



# ***Program Metrics***

## ***May 2016***

***This report summarises the response, engagement and effectiveness of the SoundBytes Leadership program designed by Team Guru and delivered via the podcast format.***

***The SoundBytes program was designed to engage a team of senior technical experts in a comprehensive and effective leadership program. The podcast format was used as a unique and engaging method of delivering content and connecting the geographically dispersed team.***



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- D** **'Trusted Colleague' Feedback** - feedback from those who assisted participants...**P18-25**
- E** **Recommendations and Program Improvements** - applying the feedback...**P26**

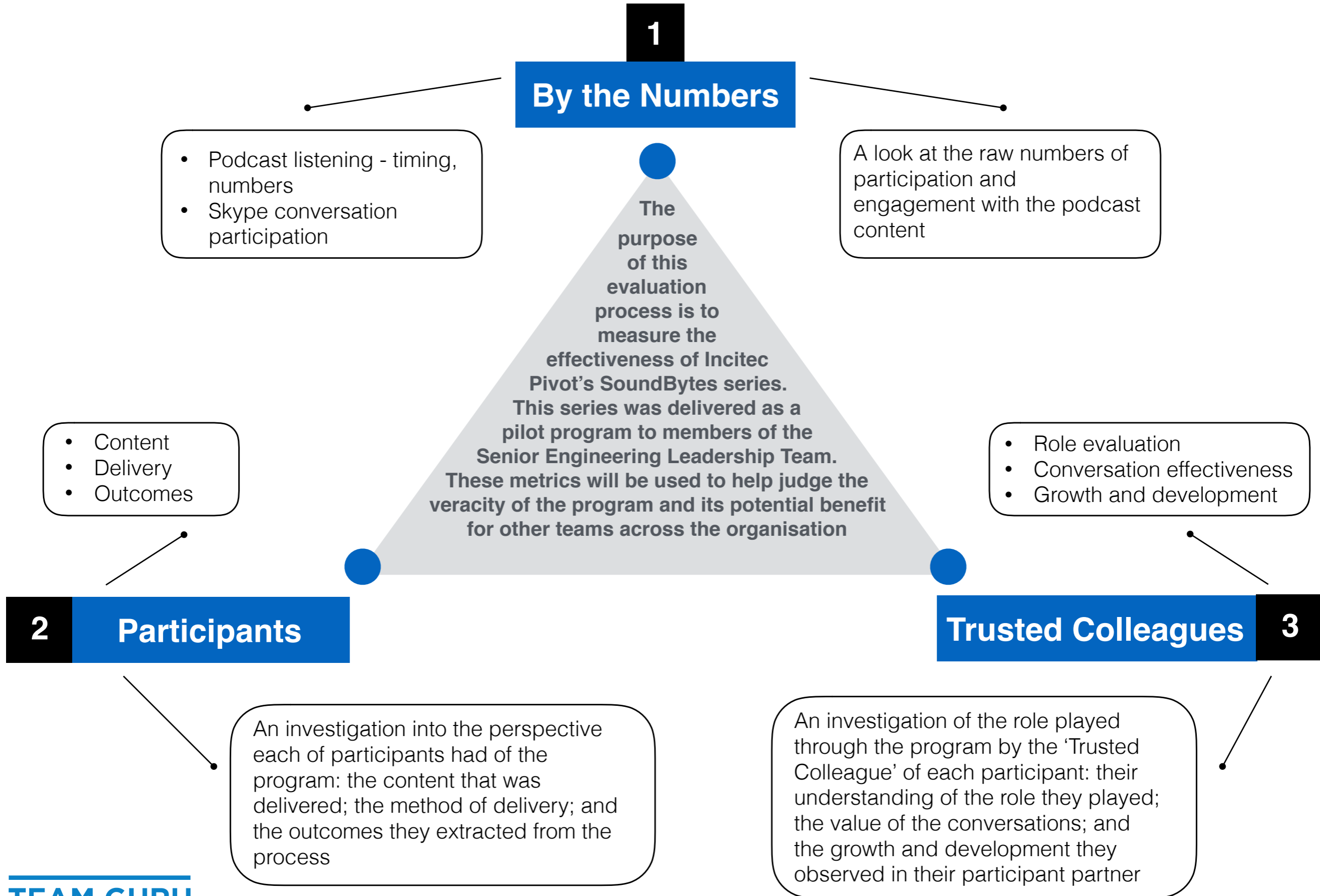


The Team Guru logo on each page of the report will bring you back to this contents page



Each of these content items are hyperlinked - click on it to go to that section

# Program Effectiveness Metrics



1

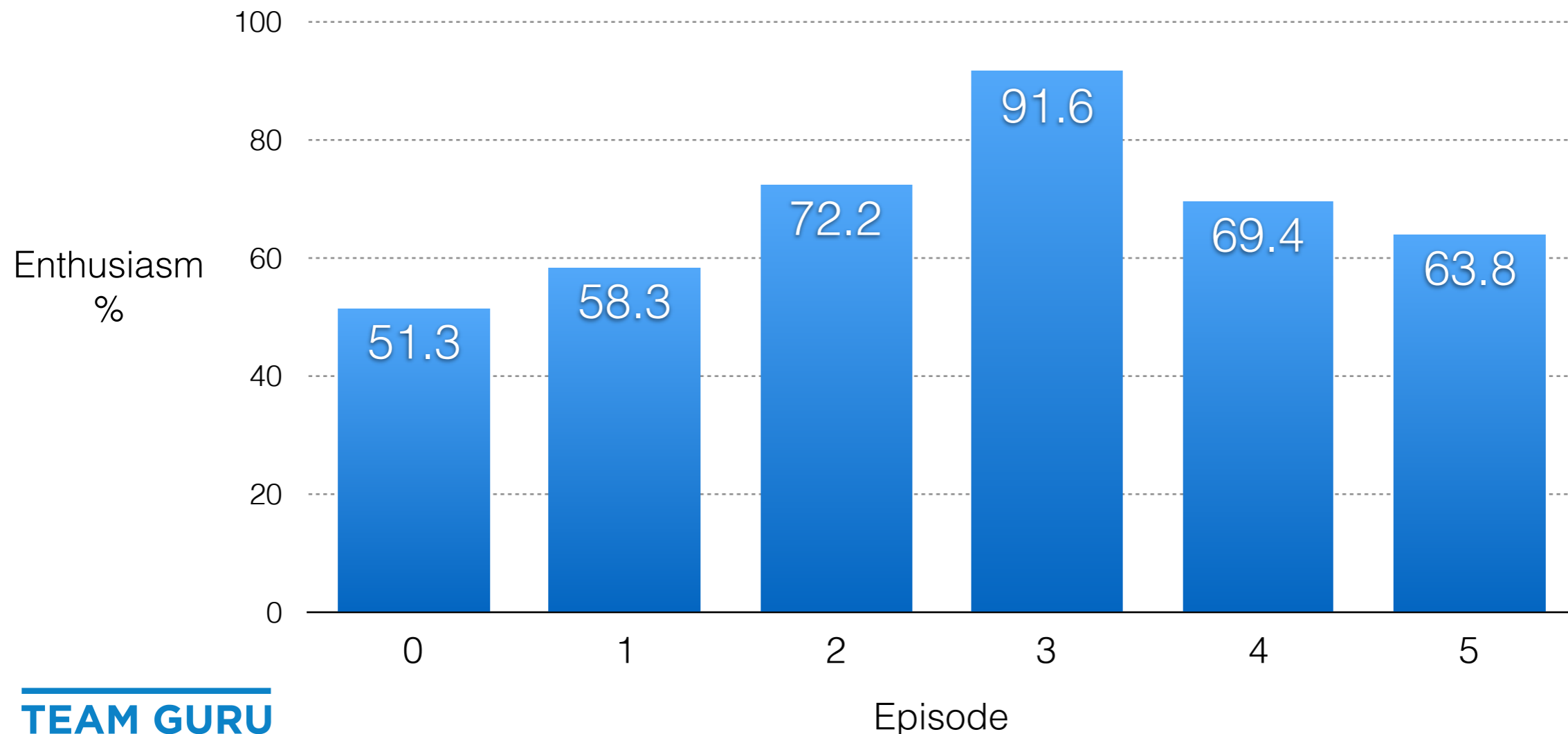
## By the Numbers

**Program Enthusiasm** is a rating given to each episode according to how soon after release participants listened. Highest value given to listens on the day of release. Lowest given to listens a week or more after release. Enthusiasm Rating is calculated as a percentage **\*100% would indicate all participants listened on the day of release**

**Episode Engagement** provides data on how soon after release participants listened to each episode - how many days after release participants listened. Data is provided per episode and the first 9 'listens' are recorded (there were 9 people on the email list - team members plus XXXXXX)

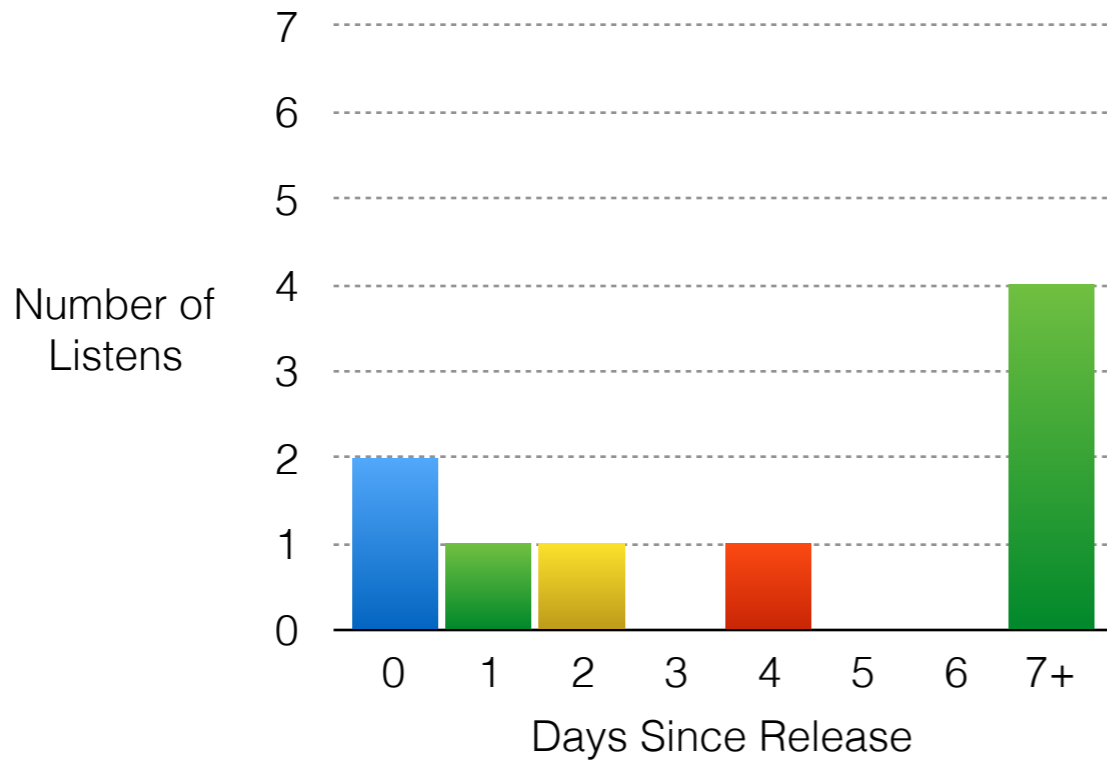
**Participant Engagement** provides data on participation with the Skype conversations. Each participant was scheduled to speak with the program facilitator approx. 2 weeks after the release of each episode in order to discuss concepts and actions. (There were no Skype conversations scheduled after E5. Group conversation instead.)

