

LEADERSHIP ENHANCEMENT AND ADVANCEMENT PROGRAM

Workshop on Effective Implementation of Strategic Plans and Programs Post-Workshop Report 24-26 October 2006

A. Workshop Overview

1. The Leadership Enhancement and Advancement Program (LEAP) conducted a three-day workshop on Effective Implementation of Strategic Plans and Programs from 24 to 26 October 2006 at the Asian Development Bank (ADB) Headquarters, Manila. The workshop provided the participants with practical lessons and tools in managing organizational resources, confronting leadership challenges, and managing partnerships toward successful implementation of plans and programs. The workshop provided the participants with learning opportunities on successful implementation of plans and programs within the Pacific context.¹
2. The workshop was attended by 20 senior ranking executives representing the government, private sector, and civil society from seven south Pacific Developing Member Countries (PDMCs).² The workshop participants included two state ministers, one member of Parliament, one chief executive officer of government, three presidents of private sector organizations, and four heads of non-government organizations.
3. The three-day program had an interactive mix of learning approaches, such as: group work, lecture-discussion, case study, role plays, video presentation, and study visit.
4. Distinguished resource persons delivered presentations and facilitated discussions dealing with topics on implementation, leadership, and strategic plans and programs.³ Highlights of the first day of the workshop were the engaging discussions with former Governor George Ariyoshi of Hawaii and interaction with the panel of three academics from the University of the South Pacific (USP) who participated via live video feed from the South Pacific Subregional Office of ADB in Suva, Fiji.
5. A statesman and elected official for most of his life, Mr. Ariyoshi outlined critical ingredients for effective implementation, namely: vision, effective use of financial resources, management of people, fairness and respect for others, culture, identity, and sense of community. The USP panel discussed leadership issues and challenges in implementing policies and program in the Pacific, such as traditional values and culture, globalization, strategic capacity, peace-building and reconciliation, and managing internal and external relationships.

¹ Further information about the workshop can be found at <http://www.adb.org/Documents/Events/2006/leadership-enhancement-program/default.asp>. The workshop program and list of participants can also be downloaded from the same site.

² Participating PDMCs were the Cook Islands, Fiji Islands, Nauru, Samoa, Tonga, Tuvalu, and Vanuatu.

³ For profiles of the resource persons, see course overview in <http://www.adb.org/Documents/Events/2006/leadership-enhancement-program/default.asp>.

6. The second workshop day included another round of excellent sessions with three speakers who had rich experiences as development leaders and change managers. Former Philippine Budget Secretary Emilia Boncodin shared her lessons in leading the implementation of fiscal reforms in early 2000. Her practical tips to the participants included: setting clear objectives and hard targets, identifying a champion at the highest leadership level, winning support of stakeholders, pursuing unpopular policies, providing quick counteraction to opposition, and getting good media access, among others. Dr. Lawrence Jones, on his part, outlined practical guidelines in implementing performance measurement and management reform in organizations. Executive Director Tony Meloto discussed the vision, programs, and gains of the *Gawad Kalinga* (Give Care Program)—a civil society movement which seeks to restore human dignity, build communities, and improve living conditions of the poorest of the poor. The tremendous success of the movement in the Philippines led its replication in other countries such as Papua New Guinea, Timor-Leste, and Vietnam. The workshop was capped on the third day with a study visit to *Gawad Kalinga* urban poor project site in Baseco, Manila.

B. Workshop Evaluation

7. The workshop satisfactorily met the objectives and desired outputs. Using a simple workshop evaluation instrument (Annex 1,⁴ the participants were asked to rate the following (using a five-point Likert scale, with “1” as lowest and “5” as highest):

- a. Overall satisfaction with the workshop;
- b. Overall satisfaction with the management and administration of the workshop; and
- c. Extent to which expectations on the workshop have been met in terms of: (i) relevance of the workshop; (ii) content of presentations/sessions; (iii) approach and methodology; and (iv) usefulness of the workshop.

8. Table 1 summarizes the responses of 19 participants to the items enumerated in the preceding paragraph. Results show that the participants are highly satisfied with the workshop (average = 4.58) and pleased with the workshop management and administration (average = 4.53). Participants also found the workshop to be relevant (average = 4.63). They also expressed satisfaction with the workshop content (average = 4.58) as well as with the approach and methodology (average = 4.58). In addition, the participants found the workshop very useful (average = 4.68).

