NATIONAL LEADERSHIP CONSORTIUM

ON DEVELOPMENTAL DISABILITIES

An Affiliate of CQL

Spring 2023 LEAD Program Evaluation

Feedback and Findings

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Introduction

The first cohort of Delaware Direct Support Professionals completed the Leadership, Empowerment, Advancement, & Development (LEAD) program during the Spring of 2023. The 12-week training series was developed by the National Leadership Consortium, in partnership with the Delaware Division of Developmental Disabilities Services to strengthen the knowledge, confidence, and leadership skills of Delaware's emerging direct support leaders in the disabilities field. The Spring 2023 cohort of LEAD included 15 participants who attended two in-person and ten virtual sessions from March 14 through May 31, 2023. Participants engaged in 52 hours of training consisting of small and large group discussions, self and organizational assessments, experiential exercises and simulations, expert guest speakers, an individual leadership development process, and a group resource development process. LEAD program topics for each week are included in Table One below.

Table One: LEAD Program Topics

Week One	Introduction to the LEAD Program: Aligning Personal Purpose with Our Direct Support Work
Week Two	History of the Field and Human Rights
Week Three	Leading Effective Teams
Week Four	Fostering a Sustainable Workforce
Week Five	Strategic Leadership to Enhance Organizational Practices
Week Six	Transforming Team and Organizational Culture
Week Seven	Enhancing Accountability and Interpersonal Communication
Week Eight	Networking and Building Connections
Week Nine	Strengths Based Leadership: Developing Others
Week Ten	Advocacy and the DSP Role in Systems Change
Week Eleven	Envisioning Next Career Steps and Leadership Development Intentions
Week Twelve	Wrap Up, Resource Sharing, and Staying Connected

Cohort one participants were also invited to continue their professional development and networking by attending ongoing quarterly virtual Networking and Learning events and online interactions through the Community of Practice, hosted by the National Leadership Consortium.

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LEAD Evaluation Plan

Ongoing evaluation of the LEAD training program is critical to refining the program to make it more convenient, useful, and impactful for future participants. LEAD participants and their coworkers will have the opportunity to participate in various evaluations during and after the training. Results from all evaluations included in this comprehensive evaluation plan will be considered by the planning team and guide improvements to the training.

Immediately before and after the training, participants of each cohort will take pre- and post-program surveys to evaluate growth in their leadership skills, content knowledge, and satisfaction with the training. Then, one month after the training, select participants from each cohort (with a total of 10 participants each year from multiple cohorts) will be invited to participate in interviews to gain more in-depth perspectives about the impact of the training on individual, team, and organizational functioning, professional networking, and impact on the people with disabilities they support. Two months after the training, participants will be asked to respond to a survey evaluating the use and usefulness of the Community of Practice, the National Leadership Consortium's online networking platform. Participants will also be invited to optional quarterly virtual networking and learning events throughout the years following the LEAD training and complete surveys to evaluate the usefulness of the content and their satisfaction with the event. And finally, six months after the LEAD training, coworkers of participants will be invited to give an external perspective in a survey about the impact of the training on the participant's individual practices, team and organizational functioning, and on the people they support.

Table Two: LEAD Evaluation Plan

Before LEAD	After LEAD	1 Month After	2 Months After	Quarterly	6 Months After
Pre-Program Survey	Post-Program Survey	Follow-Up Interview	Community of Practice Survey	Networking and Learning Event Survey	Agency Impact Survey
All Participants	All Participants	Select Participants	All Participants	All Participants	Coworkers of Participants
• Leadership Skills • Leadership Capacity	• Growth in Skills • Growth in Content Knowledge • Satisfaction with Training	Impact of Training on: • Individual Practices/ Skills • Team/ Org Functioning • Collaboration/ Networking • People Supported	• Connection to other DSPs • Satisfaction with Community of Practice	• Usefulness to Work • Satisfaction with Event	Impact of Training on: • Individual Practices • Team/ Org Functioning • People Supported

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Participants

Fifteen developing direct support leaders participated in the first cohort of the LEAD program in Spring 2023. Participants represented all three counties in Delaware, with 6 (40%) from New Castle County, 4 (27%) from Kent County, and 5 (33%) from Sussex County (see Table Two). The majority of participants (11, 73%) were Direct Support Professionals and a quarter of participants (4, 27%) were Supervisors of Direct Support Professionals. Most participants were female (13, 87%) and Black and/or African American (11, 73%). The formal educational background of participants was mixed, ranging from a high school diploma (8, 53%) to a bachelor's degree (1, 7%). The average years of experience for participants in the disabilities field was 8.5 years. Participants on average have been at their organizations for 3.5 years and at their current position for an average of 3.1 years.

