

the mosaic international leadership programme evaluation

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August 2012

THE MOSAIC INTERNATIONAL LEADERSHIP PROGRAMME: EVALUATION

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PART 1: BACKGROUND

The Mosaic International Leadership Programme is a year-long programme which begins with a residential Summit during which 80 delegates are convened for an intense period of study.

The two main objects of the Programme are: to develop delegates' leadership ability and an aspiration to be an agent of change; and to develop delegates' understanding of key global issues and inspire positive thinking to address them. As a secondary objective, the Programme also aims to equip delegates with the motivation to become actively involved in their communities.

Delegates are drawn from a wide range of countries, with a focus on Muslim majority countries. This year (2011) delegates came from 16 different countries. The Programme aims to recruit young people who have demonstrated leadership potential and ability, but have not been on any formal leadership training, such as an MBA.

This year, the Summit was hosted in Qatar from 15th – 24th November 2011. Activities included a range of workshops where leadership skills were taught, group discussions, inspirational guest speakers and project visits. At the end of the Summit, delegates submitted an action plan, summarising how they will put their learning into practice in their local community.

Eighty-one delegates (and eight 'group leaders') were recruited to take part in the 2011 Programme. Two delegates dropped out the week before attending in Qatar, and three delegates left during the Summit as a result of family or health issues (one of which travelled home just two days from the end of the Summit and therefore remains part of the Programme). This means the 2011 Programme has a total cohort of 77.

Demos was commissioned by Mosaic to assess the long-term impact of the Programme on the delegates.

To do this, Demos designed an evaluation for the 2011 cohort, comprising a three-wave survey for delegates. The first was undertaken before participation on the Summit. The second was undertaken approximately six weeks after the Summit was finished. The third survey will be undertaken one year after the end of the Summit. This type of evaluation is called a longitudinal survey, which is typically used to assess the long-term affect of training programmes of this nature. This report summarises the results from the first two waves of the survey. The final report will be completed in early 2013.

Demos researchers designed a survey to test delegates' attitudes about the Summit itself; delegates' leadership skills and aspirations; and delegates' activities.

The survey comprised both open-ended and closed response questions. The research team reviewed a number of academic and research papers on the subject of leadership when designing the survey. Where possible, survey questions used in other well established surveys were used. Question four used some elements of the Rosenberg scale of self-efficacy; question five was taken from the European Values Survey question about volunteering activities; question six was drawn from a selection of leadership surveys identified by the research team.

A number of questions also asked about delegates' views about the Summit overall, in order to assist Mosaic with the design and focus of future Summits.

Participants were contacted via email by the research team and asked to complete the survey on-line. In total, 54 participants responded to wave one and wave two of the survey (although there were fewer responses for some questions).

Summary of results

Overall, the Summit met or exceeded the expectations of 96 per cent of respondents. The Summit met or exceeded the expectations of the majority of delegates in every measure tested.

The Summit made a positive impact in respect to delegates' leadership ability and aspirations. Following the Summit, delegates showed a consistent improvement in every leadership measure tested.

The Summit helped delegates develop clear and specific plans for creating change in their communities. Following the Summit, delegates had clearer and more concrete plans for how to create positive change in their communities, and the greatest area of improvement was in delegates having a clear idea of their role in helping their community.

The Summit gave delegates a better understanding of global issues and created opportunities for networking. When asked about the extent to which they followed global affairs and current issues, delegates reported a higher level of interest after the Summit than before. Networking was cited as the area which most exceeded expectations, and a number reported having already used these networks to positive effect.

The Summit has not yet, after only six weeks, changed the amount of time they spend on voluntary work in their communities. The delegates showed no increase in the amount of voluntary or community work they undertook after having attended the Summit. However, six weeks might be too soon to expect this type of change to take place.

PART 2: RESULTS

Below we set out the results of the evaluation in detail. In a number of the questions, respondents were asked to rate the extent to which they agreed with statements about the Summit or their own lives and attitudes.

In these cases, participants were given a five-point scale option, where 1 means strongly agree and 5 means strongly disagree. The closer the scores are to 1, therefore, the higher the level of agreement.

