



**Special
Olympics**

Leadership
EXCELLENCE



Evaluation Report

Special Olympics Leadership Academy

Gurgaon, India

2 – 5 December 2014

Special Olympics



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Executive Summary

In 2014, Special Olympics International launched the Special Olympics Leadership Academy, a leadership development program aimed at engaging and inspiring emerging leaders to become visionary, dynamic leaders that drive the development and

Participants	Numbers	Description
International	7	Regional & National Programs
India	29	National office, State Programs & University trainers
Total	36	

growth of Special Olympics in their country or state. The first ever Academy took place in India from 2nd – 5th December 2014, hosted by Special Olympics Bharat. Leaders from Bhutan, Philippines, Serendib (Sri Lanka) and all over India participated, along with staff from the Special Olympics Asia Pacific Regional team.

The Academy was made possible thanks to a generous donation from American Express. It was prepared and delivered by SOI in conjunction with two new partners who provided great support: CEB, one of the world's leading training and advisory companies, and multinational investment banking firm, Goldman Sachs.

Reaction from participants was very positive – the average overall rating of the Academy was 4.8 out of 5. They felt the content was appropriate to help them learn and improve their performance as leaders, and the interactive format kept them engaged throughout. The main areas for improvement are to increase the amount of session delivery by external partners, enhance audio-visual elements, and adjust timing and scheduling of sessions to improve the learning experience.



Background

Over the years, Special Olympics has grown and added new initiatives, creating greater demands of our leaders. Many of our leaders around the world have had little or no exposure to leadership training and development that would empower them to improve their performance and meet these demands. As a result, we face ongoing challenges at the country and state-level such as slow growth, insufficient resources, variable quality and difficulties achieving long-term sustainability. As part of an overall effort to increase and improve the training we provide to our leaders, the Special Olympics Leadership Academy is a flagship initiative to help drive high quality leadership at all levels.



Aim

The Leadership Academy is designed to drive stronger, more proactive leadership around the world. Our goals are to challenge and empower through:

- Creating leaders with vision, able to galvanize voluntary, political and government support, create and implement high quality programming, and influence others
- Infusing leaders with the inspiration and capacity to perform at a higher level and significantly enhance our global impact

"We're doing a great job but we need to do better. We need to do our absolute best with our Athletes and their families around the world"

Opening Remarks by **Dr. John Dow Jr.** Chief, Regional Growth, Acting President & Managing Director, Special Olympics Asia Pacific

Location

The Academy was held at the Scottish High International School, Gurgaon, India. The school is a great Special Olympics Bharat partner, and has hosted a number of Special Olympics events in the past. Mr. Kartikay Saini, Chairman, Scottish High International School and his team provided tremendous support to ensure that the Academy ran smoothly.



Partnership Support

The Academy was funded by a combination of American Express, Special Olympics Bharat and Special Olympics International.

Course structure and content were designed in partnership with CEB and Goldman Sachs, who kindly provided us with pro bono expertise and materials and helped to tailor the Academy for Special Olympics leaders.

Both companies are renowned for their high quality leadership development programs and their experience and insights were invaluable during preparations for our first Academy.



Syllabus and Schedule

Prior to the Academy the participants were provided with reading material on leadership, and they completed a leadership styles assessment to help analyze their potential areas for improvement.



The syllabus was designed to take the participants through a range of topics including leadership, governance, planning and execution. The aim throughout was to provide an interactive learning experience that engaged participants, enabled them to assess their current practices and

performance, and empowered them to try new approaches that can improve the results they achieve.

The structure began by focusing on the leader as an individual, then looked at leading a team, and finished with sessions on leading the organization, whether that is a State or National Special Olympics Program. At the request of Special Olympics Bharat, a session on Unified Sports and a Unified Sport demonstration event were also incorporated into the schedule.

	Day 1	Day 2	Day 3	Day 4
AM	Your Leadership Role	Your Behavioral Style	Your Leadership Responsibilities	Successful Execution
	Strategic Thinking	Influencing Others	Unified Sports	Your Action Plan
PM	Your Vision	Flexing Your Style	Successful Planning	
	Your "Brand" As a Leader	The Art of Delegation	Improving Quality	

Leadership Sessions

Mr. Satish Pillai and Dr. John Dow welcomed the participants along with emphasizing the relevance and importance of the Academy.



