



From Management To Leadership

An Independent Evaluation
of the Centre for Public Management's
'From Management To Leadership' (MTL):
a Four-Day Residential Program:
1996 to 2008

Final Report

Dr Andy Butlin

Amity Management Consulting Group

October 2009

Evaluation of the 'From Management To Leadership' Residential
Program – 1996 to 2008





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Dr Andy Butlin

Amity Management Consulting Group is a Canberra-based firm specialising in high quality public sector management consulting to executive level management in the Australian Public Service. A particular specialism of the firm is the evaluation of program impacts.

Established in 1993 by its Principal, Dr Andy Butlin, Amity has for over 15 years provided advisory services to well over 20 major Commonwealth Departments and conducted hundreds of major assignments.

Dr Butlin, a management psychologist, has over 30 years experience in working in and around the Australian Public Service both as a senior manager and consultant. His particular fields of expertise include:

- Program Evaluation and Review
- Human Resource Management
- Integrated Administrative Design
- Change Management

Dr Butlin has completed over 40 major evaluation assignments for a wide range of Commonwealth agencies.

Dr Butlin has a Bachelors degree in Applied Psychology from the University of NSW (1979) and a PhD in Psychology from the Australian National University (1986). He is a member of the Australian Psychological Society, a registered psychologist and a member of the Institute of Management Consultants.



Statement of Independence

Amity is a fully independent consulting company with no financial or other prior affiliation with CPM, other than the receipt of a consulting fee for conducting and reporting on this evaluation.

Acknowledgments

Amity Management Consulting Group wishes to acknowledge the assistance of the nearly 500 former participants of the MTL program who responded to our evaluation surveys and thus contributed to this evaluation process.

List of Abbreviations

APS	Australian Public Service
APSC	Australian Public Service Commission
CPM	Centre for Public Administration Pty Ltd
ELP	Executive Leadership Profile
MTL	From Management To Leadership
ILS	Integrated Leadership System

Executive Summary

Purpose

This study examined self-reports from participants about long term sustained changes in their knowledge and behaviour attributed to participation in the From Management To Leadership (MTL) course run by CPM.

Methodology

The data collection methodology included:

- A quantitative web survey open to all participants who attended MTL between 1996 and one year prior to this study;
- A qualitative telephone survey of 20 randomly selected participants who had completed the course in the last one to three years;
- An examination of statistics from 'on exit' feedback sheets from course participants in 2008; and
- A review of CPM's organisational arrangements and processes relating to the delivery of MTL.

Reliability

The response rate indicates that there is high reliability in the survey results from participants since 2004 – See Appendix 1.

The study did not examine the issue of changes in participants' workplace behaviour, as perceived from the perspective of workplace supervisors or Departments.

Results

Over the long term almost all participants reported sustained improvements 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.

Success Factors

Factors contributing to MTL's success appear to include:

- Clear objectives and content aligned to the APS capability framework;
- Relevant and up-to-date content;
- Residential and not aligned to a particular Department, thus giving an APS-wide perspective
- Supports participants' career and development objectives

- Professional high quality process management, including before and after program delivery.

Improvement Options

- Stronger role in network facilitation
- Strengthening ongoing learning opportunities

Conclusion

Within the limitations of a self-report study, 'From Management To Leadership' is assessed as being a high impact, challenging leadership development program which is delivering sustained and tangible improvement in relevant leadership behaviours at EL1 and EL2 levels in the APS.

As a personal observation I would note that participants' responses about the course were some of the most enthusiastic I have ever seen.

"Overall it was 'really an excellent program. I have done a number over the years – this was by far the most useful course I have ever done – it was extremely good."

"It was not just that it was residential, there was so much in its content – a holistic program including the psychology of management practice".

Course participant 2008.

"The content of the program was highly relevant and the recent references showed that [CPM] had kept the course notes up to date. It made sense when I got back and was easy to apply in the workplace."

Course participant 2008.



1 Introduction and Background

1.1 Purpose

CPM commissioned Amity Management Consulting Group to conduct an independent evaluation of their four day residential 'From Management To Leadership' program.

The main focus of the evaluation was to examine the extent to which the program delivered sustained benefits to participants by examining their views at least 12 months following course attendance.

1.2 Terms of Reference

1. Survey course participants who had attended 'From Management to Leadership' in the years prior to end-December 2006 and make an assessment of the benefits derived from their participation in the program as measured against the MTL Objectives (as set out in Section 2.1).
2. Produce an evaluation report suitable for dissemination to managers and HR specialists across APS departments and agencies, which can be used by them to form a judgement on the effectiveness or otherwise of the 'From Management to Leadership' course.

