

EVALUATION SUMMARIES FOR

# PUBLIC LEADERSHIP PROGRAMS

DELIVERED BY THE CENTRE FOR PUBLIC MANAGEMENT

COVERING THE PERIOD JANUARY - DECEMBER 2010

From Management to Leadership (4 days • EL1-EL2)

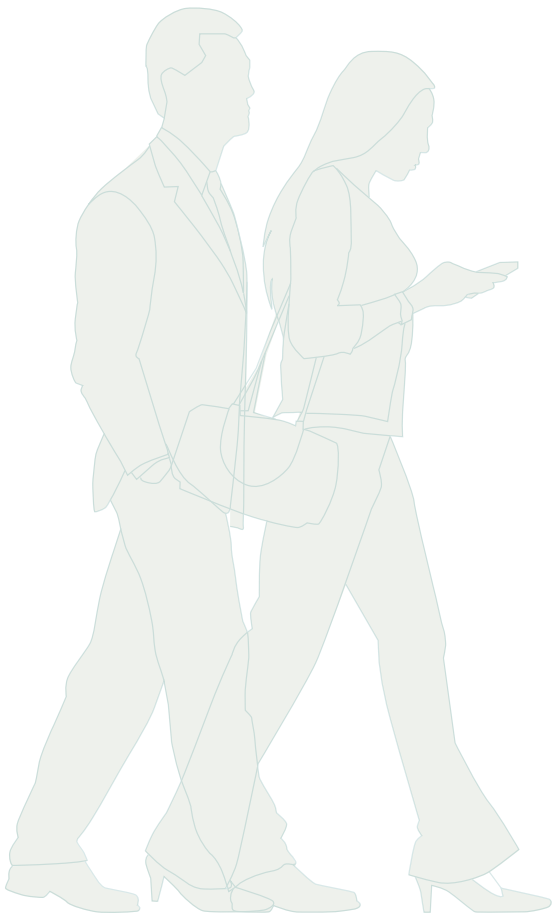
Building New Leadership (3 days • EL1)

Teams and Leadership (3 days • APS5-APS6)

Leading with Emotional and Social Intelligence (3 days • EL1-EL2)

Leading with Strategic Intelligence (3 days • EL1-EL2)

Teams and Leadership for Executive Assistants (3 days • APS4-APS6)



Building  
Management  
and Leadership  
Capability in  
the Australian  
Public Sector



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## Overall Evaluation Summaries

### Summary scores for all programs listed in this document

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

<b>Your overall satisfaction with the program</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
From Management to Leadership, 7-10 December				3	17	<b>4.9</b>	<b>98%</b>
Building New Leadership, 10-12 March				3	14	<b>4.8</b>	<b>96%</b>
Teams and Leadership, 15-17 September				9	8	<b>4.5</b>	<b>90%</b>
Leading with and Emotional and Social Intelligence, 24-26 November				4	20	<b>4.8</b>	<b>96%</b>
Leading with Strategic Intelligence 22-24 September		1		6	15	<b>4.6</b>	<b>92%</b>
Teams and Leadership for EAs, 1-3 December			1	4	11	<b>7.6</b>	<b>94%</b>

<b>Value of the program to your organisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
From Management to Leadership, 7-10 December			1	5	14	<b>4.7</b>	<b>94%</b>
Building New Leadership, 10-12 March				4	13	<b>4.8</b>	<b>96%</b>
Teams and Leadership, 15-17 September			3	6	8	<b>4.3</b>	<b>86%</b>
Leading with and Emotional and Social Intelligence, 24-26 November				8	20	<b>4.8</b>	<b>96%</b>
Leading with Strategic Intelligence 22-24 September			1	10	11	<b>4.5</b>	<b>90%</b>
Teams and Leadership for EAs, 1-3 December			1	6	9	<b>4.5</b>	<b>92%</b>

## **From Management to Leadership – 7-10 December 2010**

**A four-day residential program for EL1 and EL2 – The Briars, Bowral**

**Presented by Walter Bellin and Paul Jones**

### **Profile of Participants**

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

- 10 (48%) were male and 11 (52%) were female;
- All of the participants were Executive Level officers.

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

- DiSC, Emotional Intelligence, Integrated Leadership System, Executive Leadership Profile, Performance Counselling and Strategic Plan.
- DiSC, 360 Feedback profile and Team Activities.
- DiSC profile.
- Red Machine and Bottomless Pit and the debrief that accompanied them. Listening session and Delegation session. DiSC and 360 Feedback.
- 360 Feedback and the Team Building exercises.
- Listening Styles – was something I had not done before.
- All of them. Especially 360 Feedback, DiSC, Performance Counselling and Team Activities.
- Performance Management. Career Management. DiSC.
- DiSC profile, 360 feedback, Active Listening work.
- The Strategic Plan and Meditation Technique. DiSC. The techniques for conflict resolution and delegation.
- DiSC and 360.
- Meditation, Leadership and Team Building, ILS, 8 Steps. It was all very apt and useful.
- DiSC – to understand myself and others. Meditation, Strategic Career Management.
- DiSC profile, Strategic Career Management, Team Activities, Relaxation Technique.
- Communications area. Self evaluation and awareness.
- Listening. Strategic Plan. Team Activities.
- DiSC profile, Listen tool, 360 Feedback and the vision/life plan vision is difficult but thought provoking. I will need to work through it.
- DiSC, Team Building, Personal Strategic Plan.
- Strategic Career Management. The life and times of Walter Bellin. Team Activities – Red Machine/Bottomless Pit.
- Personal Strategic Planning, DiSC and 360 tools (and upon Self and Others), Leadership profiles.

