breaks are needed, particularly in a tight room where one cannot slip out to use the restroom without being disruptive. Use more exercise and less power point slides. Really liked Colin Powell's leadership points- true tested yet fresh.
- Terry has great insight and stories and allows for questions and comments, but I think he needed a little more time to finish today as it seemed rushed at the end.
- More group/get up exercises.
- Explore leadership/management relationship and how it works together. That is what I would like to see expanded. My perception of Terry is that he is well polished, highly experienced and engaging.
- Excellent content and delivery. Enjoy conversational style with personal examples/stories. Could use more breaks, especially after being spoiled by Steve.
- Fantastic!

DAY 4

Terry Tipple-Influencing People, Conflict Resolution

- A. Value of material 3.71 (A-F including + and -)
- B. Quality of Instruction 3.90 (A-F including + and -)

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

- Different situations require different thought process on what types of decision process can be used.
- Will do a better job using other methods to resolve conflict (and identifying which ways may be the most effective).
- Valuable in coming to a result during team and individual projects.
- Very thought provoking and causes me to rethink how to handle different situations and not shy away from dealing with conflicts.
- This is review for me although interesting.
- Influencing people portion was very interesting. Seeing so many people in the mentor block was interesting but not surprising considering we as F.S. This will help me to emphasize my strengths.
- This day was much better than Day 3. Less lecture and more activities better. I liked the Thomas-Kilman Conflict Mode Instrument-tells us more about ourselves and others.

- Conflict is many times a big part of my job. I do not handle it very well. It is nice that my thoughts are not typical. I will use this material frequently and hope to keep learning.
- I liked learning about the Decision making Model (slide #5, determining where my preference is and exploring potential situations where other styles might be better.
- I will use the interests vs. positions idea in team/project discussions. I will use the lessons learned on the negotiation exercises/models.
- Group examples were excellent. Felt good when my answers came out. Really learning a lot about myself and my leadership and management skills. The decision making model will be useful in meetings- Next time I am a project leader it will be posted in the room!
- Recognizing how different people operate, such as competitors that are unwilling to budge or discuss things rationally. Some people just enjoy conflict. Makes me think to consider more aspects in negotiation.
- Another useful tool to help me identify how/why I respond in a situation. That self-awareness will enable me to step back and react differently-possibly improving my handling of a situation.
- Knowing where I'm strong and weak according to the Thomas-Kilman Instrument will help me know what I need to work on. Don't get distracted by Gremlins, so stay focused on the problem!
- Going to use the conflict resolution technique of separating the people from the problem.
- Yes! Multiple take home messages.
- This will help to remind me to slow down and think, focus on the issue at hand and to separate the people from the issue.

D. Comments:

- I really appreciated having the time to reflect on what we had learned during the previous day.
- Thank you.
- I think maybe you still need to do a little tuning up on the new material on conflict, not presented as well as the parts you have been teaching for awhile. Also, handout from the slides was missing in the binder.
- Could be expanded a little more and maybe not on a Friday, however, not many topics are good for Fridays.
- We didn't even get to Best practices which would have been very helpful. Terry spent too much time in personal story telling and social interactions with participants. The last five slides in the handouts seem like they would have been the most useful part of his presentation and we didn't even get to them because he went on so many tangents.
- Excellent TKI model. Excellent "Sally negotiation" exercise. Great discussion.
- Enjoyed the Sally Soprano example. Felt "good" about our end result! Found out I am a very high compromising and high competing-low avoider. Gremlin-great reminder-solve the problem first!
- Very good and insightful. Brings up a lot of good concepts to consider in negotiations besides the bottom line.
- I like all the activities today as they help me learn much better and keep me engaged. Thank you Terry!
- Work the problem!
- The presentations were fantastic. Terry's emphasis to encourage other, contrary opinions or views was particularly refreshing and made this a better learning environment, not a lecture.

DAY 5

Ben West-Communication That Works

- A. **Value of material** 4.03 (A-F including + and -)
 B. **Quality of Instruction** 4.10 (A-F including + and -)

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

- Will use all of the tools presented by Ben. All of these are very useful. Improving my public speaking and PowerPoints are the primary.
- Definitely will apply concepts in my presentations and to support my reading habits.
- Think about presentation and message. Know the audience, material being presented to provide effective communication. Understanding about keys to good PowerPoints. This is a big part of my job duties and I will revisit those.
- Will change my PowerPoints and try to use as a backdrop rather than cliff notes.
- Definitely will use the tips for public speaking, storytelling and PowerPoint simplicity.