Each session was a blend of different training and development approaches:

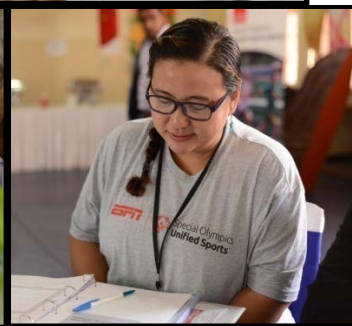
Lecturing and Plenary



Group discussions and tasks



Reflection



Guest Speakers

Guest speakers, including representatives of Academy partners CEB, delivered some of the sessions and added a lot of value to the Academy through sharing their expertise and advice.



Professor Iqbal S. Sachdeva, Communications Specialist, Author, Journalist and Cartoonist

Iqbal Sachdeva has been teaching and sharing knowledge on corporate and human Communications, in Universities, Management Schools and Corporations for over two decades. He drew attention to Public relations as a powerful tool for effective leadership, and the power of networking within and outside of group situations.

Shaurav Sen, Executive Director, SHL Talent Measurement, Southeast Asia, CEB

Mr. Shaurav Sen is currently responsible for business operations and setting the strategic agenda for SHL Talent Measurement Solutions in Southeast Asia. He is also a member of CEB's Corporate Strategy Council (CSC) and the Global Leadership Group (GLG).

"Management deals with complexities, leadership deals with change, and change is the new constant" said Shaurav Sen while highlighting transactional and transformational leadership at the Academy.



Transformational Leadership

This role involves setting direction and inspiring others to foster change and focuses on shaping the organization's mission, culture, and strategy.



Transactional Leadership

This role calls for organizing and directing employees to ensure efficient strategy execution and focuses on the leader's relationship with his or her chain of command.

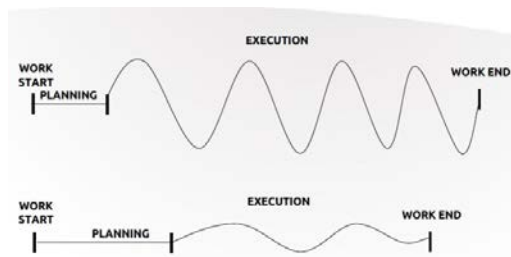
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Megha Chawla, Principal, Bain & Company, India Office

Megha Chawla is a Principal with Bain & Company in the firm's New Delhi Office. She is a member of Bain's Strategy, M&A, Performance Improvement and Technology, Media and Telecom practice areas.

At the Academy she highlighted the importance of a strong Plan, which if created makes execution and completion of work smoother.



Aparna Verma, Head of Professional Services (West) and Project Management Office, SHL Talent Measurement India, CEB

Aparna Verma is a member of the India Leadership Team for SHL Talent Measurement India, CEB and is Head of Professional Services (West) and the Project Management Office for the organization. She drew attention to analysing where time goes while understanding how to prioritize by balancing urgency vs. impact.



Two sessions were conducted by SO Bharat. Air Marshal Keelor presented the vision and aspirations of SO Bharat while Dr. Amitav Mishra shared best practises in Accounting and finance.



Wrap-Up

The Academy closed on the fourth day with each of the participants creating a viable action plan for the forthcoming year. That evening, Scottish High International School hosted an inclusive cultural program that featured an entertaining blend of stage performances by children with and without intellectual disabilities, along with an incredible array of street food simulating the by-lanes of Old Delhi, making for a truly unique experience. Academy participants were then awarded certificates of participation at the conclusion of the event.



