



Leading with Integrity Level 3 Results

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AT THE SPEED OF IDEAS

Leading with Integrity L3 Results

- Highlights
- Analysis of Overall Comments
- Trainee Questions
- Manager Questions
- Analysis by Question

Highlights

- All areas are between “moderate extent” and “great extent” - excellent
- Lowest score is reduction of time and costs - understandable as that is not intent of the course
- Response rate is good, considering this was a vacation period (about 40% trainee response is typical)

Quick Look Summary

Trainee Responses: 1177 out of 4419 (26.63%)

Manager Responses: 230 out of 1280 (17.97%)

To what extent...	Trainee (n=1177) Average Response	Manager (n=230) Average Response
Learn new knowledge/skills/behavior	2.48	2.52
Training applicable to professional development	2.70	-
Support the goals and objectives of team or organization	2.73	2.64
Actually used the acquired knowledge/skills/behaviors	2.49	2.53
Confidence in using the knowledge/ skills/ behaviors increased	2.57	-
Able to transfer your learning to another person	2.64	-
Performance change	2.27	2.23
Reduction of time and/or costs	2.17	2.14

Training is very applicable.
Exceeds University KPI of < 2.3

Trainees & managers both find this training supports their team & org goals

Where 4=Very Great Extent, 3=Great Extent, 2=Moderate Extent, 1=Small Extent, and 0=Not at all

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Analysis of Overall Comments

Analysis of L3 Overall Comments on Leading with Integrity: 102 comments	
Negative (12%)	Overwhelming concerned deploying a survey so long after students had taken the course. <i>[Will be addressed in coming L3 deployments]</i>
Positive (88%) <i>See samples</i>	• “Integrity was already one of my strong points, so this training didn't change dramatically my behaviour/attitude/performance...Nevertheless, it was a good initiative to make sure every single manager puts focus on integrity.” • “the web based training is very efficient. the materials in this module was very easy to comprehend and very well structured. hope all other trainings can be done in similar fashion and quality” • “it is a good training with vivid examples.” • “The training shows clearly to be always in daily business compliant with ALU rules and regulations. A refreshment of this knowledge is very much welcome.”
Suggestions*	• “Further enhancement could include additional interactive two way with proven model by taking in to account the operating culture of each section, B.U and our interaction with supplier base around the globe.” <i>[One of several requests for interactive sessions, including as part of Lead to Win. Another student response mentioned addressing so many levels, cultures and languages introduced the danger of superficiality. Live sessions could be more tailored.]</i> • “Difficult to apply when "virtual" leadership (colleagues are physically far from you)” <i>[Can we include tips in the future for those with virtual teams?</i>

* Suggestions not related to Compliance, (such as University, LMS, etc., referred to others as needed.

Level 3 Questions - Trainee

Standard Questions for Trainee

(Response scale: Very Great Extent, Great Extent, Moderate Extent, Small Extent, Not at All)

Learning & Relevance

1. To what extent did you learn new knowledge/skills/behavior by completing this training?
2. To what extent was the training applicable to your professional development needs?
3. To what extent did the training support the goals and objectives of your team or organization?

If you answered "Small Extent" or "Not at All" to these questions, please explain why:

Application & Transfer

4. To what extent have you actually used the acquired knowledge / skills / behaviors after completing the training?
5. To what extent has your confidence in using the knowledge/skills/behaviors increased as a result of this training?

If you responded "Small Extent" or "Not at All" to the previous 2 questions, what is preventing you from applying the acquired learning? (check all that apply)

- ☐ Project/task delayed
- ☐ Need more time to practice
- ☐ Job changed
- ☐ Training was focused on long term target, not applicable to current job
- ☐ Work environment does not support application (coaching, tools, etc.)
- ☐ Other

6. To what extent would you be able to transfer your learning to another person?

Level 3 Questions - Trainee

Standard Questions for Trainee

Training Benefit

7. As a result of the training, to what extent did your individual performance change?
8. To what extent has the training contributed to the reduction of time and/or costs spent on your work responsibilities?

If you answered "Small Extent" or "Not at All" to the previous 2 questions, please explain why:

Please provide any additional comments that you want to share regarding this learning experience.

Focus:

**Is the training relevant on the job?
Can student apply the material on the job?
What are the benefits of the training?
Ideally administered 3 months after course.**

Level 3 Questions - Manager

Standard Questions for Manager

(Response scale: Very Great Extent, Great Extent, Moderate Extent, Small Extent, Not at All)

Learning & Relevance

1. To what extent did your team member(s) learn new knowledge/skills/behavior by completing this training?
2. To what extent did the training support your team or organization's goals and objectives?
If you answered "Small Extent" or "Not at All" to these questions, please explain why

Application & Transfer

3. To what extent has your team member(s) actually used the acquired knowledge / skills / behaviors after completing the training?
4. If you responded "Small Extent" or "Not at All" to the previous question, what is preventing your team member from applying the acquired learning? (check all that apply)
 - ☐ Project/task delayed
 - ☐ Need more time to practice
 - ☐ Etc...same options as in trainee question