1.3 Summary of Methodology for the Evaluation

The data collection methodology included:

- A quantitative web survey open to all participants since 1996 up until one year prior to this study – See Appendix 1 for further details;
- A qualitative telephone survey of 20 randomly selected participants who had completed the course in the last one to three years;
- An examination of statistics from 'on exit' feedback sheets from course participants in 2008; and
- A review of CPM's organisational and administrative arrangements and processes relating to the delivery of MTL.

1.3.1 Issues Examined in the Web-Based Survey

Participant Profile

- Year of course attendance
- Age now
- Current APS classification



- APS classification at time of course

Rating of Effectiveness in Meeting Course Objectives:

(not listed in any particular order of priority)

- Need for leadership development
- Developing career plan
- Improving networking
- Improving teamwork in workplace
- Improving communication
- Stimulating personal development
- Increasing sense of meaning from work
- More effective at achieving objectives
- Developing leadership skills
- Understanding emotional intelligence
- Understanding difference between leadership and management
- Consider changing demands upon APS
- Gain broader understanding of APS

Options to Improve the Program

(not listed in any particular order of priority)

- Addition of life coaching
- Follow-up seminars
- Formal recognition for the program
- Others?
- Barriers to attendance

Long term Outcomes

- Relevance to which classification levels
- Impact on career
- Networking behaviour



Overall Satisfaction

- Course content
- Course overall
- Willingness to recommend course to others
- Attendance at other CPM courses
- Key benefits

1.3.2 Issues Examined in the Telephone Survey

1. Overall impressions of course participants

2.1 The best aspects of the course

2.2 The worst aspects of the course

3. The quality of the course:

3.1 Content

3.2 Organisation and processes

3.3 Impact at course completion

3.4 Sustained changes in attitudes or behaviour

4. Comparison with other courses

5. Departments attitudes to training and value of MTL

6. Who the course is most suited to?

7. How to improve MTL?

1.4 Limitations of the Study

This study is limited to an assessment of course content, participant reactions and self-reported changes in knowledge, attitude and behaviour at least one year after course attendance. No attempt has been made to verify reported changes in the workplace, either by assessment of organisational performance to reported outcomes from work colleagues or from supervisors.



2 MTL – An Overview

CPM has delivered its 'Flagship' residential leadership program "From Management to Leadership" from early-1996 until the present.

During that time over 3,200 people have attended the program from all over the Australian Public Service.

From 1997 to end-2007 the program was 'joint-badged', in that it was run by CPM in association with the APS Commission. In effect this meant that CPM designed and ran the course, but provided regular evaluation feedback to the APSC which provided marketing support for the program. The arrangement ended by mutual agreement because of contractual issues resulting from the implementation of the revised Financial Regulations.

The program aims to develop management and leadership skills among middle and senior managers.

It is delivered in a four-day residential format combining theory and experiential learning exercises.

The course content and objectives are referenced to and mapped against the APSC's Integrated Leadership System (ILS) capability framework.

CPM collects course feedback from participants on exit from the program and overall satisfaction ratings are, on average, 'excellent'.

To address the issue of sustained behavioural change CPM commissioned this independent evaluation by Amity Management Consulting Group on the impact of the MTL.

2.1 MTL Objectives

'From Management to Leadership' is a 4 day residential program which aims to give participants the opportunity to:

1. Develop a **broad understanding** of the **changing public sector context**.
2. Consider what new demands the changing public sector is placing on its managers? How best can we respond to these demands?
3. Improve their understanding of the difference between management and leadership; help them get the balance right; and help them better understand the very specific demands that the public sector places on its leaders;
4. Make them more aware of emotional intelligence and the importance of the human dimension in achieving organisational performance; highlight the people dimensions of leadership; and help them develop specific people leadership skills;

5. Enable them to **develop their section/team** so that they:
 - Become more effective at achieving the work area's objectives;
 - Find work more meaningful and purposeful;
 - Are better able to grow and develop personally and professionally;
 - Achieve more effective communication, teamwork and collaboration; and
 - Find more satisfaction and enjoyment from the work;
6. Provide participants with the opportunity to develop a strategic plan for development of their personal life and career, including the further development of their leadership skills.

