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Ian Dean Trading as Groman SA



One objective:
+ Help my clients achieve sustainable success
Three world class services:
+ Building leader competence at all levels
+ Crafting conditions that bring out the best in people
+ Supporting the quest for exceptional human performance
One mantra: Deliver beyond expectations - always

22 December 2021

Dr Tim Andrew
Sapphire Project Head
c/o Nairobi Convention
PO Box 30552
Nairobi
Kenya

Dear Tim,

PROCESS REPORT: ADVANCED LEADERSHIP (3) WORKSHOP FOR SENIOR POLICY MAKERS AND OFFICIALS IN MARINE MANAGEMENT AND GOVERNANCE (Women): DELIVERED REMOTELY OCTOBER TO DECEMBER 2021

Herewith my Process Report for the aforementioned advanced leader and leadership workshop.

1. FACILITATOR COMMENTS

I am satisfied that the participants who completed the majority of the 12 sessions gained valuable insights and capabilities. In short, the investments made by the sponsors, the organizers and the participants were worthwhile.

We started with 24 participants and concluded with 21. Two dropped out without any notification after 2 sessions and 1 withdrew due to extreme work commitments. 8 Participants completed all 12 sessions. They are Angela Patnode, Beatrice Morel, Caroline Bii, Indira Gamatis, lilian Omolo, Marie-May Muzungaile and Melisa Mureithi. 8 Attended better than 80% with apologies for the missed sessions. 5 Logged a disappointing 50 and 60% record.

From my perspective, the results achieved were again above fit for purpose although below what is possible in a residential workshop. As with the previous remote workshop, virtual delivery unfortunately causes a loss of spontaneous engagement and interaction based on the absence of immediacy and presence of the participants. I made several changes and improvements to the facilitation compared to the second workshop and experienced positive responses from the participants.

The content was again customized to the needs expressed by the participants. Given that this was the third workshop in a cumulative series, I intentionally reduced the structure and set more self-preparation assignments to deepen personal learning. This worked to a point but lost some impact because of the absence of direct (in-person) interaction.

Finding the right points at which to pitch the material was a nightmare. With participants who were attending for the third time, several for the second and at least 8 who had had little to no leadership training before, pace and tempo, learning challenge and stretch and relevant application were constantly moving targets. Getting the too little versus too much equation right was stressful to say the least.

The level of participant engagement via questions and challenges again improved over time. There were ongoing indications that knowledge uptake was high. I cannot however offer an opinion on the degree of skill building without being able to observe the participants completing skill building exercises. That notwithstanding, my intuitive sense is that the majority of the participants were eager to develop skills and application experience. This conclusion is drawn from the nature of the questions they posed and the multiple off-line mails I received seeking specific advice on work and personal development related issues.

Despite the challenges caused by allowing a blended mix of new and seasoned participants, I remain supportive of the approach. It enhances the learning and extends their network. It was initially disappointing to see just how slow the new – first time participants were at securing copies of the materials from the earlier workshops. We were able to track the rate of inquiry by making the materials available upon request after having communicated that this was an important step that needed to be followed.

The attendance and participation of Marie-May Muzungaile, Jacqueline Uku and Betty Nyenje served as an excellent example of senior leaders who enthusiastically supported and encouraged their fellow participants.

Bonface Mutisya provided excellent support continuity and displayed unlimited patience while dealing with basic issues that many participants could have dealt with if they had read the 5 Briefing Notes that were distributed before and during the workshop.

2. PARTICIPANT EVALUATIONS AND FEEDBACK

Based on the participant comments and ratings, it is fair to conclude the workshop exceeded expectations. Content, materials, relevance to work situations, pragmatism, opportunities to participate, facilitation and coaching are mostly rated 5 – excellent, on a 5- point scale. Without exception, all the participants would recommend the workshop.

The evaluation feedback received from the participants is set out in Appendix A below.

