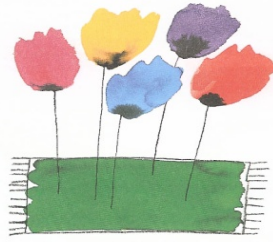

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One objective:
+ Help my clients achieve sustainable success
Three world class services:
+ Building leader competence
+ Crafting adaptive, robust cultures
+ Kindling the quest for exceptional human performance
One mantra: Deliver beyond expectations - always

7 August 2017

Dixon G Waruinge
Head
Secretariat for the Nairobi Convention
Division of Environmental Policy Implementation
United Nations Environment Programme
PO Box 30552 (00100)
Nairobi
KENYA

Dear Dixon,

**WORKSHOP REPORT: LEADERSHIP TRAINING ON THE
MANAGEMENT OF THE COASTAL MARINE ENVIRONMENT
(NATIONAL)**

Herewith my updated process report for the aforementioned workshop. I have added a few participant comments that I had overlooked with the earlier submission. The sequence of the recommendations has been changed to flow in priority order relative to the workshop. The changes are not material in nature and are provided in the interest of completeness. The rest remains unaltered.

The feedback received from participants is enormously favorable especially in the area that matters most: practical issues and application. There is a 100% rating on needs being met and a willingness to recommend the development process to others.

The credit goes to the organizers, sponsors and participants. My role was simply to seed fertile ground.

You mentioned the possibility of further workshops. I confirm my sincere interest in supporting you and the associated Ministries in this regard notwithstanding my intent to scale back on these interventions. An opportunity to engage with a cross section of the most senior leaders would be a major opportunity to strengthen meaningful synergy and cross boundary collaboration. That's a tough call worth pursuing.

As I have anticipated engagements in the UK and USA later this year, I do request that provisional dates be ring-fenced – if required, so that we can both plan without avoidable disruptions.

Finally I wish to record my appreciation to you for having involved me in this important work. The support received from Theuri is also valued. You have a team member with considerable potential.

With very Best regards,

Ian

Appendix A to Ian Dean letter to Dixon Waruinge dated 2 August 2017

WORKSHOP REPORT: LEADERSHIP TRAINING ON THE MANAGEMENT OF THE COASTAL MARINE ENVIRONMENT (NATIONAL)

Date: 19 to 21 July 2017

Venue: North Coast Beach Hotel, Mombasa, Kenya

Participants: 19 from National Environment Management Authority, Dept of Maritime Shipping Affairs, Dept of Coastal Marine Environment, Kenya Fisheries Service and Ministry of Environment and Natural Resources

Facilitator and Coach: Ian Dean

Participant feedback: Ratings and comments drawn from the participant evaluations submitted upon completion of the workshop: (Raw data is available for audit if required):

A. Pre-course administration					
	Yes	No			
1. Did you receive a letter confirming your attendance?	18				
2. Did it contain sufficient information to prepare in time?	17	1			
3. If not, what should be added? (Nil response)					
4. Why did you attend?					
4.1 Recommended.	7				
4.2 I was instructed to attend by my immediate manager.	7	1			
4.3 The objectives and content looked interesting.	10				
4.4 The objectives met my development needs.	10				
4.5 Did your immediate manager discuss the workshop with you?	9	6			
B. Workshop content					
	1. Unacceptable	2. Poor	3. On standard	4. Good	5. Excellent
1. Comprehensiveness				5	13
2. Challenging			1	13	14
3. Usefulness to your job					18
4. Well illustrated with practical examples				7	11
5. Well structured			1	5	12
C. Workshop materials					
1. Workbook quality				1	17
2. Workbook format				6	12
3. Exercise and case studies				5	13
4. Videos and slides			2	7	11
5. Opportunity to practice skills				9	9
D. Workshop facilitator and coach					
1. Knowledge of subjects					18
2. Process facilitation/control				3	15
3. Presentation skills					18
4. Encouragement of individual and group participation				3	15
5. Emphasize practical application				1	17
E. Venue					
1. Comfort			4	2	12
2. Lighting			4	2	12
3. Refreshments and meals			3	6	9
4. Convenience for workshop attendance			4	5	9
F. Overall assessment					
	Yes	No			

1. Did the workshop meet your expectations?	18	
2. Would you recommend other people attend the workshop?	18	
3. What did you like most about the workshop?	<ul style="list-style-type: none"> • Presentation skills • Presentation skills and content • Session on exceeding your personal best; You cannot give what you do not have • Practical aspects of learning at each stage • Content • The insight, practical's, practical examples and mode of presentation • Inclusive training • Relevant materials • Knowledgeable presenter • I connected entirely – made me reflect heavily • Facilitation by the presenter • Very new perspectives on leadership application • It was highly interactive with good practical examples and also quite challenging • The challenge to keep pushing • Content • Active involvement and practical examples • Practical activity on use of recourses • Presentation skills and knowledge of presenter • New content on leadership • Presentation 	
4. What did you like least about the workshop?	<ul style="list-style-type: none"> • Meals at venue – did not cater for special diet • Absence of timetable • Limited time available – 3 days inadequate • Time limitation • Time constraints • To much content delivered in to short a time • Time was never enough • Limited time period – 5 days would be better • Venue is not in good shape • Short times • The time was to short for the course • Some of the facilitators explanations were very long and he contradicted himself on one occasion. • At times he intervened very quickly for coaching purposes • Short time • Duration is short • Time was constraining • To short • Venue and hospitality 	
5. Any other comments?	<ul style="list-style-type: none"> • I would like to be considered for further participation in future • This training should be done over at least 7 days (one week). 3 days was not enough • It would be great to develop the personal development plan practically in further sessions • Training that any leader should attend • Exceptional instructor • Ian to add more explanation in the workbook bullets • Recommend the course be offered over a longer time • More group work • This is one of the best courses I have attended – I have learnt a lot • Provide a program and strive to follow it • The program should be extended to every management level - it is most practical • More content on M + E applications in leadership 	