2.2 Target Groups

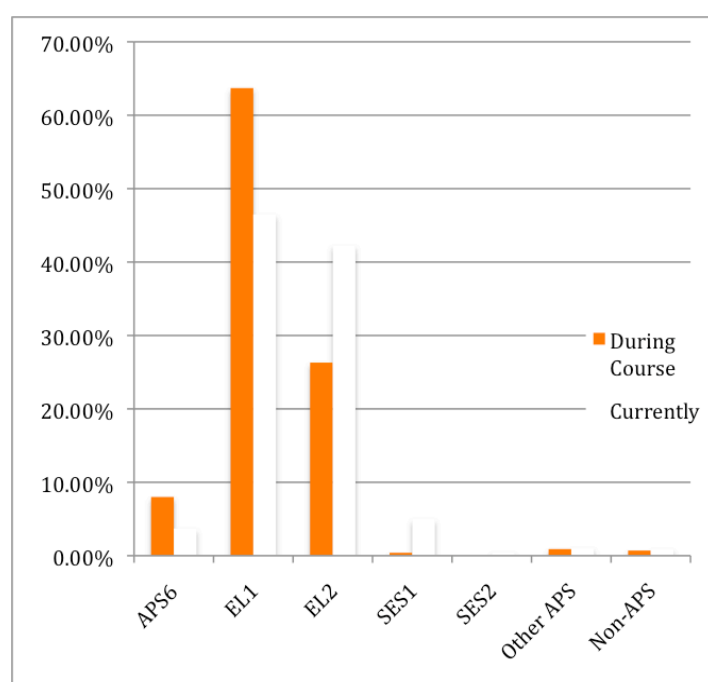
MTL is presented as a leadership development program primarily relevant to the public sector. With respect to the APS the program is presented as being designed for EL1 and EL2 staff.

2.3 Respondent Profile

2.3.1 Classification

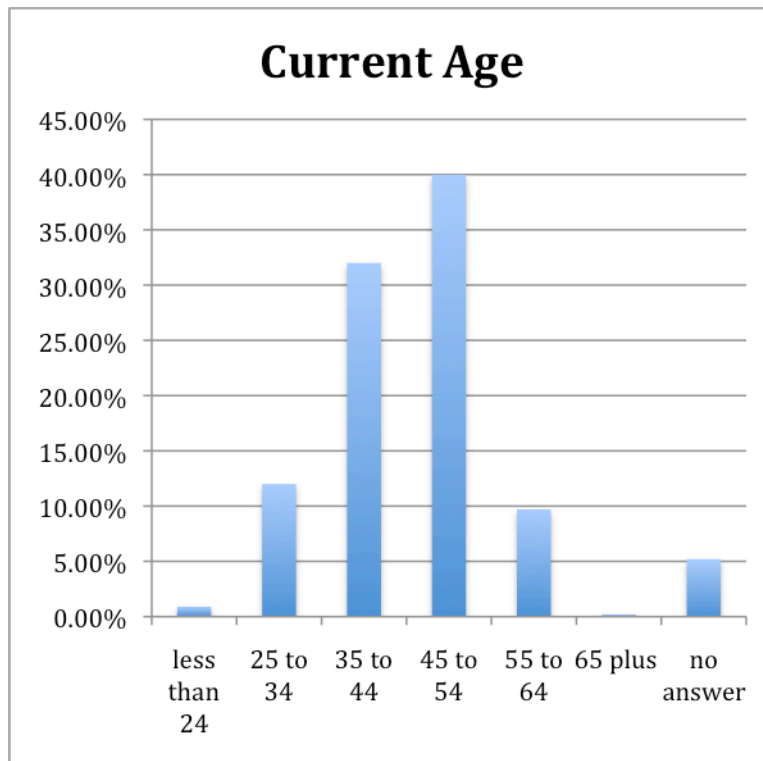
Almost all respondents were from the APS and about 90% were classified as either EL1 or EL2. The most common classification was EL1.

Discussions with participants indicated that most thought the course was well targeted and highly beneficial for new, upwardly mobile, people managers at EL1 and EL2 level.



2.3.2 Age

At the time of the survey about ¾ of all respondents were between the age of 35 and 54. 40% were between the age of 45 and 54. This is consistent with the general age profile of the APS.



2.4 MTL Structure

2.4.1 About CPM

The Centre for Public Management Pty Ltd (CPM) was established in 1992 by Dr John Baker, a former SES officer in the APS. CPM specialises in cross-agency residential management and leadership development programs for the public sector. In 2009 it is running 14 individual programs, ranging from two-day Specialist Courses, through a number of three-day programs to the four-day MTL program.