Figure One: Participant Work History in the Disabilities Field

Table Three: Spring 2023 Participant Demographics

Variable	n	%
County		
New Castle County	6	40%
Kent County	4	27%
Sussex County	5	33%
Race		
Black and/or African American	11	73%
White	3	20%
Other (West Indian)	1	7%
Gender		
Female	13	87%
Male	2	15%
Highest Education Level Completed		
High School Diploma	8	53%
Trade or Vocational Degree	2	13%
Some College	3	20%
Associate degree	1	7%
Bachelor's Degree	1	7%
Job Role		
Direct Support Professional	11	73%
Supervisor	4	27%

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At the end of the LEAD program, participants were asked to indicate how they decided to participate in the training and whether and how they were supported or compensated to participate in the training. Most people (64%, 7) indicated that a supervisor or manager recommended they apply, and 27% (3) shared that their organization announced the opportunity and invited people to apply. Only one person heard about the opportunity directly. These findings show that organizational buy in and excitement is critical to gaining participants.

LEAD attendees were also asked how they were supported or compensated to attend and were asked to check all that applied from an extensive list. Most people (77%, 10) were compensated at their current rate of pay and supervisors supported most people to attend by arranging their schedule around training times (70%, 9) or offering time off (23%, 3). Supervisors also encouraged about 1/3 of participants (31%, 4) to use what they had learned on the job. For four people (31%) participation in the LEAD Program will also factor into an opportunity for promotion in the near future. Table Three shows the breakdown of how many people were supported or compensated to participate in the training in various ways. Ideally, in the future, more organizations will support people to participate in more ways, such as offering bonuses or raises, offering participation as a steppingstone to a promotion, or celebrating people publicly for participation to demonstrate investment in their development and recognize the work they are doing above and beyond their role to enhance their leadership skills.

Table Four: Support and Compensation for Participation in the LEAD Program

Type of Support or Compensation	n	%
I was compensated my hourly rate or salary to participate in the training sessions	10	77%
I was compensated with a stipend to participate in this training	0	0%
I was reimbursed for mileage to attend the in person sessions	1	8%
I received a bonus or pay raise for completing the training	0	0%
This training will factor into a promotion for me in the near future	4	31%
I was celebrated or recognized in another way for participating in this training (please share)	2	15%
My supervisor arranged the schedule so that I could participate in each session	9	70%
I was offered time off to participate in the training	3	23%
My supervisor encouraged me to use what I learned during the training on the job	4	31%
None of these	1	8%

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Evaluation

Pre-Program Survey

All 15 LEAD participants in the Spring 2023 completed a pre-program survey to collect information about their perceptions of themselves as leaders, how they felt about their roles at their organizations, and their values about people with disabilities. The survey was designed to capture a snapshot of how participants perceived their roles, leadership skills, and value in their organizations before the training. Some questions from the pre-program survey were also asked on the post-program survey, and some questions will be asked again during post-program interviews that will take place in a few months after the training to determine changes in perception and skills from before the training and after the training.

Participants were asked to rate how their supervisors, coworkers and how they themselves consider themselves as leaders. They rated coworkers seeing them as leaders the lowest, at an average of 7.46 out of 10, and their supervisors' perceptions as the highest at an average of 8.2 out of 10. Research shows that supervisory relationships are key indicators of engagement and retention for DSPs[1]. In fact, a study from Gallup found that managers account for 70% of variance in employee engagement[2]. These findings show that participants generally feel that their managers are confident in their roles as leaders, which likely sets participants up for success during and after the program as they apply learned skills and strengths. Participants' self-rating average of 7.53 indicates there is room for improvement in their self-efficacy as leaders (see Figure Two).

Figure Two: Participant Perception of Their Leadership Before LEAD Program

	Rating
My supervisors see me as a leader at my organization.	8.2
My coworkers see me as a leader at my organization.	7.46
I see myself as a leader at my organization	7.53
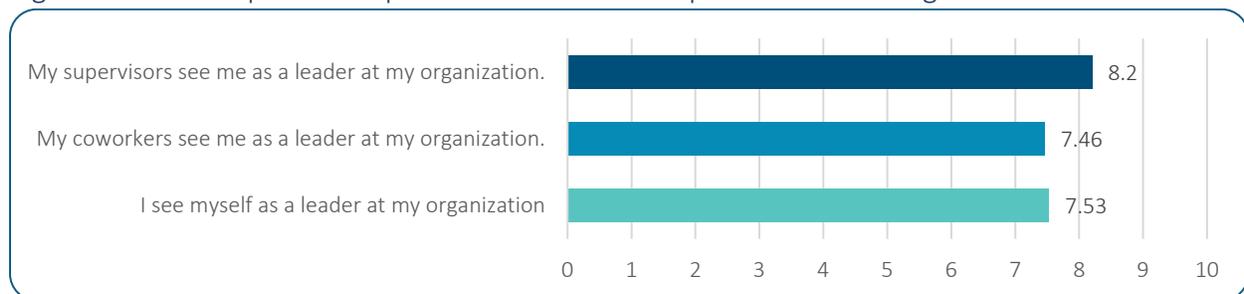
Participants were also asked to rate themselves on the core skills of Authentic Leadership: *self awareness* (I seek feedback to improve interactions with others; I accurately describe how others view their capabilities), *transparency* (I say exactly what I mean; I am willing to admit mistakes when they are made), *aligned moral behavior* (I demonstrate consistency between my beliefs and my actions; I make decisions based on personal core beliefs), and *being fair minded* (I solicit views that challenge me and my personal positions; I listen carefully to different points of view before coming to conclusions). Authentic leadership is a central theme in National