### Program Enthusiasm

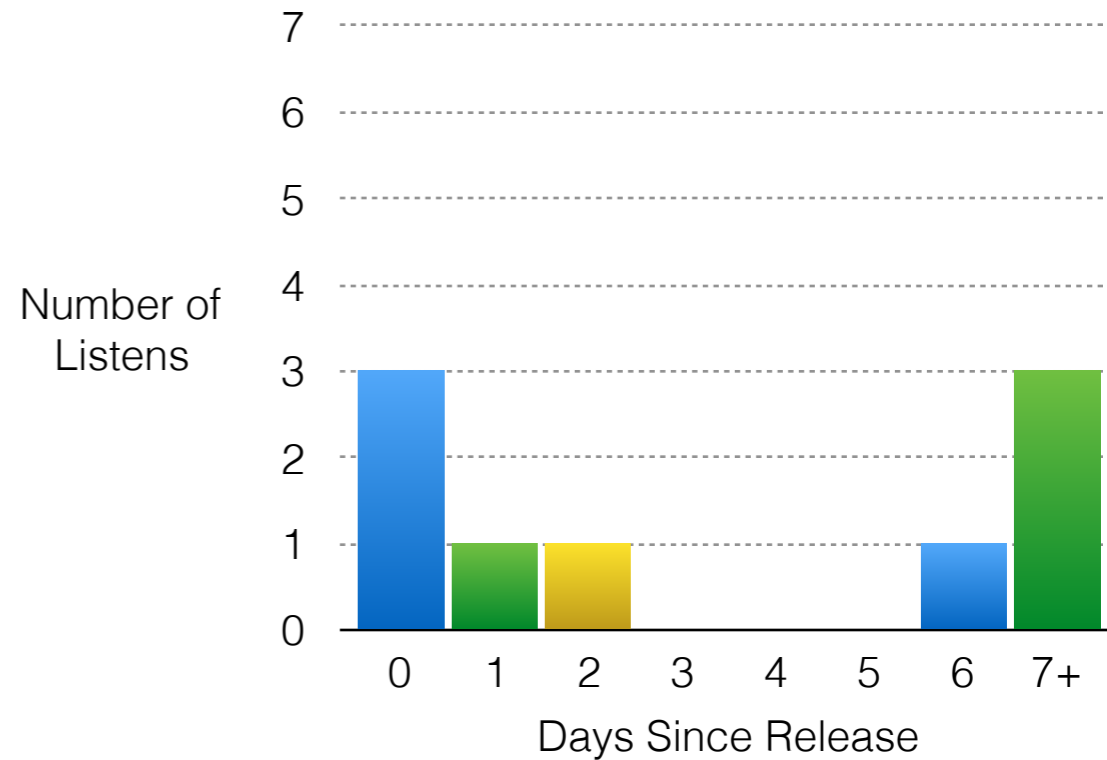


# Episode Engagement

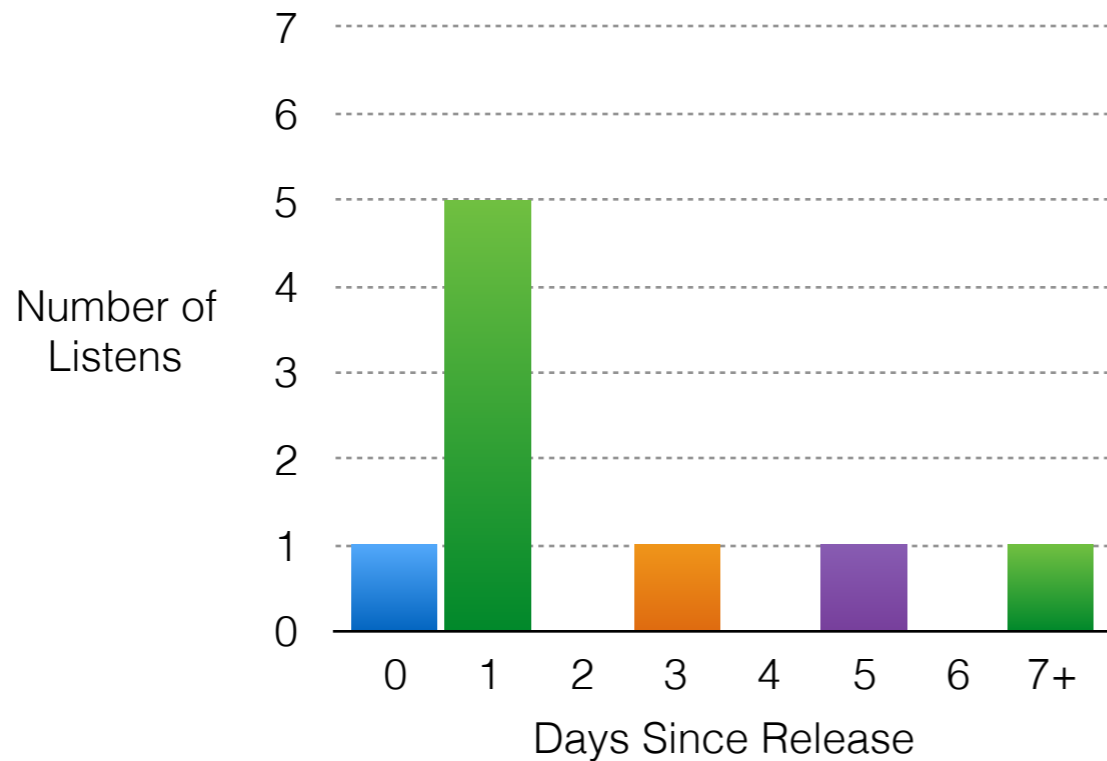
### Episode 0



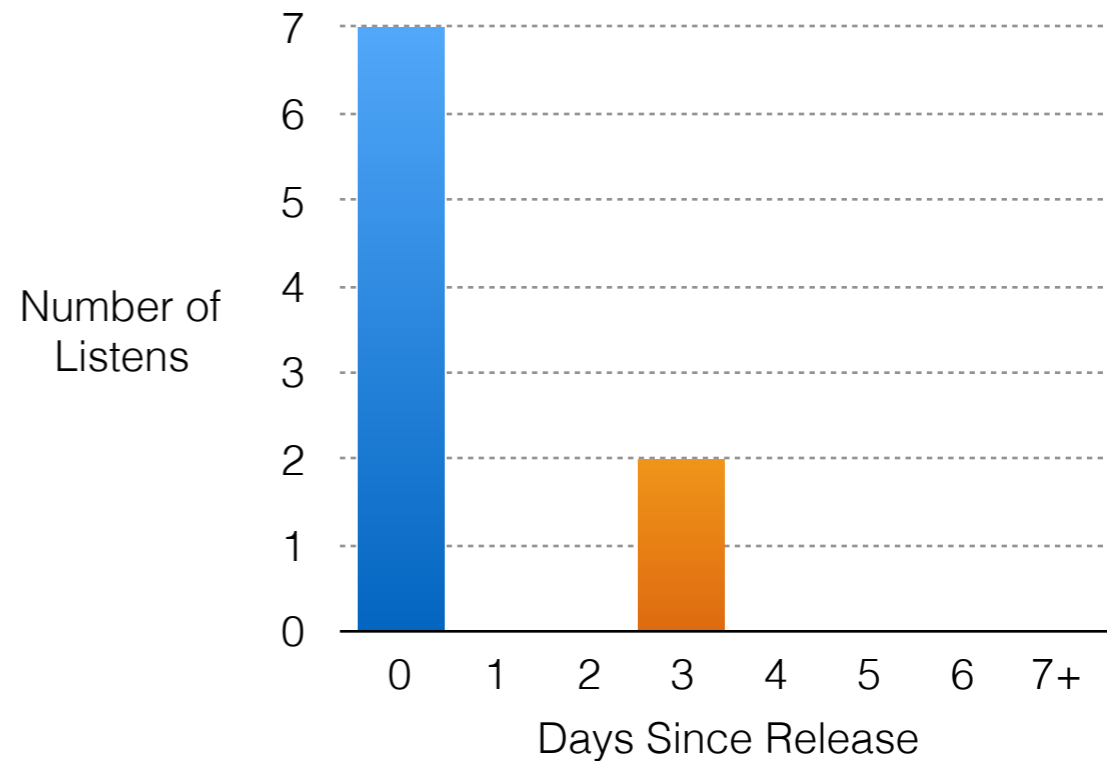
### Episode 1



### Episode 2

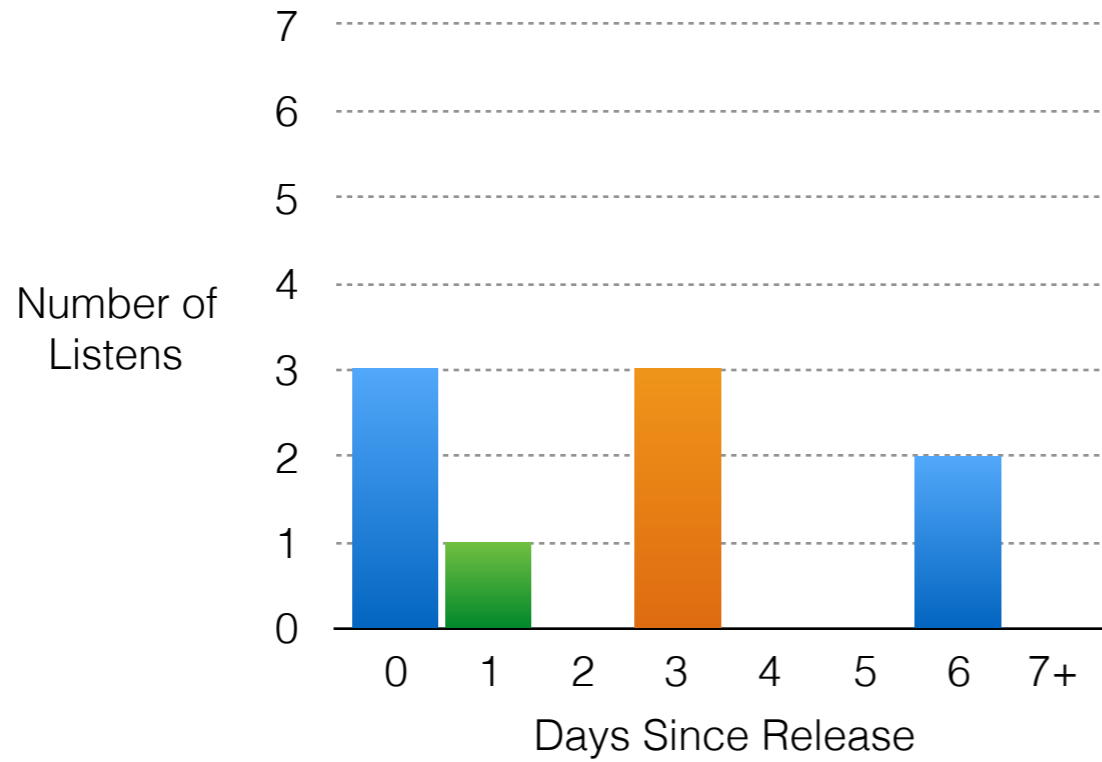


### Episode 3

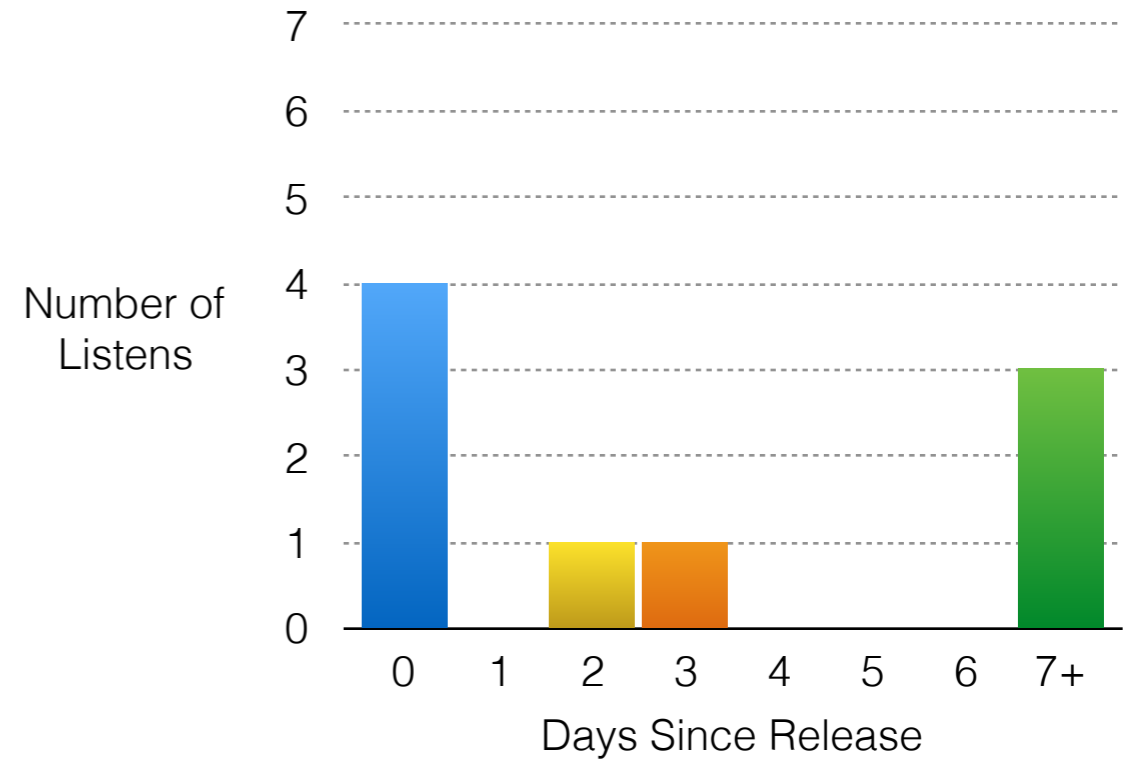


# Episode Engagement

## Episode 4



## Episode 5



## Participant Engagement

32



calls scheduled

1

No show

1

Last minute apology

3

Rescheduled

=

84.4%

# 2

## Participant Feedback

**Participant Feedback** was sought in order to assess the SoundBytes program's effectiveness in terms of personal change, direct workplace application and personal behavioural outcomes.