CPM's three-day programs are:

- Building New Leadership – for EL1 staff
- Teams and Leadership – for APS 5 and 6 staff
- Teams and Leadership for Executive Assistants – for APS4 through to APS6 staff
- Leadership and Emotional Intelligence – for EL1 & 2 staff
- Leadership and Strategic Intelligence – for EL1 & 2 staff

Interestingly all of these programs, in one way or another, grew out of 'From Management to Leadership'. For example, Building New Leadership; Teams and Leadership; and Teams and Leadership for Executive Assistants; were developed to meet the needs of staff for whom 'From Management to Leadership' was too high level. On the other hand, Leadership and Emotional Intelligence and Leadership and Strategic Intelligence were meant to allow participants to explore specific dimensions of leadership in more depth.

Specialist two-day programs covering specific areas of focus, and exploring in much more detail areas touched on in 'From Management to Leadership', include:

- Achieving Self Mastery – for APS6 through to EL2
- Managing Work Relationships – for APS6 through to EL1
- Facilitation and Representational Skills – for EL1, EL2 and SES
- Negotiations Skills – for EL1, EL2 and SES
- Influencing Skills in Leadership – for APS6 to EL1
- Executive Impact – for EL1, EL2 and SES
- Analytical and Strategic Thinking – for APS 5 & 6
- Making Change Work – for APS6, EL1 and EL2

CPM currently has a team of 12 experienced presenters, all of whom have either previously worked at senior levels of the APS or have extensive experience of consulting to the APS.

CPM is Canberra-based and can be contacted through www.cpm.org.au

2.4.2 About MTL

'From Management to Leadership' was first run in 1996 and has always been presented as a four day residential program. The number of participants from the one department or agency is limited to 4-5 (ie one per table) so as to encourage an atmosphere of personal exploration without the inhibiting factor of participants sitting next to colleagues from their own workplace.

The content of the program includes:

- the changing public sector context;
- management and leadership – understanding the difference and getting the balance right
- emotional intelligence (EI) and the people dimensions of leadership;
- DiSC Personal Profile for enhancing understanding of self and others;

- raising self-awareness using 360° Executive Leadership Profile (ELP) feedback tool;
- communication, listening and other people development skills;
- practical skills for counselling staff and providing feedback;
- managing an APS career and career planning; and
- personal life plan and action commitments.

The course content has been revised and refreshed regularly, although there is continuity of the key themes through the life of the course. For example, understanding the changing public sector; understanding self and others; working in teams; 360° feedback; career and life management; and various personal leadership skills have always figured prominently in the course.

The format of the program is based around interactive content-based sessions presented by professional and highly experienced facilitators followed by experiential learning exercises generally in groups.

Participants are required to complete a personality inventory and obtain 360° job performance feedback prior to attending the course. CPM provides considerable personal contact with attendees in order to ensure that all pre-course work is completed in time and that participants are aware of their travel arrangements and can make any personal dietary and other requirements known.

Consistent with established good practice, CPM seek feedback through a short questionnaire at the completion of the course.