- Definitely will apply principles of better PowerPoint presentations.
- Improve presentations, improve PowerPoints, improve speaking, make things stick.
- Of all the instructors, Ben's portion was the most practical application. Especially the "better" way to prepare slides. Even the small time spent on e-mails hit home I hope for those who over use it and trust it like it's private mail. Someone once told me never write anything down that you don't want to see in court and I have always followed that advice.
- I will be able to use just about everything that was discussed during the day. It was nice to have concrete examples of how we can improve our communication skills particularly regarding PowerPoint presentations.
- The thing I can use the most is the information regarding the use of PowerPoint presentations. He is so right that most people use them to remember their information-boring!
- This should be mandatory for all FS employees. Many times doing something wrong becomes the norm because no one knows better.
- I will make presentations more effective, keep the audience in focus and make my point. Ben practices what he preaches. He kept the audience right with him every second. Very good speaker, not a wasted second.
- Applying PowerPoint guidance to my job and taking a more strategic approach toward presenting.
- When there is a need for an idea to stick, use the tools to make this happen. Also, to study speakers to help improve my public speaking skills and reduce my stage fright.
- This will be great for focusing on communication and presentation. The presentation, speech and writing section were well integrated. This is especially important in a very technical and bureaucratic environment where everyone already complains about more work, presentations and meetings!
- Excellent speaker. Really kept the audience in focus. Being able to put together a PP presentation for meeting/talks will be an invaluable tool. The dos and don'ts of PP-great learning tool-will be used in office and for external presentation.
- Better speaking skill and better PPT skills---will be very useful.
- Communication tools are the most valuable pieces of information-great tips and reminders.
- Better use of PowerPoint in putting together presentations. Presenting information better. Putting together better PowerPoint presentations and communicating better with audience.
- Implement success and the lessons of better PowerPoint presentations into my job. I learned many things today to help me communicate better no matter what the manner.
- I will try not to inflict death by PowerPoint. I will try to simplify my presentations, polish up my public speaking skills, and try to tell a good story. I will read. I will try not to resolve conflict through email.
- Very helpful. Thank you!

D. Comments:

- Excellent information and presentation. Never a moment of awkwardness-positive, fun, informative.
- Insightful, useful and enjoyable.
- Could put Ben last with his high energy.
- Would like the option to bring in a PowerPoint to have it looked over and get constructive criticism. Have Ben go last for all guest speakers.
- Excellent speaker.
- Ben is an excellent presenter. I could have listened to him another day. Steve, thanks for including him in your class.
- Ben led by example. His presentation was very entertaining and targeted toward his audience. His sense of humor and his enthusiasm made the class a real joy rather than a real drudgery. The topic could have been presented in a horribly dry fashion, but the stories and video clips kept our attention and served as great examples.
- Last hour 3-4, really drug out-seemed like redundant information. Ben is a good, engaging presenter. Took home with me: Capture the audience. Convey your message. Conclude once.
- Would like more info on this topic
- Very insightful and useful. I think that one of the best elements of this training was pushing the audience to "critically think" about how they present. I also felt that the various examples of speakers was effective- a smart way to incorporate real exemplary examples of good presenters.
- It was very refreshing to hear and see good communication emphasized. It brings back to mind the fundamentals taught to me by Mrs. Kline in the 5th grade!
- Ben is a captivating speaker. His "SUCCESS" model really hit home. Going to use to make me a better speaker.
- Thank you!
- This was great!!
- Thank you Ben for all the amazing information and for being so great at conveying it!! Thanks for having Ben here, Steve!!
- I missed the morning yet I will read the book "Made To Stick". Thank you!
- Our leadership team should be required to attend the session on PowerPoints. Ben should do Forest Service wide trainings on the proper use of email.

