

**ADDENDUM**

to

**WOMEN'S LEADERSHIP DEVELOPMENT PROGRAMME  
EVALUATION REPORT: 2003-2006**

**September 2006**

## **ADDENDUM TO WOMEN'S LEADERSHIP DEVELOPMENT PROGRAMME EVALUTION [LUCINDA BRAY] REPORT: 2003–2006**

### **1.0 Introduction**

1.1 Lucinda Bray of Lucinda Bray & Associates was commissioned to carry out an evaluation of the Chief Executives' Forum Women's Leadership Development Programme to determine the extent to which its three main objectives have been achieved. Those objectives are to:

- Develop women's leadership capacity
- Increase the number of women moving up the career ladder
- Increase the number of women at chief executive level.

1.2 The Lucinda Bray study was of women who have attended the Programme. Over the summer of 2006 the Forum also decided to carry out directly two supplementary surveys to elicit the views of chief executives. The first of these supplementary surveys was conducted amongst all chief executives. The second survey was of women chief executives in their capacity as mentors to Programme participants.

1.3 This report, the findings of the supplementary surveys carried out amongst chief executives, is published as an Addendum to the Lucinda Bray evaluation: *'Women's Leadership Development Programme Evaluation Report: 2003–2006'* – September 2006.

### **2.0 Survey of All Chief Executives**

2.1 62 chief executives responded to the survey—a 39% response. Six questions were posed:

- Q.1 Asked if chief executives knew of the programme.
- Q.2 Asked if someone from the chief executive's organisation had participated in the programme.
- Q.3 Asked chief executives for to rate their impressions of people who had been on the Programme and tested for confidence, self-awareness, knowledge of the wider public sector, strategic focus and ambition.
- Q.4 Tested for change in levels of engagement and inclination to risk taking and innovation.
- Q.5 Asked chief executives if they would be prepared to send someone on the Programme and
- Q.6 if they had someone in mind.

A copy of the Fax-Back Questionnaire is included as an appendix.

2.2 Of the 62 chief executives who responded 55 were aware of the programme and seven were not.

2.3 Insofar as the respondents were aware 33 replied to the effect that 'someone or more than one person' from their organisations had been on the Programme; 28 had no-one.

2.4 On a scale '1 to 5' with '1' reading as 'not at all' and '5' reading 'very much', the percentage of chief executives rating as follows were:

| <u>Rating:</u>                                | <u>4 or higher</u> | <u>a 5</u> |
|---|--------------------|------------|
| <b>Participants as being more confident</b>   | <b>74%</b> (69%)   | <b>12%</b> |
| <b>More self aware</b>                        | <b>82%</b> (77%)   | <b>6%</b>  |
| <b>Better informed about the wider sector</b> | <b>82%</b> (85%)   | <b>33%</b> |
| <b>More Strategically focused</b>             | <b>73%</b> (77%)   | <b>21%</b> |
| <b>More ambitious</b>                         | <b>61%</b> (77%)   | <b>21%</b> |

The figures in brackets are the 2006 participants' group response to similar questions posed in the Lucinda Bray evaluation.

2.5 On the same scale, the percentage of chief executives rating participants as follows were:

|  |            |            |
|--|------------|------------|
| <b>More prepared to engage or be engaged</b>       | <b>85%</b> | <b>12%</b> |
| <b>More inclined to risk taking and innovation</b> | <b>85%</b> | <b>9%</b>  |

2.6 Of chief executives who responded 75% indicated that they would be prepared to send someone on the programme and 36% had someone in mind.

### **3.0 Mentors (Women Chief Executives)**

3.1 In addition to their views of the Programme, as mentors the views of women chief executives were also sought on the mentoring process. Fourteen women chief executives also responded to the separate Fax-Back Questionnaire (copy appended).

3.2 In response to the first question posed, '*Have you acted as a mentor to a women's leadership development programme participant?*', all but one of the women chief executives replied 'yes'. Five respondents had acted as mentors for all four of the annual programmes to date; three had done so for three of the four; two for two and three for one.

3.3 All 13 respondents who had been mentors agreed with the statement posed in the Questionnaire that mentoring provides a useful means of supporting the personal development of women, particularly at senior levels.

3.4 Similarly 11 of the 13 agreed that in mentoring the experience gap rather than level of seniority was important. The two respondents who did not agree made the following comments:

"Valuing the person—a feeling of investing in them."

"There are a number of different factors—level of experience being just one of them."

