



Leadership Wimmera Program Evaluation

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Executive Summary

The Wimmera Development Association (WDA) has been running the Leadership Wimmera Program annually over the last 11 years. The Leadership Wimmera Program has run in a number of different forms since 2002. These are:

- a Community/Regional Leadership Skills Initiative (called Community/Regional Leaders program from here) targeting young and emerging leaders in the Wimmera community,
- a Business Leaders Program aimed at increasing the leadership skills of managers and other people in leadership positions in the region, and
- the Wimmera Women's Mentoring Program which aims to increase leadership skills amongst women in the Wimmera.

Since the aim of these programs is to increase the leadership capacity of the region, it was decided that an evaluation of the program should be carried out to determine if the program was having the desired outcomes by determining the impact the program has had on its participants in the roles they play in the Wimmera community. Therefore, this report provides a post-program evaluation of the Leadership Wimmera Program.

Research Aim and Objectives

The aim of this study is to understand the impact the Wimmera Leadership Program has had on building leadership capacity in the Wimmera. In order to do this, the specific objectives were to determine:

- the skills and knowledge areas participants gained from their participation in the program
- how participants are applying their new skills and knowledge in the community and workplace
- the change in the leadership capacity of participants.

The study did this by conducting a post-program evaluation of the Wimmera Leadership Program.

Research Methods

An on-line survey was carried out with past Leadership Wimmera Program participants to determine participants' perceptions of the program's influence on a range of leadership activities and skills. Questions also examined the impact of the individual components of each of the Leadership Wimmera programs on the development of new skills and knowledge and how these were applied in professional, personal and regional capacity building situations. 69 of the 350 graduates of the Leadership Wimmera Programs took part in the survey. Survey data was analysed to determine the impact of the Leadership Wimmera Programs on the leadership capacity of the participants and thus, on the leadership capacity of the Wimmera region.

Key findings

The results of this evaluation indicate that generally the Leadership Wimmera Programs produce positive outcomes for participants and for the Wimmera. Participants indicate that overall the

components that constitute the programs are well suited to their needs covering most aspects of leadership they required, although there were some areas that participants felt needed to be improved or addressed in the program (see below). The positive outcomes for the region included:

- increased levels of self-confidence and empowerment of participants
- development/refinement of leadership skills and knowledge of participants
- increased networks and collaboration in the community
- increased involvement in the community, including groups and fundraising of participants
- increased levels of involvement in local, state, and national level committees of participants
- more open and honest communication, including the use of personality profiles
- a significant rate of volunteering in the community that include a wide range of activities
- relative stability of the workforce
- inspired people, now more focused on building their career and making positive changes in their lives
- several new events in the region (a craft market and fun run).

This demonstrates that the full impact of the Leadership Wimmera Program is not only on the individual but on the community as a whole. The program increases participants' confidence to play a leadership role in their community and workplace, leading to participants taking on new leadership roles, setting new career and life goals, and increasing their participation in volunteering and community groups. Further, the development of new networks in the region builds and strengthens networks within the community leading to improvements in the community's resilience and its sustainability into the future.

For consideration for future Leadership Wimmera Programs, there were some areas past participants identified as 'missing' from the program or 'leadership challenges not addressed by the program' including:

- information about the program beforehand
- follow up with participants after the program was completed
- ensure that the level of content in the program adds to the level of knowledge of participants
- mentoring for participants and one-on-one facilitator time
- some areas of the course content such as:
 - leadership styles theory and practice;
 - negotiation, conciliation, conflict resolution, mediation and dealing with difficult people, staff and organisations;
 - corporate governance, governance of committees and businesses.

Recommendations

The Leadership Wimmera Program evaluation has produced a number of recommendations for Leadership Wimmera and WDA. These are:

- WDA conduct focus groups to further investigate some of the findings of this evaluation. Some of the areas to include are:
 - more in-depth information about the program components and their contents and how well they meet the needs and expectations of participants.

- how to improve the rate of networking between participants
- Use the findings of this evaluation to further develop and refine the content of the Leadership Wimmera Programs.
- Develop case studies of past participants and their experiences with the program and post-program to illustrate the impact the program has had on the community and the region
- Provide information about the program content and timing to potential participants
- Look to reduce the time between sessions and reduce the total time the program takes to reduce the time commitment for participants
- Establish a Leadership Wimmera Alumni annual program that could include:
 - a structured interaction, post-program, to continue to address leadership and workplace challenges.
 - follow up sessions with graduates to refresh knowledge and help build and continue networks
 - introducing one-on-one mentoring to the program using Alumni as the mentors for program participants

Introduction

The Wimmera Development Association (WDA) has been running the Leadership Wimmera Program annually over the last 11 years. This program aims to increase the leadership skills, knowledge and networks and thus, capacity in the region. The Leadership Wimmera Program has run in a number of different forms since 2002. These are:

- a Community/Regional Leadership Skills Initiative targeting young and emerging leaders in the Wimmera community,
- a Business Leaders Program aimed at increasing the leadership skills of managers and other people in leadership positions in the region, and
- the Wimmera Women's Mentoring Program which aims to increase leadership skills amongst women in the Wimmera.

Over the 11 years, there have been around 350 participants in the program, many of whom have recently joined the Leadership Wimmera Alumni.

Since the aim of this program is to increase the leadership capacity of the region, it was decided that an evaluation of the program should be carried out to determine if the program was having the desired outcomes by determining the impact the program has had on its participants in the roles they play in the Wimmera community. Therefore, this report provides a post-program evaluation of the Leadership Wimmera Program.

This report provides an assessment of the Leadership Wimmera programs, the impact the program has had on building individual and regional capacity and the impact on participants' lives. The report also looks at the differences in the impact of the different program types (i.e. Business Leaders and Community/Regional Leaders programs), years when the programs were held and between genders. It then provides some recommendations for improvements for future programs and presents areas for further investigation.

Research Aim and Objectives

The aim of this study is to understand the impact the Wimmera Leadership Program has had on building leadership capacity in the Wimmera. In order to do this, the specific objectives were to determine:

- the skills and knowledge areas participants gained from their participation in the program
- how participants are applying their new skills and knowledge in the community and workplace
- the change in the leadership capacity of participants.

The study did this by conducting a post-program evaluation of the Wimmera Leadership Program. The findings of this study may then be used to:

- guide future Leadership Wimmera program content and delivery
- promote the program to government, sponsors, employers, media and potential program participants

- guide the development of an appropriate framework to enable ongoing evaluation of Leadership Wimmera programs
- highlight the impact of the leadership programs on capacity building in the region

Leadership Wimmera Program Overview

Community/Regional Leadership Skills Initiative

This program aimed to enhance the leadership skills, knowledge and networks to help people become more effective leaders in their communities. The program is designed to provide participants with well-developed research, community development, communication and public speaking skills, as well as a greater understanding of the social, economic, environmental and cultural issues impacting on the Wimmera. This program includes:

- **An introductory session** where participants are introduced to Leadership Wimmera; the Committee and program facilitators. Participants are given an overview of the year-long program.
- **A weekend retreat** where topics including leadership in the region; communication; effective leadership styles; thinking “outside the square”; goal setting; and decision making are discussed.
- Five full days of leadership training over a six month period.
- Identifying and working on a community or workplace project in teams.
- A full day workshop on public speaking and presentation skills.

Participants are required to identify, design and implement a leadership project in their workplace. This culminates in presentations where each team reports key findings and recommendations to their project sponsors.

The Business Leaders Program

This program aims to develop effective leadership, performance management, strategic thinking and corporate governance skills of managers and other people in leadership roles in the Wimmera. Participants are encouraged to build close business support networks that the participants can then draw on for support and advice into the future. This program includes:

- **An introductory session** where participants are introduced to Leadership Wimmera; the Committee and program facilitators. Participants are given an overview of the year-long program.
- **A weekend retreat** where topics including leadership in the region; effective leadership styles; facilitating empowerment; coaching element of performance management; and action learning are discussed.
- **An Enterprise Improvement plan**, which is a workplace learning project implemented during the program using the support of peers and facilitators.
- **Five full days of leadership training** relevant to participants’ business covering topics of self-management and communication skills; leading change; strategic thinking; leadership in the industrial relations environment; and corporate governance.
- A full day workshop on public speaking and presentation skills.

The program culminates in presentations where each individual reports on their key learnings from the program, including an outline of the Enterprise Improvement Plan to the Leadership Wimmera Board.

Wimmera Women's Mentoring Program

The aim of the Wimmera Women's Mentoring program is to increase the leadership skills, knowledge and networks to help women from Indigenous and agricultural sectors become more effective leaders. This program includes:

- **An introductory session** where participants are introduced to Leadership Wimmera; the Committee and program facilitators. Participants are given an overview of the program.
- **A weekend retreat** where topics including effective mentor relationships; relationship building; communication; providing feedback; understanding self and other; different communication styles; and team building are discussed.
- **Three full day skills workshops** including topics on relationships; communication and conflict resolution; decision-making; and review techniques.

The following section of the report details the methods used to evaluate the Leadership Wimmera programs, followed by the results of the survey and a discussion on the impact that the program has had on participants and leadership capacity in the region.

Research Methods

Survey Development

Given the aims of the evaluation it was decided that an on-line survey design was the preferred method for eliciting data from past program participants. Survey questions were designed to gather basic biographic information; the program cohort and year of participation. Questions were also included designed to elicit participants' motivation for enrolling in the program and their perceptions of the program's influence on a range of leadership activities and skills. Questions were also designed to examine the impact of the individual components of each of the Leadership Wimmera programs, on the development of new skills and knowledge and how these were applied in professional, personal and regional capacity building situations. The survey design drew on the work of others who have conducted post-program leadership evaluations including Goyal et al. (2010), Health Care Innovation Unit & School of Management (2004), McCauley and Hughes-James (1994), Suvedi and Langone (2007) and Westley (2005).

Questions included yes/no responses; five-scale likert responses and open-ended written responses. Questions were drafted and submitted to WDA for comment. The survey was then approved by the University of Ballarat Human Research Ethics Committee. Once finalised an on-line survey program (Survey Monkey - www.surveymonkey.com) was used to distribute the survey via email to past participants of Leadership Wimmera Programs. The survey questionnaire is included in Appendix 1.

Sampling and Data Collection

The research team were provided with the email addresses of 248 past program graduates of the Community Leadership/Regional Leadership Skills Initiative, Business Leadership and Women's Mentoring programs. Researchers were unaware of the number of graduates of each program. These graduates had self-selected to stay in contact with the WDA by supplying email contact details. The survey was sent via email to these 248 participants as supplied by WDA. Participation in the survey was voluntary and by completing and submitting the on-line survey participants were deemed to have given consent. Of the 248 requests to participate, there were 69 graduates that took part in the survey. This is a response rate of 28% which produced a 10% confidence interval, or margin of error in the results of the survey of plus or minus 10 percentage points.

Ethical considerations

A Plain Language Information Statement explaining the purpose of the survey, how data would be collected and the risks of participating in the survey was attached to the email that invited past graduates to participate in the survey. Participants were free to answer only those questions they wanted to and 7 participants chose not to answer all questions.

Only the researchers had access to the completed surveys. Participants were not asked to identify themselves by name unless they were interested in further participation via focus group discussions.

Data Analysis

Data from the online survey was loaded onto Statistical Package for Social Sciences (SPSS) software for analysis of the 69 returned surveys, of which 62 surveys were fully completed. Hence there are variations in response numbers for some items, so the report provides information on how many respondents answered each question/item in turn.

Data analysis included descriptive statistics (i.e. frequency distributions) for each question for the overall sample. In addition, cross-tabulations were performed by leadership type, by gender and by year of participation. Whilst cross-tabulation by age group and education was also considered these were rejected for analysis, as leadership type, gender, and year of participation were the demographic characteristics that explained the most variation in responses. Only the cross-tabulations where there were large differences between the groups are shown in this report.

Year of participation were merged into two larger groups to make interpretation more meaningful for comparison: 1) Those which had participated in the Leadership Wimmera Program within the last 5 years (2008-2012); and 2) Those which had participated 6 to 10 years ago (2002-2007).

Overall results

The survey results are based on a sample of 69 Leadership Wimmera Program (LWP) participants, of which 62 respondents completed the full survey. Please note that not all questions have responses from the total sample; thus the sample number (n) varies for data presented in this section of the report and in Appendix 2 (the sample number is reported under the figure or table).

Profile of the participants

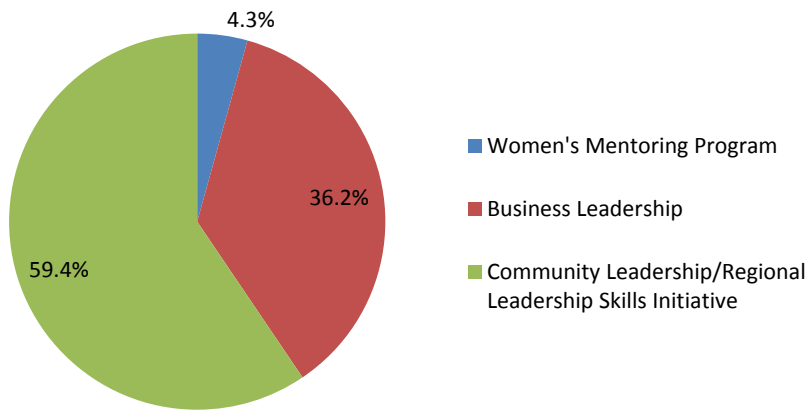
This section of the results provides demographics and other profiling features of the sample. There were 69 graduates that took part in the survey. Of these, 59% had completed the Community Leadership/Regional Leadership Skills Initiative (called 'Community/Regional Leaders' from here), 36% had completed the Business Leadership Program (called 'Business Leaders' from here) and 4% had completed the Wimmera Women's Mentoring Program (Figure 1). There were respondents from every year of the Leadership Wimmera program, with the largest numbers from 2012 (23% of respondents, 2008 (18%), and 2010 (13%) (Figure 2).

The majority of the respondents were aged between 25 and 64 years, with the largest group being those aged between 45-54 years (36% of respondents), followed by the 25-34 years group (26%) and the 35-44 years age group (24%) (Figure 3). Female respondents made up 52% of total survey responses the remaining 48% were male participants (Figure 4).

The majority of respondents had completed further education, with 84% having completed Certificate/Diploma level or higher (Figure 5). Nearly all the participants (95%) still live in the Wimmera region. However, it has to be noted that of the 350 past participants of the Leadership Wimmera programs WDA only had contact details for 248 (71% of past participants). One reason for this may be that the past participants WDA have no contact details for have moved residence, some potentially out of the region. If this is the case, there may be up to 34% of past participants (5% of survey respondents and the 29% of past participants who WDA do not have contact details) who have moved out of the region.

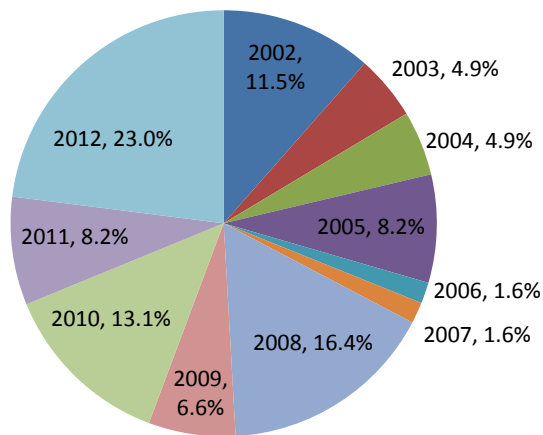
29% of respondents had moved to another organisation since they participated in the Leadership Wimmera Program (Figure 7).

Figure 1 Leadership type



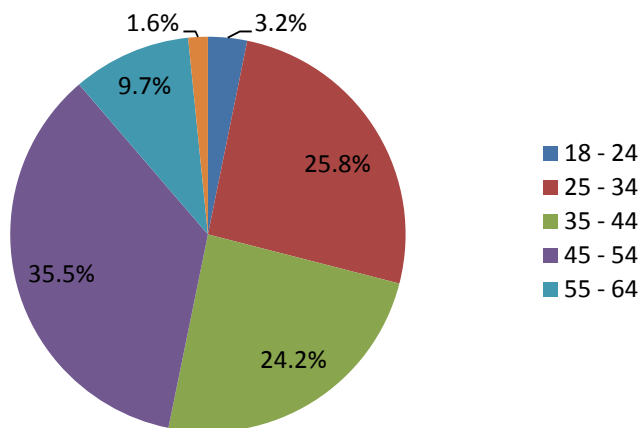
Q3. Which Leadership Wimmera Program did you complete? Base: n= 69

Figure 2 Year of participation



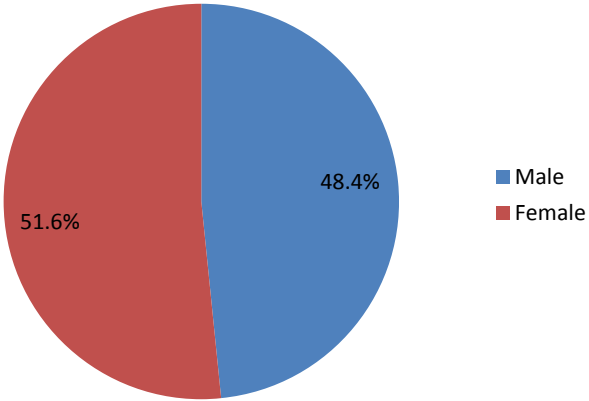
Q23. What year did you participate in the program? Base: n= 61

Figure 3 Age



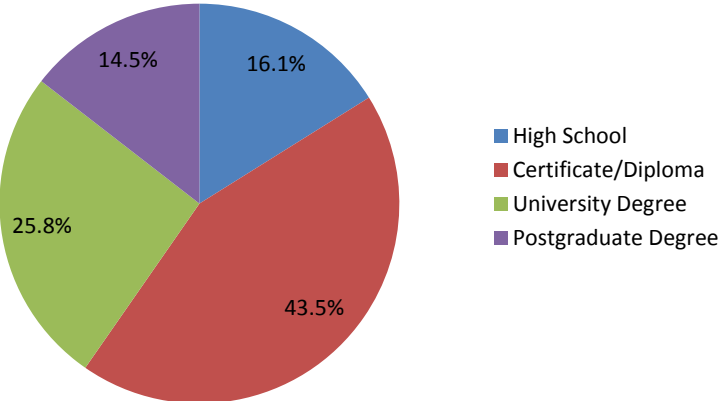
Q24. What is your current age group? Base: n= 62

Figure 4 Gender



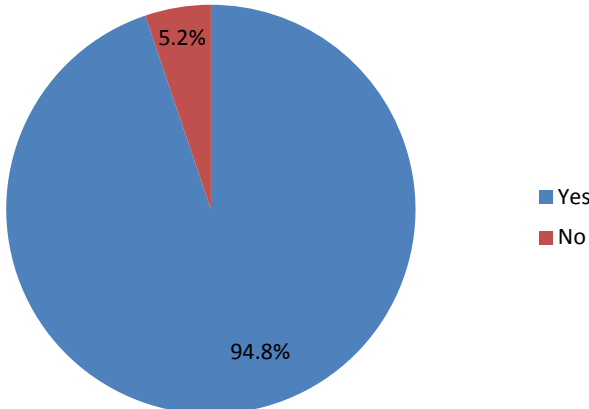
Q25. Are you...? Base: n= 62

Figure 5 Educational Attainment



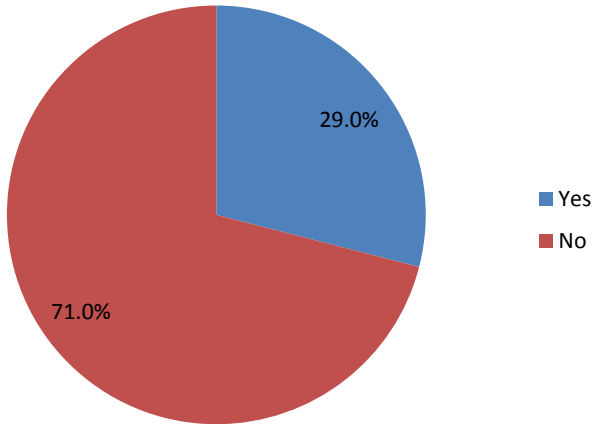
Q26. What is the highest level of education you have completed? Base: n= 62

Figure 6 Live in Wimmera Region



Q27. Do you still live in the Wimmera Region? Base: n= 58

Figure 7 Moved to another organisation post-participation in Leadership Wimmera Program (LWP)

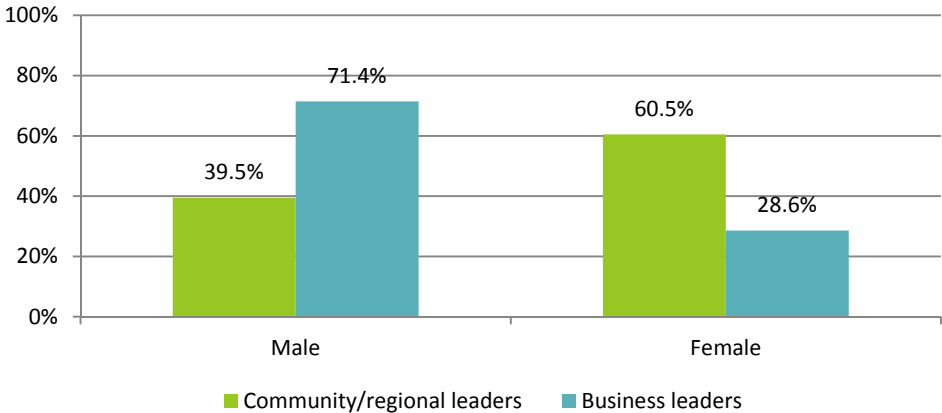


Q31. Have you moved to another organisation since your participation in the program? Base: n=62

The Business Leaders participants are usually male and in the older age groups (35 years and over), while the Community/Regional Leaders participants are more likely to be female, less than 35 years old and more likely to have a certificate or diploma as their highest level of education. Also, there appears to have been a shift in the age of participants in the last 5 years compared to 6 to 10 years ago, with participants generally more evenly spread across the 25-34, 35-44 and 45-54 age groups in the last 5 years, whereas the 35-54 age groups predominated 6 to 10 years ago (see Figures 8-14).