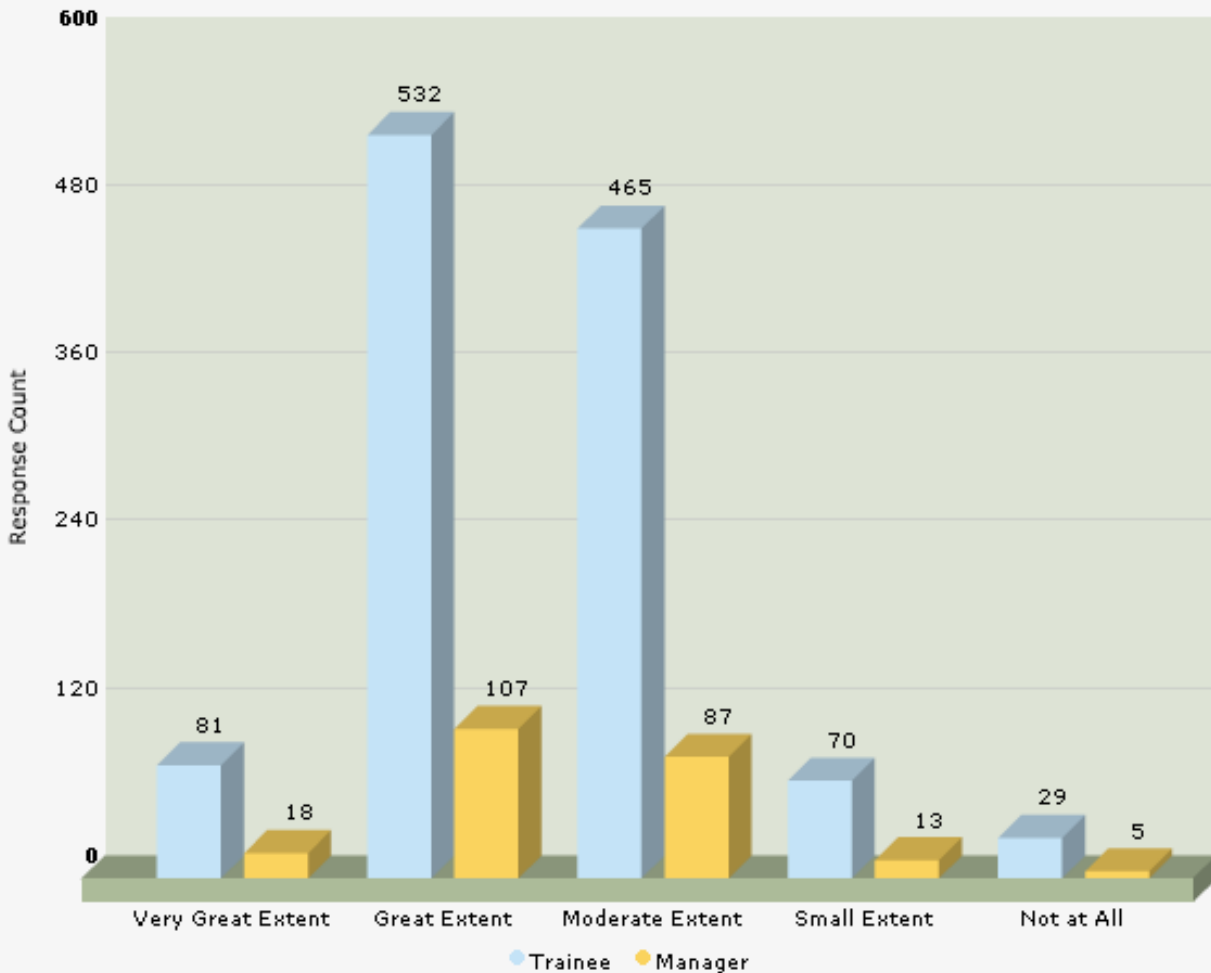
Training Benefit

5. As a result of this training, to what extent did the performance of your team member(s) change?
6. To what extent has the training contributed to the reduction of time/costs spent on your team member's (s') work responsibilities?

If you answered "Small Extent" or "Not at All" to these questions, please explain why:

Please provide any additional comments that you want to share regarding this learning experience.