Background demographics

The average mean age of delegates who answered the survey was 29 (n=53). Thirty-three were male and 21 were female.

All 54 reported having at least some university level education.

The overwhelming majority were Muslims (50 of the 54). Two declared themselves Christian, one agnostic, and one did not respond.

Views about the Summit

Recruitment and materials

In wave one of the survey, we asked delegates about the recruitment process to the Programme, and materials they received prior to the Summit.

Delegates were asked to what extent they agreed that the recruitment process was satisfactory (where 1=strongly agree, 5=strongly disagree). Overall, 78 per cent of respondents either 'strongly agreed' or 'agreed' that it was. Presented as an average, the average response was 1.79, meaning the delegates on the whole agreed with the statement (n=53).

Similarly, when asked to what extent they agreed that the briefing materials received before the Summit were helpful. Overall, 83 per cent of respondents either strongly agreed or agreed they were. Presented as an average score, the average response was 1.70, meaning on the whole, delegates thought the materials were helpful (n=54).

Did the Summit meet expectations?

Delegates were asked what they hoped to achieve by taking part in the Programme, from a list of five objectives. Delegates tended to select all available options, suggesting they were keen to learn as much as possible: 48 selected 'personal development', 45 selected 'learn leadership skills', 41 selected 'networking', 40 selected 'professional development' and 39 selected 'improve my local community' (n=54).

In wave two, delegates were asked whether they felt the Summit had met these expectations. For the overwhelming majority, the Summit exceeded or met their expectations in all areas they mentioned. The area that most exceeded expectations was in networking opportunities. Overall, the Summit exceeded or met the expectations of 96 per cent of respondents (see Table 1).

Table 1 – Did the Summit meet your expectations? (n=54)

| | Exceeded my expectations | Met my expectations | Did not meet my expectations | Rating average |
|---|---------------------------------|----------------------------|-------------------------------------|-----------------------|
| Personal development | 30 | 22 | 2 | 1.48 |
| Professional development | 14 | 36 | 4 | 1.81 |
| Ideas and skills to improve my local community | 24 | 29 | 1 | 1.57 |
| Networking opportunities | 34 | 17 | 3 | 1.43 |
| Learning leadership techniques | 27 | 24 | 3 | 1.56 |
| The Programme overall | 32 | 19 | 3 | 1.46 |

Delegates were also asked to rate their satisfaction with various aspects of the Summit. As illustrated in Table 2 below, the area in which delegates were least satisfied was the amount of time spent in each area (although this was still a positive score of 2.5). The statement that scored the highest level of agreement was ‘I would recommend that other people take part in the Programme’, a useful proxy for overall satisfaction. Eighty-six per cent of respondents either strongly agreed or agreed with this statement.

Table 2 – Levels of satisfaction with the Summit

| | 1 | 2 | 3 | 4 | 5 | Rating Average |
|---|----------|----------|----------|----------|----------|-----------------------|
| The amount of time spent on different activities was about right | 4 | 26 | 19 | 8 | 0 | 2.54 |
| I achieved the things I had hoped to by taking part | 16 | 28 | 9 | 4 | 0 | 2.02 |
| I have started to play a more active leadership role as a result of the Summit | 29 | 13 | 11 | 2 | 2 | 1.86 |
| I have already applied some of the things I learned at the Summit | 28 | 15 | 10 | 3 | 1 | 1.84 |
| I have started to implement my action plan | 27 | 16 | 9 | 3 | 2 | 1.89 |
| I would recommend that other people take part in the Programme overall | 43 | 6 | 4 | 1 | 3 | 1.51 |

Unanticipated benefits

We asked delegates if they had experienced any benefits they were not expecting. Thirty-three people responded to this question (although a further six said they had not experienced any unanticipated benefits).

The most commonly cited unanticipated benefit was networking. Eight delegates specifically mentioned they had made unexpected contacts with people from around the world with whom they will be working with in the future. Some of these have already come to fruition:

Yes, I did not expect any support in my work even after the Summit from my mosaic fellows. But one of my mosaic friends extended her support from Oman to help the distressed children in Bangladesh. This level of networking was not anticipated.