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[1] Medisked. The Staffing Struggle Is Real (2016) http://mykapp.org/wp-content/uploads/2016/10/Medisked-Staffing-Survey.pdf

[2] Gallup. Managers Account for 70% of Variance in Employee Engagement (2015) https://news.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx

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Leadership consortium programs as it promotes leadership practices that are in line with values and has been shown to foster trust, satisfaction, and engagement[3] Ratings were on a scale from 1-10, with 1 begin "not like me at all" and 10 being "completely like me." Participants rated themselves most highly on *transparency* and *being fair minded*, with averages of 9 out of 10 on both, and lowest on *aligned moral behavior*, with an average of 7.21 out of 10 (see Figure Three). The low rating on aligned moral behavior indicates the need for alignment between values and actions personally, or alignment of personal values with procedures of the organizations where they work. Each of these areas of authentic leadership were addressed during the LEAD program.

Figure Three: Participant Self-Rating of Authentic Leadership Skills Before the LEAD Program
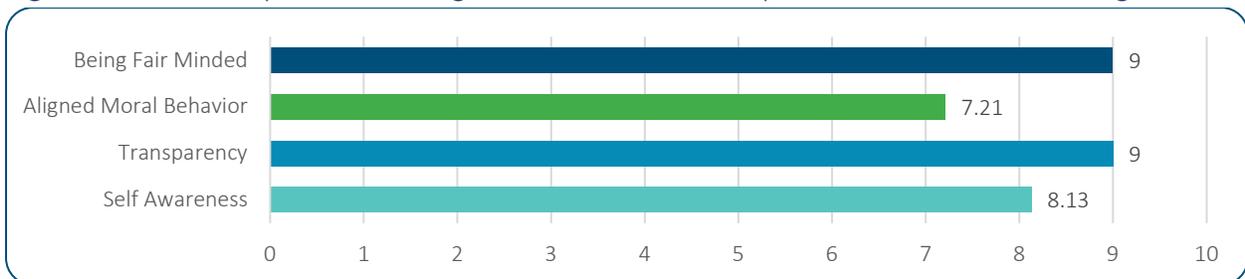
The LEAD program aimed to increase the knowledge and resourcefulness of participants throughout the three months of training, so participants were asked, "*How informed do you feel about best practices and innovation in [leadership/disabilities]*?" and asked their agreement with the statements, "*I know where to get information about best practices and innovation in [leadership/disabilities]*." Participants on average felt "*very informed*" about the disabilities and leadership fields, with average scores of 3.5 and 3 out of four, respectively. Participants also felt very confident going into the training that they knew where to get information about best practices in both fields, with an average score of 3.2 out of 4 on both questions (See Figure Four). Participants will also be asked to rate their knowledge and resourcefulness again during post-program interviews.

Figure Four: Knowledge and Resourcefulness Related to Disabilities and Leadership Fields

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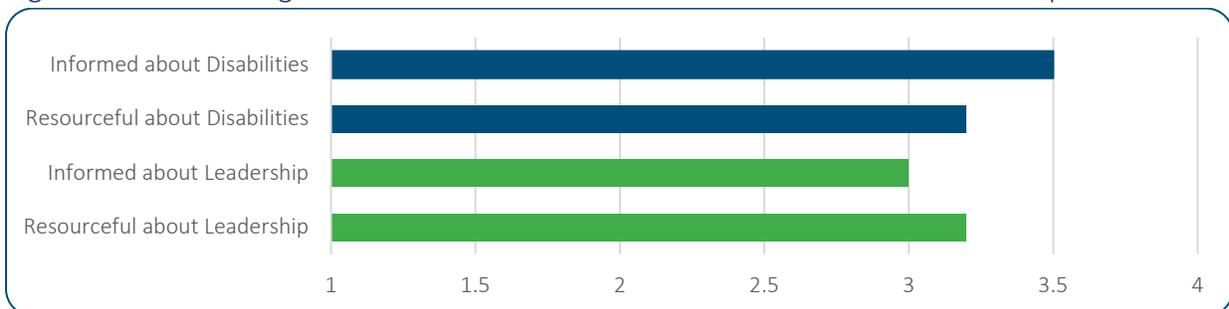
[3] Avolio, Gardner, Walumbwa, Luthens. Unlocking the Mask: A Look at the Process by Which Authentic Leaders Impact Follower Attitudes and Behaviors (2004)
https://www.researchgate.net/publication/222690544_Unlocking_the_Mask_A_Look_at_the_Process_by_Which_Authentic_Leaders_Impact_Follower_Attitudes_and_Behaviors#:~:text=Lopez%2C%202002).-,Avolio%20et%20al.,in%20their%20followers.%20...