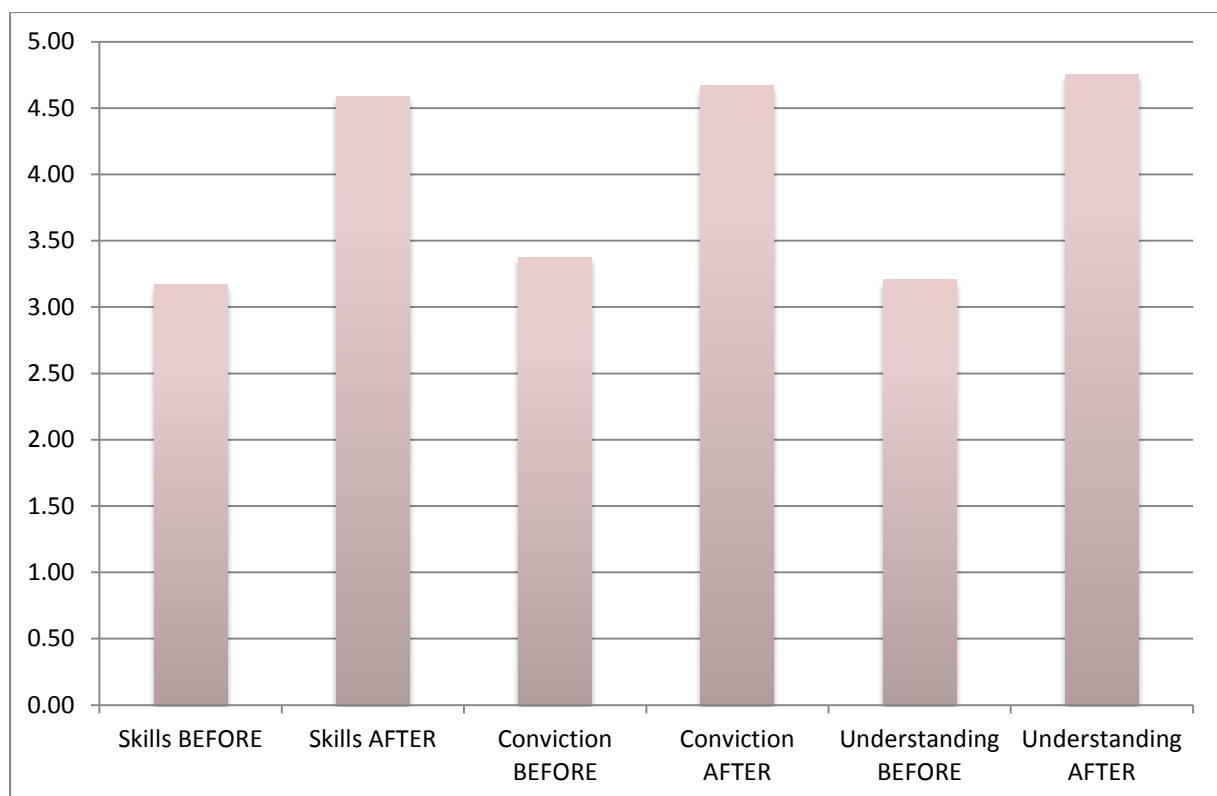
In order to ensure a comprehensive approach to the development of each Academy participant, thanks to CEB each of the participants can request a 'Development Action Planner' report as a follow up to the face-to-face sessions. The report provides further feedback on their competencies, which are predictors of successful performance. In addition, participants can avail of a pro bono coaching feedback session to address any questions they might have about their report, and to help them integrate this information in their development plans. Participants will complete the Academy when they submit interim and 1 year reports on what they have achieved from their action plans.

Evaluation

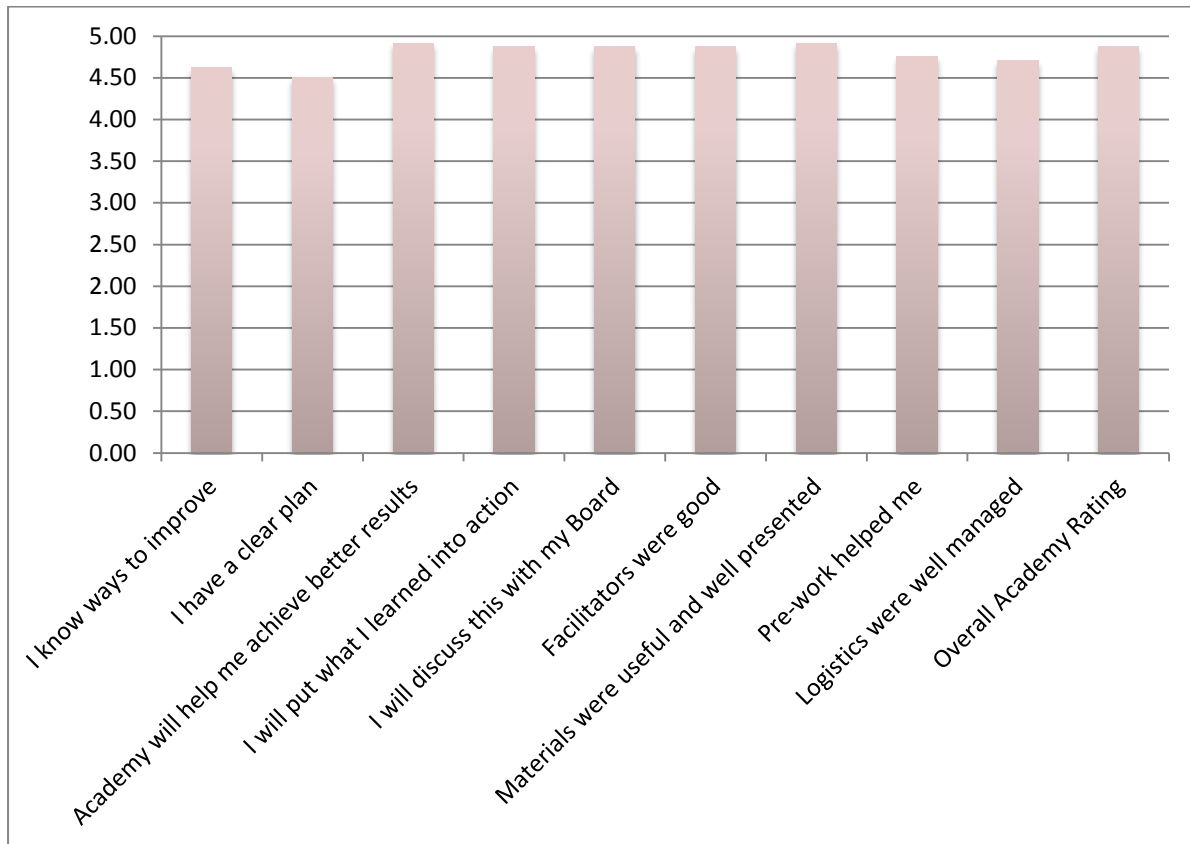
Deki Zam, SO Bhutan: The overall experience has been great, it's great learning for me because this is my first time attending such kind of leadership academy and I look forward to attending such leadership programs in future.