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

- I really enjoyed the whole experience.
- -
- None.
- More opportunity to practice listening skills etc.
- None.
- -
- The program was very well presented by Paul and Walter, not sure I would change anything really.
- -
- None spring to mind as it was delivered well.
- The first day had a very strong leadership theory focus which a few of us were already familiar with – but I understand that was to bring everyone to the same level.
- None.
- Can't think of any.

- No. I found the order of delivery of information/presentations.....
- -
- All new to some extent. Not really in a position to recommend change – did not personal experiences that were explained.
- So, I'm not sure how to articulate this point, and it may just be my sensitive nature being oversensitive – however, there was an underlying thread running through the group (mainly through comments and jokes) that D's and I's were the "desirable" behaviours. Many people commented they may need to develop theirs or:"unleash" their inner D. This theme was let develop and I found it in some ways offensive. Happy to elaborate on this if required.
- As a C, some specific data on meditating (Joke).
- -
- The first walk and talk should be a group activity to spark and to encourage ongoing participation.
- I really find it difficult to identify possible improvements – all very professionalism and highly relevant and informative.

### Would you recommend the program to colleagues?

Yes: 20 No: 0

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

- The program makes you look at yourself and see how you want to see yourself not how others see you.
- Question 1 [*DiSC, 360 Feedback profile and Team Activities*].
- Jam packed with life lessons.
- Lots of time for person-person interaction between sessions, including with course facilitators. Balance between practical and conceptual.
- Balanced, logically set out program.
- Four day residential – I think this is a very valuable opportunity for self-development.
- The program helps us take a step back from life and lets us get perspective and be able to focus on our needs and future goals.
- It coherently covers the broad range of skills/knowledge/behaviours behind good leadership and provides a useful set of tools to assist in development of the same.
- Opportunity for reflection, personal growth and feedback.
- The holistic approach taken – it's about more than career – loved it!
- Self-reflection.
- 360, ILS details and DiSC.
- I liked how the first part (1.5 days) focussed on the "business" side of management, the other half on "personal".
- Understanding the different DiSC profiles and how you can develop areas you are not particularly strong or comfortable with.
- Have already put staff on the course. I will be adding this as a formal course on out training and development strategy plan.
- I particularly liked the "holistic" nature of the course – professional/personal/home – something for wherever people are needing.
- Both the team dynamics (DiSC) as well as long term development planning.
- Essential for those who are serious about self and career development.
- Successfully delivers leadership awareness.
- Highlight was Walter's very skilful and thoughtful teaching of the meditation and affirmation techniques – very difficult material to handle very skilfully.

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

- It was fantastic, funny and enlightening.
- I cannot provide any further suggestions. A fantastic program which I thoroughly enjoyed and heeded.
- Nope – all good.
- It would have been helpful for Walter to repeat his whole question in context – sometimes I missed part of the question and it wasn't clear what we were answering.
- Perhaps busting up the longer days with outdoor sessions.
- -
- Day 3 was a long day, which could be broken down with an arvo activity to get us more alert, but it was a tragic weather day!
- -
- No further suggestions.
- Nope – it was fantastic!
- No.
- Stretch breaks are really useful.
- No. Fantastic.
- -
- I thought delivery was good – people without the experiences, I believe could not deliver the course with credibility.
- *Per 2. [So, I'm not sure how to articulate this point, and it may just be my sensitive nature being oversensitive – however, there was an underlying thread running through the group (mainly through comments and jokes) that D's and I's were the "desirable" behaviours. Many people commented they may need to develop theirs or: "unleash" their inner D. This theme was let develop and I found it in some ways offensive. Happy to elaborate on this if required].*
- I think it is extremely well structured.
- There were a couple of small things, but now I've forgotten – perhaps make everyone aware of this sheet so they remember to add things during the week.
- Apple keynote may breathe new life into the presentations. They can be exported as QuickTime interactive movies that function as expected on windows.
- I wasn't entirely satisfied with venue, and suggest consideration of another option.

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

- Recommended by colleagues.
- My Director attended this program – said it is the best one he has ever done. I have had attending this program in my personal development plan for the last 3 years.
- Word of mouth.
- CPM recommended by Di van Meegen who worked as a facilitator for my area earlier in the year. A colleague had previously attended the EI course.
- Boss and his encouragement.
- -
- Through supervisor.
- Word of mouth – positive recommendation.
- Opportunity for performance assistance/review.
- Through other EL's and SES in the Department – the program content looked good so I nominated to attend (at the recommendation of my boss).
- Supervisor attended and recommended it.
- Part of performance learning strategy Director has done.
- Fellow work colleagues.
- I have attended CPM courses before and consider them an essential part of my development.
- Via work – precious attendee.

- My husband completed the program approximately 7 years ago and encouraged me to do it. Two of my peers also recommended it.
- I have known about it for a long time. APSC website.
- Annual mail out to director came to me and I put it in my PDA and it got approved. It also came with high recommendations from previous participants.
- My Supervisor put me on the course.
- My boss had done course and recommended it.

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

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

<b>Administration, venue etc</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a.	Your overall satisfaction with the program				3	17	4.9	98%
b.	Value of program to your organisation			1	5	14	4.7	94%
c.	Seminar administration			1	4	15	4.7	94%

<b>Presenter – Walter Bellin</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d.	Knowledge of subject matter				2	18	4.9	98%
e.	Style of presentation/communication				3	17	4.9	98%
f.	Pace of presentation				5	15	4.8	96%
g.	Material pitched at right level				4	15	4.8	96%

<b>Presenter – Sam Johnson</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h.	Knowledge of subject matter				3	17	4.9	98%
i.	Style of presentation/communication				3	17	4.9	98%
j.	Pace of presentation			1	3	14	4.7	94%
k.	Material pitched at right level				4	14	4.8	96%

## **Building New Leadership – 10-12 March 2010**

**A three-day residential program for EL1 – The Briars, Bowral**

**Presented by Drew Baker and Samantha Johnson**

### **Profile of Participants**

There were 21 participants, 17 of whom lodged fully completed evaluation forms. The group's profile was:

- 5 (24%) were male and 16 (76%) were female;
- All of the participants were EL1 or Acting EL1 officers.