Learn new knowledge/skills/behavior

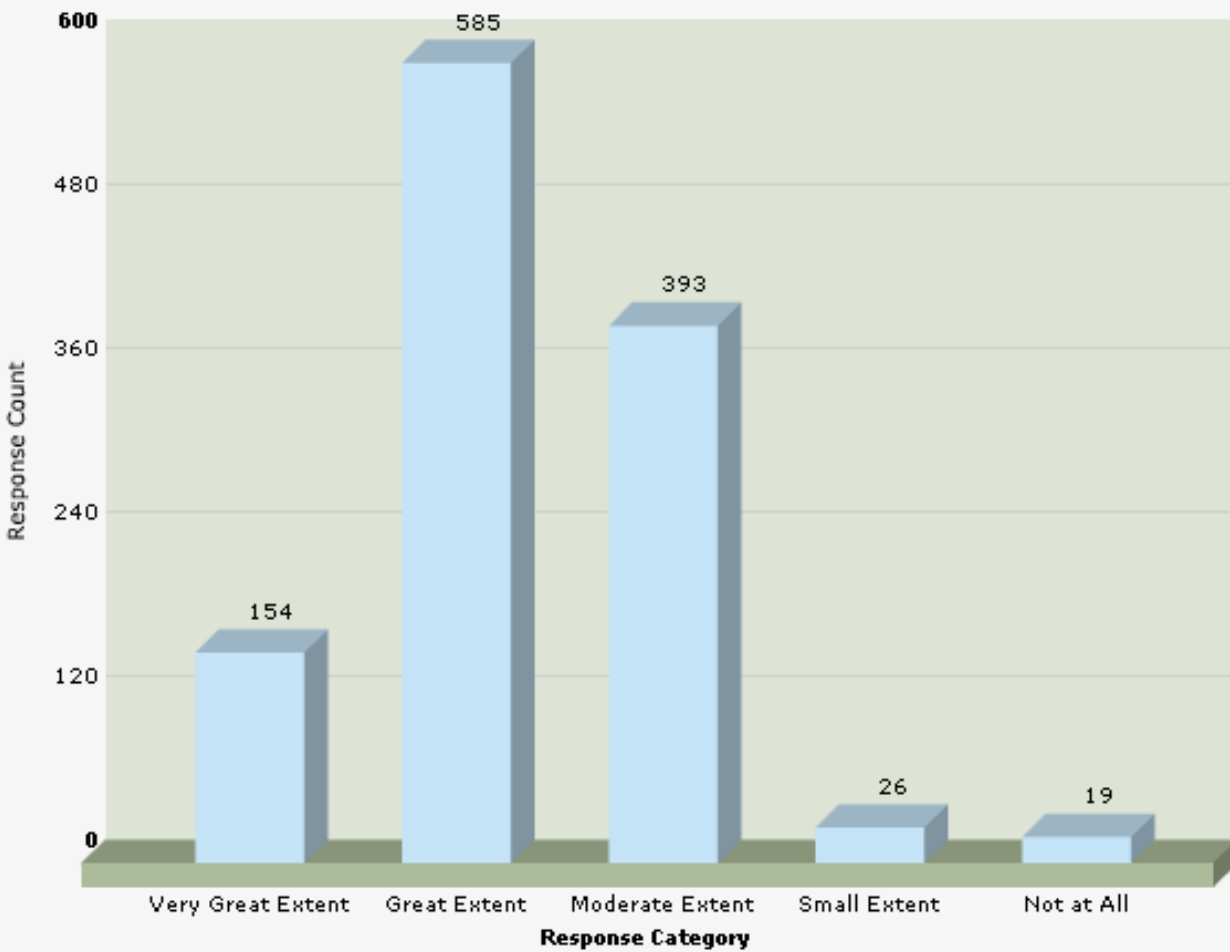


Q1. To what extent did you learn new knowledge/skills/behavior by completing this training?

- 92% of trainees learned new knowledge or skills to a moderate, great or very great extent
- 91% of managers noted an increase in knowledge or skills (moderate or more)
- A high degree of learning is taking place

	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	81	6.88%	532	45.2%	465	39.51%	70	5.95%	29	2.46%	2.48	3	3	.81
Manager	18	7.83%	107	46.52%	87	37.83%	13	5.65%	5	2.17%	2.52	3	3	.81

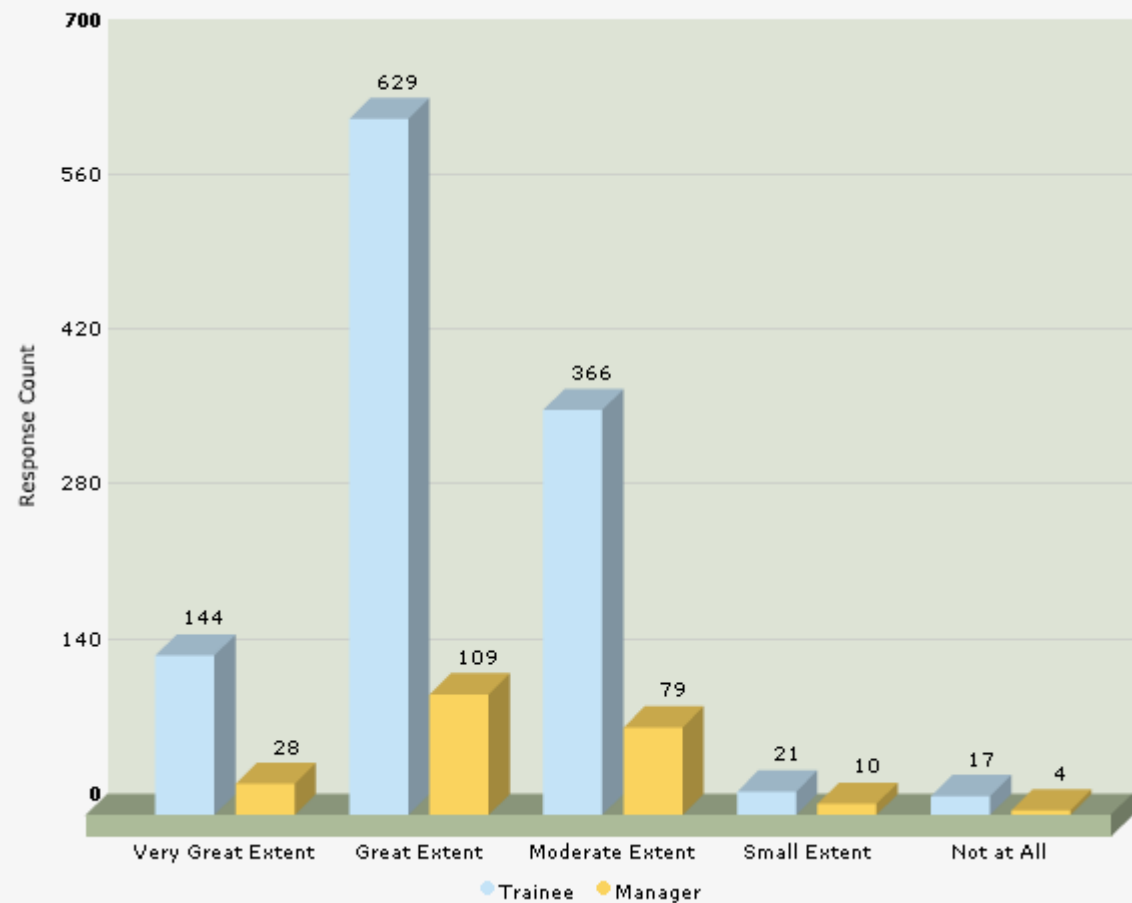
Training applicable to professional development