9. The evaluation instrument also asked the participants to indicate what aspects of the workshop that they liked most and what aspects of the workshop they least liked. The participants were likewise asked to specify any qualitative comments about the workshop.

⁴ The workshop evaluation is currently confined to Level 1 evaluation, which largely focuses on the level of satisfaction and perception of the participants. Level 2 is concerned with measurement of knowledge and skills gained while Level 3 looks into the behavioral change as a result of learning. Level 3 is concerned with learning outcomes, i.e., to what extent the organization or community has benefited from the concerned participant. Although LEAP will also subsequently look into Levels 2 to 3, this report is limited to Level 1 evaluation.

Table 1. Summary of Responses

Question	Participant/Respondent																			Ave
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
Overall satisfaction with the workshop	3	5	5	4	4	5	5	4	5	5	4	5	5	4	5	5	5	4	5	4.58
Overall satisfaction with the management and administration of the workshop	4	5	5	4	4	5	5	5	4	5	4	5	5	5	5	4	5	3	4	4.53
Extent to which expectations on the workshop have been met in terms of:																				
Relevance of the workshop	4	5	4	4	5	5	5	4	5	5	4	4	5	5	5	5	5	4	5	4.63
Content of presentations/sessions	4	5	5	4	5	5	5	4	5	5	5	3	5	4	4	5	5	4	5	4.58
Approach and methodology	4	5	4	4	4	5	5	4	5	5	4	5	5	5	5	5	5	3	5	4.58
Usefulness of the workshop	5	5	5	4	4	5	5	4	5	5	4	5	5	5	5	5	5	3	5	4.68

Notes: (1) Nineteen out of 20 filled out the evaluation instrument.; (2) Evaluation instrument used five-point Likert scale, "1" as lowest and "5" as highest; (3) Responses to each item were average using the total number of participants/respondents providing answers as the divisor; and (4) Averages close to "5" indicate very favorable results.

10. Table 2 lists the aspects about the workshop that the participants liked most and liked least. The real-life experiences of resource speakers, the different learning modalities, excellent concept and relevant content, "thinking" atmosphere are some of the things the participants liked most about the workshop. Those mentioned as least liked are the theoretical presentations, limited time for discussion and interaction, and limited examples from the Pacific. By and large, as the participants generally appreciated the workshop design, approach and content.

Table 2. What the Participants Liked Most and Liked Least about the Workshop

Liked Most	Liked Least
<ul style="list-style-type: none"> • The Hawai experience by Mr. George Ariyoshi • Resource persons' experience • Time, control, and focus • Real life case studies and experiences • Everything • The true-to-life presentations • Effective implementation on leadership and personal commitment to achieve goals • Presentations of resource speakers • Flexibility and thinking atmosphere • Interaction • Having real life experiences • The substance of most of the papers, their relevance, and the different teaching modalities. • Relevant, practical and inspirational USP video on leadership • Excellent concept and content • The focus on leadership • Tony Meloto's presentation • Presentations by resource speakers 	<ul style="list-style-type: none"> • Travel time • Not enough ice breakers for people to relax and relate to everyone. • Theoretical academic presentations • USP Lecture • None • Can't think of one • None so far • Seating arrangements • Case study • Struggle to find solution • Limited examples from the Pacific. • Doing the action plan at the last hour of the workshop; appreciate if it's done earlier on the day. • Limited time for discussions • Could have used the experience of those in the room who are working in leadership already • A bit more time, say, one more day. • Limited opportunity to sit and work with other participants during the workshop.

Liked Most	Liked Least
	<p>Otherwise, everything else was great.</p> <ul style="list-style-type: none"> • Presentation by Dr. Reddy too theoretical. Should get more Pacific leaders to talk about leadership. • None

11. Table 3 lists the participants' comments on the workshop. A number have suggested extending the workshop for a day or conducting a follow-up course. Table 4 further lists the participants' other comments, which included an expression of appreciation and gratitude to ADB and LEAP for the successful workshop. Going by the various comments, the workshop has indeed met the expectations of participants.