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

- Strategy, HBDI and Career Management. Everything is useful and relevant. Career planning.
- HBDI and 360° Feedback.
- People personalities/behaviours understanding. Why someone may react differently or undertake a task differently etc.
- Transitioning from APS6 to EL1 – Section 4!!
- I enjoyed the Career Management, Team Activity and Personal Health and Wellbeing.
- HBDI, DiSC, look at the outcome, not the process.
- 360° Feedback.
- All sessions/subjects were relevant, interesting and informative. The standouts for me were the EI, HBDI and Decision-Making.
- Transition from APS to EL. 360° Feedback.
- Strategy. HBDI. 360° Feedback. Performance Appraisal.
- HBDI. 360° Feedback.
- HBDI, SIR, Managing responses.
- The discussions about Communication Styles. Given how important this is for most other aspects of leadership, I think it's essential to get right.
- I found the course very interesting and engaging. HBDI, transition from APS to EL, Strategic Intelligence.
- 360° Feedback – always great to gauge where I'm at. HBDI – very interesting.
- HBDI. DiSC. All sessions were very helpful.
- 360° Feedback Evaluation.

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

- More experiential learning and role play and brainstorming.
- Stepping through Career Management quicker.
- More food – ha ha!
- I wanted to do the Section 13. But outvoted. So I really would have liked to do that.
- The only thing I could suggest is to move people to a different table each day – means that everyone gets a chance for small chat with everyone.
- Less breaks – could cover more content.
- More on managing upwards and promotion.
- None.
- None.
- None.
- None – I enjoyed everything.
- Nil.
- More time explaining the coloured booklets in the HBDI pack. Perhaps some more real life examples to see practical applications.
- Would have liked to see (just for future) a bit about working up through ELs to SES.
- None – I thought all were relevant. Some could be expanded, but it's really a time thing.
- -

- Because the course was so rich in information. I felt that a lot of things were cut short. Not sure of the answer.

### Would you recommend the program to colleagues?

Yes: 17 No: 0

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

- Time out from the office to reflect – location suitable. Networking with other APS employees. Good mix of learning styles and space to tackle the hard hitting issues.
- Understanding the way you think, particularly under stress through the HBDI session.
- Fast paced, relaxed, breaking down info to be digestible/ understandable.
- The stocktake of where you are, and the self-reflection to improvement.
- The facilitators were fantastic – best yet. They were engaging and approachable.
- HBDI and 360<sup>o</sup> Feedback results and how they contribute to your management style.
- Comprehensive and thorough.
- Interaction/engaging in discussions with a broad range of ‘peers’ (other people). The relevant topics, pace, venue and presenters.
- Open Forum and group participation/relevance.
- All sessions were engaging and totally relevant to the work every EL1 does.
- Everything!
- HBDI.
- Not too much high level theory. It was all at a useful and relevant level. I also liked the flexibility we had. We weren’t stuck to the slides, and Drew and Sam were happy to take questions and tailor the program.
- Engaging facilitators sessions were succinct. I have found it very useful.
- A real recognition of what EL1 is all about.
- Facilitates personal growth in a professional environment.
- Thorough. Great venue. Good to get away for reflection.

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

- First day of session similar to first day of ‘Teams and Leadership’ course but still a useful recap. I liked both facilitation styles.
- No suggestions for improvement. Liked how you swapped presenters regularly – helps maintain interest.
- No.
- They were both excellent.
- No. Thought the whole course was relevant and interesting, unlike others where the trainers have lost the group after an hour.
- Both were great.
- No – brilliantly run.
- Just watch the time – some sessions were not completed within the allocated time frame.
- No.
- N/A.
- -
- Nil.
- Exchanging the political session with the delegation session was useful. Delivery was spot on.
- -
- -
- -
- They did their job perfectly.

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

- Offered to me by my Supervisor, with view to acting in their role.
- Encouragement from Supervisor and hadn't done a training program in a while.
- Haven't received management/leadership training before.
- Colleague suggested as I am newly promoted to the EL1 level.
- Have been acting EL1 for 1½ years, wanted to attend courses that would further my leadership knowledge.
- Previously completed a CPM course.
- Wanted to think about where to go from here and what are my strengths and areas for development.
- Need to further enhance skills – part of ongoing training and development – path to advancement or other employment opportunities.
- New to APS.
- An interest in developing my personal skills at EL1 level.
- -
- A desire to reflect on where I'm at and take stock of my skill set. Work out what I need to do next.
- My Supervisor had previous experience with CPM and we identified a need to develop some further leadership.
- People from my organisation who have attended previously.
- I needed a boost to my EL1 capabilities and the course provided that. Thank you.
- I knew I was unhappy at work but also appreciated many elements of my job. I wanted to delve into this.
- Management insisted.

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

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

<b>Administration, venue etc</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a. Your overall satisfaction with the program				3	14	4.8	96%
b. Value of program to your organisation				4	13	4.8	96%
c. Seminar administration			1	4	12	4.6	92%

<b>Presenter – Drew Baker</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d. Knowledge of subject matter				1	16	4.9	98%
e. Style of presentation/communication				1	16	4.9	98%
f. Pace of presentation			1	1	15	4.8	96%
g. Material pitched at right level				2	15	4.9	98%

<b>Presenter – Sam Johnson</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h. Knowledge of subject matter				1	16	4.9	98%
i. Style of presentation/communication			1		16	4.9	98%
j. Pace of presentation				3	14	4.8	96%
k. Material pitched at right level				2	15	4.9	98%

## Teams and Leadership – 15-17 September 2010

A three-day residential program for APS5 and APS6 – The Carrington Inn, Bungendore  
Presented by Barry Poppleton and Samantha Johnson

### Profile of Participants

There were 17 participants, all of whom lodged fully completed evaluation forms. The group's profile was:

- 8 (47%) were male and 9 (53%) were female;
- All of the participants were APS5 or 6.