Q2. To what extent was the training applicable to your professional development needs?

- On average students found this training **very applicable** to their professional development: 2.7 / 4.0

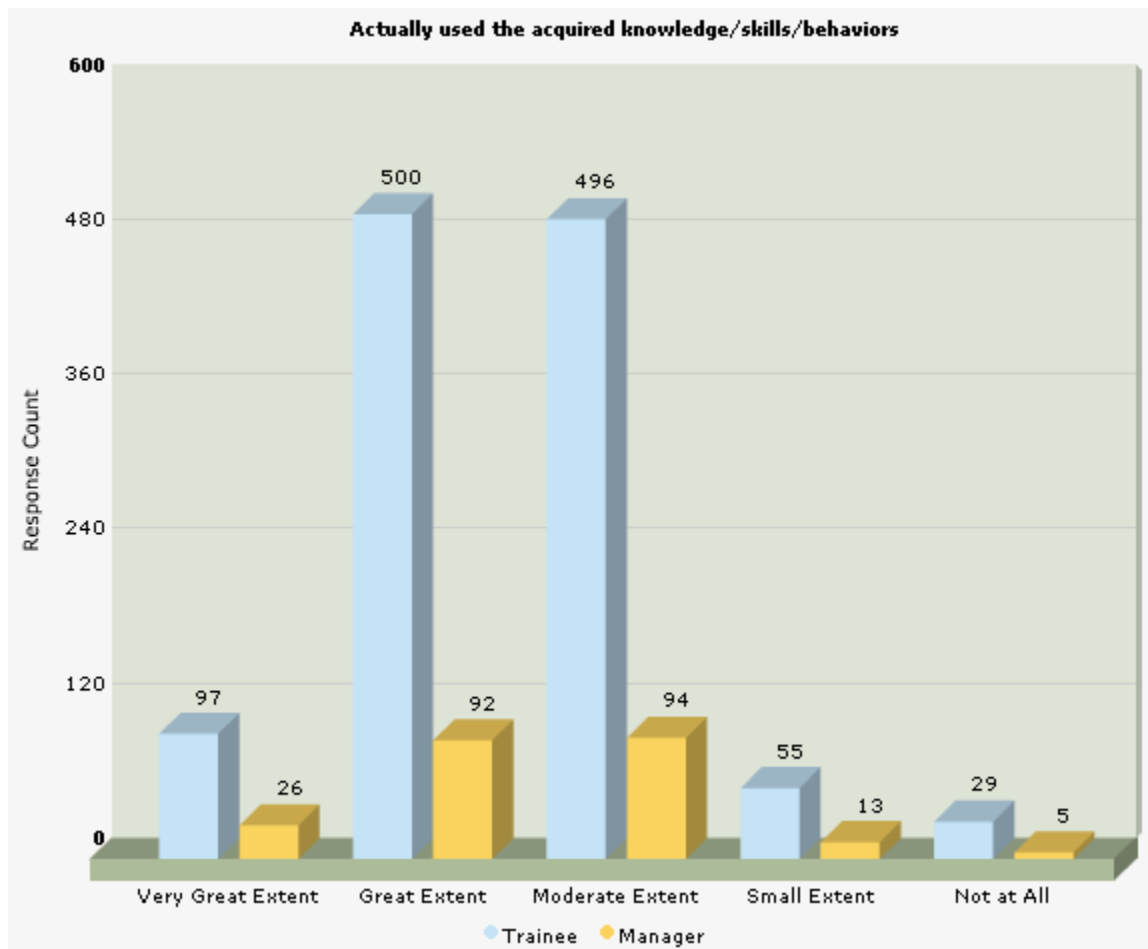
	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	154	3.48%	585	13.24%	393	8.89%	26	0.59%	19	0.43%	2.70	3	3	.78



Q3. To what extent did the training support the goals and objectives of your team or organization?