This feedback was gathered through a survey format - delivered using Survey Monkey and be distributed to each participant (members of the XXXX) at the completion of the program.

Survey questions were developed within three broad categories:

- Content
- Delivery
- Outcomes

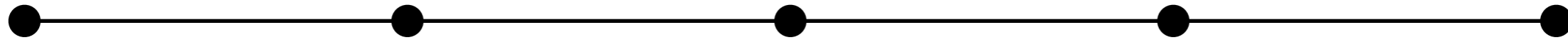
Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree



### Content

1. The content delivered during the program was relevant
2. The content delivered during the program was well paced - enough time for proper consideration but did not drag on too long
3. Too many extra concepts, models and theories were injected into the program
4. The Leadership Circle was not directly discussed enough during the program
5. The right concepts, models and theories were injected into the program at the right time
6. The concepts, models and theories introduced during the program added depth to our conversations
7. Overall, how does this program compare to other professional development programs you've been part of?: (free text)
8. Do you have any additional comments to make about the program content?

### Delivery

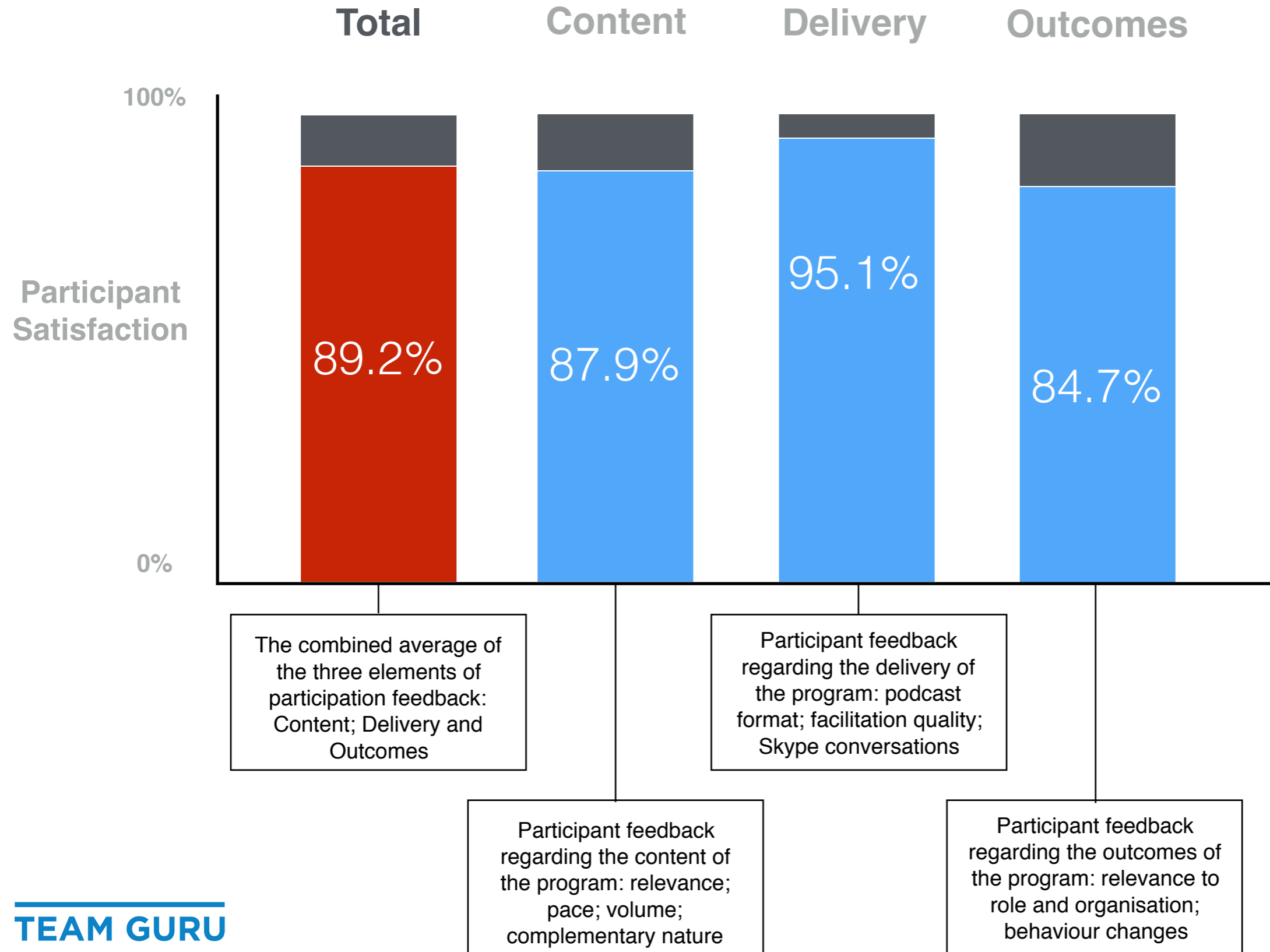
1. The use of the podcast format fulfilled its intent - to be innovative, engaging and informative
2. The podcasts were easy and convenient to access
3. The production of each podcast episode was professional and high quality
4. The facilitator did a good job of including every team member in the conversations
5. The facilitator communicated clearly during the podcast episodes and Skype conversations
6. The Skype conversations and their injection into the episodes was a powerful element of this program
7. The facilitator's delivery style was an asset to the program
8. The time between each episode was (choice: too long, spot on, not long enough)
9. Do you have any additional comments to make about the program delivery?

### Outcomes

1. The program understood my leadership development needs
2. I felt like the program helped me to take logical, well informed steps along my leadership journey
3. The questions and tasks for each episode were relevant and valuable
4. This program raised my understanding of my personal development as a leader
5. This program was relevant to my role in this organisation
6. I have noticed real, observable changes to my leadership behaviour as a result of this program
7. Other people have noticed real, observable changes to my leadership behaviour since the beginning of this program
8. The relationship I developed with my Trusted Adviser is valuable for my development as a leader
9. Do you have any additional comment to make about program outcomes?



# Participant Feedback - Summary

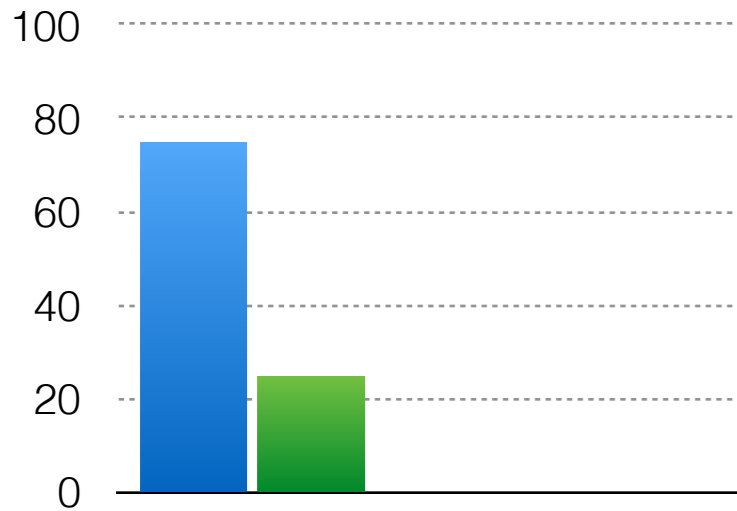


# Participant Feedback - Content

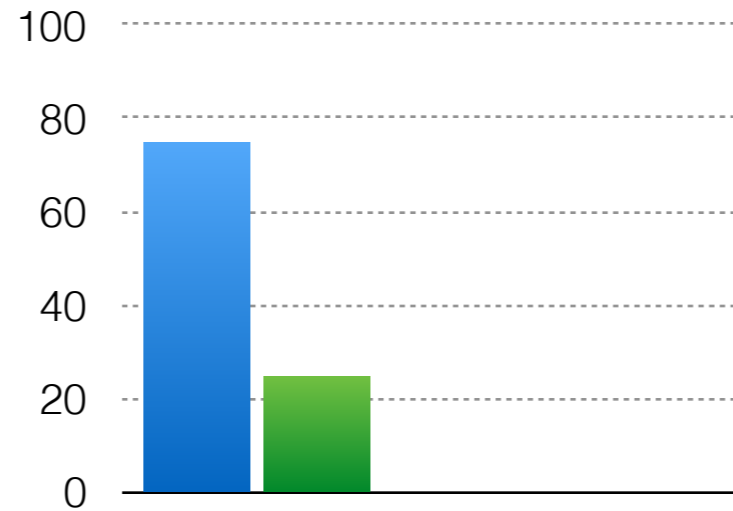
**87.9%**  
Average



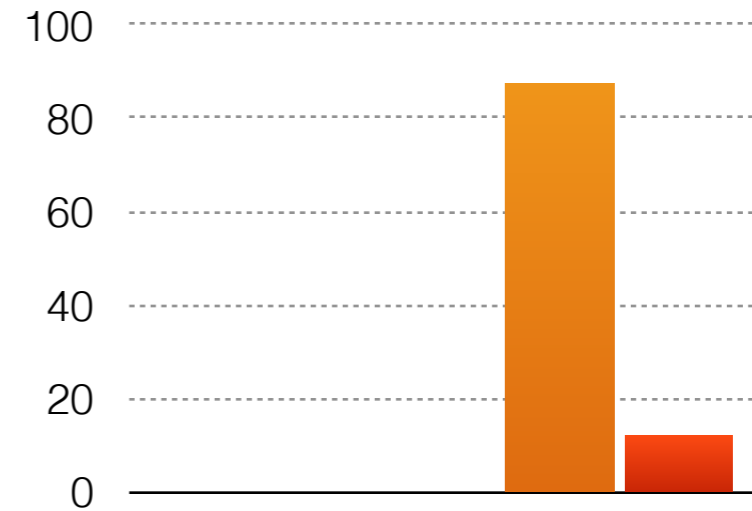
1. The content delivered during the program was relevant



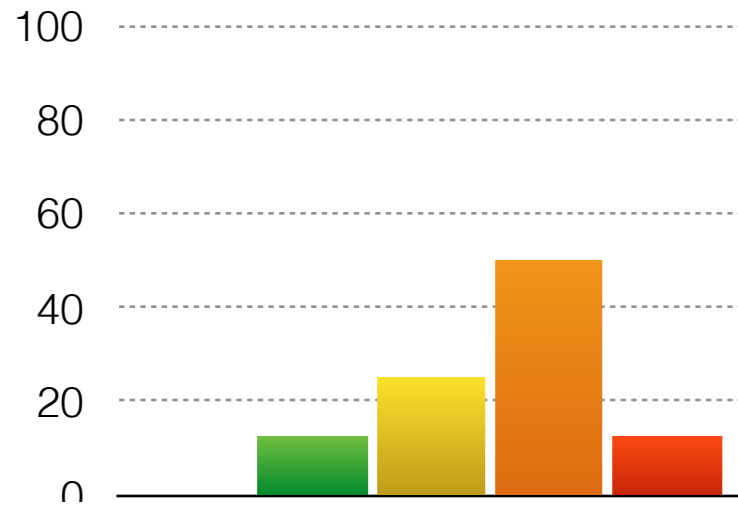
2. The content delivered during the program was well paced



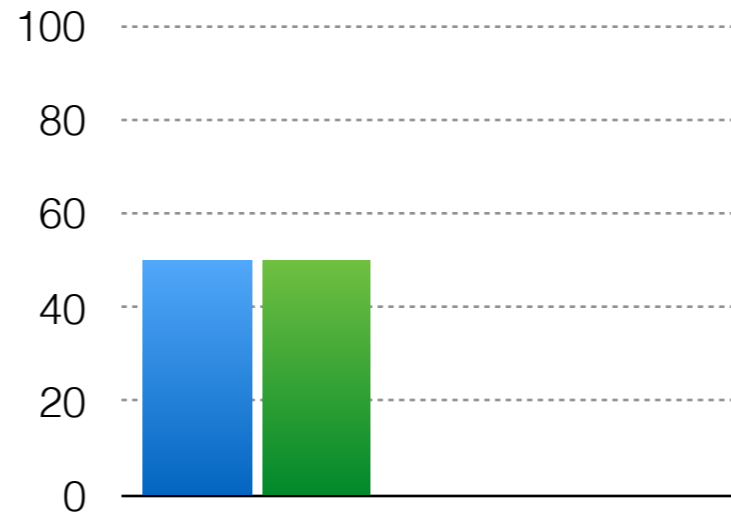
3. Too many extra concepts, models and theories were injected into the program