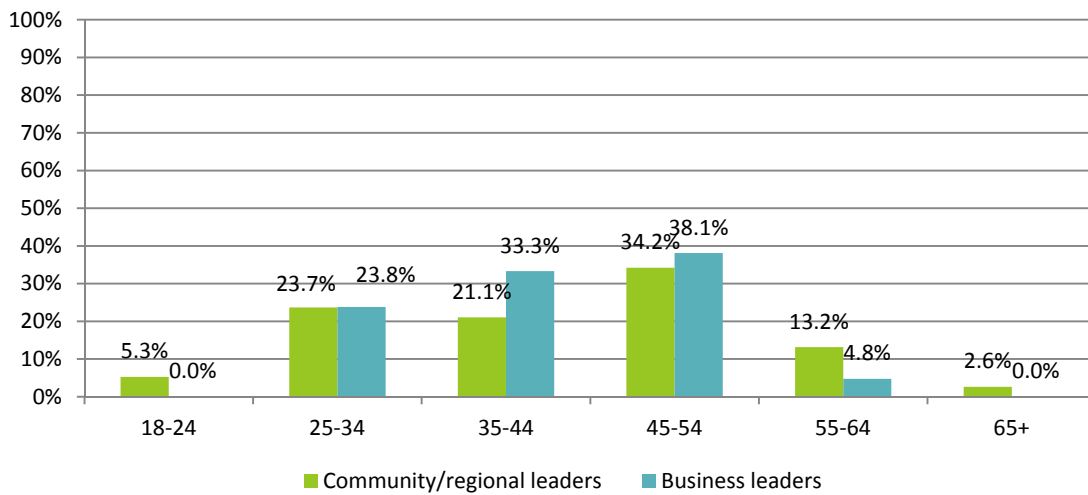
Yet when looking at the program types participated in the last 5 years compared to 6 to 10 years ago, it appears that more people who completed the program in the last 5 years are more likely to have done the Business Leaders program, while 6 to 10 years ago they were more likely to have completed the Community/Regional Leaders program (Figure 11).

Figure 8 Gender BY leadership type



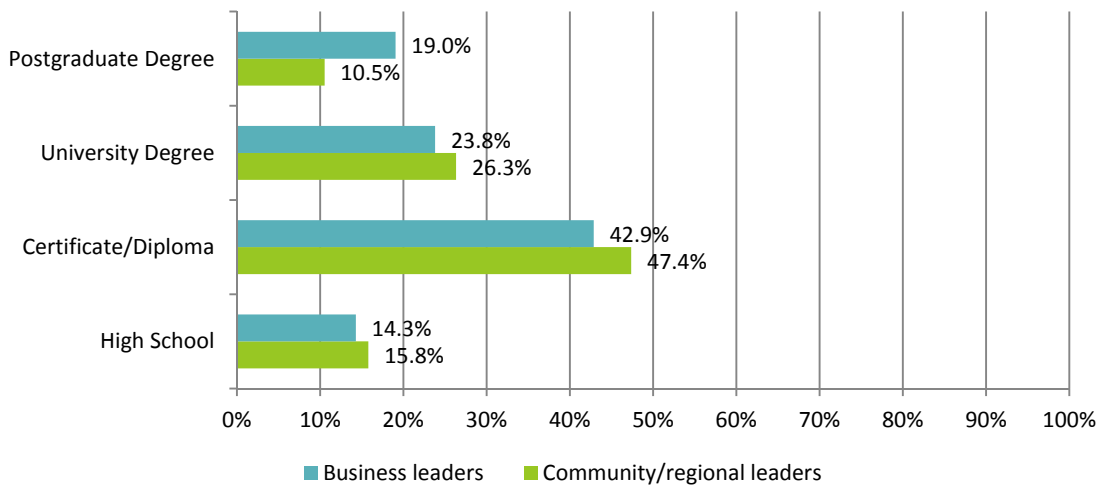
Q25. Are you...? Base: Community/regional leaders n=38; Business leaders n=21.

Figure 9 Age BY leadership type



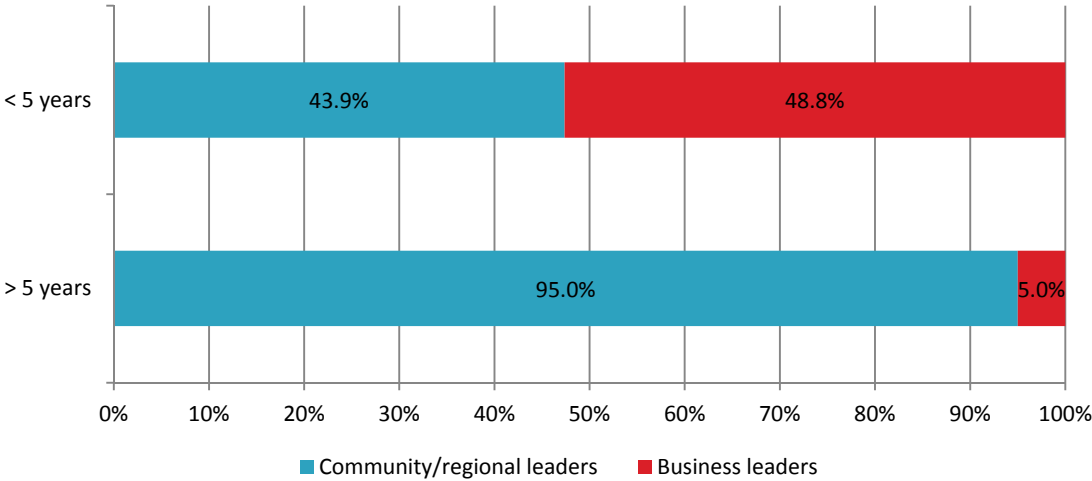
Q24. What is your current age group? Base: Community/regional leaders n=38; Business leaders n=21.

Figure 10 Educational attainment BY leadership type



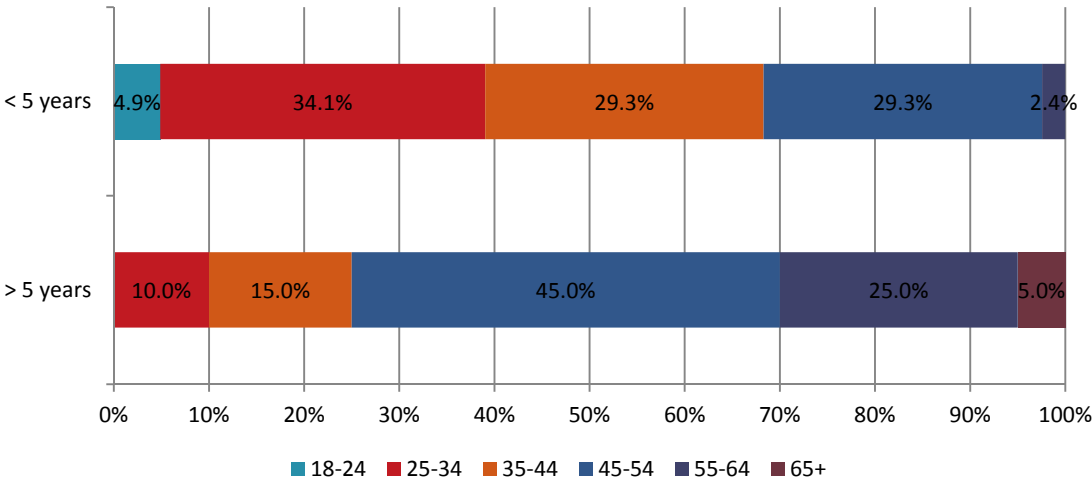
Q26. What is the highest level of education you have completed? Base: Community/regional leaders n=38; Business leaders n=21.

Figure 11 Leadership type BY Year of participation



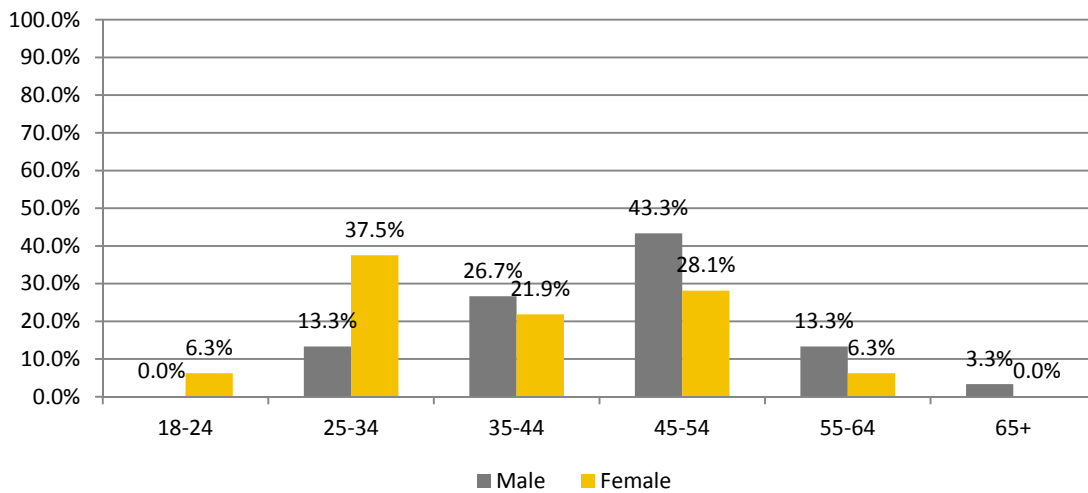
Q3. Which leadership program did you complete? Base: > 5years n= 20; < 5 years n= 41

Figure 12 Age BY Year of participation



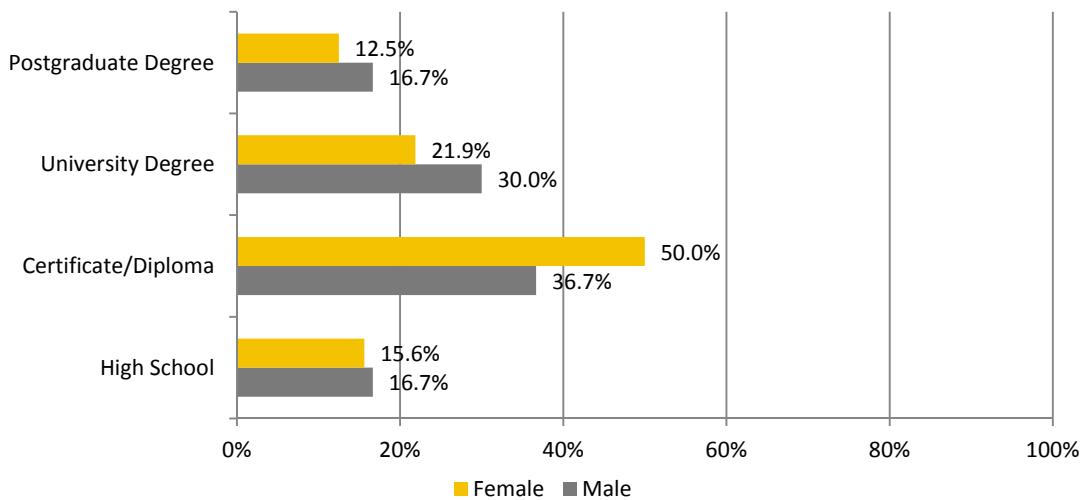
Q24. What is your current age group? Base: > 5years n= 20; < 5 years n= 41

Figure 13 Age BY Gender



Q24. What is your current age group? Base: Male n=30; Female, n=32

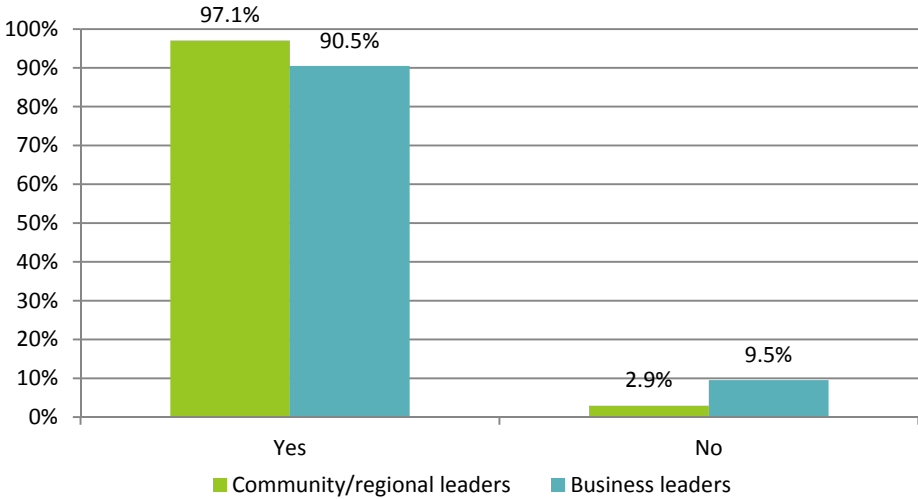
Figure 14 Educational Attainment BY Gender



Q26. What is the highest level of education you have completed? Base: Male n=30; Female, n=32

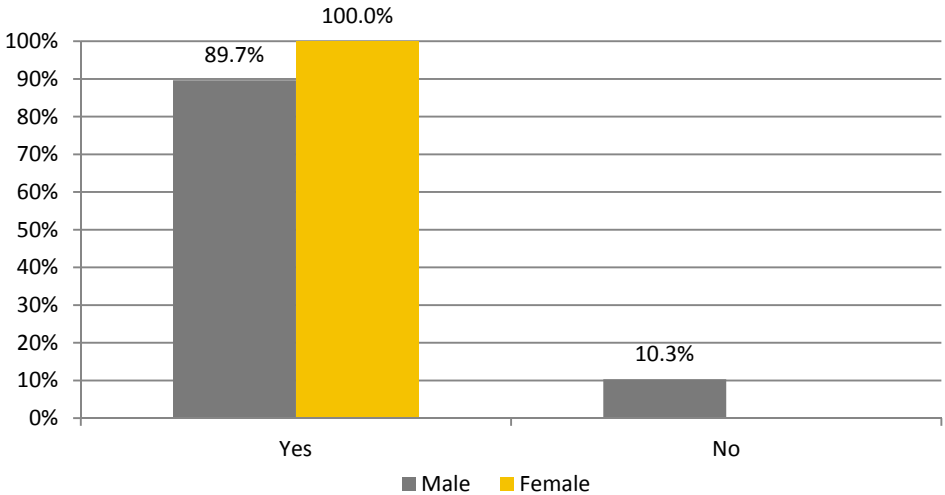
In terms of retention of the leadership skills in the Wimmera, most people have remained in the region, but the small percent who have left (5%) are more likely to be male and have participated in the Business Leaders program in the last 5 years (see Figures 15-17).

Figure 15 Live in the Wimmera BY leadership type



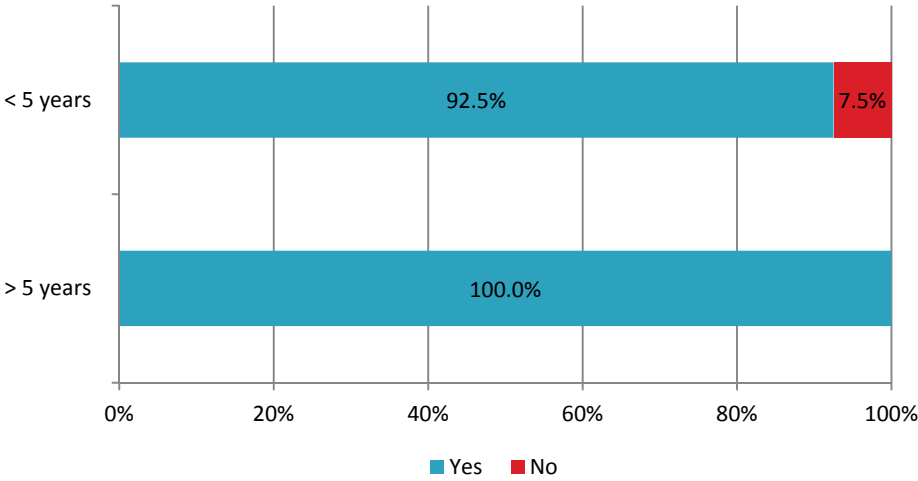
Q27. Do you still live in the Wimmera Region? Base: Community/regional leaders n=34; Business leaders n=21.

Figure 16 Live in Wimmera region BY Gender



Q27. Do you still live in the Wimmera region? Base: Male n=29; Female, n=29

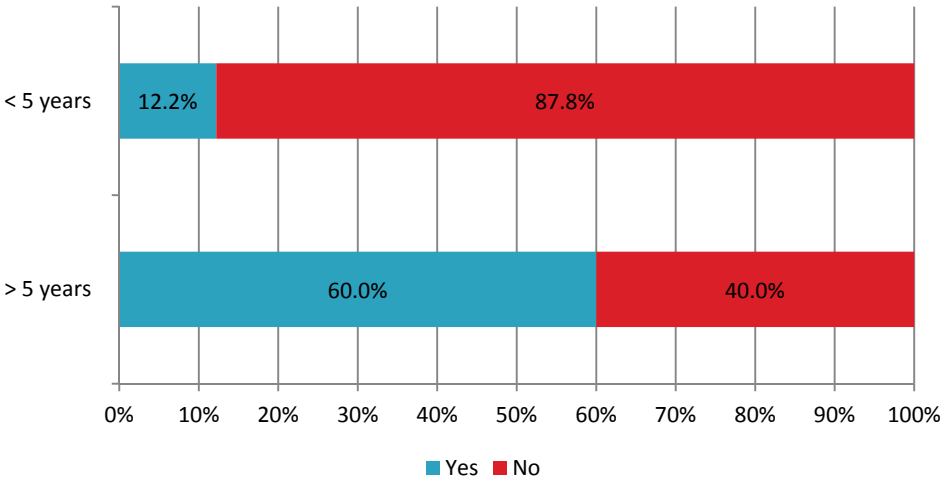
Figure 17 Live in Wimmera region BY Year of participation



Q27. Do you still live in the Wimmera region? Base: > 5years n= 17; < 5 years n= 41

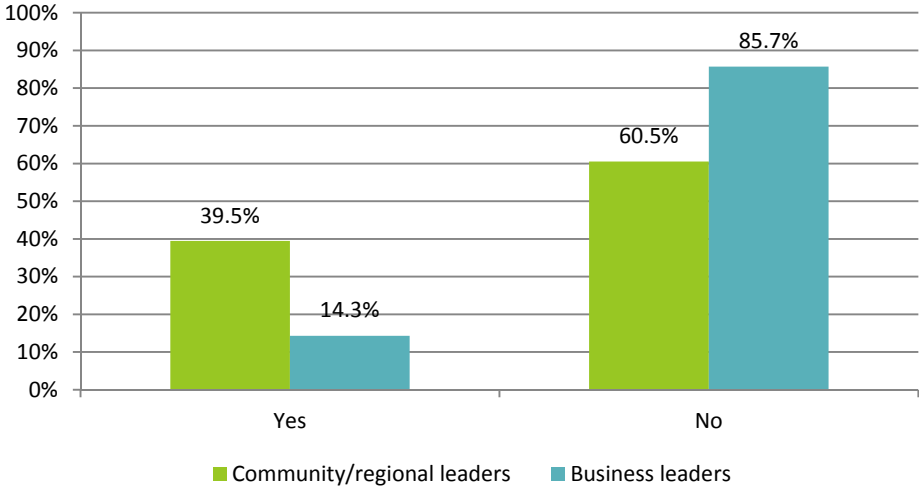
The people who are more likely to have moved to another organisation since their participation in the program are those who participated more than 5 years ago in the Community/Regional Leaders program (Figure 18 and 19).

Figure 18 Moved to another organisation post-participation in LWP BY Year of participation



Q31. Have you moved to another organisation since your participation in the program? Base: > 5 years n= 20; < 5 years n= 41

Figure 19 Moved to another organisation post-participation in LWP BY leadership type



Q31. Have you moved to another organisation since your participation in the program? Base: Community/regional leaders n=34; Business leaders n=20.

Program Evaluation

This section of the results provides insight into participant experience of the Leadership Wimmera programs (LWP) and their evaluation of the program. Most people were motivated to participate in the LWP to develop themselves professionally (88% of respondents), build leadership skills (77%) and learn more about leadership (57%) (Figure 20).

Reasons for participating

The main reasons for participating in each type of program were similar; however, more people participated in the Business Leaders program to improve their job performance (52% compared to 27% for the Community/Regional Leaders program) (Figure 21). More people who did the Community/ Regional Leaders program did it to enhance their chances of promotion (20%) compared to that of Business Leaders participants (8%), although the number of people whose motivations were job promotion were relatively low compared to other motivations.