- 96% of trainees (93% of managers) found this training supported the goals and objectives of their team or organization to a moderate extent or more
- Course is highly relevant within teams and organizations

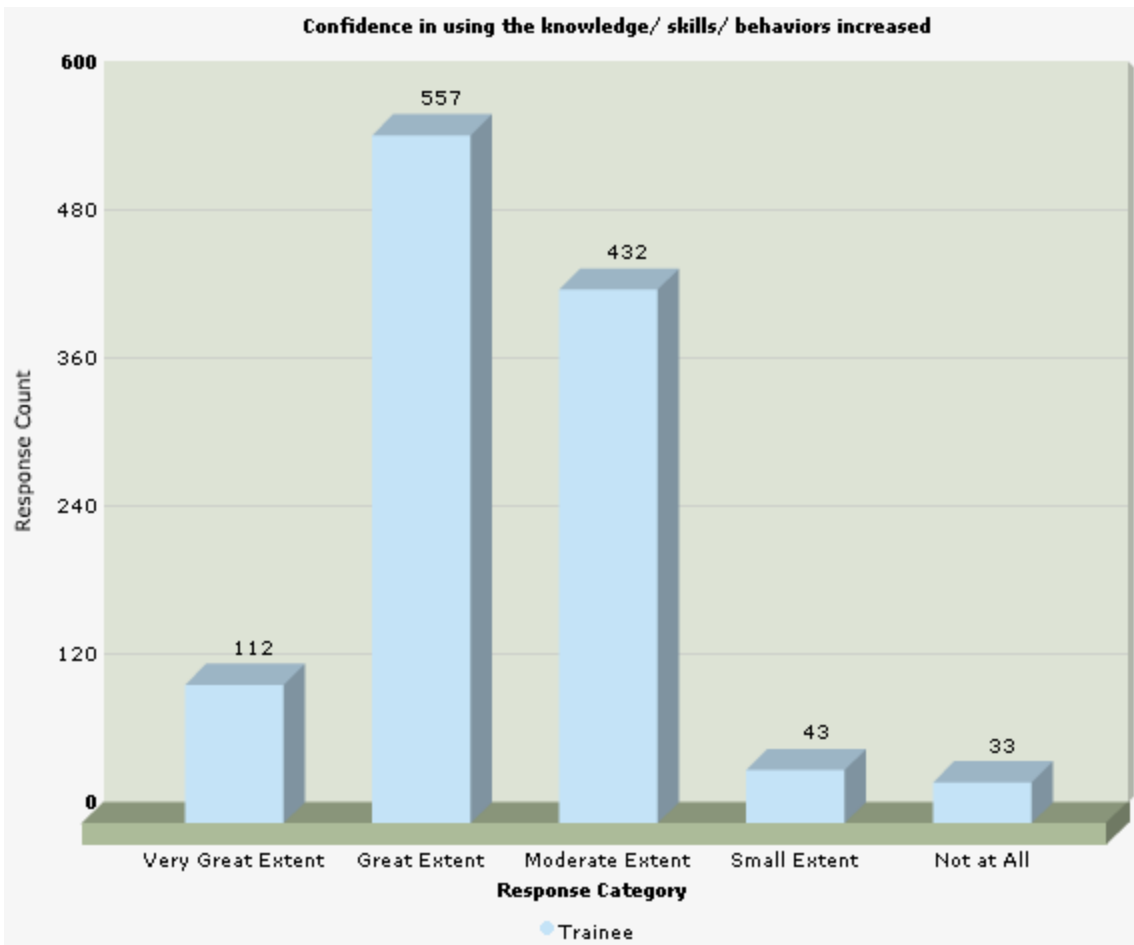
	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	144	12.23%	629	53.44%	366	31.1%	21	1.78%	17	1.44%	2.73	3	3	.75
Manager	28	12.17%	109	47.39%	79	34.35%	10	4.35%	4	1.74%	2.64	3	3	.82



Q4. To what extent have you actually used the acquired knowledge / skills / behaviors after completing the training?

- 92% of trainees used the acquired knowledge skills or behavior to a moderate extent or more
- 92% of managers noted their report used the acquired knowledge skills or behavior to a moderate extent or more
- **Course is highly applicable to the learner's environment and role**

	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	97	8.24%	500	42.48%	496	42.14%	55	4.67%	29	2.46%	2.49	3	3	.81
Manager	26	11.3%	92	40%	94	40.87%	13	5.65%	5	2.17%	2.53	3	2	.85