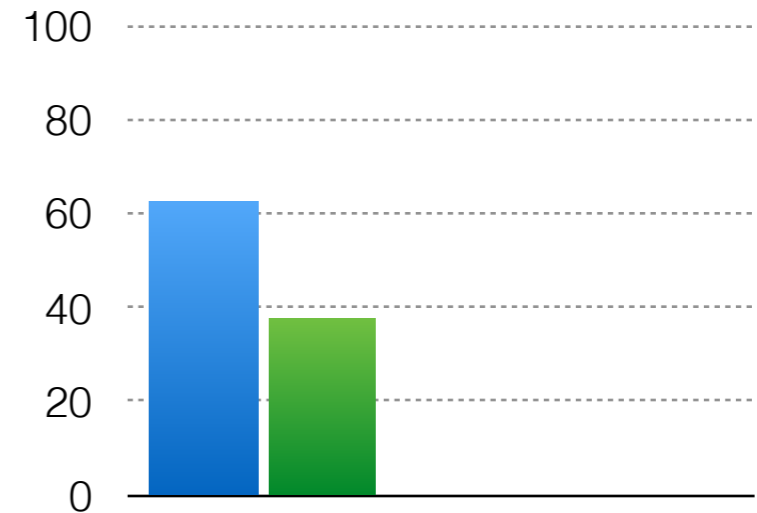
4. The Leadership Circle was not directly discussed enough



5. The right concepts, models and theories were injected into the program



6. The concepts, models and theories introduced during the program added depth to our conversations



# Participant Feedback - Content

87.9%

Average

## 7. Overall, how does this program compare to other professional development programs you've been part of?

- Definitely unique and enjoyable! Thank-you!
  - Probably the most effective in that it did not drop a whole bunch of theory in one go and without prompting consideration of context.
  - By far the best program I've participated in.
  - Much better
  - The timing and content enabled me to leverage my learning from TLC much more than I would have otherwise. Lots of concepts cleverly integrated to direct thought to how we leverage interdependence.
  - This was innovative and perfectly designed for SELT, it was smart and sexy and met our geographical challenges
  - Very highly due to the design including ongoing team discussions
  - In conjunction with Leadership Circle, I think this is brilliant. It was different, energetic and very engaging. It was keeping alive everything we discovered in the Leadership Circle.
- 

## 8. Do you have any additional comments to make about the content of the SoundBytes Program?

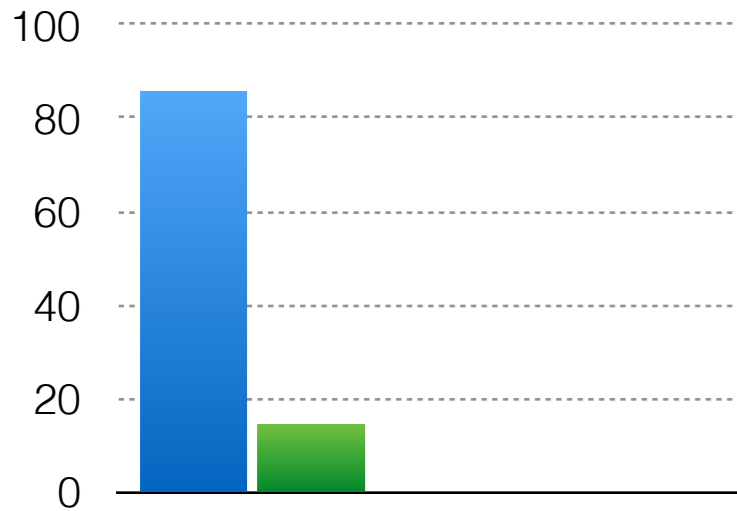
- Certainly was very thought provoking & had me thinking more deeply about my behaviours, the behaviours of my trusted buddy & of the team.
- Just enough challenge to ensure you had to work, not too much that it was daunting
- This program met all of our objectives, it provided sustained learning relevant to xxx and an opportunity for reflection. It provided us with an opportunity to build a rapport with a trusted adviser and share our vulnerability. I just loved it! Thank you David & xxxxxxx
- I thought the team were very adroit in selecting content to meet teams needs
- No, I thought it was very well designed and got people motivated.

# Participant Feedback - Program Delivery

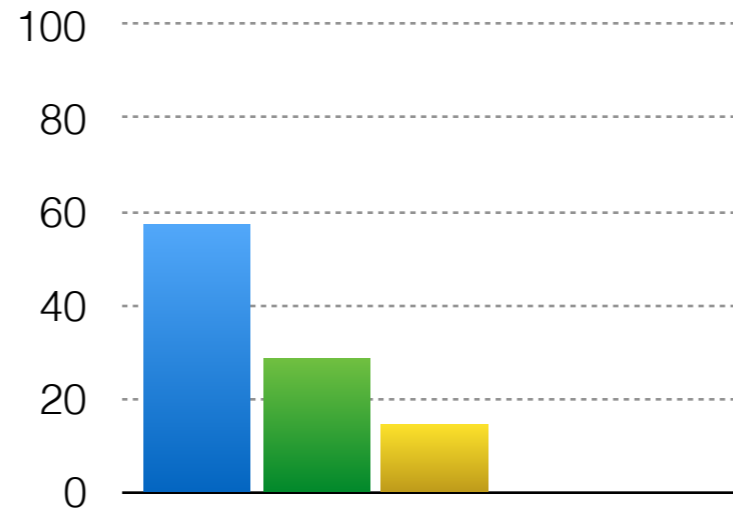
**95.1%**  
Average

**Strongly Agree**   **Agree**   **Neutral**   **Disagree**   **Strongly Disagree**

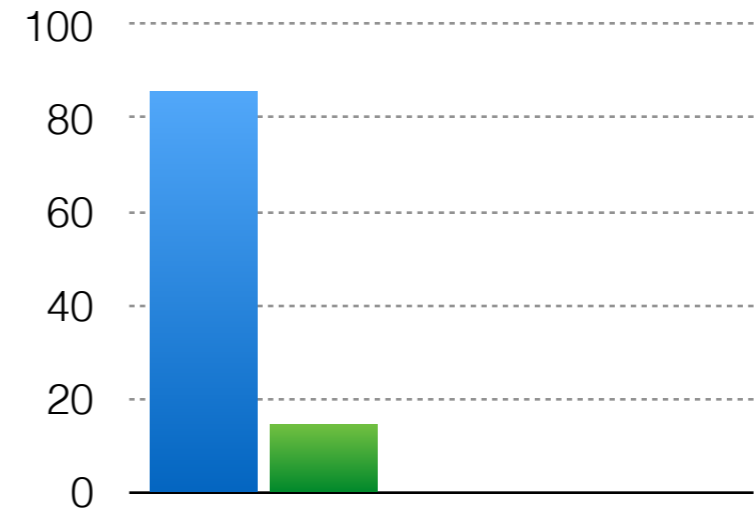
**9. The use of the podcast format fulfilled its intent - to be innovative, engaging and informative**



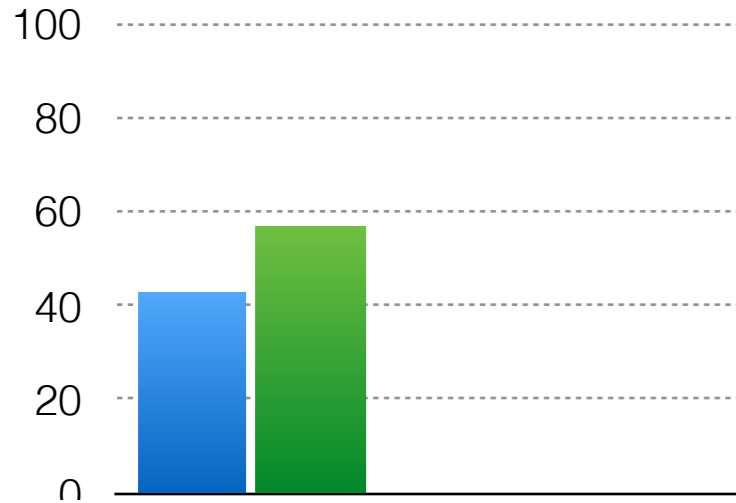
**10. The podcasts were easy and convenient to access**



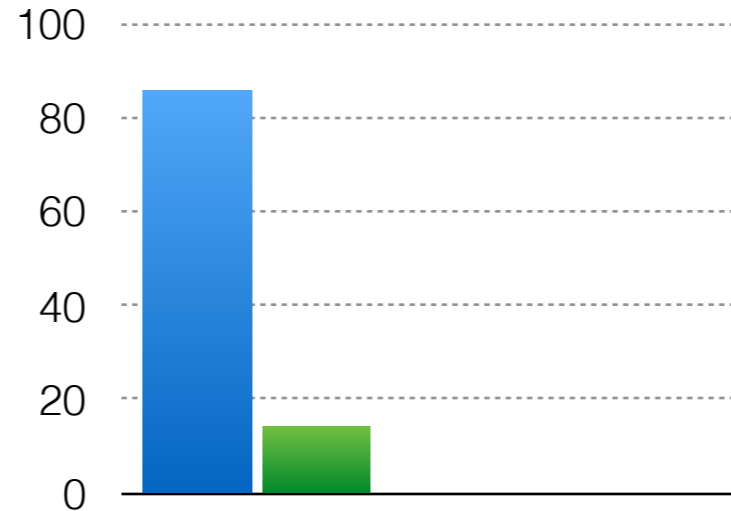
**11. The production of each podcast episode was professional and high quality**



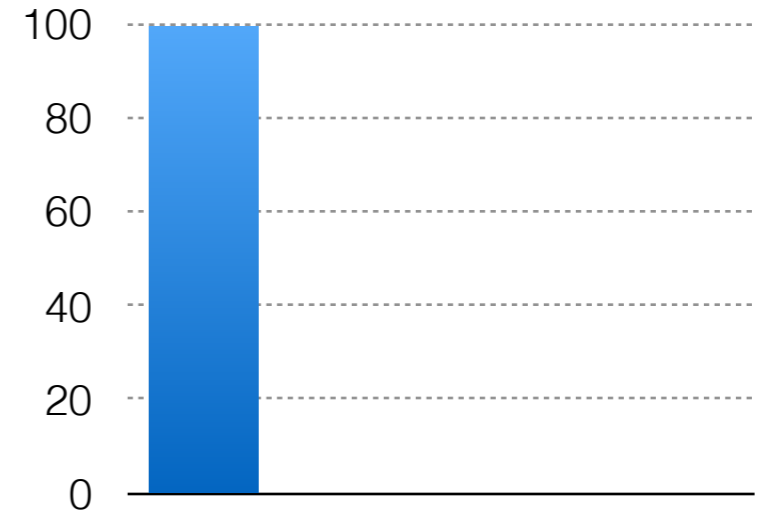
**12. The facilitator effectively included every team member in the conversations**



**13. The facilitator communicated clearly during the podcast episodes and Skype conversations**



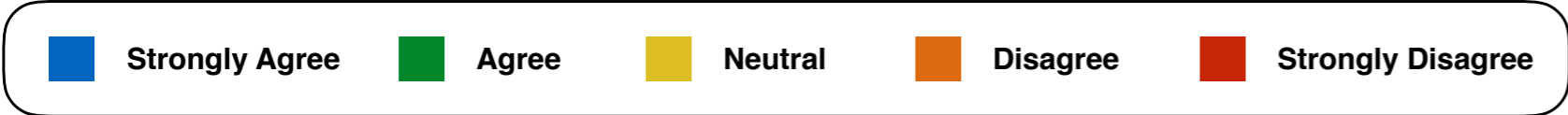
**14. The Skype conversations and their injection into the episode was a powerful element of the SoundBytes program**