3. RECOMMENDATIONS

- Continued learning and reinforcement: Lasting value of training and development is achieved through application with coaching and refinement. This builds confidence, depth of experience and proficiency. It protects the investment and builds the much-needed leadership capacity in the Region. Workshops no matter how compelling, are simply not enough. The reinforcement should ideally be facilitated by the one-up managers/supervisors of the participants. Sadly, this seldom happens. I strongly urge the ‘powers that be’ in WIOMSA and NC to please direct an appeal to the relevant parties to honor their leadership responsibilities in this regard. Such action will generate a quantum improvement in the benefits and without doubt, be deeply appreciated by the participants.
- Participant pre-training briefings: The concerns I raise in the aforementioned point are only the tip of the ice-berg. If there is any doubt about the failure of current leaders to adequately support the development of their staff apart from allowing them to attend workshops which again, is only a small part of the development process, I wish to point out the participant responses to question 5 under the Pre-workshop Administration section in their Evaluation Questionnaire. The question reads: ‘Did your immediate manager discuss your attendance with you in the context of your personal growth and development?’ Nine of the 15 participants who returned evaluations, that is, 60% reported ‘no’ they had not been briefed by their managers. That can only be described as shocking. It is a complete dereliction of a leader’s responsibility to not engage fully with their team members/staff regarding their development.
Not only should they secure an understanding of what the staff member wants to learn by attending the workshop, they should also follow-up with discussions and support during and after the process. I have observed this across all the processes I have facilitated for WIOMSA/NC over many years and there has been absolutely no improvement in this organizational/leadership failure.
- Further training: I believe the model of sponsoring a series of cumulative development process, in this case 3 leadership workshops, is sound and has worked well. Simultaneously, I believe it has run its course for the current target group of Senior Women Leaders. It’s a model that could again be applied for different target groups as needs and funding may determine. One such need has been voiced for an integrated mixed gender process. I support such an initiative should it include a ‘stepping stone’ process for any targeted male participants. To take a new grouping of male participants and simply lump them into a workshop with the ‘Senior Women’ would be a facilitators nightmare. There are 2 recommendations here: i. Certainly initiate customized leadership development for males and use it as a build up for an integrated process with the Senior Women Leaders. ii. The integrated process should be a deep immersion experiential skill building only workshop. Attendance should not be via an open invitation to join but by motivated application – 300 words why the particular person should be considered. Numbers should be restricted to around 20 and those Senior Woman Leaders who have a consistent record of attendance should enjoy a measure of priority selection. 4 Days minimum residential. This should be the targeted group of ‘high-flyers’ earmarked for bigger things in their respective countries/institutions. This needs to be championed by a few influential sponsors. Hard hitting stuff. I suspect that such a process may be counter to the ‘all correct

orderly manner of doing things' in your current environment. In my considered view, more of the same is going to be too little too late to have any bearing on the looming global environment disaster.

- Network support: In her evaluation feedback, Jacqueline Uku requests support to build and strengthen the WIOMSA leadership network. I fully support the request and it is a matter that should be discussed and actioned with her.
- Drop-out participants: Annie Simeon (1) and Blandina Lugendo (2) dropped out after attending 1 and 2 sessions respectively. Although I accept addressing such behavior is not the responsibility of the Secretariat, the matter should not pass without action. Finding out why they dropped out could be insightful. Finding out why they did not extend the courtesy of notifying the organizers about their intended withdrawal is 'less than acceptable' conduct in an organization such as UNDP. It should be brought to their attention.

4. NOTE OF THANKS

I wish to register a strong note of appreciation for the opportunity to lead and facilitate the WIOMSA 3 Advanced Leadership Workshop. As always, it is a privilege to work with such wonderful woman.

To you Tim and Bonface, I am grateful for the support and encouragement you both provide. It makes a huge difference to me working with clients who I know deeply and genuinely care about the growth and development of people.

I wish you all the best for 2022 and trust it will be a year of great breakthroughs and significant achievement.

With very Best regards,

Ian

Ian Dean

Workshop Coach and Facilitator

Attachments: Consolidated Evaluation Form; Attendance Register

Appendix A to Ian Dean letter to Dr Tim Andrew dated 22 December 2021

PROCESS REPORT: LEADER AND LEADERSHIP RENEWAL WORKSHOP FOR SENIOR POLICY MAKERS AND OFFICIALS IN MARINE MANAGEMENT AND GOVERNANCE: DELIVERED REMOTELY OCTOBER TO DECEMBER 2021

Date: 26 October to 9 December 2021

Venue: Personal Residences/Places of Work

Participants: 22 senior leaders from 9 countries

Facilitator and Coach: Ian Dean

Participant feedback: Ratings and comments are drawn from the participant evaluations submitted upon completion of the workshop. Not all participants completed an evaluation form and in certain instances participants did not answer all the questions. (Raw data is available for audit if required):



Dear Participant,

YOUR GIFT: EVALUATION AND FEEDBACK

During our sign-off as we concluded Session 12 of your Advanced Leadership Workshop (Ldr 3), I requested a gift from each participant. The gift you will recall is that you complete an evaluation form for the Workshop and return it to me (iandean26@icloud.com) by no later than close of business on Monday 13 December.