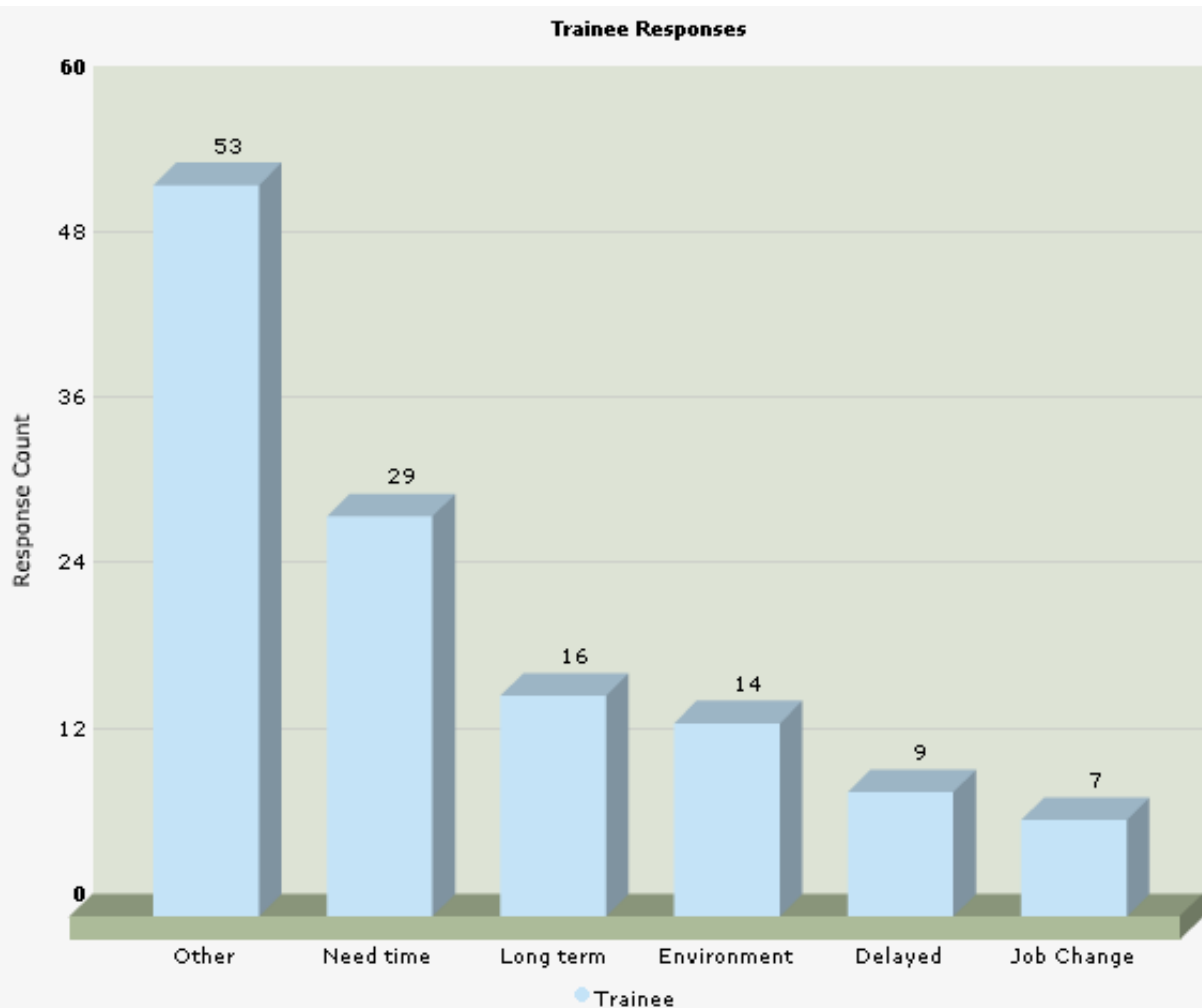


Q5. To what extent has your confidence in using the knowledge/skills/ behaviors increased as a result of this training?

- Mean response was 2.6, indicating an increase of confidence from a moderate to great extent.
- **Course increased people manager confidence in the area of integrity**

	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	112	2.53%	557	12.6%	432	9.78%	43	0.97%	33	0.75%	2.57	3	3	.82

If you responded “Small Extent” or “Not at All” to the previous 2 questions, what is preventing you from applying the acquired learning? (check all that apply)



Most common reason for student to not use skills from this training:

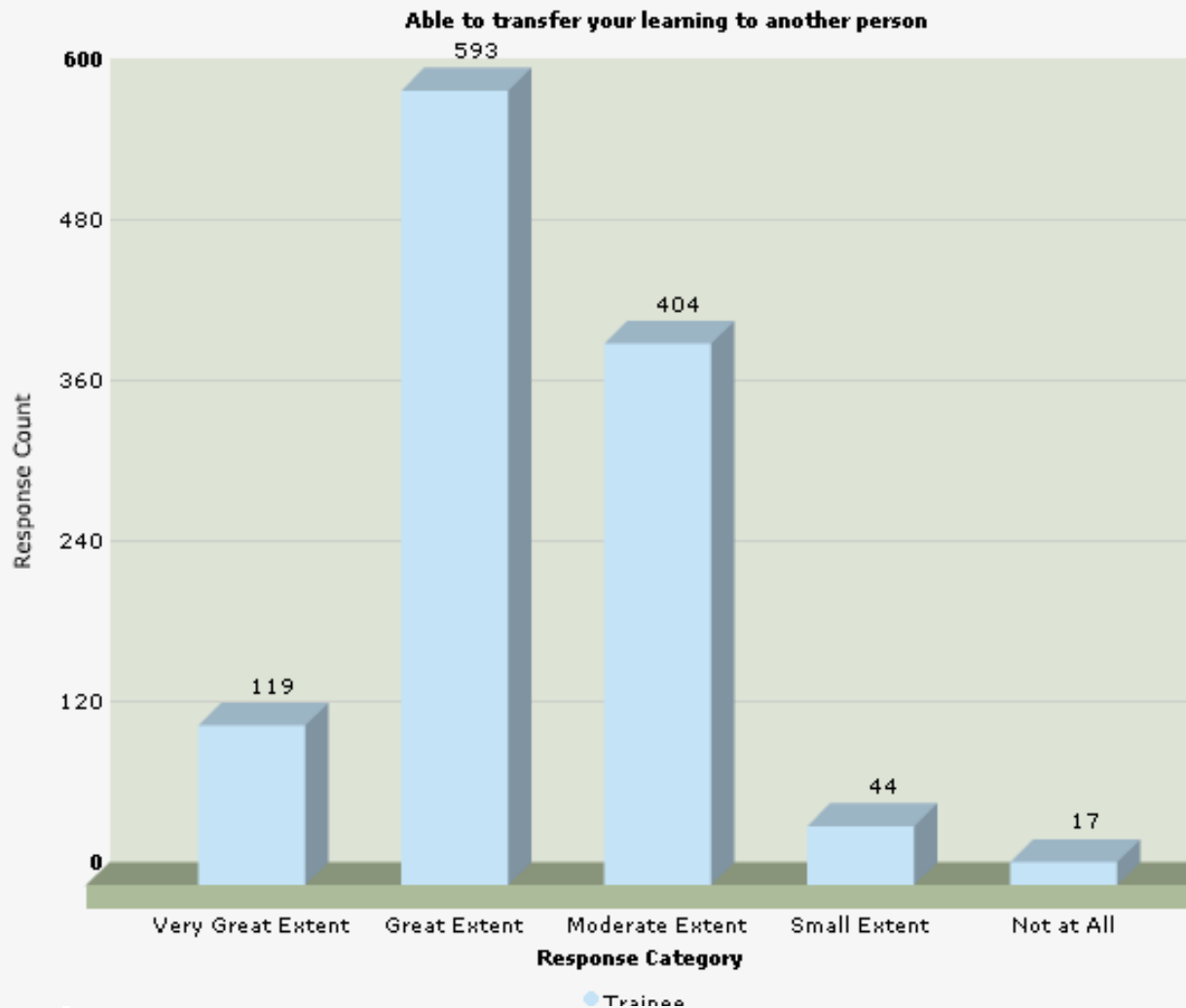
- Other
- Training was focused on long term target, not applicable to current job
- Need more time to practice