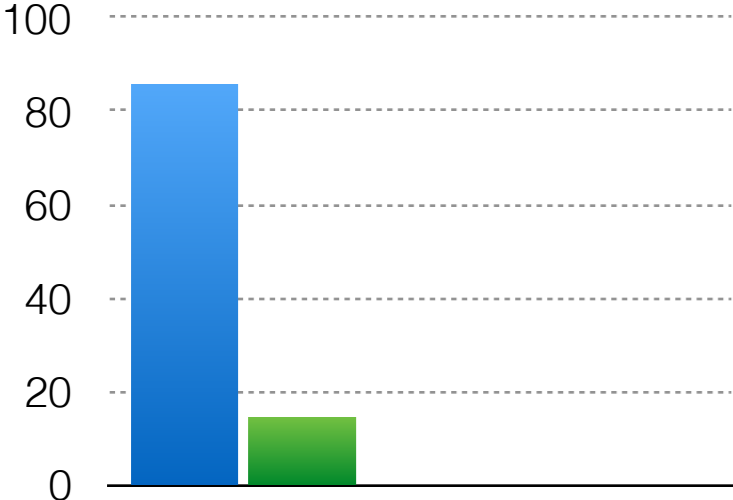
# Participant Feedback - Program Delivery

95.1%

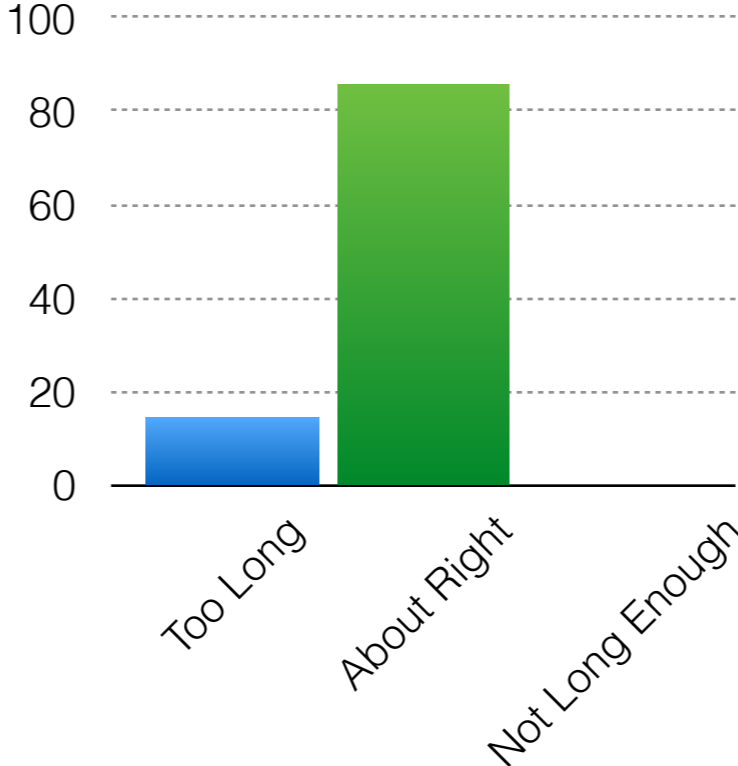
Average



15. The facilitator's delivery style was an asset to the program



16. The time between each episode was...



17. Do you have any additional comments to make about the delivery of the SoundBytes Program?

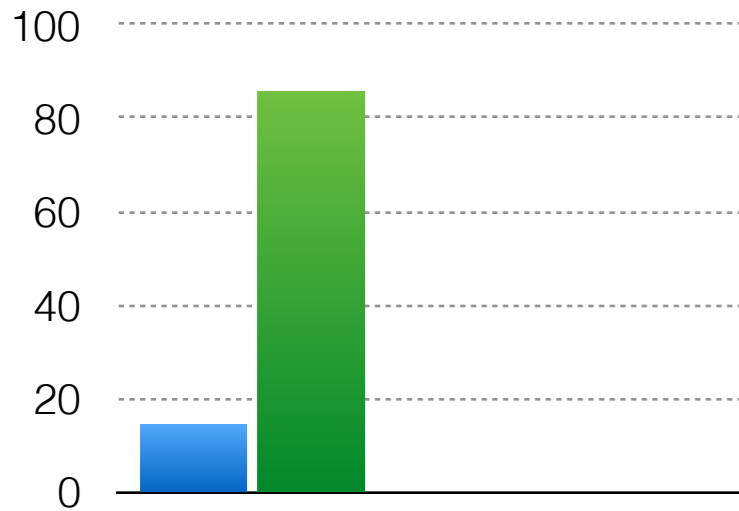
- No
- No just loved it, can't wait for more challenges and for us to work on our team development.
- Very engaging and very accessible. Audio and PDF content complemented each other.
- Brilliant.

# Participant Feedback - Program Outcomes

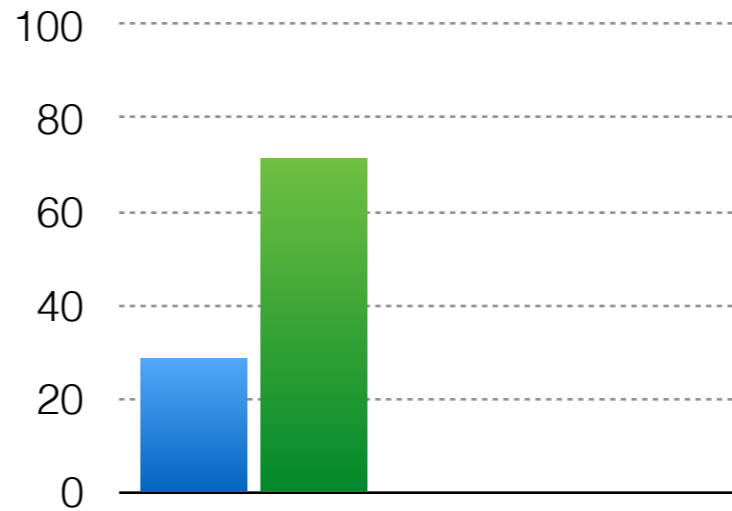
**84.7%**  
Average

**Strongly Agree** **Agree** **Neutral** **Disagree** **Strongly Disagree**

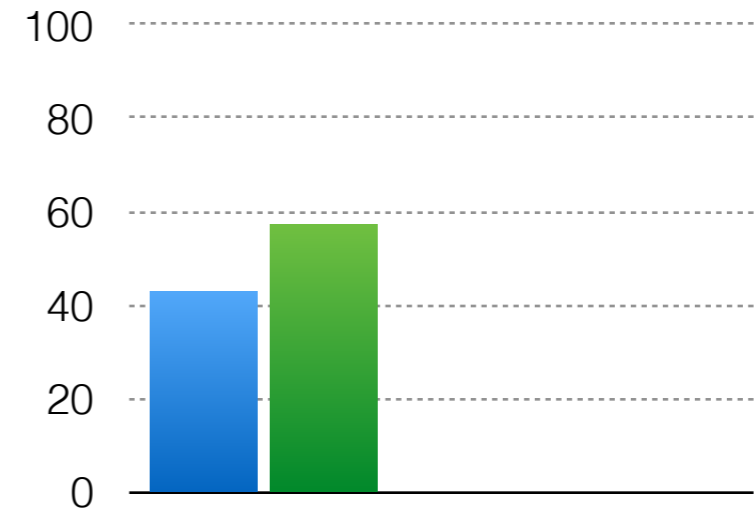
18. The SoundBytes program understood my leadership needs



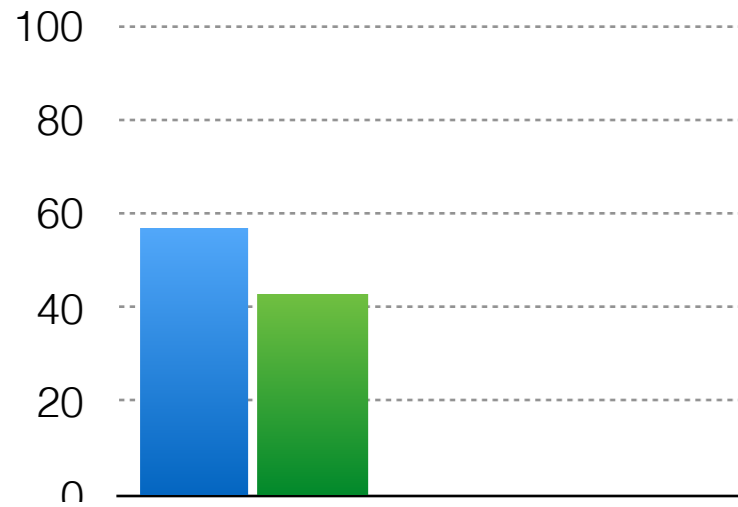
19. The SoundBytes program helped me to take logical, well-informed steps along my leadership journey



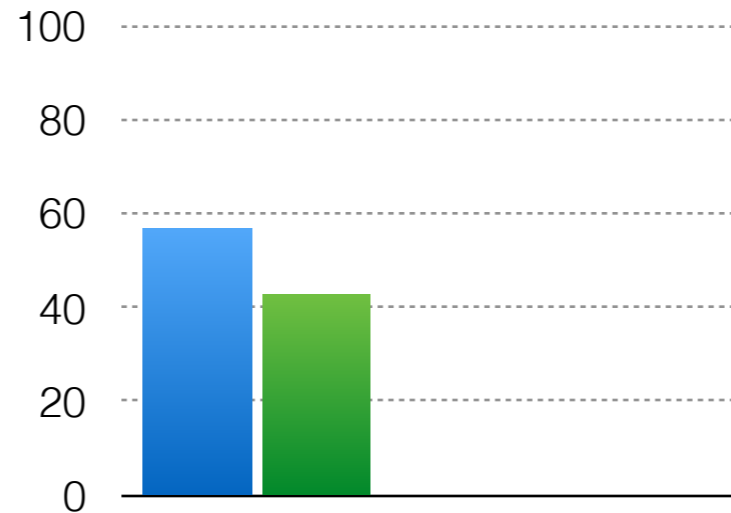
20. The questions and tasks presented at the end of each episode were relevant and valuable



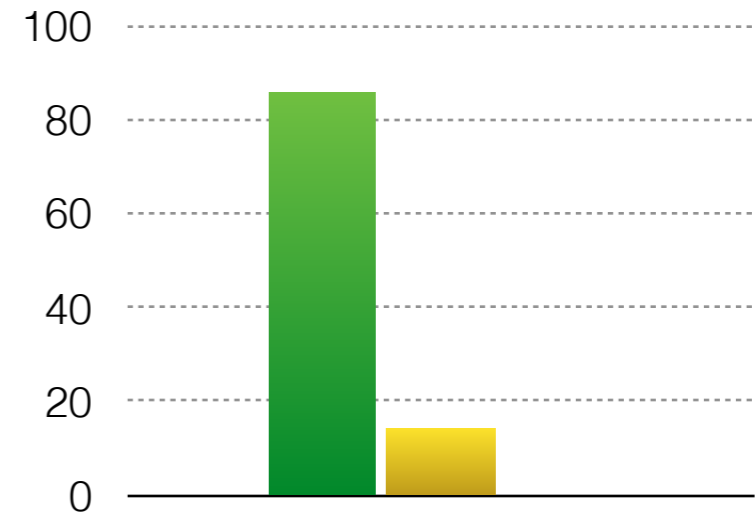
21. This program increased my understanding of my personal development as a leader