Eight delegates cited specific practical skills they learnt at the Summit. Most common was the ability to lead groups, and greater confidence to speak in public. Three people mentioned the opportunity to speak in public to large groups had increased their confidence to do so in future:

The power of speaking in public. The open forum has opened doors for people who gave me courage to speak publicly.

Six delegates said that they had been unexpectedly inspired by meeting people who were so committed to improving their local communities, and that this experience has motivated them to become better leaders in their own communities:

I never thought that networking with people coming from all over the world would have this huge impact on me. I believe I have grown many mature years coming to listen to their stories, personal and professional experiences, and most importantly, I was deeply touched by their passion to change their communities for a better tomorrow.

Possible improvements

Delegates were asked if they could think of any ways that the Summit could be improved.

The most common possible area of improvement, mentioned by 10 delegates, was to encourage everyone to get more actively involved in every session. Several stressed that considerable benefit came from hearing the other delegates' experiences, and that open forum sessions or opportunities to share stories should therefore be extended in future iterations.

The second most common response related to scheduling and timing. Eight responses referred to the need to either add more time into the agenda, or ensure there is sufficient time for each session. The length of time of the Summit is something that might not be logistically possible. However, three delegates specifically requested more time for the group activities and opportunities for Q&A sessions, something that appears to be more achievable.

Effect on delegates' aspirations

Medium term-aspirations

In order to ascertain the affect the Summit had on delegates' aspirations as leaders, in both wave one and wave two we asked what their aspirations were as leaders for the next 12 months. We then reviewed each set of answers to ascertain any changes. This was done 'blind'; meaning that the researchers coding the results did not know which wave each statement was made in.

The total number of aspirational responses from wave one to wave two did not change much. In wave one, 53 people responded; in wave two, 50 people responded.

In respect of the response type, the majority could be placed under a category about community / charitable goals; or a category about

professional goals. In wave one, 18 related to professional goals and 38 to community / charitable goals. In wave two, 16 related to professional goals, and 30 to community / charitable goals. The small number of remaining responses referred to personal goals.

Aspirations over the next 12 months could also be split into generic goals (such as helping one's community) or very specific, measureable goals (such as starting a particular initiative). Overall, there was a slight increase in wave two of the number of distinct, concrete plans. In wave one, 15 individuals had distinct, concrete plans, in wave two this rose to 18.

Long-term aspirations

To give a slightly longer-term perspective, we also asked this question but referring to their aspirations for the next five years. We ran the same analysis, and it yielded the following results.

The total number of responses fell slightly between wave one and two. In wave one, there were 46 responses, in wave two there were 39.

In respect of the response type, there was a change in the type of responses delegates gave. In wave one, 25 responses fell into the community/charitable goals category, 16 were related to professional goals and the remaining five were about personal goals. In wave two however, there was a shift toward community/charitable goals. Following the Summit, there were 32 responses under the community/charitable goals category, nine related to professional goals, and no responses related to personal goals.

Similarly to the 12-month question, delegates were more likely to aspire to distinct, concrete plans in the next five years than before having taken part. In wave one, seven delegates set out distinct, concrete plans for the next five years; in wave two this had increased to 15.

Although it is not possible to draw strong conclusions on the basis of these small numbers, the results do suggest that delegates

became slightly more motivated by charitable and community issues as a result of being taking part in the Summit. Moreover, delegates do appear to have developed more concrete plans for the future as a result of taking part in the Summit, a result which is supported by their response to other questions in the survey.