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Questions on the pre-program survey also asked participants about their abilities to influence others, be creative, develop professionally, contribute to their organization, and the importance of their current roles. Participants' highest average, and where they felt they had the most opportunity in their roles, was related to professional growth. Participants responses averaged a score 2.73 out of 3, identifying mostly with the statements of, "I have tremendous opportunities for professional growth in my role," and "I learn a great deal in my role" (see Figure Five). Participants' lowest average score on questions related to their roles was a 2.37 out of 3, indicating that while they felt they contributed to their organizations (selecting the statements: "I am able to contribute to my organization in my role" and "What I am doing in my role is likely to help other organizations") some participants did not feel that they were able to serve larger parts of society in their roles (not selecting the statements: "I am able to serve the larger parts of society in my role" and "I have the opportunity to have some effect on the larger society in my role"). The LEAD program aimed to expand the vision of participants to see how their current and future roles do and can have broader societal impact. The training also addressed how participants could advance their creativity and influence in their roles.

Figure Five: Participants' Perceptions of Their Roles

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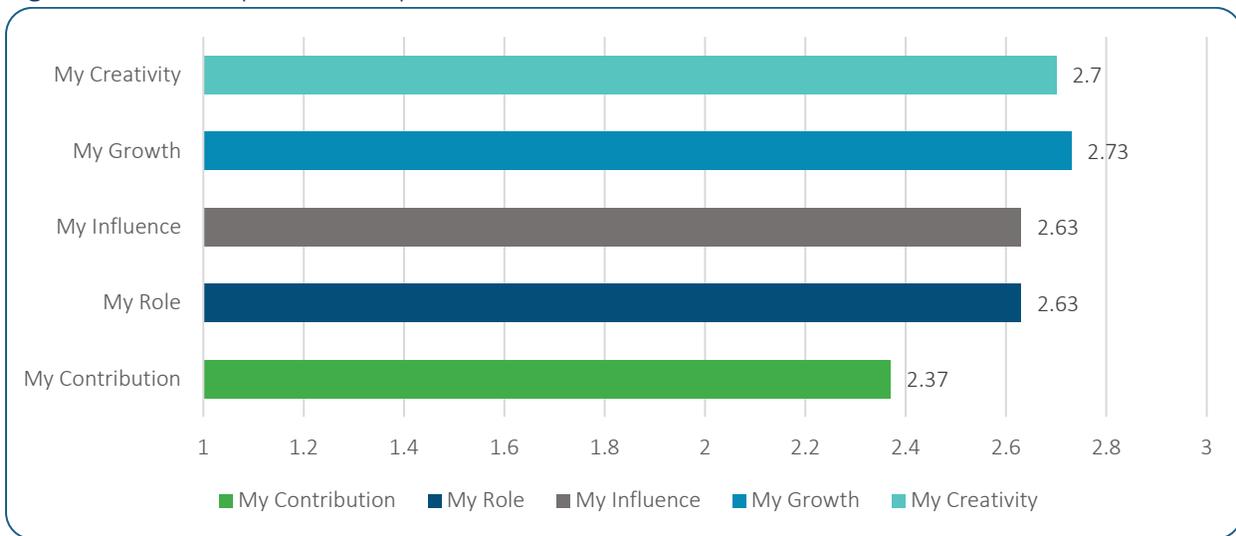
Post-Program Survey

Thirteen participants completed the LEAD post-program survey to share their experience and perspectives about the training. Results of the post-program survey will be used to improve the LEAD training for future cohorts.

Participants were asked to rate their satisfaction with the logistics before and during the training and with various components of the training sessions. Participants were most satisfied with *the application process*, with an average score of 4 out of 4, or "*very satisfied*" (see Figure Six). The lowest average rated component of the training by participants was a 3.58 out of 4, or halfway between "*somewhat satisfied*" and "*very satisfied*," for *exercises, discussions and break out groups*, which is still considered a high rating in general. Overall, participants were on average between "somewhat satisfied" and "very satisfied" with the logistics and different components of the LEAD program.

