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Ian Dean Tradina 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

3 February 2021

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

Dear Tim,

PROCESS REPORT: LEADER AND LEADERSHIP RENEWAL WORKSHOP FOR SENIOR POLICY MAKERS AND OFFICIALS IN MARINE MANAGEMENT AND GOVERNANCE: DELIVERED REMOTELY SEPTEMBER TO NOVEMBER 2020

First of all, although belated, please accept my heartiest congratulations on your new remit for the Sapphire Project. The member states are fortunate to have you on board for the important leadership role.

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

1. FACILITATOR COMMENTS

Notwithstanding the considerable logistical, technical, attendance and delivery challenges posed by offering senior level leadership development via distance learning, I am satisfied that the participants who completed the majority of the modules gained valuable insights and capabilities. In short, the investment made by the sponsors, the organizers and the participants were worthwhile.

From my perspective, the results achieved were fit for purpose although below what is possible in a residential workshop. Remote delivery causes a critical loss of spontaneous engagement and interaction based on the absence of immediacy and presence of the participants. I felt extremely constrained not being able to 'see' and 'relate' to the entire group simultaneously. This may have caused some participants to feel 'left out' which would have been an unintended consequence of the process.

The content was customized to the needs expressed by the participants. Prioritization and complexity dictated that certain materials required more time to address and I of necessity had to trim the time off alternative inputs.

The level of participant engagement via questions and challenges improved over time as did my understanding of how best to structure exercises and assignments. Unfortunately, working remotely is not conducive to skill building in paired/small groups. I experienced this as a major constraint. Many of the participants made a concerted effort to implement their learning and where possible practice skill development. I have no way of knowing how consistent these actions were across the group.

The sponsors/organizers took the right decision to invite new participants without them having attended the earlier workshop. About 50% of the newcomers realized extra 'catching up' effort was required and they diligently applied themselves. This is critical because this workshop was a cumulative build on the first. They integrated well with the original participants and a larger network was effectively forged.

The other half of the 'new participants' quickly discovered they were out of their depth and fell by the wayside. I found it extremely disappointing that they did not reach out for assistance nor did they tender any apologies for not 'pitching up'. Conduct of that nature does not speak well of their potential for senior leadership roles in the Region.

Sinikinesh Beyene Jimma did an amazing job organizing the training and her participation in every module was commendable. She provided excellent continuity and displayed unlimited patience while dealing with a long list of basic issues that 'others' could have dealt with if only they read the instructions.

Sinikinesh was ably supported by Bonface Mutisya who facilitated the MS Teams platform and session recordings. Always cheerful and ready to assist, Bonface played an important role in ensuring that logging on access went smoothly and stable communications were maintained.

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.

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

3. RECOMMENDATIONS

- Follow-up: The participants acknowledged the value of ongoing development and expressed unanimous support for a follow-up/reinforcement process as resources allow.
- Should the sponsors support the notion of a follow-up, I strongly urge that This be undertaken within the next 12 months in order to maintain momentum.

4. NOTE OF THANKS

I must re-iterate the appreciation I expressed following the workshop completed in Mombasa in 2019:

“It was a privilege working with this group of very special participants. They have a major part to play in their respective organizations and I have unqualified faith in their commitment to do so with maximum impact. I learnt a great deal from them, especially regarding the many challenges they face as Woman in the Workplace. For this ‘enlightenment’ I express my gratitude to them. The manner in which they interacted with me combined with much affection and support served as a source deep encouragement”.

The organizing team of Sinikesh Beyene Jimma and Bonface were a winning combination.

With very Best regards,

Ian

Ian Dean

Workshop Coach and Facilitator

Appendix A to Ian Dean letter to Dr Tim Andrew dated 03 February 2021

PROCESS REPORT: LEADER AND LEADERSHIP RENEWAL WORKSHOP FOR SENIOR POLICY MAKERS AND OFFICIALS IN MARINE MANAGEMENT AND GOVERNANCE: DELIVERED REMOTELY SEPTEMBER TO NOVEMBER 2020

Date: 6 October to 2 December 2020

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):