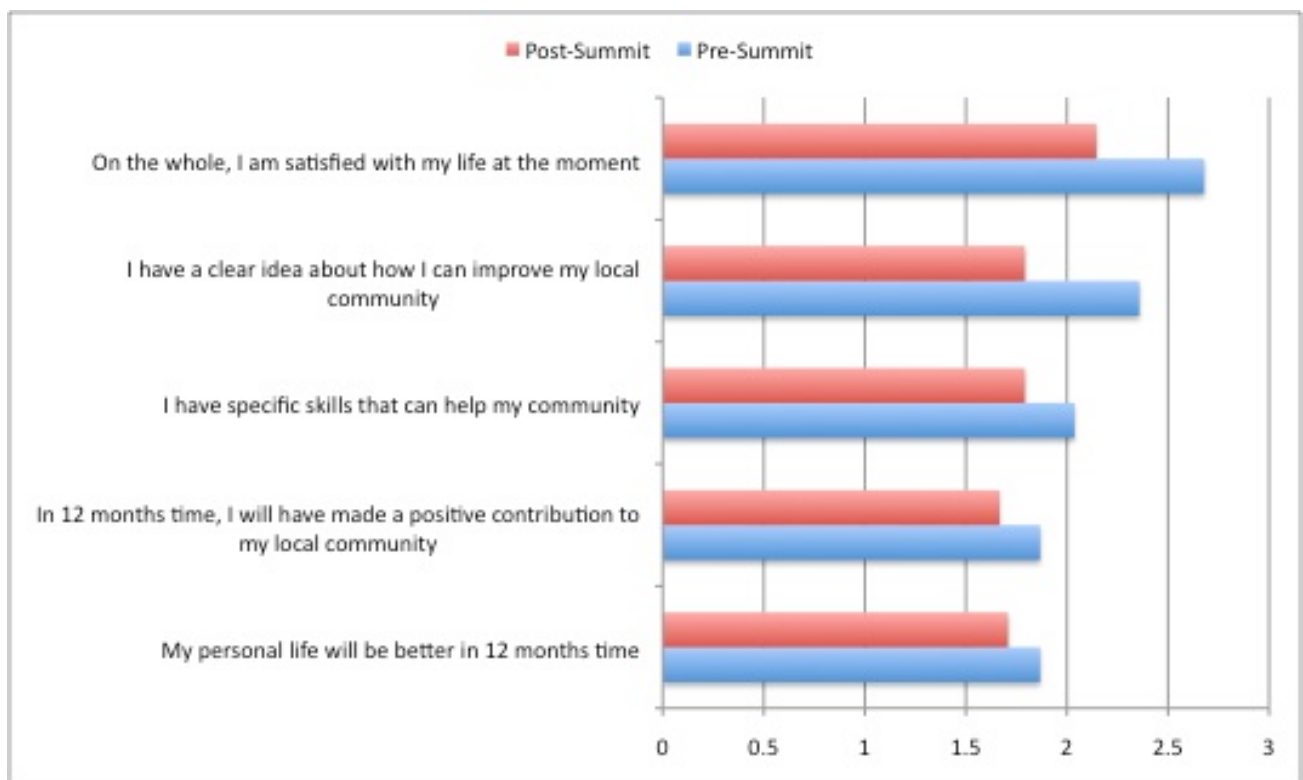
General level of aspiration

We also asked delegates whether they agreed with a series of statements designed to measure their general levels of aspiration.

The closer the score is to zero, the higher the level of agreement. The results in Figure 1 suggest that the Summit may have effected a positive change in the delegates. In every measure tested, delegates post-Summit were more likely to agree with all the aspiration measures. Most promisingly, the area which showed the greatest improvement was the statement ‘I have a clear idea about how I can improve my local community’.

Figure 1 - To what extent to you agree with the following statements?

(1=strongly agree, 5=strongly disagree)



Effect on delegates' leadership skills

Issues facing their local community

In order to understand how the Summit impacted delegates' leadership skills we asked them to identify the problems they were facing in their local community or region.

In wave one, 53 people answered this question. In wave two, 49 people answered. Because respondents could cite more than one question, numbers do not add up to 53 or 49. This was an open-ended question, so in order to analyse responses we classified responses into general themes and compared responses from wave one and wave two.

In both waves, very similar themes were mentioned: education; economy/employment; insecurity; corruption / inadequate governance; traditional culture as a barrier to progress, inequality; and environment issues.

The total number of challenges identified increased slightly after delegates had attended the Summit, from 86 to 91. In particular, the recognition of social problems increased: education was mentioned by 19 people before the Summit, and 23 people after, and economy/employment was mentioned by 19 people before the Summit and 21 people after.