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

- TMP – definitely! 360° Feedback. Assertive Conversation and Self Management.
- TMP – learning about different work preferences and styles of individuals.
- From Management to Leadership – Balance and Dilemmas.
- Valuing Differences and Understanding People and Teams. Emotional Intelligence.
- 360° Feedback. Help Others Manage Their Performance.
- Career Management. TMP. Group activities.
- The TMP and 360° feedback as they gave me the insight as to what my colleagues think of me and where I need to improve.
- 2<sup>nd</sup> day with Sam, looking at career development.
- Team Leadership Profile and 360° Feedback. Helping Others Manage Their Performance.
- Team activity – reinvigorating/practical loved it! Session 5 was great - Personal and Organisational Success – Intellectual Capital and Emotional Intelligence.
- 360° Feedback. TMP. EI.
- Group outdoor sessions. Delegation and Managing Stress. Emotional Intelligence and Managing Upwards. 360° Feedback and TMP great also.
- Profiles. Open floor session – would like to see a short one every day.
- Situational Management.
- Managing Upwards. Career Planning and team activities, of course 360° Feedback profile.
- Valuing Difference and Understanding People and Teams. 360° Feedback. Open session, which enabled us to expand on areas of interest. Personal and Organisational Success.
- From Management to Leadership - Defining the Difference. Emotional Intelligence. 360° Feedback profiles.

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

- I would have liked the de-brief from the team activities to have been a little more structured – but now recognise why others may be uncomfortable with that.
- Team activity – this was great but would have liked to have done this again at the end of the course and see how everyone reacted.
- More team activities, especially with people who are different introvert/extrovert.
- The team activities split and linked into helping others manage their performance.
- None.
- The group activities done after the analysing our self behaviours.
- I think another team building activity after the 'open' session would be advantageous.
- Maybe have more practical tools on how to implement.
- Perhaps split the 2 team activities apart – one before the TMP/360° Feedback sessions and one after to allow us to put into practice some of these skills and or learn from the previous effort.
- Film the two teams doing the activities to be viewed by the other team. Maybe have another activity on the 3<sup>rd</sup> day to see if people have learned – give opportunity to put new skills into practice.
- Public service – long. TMP – keywords not interactive.

- Analysis and feedback on group outdoor sessions, opportunity to give and receive feedback and watch other group.
- I would like more 'how' incorporated into the program. The theory is great, I think providing just one example of applications in the office will hammer it home and cement the learning.
- The outdoor activities could be done on two different days to add variety to one of the days spent in the classroom.
- To separate 2 team activities.
- Perhaps once we had talked about identifying stress repeating the team activities would have been useful for us to able to put them into practice.
- The activities split up with some understanding sessions in between. More how????

### Would you recommend the program to colleagues?

Yes: 17 No: 0

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

- 360° Feedback, recognising what stresses you and the behaviours you exhibit when stressed. Bonding with others over how different we can all be.
- TMP.
- Well structured, interesting. Excellent way to 'self analyse' yourself.
- Understanding your own profile and how to use this to communicated with other profiles.
- Course explains a lot on why you manage the way you do and ways to improve. Strategic career planning can you open your eyes.
- The TMP and 360° Feedback, learning about extroverts and introverts.
- The way in which it was presented, the overall content is completely relevant and the presenters were brilliant.
- The facilitators, method, warm environment and the useful subject matter.
- Some simple tools and skills which can easily be applied to everyday tasks (and in a subconscious manner). For example the situational leadership model.
- I liked the residential aspect – help build camaraderie between participants. The content was a lot but was taught in an effective manner – both theory and practical.
- Well structured, informative and provided great insight into skills/personality and areas to improve/focus on.
- 360° Feedback and TMP. Networking and group sessions. Networking, social side. Understanding yourself and how others work.
- The open question session. Great presenters had a very good group of attendees.
- The team activities showed the value of having a diverse team.
- Practical materials and useful tools. Also successful delivery of the course by Sam and Barry.
- The openness and level of engagement. There wasn't just someone talking at us for 3 days which is so often how courses are run.
- Discovering an understanding about myself and how I work, how to recognise the way other personalities work, how to handle stress (which we all go through).

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

- I think participants would benefit from further team activities after managing stress, assertiveness etc, forcing them to test what they've learnt. Some people, despite best intentions, won't implement strategies at work.
- More team activities after practical sessions. Put it into practice.
- -
- Splitting the team activities over 2 days.
- For certain slides, have a little paragraph explaining.