22. This program was relevant to my role in this organisation



23. I have noticed real, observable changes to my leadership behaviour as a result of this program

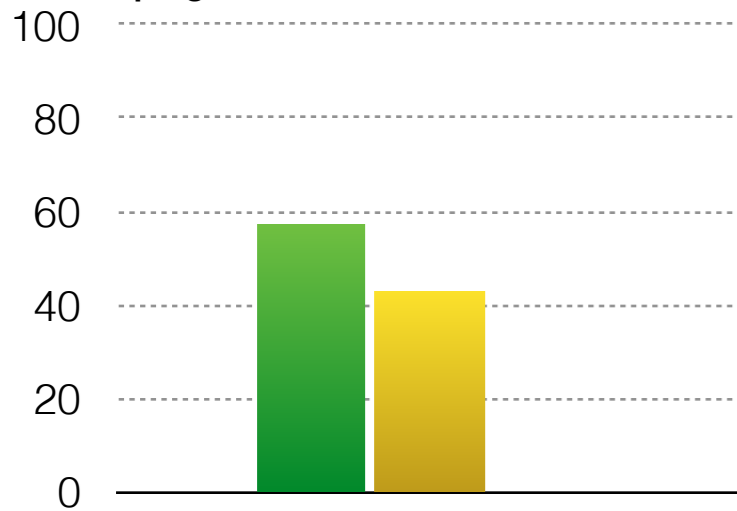


# Participant Feedback - Program Outcomes

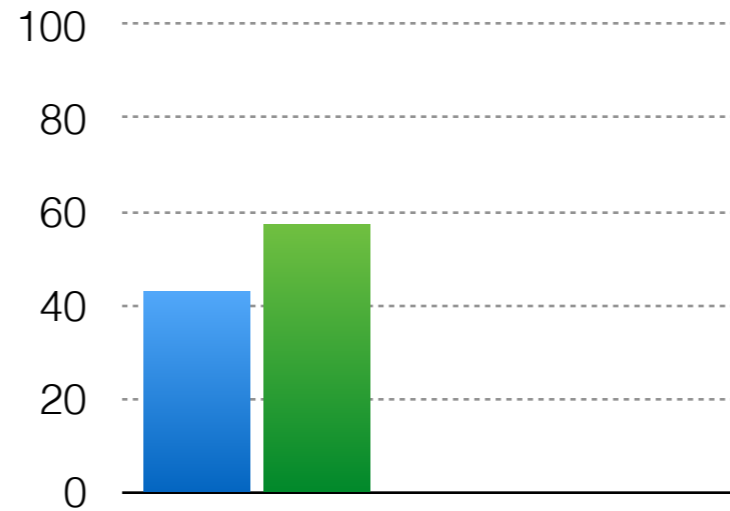
**84.7%**  
Average

Strongly Agree Agree Neutral Disagree Strongly Disagree

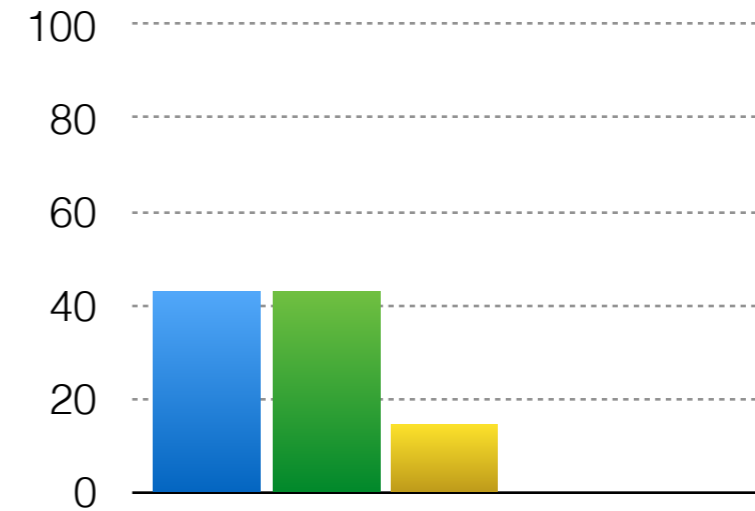
24. Other people within the organisation have noticed real, observable changes to my leadership behaviour since the beginning of this program



25. The role of 'Trusted Advisor' was a valuable element of this program.



26. The relationship I developed with my Trusted Advisor is valuable for my development as a leader



27. Do you have any other comments, questions or concerns?

- Month between episodes went very quickly and it was hard to cross over with Advisor but there was also good momentum so would not say much more time was needed. Maybe more of a focus on trying actual practices rather than just discussing would have being useful.
- No
- The right selection of trusted colleague makes a difference. Would not suggest line manager or close friend as likely to crimp healthy discussion.
- None
- It certainly put me out of my comfort zone, but in a good way.

# Participant Feedback - Program Outcomes

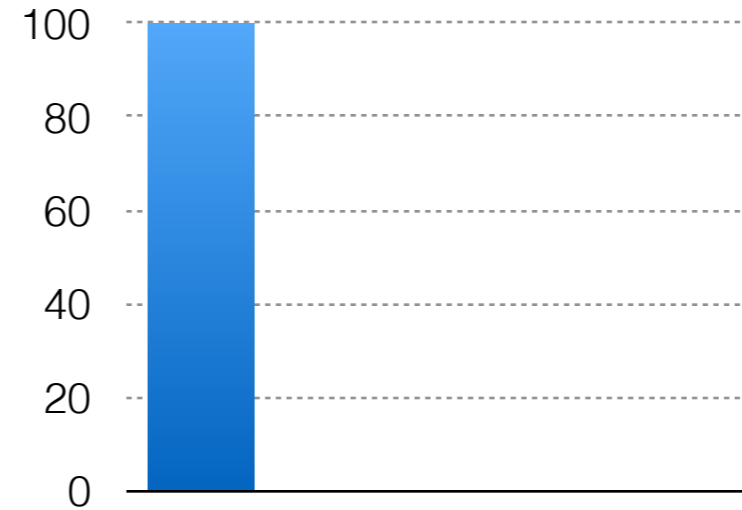
**84.7%**  
Average



28. In one word, describe the SoundBytes Program

- Authentic
- Insightful
- Inspiring
- Engaging
- Clever and sexy
- Effective
- Excellent

29. How likely are you to recommend the SoundBytes Program to colleagues?



30. Do you have any additional comments to make about the SoundsBytes Program in general?

- No
- SoundBytes is a program that could be used across IPL given the geographical challenges of our leaders and the cost constraints. David, this tool is one of the best tools I have used, I loved it!
- Well done, first class
- Brilliant and definitely worth doing.

*Insightful*  
*Effective*  
*Engaging*  
*Inspiring*  
*Authentic*  
*Clever*  
*Sexy*  
*Excellent*



3

## Trusted Colleagues

Feedback from the **'Trusted Colleagues'** of each participant was sought in order to assess the element of the SoundBytes program that called upon participants to form a relationship with a colleague that complemented the program.

This feedback was gathered through a survey format - delivered using Survey Monkey. At the end of the program it will be distributed to each Trusted Colleague - as identified by participating members of the XXXX.

Survey questions were developed within three broad categories:

- Role Evaluation
- Conversation Effectiveness
- Growth and Development

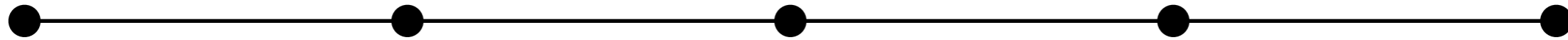
Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree



## Role

1. My role as 'Trusted Colleague' was explained clearly to me at the beginning of the program
2. I can see why (Name: member of the SELT) invited me to be part of their leadership development
3. I felt comfortable about my role in this program from the beginning
4. My understanding of my role, and my ability to perform that role, developed as the program went on
5. From my perspective, the role of 'trusted colleague' is a valuable addition to a leadership development program
6. Do you have any additional comments to make about your role as 'trusted colleague' within this program

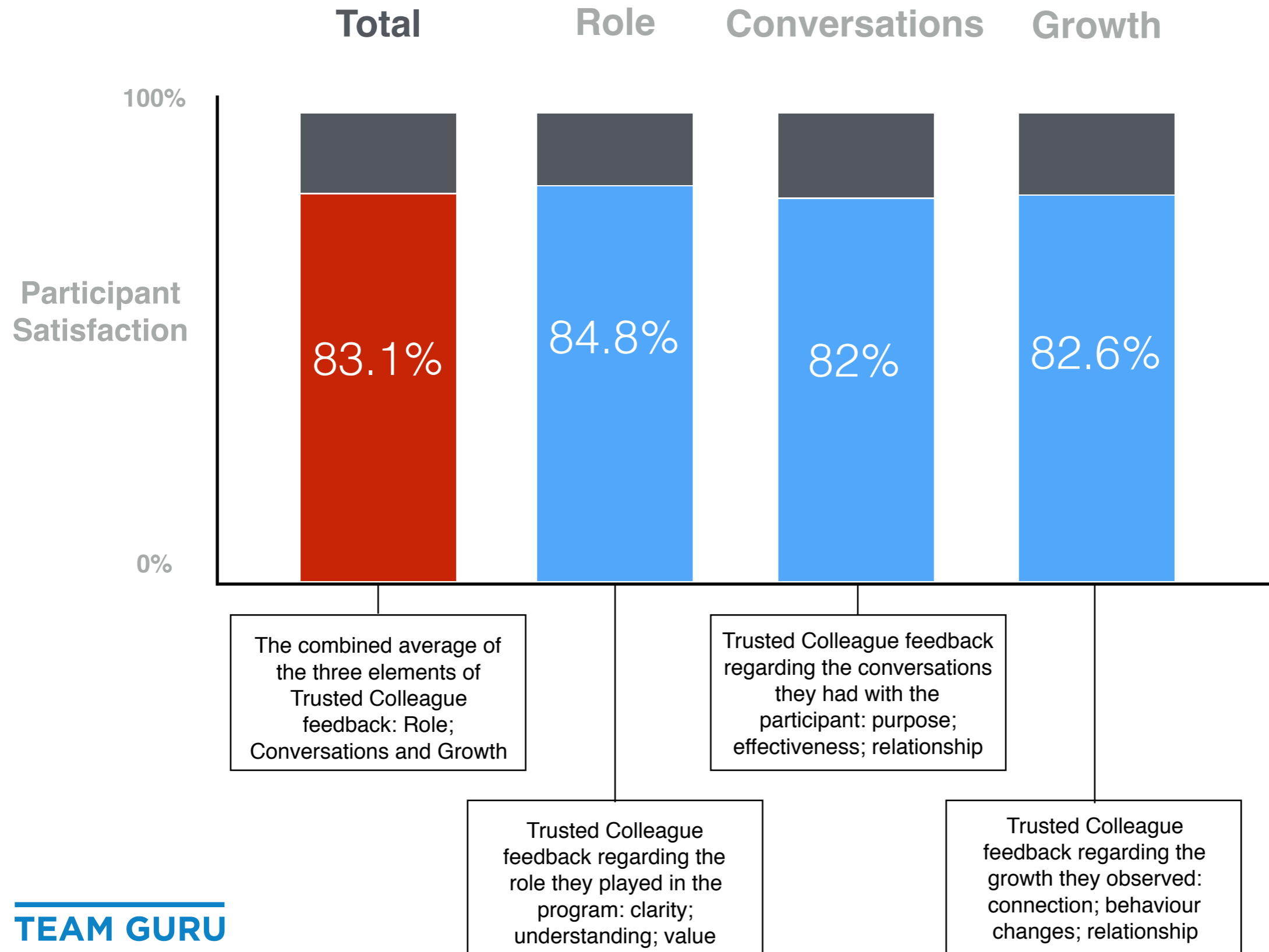
## Conversations

1. We met and had explicit conversations about the program topics and (name's) development as a leader: more, weekly, fortnightly, monthly, less
2. The purpose of each conversation, as it related to leadership development, was clear each time we met
3. The progression of topics for our conversations through the program was logical and appropriate
4. We got better at having effective and meaningful conversations as the program progressed
5. We strengthened our professional relationship as a result of these conversations
6. Do you have any additional comments to make about your conversations

## Growth

1. The content of the program and our 'Trusted Colleague' conversations seemed to connect with (participant name) and their development as a leader
2. I observed change in their leadership behaviours that are linked to this program and our conversations
3. What are those changes in behaviour? (free text)
4. As a result of this program and our conversations I can see that the participant has a deeper understanding of themselves as a person and a leader
5. Do you have any additional comments to make about the growth of the participant through this program?