All feedback should be treated as a gift. The information allows us to calibrate our perceptions and reality. It provides an opportunity to detect and correct error and therefore is a huge contributor to learning, growth and improvement.

As a person who strives to achieve relevant, high impact leadership, please make the giving and receiving of feedback a high priority action. Place it on your agenda and keep it there, forever. In the same spirit I am relying on you to complete and return the 'gift'.

With abundant best wishes

Ian

Ian Dean: Workshop Coach and Facilitator: WIOMSA/NC Leader 3 Workshop: December 2021

COURSE/WORKSHOP EVALUATION	Please mark the appropriate block	
	YES	NO

A. Pre-course administration:			
1.	Did you receive timeous notification about the Leadership Workshop?	15	
2.	Did you receive sufficient detail about the nature, structure and planned content?	14	1
3.	If not, what information/action was missing?		
4.	Why did you attend? (Several answers may be selected)		
	• It was recommended by a friend/colleague/my immediate manager	9	
	• I was instructed to attend by my immediate manager	2	
	• The objectives and content looked interesting	7	
	• The objectives and content met needs which had been identified in respect of my personal development	15	
	Other (please specify)		
	• I followed the second edition and I had enjoyed the content.		
5.	Did your immediate manager discuss your attendance with you in the context of your personal growth and development?	6	9

	1 = Unacceptable	2 = Poor	3 = Fair/ Average	4 = Good	5 = Excellent
B. Workshop Content					
1.	Comprehensiveness		1	3	11
2.	Challenging		2	4	19
3.	Usefulness to your job		1	2	12
4.	Well illustrated with practical examples			3	12
5.	Well structured			7	8
	1 = Unacceptable	2 = Poor	3 = Fair/ Average	4 = Good	5 = Excellent
C. Workshop Materials					
1.	Briefing notes			3	12
2.	Slides (when used)		1	6	8
3.	Relevance to your work		1	3	11
5.	User friendly		1	6	8
	1 = Unacceptable	2 = Poor	3 = Fair/ Average	4 = Good	5 = Excellent
D. Course Coach and Facilitator					
1.	Knowledge of subjects				15
2.	Pace and tempo			3	12
3.	Clarity of expression and explanations				15
4.	Encouragement participation				15
5.	Emphasized practical application			3	12
				YES	NO
E. Overall assessment					
1.	Did the workshop meet your expectations?			15	

Participant comments (copied directly from their completed evaluations)

1. What do you value most about the workshop?

- The duration of the classes, the amount of time spend on each topic was not enough, thus we did not get the chance to go further and understand really in details each topic, but the lecture ensured that he provided enough information for our understanding.
- The subject being taught, the lecture and how he explained the different topics, with clarity and understanding. The in-depth discussion on the topics and how it made you think at a personal level and the applicability and practicality in your daily life and work.
- I learnt one of greatest lessons that Personal Mastery is a key cornerstone to success in any field of endeavor in one's life.
- The realization that systems thinking, effective communication, negotiation and public speaking skills are crucial for high impact leadership.
- One of the most valued lessons I learnt during the training is about functional incompetence and learning disabilities within organizations which lead to dissatisfactory results.
- Ian's wisdom and delivery of the sessions
- I have learnt the importance of practicing over and over again to master the area interest, being committed, confident and focussed in it to be able to achieve life's goals.
- I really valued the content which can be applied from personal level to my career development.
- Practical examples of application of leadership skills taught – It important to have theoretical knowledge of what to do but even more important to know how and when to apply what leadership skills to achieve great impact.
- How it is had made me aware that 'leader' is more than just a title and that there are many aspects to leadership. In addition, I've learnt the areas of my life that I need to work on which I believe will have positive results for me.
- I valued the wide scope of learning material that was provided to assist us enhance our leadership. I also valued the honest feedback provided to us as we undertook the different exercises and presentations. I also appreciated the keen interest in listening deeply to each participant and the responsiveness to our queries even if they were not as clear as they should have been.
- The workshop was very relevant to our daily challenges in our career, workplace and life and ways to overcome these challenges.
- The content is different from the typical leadership training, I value the practical examples.
- I appreciated the honest feedback from Ian on my personal development and personal mastery. Thank you, Ian.
- The sessions with the facilitator were thought provoking and very informative that if I take into action and practice it would have great impact to my life and those I associate with.
- The workshop was 'client-focused' and relatable, well researched and structured, and above all, the knowledgeable Coach- Ian- is very personable! Materials from previous workshops (which I did not attend) were also availed, providing me with further context on the workshop and leadership.
- I also appreciate that the sessions triggered self-reflection (at work and in aspects of my personal life), and emphasized in many ways, the importance of being very intentional as we seek to be efficient leaders in our different capacities.
- The interaction between the participants and with the facilitator. as well as the concrete examples about the different subjects that were given in particular the posture of a leader, like McRaven experiences.
- I really enjoyed the practical examples and when we got to practice applying our learning (i.e. when we played 'proponents' and 'opponents' after a presentation. This was very useful for me as an example of how I could take forward some of the lessons and practice using them.
- I also enjoyed the collegial atmosphere. You have a gift of making everyone feel welcome and heard, while at the same time not letting anybody get away with anything!