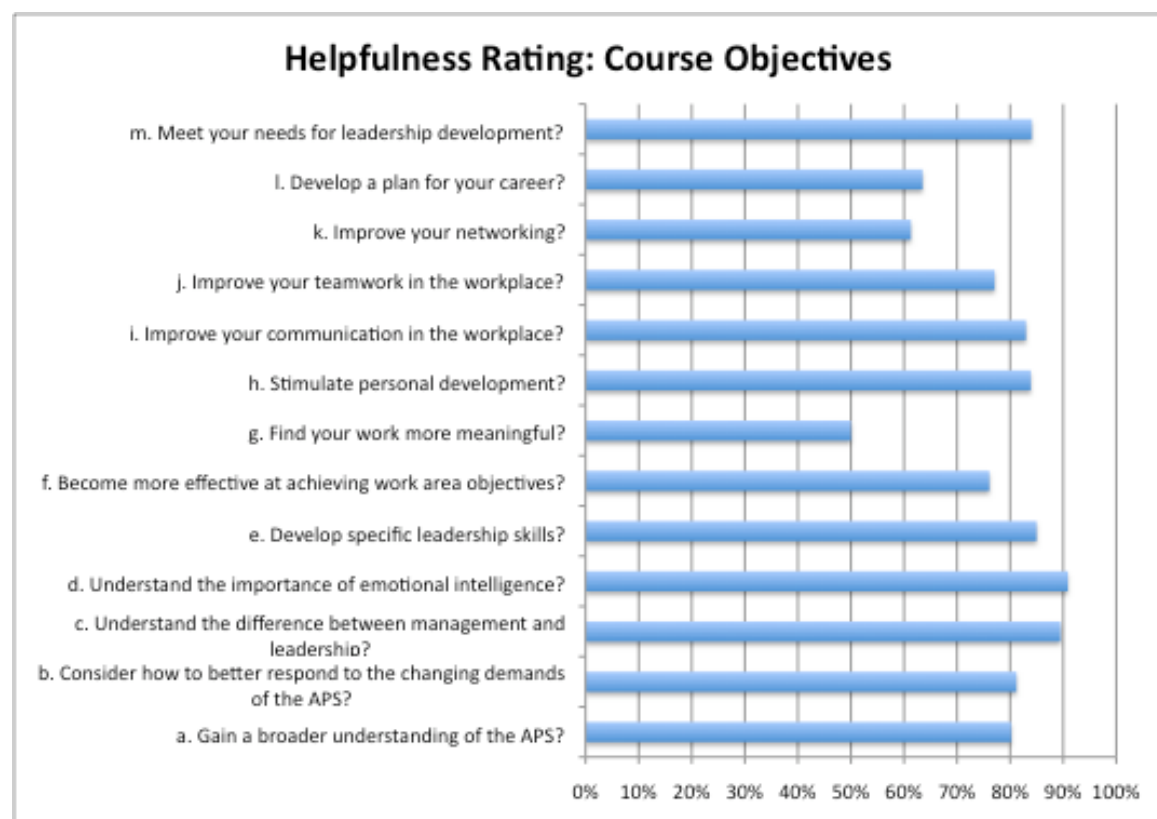
3 Results for Participants

3.1 Learning Objectives

On the whole, the respondents' rating of the learning objectives was very high, indicating that there was a strong alignment between what was offered and what was delivered.

90% of respondents rated the course objective of understanding the difference between leadership and management as 'helpful' or 'very helpful'.

Except for 'finding your work more meaningful' 60% to 90% of all respondents rated MTL against each objective as either 'helpful' or 'very helpful'.



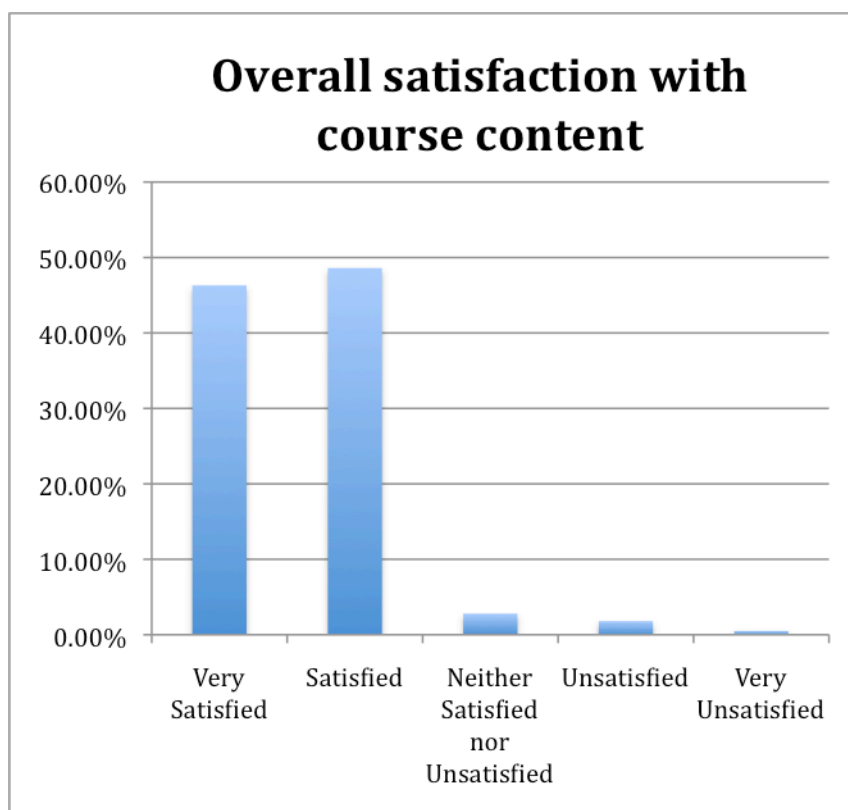
3.2 Overall Course Content Rating

95% of respondents were satisfied or very satisfied overall with the course content. This is a strong indication that course expectations were met or exceeded.