Figure Six: Satisfaction Ratings of Participants
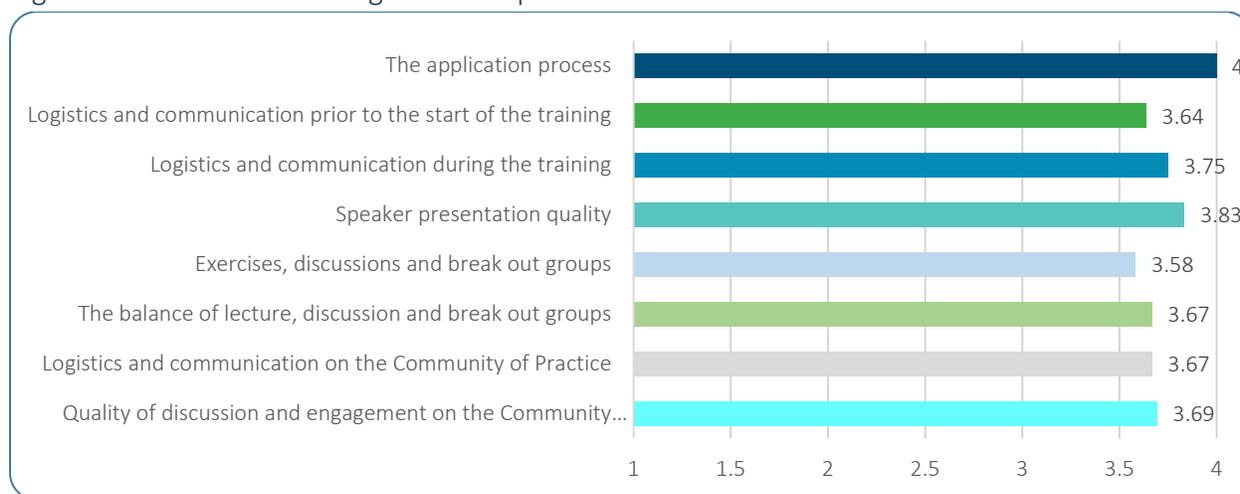
For each of the first ten sessions of the training, participants were asked if they "*strongly disagree*," "*somewhat disagree*," "*somewhat agree*," or "*strongly agree*" with the following questions related to the core session topics:

1. I learned new information and/or resources during this session
2. This session has been/will be useful to my current work
3. This session will be useful to my future needs as a leader
4. This session has or will impact the people with disabilities I support

Sessions One (Introduction to LEAD: Focusing on the Why), Three (Leading Effective Teams), Seven (Enhancing Accountability and Interpersonal Communication), Eight (Networking and Building Connections), and Nine (Strengths Based Leadership) all tied with the highest average rating of 3.85 out of 4, or close to *"strongly agree,"* for **participants learning new information and/or resources during the session** (see Table Four). Sessions One (Introduction to LEAD: Focusing on the Why) and Nine (Strengths Based Leadership) were rated the highest average rating of 3.92 out of 4 by participants for the **sessions being useful to their current work**.

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Session One (Introduction to LEAD: Focusing on the Why) was rated an average 4 out of 4 by participants, or "*strongly agree*," as being the **most useful to their future needs as a leader**. Finally, sessions Four (Fostering a Sustainable Workforce), Six (Transforming Organizational Culture), and Nine (Strengths Based Leadership) had the highest average rating by participants of 3.84 out of 4, indicating a strong belief that **those topics will impact the people with disabilities they support**.

The session that received the **lowest average rating for learning new information and/or resources** was session five (Strategic Leadership to Enhance Organizational Practices) at 3.69; for the **content being useful to their current work** was session two (History and Human Rights) at 3.62; for **the content being useful to their future needs as leaders** were sessions two (History and Human Rights), five (Strategic Leadership to Enhance Organizational Practices), and ten (Advocacy and Your Role in Systems Change) at 3.69; and the session that received the lowest average rating for having **impact on the people with disabilities they support** were sessions two (History and Human Rights) and three (Leading Effective Teams) at 3.62. It should be noted that even the lowest ratings of 3.62 for sessions are still considered high ratings of agreement in general.

Table Five: Average Participant Session Ratings of Information Gained, Usefulness to Current and Future Work, and Impact on People with Disabilities

Survey Question		Session Topic	Avg Rating
I learned new information and/or resources during this session	Highest Rated	Introduction to LEAD: Focusing on the Why	3.85
		Leading Effective Teams	
		Enhancing Accountability and Interpersonal Communication	
		Networking and Building Connections	
		Strengths Based Leadership	
	Lowest Rated	Strategic Leadership to Enhance Organizational Practices	3.69
This session has been/will be useful to my current work	Highest Rated	Introduction to LEAD: Focusing on the Why	3.92
		Strengths Based Leadership	
	Lowest Rated	History and Human Rights	3.62
This session will be useful to my future needs as a leader	Highest Rated	Introduction to LEAD: Focusing on the Why	4
	Lowest Rated	History and Human Rights	3.69
		Strategic Leadership to Enhance Organizational Practices	
		Advocacy and Your Role in Systems Change	
This session has or will impact the people with disabilities I support	Highest Rated	Fostering a Sustainable Workforce	3.84
		Transforming Organizational Culture	
		Strengths Based Leadership	
	Lowest Rated	History and Human Rights	3.62
		Leading Effective Teams	

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The post-program survey also included short answer responses questions so participants could provide feedback and suggestions about how to improve the program in four areas: (1) the formats of sessions, (2) the content of the training, (3) the activities of the training, and (4) the logistics of the training.

Suggestions on how to improve the **format of the sessions** included (comments are included as they were written):

- More in-person sessions aside from virtual.
- I believe the length of group breakouts should be extended. I feel as though you get more from discussions with projects and questions posted by hearing from other group members.
- The sessions were amazing. I would've loved to have longer lunch break, and more group sessions to allow people to socialize.
- It would be great to figure out how to condense the training to six weeks instead of twelve.
- I think all classes should be in person, talking with other group members they agree a lot of us lose focus on virtual
- The day was fine, the time could be 10:00am-2:00pm to help people who have shifts or loud settings to settle in maybe.