DAY 6

Bill Olsen---7 Levels of Creative Thinking

- A. **Value of material** 2.52 (A-F including + and -)
B. **Quality of Instruction** 2.33 (A-F including + and -)

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

- Brainstorming ideas to create a creative environment (which will make work more enjoyable).
- Knowing the KAI concept is very helpful when working w/a group, it is an additional tool to the MBTI. I also liked all the ideas of making the workplace more creative.
- The information was helpful in realizing our comfort zones. It is also important to create an environment where creativeness is promoted.
- Not much—difficult to translate to Natural Resource management since we aren't trying to "sell" a product vs being influenced in team settings.
- Don't think I will be able to use the concept. It made no sense to me. For example, being on one side means you do things better and the other side was different. To be better means you do things different. So how can you measure on a scale like that? I will try to use the post it poster of creativity.
- Be more tolerant of people's ideas.
- Think of new ways for presentations.
- Many of these ideas presented I already use, however, this course helps me recognize and improve what I do.
- Still not sure how to apply the O,E, R scores when meeting a person/co-worker (how to gather their personality info –could be insulting).
- I like the idea of distributing "stress toys" at meetings before you ask for creativeness. I like the "doing things differently" model but less time could have been spent on explaining and demonstrating it. Like the idea of using the blue slips in meetings to get everyone to write down their ideas (introverts and extroverts).
- Keep in mind that people think differently.
- I will definitely try to use the O, E, R scores from others to help me communicate, work well together and trust each other in office settings. Not sure how I know what their scores are-develop this skill with other things I learned in this course.
- I think the information presented could be very useful, but I will have to read the book to be sure. The presenter's style really interfered with my ability to assess the information presented. For someone who talks about altering your communication style to reach a wider audience or other personality types and communication styles, he did a really poor job of reaching out to his audience.
- I'm in a position where I will be able to actually be somewhat creative this field season, so I should be able to use a lot of this in my job. I also feel it will be valuable when dealing with interdisciplinary teams.
- Be more open to creativity in my job. Write ideas down and take the time to talk about them to get a better idea of the idea and stimulate new ideas.
- Theory made sense but difficult to apply to my work. Forest Service specific examples may help. Instructor seems to have limited knowledge of what kind of work we do.
- Maybe it can help understand change. Probably won't since it was such a sales pitch. I think KAI may be a fad/scam.
- I want to hope the 7 Levels will work in the federal agencies. What would creative leadership look like in the F.S.? Mind shift model, I want to try it, but will I get action? At the end of the day, because what Bill is saying is so different it's become thoughtful for me. I'll have to read the book to understand what point he is trying to teach.

D. Comments:

- Spent too much time on basic concepts (lost me). Gained more interest when we started applying ideas, specifically to create a better workplace. Functioned on stereotypes and dichotomies—hard to relate to.
- He never really connected to the audience.
- It is tough to be Bill Olsen after the audience was introduced to keys to presentations. I felt that he was under the microscope and it was easy to point out the faults. It would be helpful to him to have known the audience, the agency and training from Ben. Second half of the day seemed like he bet upon the "sales pitch" and the intensiveness to deliver the message to his audience.
- Bill seemed a little out of touch with the audience. Are any of us talking to senators or selling cosmetics?
- Bill needs to see Ben's presentation. Ben needs to go last or else we will pick at every presenter after. Needs a better understanding of the Forest Service to use some real life examples. Customer service is a bit different in context. Has NO knowledge of audience!
- Start with overview instead on jumping into a "foreign" model. I would prefer that the presentation build on what the audience may already know and do. There should be a "determination" of this as a starting point. The exercises seem

elementary and I would like to have the purpose presented first, rather than afterwards. Examples and experience for instructor is most useful. After Ben's presentation, Bill's PowerPoint needs improvement.