Participants completed an evaluation form at the end of the Academy to provide initial feedback on the experience. As part of this, they were asked to rate their skills, conviction and understanding before and after the Academy – positive gains were reported against each of these criteria (graph below shows average ratings).



They were also asked to answer a range of additional questions about various aspects of the Academy and its impact on their ability to do their job, culminating in an overall rating of the Academy. The results are shown below – the average overall rating was 4.88 out of 5 from a total of 27 forms returned.



Positives

The strength of the ratings suggests that leaders felt the Academy was a worthwhile experience that helped them learn and identify ways of improving their performance as leaders. They responded very well to the interactive approach, and many expressed interest in further learning opportunities.

There was strong partner support from CEB, Goldman Sachs and Bain from planning through to delivery. Considering the scale, the Academy was delivered very cost-effectively thanks to funding from American Express and great support from the hosts, SO Bharat.



Rajasekhar, Area Director, SO Bharat-Andhra Pradesh:

Despite being in this field for 24 years, I had so much to learn at the Academy. Lessons learnt can be easily implemented. They will help me and my team.

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**Delia Ortega,
President, SO
Philippines:**

Being President, I thought I knew, but after this conference I have realized that I still have a long way to go. I am very honoured and proud to be here.



**Kaye Samson,
National Director, SO
Philippines:**

This helps us to develop the right tools to work better as leaders and also reach out to other National Program leaders of Special Olympics.

Areas for Improvement

The involvement of external partners during planning and delivery of the Academy can be increased. One important lesson was that more time needs to be spent ensuring the external speakers are well briefed and appropriate for the audience. In addition, audio-visual facilities need more attention to ensure easy change of presenters and multi-media delivery throughout the Academy.

There were mixed views about the amount of time devoted to the Academy – while the majority of participants felt it was appropriate, some felt that it was too long and others wanted more time to be allocated. The most common feedback in relation to timing was that more time should be allowed for participants to “take it all in” and fully digest and apply the learning.



**Dr. John Dow Jr. Chief, Regional Growth,
Acting President & Managing Director,
Special Olympics Asia Pacific:**

Anything you do, do it successfully. India has led the way by enabling us to launch this program. We will learn from this.

If functional or skills training is to take place at the same time as the Academy, (e.g. the Unified Sports session in this case), it should take place after the leadership sessions to ensure an uninterrupted learning experience for Academy participants.

Special Olympics *Leadership Academy*

Dr. Anjana Goswami, Area Director, SO Bharat-Assam:

It pinpointed exactly what we wanted. We do have a vision, but through the guidance at the Academy, we would be more structured in moving towards realizing it. This just fits our requirement.



Mr. Satish Pillai, Chairman, Special Olympics Bharat:

It is really heartening to have been able to launch the Leadership Academy in India.

Personally I benefited a great deal and am sure that all the participants will have taken some very positive learning from the Academy.

Air Marshal Denzil Keelor, CEO, Special Olympics Bharat:

As a result of this interesting and fascinating program, we've made promises and commitments to deliver, which we must!