Most common reason identified by managers:

- Other
- Need more time to practice
- Training was focused on long term target, not applicable to current job

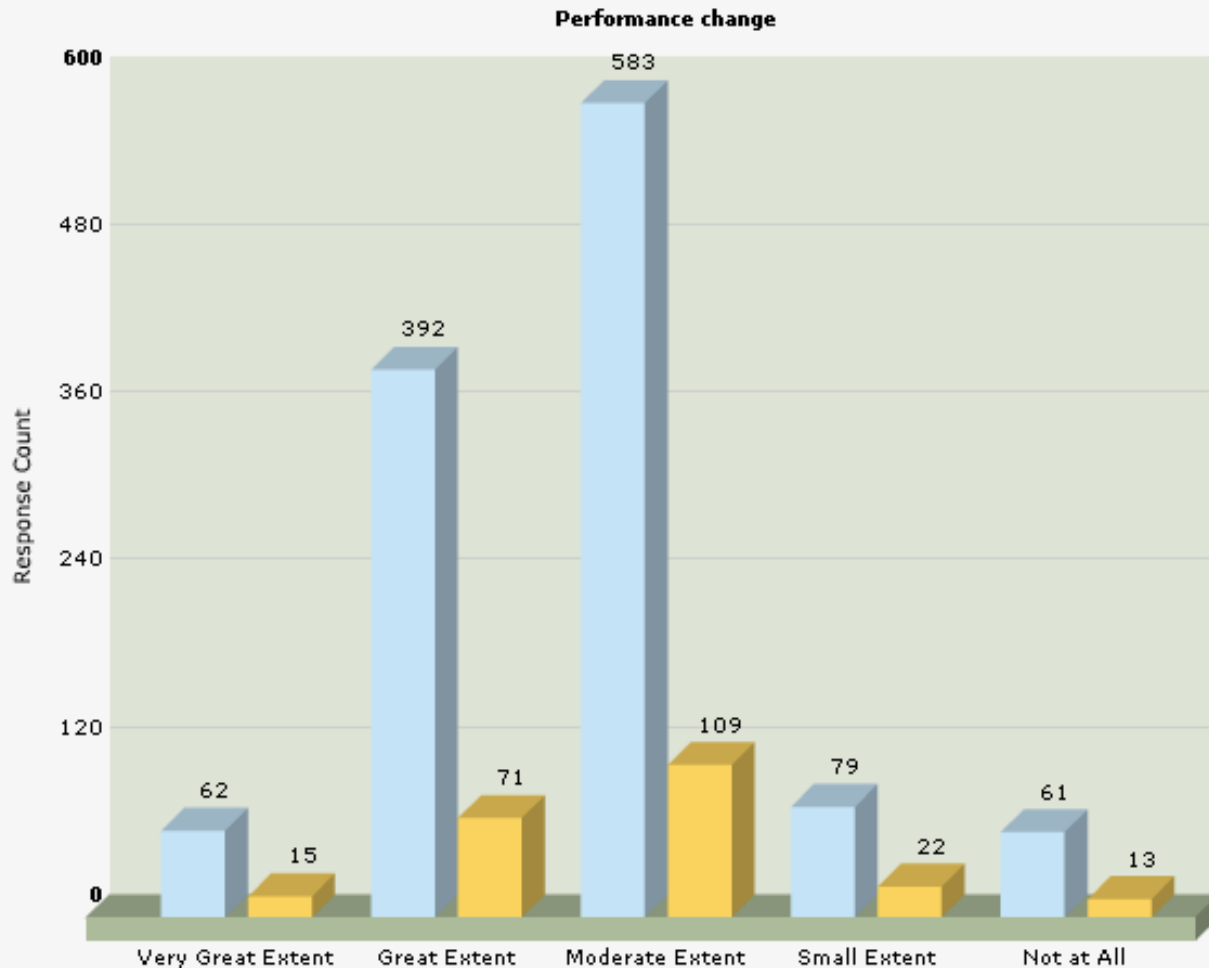
Next step: Analyze comments about “Other” for further insight into what prevents some students from applying this learning

Q6. To what extent would you be able to transfer your learning to another person?