- I feel that Bill is having a difficult time relating to our group. I know I am having a hard time relating to his style. It's a bit unorganized. I also did not appreciate Bill's attitude. When I asked a question he was dismissive and didn't answer my questions. I feel like I am an intelligent person but found myself often confused by his instructions. Because I was confused, I couldn't often participate fully in the activity. Because of this, I was feeling frustrated. I also thought the activity where we were supposed to come up with our own SO number was not productive. I don't know my SO number? Or do I understand how to get it? Maybe he should have begun his presentation with doing something "unexpected" like Ben had suggested to get our attention and help us like him-(Bill). Needs to update his PowerPoint slides. They are not very dynamic.
- I felt like I was in an infomercial! Ugh! Too scattered, don't like his style.
- Seemed to get a little too repetitive in some spots.
- Great ideas and concepts, just not sure how much of it will be applicable in the Forest Service office setting. Not sure how familiar Bill is with the Forest Service, our culture and our restrictions.
- It would be a good idea if presenters knew audience participants-Forest Service, not Forestry Service.. "customers"-instead of visitors, partners, not enough explanation (teaching) curt demeanor, most of class confused about instructions for exercises and when asked for clarification-not explained/dismissive.
- It seems like a basic step for a consultant would be to figure out the name of the agency he was hired to instruct (Forest Service, not Forestry Service). This oversight seems indicative of a speaker who doesn't take his audience into consideration. Bill did not seem to be in tune with his audience or adapt his style for his audience. He seemed to have some good ideas, but his presentation style invalidated them. When someone feels the need to raise their voice to make their point, I tend to feel their point isn't important enough to listen to.
- I think the presentation would be more effective if the creativity message were tailored to the Forest Service. I had a hard time seeing how this was going to be implemented in my job. I see its importance and believe it, but applying it to a slow moving government agency will be different than a private industry or the great example of rethinking the way the Navy outfits their equipment.
- Reception of questions and delivery of answers needs work. Needed more examples of explanations up front of SO, E, R, before we score ourselves. Natural Resource themed examples of applications up front would be helpful.
- I didn't connect with Bill on the same level as I did with all the other instructors. His teaching style did not engage me very well. While I did appreciate some of the information he presented, I don't think this is something I'd like to see in this course in the future. Maybe it's because we are in the USFS and not the military or private industry that he just doesn't work for me.
- Directions for activities were sometimes unclear.
- Lots of irrelevant examples, often offensive. MBTI much more meaningful and having another (KAI) made it confusing. Lost credibility by calling us Forestry Service.
- I am having a hard time relating this to my job, my life. He talks about communication but does he have to talk so loud? I know he has passion, but what if he took it down a notch?

DAY 7-AM

Bill Olsen—Innovation

- A. Value of material** 2.81 (A-F including + and -)
B. Quality of Instruction 2.60 (A-F including + and -)

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

- Info today was very useful. Pulled yesterday's lesson into clarity and really makes sense. I agreed with my rating. Taught me I am a "bridger"-will be useful in ID team meetings as well as project leader. I will be able to relate to both adapters and innovators.
- Recognizing more preferences for working together, communication and trust was really helpful and it was interesting to reflect on those with whom I found quick connections. Also, knowing the degrees of change in the "seven styles" was a great way to understand personal choices to make change and better understand others' moves.
- Change is possible, pathway is different.
- I am beginning to see we need this in the F.S. It's going to be up to us to change. Again, I am exactly as I am based off KAI, but I will use the tools to communicate to the left and right of me. Team building exercises were very good and sharing of ideas were great and would like to take home.
- The information that was presented on the second day seemed more useful than a lot of the information presented on the first day. Bill's presentation style seemed much better today than yesterday, but it still seemed very top-down rather than an interaction between instructor and participants. I really liked the last exercise we did with having the teams develop

strategies for improving creativity in our "office". It gave me things to think about that I could do when I get back to my home office.

- Help in recognizing the differences between people and groups.
- Unsure, although I will give it a chance. Will read more.
- This day, tying it all together, may be useful.
- This was a little better than day 1 but still a stretch. If Terry presented this type of topic, it would be better received than Bill. I would say Bill was a waste of time and money.
- Knowing my KAI score will help me understand the best fitting role for me on teams and how I work as a leader.
- I should be able to pick out what teams need bridges, more innovators, adaptors, etc.
- Good application exercises. Could be combined with day 6. Stupid zone=identifying how and when to get out.
- I would like to have the KAI and MBTI for all the folks in my district, then I could really use all the info I have acquired in this class on the job.
- More applicable than previous day. I feel much more convinced of KAI after it and was demonstrated with live people.
- I felt these concepts were fairly abstract and I questioned the realistic applicability to the real world.
- Will use ideas from: 1) Good discussion about how to define the problem by asking the question do you like.....to do things better?" (adaptive/accepting)....."to do things different?"(innovative/challenging). 2) Good measure of "stress" model. 3) Good presenting of "relative" values/differences.