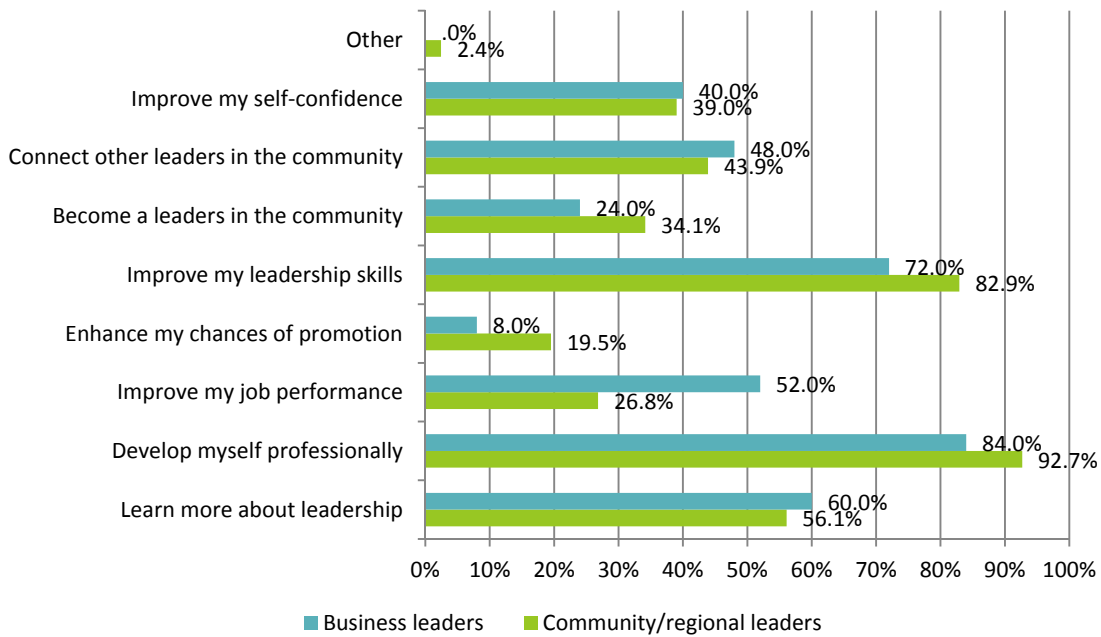
There were also some marked differences between the drivers of women and men (Figure 22). Women were more likely to participate to improve self-confidence (50% compared to 23% of men) and become a leader in my community (38% compared to 23%), while men were more likely to have a job focus, with more men driven by enhancing their chances of promotion (27% compared to 6% of women) and improving job performance (23% compared to 25%).

Figure 20 Reasons for participation in LWP



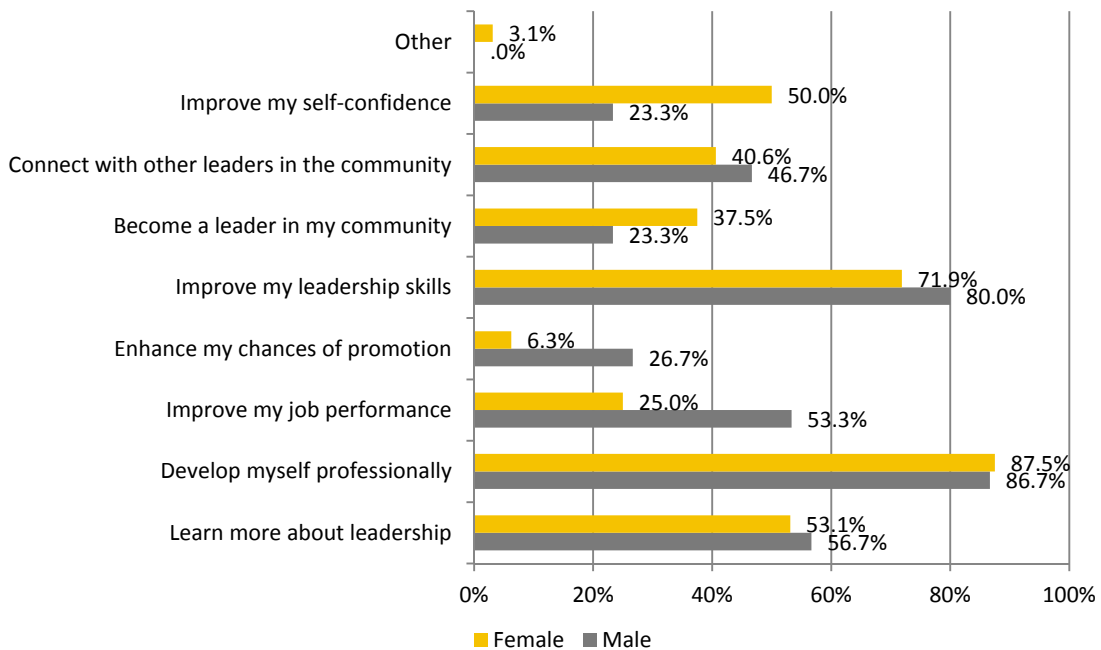
Q1. Why did you participate in the Wimmera Leadership Program? Base: n= 69. Note that 10 respondents selected 'Other' and provided comments.

Figure 21 Reasons for participation in LWP BY leadership type



Q1. Why did you participate in the Wimmera Leadership Program? Base: Community/regional leaders n=38; Business leaders n=21.

Figure 22 Reasons for participation in LWP BY Gender



Q1. Why did you participate in the Wimmera Leadership Program? Base: Male n=30; Female, n=32

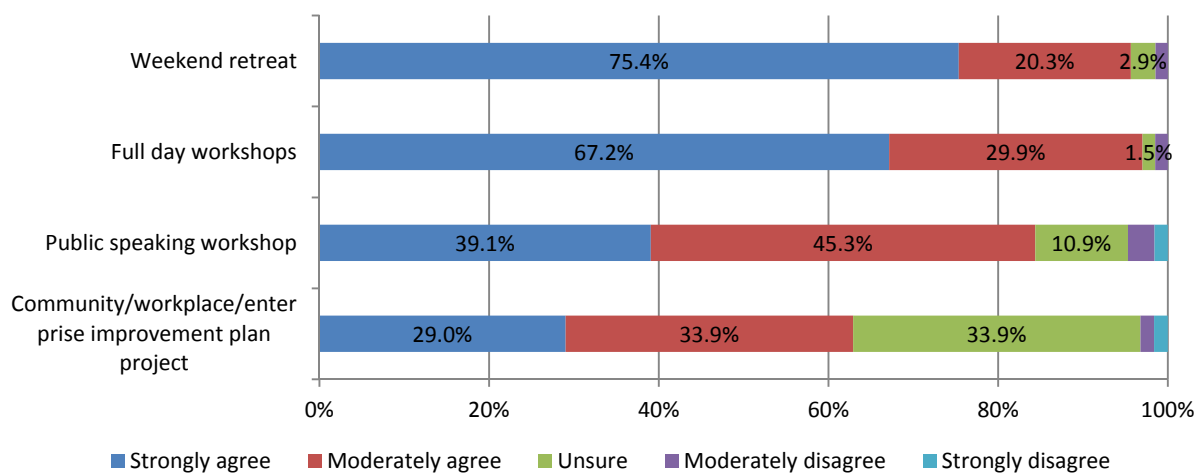
Assessment of the program components

Participants were asked to what extent each component of the program provided new skills and knowledge to enable an assessment of each component of the program. Most participants felt that the weekend retreat and the full day workshops provided participants with new skills and knowledge (Figure 23). However, the weekend retreat was most popular with the Community/Regional Leaders group and more popular with males (Figure 24-25).

Most participants (93%) felt that the public speaking workshop was useful. Nearly two thirds of participants felt the community, workplace, enterprise improvement plan project (called the project from here) was useful, with one third feeling unsure of this impact of this component of the program. However, it must be noted that a number of respondents stated that they did not do a project during their program which has contributed to the highly level of the response *unsure* for this program component.

More Community/Regional Leader participants (75% compared to 52% of Business Leaders) agreed that the project provided them with new skills and knowledge (Figure 24). While less people in the last 5 years felt that the project provided new skills and knowledge (53%) compared to people who participated in the program 6 to 10 years ago (78%) (Figure 26). This may reflect some change in how the project has been carried out over the last 5 years compared to 6 to 10 years ago.

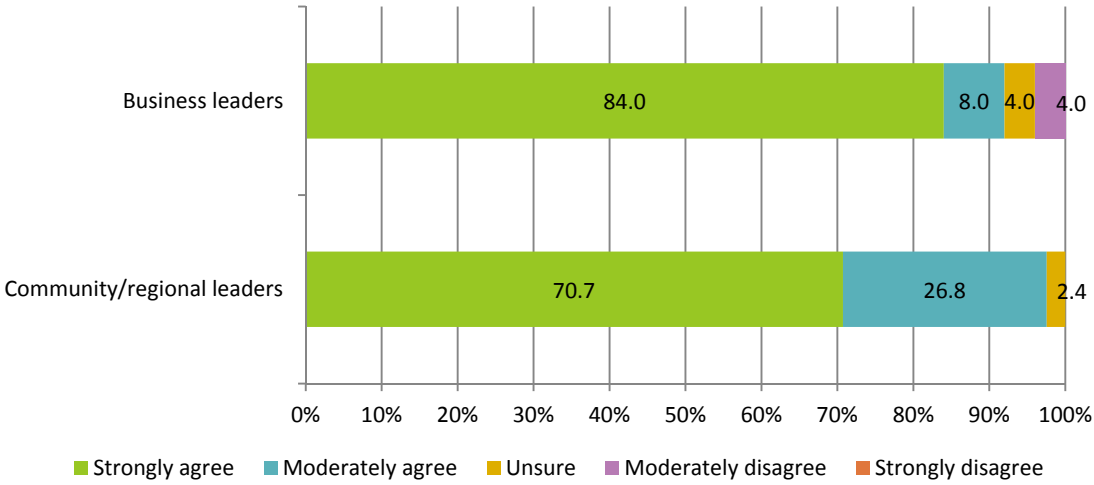
Figure 23 Participant assessment of LWP components in providing new skills and knowledge



Q2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge? Base: varies for each item. See appendix. Note that 10 respondents selected 'Other' and provided comments.

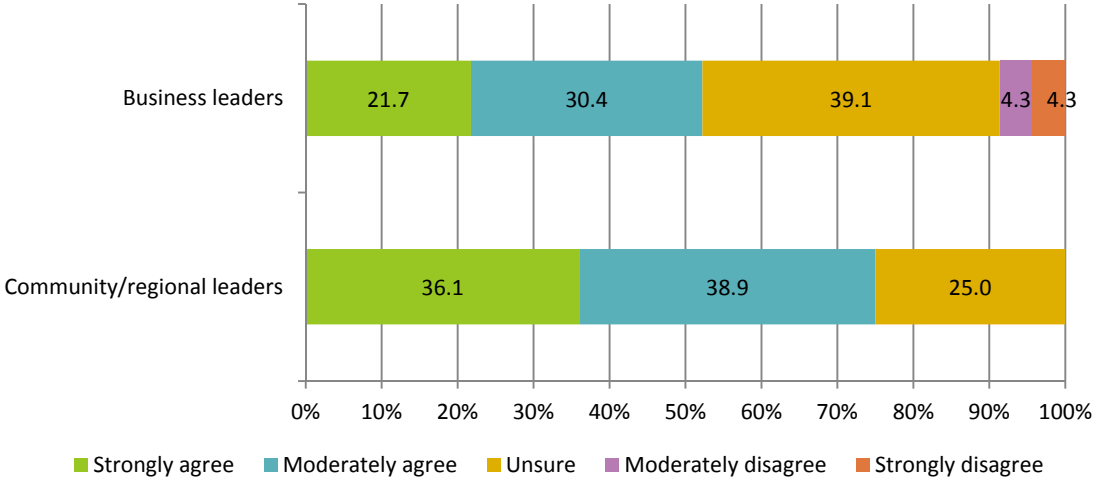
Figure 24 Participant assessment of LWP components BY leadership type:

a) Weekend retreats



Base: Community/regional leaders n=41; Business leaders, n=25

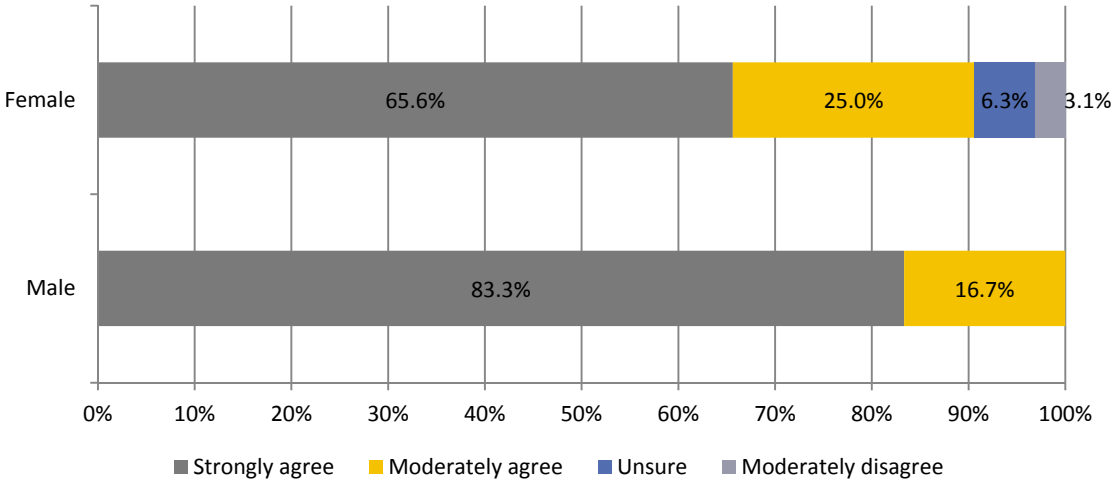
b) Community/workplace/enterprise improvement plan project



Base: Community/regional leaders n=36; Business leaders, n=23

Q2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge?

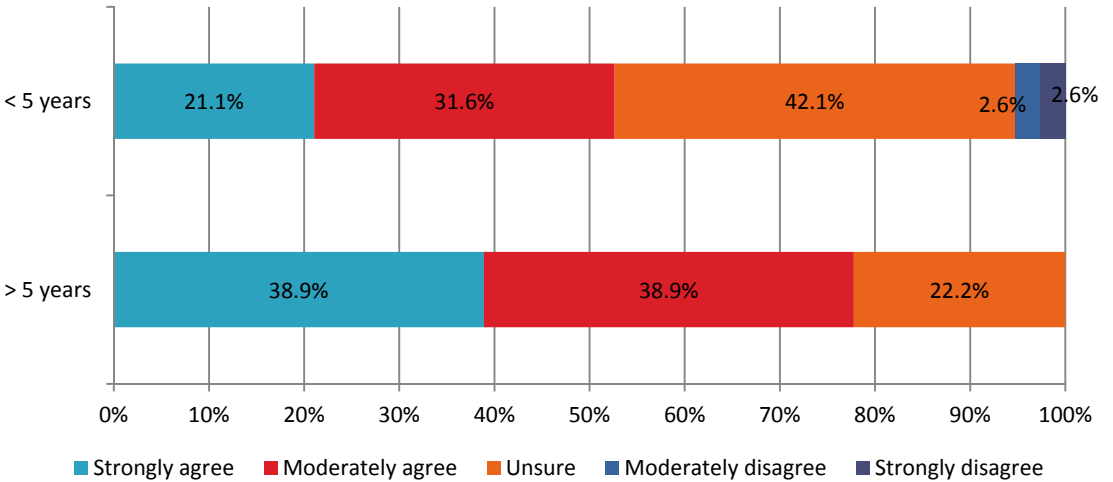
Figure 25 Participant assessment of LWP components BY Gender: Weekend retreat



Base: Male n=30; Female, n=32

Q2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge?

Figure 26 Participant assessment of LWP components BY Year of participation: Community/workplace/enterprise improvement plan project



Base: > 5years n= 18; < 5 years n= 38

Q2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge?

Participants were asked about the things they liked the most about the program. There were a range of things people liked which included:

- the self-development, including increased confidence and skills they gained from the program, as well as a feeling of empowerment

- the sharing and supportive environment with time for open discussions
- building networks in the local community with people I wouldn't normally
- the professionalism of the presenters and facilitators, and their ability to help and provide a supportive environment
- being able to work through issues and build solutions for them with other participants
- that leadership can be taught
- that it reinforced current skills
- inspiring interaction with business leaders
- the opportunity to think strategically
- that it was not text book based, but involved applications in the workplace

The participants were also asked about the things they liked the least. Nearly half of the participants said there was nothing they didn't like. However, the other half had some things they didn't like. These included:

- the reluctance of some participants to get involved
- the disorganisation of the workshops, venue changes and a feeling that some facilitators were 'winging it' (participants from 2011, 2012 and 2008)
- the time it took and the time between sessions
- lack of information about the program beforehand
- no follow up with participants after the program was completed
- it was aimed at a lower level and could have been more in-depth (Community/Regional Leadership program)
- the intrusive nature of some parts of the program
- the project
- the facilitators
- the public speaking
- inability to apply what I learnt
- the weekend away from home
- lack of employer support

Participants were also asked if they felt there were things missing from the program that should be added. A range of improvements were suggested including:

- more workshops to improve skills
- having sessions in and out of business hours would be better
- follow up after the program
- measures of influence you have and how much you should lead
- mandatory 'giving back' to the community (this could be an alumni event)
- more on leadership styles including theory and practice
- better meeting procedures
- structured feedback from each lesson
- participants to be placed on committees with a mentor during the program
- one-on-one time with the facilitator
- negotiation, conciliation, conflict resolution and mediation

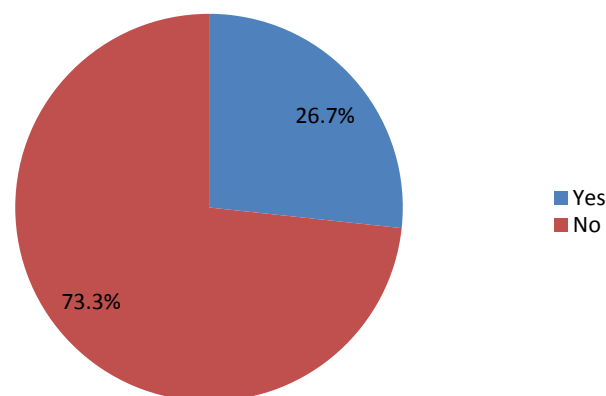
- mentoring
- governance and working on boards
- community development and engagement with community and groups
- practical sessions of learning and how to apply to the workplace
- profile building

In addition to the areas participants felt were missing from the program, they were also asked what leadership challenges they have come up against since completing the program that were not included in the program. Only 27% of participants said they had come across some challenges not addressed by the program (Figure 27). More Community/Regional Leaders participants (33%) felt there were challenges not addressed in the program compared to Business Leaders (19%) (Figure 28). More men (35%) than women (19%) felt there were challenges not addressed by the program (Figure 29), while more people who participated more than 5 years ago (42%) felt there were challenges not addressed compared to those who completed the program in the last 5 years (20%) (Figure 30).

The challenges the participants had come up against included:

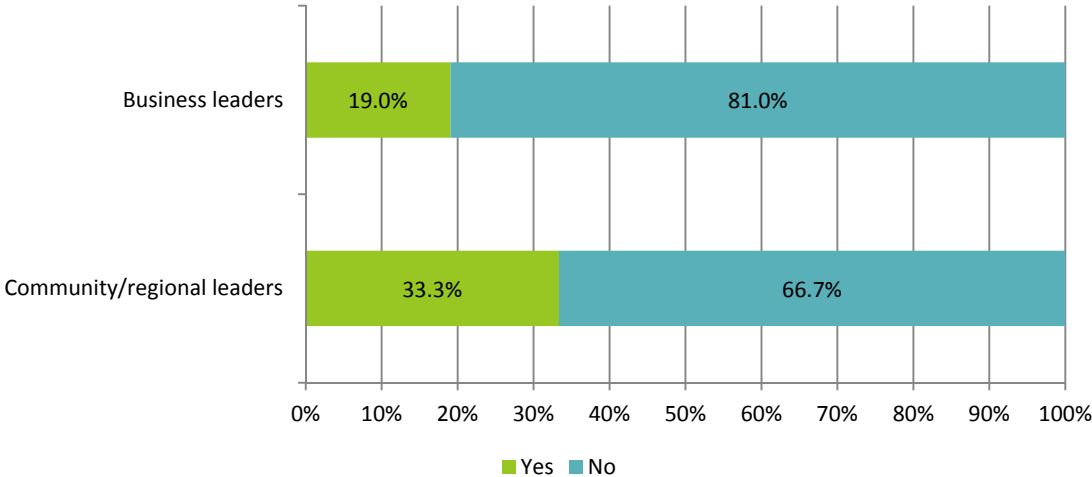
- dealing with difficult people, staff and organisations
- corporate governance, governance of committees and businesses
- leadership styles
- being consciously aware and observing ones ego
- focus on negotiation
- open lines of communication
- art of giving and receiving
- dealing with a large workforce
- how to motivate staff
- personal/business profile
- organisation direction setting
- politics

Figure 27 Leadership challenges not addressed in LWP



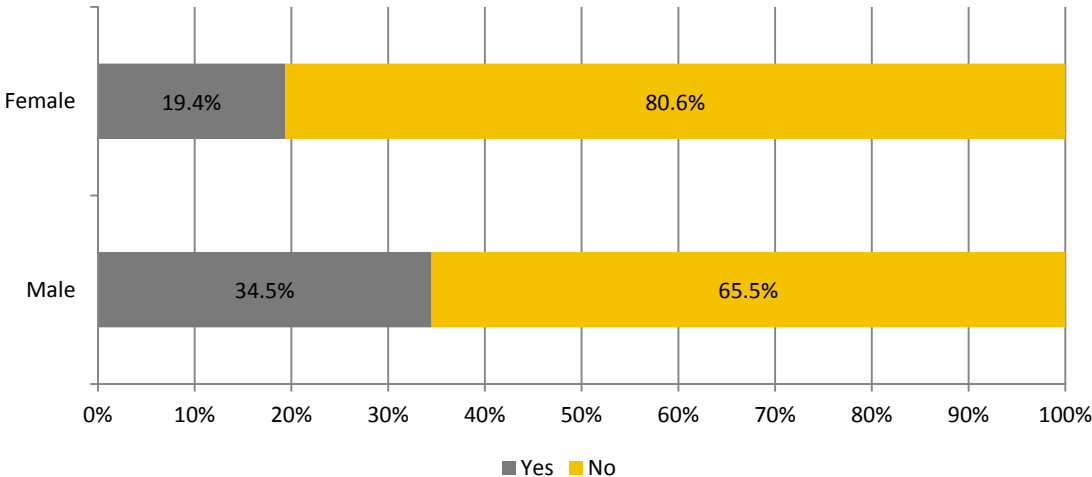
Q22. Are there leadership challenges you face now that were not addressed in the program? Base: n=60. Note that 17 respondents (28.3%) provided comments on the following question: 'What are these challenges?'