A. Pre-course administration					
			Yes	No	
1. Did you receive a letter confirming your attendance?			8		
2. Did it contain sufficient information to prepare in time?			8		
3. If not, what should be added? Course content.					
4. Why did you attend?					
4.1 Recommended.			3		
4.2 I was instructed to attend by my immediate manager.			1	1	
4.3 The objectives and content looked interesting.			1		
4.4 The objectives met my development needs.			2		
4.5 Did your immediate manager discuss the workshop with you?			1	7	
B. Workshop content					
	1. Unacceptable	2. Poor	3. On standard	4. Good	5. Excellent
1. Comprehensiveness				1	7
2. Challenging				2	6
3. Usefulness to your job				4	4
4. Well illustrated with practical examples				2	6
5. Well structured				4	4
C. Workshop materials					
1. Briefing Notes				4	4
2. Slides (when used)				2	6
3. Exercise and case studies				3	5
4. Opportunities to practice skills				4	4
D. Workshop facilitator and coach					
1. Knowledge of subjects					8
2. Process facilitation/control				1	7
3. Presentation skills				1	7
4. Encouragement of individual and group participation				1	7
5. Emphasize practical application			1		7
E. Overall assessment					
			Yes	No	
1. Did the workshop meet your expectations?			8	0	
2. Would you recommend other people attend the workshop?			8	0	
3. What did you like most about the workshop?	<ul style="list-style-type: none"> The course was very educated and informative for me. It was very interactive and flexible. The facilitator made the whole program very simple to understand, it was very easy to relate to 				

	<p>especially the competency in personal mastery.</p> <ul style="list-style-type: none"> • At a personal level, the introduction to self-awareness which builds your confidence and self-esteem to overcome fear and gain courage to do and say things that you would ordinarily not do, which for me really made me discover who I really am and actually establish my self-worth. • The ability as a skill, to look inward need to know who I really am was one of the most rewarding experiences of the training. • Additionally, at the organizational level, Systems Thinking gave me a sneak preview how an organization should be led and finally the importance of feedback in both directions was a most valuable lesson. • I liked the in-depth focus on the leadership competencies. We did not get a chance for this in the first training session and this one helped to empower me further in interrogating my competencies in different areas. • I liked the self-assessment tools. This helped me unravel the areas that I need to work on furthering my leadership journey. • The entire content. • Moreover, the trainer, he is a role model. He's rich professionalism, methodology, commitment, readiness, kindness to share and eager to see trainees personal leadership development. • Being able to participate online.
<p>4. What did you like least about the workshop?</p>	<ul style="list-style-type: none"> • Nothing. • Time for interaction was very limited. • It was sometimes difficult to connect due to network challenges. • The virtual nature of the course compromised commitment, as distractions arose due to the fact that one was not physically away from the normal work/office duties and was off and expected to undertake other assignments that sometimes conflicted with the course schedules. • One thing that was challenging was the open participation by all participants. Often it was only the voices of a few participants that were heard. • Nothing.
<p>5. Any other comments/recommendations?</p>	<ul style="list-style-type: none"> • Leadership relating to personal leadership, organisation management and leadership training related to this particular one. As a beginner in this area, I am still discovering the various areas of leadership that I would like to explore. • Ian Dean may you continue touching many peoples lives with training such as this one. You have made a great impact in my life. This program was an eye-opener for me and I believe to most of my colleagues/members of the group. Thank you for the opportunity to have been part of the team. • I would like to learn more about International relationships/diplomacy and resource mobilization. • Training in corporate governance and mentorship. • With the network that is evolving for this group, I wish to recommend an annual get-together/refresher course on topics that the group would agree upon. This would cement the network and help us grow together as a team. • One area that I would like to develop further is strategic thinking and how to work on a strategic direction for an organization can be sustained over the long-term period with healthy results. • It is important to create a network of continued learning for the leaders that attended this training. Hopefully this is something that can be sustained a very long time and provide a learning platform for women to hone their leadership skills through shared experiences/

	<ul style="list-style-type: none">• More training on conceptual thinking; Organization diagnostics; Reflection and self-assessment.• The course was delivered online due to travel restrictions caused by Covid 19. This has taught us a lesson on how to manage and certainty and the required leadership qualities leader should exhibit during the time of uncertainty including resilience, innovation, change management, commitment and determination et cetera• Commitment for personal ownership/development. A challenge observed during the training period was that some trainees could not manage the competing demands and devote time to participating in this very important leadership training• The facilitator has been very passionate and committed. I appreciate his diligence.• More practical exercises in leadership will be helpful.
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