D. Comments

- Bill is passionate and really knows his subject matter. It seems like he was "new" when it came to presenting to F. S. audience. His direct style seemed to rub people the wrong way. Perhaps he can tailor his presentation more towards the F.S. agency. Overall, good to see a different approach to Myers-Briggs Psychological Type.
- Bill seemed a little uncomfortable or unable to make a good connection with the group. His ideas were good and very useful, but it took some work to get it put together. I found it very valuable (the information) but I think it could be reduced to a day, a bit intensive.
- Keep things relative.
- Today, Bill you were different, why?? Because of yesterday's evals?? Understood better the audience you were speaking to? It's killing me very time you say Forestry Service. We are the Forest Service. I do admire your ego.
- I'm not sure if Bill is aware that the adjectives he uses to describe Myers-Briggs personality types implies that some types are "better" than others even though he states that none are "better" than others, same with KAI. When Bill gives us an assignment, he should stop talking while we are working to let us concentrate on our assignment rather than make us split our focus between him and what we are supposed to be writing.
- Got a little repetitive. Think all of yesterday and today could have been done in one session. It got too repetitive and too many activities.
- Very abstract topic and not easily grasped for me.
- Generally abrasive and not credible. I would suggest another instrument to sample in a couple of hours.
- Knowing this background was in MBTI, probably shouldn't have bashed it as unbelievable.
- I really liked finding out and hearing about my KAI score, but I'm still not big on Bill's teaching/speaking style. I did like today's portion of the workshop better than yesterday as I felt it was good to see the overall picture of KAI, but I still don't know that I would recommend keeping this portion of the class with Bill. If there is another person that does it that is less black and white, then maybe spend a day on it.
- The previous day was losing me and most people (as they did not show up today or did not want to show up today). So, tying together day 6 a little better would be beneficial.
- Better than previous day in that related more to the class and showed relevance.
- This was good stuff. I will be able to use this. Bill may have had a presentations style that some in the group may not appreciate, but the instrument and information were good and relevant. I would keep him in.
- Bill seems to be hard of hearing-he misses comments. USFS people notice every time Bill says " Forestry Service or Forest Servicistry" It is the US Forest Service. Bill seems very knowledgeable and experienced and did a good job of explaining a non-definitive model. Good job pulling together the "pieces". Improve the PowerPoint, less blue and bullets, more innovative.

DAY 7 PM.

Steve McMullin – Team Leadership

- A. **Value of material** 4.08 (A-F including + and -)
B. **Quality of Instruction** 4.08 (A-F including + and -)

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

- Fundamental logistics and meeting planning are great and extremely valuable. Just causing a moment to think and consider your meeting attendees is immediately valuable.
- Working as a team where everyone contributes can lead you to more effective decision making and problem solving. Concepts of facilitation and effective ID teams are critical. I have witnessed firsthand how effective an ID team lead can be when adapting a facilitator like approach to meetings.
- Sharing with my employees. I believe we "learn best what we best learn to teach".
- Improving meeting reports, clarify ground rules.
- Recognize the value in teams even when they are frustratingly slow. Illustrate that planning can only take you so far-with the construction exercise it showed that more planning time wouldn't help. Don't use a team when time won't allow for a team to function.
- It would be great to have better facilitators at our meetings.
- All the information about effective teams and meetings- room organization, team charter and meeting report will be important to incorporate into my meetings.
- I will use many things from this lesson. The diversity of this topic was great.
- I got a lot of really good ideas of how to improve the meetings that I run and I am looking forward to implementing them!
- I would like to clarify roles in meetings and ask outside departments to be a recorder.
- Excellent demo of how teams can make better decisions than individuals.
- Personality typing: there are people just like me, ensure that I am not dominating a team, assign the best person for the job, relative strengths within a group. Presentation: encourage more creativity and fun, practice storytelling.

D. Comments:

- Great presentation, Steve. The tinker toys project was fun and insightful.
- Group discussions may take longer, but team decision give you more tools to make a better decision. As usual, Steve's example exercise was great and proved his point!
- This topic of meetings and leadership is review for me and not new-good review for some.
- It was a little rushed, but that was appropriate. Although the last day and ½ was mostly wasted time,so more time to discuss meetings would have been better.
- Great activities!
- Arctic exercise is good, fun exercise for teamwork. Building exercise was the most fun.
- Subarctic survival situation needs to have more time. The tinker toys exercise was thought provoking.
- Great group activities that really drove the point home.
- I really enjoyed the games, the survival skills and building group projects. This is such an important part of leadership and so often overlooked!! Thanks!!
- I would like to expand on this subject and will use this in the future.
- Great team builder!
- Great team building exercises. Reinforced what I already do....yes----no (continuum) rules can be broken, fun, listen. Learn—presentation, storytelling, read.

DAY 8 AM.

Kristen Bale—My Take on Leadership in the Forest Service

- A. **Value of material** 3.61 (A-F including + and -)
B. **Quality of Instruction** 3.39 (A-F including + and -)

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