Figure 28 Leadership challenges not addressed in LWP BY leadership type



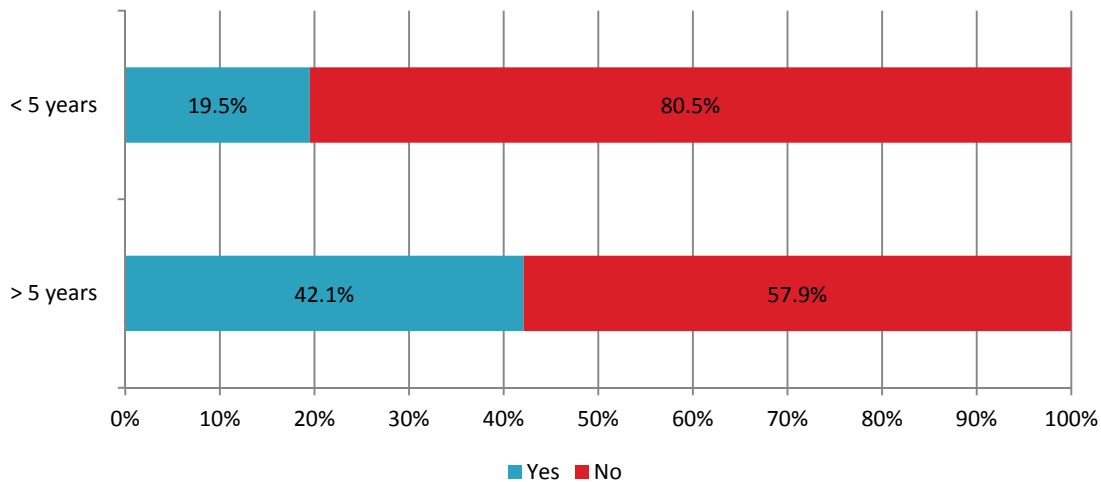
Q22. Are there leadership challenges you face now that were not addressed in the program? Base: Community/regional leaders n=36; Business leaders, n=21

Figure 29 Leadership challenges not addressed in LWP BY Gender



Q22. Are there leadership challenges you face now that were not addressed in the program? Base: Male n= 29; Female n= 31

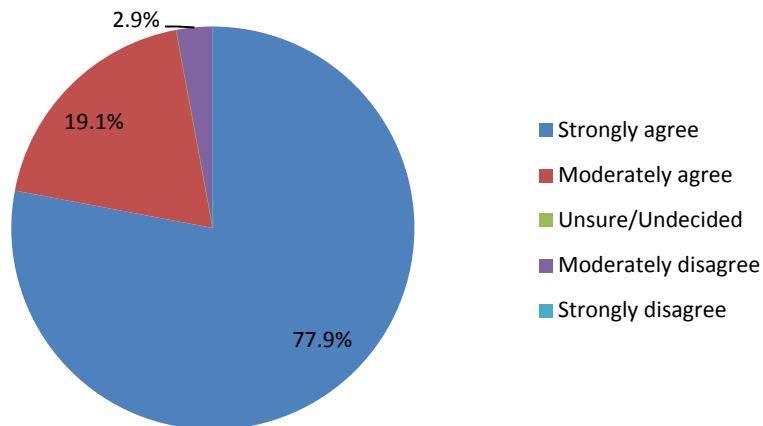
Figure 30 Leadership challenges not addressed in LWP BY Year of participation



Q22. Are there leadership challenges you face now that were not addressed in the program? Base: > 5years n= 20; < 5 years n= 41

The most telling result of the survey that demonstrates the success of the Leadership Wimmera programs is that most participants would recommend the program to other people in the region. In fact only 2 people would not recommend the program to others (Figure 31), one from the Community/Regional Leaders program in 2004 and one from the Business Leaders program in 2012.

Figure 31 Whether participants would recommend LWP to other people in the region



Q17. To what extent do you agree or disagree with the following statement? 'I would recommend the Leadership Wimmera Program to other people in the region'. Base: n= 68. Note that 52 respondents (76.5%) provided reasons for their response.

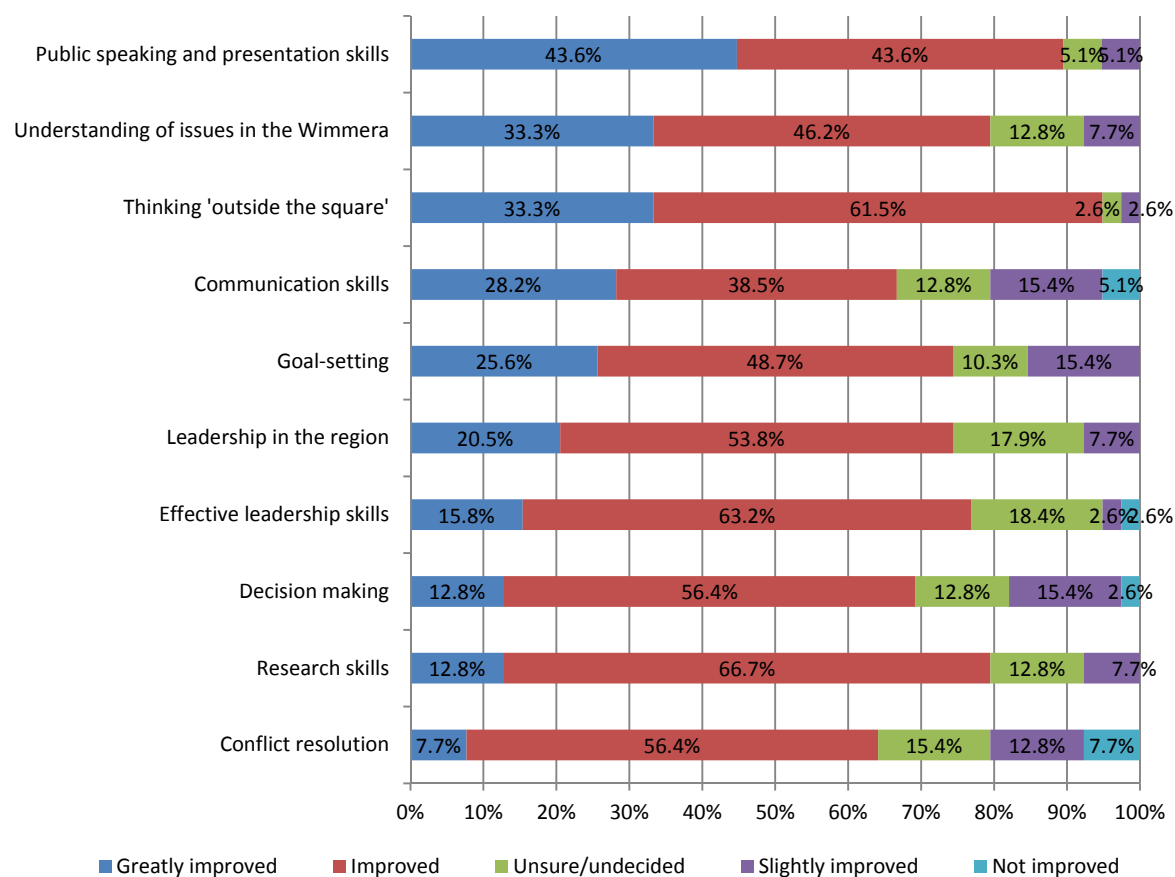
Knowledge and skills gained by participants

Participants were asked about the knowledge and skills they gained from the program they participated in based on the knowledge and skills the program was stated to address in the program description provided to the researchers. The results of which are shown below.

Community/Regional Leaders program

Participants felt that the Community/Regional Leaders program increased all the skills that the program was targeting to some extent (Figure 32). Thinking 'outside the square' and public speaking and presentation skills had the most participants who stated greatly improved or improved, while the area that had the least number of people who felt they had improved in was conflict resolution. However, even this area had 64% of participants feeling they had improved their skills in this area through their participation in the program.

Figure 32 Participant assessment of Community/Regional Leaders program knowledge and skills gained

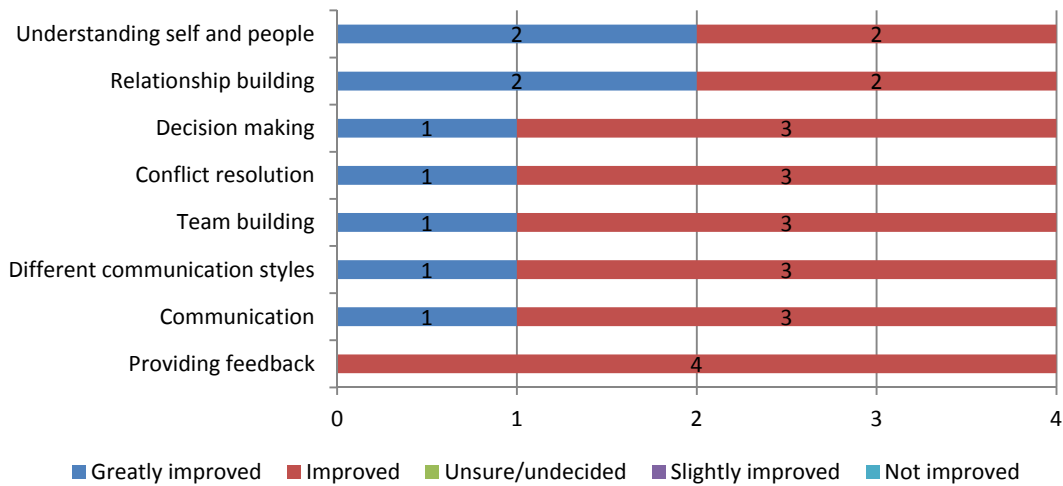


Q4. If you participated in the Community/Leadership Skills program please answer this question. To what extent did the program improve your knowledge and skills for each of the following areas..? Base: n=39

Wimmera Women’s Mentoring program

Although the respondent numbers were low for the Wimmera Women’s Mentoring program as 2012 was the first year the program had been run, all the respondents felt that they had greatly improved or improved their skills in the areas targeted by the program (Figure 33).

Figure 33 Participant assessment of women’s mentoring program

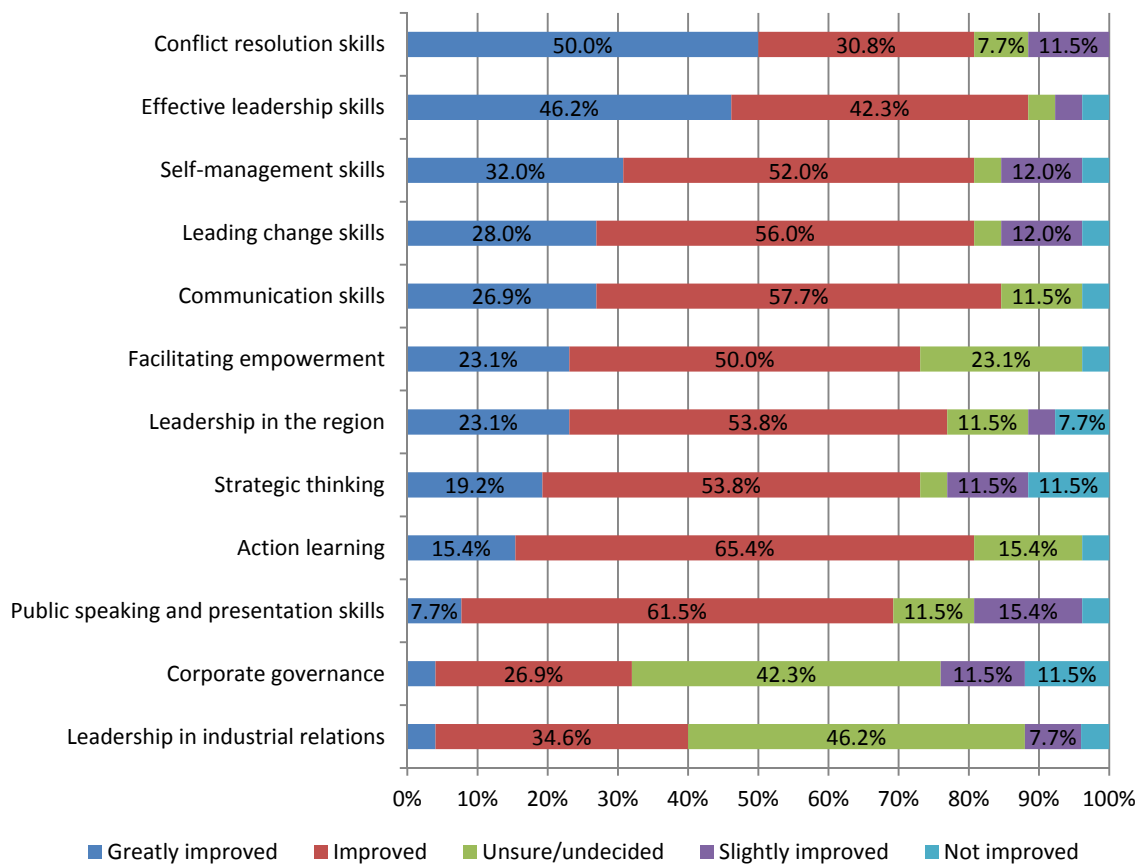


Q5. If you participated in the Women’s Mentoring program please answer this question. To what extent did the program improve your knowledge and skills for each of the following areas..? Base: n=4

Business Leaders Program

More than two thirds of participants of the Business Leaders program felt that their skills in the areas targeted by the program had improved, except in the areas of corporate governance and leadership in industrial relations (Figure 34). Forty percent or less of participants felt they had improved their skills in these areas through their participation in the program. The reason for this needs further exploration, as this may be caused by high levels of participant knowledge and skills in these areas prior to the program, or they may be areas of the program that need strengthening in the program.

Figure 34 Participant assessment of business leadership program



Q6. If you participated in the Business Leadership program please answer this question. To what extent did the program improve your knowledge and skills for each of the following areas..? Base: n=26. See Appendix for all percentage values.

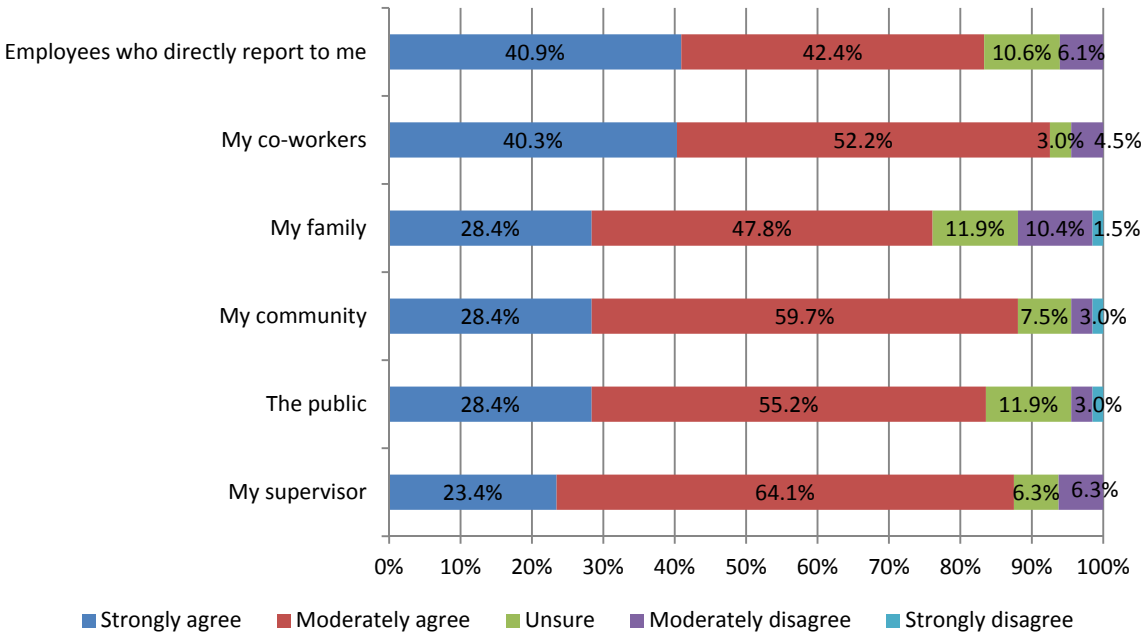
Application of New Knowledge and Skills in the Community and Workplace

Participants have applied the skills and knowledge they have gained from the program across a range of areas in their life, from employees, supervisors and co-workers, to the community and family. Close to, or over 80% of participants have applied their new leadership skills to all these areas dependent on the area of life they have applied their skills to (Figure 35).

Community/Regional Leaders participants are more likely to have used their new skills with their supervisor, suggesting an increase in self-confidence and efficacy of participants of this program with 95% applying this skill to their supervisor compared to 78% of Business Leaders participants (Figure 36).

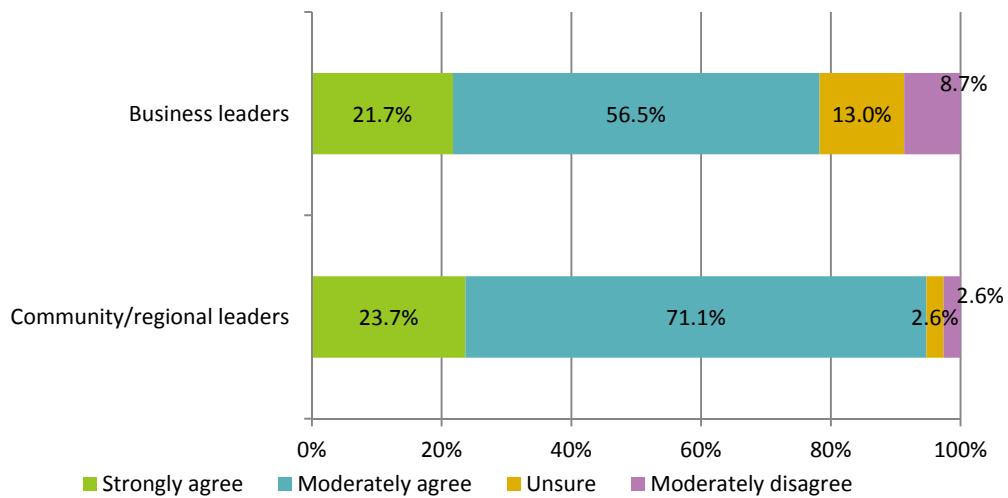
More men (93%) said they have used their new skills with ‘employees who directly report to me’ compared to women (72%), which is probably a reflection of the larger number of men who did the Business Leaders program suggesting there were more men in management positions who have employees reporting to them (Figure 37).

Figure 35 Application of information and skills during the program



Q14. How have you used the information and skills you learned during the program? I use the information and skills in dealing with...? Base: n=67

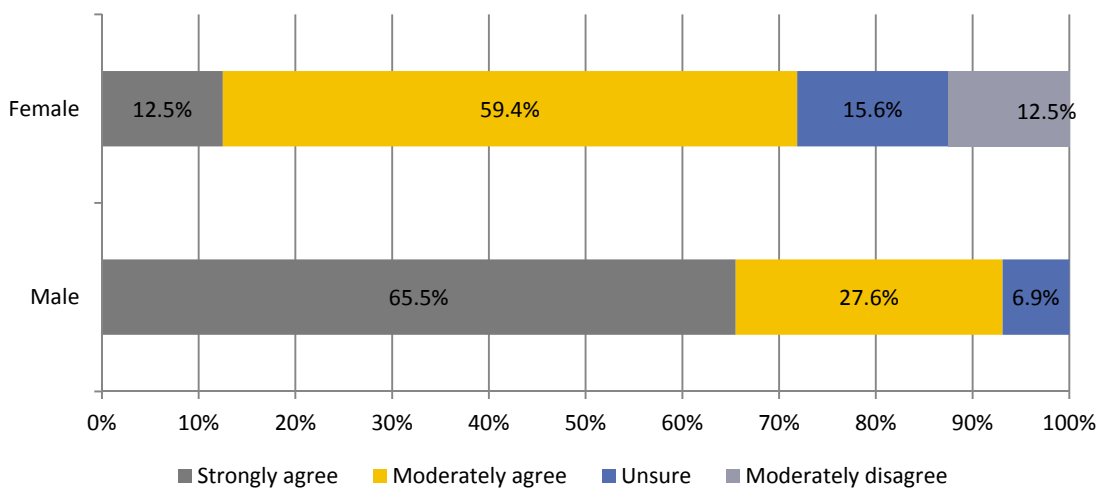
Figure 36 Applications of information and skills during the program BY leadership type: My supervisor



Base: Community/regional leaders n=39; Business leaders, n=24

Q14. How have you used the information and skills you learned during the program? I use the information and skills in dealing with...?

Figure 37 Applications of information and skills during the program BY leadership type: Employees who directly report to me



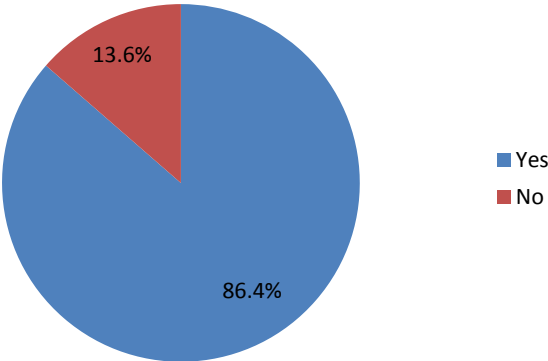
Base: Male n= 29; Female n= 32

Q14. How have you used the information and skills you learned during the program? I use the information and skills in dealing with...?

The majority of participants (86%) have applied ideas, concepts and models they learnt during the Leadership Wimmera programs to their personal and professional lives (Figure 38). Participants provided a range of examples of how they have applied these, from more assertive and open

communications, to using the profiling and personality types to understand people more and interact with them accordingly, positive self-talk, conflict in the workplace, listening to others and asking staff for ideas, time management and work-life balance.