2. **What if anything, are the areas where you feel improvements should be made?**

- The duration of the classes, the amount of time spend on each topic was not enough, thus we did not get the chance to go further and understand really in details each topic, but the lecture ensured that he provided enough information for our understanding.
- I propose more time for practical learning, like giving presentations, making speeches or scenarios for analyzing situations and solving problems within organization or situations that require leadership intervention/innovation
- I feel that in comparison to last year the sessions was less structured. Missed the group assignments. In addition, a structured task/assignment will help with commitment of participants.
- The workshop was very relevant to our daily challenges in our career, workplace and life and ways to overcome these challenges.
- The 2 days a week program was quite intense, it made it sometimes challenging to juggle work fit in a 2-hour training session and adequately prepare for the next class. If possible, I would recommend once a week or if held twice a week, then give a little more room between the sessions- Monday and Friday for instance. This would allow for time to meaningfully review what was covered in the previous session and to check learning.
- The materials from other authors and links from YouTube to be shared much earlier to give time to listen and understand before the sessions need to be shared to enable learners think through and understand the concepts before the discussions.
- Not exactly an area for improvement, but face-to-face workshops would be more ideal than virtual.
- More details on the workshop could have been useful for me before day one. As a person joining the first time I was 'floating; initial sessions but I caught on.
- In my work or my day to day to find the right people and work with them.
- I felt as though the systems learning portion flew above my head a little bit – I don't know whether it was hard to grasp because of the virtual platform or what, but perhaps if we could have had a few more real-life scenarios to apply the concept to ourselves, that would have helped.
- In general, my favourite part of the course was when we practiced, as stated above. I would love to get more practice scenarios in the future.

3. What other leadership training, if any, would you like to receive?

- Taking inter-personal skills and communication as training on its own. There are lots of components that needs to be learnt from this and this is also a weakness to multiple individuals, aspiring leaders or senior leaders, including me, and I think a training on this will benefit many.
- I would be happy to have further training in: dealing with change; virtual leadership; building trust and respect; coaching; time management; problem solving and conflict management.
- If there is an advance version of this course, I would be grateful to be part of that group taking that session.
- For now, I don't think I am prepared for more training. I feel that plenty was explained within this training that I now need to go and work on and try and implement in my leaf even if I am not in a leadership position.
- Decision Making
- Performance Management
- Impactful leadership in the digital age of telecommuting/working online
- I would like support in creation of a unique WIO women leader's network that adds value to the different women that join the network. I wish to be part of creation of a network that enhances their learning and builds their confidence as leaders in their fields.
- I am eager and willing to attend any other leadership training; currently I do not have any specific training.
- For now, I would like to just go over all sessions, with a fresh eye/ear to review and see what lessons I have leant from this.
- Thank the facilitator for the time taken to share his knowledge and for sharing with me the custom designed diary.
- I would like to continue taking any other courses on leadership, such as conflict management, generations also emerging issues (e.g. natural capital, blue economy, etc)