Specific comments from discussions with respondents variously included:

Very good; all relevant; high pitch; appropriate; wanted more financial planning; targeted well; excellent presenter; 9/10; not too much jargon; holistic; balanced; and accurate.

Many respondents indicated that they either referred to their course notes from time to time or knew exactly where to locate them for review – indicating a high regard for the enduring usefulness and relevance of the course materials.



When asked about the best aspects of the program comments were wide ranging but included:

DISC; clarified APS expectation; 360^o feedback; meditation; financial mgt; self understanding; perspectives on people interactions; developed personal life plan; techniques for mental well being; networking and sharing experiences across Departments; mix of theory; and experiential learning.

When asked about the worst aspects of the program comments were again wide-ranging and included:

Nothing much; meditation; odd participants; stressful but constructive; sometimes confronting; required to think about things – self reflection; eye opening about management; and a lot to take in.

3.3 Overall Satisfaction

96% of respondents rated their overall satisfaction with MTL as satisfied or very satisfied – a strong indication that attendees are consistently satisfied with the program.

92% have recommended the course to others.

General comments from discussions included:

Very good, fantastic, comprehensive. very well organised.

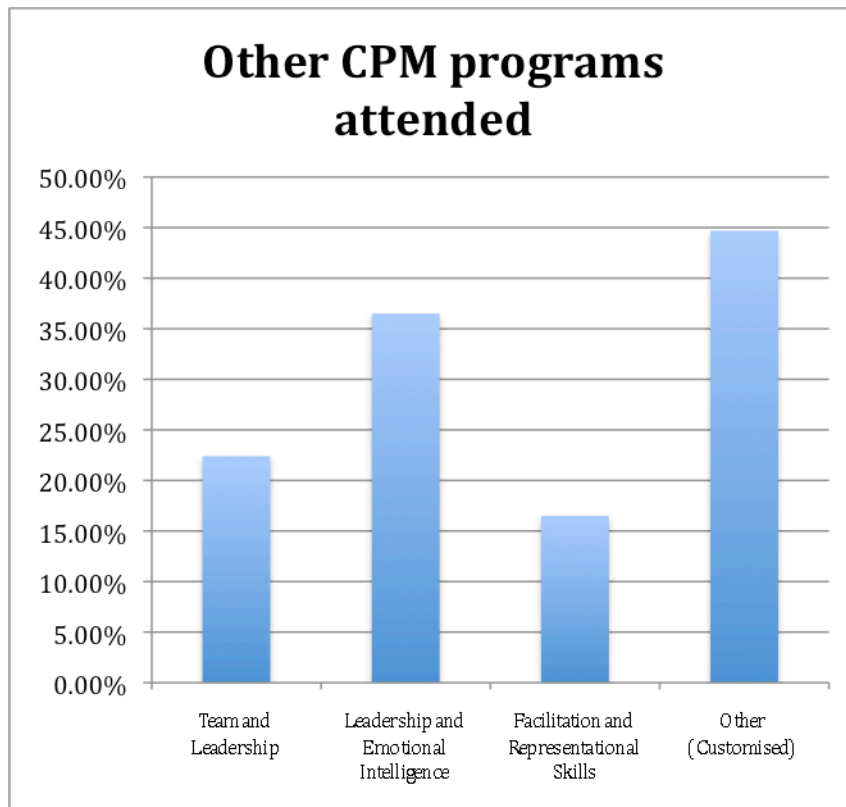
Extremely useful, amazing experience that gives foundation skills that should be requirements for everyone, very high quality course compared to others, high quality presenters



A large proportion of respondents have attended other CPM programs. This is also a strong indicator of satisfaction with their initial course.

In comparing MTL with other similar courses comments included:

MTL got right into nuts and bolts, very high impact program, time away builds and refreshes, MTL a stand-out experience.



3.4 Outcomes for Participants

3.4.1 Career

72% thought their career was positively helped

1 in 6 have been promoted between the time they attended the program and when the web survey was completed:

- About 1 in 8 went from EL1 during the course to EL2 by the time of the survey.
- About 1 in 20 went from EL2 at the time of the course to SES Band 1 by the time of the survey.