# Trusted Colleague Feedback - Summary

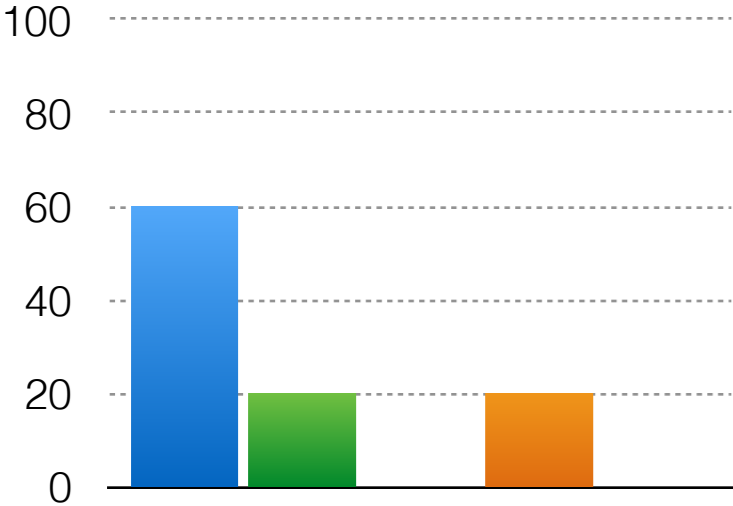


# Trusted Colleague Feedback - Role

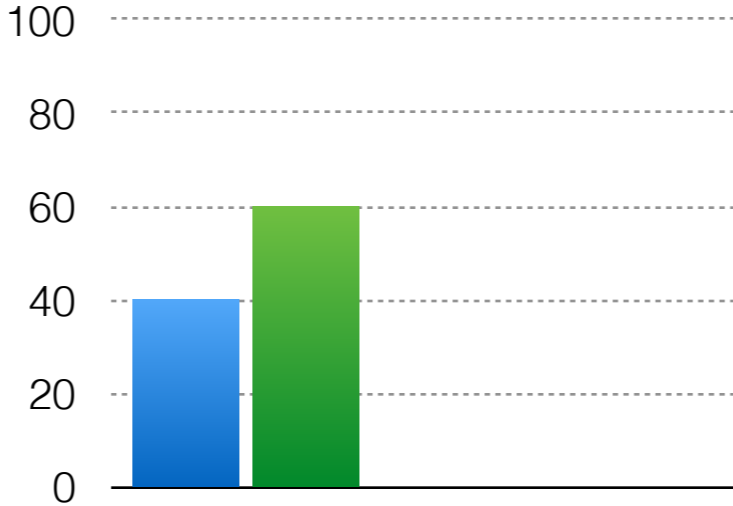
84.8%  
Average



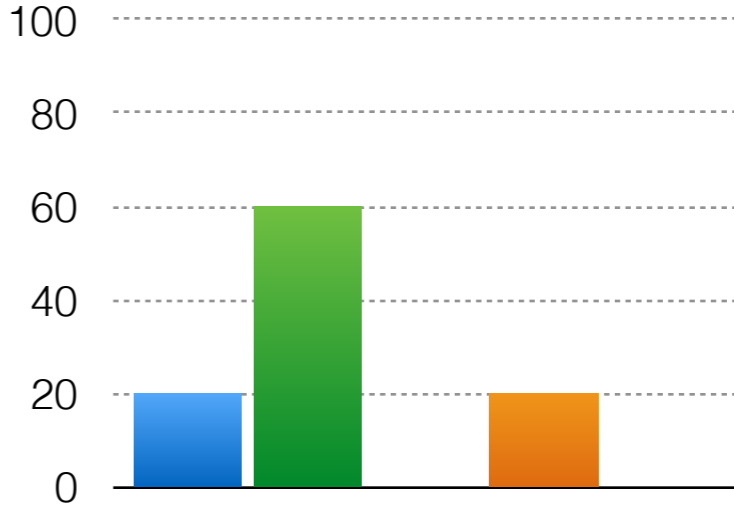
1. My role as 'Trusted Colleague' was explained clearly to me at the beginning of the program



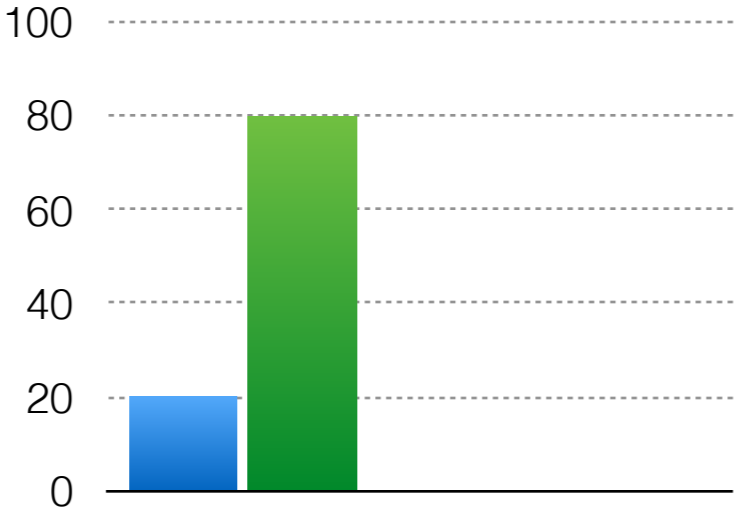
2. I can see why (name) invited me to be part of their leadership journey



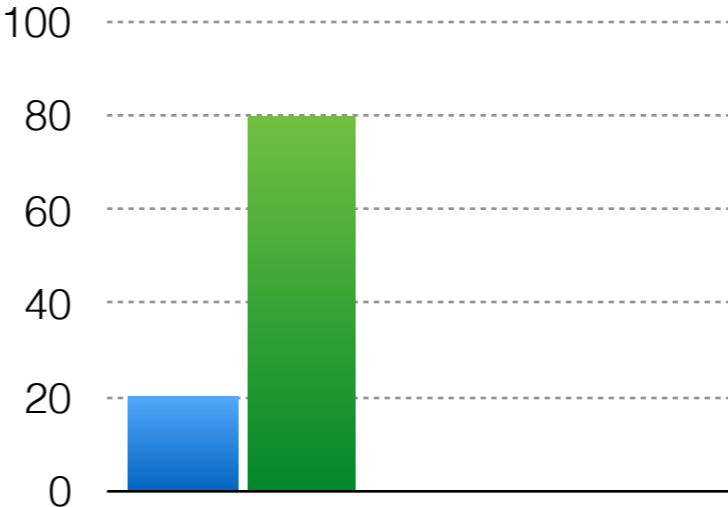
3. I felt comfortable with my role in this program from the beginning



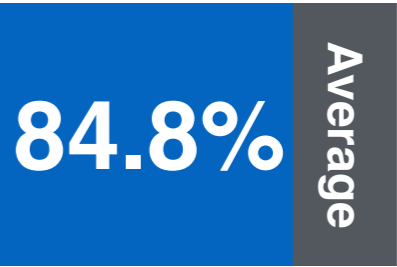
4. My understanding of my role, and my ability to perform that role, developed as the program went on



5. From my perspective, the role of 'Trusted Colleague' is a valuable addition to a leadership development program

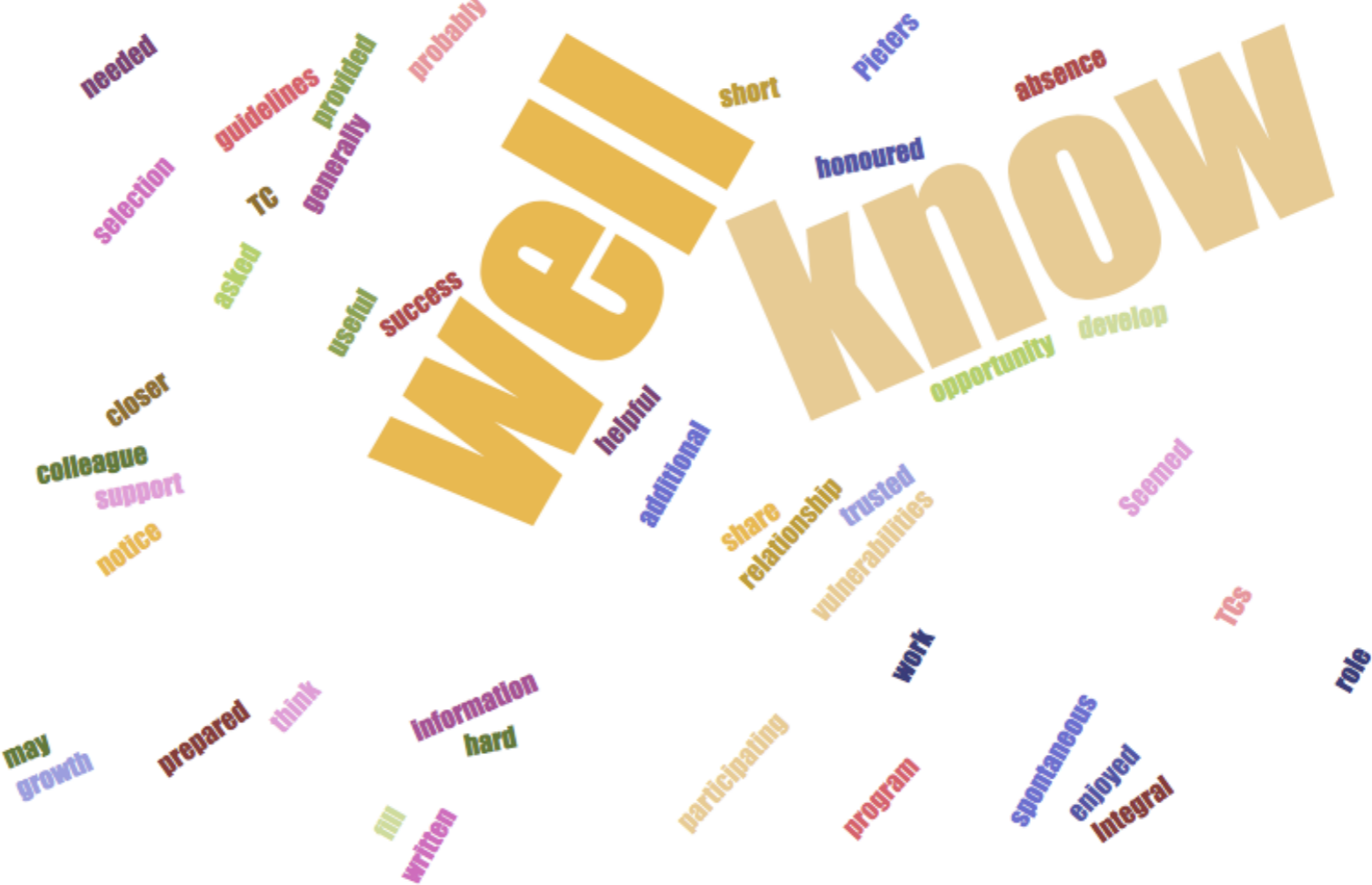


# Trusted Colleague Feedback - Role



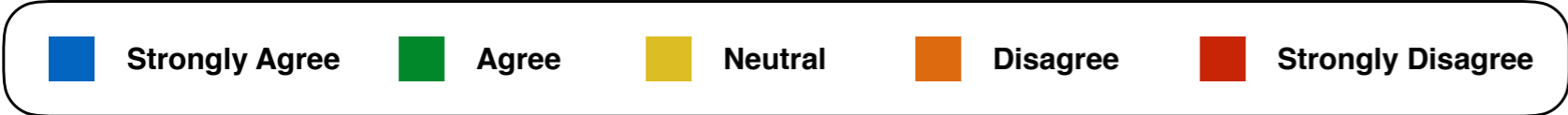
6. Do you have any additional comments to make about your role as 'Trusted Colleague' within the SoundBytes Program?

- Integral to the success of the program
- I probably needed some additional information (written) to support me in this role. While I enjoyed the spontaneous growth, it may have been useful.
- I was asked to "fill in" as the TC at short notice. As I was participating as well, it is hard to know how prepared I would have been in the absence of this. I think some guidelines for TCs would be helpful generally- both in selection of and what they should know / do
- Seemed to work well
- I was honoured to be Pieter's trusted colleague, it provided us with an opportunity to develop a closer relationship and share vulnerabilities.