- **Excellent results for learning transfer:** Students feel highly able to transfer their learning to another person
- Indicates the concepts and examples are presented in a way that is easy to explain or demonstrate to another person

	(4) Very Great Extent	(3) Great Extent	(2) Moderate Extent	(1) Small Extent	(0) Not at All	Mean	Median	Mode	Std. Dev
Trainee	119	593	404	44	17	2.64	3	3	.77

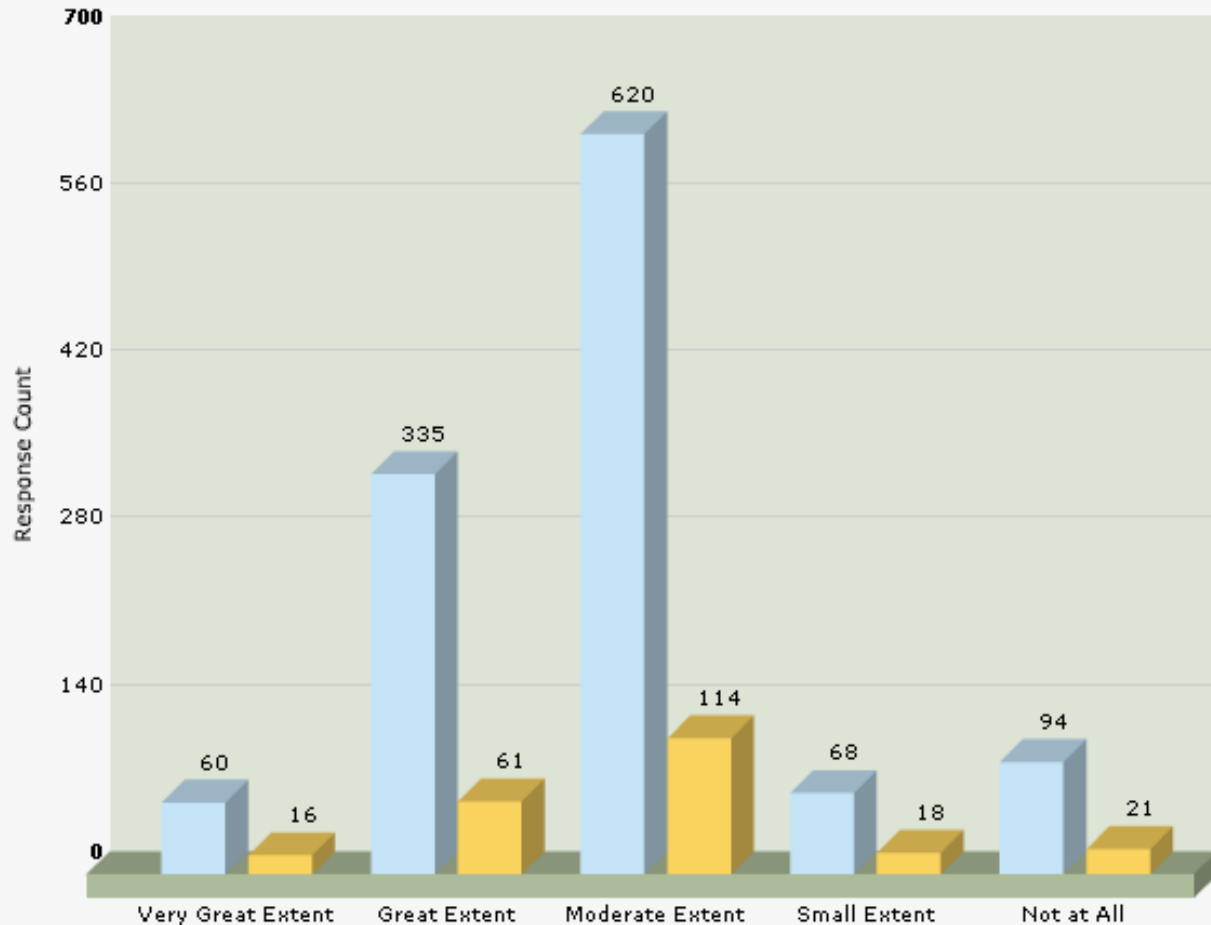


Q7. As a result of the training, to what extent did your individual performance change?

- 88% of students indicated their performance changed from a moderate to a great extent
- 85% of managers reported a performance change of a moderate to great extent
- **This training is resulting in a significant performance change in the eyes of the students and their managers.**

	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	62	5.27%	392	33.31%	583	49.53%	79	6.71%	61	5.18%	2.27	2	2	.86
Manager	15	6.52%	71	30.87%	109	47.39%	22	9.57%	13	5.65%	2.23	2	2	.92

Reduction of time and/or costs



Q8. To what extent has the training contributed to the reduction of time and/or costs spent on your work responsibilities?

- 86% of students indicated a reduction in time and or costs to a moderate or greater extent
- 83% of managers reported the same thing
- **This training results in a bottom line benefit**

	(4) Very Great Extent		(3) Great Extent		(2) Moderate Extent		(1) Small Extent		(0) Not at All		Mean	Median	Mode	Std. Dev
Trainee	60	5.1%	335	28.46%	620	52.68%	68	5.78%	94	7.99%	2.17	2	2	.92
Manager	16	6.96%	61	26.52%	114	49.57%	18	7.83%	21	9.13%	2.14	2	2	.99