Table 3. Other Comments to Improve the Workshop (and LEAP Implementation)

<ul style="list-style-type: none"> • Maybe more technical analytical approach for strategic planning. • Follow-up workshop on performance measures. • Should be more involvements and discussions from participants, as we all have come from different backgrounds (e.g., Public, Private and NGOs) not by just asking questions to resource persons. • For a sustainable and successful on-going LEAP program. These workshops should be held in each country, so more relevant people can participate and give more strength to parties involve a National Strategic Plans would be more effective because right people will attend. I thank ADB for being part of the workshop. • A very nice workshop, a pity it is only for two days, which I think is too short for more inputs from participants apart from just questioning. A very interesting and inspiring message to get back to my country. • Some clarity in instructions of ADB travel arrangements and costs next time. • ADB secretariat should be conscious of participant's time away from work and ensure travel arrangements are arranged as such. If there are conditions attached to ticketing, secretariat should advice participants before leaving their country. Moreover, the proposed itinerary differed from the PTA. No explanation offered until arrived at the workshop. As a planner and a mother, this is extremely disruptive. Gender dimensions should be considered by ADB especially as this is an important area in ADB program. • Could be longer. Trip tomorrow to G.K. would be part of the workshop evaluation. • That middle management also attend and that specific issues from the Pacific be used. Gender dimensions of leadership be included in the presentations. • A few more case studies would have been useful as an interactive tool for learning by experiences that could be shared by the group, including some role playing. • The expectations I have had been fulfilled: (1) to have my leadership skills enhanced. (2) To receive inspiration through the experience of others. • Since it deals with implementation, which is something I see as being the weakest link in the chain of development, I think a least one more day for attendees to really absorb and appreciate the content. • Follow up but maybe focusing especially on tools/skills in developing performance measures and evaluating them. Very comprehensive workshop. You employed very knowledgeable and talented resource people to add value to the whole program. • There are many resource people/leaders from the Pacific, Samoa, Cook Islands, Tonga, Fii. They could have been identified to talk about leadership experiences, rather than being theoretical with USP academicians, particularly local indigenous leaders of the Pacific. • For a sustainable and successful on-going LEAP program. These workshops should be held in each country, so more relevant people can participate and give more strength to parties involve a National Strategic Plans would be more effective because right people will attend. I thank ADB for being part of the workshop.
--

- Some clarity in instructions of ADB travel arrangements and costs next time.
- ADB secretariat should be conscious of participant's time away from work and ensure travel arrangements are arranged as such. If there are conditions attached to ticketing, secretariat should advise participants before leaving their country. Moreover, the proposed itinerary differed from the PTA. No explanation offered until arrived at the workshop. As a planner and a mother, this is extremely disruptive. Gender dimensions should be considered by ADB especially as this is an important area in ADB program.
- More panel discussions from participants following the resource persons' presentation.

Table 4. Other Comments

- Not quite an academic and creative person, but I'm learning. It is a good experience for me. It really broadened my understanding to use strategic planning since I'm not aware and have never been established in my department of Chief Secretary. NSDS is there to guide us.
- Thanks for the privilege to learn so much from invited guests and colleagues.
- I found the workshop very enjoyable, most informative, the participants friendly, and it's a great thing that we were all from the Pacific.
- Thanks to ADB for financially making this possible.
- Thank you LEAP team for great hospitality. Very comfortable accommodation and helpful people.
- The lessons learned from this workshop have contributed greatly to our way forward as leaders as it has provided value added knowledge in terms of guiding us leaders to be effective implementors of strategic plans and programs.
- Overall, it is a well organized workshop and I thank you all LEAP Team and also the resource people for the invitations, encouragement, inspiration, kind words and your friendly approach. Well done.
- Well arranged workshop—learned a lot of real life lessons from key resource speakers.
- Well done.
- I enjoyed the opportunity to share different experiences and lessons as well. The test for us is the application of some of the principles learned and attributes identified to be effective leaders.
- Professionally, the workshop has met my expectation from NGO perspective. And the materials and experience of the resource panel are great and tangible.
- Thanks to ADB for financially making this possible.
- Thank you LEAP team for great hospitality. Very comfortable accommodation and helpful people.
- Overall, it is a well organized workshop and I thank you all LEAP Team and also the resource people for the invitations, encouragement, inspiration, kind words and your friendly approach. Well done.
- I appreciate the opportunity to have learned from others, to meet new colleagues and be inspired by the resource people, Tony Meloto especially. This has been a valuable experience for me and inspires me to continue my NGO leadership, which I am often encouraged to abandon because of the criticism that it attracts. Thank you LEAP Team—A great effort.
- Thank you ADB team for this workshop. It was well worth it. I wouldn't mind having a representative from PSC participating in future workshops of this sort.
- I salute the organizers (ADB) for quality workshop and the sharing of experience which will be valuable for me as head of a civil society organization. Well done.
- I enjoyed the opportunity to share different experiences and lessons as well. The test for us is the application of some of the principles learned and attributes identified to be effective leaders.
- I appreciate the opportunity to have learned from others, to meet new colleagues and be inspired by the resource people, Tony Meloto especially. This has been a valuable

experience for me and inspires me to continue my NGO leadership, which I am often encouraged to abandon because of the criticism that it attracts. Thank you LEAP Team—A great effort.