Some comments regarding **session formats** were positive or neutral:

- I think the sessions were well put together and everything worded out great for us. I don't think anything needs improvement honestly speaking.
- No improvement needed
- Format was fine

Suggestions about how to improve the **content of the training** included:

- One suggestion due to the training being virtual. Have the worksheet before next session. Already listened and considered.
- I'm thinking maybe getting more people involved so others can have a better feel for it when leaving about the program.
- Extend the micro management topic
- More interactive learning to enhance participation
- More guest speakers of people we serve. What do they want to see from us?
- I would like to have more information on what we could do next if we are promoted to management.
- Binders with tabs for take home documents would be easier to follow!
- Keep doing the guest speakers; they are the best part!

Some comments regarding **session content** were positive or neutral:

- I have none at this time.
- No improvement needed
- Content was great!

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Suggestions on how to improve the **activities of the training** included:

- Have more activities for us to do and engage with each other
- More group presentations like the one where we picked a skill to develop
- Encourage more interactive learning
- Did not like the group innovation project. I felt like we could have used more direction from hosts to keep us on track. I felt like I was telling some people the same thing over and over and we were still unsure of what we needed to do.
- I did not like the groups being combined because it added confusion on what our topic was going to be.
- I feel like this is not necessary for future trainings and it would be better to have more individual projects that we present.
- Find a way to increase participation in breakout sessions
- Include activity documents in a take home binder!

Some comments regarding **activities of the training** were positive or neutral:

- I have none. I enjoyed completing the activities that were offered. Some of them gave me the ability to stretch why of thinking and/or how I do things.
- No improvement needed or N/A

Suggestions on how to improve the **logistics of the training** included:

- I'd like to know why the application asked me about my sexuality. I gather that they wanted a diverse group of people but I wonder why it was asked.
- Find a way to increase participation in breakout sessions
- Beginning of application, the personal response section initially confused me on how to copy and paste into response area, it could have been my computer however.

Some comments regarding **logistics** were positive or neutral:

- No improvement needed or N/A or Nothing
- Satisfied completely here
- None at the moment or none at this time

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Participants were also asked at the end of each session to provide feedback on what could be improved. Responses included suggestions for activities, content, resources, in-person sessions, and other suggestions (see Table Five).

Table Six: Summary of Participant Suggestions for Improvement at the End of Sessions

Activities	Encourage more participation in small group discussions (3 participants)
	More time in small group discussions (3)
	Provide more time for group projects and presentations (2)
	More direction/support from facilitators on projects
Content	More panels/speakers with people with disabilities
Resources	More information about the LifeCourse model at the beginning of the presentation
	Provide written notes and documents before the next session (4)
In-Person Sessions	Provide breakfast during in-person sessions
	Better location for in-person sessions
	Better Wi-Fi connection for in-person sessions
	More in-person sessions (2)
Other Suggestions	More understanding of what settings people work in
	Require people to be on camera (2)
	Longer breaks (3)

When asked to give positive feedback about the sessions or what the participants appreciated, responses included activities, resources, networking/community building, content, and other positive feedback (see Table Six).

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Table Seven: Summary of Positive Participant Feedback at the End of Sessions

Activities	Discussions (4 participants)
	Group work (3)
	Organization and structure of the day and training
	Simulation exercise and applying learning to training/ structure within agencies.
	Plenty of time for collaboration
	Open and safe discussion
	Time to work independently
	Time to work in groups
	Fidgets
Resources	Informative videos
	Resources given
Networking/ Community Building	Being able to speak about my personal experience/ share stories from the field
	Opportunity to meet/ work with other DSPs and supervisors
	Connections with others
Content	Interesting topics
	Informative
	I will use the topics discussed in the team
	Great topics for current challenges in the workplace
	Getting feedback from people who use services about what they want from a DSP.
	History
	OPPI Discussion
	Identifying personal strengths
	Setting personal goals for development
	Speaker/ presentation on the history of the field
	Background history/ information
	Psychological Safety
	Managing Up and Out- what it is and how to implement it
	Burnout
	Helpful to learn terms that can be used in organizational conversations
	Great conversations about handling conflict
	Micromanagement Ted Talk and Discussion
	John's presentation, style, and interaction
	Emmanuel was motivating and inspiring
Other Feedback	I felt respected
	Leadership Class is a Family
	Overall experience is great
	Lay'vaon was on point

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Next Steps

Participants of the first cohort of the LEAD program offered many useful recommendations to improve the experience for the next cohort in the areas of activities, resources, content, and logistics of the program. The Delaware Division of Developmental Disabilities Services and the National Leadership Consortium have discussed improvements based on feedback from participants and the experience of the speakers facilitators for the next cohort, scheduled for the Fall of 2023. Changes include:

- Clarify and provide more support for the ongoing group project so that teams are able to make progress throughout the training and to ensure that group members are able to participate and contribute
- Condense the schedule from 12 to 10 or less weeks to allow people to participate more fully
- Add additional speakers from Delaware, including a speaker focused on the LifeCourse model and community of practice.
- Adapt the day focused on Strategic Thinking to better align with the interests and work of DSPs. Add an activity that will include reading and using an article from the Frontline Initiative and the National Leadership Consortium Bulletin to introduce participants to those resources

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Follow Up Interviews

A sampling of LEAD trainees participated in follow up interviews two months after the training ended to evaluate the impact of the program. Interview questions aimed at understanding the personal impact, team/organizational impact, impact of the training on the people with disabilities supported by the participants, and the training's impact on participants' professional networks. Participants were also asked to make recommendations for improvement for future LEAD trainings. Six LEAD trainees were selected for the interviews based on their active participation in the trainings, with four people ultimately participating in the interviews. Participants were incentivized with $15 Amazon virtual gift cards to thank them for their time. Interviews were conducted via Zoom during the week of July 9, 2023.

Personal Impact

The LEAD training had a significant impact on the personal leadership skills of participants. Participants who were interviewed noted the positive impact of the training on their confidence, communication skills, organizational skills, and strategic thinking skills. Increased confidence was mentioned by everyone who was interviewed. They experienced more confidence when advocating for their ideas, having challenging conversations with team members, and when speaking in public or to leaders at their organization. Overall, participants said they trusted their intuition, skills, and capabilities more and felt more like leaders after the training, which empowered them to speak up confidently in ways they did not before. Increased confidence, along with other skills that were strengthened during the training, such as patience, listening skills, responding to criticism well, and being more mindful in the way they communicated, led to participants feel less overwhelmed and more capable of communicating effectively.

"I'm not shying away from speaking my mind anymore. I'm able to speak my mind in a positive way so that it's received well."

"I take the time to explain the 'why' so everyone can have a better understanding of why I'm asking them to do something."

"Now I feel like, 'I know what I'm doing. I'm supposed to be here.'"

Participants also shared that the training gave them new perspectives about how to approach their work and those they work with, leading them to apply strengths-based practices and have more trust in the intentions and motivations of other staff.

"I used to focus on what I wasn't good at, but now knowing what I'm good at I'm able to capitalize on that."

And finally, one participant experienced great personal impact, receiving a promotion in part due to participation in the LEAD training.

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Table Eight: Summary of Personal Leadership Skills Strengthened by the Training

Increased Confidence	Advocating for themselves
	Having challenging conversations with teams
	Trusting their guts and intuition
	In their skills and capabilities
	More decisive in decision making
	Less imposter syndrome
	Public speaking
	Peer Interactions
	Feeling more professional and "like a leader"
Better Communication	Increased confidence when communicating with the team
	More thoughtful and mindful communication
	Feeling less overwhelmed when communicating ideas
	Increased patience
	Better at listening to others
	Better at responding to criticism
Increased Organization	Increased delegation
	More organized in daily work
Strategic Thinking	Being more mindful of communication and how to best get something done
Strengths-Based Approach	Learning strengths and how to capitalize on them
Increased Trust in Other Staff	Assuming people are there to help and not just there for a paycheck
Job Promotion	Assigned a new position due in part to participation in the LEAD training

Team and Organizational Impact

Participants were excited to share about the positive impact the LEAD training has had on their teams and organizations, including better communication, increased recognition practices, and sharing knowledge from the training with others for further impact. Participants explained how their communication with their teams and leadership is more mindful, productive, and clear. They are more confident and open to new ideas and apply different strategies learned during the training, such as effective conflict strategies and managing up and out, when approaching situations.

"The way I communicate with my team members is more effective. I am definitely speaking out and implementing my ideas with the team. I'm able to give more input."

"In the past I used to think to myself, 'Oh the managers know so I don't need to tell them. But thinking of 'managing up and out,' now I think 'Oh they might not know so I should speak up if I see something.'"

"I'm more at ease at taking on responsibilities and trying to respond to issues myself."

Participants noted that they felt more comfortable and confident in their roles because they knew how to communicate more effectively.

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"I used to feel intimidated, but now our communication is more clear and I'm able to effectively have everything organized from top to bottom and stay on topic and being able to give the helping hand, to say not only, "this is the concern," but also, "this is how I can help." I feel way more comfortable doing that now and being a team feels better."

Another takeaway from the training that participants were applying in their work was recognizing good work from their team instead of just correcting mistakes.

"Positive things weren't being brought up a lot and the negative things were always at the forefront. There was no room for failure, but there has to be because things happen. So now I allow a little room for failure and correction. Not everyone is perfect, and that includes me."

All participants interviewed said that they had shared information from the training with the leadership and coworkers at their organizations. One participant said she earned a place on a newly formed council to help advance other employees at her organization because the CEO was impressed with what she learned at the training and wanted her help implementing things learned in the workplace. Another participant said she had meetings with her manager and team to discuss what she learned from the training and shared materials from the training with them. They are forming a plan to implement some of the strategies across the organization. Another participant said she shared the results of the self-assessments she took during the training with her managers. The final participant said she made a book of the presentations, activities, and session notes from the training that she uses as a reference and intends to share it with others at her organization.