Specific leadership qualities

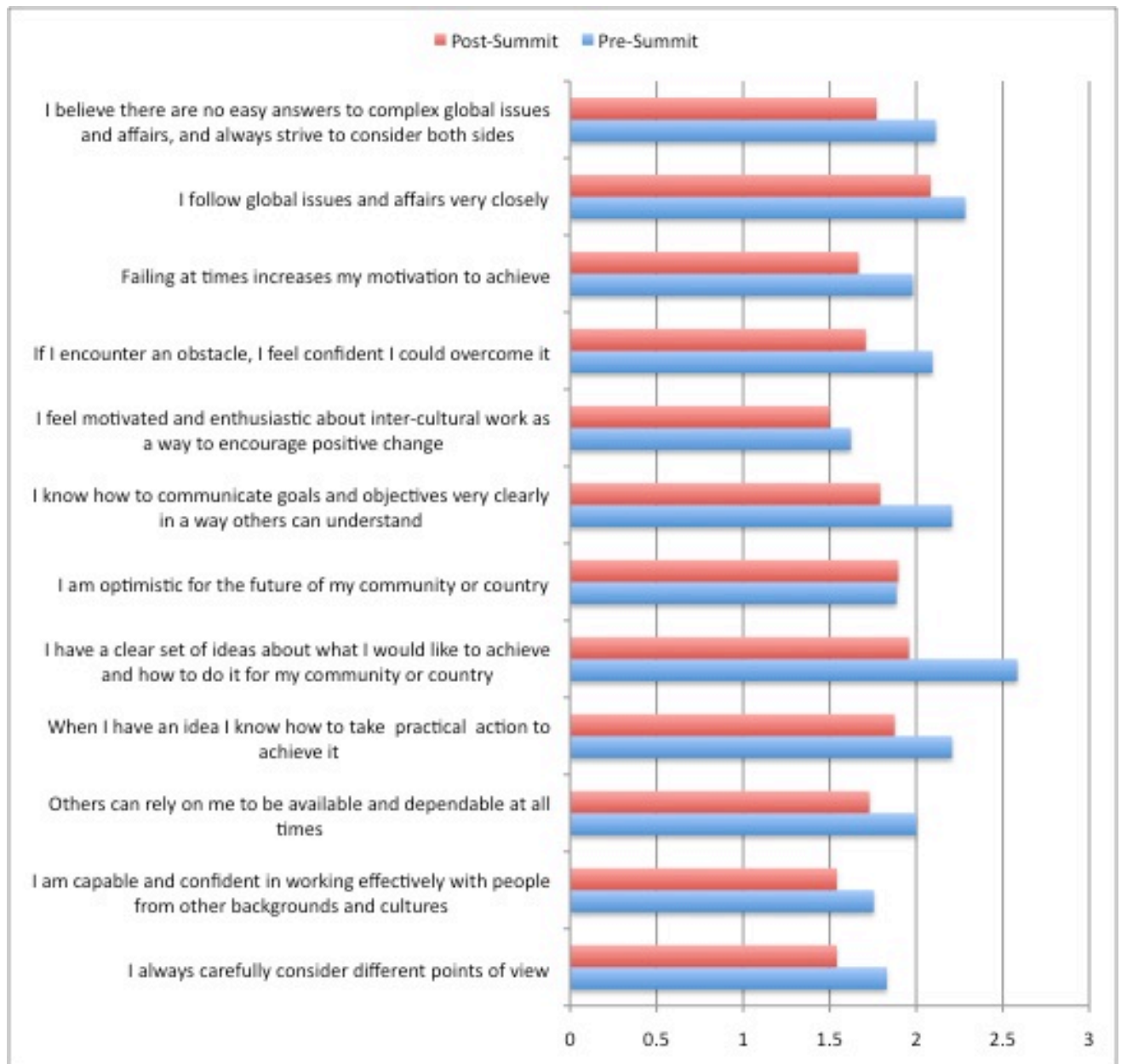
We also asked delegates whether they agreed or disagreed with a series of statements, designed to test how they viewed their own leadership potential and qualities.

The closer the score is to zero, the higher the level of agreement. The results in Figure 2 suggest a marked and consistent improvement in every aspect of leadership qualities surveyed. Similar to the aspiration results, the biggest improvement is found in agreement with the statement 'I have a clear set of ideas about what I would like to achieve and how to do it for my community or

country'. This suggests the Summit was particularly successful in helping delegates turn their aspirations into concrete plans of action.