3.4.2 Networking

Remarkably, more than a year after the course 1 in 7 respondents are still networking with other course participants.

3.4.3 Key Benefits – What respondents said:

Provided a valuable perspective on:

- APS generally or in relation to other Departments
- Self in relation to interpersonal interactions
- Awareness of who I am in workplace – strengths and weaknesses

Career Planning/worklife balance

Networking in program and subsequently

Confidence/more positive attitude to work

Leadership understanding

Quality of presenters experiences/knowledge

Led to promotion

Skills for

- Leadership
- Teambuilding
- Emotional Intelligence
- Communication
- Managing poor performance
- Financial Planning
- Staffing
- Relaxation/meditation

Time out to learn and reflect

Quality resource material

Focus approach to future development

Consolidation of knowledge/skills

Value to the CV

In discussing the impact of the course comments included:

Recognised I needed to change; how to adapt communication; better understanding of self; APS; reflection on career development; respond to 360° feedback; more vocal at work

Comments about the long term behavioural changes included:

Better communication; more confidence; awareness of personal style and need to accept differences; changed career; better team management; better at getting people interested and involve; big picture view of development needs; learned to listen; know what managers are looking for; networking

4 Options for Improvement of the Program

4.1 Barriers to Attending

Cost

The residential nature of the program and the seniority of the two consultants used on the program imposes a cost overhead which places MTL at a disadvantage compared to other similar non-residential programs.

Competing work demands

Some respondents felt that a four day residential program was too great a time period to be away from a busy workplace for many people.

Approval process

Some Departments have a rigorous and lengthy course selection and approval process which can discourage some prospective participants.

Recognition of the value of MTL:

- By organisation

Some Departments expect individuals to seek out their own management development opportunities and offer little or no guidance. In practice this means that when completing performance reviews, supervisors who have been on MTL will often recommend it. Some Departments make attendance mandatory, others have developed similar programs. Most Departments are generally supportive of attendance as the program offers a sound introduction to people management. A number of agencies, or specific areas within agencies, have effectively 'adopted' MTL and sent all eligible staff on the program.

- By individual

Many people who are new to people management do not understand the value to be derived from leadership programs and make the mistake of seeing leadership as primarily a cognitive and task completion challenge

Location

The location of the program at 'The Briars Hotel' at Bowral between Canberra and Sydney means that MTL is more expensive to access for those not located in eastern Australia.

In addition, some people with young families find it difficult to organise a four day residential program, although many can do so provided that they have adequate advance notice.

4.2 Options for Improvement

Generally respondents struggled to suggest ways in which the program could be improved as they had such a strong satisfaction with the program overall. Comments included:

Hard to find any; perhaps more follow-up; support for networking; refresher days; closer tie between real work and abstract theory and practical learning exercises; longer personal coaching

48% of respondents thought life coaching (available since 2008) would very beneficial.

35% of respondents thought that follow-up seminars would be beneficial.

26% of respondents thought that formal recognition of learning would be an improvement.

Other suggestions for improvement included:

- More individually tailored coaching
- On-line follow-up
- Practical exercise in workplace
- More workplace engagement
- Networking assistance
- More SES presentations
- More time to reflect
- Less relaxation
- Less emotional intelligence

With respect to content areas, opinion was clearly divided. Some suggestions to remove content areas were directly contradicted by the assertions of the value of the components when the respondents were asked about the key benefits of the program.

Generally the indications were that follow-up was valuable and that there were many different suggestions about how this could be done but little consensus. Two themes that did emerge were for some form of facilitated networking that encouraged ongoing discourse and for ongoing learning opportunities through small interactions – such as e-learning, ‘tip of the month’ or other CBT. Such suggestions, although potentially worthwhile are challenging to implement for private sector organisations.

5 General Conclusion

'From Management to Leadership' is a high impact leadership skills residential development program which typically delivers sustained improvement in APS leadership skills and knowledge. It is highly suited to upwardly mobile public servants at EL1 and EL2 levels making the transition from specialist, technical or policy work to a role involving significant people and team management responsibilities, as well as those simply wanting to improve their people management skills and awareness of APS leadership expectations and requirements.

The program has been professionally developed by highly experienced management consultants and former senior public servants with a strong commitment to maintaining a high quality training experience. Attendees consistently report improvements in knowledge, attitudes and leadership behaviours which have become permanently entrenched in their on-the-job performance. The quality of the outcomes is underscored by the very high proportion of recommendations by participants to others, the high proportion of people that attend through word of mouth referral and the frequency with which attendees seek out other CPM programs.