3.5 All 14 respondents indicated that mentoring should remain part of the Programme. A number of suggestions were offered by way of comment to the effect of:

- A call for a clear indication of the timescale and frequency
- Mentoring people from different sectors was valuable
- Avoiding the need for participants to make contact with their mentors and starting earlier
- Citing the commitment of time as a big issue
- A male for male mentors to be used
- A call for longer-term support to be provided
- A call for different mentors with different levels of experience to be used
- Describing mentoring as vital work
- Calling for more training for mentors.

## **4.0 Conclusions**

4.1 In terms of key attributes which the Programme sets out to develop in participants—their confidence, self-awareness, wider awareness, strategic focus and personal ambition—chief executives who responded to the survey report significant improvements. Similarly, those who have participated in the Programme are considered by their chief executives to be more prepared to engage and be engaged and to be more inclined to taking considered risks and towards innovation in their work.

4.2 Women chief executives who responded to the separate questionnaire for mentors have indicated their support for mentoring while suggesting a number of factors should be considered when making arrangements.

## **November 2006**

# FAX-BACK QUESTIONNAIRE

## SUMMARY

### Chief Executives' Forum WOMEN'S LEADERSHIP INITIATIVE DEVELOPMENT PROGRAMME

**1. Are you aware of the programme?** (please tick) **YES: 55 No: 7**

**2. In so far as you are aware, has someone/more than one person from your organisation been on the programme?** **YES: 33 NO: 28**

>>> If NO please go to Q5 below >>>

**3. If YES is it your impression that the person/people involved are:**

| Rating: 1 (not at all) to 5 (very much)                                | 1 | 2 | 3  | 4<br>%*         | 5<br>%          | Σ<br>%           |
|--|---|---|----|-----------------|-----------------|------------------|
| More confident?  | 1 | 0 | 8  | <b>21</b><br>74 | <b>4</b><br>12  | <b>34</b><br>100 |
| More self-aware?   | 1 | 1 | 4  | <b>25</b><br>82 | <b>2</b><br>6   | <b>33</b><br>100 |
| Better informed about the wider public sector and the way it operates? | 1 | 0 | 5  | <b>16</b><br>82 | <b>11</b><br>33 | <b>33</b><br>100 |
| More strategically focused?  | 1 | 0 | 7  | <b>17</b><br>73 | <b>7</b><br>21  | <b>32</b><br>100 |
| More ambitious?  | 1 | 2 | 10 | <b>13</b><br>62 | <b>7</b><br>21  | <b>33</b><br>100 |

**4. In terms of her/their contribution/s to the decision-making process and the achievement of organisational goals...**

|   |   |   |   |                 |                |                  |
|---|---|---|---|-----------------|----------------|------------------|
| More prepared to engage and be engaged?                   | 1 | 0 | 4 | <b>24</b><br>85 | <b>4</b><br>12 | <b>33</b><br>100 |
| More inclined to [considered] risk taking and innovation? | 1 | 0 | 4 | <b>24</b><br>85 | <b>3</b><br>9  | <b>32</b><br>100 |

\*% rated 4 or higher

**5. Would you be prepared to send someone, a women senior executive, on this programme (NB: 2006 programme fee £2,950)?**  
**YES: 41 NO: 19**

**6. Do you have someone/people in mind?** **YES: 20 NO: 33**



# FAX-BACK QUESTIONNAIRE

## SUMMARY

### Chief Executives' Forum WOMEN'S LEADERSHIP INITIATIVE MENTORING

**1. Have you acted as mentor to a women's leadership development programme participant?** (please tick) **YES: 13 NO: 1**

>>>If you tick NO please go to Q6 below>>>

**2. If so, in which of the four programme years:**

**2003: 6 2004: 10 2005: 9 2006: 11**

**3. Based on your experience with the programme, would agree with the following statement: *'Mentoring, "a conversation with a purpose", provides a useful means of supporting the personal development of women, particularly at a senior level?***

**YES: 13 NO: 0**

**4. And again, with the following statement: *'In mentoring, it is not the level of seniority that is important, it is the experience gap?***

**YES: 11 NO: 2**

**5. If you disagree, what in your view is the most important factor?**

[Comments inserted: see para. 3.4]

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**6. Should we continue to provide a mentoring aspect to the programme?**

**YES: 14 NO: 0**

**7. If YES, is there anything you would like us to change/consider/take into account when making arrangements?**

[Comments inserted: see para. 3.5]

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