Figure 2 – To what extent do you agree with the following statements?

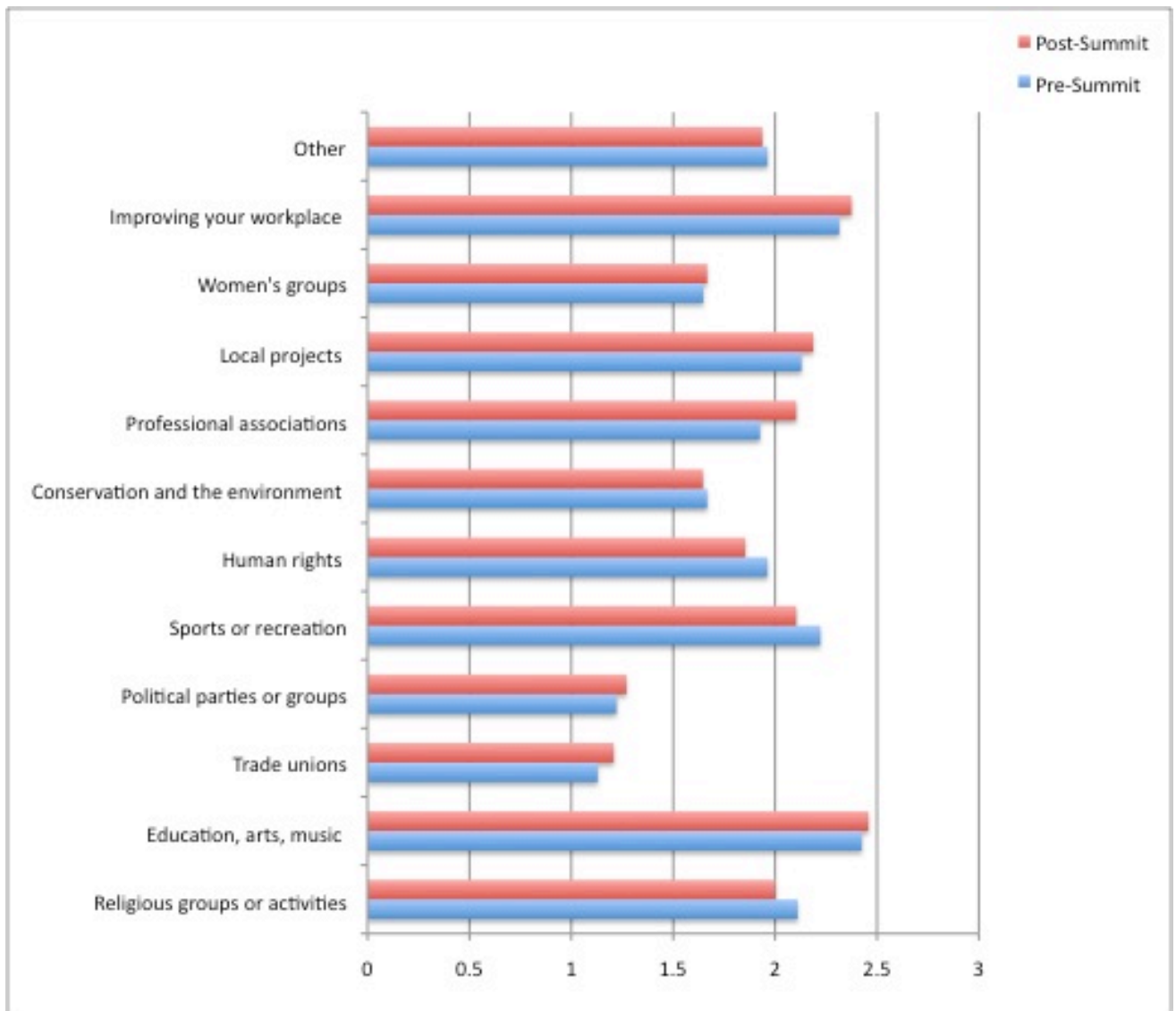
(1=strongly agree, 5=strongly disagree)



Effect on delegates' activities in their communities

In order to test the affect the Summit had on delegates' activities in their local communities, we asked a series of questions about the amount of charitable work they did in their local communities both pre and post Summit. Delegates could choose from the following options: 0 hours, 1-3 hours, or over 3 hours. The scores below show the average score (0 hours = 1, 1-3 hours: 2, over 3 hours=3).