- Nil.
- Not really. Both are very professional and knowledgeable. It was a pleasure to listen to them speak and not simply read from slides.
- The only improvement I could suggest is perhaps working to stop the people talking while they do their presentation, so it doesn't distract.
- See answer to Q2. *{Perhaps split the 2 team activities apart – one before the TMP/360° Feedback sessions and one after to allow us to put into practice some of these skills and or learn from the previous effort}.*
- No nothing of note! Great job guys! Hope to see you both on other courses.
- Very good – both Sam and Barry two of the best presenters I have had.
- -
- Incorporate more 'how' the assertiveness model was great – would have loved something similar especially after sessions 3, 4 and 5.
- The session on inferior function on day 3 was less well organised than previous ones.
- I was just wondering if the course could benefit from separating participants into 2 groups (for example Admin & Policy officers) because of the very different focus of the work.
- No. They were both fantastic.
- -

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

- My EL2 gave me the brochure and told me to see if anything interested me. This was the only one at my level.
- Another staff member within the department.
- Work placement.
- All team members attended.
- Supervisor recommended.
- Colleagues previously attended.
- From another person in my office, and I attended as I am hopeful of taking on more of a leadership role at work.
- I had my boss suggest but I had also known about it doing work in L&D.
- I learnt about this program through my formal performance appraisal with my manager.
- Fellow colleague attended last year and had great feedback on the course.
- Other team members have attended and recommended.
- Wanted to improve my skills in management and leadership – asked other colleagues for recommendations.
- Mail out.
- I was referred by a colleague.
- I heard from my workmate.
- A colleague had previously attended the course and highly recommended it.
- CPM sent me a catalogue and I thought it would be good as I am in the manager and leadership position.

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

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

<b>Administration, venue etc</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a. Your overall satisfaction with the program				9	8	4.5	90%
b. Value of program to your organisation			3	6	8	4.3	86%
c. Seminar administration				6	11	4.6	92%

<b>Presenter – Barry Poppleton</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d. Knowledge of subject matter			1	1	15	4.8	96%
e. Style of presentation/communication				8	9	4.5	90%
f. Pace of presentation			2	8	7	4.3	86%
g. Material pitched at right level			3	8	6	4.2	84%

<b>Presenter – Sam Johnson</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h. Knowledge of subject matter				2	15	4.9	98%
i. Style of presentation/communication			1	6	10	4.5	90%
j. Pace of presentation			1	10	6	4.3	86%
k. Material pitched at right level			2	10	5	4.2	84%

## **Leading with Emotional and Social Intelligence – 24-26 November 2010**

**A three-day residential program for EL1 and EL2 – The Briars, Bowral**

**Presented by Barry Poppleton and Dianne van Meegen**

### **Profile of Participants**

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

- 8 (33%) were male and 16 (67%) were female;
- All of the participants were EL1 Officer.

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

- Leadership Styles. Influencing Skills.
- Empathy. Leadership Styles. Influencing Skills. Flexibility to reflect.
- Emotional Intelligence. Managing Upwards.
- Empathy Skills and Role Play. Management Styles. Open discussion throughout the course.
- Understanding the framework and the application of skills within this framework. A wide variety of practical tools to take away.
- Social and Emotional Intelligence. Exploring the Quadrants. Influencing Skills.
- The role plays were great. We were able to use experiences from our workplaces.
- The Influencing Styles and the Leadership Styles and the chance to practice them here.
- 360° reporting. Range of models that were bought out. Empathy session/discussion.
- Leadership Styles and Influencing Skills.
- Emotional Intelligence at Work. Building Your Social Awareness and Social Skills. Influencing Skills.
- All of the areas were very useful and I really enjoyed sharing and receiving feedback from a diverse group of very bright people.
- Influencing Skills – knowing to tailor my presentation style to the preferences of those I'm trying to influence.
- Leadership Styles. What they are and all have a place.
- Negotiation and Involvement.
- Non-formal discussion on body language (just for context though, I have an MBA so have done most the other things – they were all still very useful though. Please don't remove anything).
- Assertiveness. 360°. Preparation for the future.
- The explanation of how to read/cope with your feedback really, really helped. The whole way the program was put together is excellent. Thanks for the feedback on the journal – it really helped.
- The Leadership Styles and the Myers Briggs explanations.
- Influencing.
- ESICF Quadrant analysis. Leadership style toolbox.
- I found the facilitation section most useful and particularly enjoyed learning about 'front end learning'.
- The Leadership Styles/Influencing Styles.
- Open forum. Conflict Management and Influencing Skills. Also the 360° report stuff.

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

- Nothing comes to mind.
- Discussion got a bit distracted at times particularly when certain people dominated.
- It was all great.
- -
- -
- -
- I thought the program was great! I couldn't see where you could change anything. The concept of being able to choose the agenda on day 3 is also very good.
- The public speak – we could do with less of that!

- A little more time for the role-plays; eg if it was 30 mins – make it 40 with first 10 reading/prep.
- The open forum format was great, more of these sessions.
- I think the delivery of the program is flawless. Well-paced, highly informative, interactive and facilitated extraordinarily well.
- -
- More subject matter expertise from the presenters rather than relying on the shared experiences of the group for suggestions/solutions/examples. None of us are very good at it, that's why we're here!
- -
- Group role plays re: leadership – we only got each team's summation – a facilitator role play after the team efforts would have helped. Possibly a bit more 'expert' role play.
- Perhaps a little more detail on the descriptions of each term in the capability framework.
- I think it all flowed really well.
- Nil.
- Perhaps more of the Myers Briggs stuff – but that's probably because it appeals to my analytical nature.
- I personally don't like role plays although what I saw it did seemed to be a very effective learning tool.
- -
- -
- -
- More on Dealing with Difficult People. Conflict Resolution.