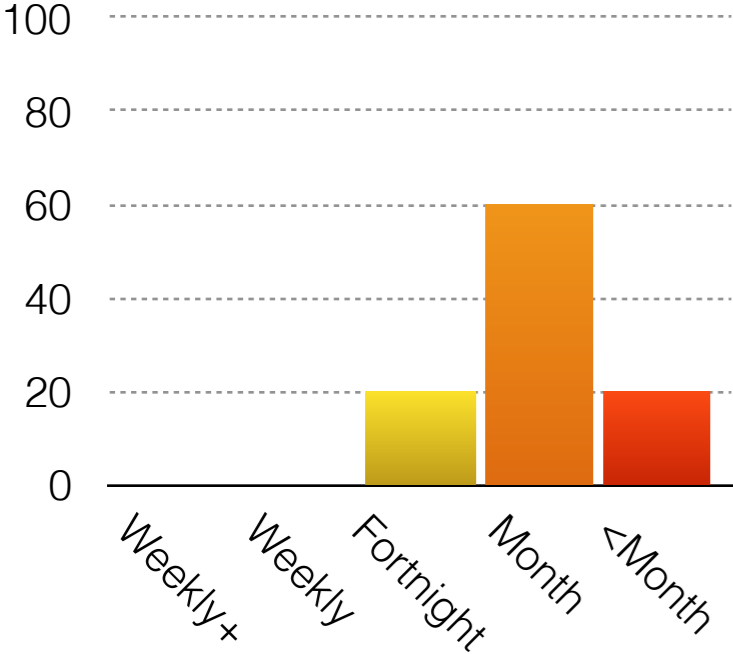


# Trusted Colleague Feedback - Conversations

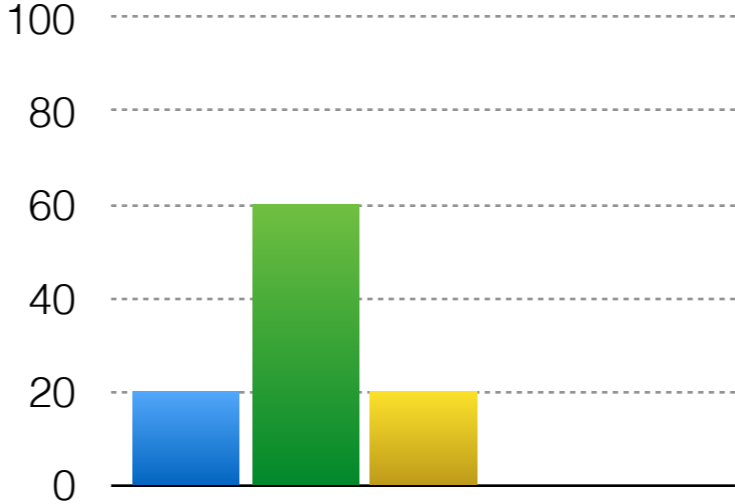
**82.0%**  
Average



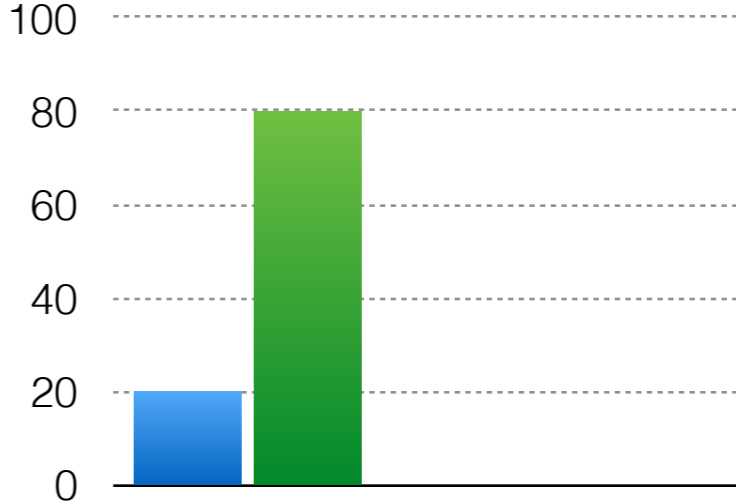
**7. We met and had explicit conversations about the program topics and (name's) development as a leader:**



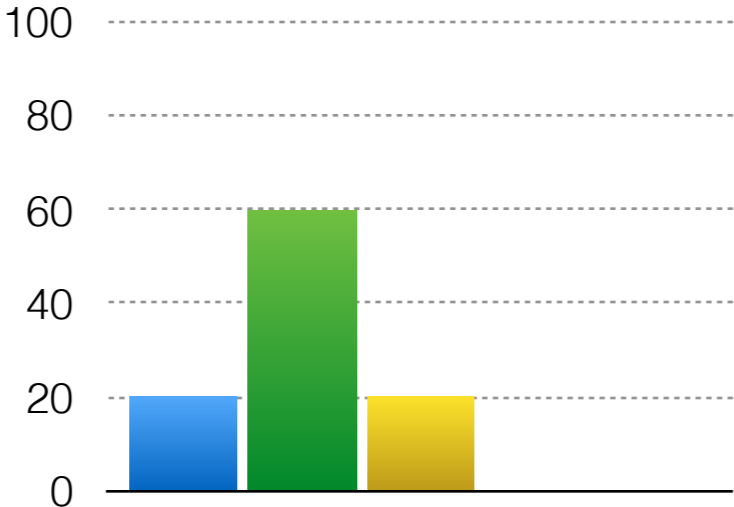
**8. The purpose of each conversation, as it was related to leadership development, was clear each time we met**



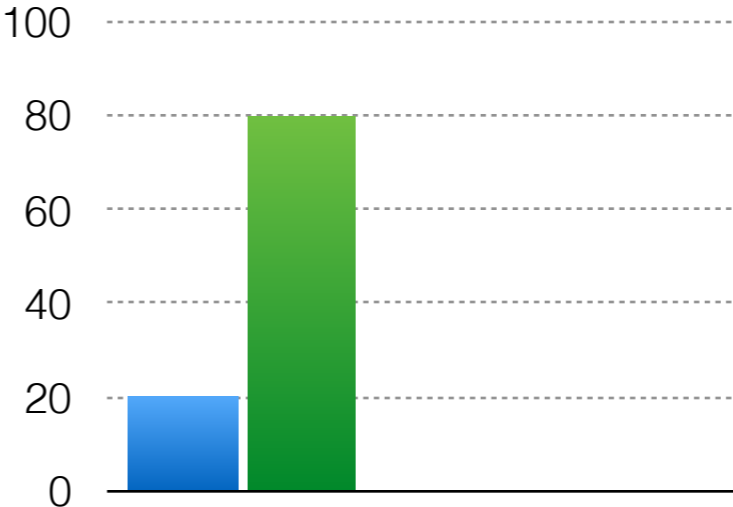
**9. The progression of topics for our conversations through the program was logical and appropriate**



**10. We got better at having effective and meaningful conversations as the program progressed**



**11. Our professional relationship was strengthened as a result of these conversations**



# Trusted Colleague Feedback - Conversations

82.0%

Average

12. Do you have any additional comments to make about your conversations during the SoundBytes Program?

- There were many reasons we didn't meet as often as I believe was appropriate so, perhaps more structure around these conversations in terms of timing and frequency (guidelines?) may have been useful?
- Our discussions were limited by only being for part of the program, they also tended to be rushed at the last minute.
- None
- XXXXX and I missed a number of conversations due to travel and work commitments which was disappointing, however the ones we did have were valuable

A word cloud visualization of the feedback comments. The word 'conversations' is the largest and most prominent, written in a dark red, bold font. Other words are scattered around it in various colors and sizes, including: 'ones', 'discussions', 'part', 'perhaps', 'valuable', 'missed', 'however', 'limited', 'number', 'tended', 'also', 'rushed', 'meet', 'travel', 'work', 'timing', 'useful', 'disappointing', 'didnt', 'program', 'commitments', 'structure', 'guidelines', 'last', 'often', 'may', 'many', 'due', 'appropriate', 'reasons', 'frequency', 'around', 'minute', 'believe', and 'terms'.

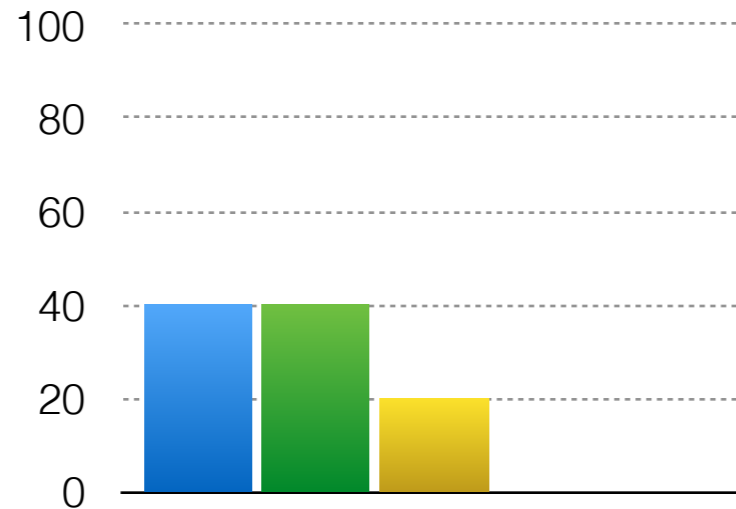
# Trusted Colleague Feedback - Growth

82.6%

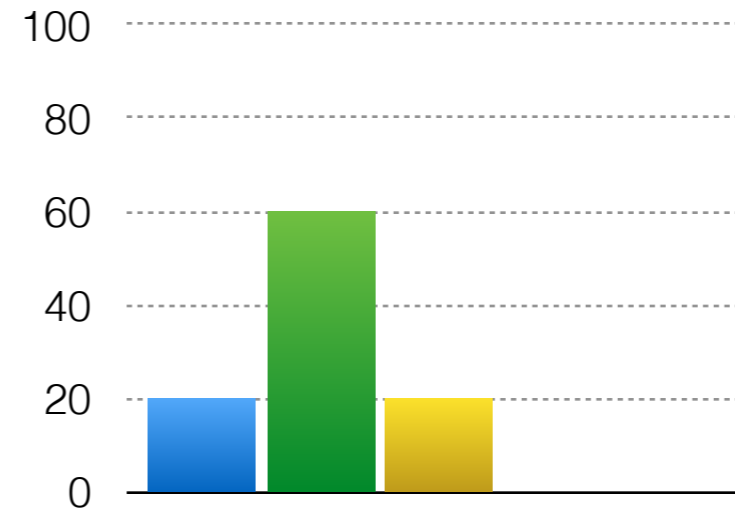
Average

Strongly Agree Agree Neutral Disagree Strongly Disagree

13. The content of the program and our 'Trusted Colleague' conversations seemed to connect with the participant and their development as a leader



14. I observed change in their leadership behaviours that are linked to this program and our conversations



15. What were those changes in behaviour?

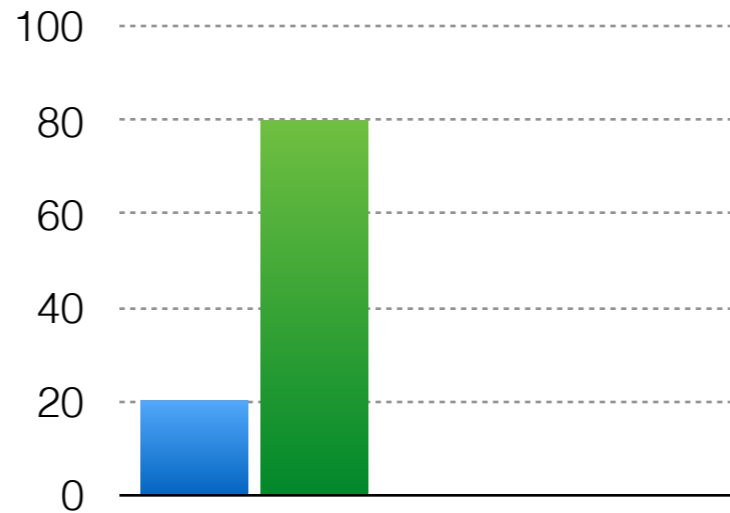
- Less defensive & distant
- my partner made direct links to behaviours and was often very disciplined around making the changes required to effect behavioural shift. A conscious effort to make behavioral change!
- Stepping up in meetings, being more confident in putting forward opinions. Understanding how they can contribute effectively
- saw approaches taken in meetings to actively work on agreed changes related to development discussions
- I have not seen XXXX much in the last 6 weeks so I cannot comment too much on change in behaviour, I do know what he is working on though.

# Trusted Colleague Feedback - Growth

82.6%  
Average

Strongly Agree Agree Neutral Disagree Strongly Disagree

16. As a result of this program and our conversations I can see that the participant has a deeper understanding of themselves as a person and as a leader



17. Do you have any additional comments to make about the growth of the participant through this program?

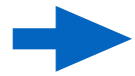
- As the trusted advisor, I'm keen to continue the relationship and foster the growth. We all need someone to support and guide and I now have a "ring side seat" to be part of continued growth. What an amazing privilege.
- Would have benefited from a better TC selection upfront to support focus on learning outcomes.
- None
- I think the trusted adviser role was invaluable to the process because it added a level of accountability that would not have been there otherwise. As well it assisted in the relationship building aspect of the program



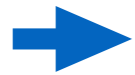


# Recommendations and Program Improvement

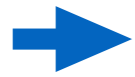
**After reviewing the feedback received from both the participant group and the 'Trusted Colleagues' the following recommendations are made for future SoundBytes Program:**



The program should remain bespoke - designed specifically for each participant group. The high ratings in levels of engagement and satisfaction with content that was delivered are a result of programming that responded directly to the needs of the participant group and the individuals within it.



Develop / rethink the way the audio is hosted. In this pilot program each episode was hosted on Soundcloud. Soundcloud is a smooth and secure system however it seems to all or part of xxxxxxxx xxxxxx has blocked access to Soundcloud. The simple work around for users was to access on their mobile or home network. It would be more convenient for participants to be able to access at work as well. Perhaps the audio files and be hosted on the dedicated page on the company intranet or mobile platform.  
(Regarding Q10 for Participants)



Early in the program we should include a task that helps the participant design communication with the people they work with - so colleagues know they are working through a development program and that they will be learning, reflecting, discussing and making behaviour changes. This will give those around the participants a greater chance of noticing changes and it will prompt broader leadership conversations.  
(Regarding Q23 & 24 for Participants)



After the participant has approached their Trusted Colleague and asked them to work through the program, the program facilitator should send the Trusted Colleague an overview of their role, the direction of the program and a structure and frequency guide for their conversations.  
(Regarding Q1, 3, 7, 8 & 10 for 'Trusted Colleagues')