Figure 3 – How much time do you spend each week on the following?



The results suggest that there has not been a significant amount of change in respect of the amount of time spent on these activities. There were extremely minor variations before and after the Summit, but not of significance.

PART 3: IMPLICATIONS

These results are initial findings – to truly judge the long-term effect of the Programme it is necessary to present the wave three responses, which will be collected in late 2012. In some respects, this survey only evaluates the Summit itself, which is only one part of the Programme. The continued engagement with the delegates – including supporting them to implement action plans – is likely to be crucial to the success of the Programme overall.

Overall, the results show that the delegates were satisfied with the Summit, which met or exceeded their expectations in every measure tested. Although delegates mentioned a small number of minor improvements for the future, the overall view of the delegates was extremely positive.

When evaluated against the Programme's three stated aims, the results are broadly positive.

In respect of objective one ('developing delegates' leadership ability and aspirations to be an agent of change'), the Summit appears to have made a positive impact. In our five indicator measure of aspiration, there was a consistent improvement across every indicator tested. In our thirteen indicator measure of leadership qualities, there was also a consistent improvement across every indicator tested.

Most importantly, in both the leadership and aspirations measure, the greatest improvement among delegates related to having a specific or clear set of ideas of how to create positive change in their local communities. This suggests that the Summit was particularly successful in helping delegates turn general aspirations into more concrete plans.

In respect of objective two ('developing delegates' understanding of key global issues and inspire positive thinking to address them'), there was also some improvement. When asked about the extent to which they followed global affairs and current issues, delegates reported a higher level of interest after the Summit than before. Moreover, networking was cited as the area which most exceeded expectations, and a number reported having already used these networks to positive effect.

The Programme has a secondary aim of equipping delegates with the skills and motivation to become actively involved in their communities. In this respect, the results are less positive. The delegates showed no increase in the amount of voluntary or community work they undertook after having attended the Summit. However, it is not surprising that major changes have not yet been reported by delegates, as it might take some time before delegates change their day to day practice and implement their plans.

Attribution and causality

Large-scale statistical regressions using sizeable data allow researchers to reliably demonstrate the effect that an intervention has on a given outcome. With smaller data sets such as this, this cannot be done with the same degree of confidence.

Nevertheless, it is important to consider the extent to which the impact found in this evaluation can be attributed to the Summit itself. The main difficulty in attributing causality is the possible influence of 'confounding variables'. These are variables other than the Summit that might account for the impact, but were not captured in our survey. This is usually a problem when collecting data from people who all share similar backgrounds or experiences: for example, if all the delegates attending the Summit had come from the same school or country, it is plausible that another shared experience could have accounted for positive impact. In this case, however, the delegates were from different parts of the world, of different ages and at different stages in their careers. This type of confounding variable is therefore unlikely.

A more likely scenario is one in which, by virtue of having attended the Summit, delegates experienced a general increase in their positive attitude, perhaps simply as a result of having had a two week break away from their usual routine or work. Three things suggest this cannot account entirely for the improved scores. First, the survey included one question about optimism, but was not about delegates' personal sense of agency: how they felt about the future of their country. In this measure, the result was practically identical pre and post-Summit. Second, there were two questions which asked delegates whether they had detailed plans for their community or country. Even though this question was asked in two separate places, on both occasions the increase pre and post-Summit was the greatest, suggesting some consistent attribute specific improvement. Finally, it is of note that delegates did not exaggerate their answers to the question about their volunteer work – as no difference was found between wave one and two. This suggests that delegates were answering the questions honestly and consistently.

Of course, although the Summit may have produced an increase in individuals' aspirations and leadership potential, the litmus test remains the extent to which these improvements are put into action in the months and years ahead. This question will be more fully answered on completion of the final report in early 2013.

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