### Would you recommend the program to colleagues?

Yes: 24      No: 0

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

- Self-awareness and reflection. See how you are traveling.
- Good use of theory/framework, reflection and opportunity to practice.
- The facilitators are very inspiring.
- The remoteness of Briars and length of the course ensures participants have time to reflect and not engage in their normal routine.
- It really gives you a chance to reflect, assessment of yourself in a positive environment.
- Influencing skills – three stage model.
- I think this course would not only be useful in the workplace but can be utilised in personal lives as well.
- The little insights the facilitators let slip like 'you are 100% responsible for 50% of the relationship' these I think have more impact than realised.
- Whilst our Branch Head has all EL1/2 do 360° - it has been really helpful to have the feedback – good & bad – work to do and what you are doing right.
- Aside from content and format the opportunity of networking really motivated me.
- The facilitators and content.
- Just the importance of being true to yourself and respectful to others.
- The 360° feedback was very interesting and the introduction to leadership styles, influencing techniques and facilitation provides a good grounding for further research/study.
- Good balance and timing of activity and content to prepare and the knowledge/experience of the facilitators to be flexible.
- The opportunity to see a wide variety of people, perspectives and with expert facilitation and advice was super valuable.
- It forces you to focus on your personal and professional behaviour and through processes from an emotional context – highly valuable (more so than any technical courses could ever be).
- The facilitators – Di is the best I've ever worked with and look forward to crossing her path again! And how useful it is to be able to apply these learnings daily.
- The caring way the material is presented along with the safe environment created allows for people to gain the most from the program. Also the way Barry and Di made themselves available for coaching.

- Helps you get feedback you might not otherwise get.
- The stop and take stock of self. The 360° being part of that. The strategies given to help change.
- The insights into self-awareness and self-mastery.
- It is really a great opportunity to develop one's self and reduce the blind spot.
- The self-development and networking opportunities.
- Presenters were brilliant. Liked it all. Found it all useful and practical.

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

- They mixed it up in terms of presenting which made it interesting. Otherwise all good.
- Sessions could be a little more structured. A lot of time was spent on how to interpret 360 rather than just getting into it.
- Keep it going, really enjoyable.
- No.
- No, excellent program. Fantastic pace which makes a huge difference. Great blend of topics.
- Well delivered program.
- Don't change a thing, you both delivered the program very well and with such enthusiasm.
- Nil.
- The presentation style of both was excellent, sensitive, broad topic range and experiences, little bits of political correctness – which reflect reality. Great styles.
- As no 2 (*The open forum format was great, more of these sessions.*)
- Honestly – No ☺.
- -
- More “role play” between them to demonstrate effective behaviours/language.
- -
- -
- Possibly a bit more role play.
- Not being lazy here, but no, not really – it was paced really well and both of you are really engaging.
- -
- Nil.
- -
- No – they were great.
- More opportunity to practice structured verbal responses.
- They are both excellent presenters but it might be nice to see them “team teach” as that would be a great dynamic.
- 0900 starts!
- Longer.

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

- It had been sometime since I had done a leadership course. Plus I needed some motivation and direction and believed this helped.
- Management to Leadership program earlier this year.
- Recommended by various people.
- So many people at CrimTrac have promoted the course as being ‘the best course ever’.
- Was recommended to me by my supervisor.
- The emotional component.
- Self-development to gauge how I am perceived by others.
- Never really hear at Emotional and Social Intelligence before and hear that it was good and helpful.
- Supervisor's requirement. Selection of a use from which I could grow. Quality training as opposed to doing lots of training.
- I begged and they finally accepted I needed more tools in my kit.

- I have been on 2 previous CPM residentials and they are always valuable and consistently raise my awareness of myself together with the provision of tools that will benefit me for the long term.
- I was definitely not coerced into attending and knew I would get great value from it.
- My supervisor suggested it.
- An awareness of a lack in leadership skills and the program was selected from its reputation.
- Haven't ever had training in defence or in the last 6 years – luckily latched onto this opportunity.
- Did it many years ago and I have regressed due to an unfortunate work environment.
- Identifying a need for leadership training in my performance discussion.
- My supervisor suggested it and I am glad of it.
- My boss directed – he pointed out that the way I interacted with people was negatively impacting on others.
- My frustrations with needs I wasn't having met bubbling out of me and expressing poorly – a person I didn't want to be.
- Suggestion from a colleague.
- Self-development and self-reflection.
- It was recommended by both colleagues who had done it recently and a supervisor who had done it previously.
- Identification (by me) that I needed it/wanted it.

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

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

<b>Administration, venue etc</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a.	Your overall satisfaction with the program				4	20	4.8	96%
b.	Value of program to your organisation				8	16	4.7	94%
c.	Seminar administration				9	15	4.6	92%

<b>Presenter – Di van Meegen</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d.	Knowledge of subject matter				2	22	4.9	98%
e.	Style of presentation/communication					24	5.0	100%
f.	Pace of presentation				6	18	4.8	96%
g.	Material pitched at right level				4	20	4.8	96%

<b>Presenter – Barry Poppleton</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h.	Knowledge of subject matter				2	22	4.9	98%
i.	Style of presentation/communication				2	22	4.9	98%
k.	Pace of presentation				6	18	4.8	96%
l.	Material pitched at right level				4	20	4.8	96%

## Leading with Strategic Intelligence – 22-24 September 2010

A three-day residential program for EL1 and EL2 – The Carrington Inn, Bungendore

Presented by Kerry Juknaitis and Nick Thomson

### Profile of Participants

There were 24 participants, 22 of whom lodged fully completed evaluation forms. The group's profile was:

- 10 (42%) were male and 14 (58%) were female;
- 24 of the participants were EL1 and 2 level managers and equivalent.