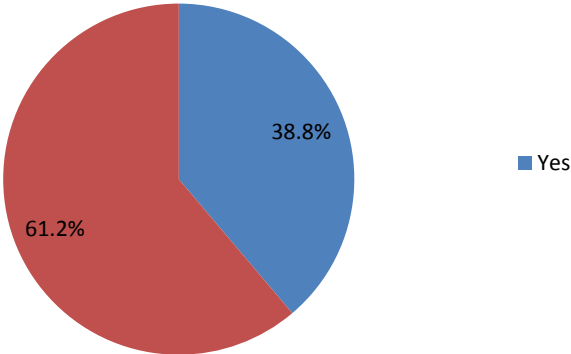
Figure 38 Personal/professional participant application of LWP ideas, concepts, models



Q15. Are their ideas, concepts or models that you were exposed to during the program that you now apply in your personal and/or professional life? Base: n=66. Note that 48 respondents (72.7%) provided comments on 'If yes, please explain how?'

Only 39% of participants reported that the Leadership Wimmera program has influenced their career aspirations (Figure 39). This is likely to be further reflection of the fact that career advancement was not a motivator for participation in the program. Those whose career aspirations changed through their participation in the program provided a range of reasons why this was so. Many people said they had more confidence in their abilities, others said they had gained confidence to do further studies. Some people felt the program made them open to pursue a wider variety of career options, while others stated that the program inspired them to set goals and advance their career as they were now more prepared and focused. While others said they now wanted to grow their business or start a business.

Figure 39 Influence of LWP on career aspirations



Q16. Has your experience with the program changed your career aspirations? Base: n=67. Note that 24 respondents (35.8%) provided comments on 'If yes, please explain how?'

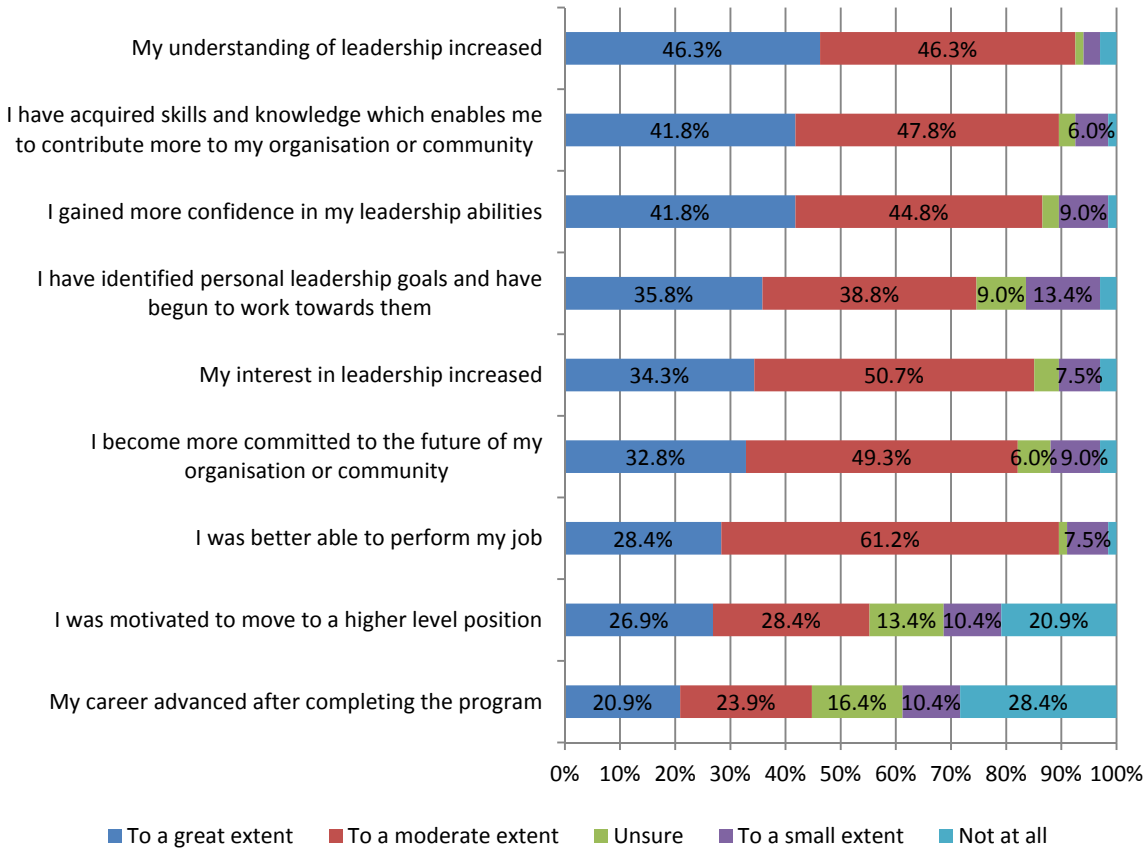
Impact on Leadership Capacity of Participants

Overall participants of the Leadership Wimmera programs felt that the program had a significant impact on their leadership capacity, with more than 80% of all participants feeling their participation had a positive effect on their leadership capacity across all but three areas (Figure 40). The areas that program participation had the highest impact on were 'my understanding of leadership increased' (93%) and 'I was better able to perform my job' (90%), both showing the success of the program for increasing the leadership capacity in the region. The areas program participation had the least amount of impact were: 'I was motivated to move to a higher level position' (55%) and 'My career advanced after completing the program' (45%). However, few of the participants' reasons for participating in the program were related to career advancement. As such, this result is likely to be related to the motivations of the participants rather than the program content.

There were few differences between program types, gender or year of participation. However, more participants in the Community/Regional Leaders program (59% compared to 28% of Business Leaders participants), and more people who participated 6 to 10 years ago (75% compared to 39% in the last 5 years) felt that their participation helped 'my career advanced after completing the program' (Figure 41-42).

There were two other interesting differences here: more Community/Regional Leaders participants felt that the program had caused them to be 'more committed to the future of the my organisation of community' (92% compared to 72% of Business Leaders); and more women found that their 'interest in leadership increased' through their participation in the program (94% compared to 77% of men) (Figure 43). This demonstrates the positive impact the program has had on raising the level of interest of women in leadership.

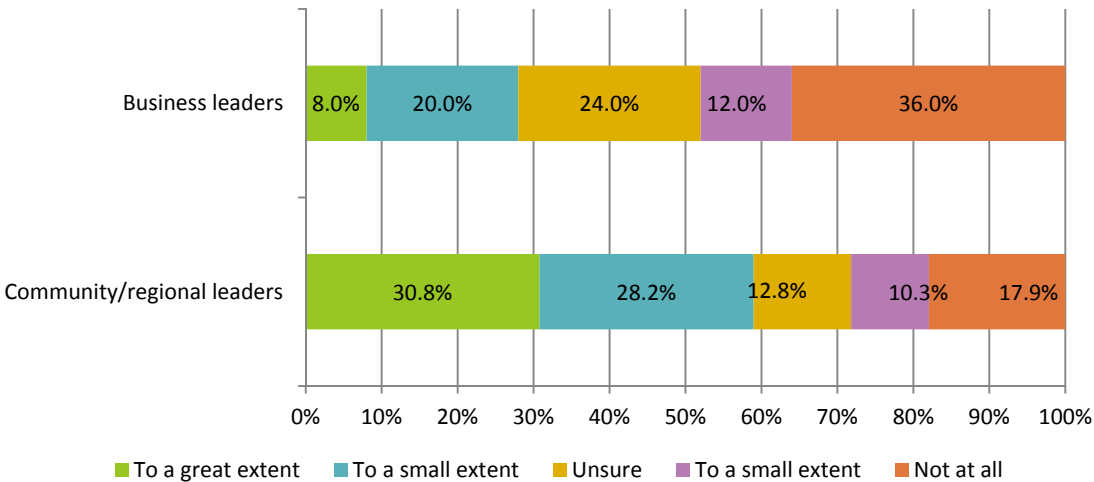
Figure 40 Participant outcomes of LWP



Q10. To what extent did your participation in the Leadership Wimmera Program affect you? Base: n=67. See Appendix for all percentage values.

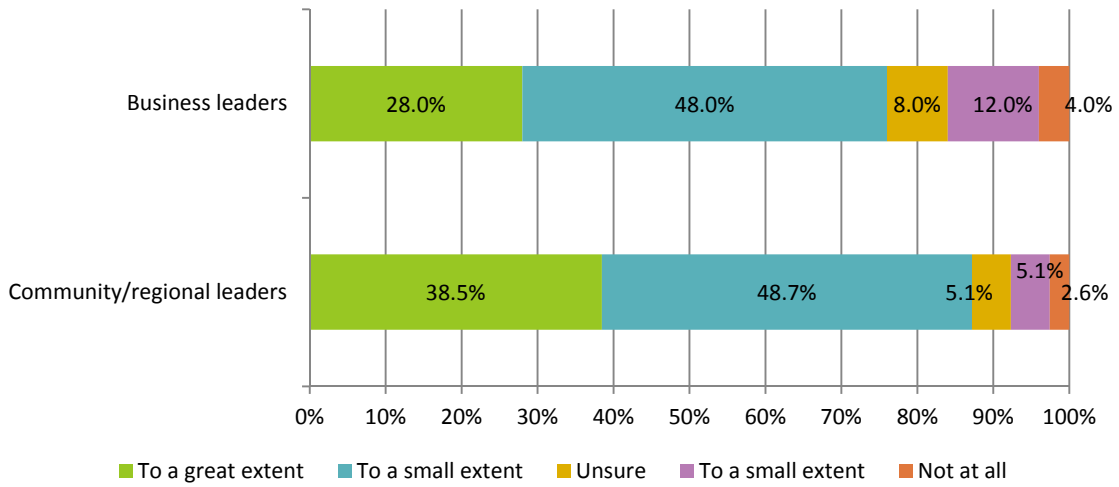
Figure 41 Participant outcomes of LWP BY leadership type:

a) 'My career advanced after completing the program'



Base: Community/regional leaders n=39; Business leaders, n=25

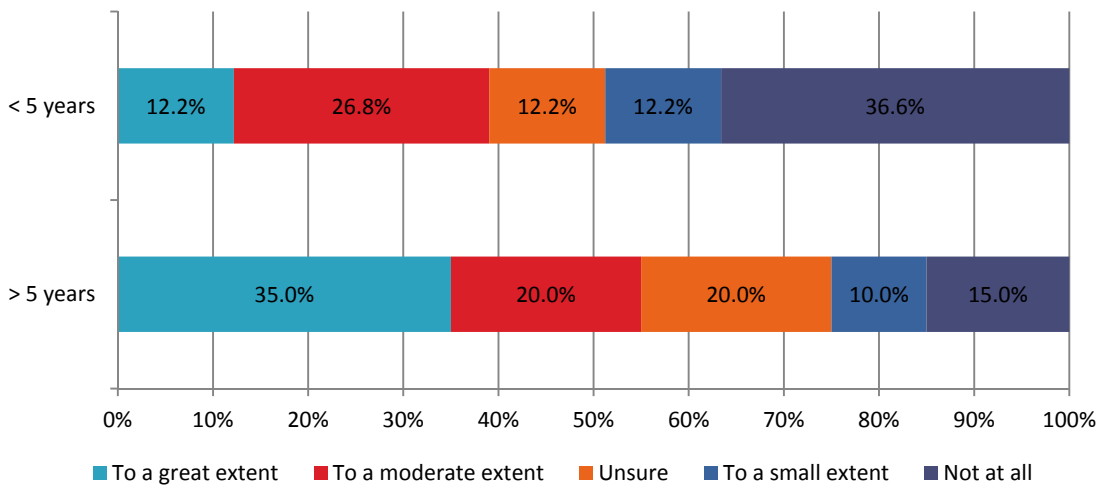
b) 'I become more committed to the future of my organisation or community'



Base: Community/regional leaders n=39; Business leaders, n=25

Q10. To what extent did your participation in the Leadership Wimmera Program affect you?

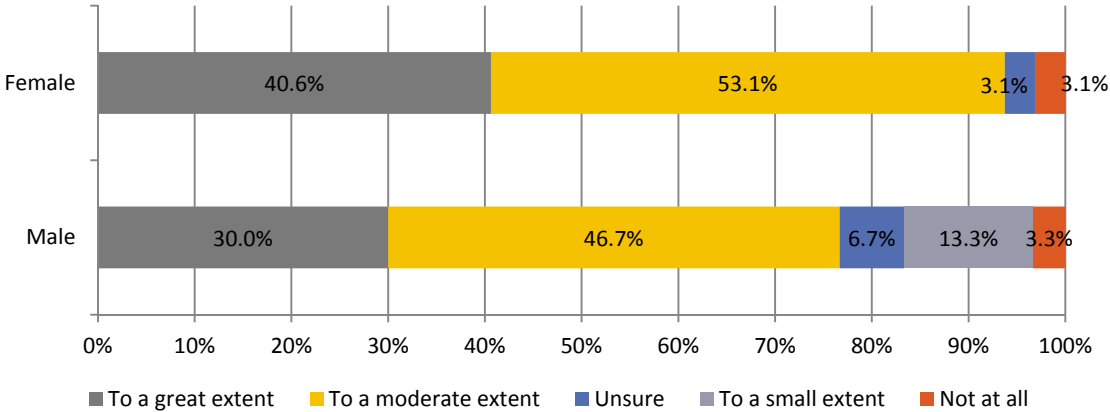
Figure 42 Participant outcomes of LWP BY year of participation: 'My career advanced after completing the program'



Base: > 5years n= 20; < 5 years n= 41

Q10. To what extent did your participation in the Leadership Wimmera Program affect you?

Figure 43 Participant outcomes of LWP BY gender: 'My interest in leadership increased'

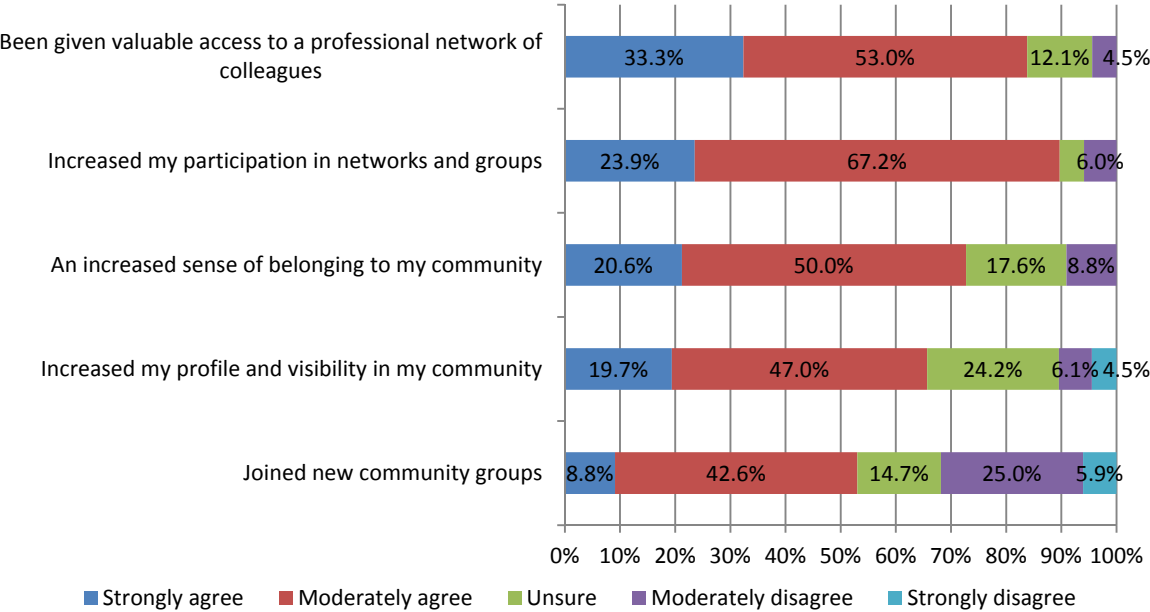


Base: Male n=30; Female, n=32

Q10. To what extent did your participation in the Leadership Wimmera Program affect you?

One aim of the Leadership Wimmera Program was to increase the networks of participants. This appears to have been quite successful with participants generally feeling that their participation in the program had improved their networking and collaborative opportunities. In fact, 91% of participants felt that they had increased their participation in networks and groups since completing the program, with just over 50% having joined new groups subsequently (Figure 44). The majority of participants (86%) felt that the program gave them access to a professional network, demonstrating that this aim of the Leadership Program had been met.

Figure 44 LWP influence on networking and collaborative opportunities

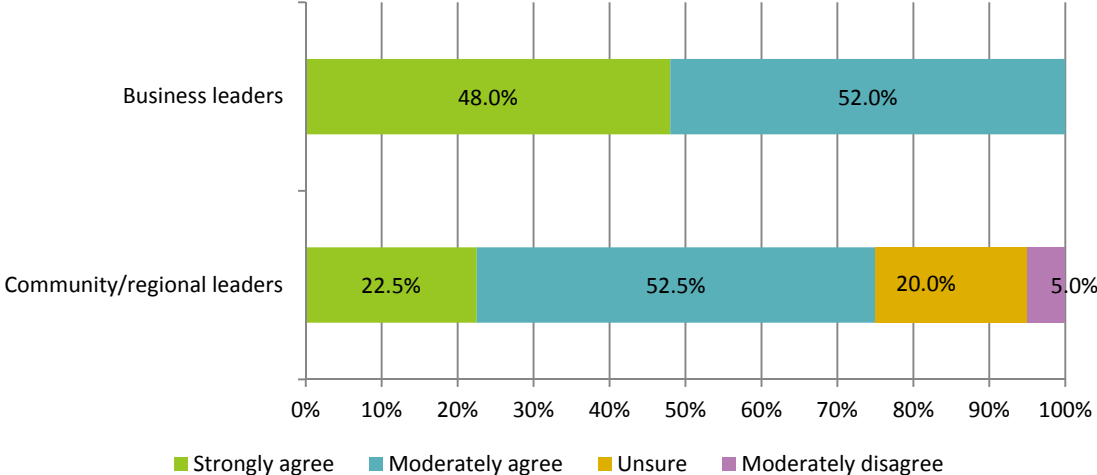


Q11. To what extent did the program provide you with networking and collaborative opportunities? Base: n=68. See Appendix for all percentage values.

The main difference between programs was that 100% of Business Leader participants felt they had been given access to a professional network, compared to 75% of Community/Regional Leaders participants agreed to this statement (Figure 45). While the main difference between the genders was that more women felt that they had increased their profile and visibility in the community through their participation in the program (72%) compared to of men (56%) (Figure 46).

More people who participated in the last 5 years felt they had gained access to a professional network with 90% compared to 65% 6 to 10 years ago (Figure 47). While people who participated 6 to 10 years ago were more likely to feel that the program increased their sense of belonging to my community with 85% compared to 68% in the last 5 years. This seems to be related to the fact that more people who participated in the program 6 to 10 years ago had joined new groups since their participation in the program.

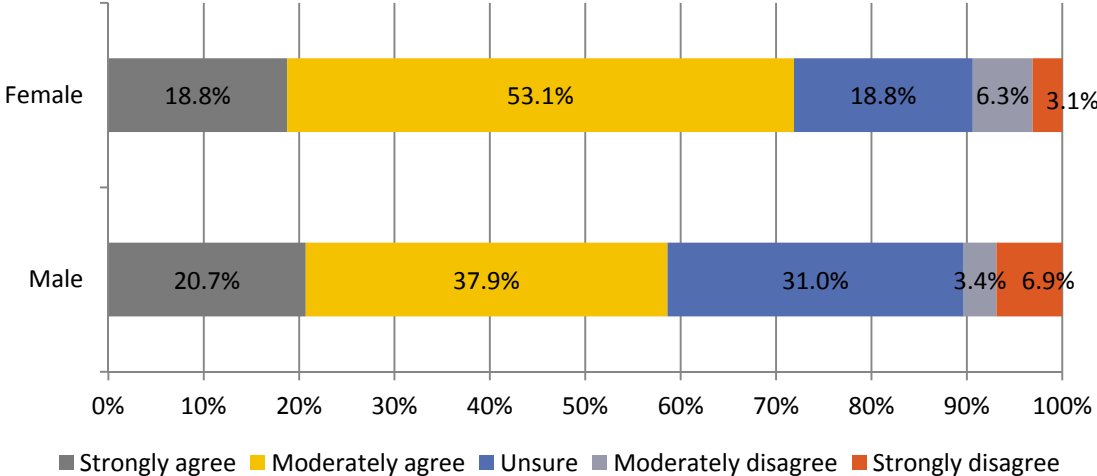
Figure 45 LWP influence on networking and collaborative opportunities BY leadership type: Been given valuable access to a professional network of colleagues



Base: Community/regional leaders n=40; Business leaders, n=25

Q11. To what extent did the program provide you with networking and collaborative opportunities?

Figure 46 Participant outcomes of LWP BY Gender: 'Increased my profile and visibility in my community'

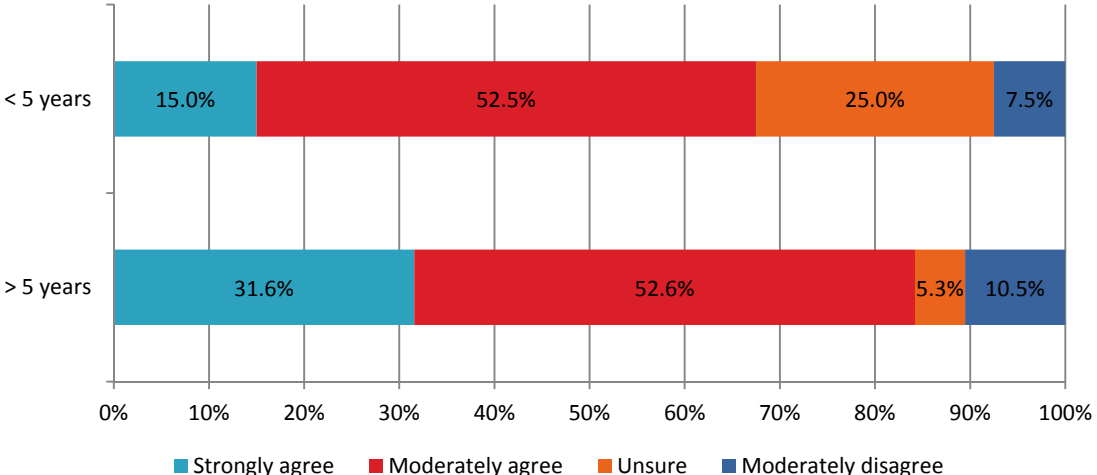


Base: Male n=29; Female, n=32

Q10. To what extent did your participation in the Leadership Wimmera Program affect you? Base: n=67. See Appendix for all percentage values.