- | | |
|--|--|
| | <ul style="list-style-type: none">• Institutions should be given time to share their relevance and means |
|--|--|

Facilitator's observations:

- The group mix (diversity) based on experience, gender, age spread, appetite for learning and genuine interest in the subject matter, was excellent. This created an atmosphere of positive engagement which supported deep learning;
- Participation was cautious and restricted to a handful of participants until lunch on day 1. This is a typical pattern. I was satisfied with the level of improvement thereafter and the delegates definitely responded to encouragement.
 - This was one of those lessons that can be explained forever without being understood until it is experienced and internalized. Triggering learning through direct immersion and experiencing was an integral part of the workshop methodology which in my considered view, worked extremely well.
 - It remained a challenge to find the right balance between providing needed structure and inputs and allowing maximum opportunity for engagement.
 - Although participation was high and highly rated by the participants, 4 delegates remained reluctant to engage without being prompted. Its difficult to accurately assess levels of learning and internalization but it did appear as though the 4 delegates were struggling with conceptual understanding. This is again not unusual in a group of 19. Its just disappointing given the opportunity they were given to attend the workshop.
 - At the other end of the scale at least 8, perhaps 9 participants displayed clearly observable behaviors confirming high constructive engagement and learning enquiry. These characteristics correlate well with high future potential.
- The workshop content and materials adequately matched and supported the learning needs. There was critique about the absence of a 'timetable' which I must declare was intentional from my side. I always provide a timetable but elected not to do so in this instance because I had only received limited information on specific learning needs. I arrived with enough materials to challenge the participants for at least 10 days and used the first morning to determine emphasis and priorities. In my view this worked extremely well except that the participants did not have the benefit of the full picture from the start. With hindsight, I could have addressed their frustration by writing up a timetable for them during the day 1 lunch break. However, the benefit of rapid adaption and customization of learning content far exceeds the mindless roll-out of pre-conceived ritualistic programs that pursue a one-size fits all approach.
- The logistical support for the workshop provided by Theuri, Linda, Helen and colleagues was excellent.
- Seen holistically the leadership competence and proficiency of the participants was at an intuitive level, lower than I had hoped for given the seniority of the group. This is a subjective observation and there was certainly participants who have highly developed leadership capability. The encouraging part is that none of the participants displayed defensive and/or egotistical 'I know it all already' types of behavior.
- The conference room was more than adequate for the workshop and worked extremely well although it can be seen from the participant evaluations, the overall satisfaction with the venue was low from their perspective.
- Overall, the participant evaluations, personal feedback provided by them and my own observations point to a successful 3 days of learning, renewal and competence building. It represents an important building block in performance enhancement.
- Time was invested (its never ever enough) in planning for and discussing application and implementation. I did not detect any strong proposals for pooling resources and creating learning networks (communities) to accelerate leadership competence building. This is worrying as team learning and synergy building across departmental/institutional/ministry boundaries is essential.

Facilitator's recommendations:

As the wisdom goes, fools rush in where angels fear to tread. Much is taking place in the UNEP and associated Kenyan Ministries development space that I am not aware of. Rightly so. The recommendations that follow acknowledge and respect those initiatives. Therefore, they are submitted with a commitment to support the aforementioned workshop – more specifically the participants, without any presumption about what exists and current effectiveness.

- Support for the group that has just completed the Senior Leader Workshop: They will implement their learning in different ways and at different rates. The value and impact of their learning can be increased by several hundred percent with the following actions:
 - Their immediate managers enquiring about their learning and application actions with offers of support to embed proficiency.
 - DGs/Secretaries showing personal interest in improved performance and outcomes that become achievable as a consequence of more effective leadership.
 - The participants establishing a learning networks to share experiences, 'meta-noias, behavior change conquests and the excitement of greater personal mastery.
 - Sharing of very sharp and distilled leadership resources from you, Theuri, myself and whatever source we can mobilize.
 - A reinforcement workshop for them integrated with further generations of participants to create a larger more impactful network of competent leaders.
 - Integration stemming from implementation of the first bullet above.
- Pursue a holistic, systematic approach to human competence development: Top teams nurture players from nursery to international capability by following a progressive approach of accumulation with rigorous practice. The same applies in science, academia and high impact multi-nationals. One way or another functional/technical capability is patched together to achieve reasonable competence although rarely across the total workforce. In the domain of leadership this is rarely if ever the case. The chaos experienced in both public and private sectors world-wide should come as no surprise. Leadership incompetence on a grand scale. That desperately needs to be changed. Protecting the environment, oceans, marine and coastal resources merits investment in building leader capability that can deliver sustainable impact and results.
- Build real not pseudo competence and proficiency: Pronouncing the words is easy. What it truly entails and can best be achieved is not center stage for more than 95% of senior executives/leaders. The delivery of national imperatives and organizational mandates is singularly dependent on competent people. These concepts are taken for granted and a shared understanding is assumed. That view should be challenged to create ownership for a new reality: we on the African continent – seen holistically, are slowly but surely losing critical mass of the competences we need to sustain livelihoods for our people and our environments. Our senior leaders need to show courage and a willingness to themselves display meaningful change beyond rhetoric.
- Strengthen the gene pool: Mediocrity breeds mediocrity. Incompetent leaders set inferior standards. Poor coaches deliver poor results. Build future capability by using competent leaders and coaches who can nurture world-class performance. They are hard to find. Search widely and build the systems gene pool. Start immediately.