The success factors include:

- The course content is linked to the APS capability framework;
- Highly experienced and capable presenter-facilitators deliver the course;
- Residential nature of the program ensures the program maintains impact and gives time for reflection and integration of learning experiences;
- The independence of the program from any specific Department allows the presenters to promote the welfare of the APS and the individual within it while preventing any agency-specific issues from dominating the course;
- The fact that attendees are exposed to the experiences and perspectives of different Agencies and Department from across the APS;
- The coupling of a series of key affective learning experiences (eg 360° feedback and personality trait profiling) that provide emotional resonance with highly relevant and targeted information ensuring knowledge acquisition;
- Significant effort made by CPM to ensure good personal contact with attendees to ensure that pre-course requirements were completed and the logistics of attendance were made as easy as possible for attendees.

Attendees offered little negative criticism of the program in terms of its content or delivery. However numerous suggestions were made about the potential to improve engagement with ongoing learning opportunities and networking following the program. CPM has already commenced offering individual coaching sessions. Some of the other suggestions may be challenging to implement but CPM could give some further consideration to these possibilities.

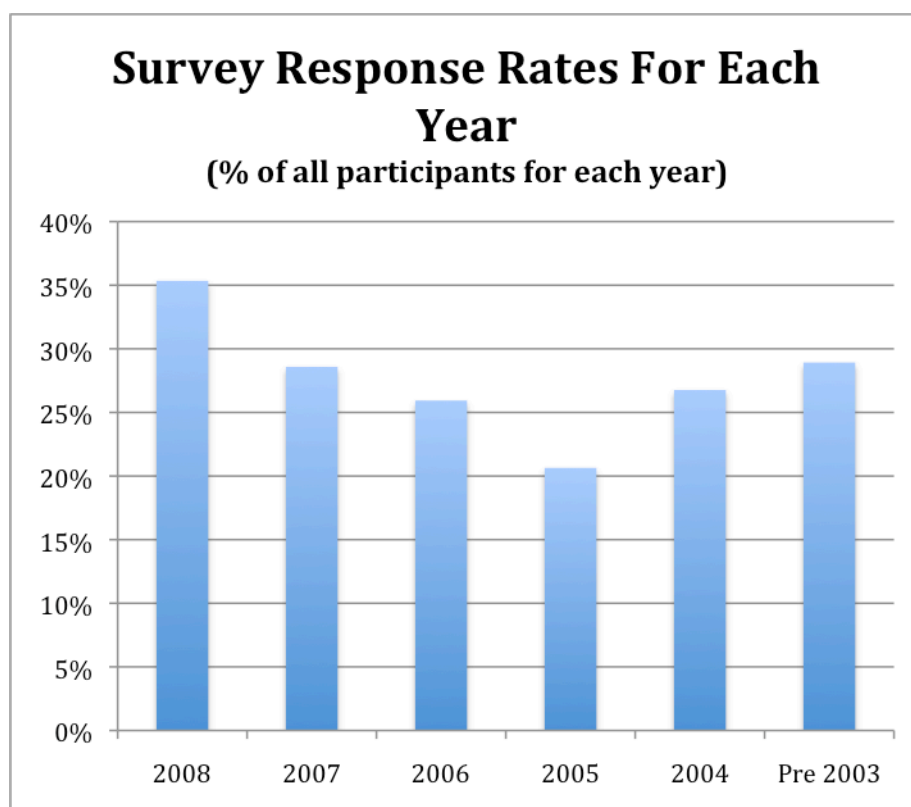
Appendix 1: MTL Participant Survey Methodology

All past attendees between 1996 and 2008 for whom CPM had current contact details (some 1,575 persons) were e-mailed by CPM to invite their participation in the independent evaluation of MTL. Participants were provided with a web link to a non-CPM web site where they could activate the survey and complete it on-line.

The overall response rate was 30% (465 respondents). Given the confidence and error rates for this sample are well within accepted standards, the response rate was more than acceptable.

The 30% response rate means that there is a 99% confidence that results are within +/- 5% of population mean. This means that the results reported are highly likely to represent the views of the entire population of MTL past participants.

Any response bias is more likely to be towards more positive respondents.



Most of the respondents (about 2/3) did the course in 2008, 2007 and 2006.

Nonetheless responses were made by participants from all years, going right back to 1996.

Year attended 'From Management to Leadership'?