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

- Session 2 – APS context, and Session 13 – Strategic Career Planning.
- The whole course. I found a logical link between each of the modules.
- Session 13 – Scenario Planning.
- Session 6.
- All.
- Understanding 'what' strategic thinking is. It's not hard or mysterious and I'm already doing it to some extent. Discovering tools to apply to structure this thinking to come to better conclusions.
- All of it. I felt that the course as a whole brought together the whole concept of strategic intelligence so not one thing stands out for me.
- Session 8 – just the number of short, sharp one liners that will be useful on a day to day basis.
- Can't decide ...they are all good and useful and relevant!
- Orientation to Shape the Future & Tools for Interpreting the Current Operating Environment.
- Session 8 and Session 6 and Career Planning and also the different models and tools.
- Future mapping, 360° Feedback evaluation.
- Interpreting the current environment. Understand stakeholders, find out what they want.
- -
- Career Planning. Future Planning.
- Case studies gave more realistic view.
- All – Models Session 10 – SI P 360° Feedback . Environment, Analogies "What would it look like if".
- Public Service Strategic Planning. Career Planning.
- Whilst I found the course, by and large, to be helpful, there was a stumbling block encountered on Day 2 when Kerry gave or presented her world view as factual.
- 360° Feedback. Affordable housing scenarios – brainstorming tools; presented with outcome.
- Models of Strategic Thinking. Psychological aspects of Strategic Thinking.
- All relevant – the segments are very well linked.

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

- All of it was great!
- None, the program works very well the way it is. It worked for me.
- Unsure.
- It was all good.
- -
- More exercises to apply tools to. Small problems instead of such wide ranging ones.
- None.
- Some were better than others but they were all good in delivery and content.
- I'm happy with the way things are....
- Nothing in particular.
- Nil – great program.
- Not sure.
- Nil.

- Can't think of anything.
- Would not change a thing, but a bit more on Career Planning.
- N/A
- -
- None.
- This incident [refer Q. 1] occurred when Kerry stated that we are only highly evolved apes with reptilian brains due to earlier evolution. I found this offensive as this theory of evolution was presented as being factual which it isn't. Evolution has never been proven but is clung to by those who have accepted this as their faith/belief/religion. But by presenting it as factual made me lose respect for her other opinions and teachings – unfortunately detracted from the whole course.
- -
- None – thought all were well done.
- I was very happy with the pace and content. Very meaty – you would not want any more; gave participants enough opportunity for individual time.

### Would you recommend the program to colleagues?

Yes: 21 No: 0 Nil response: 1

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

- The info on being strategic in short sharp ways daily. I also thought the info on questioning why we exist and consulting stakeholders was great.
- It makes you think, and provides time to think about these issues which you don't get at work.
- The ability to integrate into day-to-day activities, a strategic thinking process.
- Facilitators and topic = great 3 day workshop.
- Well-run course with easy to understand materials.
- 3 days out of office to stretch your worldview and thinking.
- I like the fact [that] we are away from work and the content is of a high standard and really professional.
- In 3 days it gave a good insight into strategic thinking and development that flowed well. It unmasked a witchdoctor topic.
- This program is conducted/designed at a good pace and has covered broad perspectives and applications. (Very practical).
- It was interesting, engaging & entirely relevant to all EL1s and EL2s in my area.
- Opens your mind to other possibilities. Very informative and inspired; lots of new ideas and approaches.
- -
- Structured, but still enables creativity. Case studies and group activities were well balanced.
- That the subject is widely applicable to many contexts and the presenters make this point well.
- The whole.
- Facilitators practical application. Relevant examples.
- Time to pull things together. Different ideas and experiences. Analogies to explain key ideas.
- Interaction. Relevance to business. Public Sector view point.
- -
- Promotes different ways of thinking, introduces new models for strategic thinking.
- The breadth of materials covered, the examples used, the group work, content based on research = professional course.
- Excellent presenters; good group of people. Intense in content but not too much.

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

- Don't need to change anything!
- Don't change a thing. I think Nick and Kerry work very well together.
- Unsure.
- No.
- -
- See 2.
- No.
- See comments against 2 & 4.
- Keep smiling! Love your jokes and sense of humour! ☺
- No.
- Nil – good delivery.
- -
- All good.
- No.
- Keep up the good work.
- Fabulous knowledge and delivery from both! Thank you.
- 1. Move place cards around on 2<sup>nd</sup> Day to meet more people. 2. Post Its. 3. Group brainstorm (e.g. to show no barriers.)
- No.
- -
- No.
- It's a lot of material, and not having dinner together the first night would be a good chance to digest content and recharge batteries a bit more.
- I thought this well balanced. Better balance of time/content/personal time than the CPM course 'From Management to Leadership' which I did in May.

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

- I wanted to learn ways of demonstrating my strategic awareness and skills.
- I needed focus!!
- Formalising strategic focus, developing tools for planning and approaches to strategic thinking.
- Career Development.
- -
- When applying for jobs, I haven't always used the best examples to address Strategic Thinking criteria. Hence I realised I needed to 'tighten' my understanding of what it was and find better language to express it.
- I had been on a CPM course before and thoroughly enjoyed it.
- Looking for guidance on career decision and to better understand the political landscape. Happy to say I got both.
- Good feedback from colleagues who have attended previously.
- Course sounded interesting and relevant to my work.
- Opportunity due to someone else cancelling. But had previously identified strategic thinking as an area for improvement.
- A need to get exposure to the available tools in strategic planning.
- My mentor and need for more training.
- Wanted to [learn] more about tools and strategic thinking.
- A colleagues referral bragging about good things about the program.
- Previous CPM referrals, performance review with manager and that I wanted to progress in strategic thinking.
- 1/ Colleague and 2/ Performance Assessment 3/ Always wanted to do it – got the opportunity and grabbed it.

- Director suggested it.
- -
- Preparation for promotions/management role.
- Ratings less than other capabilities for Capability 1 – strategic thinking.
- Commitment to personal development. Professional reputation of CPM. Feedback form colleagues.