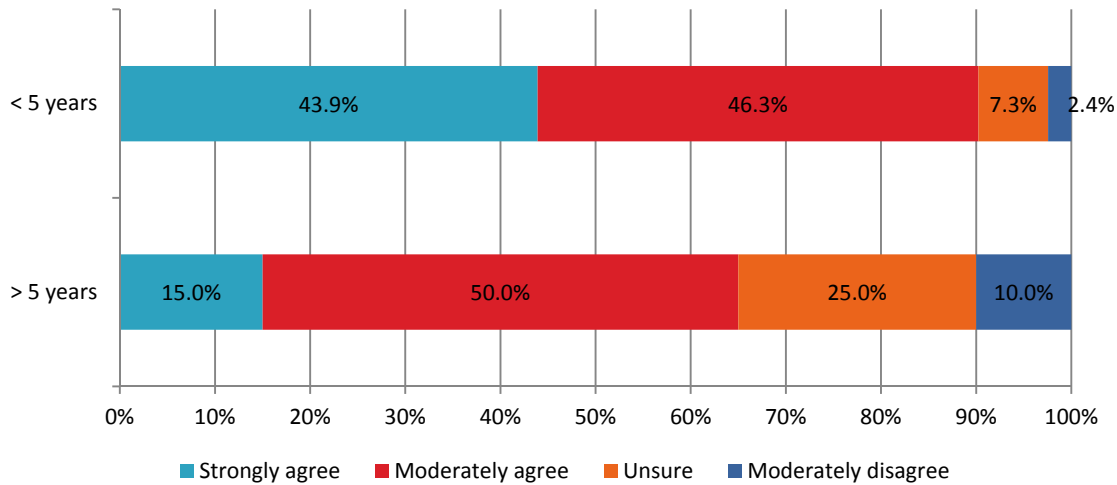
Figure 47 LWP influence on networking and collaborative opportunities BY Year of participation:

a) 'An increased sense of belonging to my community'



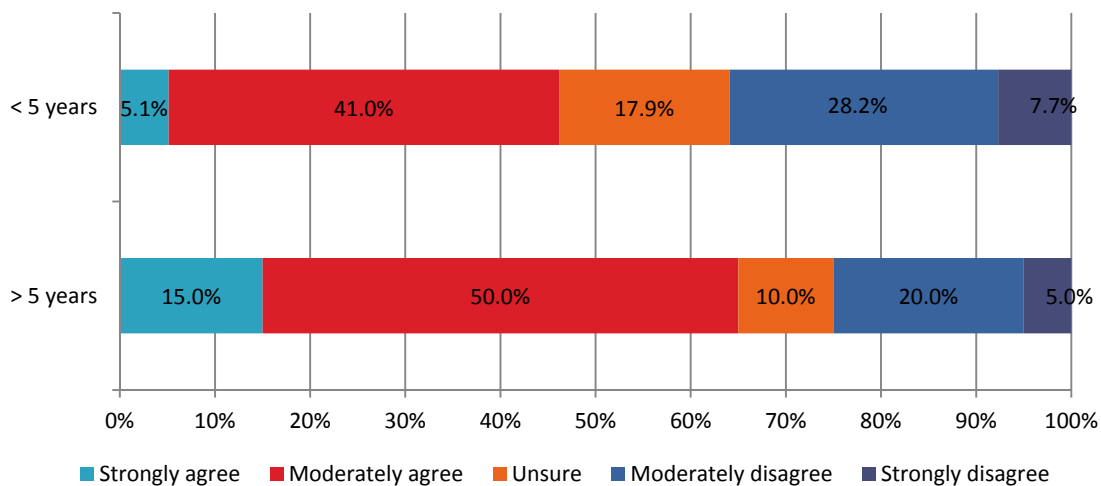
Base: > 5years n= 19; < 5 years n= 41

b) 'Been given valuable access to a professional network of colleagues'



Base: > 5years n= 20; < 5 years n= 41

c) 'Joined new community groups'



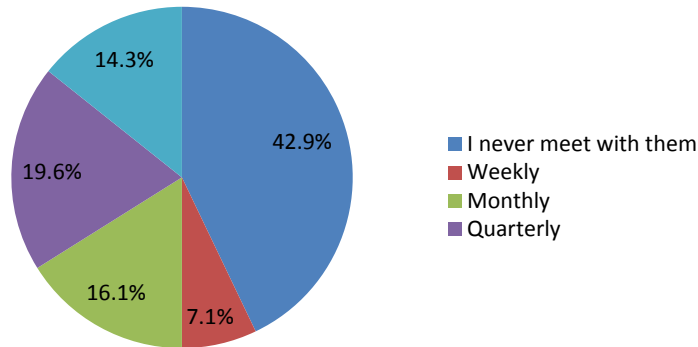
Base: > 5years n= 20; < 5 years n= 39

Q10. To what extent did your participation in the Leadership Wimmera Program affect you? Base: n=67. See Appendix for all percentage values.

One network to which the participants of the Leadership Wimmera programs get ready access is their colleagues with whom they undertook the Program. As such, the participants were asked how often they meet with the participants with whom they did the program. Forty-three percent of participants never meet with the group they completed the program with (Figure 48). This represents a network that the participants are not making the most use. As such it requires further investigation to determine why many participants are accessing this network of colleagues.

However, 50% of participants do meet monthly, quarterly or yearly, and 7% meet weekly. Although many are only meeting socially, others meet to discuss issues in the workplace, brainstorm solutions, share resources and ideas, discuss careers and provide advice to each other.

Figure 48 Frequency of meetings with other LWP participants

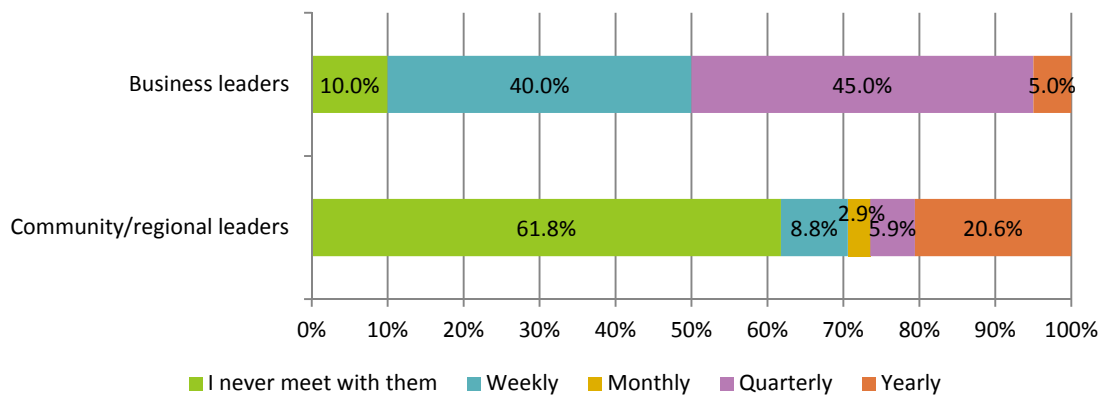


Q12. How often do you meet with participants that you did the Leadership program with? Base: n=56. Note that 25 respondents selected 'other' and provided comments.

Business Leaders participants are more likely to be meeting with other participants and using the meetings for discussions about leadership rather than purely social, with only 10% of past participants not meeting with other participants compared to 62% of Community/Regional participants (Figure 49). This finding supports the previous finding that Business Leaders participants are more likely to agree that the program gave them access to professional networks.

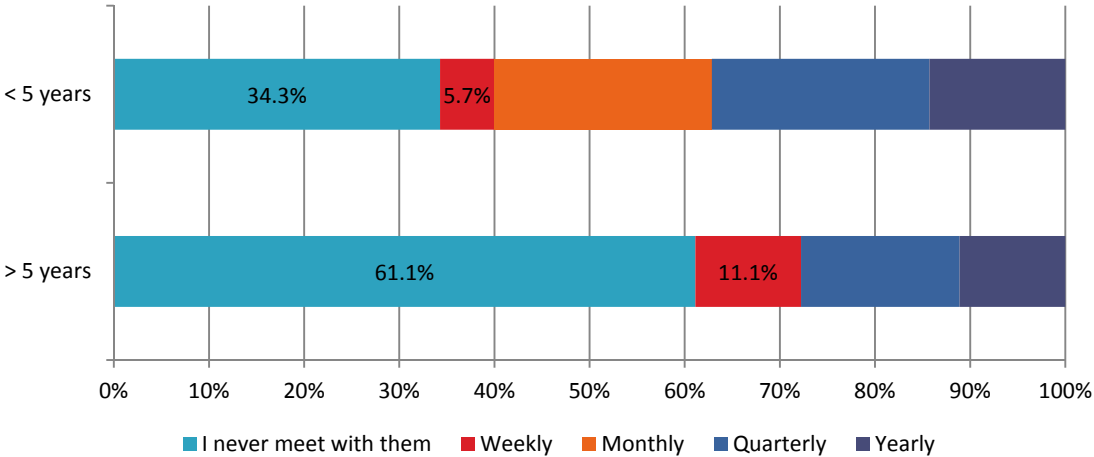
Furthermore, more participants who completed the program in the last 5 years meet with other participants (66%) compared to those who completed the program 6 to 10 years ago (39%) (Figure 50).

Figure 49 Frequency of meetings with other LWP participants BY leadership type



Q12. How often do you meet with participants that you did the Leadership program with? Base: n=56. Note that 25 respondents selected 'other' and provided comments. Base: community/regional leaders n=34; Business leaders, n=20

Figure 50 Frequency of meetings with other LWP participants BY Year of participation



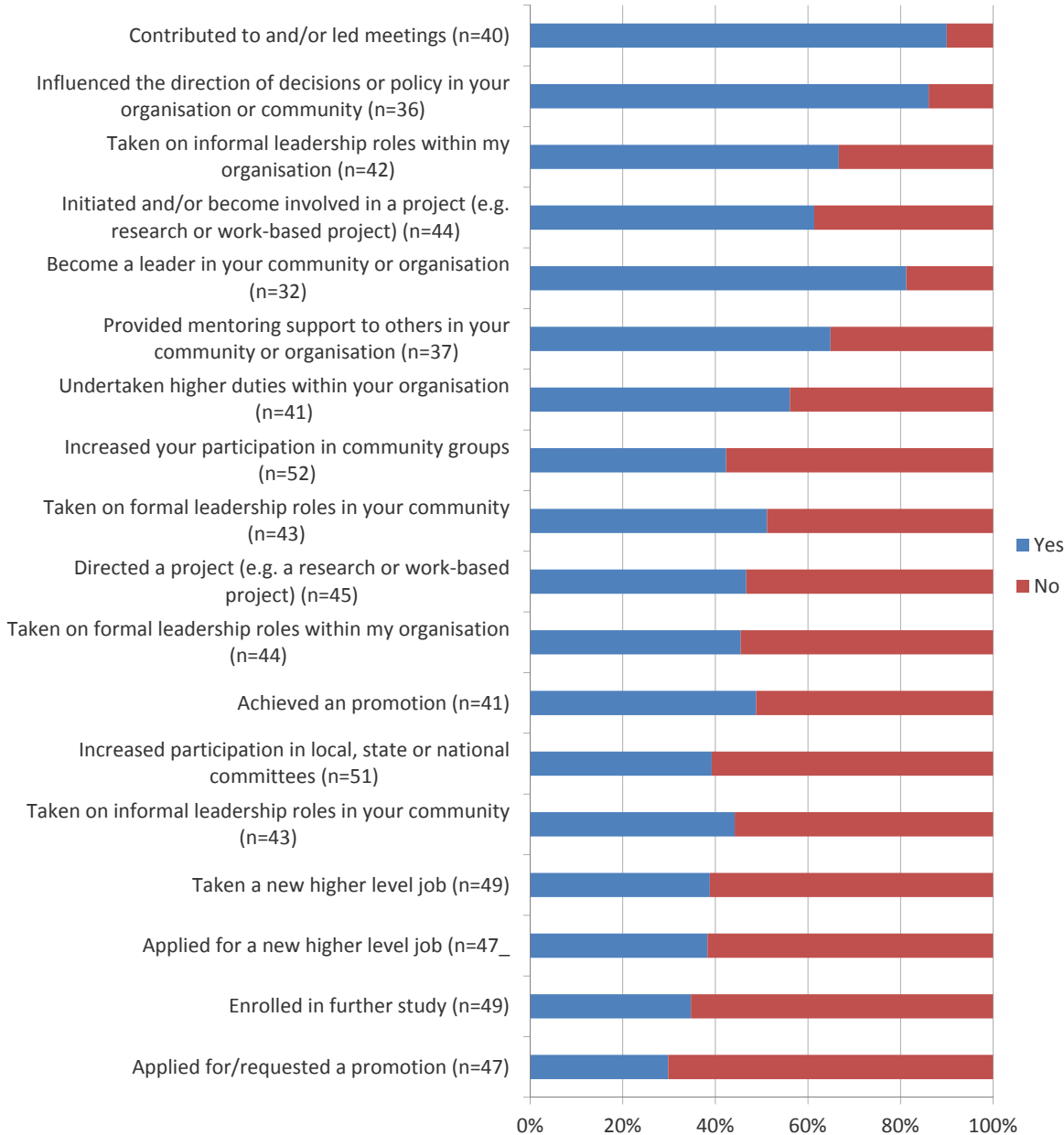
Q12. How often do you meet with participants that you did the Leadership program with? Base: > 5 years n= 18; < 5 years n= 35.

To further understand the impact that the program has had on leadership capacity in the Wimmera participants were asked whether they had undertaken a range of leadership activities since they completed the program, and if they had, how much influence the program had on them undertaking the activity. This question appears to have been confusing for participants with many not answering the yes/no portion of the question and not consistently answering the level of influence that program had on each activity.

However, the results shows that the over 80% of the participants had contributed to and/or led meetings (90%), influenced the direction of decisions or policy (86%), or became a leader in the community or organisation (81%) (Figure 51). While the activities which participants were least likely to have undertaken were ‘applied for/requested a promotion’ (30%) and ‘enrolled in further study’ (35%). The level of influence of the program on this (Table 6 in Appendix 2) varied with the program having a stronger influence on participants undertaking the following activities:

- increased participation in local, state or national committees,
- increased participation in community groups,
- provided mentoring support to others in your community or organisation,
- became a leader in your community or organisation,
- influenced the direction of decisions or policy in your community or organisation
- contributed to and/or led meetings

Figure 51 Leadership activities LWP participants undertaken

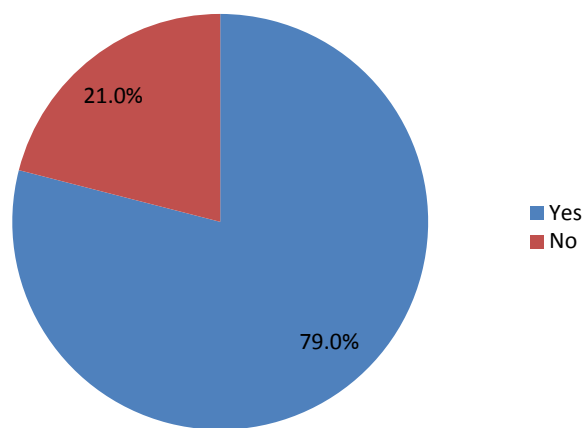


Q18. Since undertaking the program have you..? Base: see details provided in the chart and further details provided in Appendix 2.

The LWP has influenced 79% of participants to make changes in their life, career, organisation or community (Figure 52). More Business Leaders participants (91%) compared to Community/Regional Leaders participants (79%) and slightly more men (87%) compared to women (74%) stated that the program had influenced them to make changes in their life, career, organisation or community (Figure 53 & 54). The participants provided examples of the changes they had made. Several people said they are more involved in the community now, while others talked about how they were now more confident to make changes and put themselves forward. There were also a number of other examples, which included:

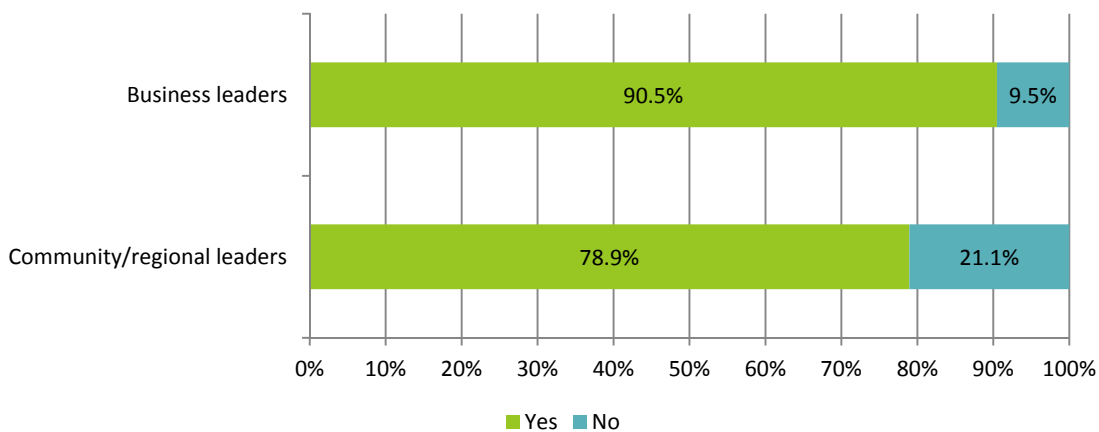
- tried to empower others to be leaders, for example organised facilitators to do a presentation with other business leaders in the community
- applied for a new job/promotion and got it
- improved relationships with staff, family and friends and listen more now
- developed better networks
- more goal focused
- better work-life balance and more in control of their life
- made changes in my organisation

Figure 52 Whether LWP has influenced changes in participant’s life, career, organisation or community



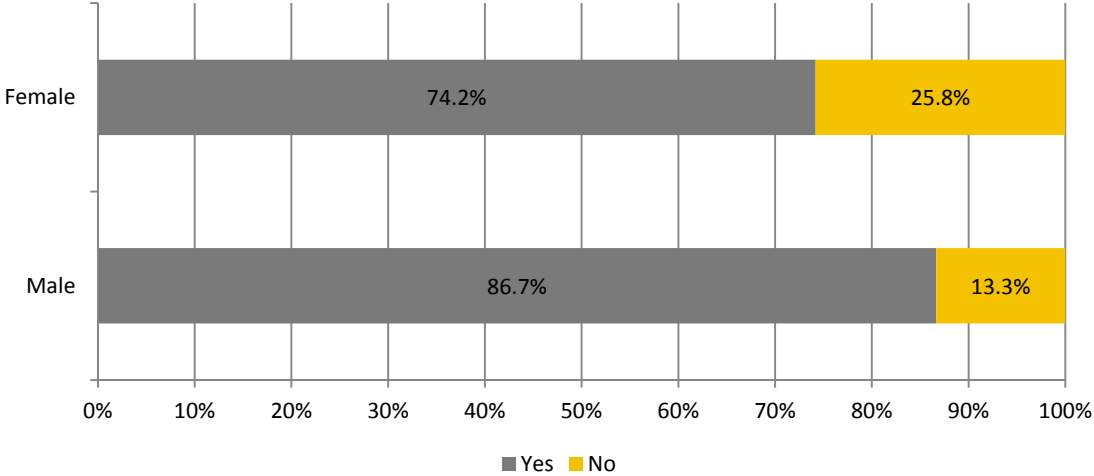
Q19. Has any aspect of this program helped you bring about changes in your life, career, organisation or community? Base: n=62. Note that 43 respondents (69.4%) that answered ‘yes’ provided comments on the following question: ‘Could you tell us an example of a change you have made and how the program helped you make this change?’

Figure 53 Whether LWP has influenced changes in participant’s life, career, organisation or community BY leadership type



Q19. Has any aspect of this program helped you bring about changes in your life, career, organisation or community? Base: Community/regional leaders n=38; Business leaders, n=21

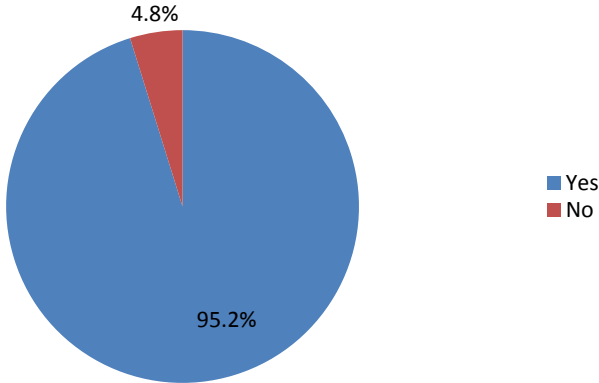
Figure 54 Whether LWP has influenced changes in participant’s life, career, organisation or community BY Gender



Q19. Has any aspect of this program helped you bring about changes in your life, career, organisation or community? Base: Male n= 30; Female n= 31

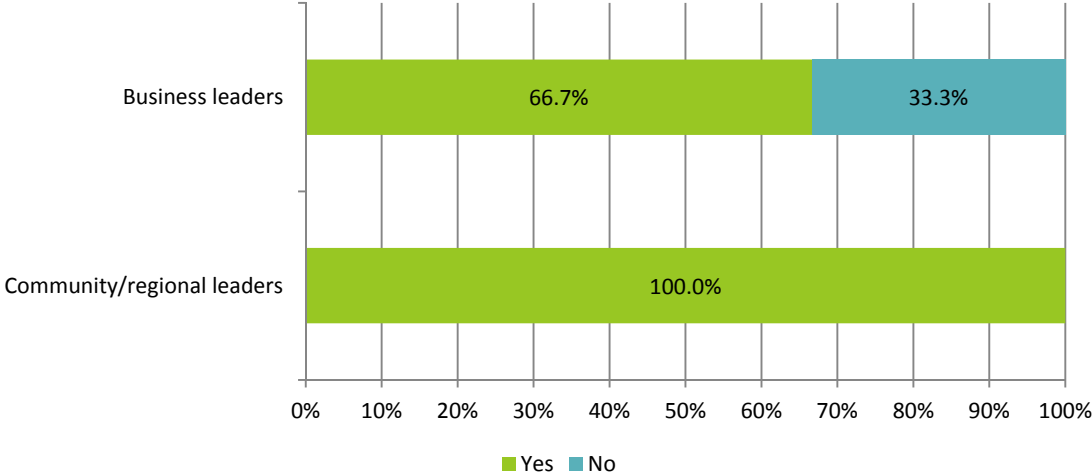
The majority of the participants have applied their learning in leadership in both in their workplace and in their community with 95% of respondents having stated that they had applied their learning (Figure 55). All the Community/Regional Leaders participants had applied their learning, while 67% of Business Leaders participants had applied their learning (Figure 56). They have applied this learning across a range of areas, from being more confident in what they are doing, using the personality types, better communication, more involved in the community, taken on leadership/mentoring roles, leading change, leading my team and providing support and encouragement, in supervision of staff and delegation of work, conflict resolution, getting staff to work together and in starting a new event in the community (a craft market and fun run).