- Thank you ADB team for this workshop. It was well worth it. I wouldn't mind having a representative from PSC participating in future workshops of this sort.

12. Asked if they would recommend the same workshop to their colleagues, 18 of the 19 participants answered in the affirmative (one provided no response) and they indicated that a follow-up activity should be organized and conducted.

13. Former Governor Ariyoshi also speaks well of the workshop. Below are excerpts of his report on the workshop:

I believe strongly in the meaningful role LEAP plays in helping Pacific Islanders to help themselves. It was therefore my privilege to once again participate in this workshop...

I was therefore happy to see a program that attempted to teach people how to get things done, how to implement strategic goals...

Several participants noted the networking opportunities that came out of this workshop. Meeting leaders from other areas of the Pacific will provide opportunities for further discussions and consultation which is good.

I believe the group work was good. Each participant felt comfortable to talk to their peers and opened up good participation. Permitting selection of a recorder from each group was also an excellent idea.

14. Fifteen participants fulfilled the requirement to prepare and submit a reflection paper before the start of the workshop. The paper essentially focused on the major implementation issues and concerns confronting the respective organizations of participants. The papers were not only useful in preparing the participants for the workshop sessions, but they also provided inputs to resource persons and workshop organizers to focus and design the sessions in a manner that they will be able to give the optimum value to participants. The papers also served as input to the action plans prepared by the participants at end of the workshop.

15. The individual re-entry (or action) plans of participants provided opportunities to translate the lessons derived from the workshop into realistic and viable action points. The re-entry plans will also serve as instruments for monitoring the learning outcomes of the workshop.

16. The workshop was also able to provide opportunities to establish and strengthen the network and partnerships between and among leaders representing the three sectors—government, private sector, and civil society—from participating Pacific developing countries. Through the LEAP on-line Class Pages and discussion groups, participants and workshop organizers can continue to communicate and exchange information.⁵

⁵ See link to "My Class Page" at <http://www.adb.org/Projects/Leadership-Enhancement/default.asp>.

Annex 1. Workshop Evaluation Instrument

ASIAN DEVELOPMENT BANK
TA 6222 REG: Leadership Development and Enhancement Program

Workshop on Effective Implementation of Strategic Plans
8 – 11 May 2006

COURSE PARTICIPANT'S FEEDBACK

Dear Participant,

Your frank and candid answer to the items listed below will be greatly appreciated.

LEAP Project Team

Name (optional): _____

Gender: _____ Age: _____ Country: _____

A. Overall feedback on the course

34. Rate your *overall satisfaction* with the *workshop* using a scale of "1" (least satisfied) to "5" (very satisfied). Please encircle your answer.

1 2 3 4 5

35. Rate your *overall satisfaction* with the *management and administration of the workshop* using a scale of "1" (least satisfied) to "5" (very satisfied). Please encircle your answer.

1 2 3 4 5

36. Rate the extent to which your expectations on the workshop have been met in terms of (i) *relevance*, (ii) *content of presentations*, (iii) *approach and methodology*, and (iv) *usefulness*, using a scale of "1" (absolutely unmet) to "5" (fully met). Please encircle your answer.

	Absolutely Unmet				Fully Met
<i>Relevance of the seminar:</i>	1	2	3	4	5
<i>Content of presentations/sessions:</i>	1	2	3	4	5
<i>Approach & methodology:</i>	1	2	3	4	5
<i>Usefulness of the seminar:</i>	1	2	3	4	5

37. What do you *like* the **most** about the *workshop*? _____

38. What do you *like* the **least** about the *workshop*? _____

39. Would you recommend the same workshop to your colleagues? Please check. **Yes**
 No

40. Do you think it is worthwhile to organize and conduct a follow-up activity on the seminar that you have attended? Please check. **Yes** **No**

41. Other comments on the course:

42. Other comments:

Thank you very much