4. **Do you have any other comments and/or recommendations?**

- The classes were interactive and interesting with another perspective on leadership. I see the relevancy in the work that I am doing at the moment, but also at a personal level, especially on the competencies and personal mastery. Recommended that the course has more time in the future so as to have better understanding on becoming a high impact leader, including more practical exercises.
- I propose that this group remain as a team to learn from one another using various avenues, perhaps an annual or a biannual workshop? Something to bring us together regularly to share experiences and learn from each other, as well as catch up on what is new.
- I would like to commend the Ian, our facilitator for the selfless and tireless sharing of knowledge and advise that goes beyond the workshop. The sessions are life changing moments for me.
- I suggest having at least one leadership training with both women and men. That would be interesting!
- Conflict management/resolution.
- As leaders I found that many of us were challenged to give out time to attend the classes with so many competing demands for our time. I highly recommend that the next trainings are done in person for maximum participation and learning. I really hope that this becomes a possibility in these COVID 19 times.
- Develop a training workshop that will involve current male leaders and upcoming leaders.
- More interactive slides 😊, and perhaps have sessions with breakout rooms to encourage participation between the trainees too.
- This workshop exceeded my expectations, and encouraged me to get back to journaling!
- Thank you for the opportunity you gave me to participate once again in the course on leadership, which will help me to raise a better posture as a leader and a woman.
- Wish everyone happy holidays a good change from the year. Continuing to take care of COVID and other ills. So that 2022 can be different and we can participate in another course on leadership, not on line.
- It was great! Thanks so much, Ian! I'll miss you every Tuesday and Thursday.
- The session and topics covered are extremely important for people in senior positions, however, they are also useful for those who aren't in such positions and especially to younger people just starting their careers.
- Perhaps a workshop targeting young adults would be very helpful.

F. **Participant particulars (optional):**

Name: _____ Age: _____

Job Title: _____ Qualifications: _____

Contact info: email: _____ Mobile: _____

Third Advanced Leadership Workshop for Senior Leaders, Officials and Policy Makers (Women) in Marine Policy and Ocean Governance

Full Name	26-Oct	28-Oct	02-Nov	04-Nov	09-Nov	11-Nov	16-Nov	18-Nov	30-Nov	02-Dec	07-Dec	09-Dec
1 Angela Joann Patnode	x	x	x	x	x	x	x	x	x	x	x	x
2 Beatrice Morel	x	x	x	x	x	x	x	x	A	A	x	x
3 Betty Nyonje	x	x	x	x	x	o	x	x	x	x	x	x
4 Blandina Lugendo	x	x	A	A	o	o	o	o	o	o	o	o
5 <i>Bonface Mutisya</i>	A	x	x	x	x	x	x	x	x	x	x	x
6 Carol Mutiso	x	x	x	x	x	o	x	x	x	x	A	x
7 Caroline Bii	x	x	x	x	x	x	x	x	x	x	x	x
8 Cecilia Kinuthia-Njenga	x	x	A	x	o	o	o	x	o	o	x	x
9 David Ouma	x	x	x	x	o	x	o	o	x	o	o	x
10 <i>Evans Muthoka</i>	x	x	x	o	o	o	o	o	o	x	x	x
11 <i>Ian Dean</i>	x	x	x	x	x	x	x	x	x	x	x	x
12 Indira Gamatis	x	x	x	x	x	x	x	x	x	x	x	x
13 Jacqueline Uku	x	x	A	x	A	x	x	x	x	A	o	o
14 Jane Njeri NDUNGU	x	x	x	x	A	x	x	o	x	x	x	x
15 Joana Akrofi	x	A	x	x	x	o	o	o	o	o	x	o
16 Josephine Ruria	x	x	x	x	x	o	x	o	x	o	o	x
17 Lilian Omolo	x	x	x	x	x	x	x	x	x	x	x	x
18 Marlyn Omondi	o	o	o	o	x	x	x	A	x	x	x	x
19 Marie-May Muzungaile	x	x	x	x	x	x	x	x	x	x	x	x
20 Mastura Chelangat	x	x	A	x	x	x	x	x	x	x	x	x
21 Melisa Wandia Mureithi	x	x	x	x	x	x	x	x	x	x	x	x
22 Nancy Soi	x	x	x	x	x	o	x	x	x	o	o	o
23 <i>Nathan Majwa</i>	x	x	x	x	o	x	o	x	o	x	x	o
24 Rose Bahati Machaku	x	o	x	x	o	x	o	o	o	o	o	o
25 Sidonia Muhoro	x	x	x	x	A	x	x	x	x	x	o	x
26 <i>Timothy Andrew</i>	x	x	o	o	o	o	o	o	o	o	o	o
27 Valentine Ochanda	x	x	x	x	A	x	x	x	x	x	x	x
28 Waweru, Yvonne	x	x	x	x	o	o	x	x	x	x	x	o