Figure 55 Whether participant has applied LWP learning on leadership in their workplace or community



Q20. Do you feel you have been able to apply what you have learnt about leadership in the workplace or community? Base: n=62. Note that 46 respondents (74.2%) that answered ‘yes’ provided comments on the following question: ‘Please provide any example of how you have done this?’

Figure 56 Whether participant has applied LWP learning on leadership in their workplace or community

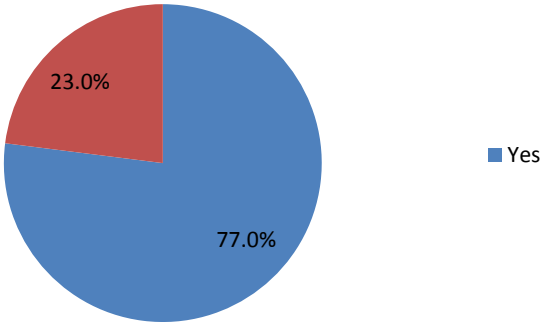


Q20. Do you feel you have been able to apply what you have learnt about leadership in the workplace or community? Base: Community/regional leaders n=38; Business leaders, n=21

Three quarters of the participants have exercised leadership when they had not been formally designated as the leader (Figure 57). Time appears to be a critical factor here, with those who participated in the program in 6 to 10 years ago more likely to have exercised leadership when not formally designated (95%) compared to those who completed the program in the last 5 years (68%) (Figure 58). Participants have done this in a number of different situations including:

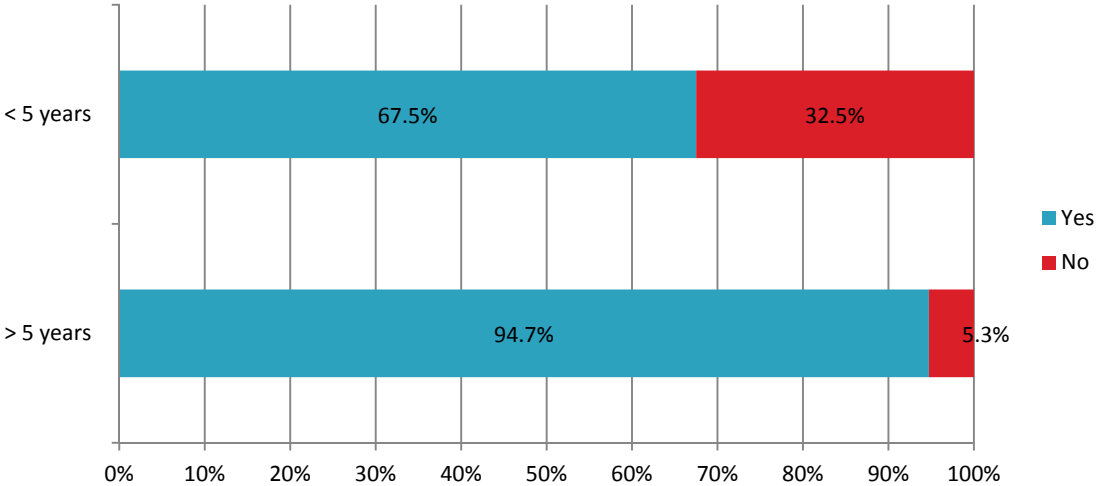
- in a community group or at a sporting club
- through charity work
- in a training course or forum
- at work
- family events
- in meetings and making decisions
- dealing with conflicts
- encouraging others to take a stand

Figure 57 Whether participant has exercised leadership when not formally designated as a leader



Q21. Thinking broadly about leadership, since the program have you exercised leadership at times when you were not formally designated as a leader? Base: n=61. Note that 36 respondents (59.0%) that answered 'yes' provided comments on the following question: 'Please provide an example of how you have done this?'

Figure 58 Whether participant has exercised leadership when not formally designated as a leader BY Year of participation

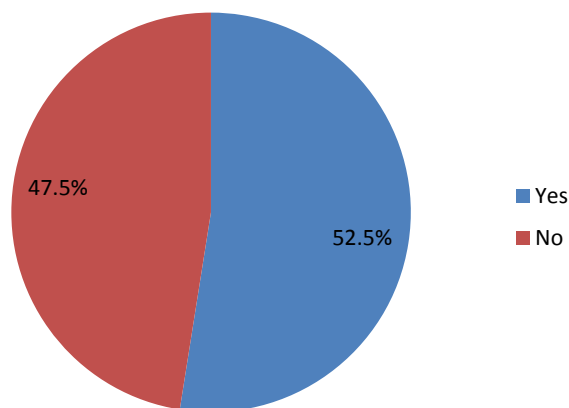


Q21. Thinking broadly about leadership, since the program have you exercised leadership at times when you were not formally designated as a leader? Base: > 5years n= 20; < 5 years n= 41

Influence of Program on Volunteering in the Wimmera

The respondents were asked if the program influenced them to take up volunteering in the community. Over half of respondents (53%) reported that their participation in the program led them to volunteering (Figure 59). This suggests that one impact the program has on the region is increasing the number of people who volunteer in their community. The majority of the participants were volunteering, as 87% of the respondents provided descriptions of the types of volunteering they were involved in.

Figure 59 Influence of program on volunteering in the community



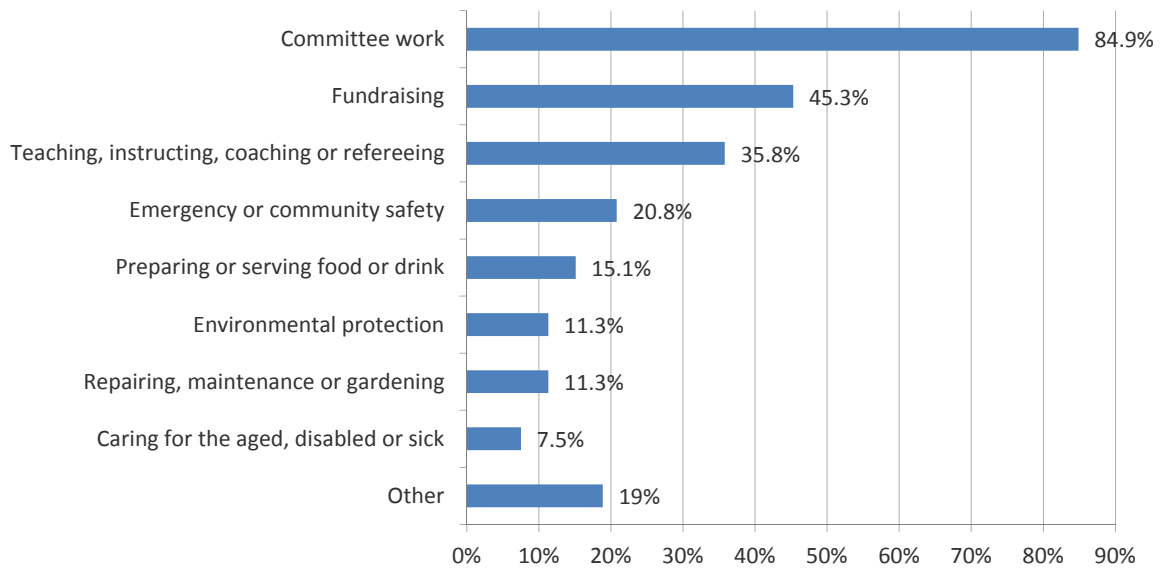
Q28. Has participating in the program led to you volunteering in the community? Base: n= 61

Respondents volunteer across a wide range of areas in the community, with committee work the most popular with 85% of respondents engaged in committee work (Figure 60). Nearly half, 45%, of respondents are involved in fundraising, while 36% are volunteering in the teaching, instructing, coaching and refereeing areas, and 21% are involved in emergency and community safety volunteering. The area that had the lowest rate of involvement was caring for the aged, disabled or sick.

There were some differences across program types, gender and year of participation in the types of volunteering, with more participants of the Community/Regional Leaders program involved in emergency and community safety work and committee work, and more participants of the Business Leaders program engaged in repairing, maintenance and gardening (Figure 61). More men are involved in environmental protection, committee work and teaching, instructing, coaching or refereeing and more women are involved in fundraising (Figure 62).

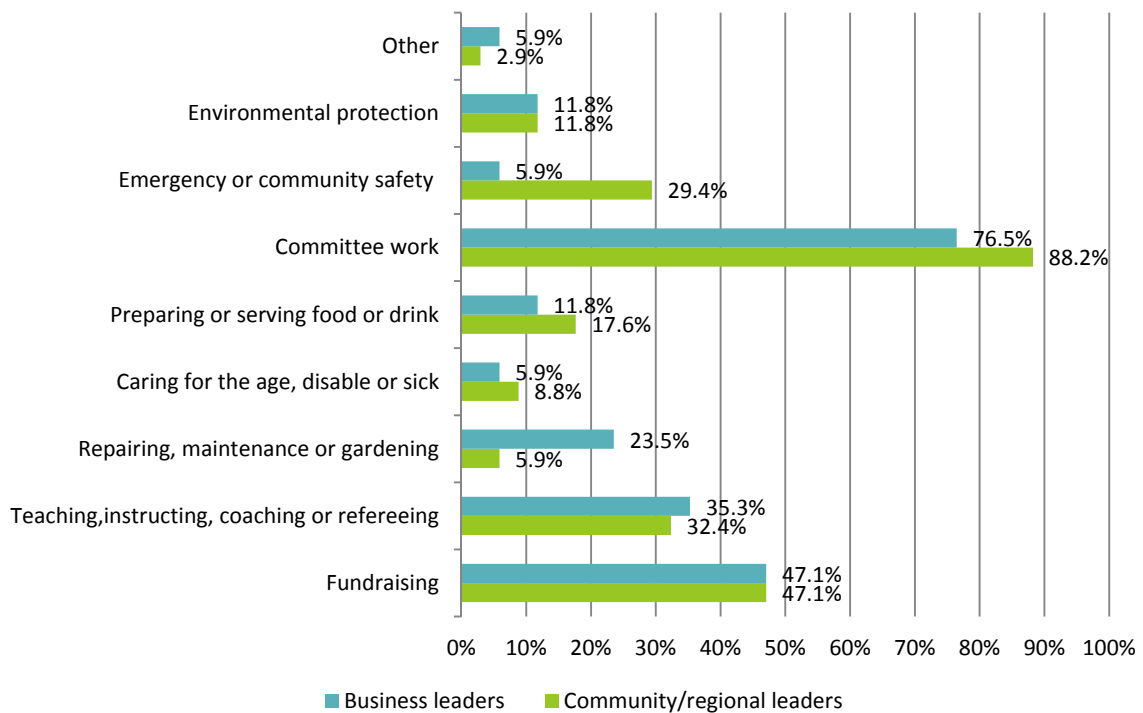
Participants were also asked to provide the number of hours they volunteer per week (Figure 63). Most people do between 1 and 5 hours a week (77%), and 14% do between 6-10 hours a week. Participants of the Community/Regional Leaders program are more likely to do 6 hours or more a week compared to participants of the Business Leaders program (Figure 64).

Figure 60 Volunteering activities



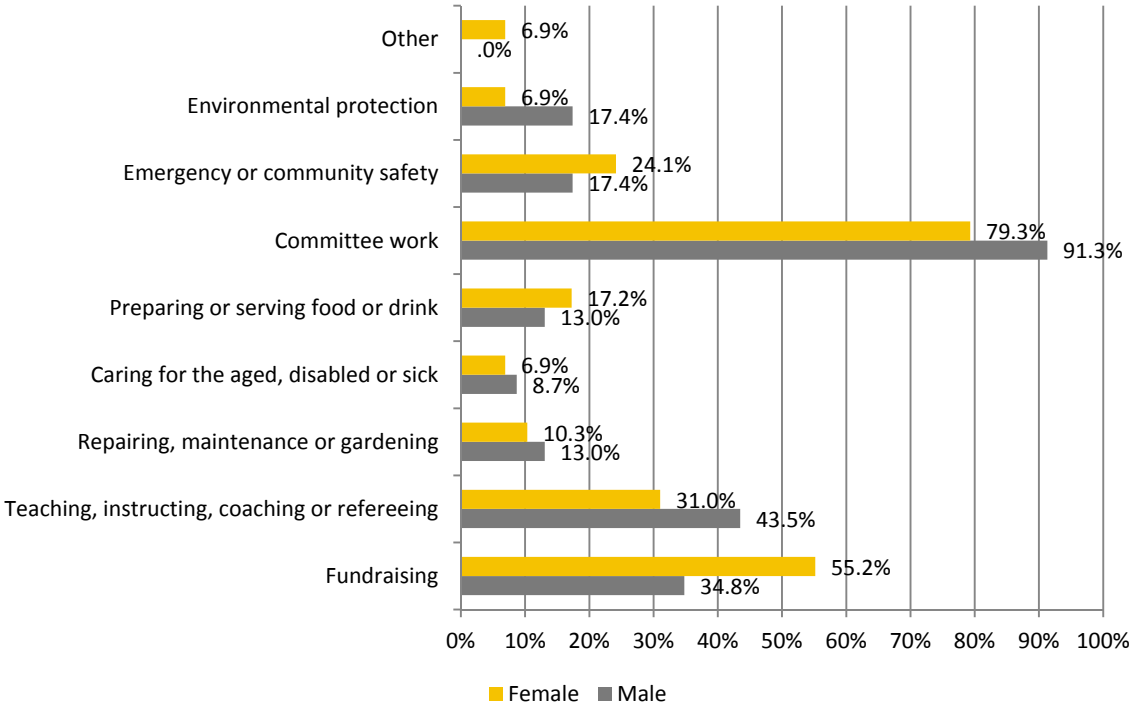
Q29. If you do volunteer, please specify what type of volunteering you do from the following list. Base: n= 53. 19% provided comments on 'other' volunteer activities.

Figure 61 Volunteering activities BY leadership type



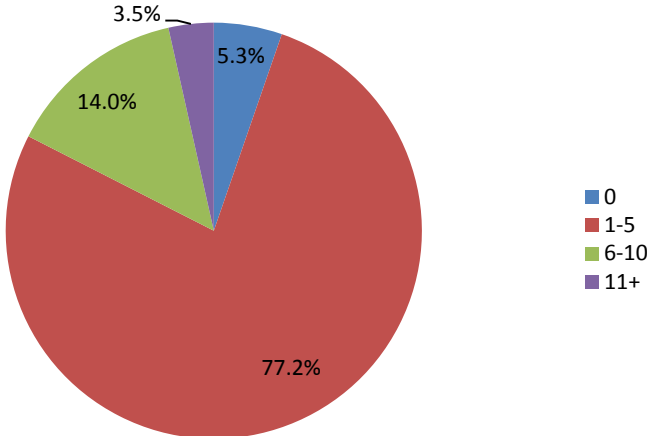
Q29. If you do volunteer, please specify what type of volunteering you do from the following list. Base: Community/regional leaders n=34; Business leaders n=17.

Figure 62 Volunteering activities BY Gender



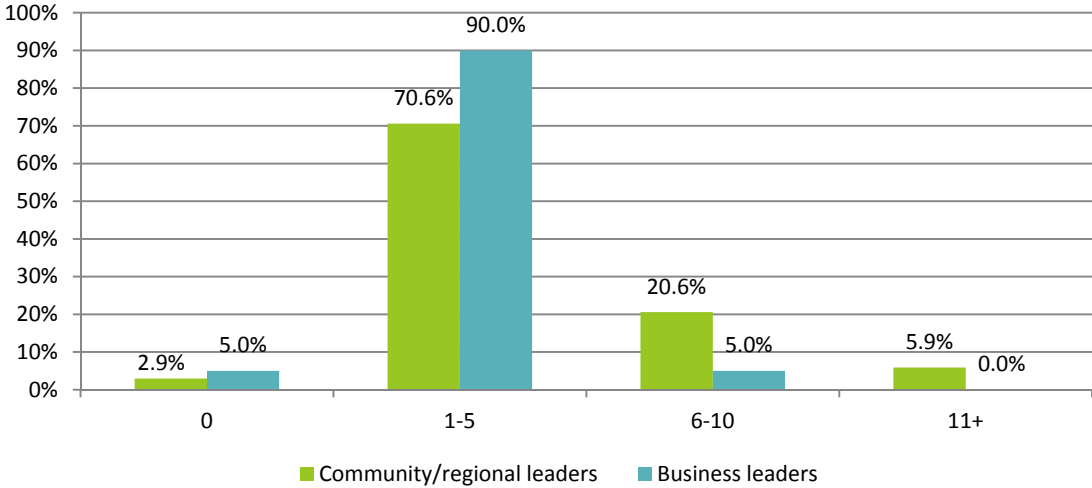
Q29. If you do volunteer, please specify what type of volunteering you do from the following list. Base: Male n=30; Female, n=32

Figure 63 Hours per week volunteering



Q30. How many hours per week do you volunteer? Base: n=57

Figure 64 Hours per week volunteering BY leadership type



Q30. How many hours per week do you volunteer? Base: Community/regional leaders n=34; Business leaders n=17.

Discussion

Leadership programs around the world, including the Leadership Wimmera Program, aim to increase the leadership skill, knowledge and capacity of individuals, thereby, adding to leadership capacity of the community. This evaluation demonstrates that Leadership Wimmera have been successful in this, with each of the programs (Business Leaders, Community/Regional Leaders including the Wimmera Women's Mentoring program) adding to individual leadership capacity by building skills, knowledge and confidence of participants. Furthermore, they have contributed to building regional leadership capacity as most participants stay in the region after they have completed the program.

Motivation for program participation

To understand the types of people the programs are appealing to so as to build programs that match the participant's needs, as well as to provide guidance to future advertising of the program, it is useful to understand the motivations of the participants of past programs.

The main motivation for participating in the programs is that of self-development – development of new leadership skills or refinement of skills already possessed. These results indicate that self-efficacy is more important to both Community/Regional Leaders and Business Leaders than career advancement. This maybe because job motivation is multi-faceted with work conditions, access to professional development, and the belief that one is capable and competent in their job more often important to employees than wage increases and promotion (Ryan & Deci 2000). Therefore, Leadership Wimmera should be promoting the program by highlighting the increases in self-confidence the capacity participants will receive from their participation, which often leads to greater participation in the community.

The lack of movement of participants from the region or from the organisation in which they were working when they participated also reinforces the fact that participants' motivation to participate in the Leadership Wimmera programs is related to personal and professional self-efficacy. Backing this up, was the relatively high proportion of respondents reporting that participation in the program had no influence on their career aspirations (60% of Community/Regional Leaders participants and 58% of Business Leaders participants). As such, the skills obtained or enhanced during the programs remain in organisations the participants work in.

Leadership Wimmera Program Assessment

All components of the programs were reported on positively by graduates. In terms of effectiveness in providing new skills and knowledge, the full day workshops were rated the most effective, followed by the weekend retreat and public speaking workshop. The weekend retreat was more popular with the Community/Regional Leaders group and with males, which suggests that due to the time commitment required for the weekend retreat may have caused this component of the program to be less popular with Business Leaders participants and women. However, since most of the Business Leaders participants and women liked the weekend retreat, this aspect of the program does not need adjusting for future programs.

The community/workplace/enterprise improvement project or plan was the least popular component of the program with 34% of respondents unsure of how this part of the program contributed to new skills or knowledge. This is in part due to the fact several participants stated that they had not done a project or plan. However, in the last five years (2008 – 2012) fewer participants (only 50% of participants) felt that the project was effective in developing new skills and knowledge than 6 to 10 years ago (2002 – 2007), when 79% stated that the project was effective in developing new skills and knowledge. Several reasons could account for this result. Firstly, changes in program content and delivery over time where more recently the group project has been reduced in emphasis as a tool to provide new skills and knowledge. Secondly, the program participants may not be fully aware of the links between the skills being gained in other components of the course and how these skills and knowledge can be further developed on more personal levels via the group project. However, the exact reason for this requires further investigation.

When requested to report on the improvement in leadership skills and knowledge, generally participants in all programs reported very positively about the improvement of skills and knowledge. The one difference the data shows is that Business Leaders did not feel that they had improved skills and knowledge in the area of ‘corporate governance’ and ‘leadership in Industrial Relations’. It may be that those entering the Business Leaders program have higher levels of education and knowledge around these areas and the program while covering ‘corporate governance’ and ‘leadership in Industrial Relations’ may not be adding significantly in terms of new knowledge and skills. Another reason these areas may not have rated as positively may also be an outcome of program delivery. As the program is to some extent directed by the participants’ needs and interest, and as such the program participants may not have wanted to focus these areas in-depth at the time of participation. But again, the exact reason for this requires further investigation.