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

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

<b>Administration, venue etc</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a.	Your overall satisfaction with the program		1		6	15	4.6	92%
b.	Value of program to your organisation			1	10	11	4.5	90%
c.	Seminar administration			2	8	12	4.5	90%

<b>Presenter – Nick Thomson</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d.	Knowledge of subject matter			1	5	16	4.7	92%
e.	Style of presentation/communication			1	8	13	4.5	90%
f.	Pace of presentation - <i>minus 1 response</i>			1	9	12	4.5	90%
g.	Material pitched at right level - <i>minus 2 responses</i>			1	8	12	4.5	88%

<b>Presenter – Kerry Juknaitis</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h.	Knowledge of subject matter – <i>minus 1 response</i>				4	17	4.8	96%
i.	Style of presentation/communication – <i>minus 1 response</i>				6	15	4.7	94%
j.	Pace of presentation -- <i>minus 1 response</i>				8	13	4.6	92%
k.	Material pitched at right level – <i>minus 3 responses</i>				9	10	4.5	90%

## **Teams and Leadership for Executive Assistants – 1-3 December 2010**

### **A three-day residential program for APS4-APS6 EAs/Pas – The Carrington Inn, Bungendore**

**Presented by Paul Jones and Kerry Juknaitis**

#### **Profile of Participants**

There were 21 participants, 15 of whom lodged fully completed evaluation forms. The group's profile was:

- 21 (100%) were female;
- All of the participants were APS level 4-5.

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

- The 360° Feedback and working styles content.
- TMP and 360° Feedback, the Emotional Intelligence.
- TMP.
- TMP and 360° Feedback were fantastic. Team Building activity.
- TPI and 360° Feedback – very useful in identifying my strengths and weaknesses so I can further develop myself.
- Extrovert and Introvert. Respect and tolerance of others.
- Work style preferences.
- 360° Feedback.
- TMP. Emotional Intelligence.
- The 360° Feedback was definitely the most useful and relevant. It is incredibly helpful to find out how others see me in a work environment.
- TMP/360° Feedback. Valuing differences and understanding People and Teams.
- 360° Feedback and Career Planning.
- TMP, 360° Feedback.
- TMP.
- Emotional Intelligence.
- I found Day 2 – in particular sessions 4 & 5, the most beneficial for me.

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

- None.
- Not really – it was all handled very well.
- Well balanced.
- I think Kerry and Paul have the program perfected. Very enjoyable and fun!!
- N/A.
- -
- Public Service session. Start with overview of levels, eg Dept Sec, so everyone [has] some idea and on same page.
- 360° Feedback.
- -
- Enjoyed the open discussion.
- Not sure how it can be done differently, but the days were long and it was difficult to stay focussed for so long. A couple more 'stretch' breaks would be nice.
- -
- -
- -
- 'Management and Leadership' not relevant to my role.
- -
- I would have liked to find out useful tips/work methods etc that the other EAs use in their everyday activities. Not normal run of the mill must do's and have's!

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

- The presenters – Paul and Kerry. Their delivery /knowledge was excellent. I thought all the course content was relevant and useful - having the 360° Feedback in with the rest of the content gave great context to it all.
- The discussions with other similar minded people regarding TMP, very enlightening.
- Networking.
- The presenters were sociable and understanding. The material was relevant and interesting.
- Gaining a better insight and understanding into/of how I work and of how other individuals work. Career Management. I see many employees are so busy with work and our daily routine we rarely stop to take stock of what it is we want from our jobs and career and whether or not we are happy with the progress and direction of our career.
- 360° Feedback. Emotional Intelligence.
- 360° Feedback. Career development.
- All of it.
- To assist with different personalities.
- Being able to network with other APS EAs and what you learn on the course are reasons I would recommend the course.
- See point 1.
- Focussed directly to EAs.
- 360° Feedback.
- -
- Learning about yourself and receiving your 360° Feedback and networking.
- Other than one section of the program it was different from any other EA's course I have attended. It was varied and interesting and I learnt a lot about myself and better ways of dealing with people and situations.

## Would you recommend the program to colleagues?

Yes: 16 No: 0

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

- In terms of course content and delivery , this is the best training course I have ever attended. Timing of sessions and breaks was well balanced, and I did not feel overloaded even though there was a lot to "take in".
- No they are a lovely "couple".
- No.
- -
- No
- Keep up your great work.
- -
- No, they are fantastic.
- -
- No.
- -
- No – was great.
- -
- Could be 2 days (very tired on Friday). Earlier Dinner. Team activity – boring.
- -
- No. I thought it was very successful and I enjoyed it.

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

- One of my SES had received a CPM mailout, and he gave me the brochure on the course and asked to consider attending.
- It was recommended to me by the HR section when I was looking for something to attend.
- Recommended.
- Through an EA who had been on the course.
- Word of mouth from other employees who have attended the EA and other CPM courses.
- CPM brochure and EXPAND.
- Colleague.
- A friend recommended it.
- Word of mouth recommendation.
- From the CPM website and colleagues mentioned the course.
- Research – ‘word of mouth’.
- Brochure in the mail.
- -
- I saw it advertised a few years ago and heard that it was good.
- Other EAs I work with have attended and recommended it.
- My National Manager emailed it to me and then another EA recommended it.

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

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

<b>Administration, venue etc</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
a. Your overall satisfaction with the program			1	4	11	4.6	94%
b. Value of program to your organisation			1	6	9	4.5	92%
c. Seminar administration				5	11	4.7	94%

<b>Presenter – Kerry Juknaitis</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
d. Knowledge of subject matter				2	14	4.9	98%
e. Style of presentation/communication				2	14	4.8	96%
f. Pace of presentation			1	3	12	4.7	94%
g. Material pitched at right level			2	2	12	4.6	88%

<b>Presenter – Paul Jones</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Ave</b>	<b>%</b>
h. Knowledge of subject matter				2	14	4.9	98%
i. Style of presentation/communication				2	14	4.9	96%
j. Pace of presentation			1	3	12	4.7	92%
k. Material pitched at right level			2	2	12	4.6	90%