Although the program overall was well liked by participants and contributed successfully to building the leadership knowledge and skill of the participants, there were areas that past participants identified as ‘missing’ or ‘leadership challenges not addressed by the program’. The most common areas identified by past participants that need addressing for future programs were:

- lack of information about the program beforehand
- need for follow up with participants after the program was completed
- ensure that the level of content of the program adds to the level of knowledge participants already have
- more workshops to improve skills
- having sessions in and out of business hours would be better and having less time between sessions
- practical sessions of learning and how to apply to the workplace
- structured feedback from each lesson
- participants to be placed on committees with a mentor during the program
- one-on-one time with the facilitator
- mentoring for participants (this could use part-participants to act as mentors for current participants)
- course content to include:
 - more on leadership styles including theory and practice;

- good meeting procedures, negotiation, conciliation, conflict resolution, mediation and dealing with difficult people, staff and organisations;
- corporate governance, governance of committees and businesses;
- community development and engagement with community and groups;
- profile building;
- dealing with a large workforce; and
- how to motivate staff

Skills and Knowledge Gained and Applied by Participants

The participants of the Leadership Wimmera programs gain a range of leadership skills and knowledge from their participation in the program. These include from thinking ‘outside the square’, more open and honest communication, use of personality types to better manage and communicate in the workplace, home and community, to the building of confidence to try new things and put themselves out there for different things, including promotion, new jobs, new business ventures and becoming more involved with community groups and events including local, state and national committees. This demonstrates that leadership skills are not innate and can be taught, learnt and practiced (Forsyth 2009; Hoffman et al. 2011), reinforcing the important role Leadership Wimmera’s programs are having in the building leadership capacity in the Wimmera.

Leadership skills and knowledge gained or enhanced during the programs are also reported to be highly applicable in the workplace as well as transferable to community contexts. The majority of participants report that they have been able to apply what they have learnt about leadership in the workplace or community. This indicates that the skills and knowledge being presented in the programs are of direct benefit to those that participating in the program, as well as providing benefit directly or indirectly to others in the community and workplace through participants using their new skills in a range of situations.

The participants have applied these new or enhanced skills and knowledge to a range of situations and activities from the workplace, to community groups and even to personal relationships with family and friends. The activities they have applied their skills to have been from communicating more openly and honestly with friends, family, work colleagues and employees to starting new events in town, including a craft market and fun run. The program has led many to get more involved with the community and take on roles in community groups and committees, and has inspired others to set goals and strive for them around career, further study or life in general. This demonstrates that the Leadership Wimmera program not only provides a range of leadership skills and knowledge for the participants of the program, but also builds confidence and empowers participants to become more fully engaged in their organisation and community using their new found skills and knowledge.

Another positive finding that relates to the building of leadership skills and knowledge is that significant rates (77%) of program participants have reported that they have exercised leadership when not formally designated as a leader. This result demonstrates that program participants are transferring their learnt leadership skills to their workplaces and other situations in the community, such as in community groups and committees.

Impact on the Leadership Capacity of the Wimmera

One of the most telling results of this evaluation in terms of the Leadership Wimmera programs impact on the leadership capacity of the Wimmera, is the fact that very few participants reported leaving the Wimmera following completion of Leadership Wimmera programs. Even if it is assumed that the past participants whom WDA do not have contact details for (i.e. 29% of past participants) have moved out of the region, this study indicates that at least 66% of participants stay in the region.

Participants most likely to leave the region, according to the findings of this study, are male who completed the Business Leaders program within the last five years (2008 – 2012). Although female program participants made up just over half of the respondents of this survey, no women reported having left the Wimmera. There may be many reasons why there male participants are more likely to leave the Wimmera after completing the program compared to female participants, from individual career aspirations not being able to be filled by opportunities available in the Wimmera, business closures and redundancies, family commitments and lifestyle choices. For example, one reason women may be more likely to stay in the region is due to the role they play in the family as they are more likely to take employment opportunities that complement their partner's employment (which in the Wimmera is often related to farming) that means staying in the region. This is supported to some extent in literature on the roles of rural women in Australia (Alston & Wilkinson 1998; Dallow 1992; O'Toole & Macgarvey 2003).

One of the other significant outcomes of the programs is the high rate of volunteering in the community by program participants. When asked about the types of volunteering participants do in the community 87% of program participants report they volunteer in their community. This rate is significantly higher than the 2010 State average of 36% (ABS, 2011). The rate for regional and rural areas in Victoria is 45% (ABS, 2011) and provides a better comparison for this regional study. Even in comparison to regional and rural Victoria, the volunteer rate of this study's sample is still considerably higher. This indicates that there is a very high rate of volunteering amongst Leadership Wimmera Program participants. This indicates that not only does the program provide enhanced levels of leadership capacity of individuals and the community as a whole, it shows that it is adding to the community's wellbeing by increasing the rate of volunteering to levels higher than the state average.

Another positive outcome of the program is related to networking and collaboration. There is strong agreement among all program participants that the Leadership Wimmera programs have led to improved networking and collaboration. This improvement includes both access to and participation in networking and collaboration opportunities. This is a positive outcome for the capacity building ability for the region. The more skills participants develop in this area the more participants will not only be advocates for, and participants of, community collaboration and networking, they are contributing to building stronger communities in the Wimmera. As such, the Leadership Wimmera programs are helping to build stronger and more diverse networks in the region which is helping to build the community's resilience and enhancing its sustainability into the future.

However, in contrast to the reported improvement in networking and collaboration is the fact that 43% of the programs participants have not met with other participants since completing their program. This appears to be related to the focus of the program somewhat, as one of the focuses of the Business Leaders program is on building a network of participants, and as such only 90% of

Business Leaders participants have meetings with other program participants. While only 38% of the Community/Regional Leaders participants have meetings with other program participants, suggesting that this aspect of the program may need strengthening to ensure that participants take up this unique opportunity to build a local network with people they may not others be involved with.

Recommendations

The Leadership Wimmera Program evaluation has produced a number of recommendations for Leadership Wimmera and WDA. These are:

- WDA conduct focus groups to further investigate some of the findings of this evaluation. This could be done using the respondents of this evaluation survey who said they would be willing to participate in a focus group. Some of the areas to include in the focus group discussions include:
 - more in-depth information about the program components and their contents and how well they meet the needs and expectations of participants. One specific area for an in-depth investigation is 'Corporate Governance' and 'Leadership in Industrial Relations' for the Business Leaders program (was it not covered in enough depth OR were no new skills and knowledge presented)
 - why participants were unsure of how the group project or plan contributed to the development of new skills and knowledge
 - why 43% of participants have not met with other participants who completed the program with them and how to improve this aspect of participants networking
 - the potential use of technology in networking and collaboration, particularly with participants from their year of participation in the program
- Use the findings of this evaluation to further develop and refine the content of the Leadership Wimmera Programs including determining if the improvements and areas which participants felt were missing can be addressed in the program (listed above), and if they can, how can they be addressed.
- Develop case studies of past participants and their experiences with the program and post-program for advertising to others in the region about the benefits of participating in the program and to better illustrate the impact the program has had on the community and the region
- Provide information about the program content and timing to potential participants to enable them to better understand what the program entails before they participate
- Look to reduce the time between sessions to ensure participants have not forgotten lessons learnt between sessions and reduce the total time the program takes to reduce the time commitment for participants
- Establish a Leadership Wimmera Alumni annual program that could include:
 - a structured interaction, post-program, to continue to address leadership and workplace challenges.
 - follow up sessions with graduates to refresh knowledge and help build and continue networks
 - introducing one-on-one mentoring to the program using Alumni as the mentors for program participants

Conclusion

Results indicate that generally the Leadership Wimmera programs produce positive outcomes for participants and for the Wimmera. Participants indicate that overall the components that constitute the programs are well suited to their needs covering most aspects of leadership they required, although, as already stated, there were some areas that participants felt needed to be improved or addressed in the program. The positive outcomes for the region included:

- increased levels of self-confidence and empowerment of participants
- development/refinement of leadership skills and knowledge of participants
- increased networks and collaboration in the community
- increased involvement in the community, including groups and fundraising of participants
- increased levels of involvement in local, state, and national level committees of participants
- more open and honest communication, including the use of personality profiles
- a significant rate of volunteering in the community that include a wide range of activities
- relative stability of the workforce
- inspired people, now more focused on building their career and making positive changes in their lives
- several new events in the region (a craft market and fun run).

This demonstrates that the full impact of the Leadership Wimmera Program is not only on the individual but on the community as a whole. The program increases participants' confidence to play a leadership role in their community and workplace, leading to participants taking on new leadership roles, setting new career and life goals, and increasing their participation in volunteering and community groups. Further, the development of new networks in the region builds and strengthens networks within the community leading to improvements in the community's resilience and its sustainability into the future.

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Appendix 1: Evaluation Survey

Leadership Wimmera Program Evaluation

Program Evaluation

In the first section of this questionnaire we want you to think back to your experience in the Leadership Wimmera Program. Please answer honestly, there are no wrong or right answers as we are interested to hear about your views and experiences.

1. Why did you participate in the Wimmera Leadership program? (Please tick as many of the reasons below that are applicable to you)

I participated in the program to...

- Learn more about leadership
- Develop myself professionally
- Improve my job performance
- Enhance my chances of promotion
- Improve my leadership skills
- Become a leader in my community
- Connect with other leaders in the community
- Improve my self-confidence

Other (please specify)

Leadership Wimmera Program Evaluation

2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge?

	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree
Weekend retreat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Full day workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community/workplace/enterprise improvement plan project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public speaking workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

*3. Which Leadership Wimmera Program did you complete?

- Community Leadership/Regional Leadership Skills Initiative, go to Question 4
- Women's Mentoring Program, go to Question 5
- Business Leadership, go to Question 6

Leadership Wimmera Program Evaluation

4. If you participated in the Community/Regional Leadership Skills program please answer this question.
To what extent did the program improve your knowledge and skills for each of the following areas.

	Greatly improved	Improved	Unsure/undecided	Slightly improved	Not improved
Leadership in the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thinking 'outside the square'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goal-setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public speaking and presentation skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of issues in the Wimmera	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership Wimmera Program Evaluation

5. If you participated in the Women's Mentoring program please answer this question.
 To what extent did the program improve your knowledge and skills for each of the following areas.

	Greatly improved	Improved	Unsure/undecided	Slightly improved	Not improved
Relationship building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding self and people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Different communication styles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership Wimmera Program Evaluation

6. If you participated in the Business Leadership program please answer this question.

To what extent did the program improve your knowledge and skills for each of the following areas.

	Greatly improved	Improved	Unsure/undecided	Slightly improved	Not improved
Leadership in the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating empowerment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Action learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leading change skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership in industrial relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public speaking and presentation skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Thinking back to your participation in the Program, what things did you like best about the Wimmera Leadership Program?

Leadership Wimmera Program Evaluation

8. What things did you least like about the Wimmera Leadership Program?

9. Again looking back at the program, what things do you think were missed that you have since felt should have been included in the program?

Leadership Wimmera Program Evaluation

10. To what extent did your participation in the Leadership Wimmera Program affect you?

	To a great extent	To a moderate extent	Unsure	To a small extent	Not at all
I was better able to perform my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My career advanced after completing the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was motivated to move to a higher level position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I gained more confidence in my leadership abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My understanding of leadership increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I become more committed to the future of my organisation or community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My interest in leadership increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have identified personal leadership goals and have begun to work towards them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have acquired skills and knowledge which enables me to contribute more to my organisation or community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>				

Leadership Wimmera Program Evaluation

11. To what extent did the program provide you with networking and collaborative opportunities?

As a result of participating in the program I have...

	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree
Increased my participation in networks and groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An increased sense of belonging to my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Been given valuable access to a professional network of colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased my profile and visibility in my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joined new community groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Leadership Wimmera Program Evaluation

12. How often do you meet with participants that you did the Leadership program with?

- I never meet with them
 Weekly
 Monthly
 Quarterly
 Yearly

Other (please specify)

13. If you meet with other participants, please provide some examples of what you do when you meet

14. How have you used the information and skills you learned during the program?

I use the information and skills in dealing with...

	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree
My co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees who directly report to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership Wimmera Program Evaluation

15. Are their ideas, concepts or models that you were exposed to during the program that you now apply in your personal and/or professional life?

Yes

No

If yes, please provide an example

16. Has your experience with the program changed your career aspirations?

Yes

No

If yes, please explain how?

Leadership Wimmera Program Evaluation

17. To what extent do you agree or disagree with the following statement?
'I would recommend the Leadership Wimmera Program to other people in the region'

- Strongly agree
- Moderately agree
- Unsure/Undecided
- Moderately disagree
- Strongly disagree

Please explain the reasons for your response

Leadership Wimmera Program Evaluation

Impact on Leadership Capacity in the Region

This section is looking to understand the impact that the Leadership Wimmera Program has had on the leadership capacity of participants, their organisations and the region.

For the following questions, please indicate if you have done any of the following activities. For those you have undertaken, please indicate the level of influence the Leadership Wimmera Program had on you undertaking this activity.

18. Since undertaking the program have you ...

	Yes	No, go to next statement	Program had no influence	Program had a moderate influence	Program had a strong influence	Unsure
Become a leader in your community or organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided mentoring support to others in your community or organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applied for/requested a promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieved an promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applied for a new higher level job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken a new higher level job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased participation in local, state or national committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Undertaken higher duties within your organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influenced the direction of decisions or policy in your organisation or	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership Wimmera Program Evaluation

community						
Contributed to and/or led meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiated and/or become involved in a project (e.g. research or work-based project)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Directed a project (e.g. a research or work-based project)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken on informal leadership roles within my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken on formal leadership roles within my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken on informal leadership roles in your community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken on formal leadership roles in your community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enrolled in further study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased your participation in community groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership Wimmera Program Evaluation

19. Has any aspect of this program helped you bring about changes in your life, career, organisation or community?

Yes

No

If yes, could you tell us an example of a change you have made and how the program helped you make this change?

Now we are interested in finding out a bit more detail about how you have applied your learning.

20. Do you feel you have been able to apply what you have learnt about leadership in the workplace or community?

Yes

No

If yes, please provide an example of how you have done this?

Leadership Wimmera Program Evaluation

21. Thinking broadly about leadership, since the program have you exercised leadership at times when you were not formally designated as a leader?

Yes

No

If yes, please provide an example of how you have done this?

22. Are there leadership challenges you face now that were not addressed in the program?

Yes

No

If yes, what are these challenges?

Leadership Wimmera Program Evaluation

About You and Your Participation in the Leadership Wimmera Program

This information will be used to group your responses with other participants, and to help us understand what roles participants play in their community.

23. What year did you participate in the program?

- 2002
- 2003
- 2004
- 2005
- 2006
- 2008
- 2009
- 2010
- 2011
- 2012

24. What is your current age group?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+

25. Are you...

- Male
- Female

26. What is the highest level of education you have completed?

- High School
- Certificate/Diploma
- University Degree
- Postgraduate Degree

27. Do you still live in the Wimmera Region?

- Yes
- No

Leadership Wimmera Program Evaluation

28. Has participating in the program lead to you volunteering in the community?

- Yes
- No

29. If you do volunteer, please specify what type of volunteering activity you do from the following list

- Fundraising
- Teaching, instructing, coaching or refereeing
- Repairing, maintenance or gardening
- Caring for the aged, disabled or sick
- Preparing or serving food or drink
- Committee work
- Emergency or community safety
- Environmental protection

Other (please specify)

30. How many hours per week do you volunteer?

- 0
- 1-5
- 6-10
- 11+

31. Have you moved to another organisation since your participation in the program?

- Yes
- No

And finally...

Leadership Wimmera Program Evaluation

32. Do you have any other comments on the program or its outcomes?

33. To enable us to further explore the impact of the Leadership Wimmera Program, would you be interested in participating in a focus group with other participants of the Leadership Wimmera program?

- Yes
 No

If yes, please provide your contact details (name and email address) below. These details will immediately be removed from your survey responses to ensure confidentiality:

Leadership Wimmera Program Evaluation

Thank you for your participation

This brings you to the end of the survey.

Thank you for your time and effort in completing this survey!

The report from this survey will be available on the WDA website early in 2013

34. To enter the raffle for the WOTIF.COM accommodation voucher worth \$400 please fill in your contact details (name and email address) below. These details will be immediately removed from your survey responses to ensure confidentiality.

Appendix 2: Supporting Tables

Table 1 Participant assessment of LWP components in providing new skills and knowledge

Answer Options	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree	Response Count
Weekend retreat	75.4%	20.3%	2.9%	1.4%	0.0%	69
Full day workshops	67.2%	29.9%	1.5%	1.5%	0.0%	67
Community/workplace/enterprise improvement plan project	29.0%	33.9%	33.9%	1.6%	1.6%	62
Public speaking workshop	39.1%	45.3%	10.9%	3.1%	1.6%	64
Other (please specify)						10

Q2. Thinking back to your experience in participating in the Wimmera Leadership Program, to what extent do you think each component of the program was effective in providing you with new skills and knowledge?

Table 2 Participant assessment of business leadership program

Answer Options	Greatly improved	Improved	Unsure/undecided	Slightly improved	Not improved	Response Count
Leadership in industrial relations	3.8%	34.6%	46.2%	7.7%	3.8%	26
Corporate governance	3.8%	26.9%	42.3%	11.5%	11.5%	26
Public speaking and presentation skills	7.7%	61.5%	11.5%	15.4%	3.8%	26
Action learning	15.4%	65.4%	15.4%	0.0%	3.8%	26
Strategic thinking	19.2%	53.8%	3.8%	11.5%	11.5%	26
Leadership in the region	23.1%	53.8%	11.5%	3.8%	7.7%	26
Facilitating empowerment	23.1%	50.0%	23.1%	0.0%	3.8%	26
Communication skills	26.9%	57.7%	11.5%	0.0%	3.8%	26
Leading change skills	28.0%	56.0%	4.0%	12.0%	4.0%	25
Self-management skills	32.0%	52.0%	4.0%	12.0%	4.0%	25
Effective leadership skills	46.2%	42.3%	3.8%	3.8%	3.8%	26
Conflict resolution skills	50.0%	30.8%	7.7%	11.5%	0.0%	26

Q6. If you participated in the Business Leadership program please answer this question. To what extent did the program improve your knowledge and skills for each of the following areas..?

Table 3 Participant outcomes of LWP

Answer Options	To a great extent	To a moderate extent	Unsure	To a small extent	Not at all	Response Count
My career advanced after completing the program	20.9%	23.9%	16.4%	10.4%	28.4%	67
I was motivated to move to a higher level position	26.9%	28.4%	13.4%	10.4%	20.9%	67
I was better able to perform my job	28.4%	61.2%	1.5%	7.5%	1.5%	67
I become more committed to the future of my organisation or community	32.8%	49.3%	6.0%	9.0%	3.0%	67
My interest in leadership increased	34.3%	50.7%	4.5%	7.5%	3.0%	67
I have identified personal leadership goals and have begun to work towards them	35.8%	38.8%	9.0%	13.4%	3.0%	67
I gained more confidence in my leadership abilities	41.8%	44.8%	3.0%	9.0%	1.5%	67
I have acquired skills and knowledge which enables me to contribute more to my organisation or community	41.8%	47.8%	3.0%	6.0%	1.5%	67
My understanding of leadership increased	46.3%	46.3%	1.5%	3.0%	3.0%	67

Q10. To what extent did your participation in the Leadership Wimmera Program affect you?

Table 4 LWP influence on networking and collaborative opportunities

Answer Options	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree	Response Count
Joined new community groups	8.8%	42.6%	14.7%	25.0%	5.9%	68
Increased my profile and visibility in my community	19.7%	47.0%	24.2%	6.1%	4.5%	66
An increased sense of belonging to my community	20.6%	50.0%	17.6%	8.8%	0.0%	68
Increased my participation in networks and groups	23.9%	67.2%	4.5%	6.0%	0.0%	67
Been given valuable access to a professional network of colleagues	33.3%	53.0%	12.1%	4.5%	0.0%	66

Q11. To what extent did the program provide you with networking and collaborative opportunities?

Table 5 Application of information and skills during the program

Answer Options	Strongly agree	Moderately agree	Unsure	Moderately disagree	Strongly disagree	Response Count
My supervisor	22.4%	61.2%	6.0%	6.0%	0.0%	67
My family	28.4%	47.8%	11.9%	10.4%	1.5%	66
The public	28.8%	56.1%	12.1%	3.0%	1.5%	64
My community	29.7%	62.5%	7.8%	3.1%	1.6%	67
My co-workers	40.3%	52.2%	3.0%	4.5%	0.0%	67
Employees who directly report to me	40.3%	41.8%	10.4%	6.0%	0.0%	67

Q14. How have you used the information and skills you learned during the program? I use the information and skills in dealing with...?

Table 6 Leadership activities LWP participants undertaken

Answer Options	Yes	No	Program had no influence	Program had a moderate influence	Program had a strong influence	Unsure	Response Count
Applied for/requested a promotion	14	33	7	3	3	0	60
Enrolled in further study	17	32	4	5	3	0	61
Applied for a new higher level job	18	29	6	4	2	1	60
Taken a new higher level job	19	30	6	3	3	0	61
Taken on informal leadership roles in your community	19	24	5	8	4	0	60
Achieved an promotion	20	31	7	2	1	0	61
Increased participation in local, state or national committees	20	21	4	13	4	1	63
Taken on formal leadership roles within my organisation	20	24	6	6	2	2	60
Directed a project (e.g. a research or work-based project)	21	24	5	8	2	2	62
Undertaken higher duties within your organisation	22	21	6	6	3	1	59
Taken on formal leadership roles in your community	22	30	4	4	2	0	62
Increased your participation in community groups	23	18	6	8	6	1	62
Provided mentoring support to others in your community or organisation	24	13	3	19	2	1	62
Become a leader in your community or organisation	26	6	2	16	10	2	62
Initiated and/or become involved in a project (e.g. research or work-based project)	27	17	5	10	2	2	63
Taken on informal leadership roles within my organisation	28	14	6	7	5	0	60
Influenced the direction of decisions or policy in your organisation or community	31	5	6	12	5	2	61
Contributed to and/or led meetings	36	4	9	9	5	0	63

Q18. Since undertaking the program have you...?