"I made a book for myself of everything from the training and I plan on sharing that and passing my knowledge on."

Table Nine: Summary of Team and Organizational Impact of the Training

	Trying different conflict styles when approaching a situation
	More productive
	More confident
Better Communication	More mindful of coworkers
	More open to new ideas
	Avoiding assumptions that leadership knows everything
	Clarifying job expectations and desired outcomes
Increased Recognition	Increased positive recognition and praise for good work
	With team, managers, and executive leadership
Sharing Knowledge from Training	Created a council to help implement things learned during the training in the workplace
	Clifton Strengths and Foresight assessment results were useful

Impact on People with Disabilities

Participants all believed that what they learned during the LEAD training has already or soon will impact the people with disabilities they support. Most directly, two participants mentioned

they had learned to communicate with the people they support more effectively, listening better and trying different conflict styles. They also mentioned that they had more confidence pushing the people they supported a little outside of their comfort zones, which can help build their autonomy and self-confidence.

"It used to be that we had to do things by routine because I didn't want to upset [the people I support], but after the training, now I think more, 'Well, why don't we try this and see how it goes.' It's going to increase their independence and show them that we can make these changes and it'll be okay."

"I am more able to speak with [the people I support] and actually hear their concerns and be able to urgently handle them. It creates a shadow effect of 'she's really on things and then other people pick up on that and it has this trickle down effect ... I'm definitely able to do more now than I did before."

More indirectly, participants thought that their strengthened communication skills, increased advocacy skills, and implementing new strategies to help them work with their teams better would in time improve the lives of the people with disabilities they supported.

"When you give credit to your coworkers, you delegate, and have more formal communication then people know more what they're doing, and when people know what they are doing, things work better."

"If you have happy employees, you have happy people supported."

Table Ten: Summary of Impact of the Training on People with Disabilities

Better Communication	Trying different conflict styles when approaching a situation with someone being supported
	Increased listening to people supported
Increased Advocacy	Stronger advocacy skills from LEAD training that can be taught to people supported
Better Services	When employees feel more supported, they do a better job of supporting people with disabilities
Increased Independence	Having the confidence to push people supported outside of their comfort zones

Professional Networking

Participants had varying results regarding the LEAD training directly impacting their professional networks. Two of the four participants said they had not communicated with other participants in their cohort since the training and had not expanded their professional networks, while the other two participants interviewed said the training did help build their professional networks. One participant stayed in contact with other people from the training, calling them on the phone to trade information about how they did things at their organizations. *"I see that I'm not alone in this," she said.* The other participant who said the training contributed to her

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networking said that she learned during the training that a strength of hers was relationship building, which gave her more confidence to speak with other professionals. All participants continue to have access to the National Leadership Consortium Community of Practice, an online forum where they can ask questions, access tools, or read posts from other professionals in the field. Follow up sessions with the current and future cohorts will also help leaders connect and build collaborative networks across the state of Delaware. With those two opportunities, we anticipate that this outcome will increase over time.

Recommendations

Participants gave recommendations related to the LEAD training's logistics, format, procedures, and content. A logistical recommendation was to be able to attach documents directly to the application instead of having to send them separately. For the format of the training, one participant recommended that there be more in-person sessions in order to build connections among participants and another recommended that the training run shorter than 12 weeks long by maybe making each session longer so all the content could be kept. Procedural suggestions included: meeting as a whole group in the middle of the session to check in, giving clearer instructions before participants go into break out groups, and ensuring that people are fully involved in the training and not doing their usual jobs at the same time. All participants who were interviewed mentioned that there were times during the training when it was clear other participants were not attentive because they were away from the computer or doing other work, which was particularly detrimental to discussions and work assigned during break out groups.

"People were still working while we were doing the sessions, which made it difficult to engage in conversations. Maybe make sure that people are 100% available for the training."

Finally, participants recommended giving more background in what the LifeCourse is during that session, and inviting political representatives to speak or join in the training so participants could share the issues they face in their work.

Table Eleven: Summary of Recommendations from Interviewed Participants

Logistics	Make applications so you can attach documents directly and not have to send attachments separately
Format	Meet more regularly in person (maybe four times instead of 2)
	Condense the training to be less than 12 weeks long (maybe have longer sessions in a shorter time frame)
Procedures	Meeting as a whole group in the middle of the session before going to the last part of the session, it would ensure people are checking in and on task
	Clearer instructions for break out groups, especially when merging work groups
	Ensure that people are not also doing their usual jobs while participating in the training sessions

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Content	Give more of a background about the LifeCourse at the beginning of the presentation
	Invite more political representatives to come speak or participate in the training

Positive Feedback

Participants were asked for any additional comments they wanted to share about the training, and they all praised the program. They thought the training was a "*welcoming environment*," that "*the topics were good*," the "*content was great*," that there were "*good tools and resources*," and they "*liked the flow of the training*." One participant said she learned a lot of things she was not expecting to but that were really helpful, like the different resources in Delaware. Another participant said that learning about the strengths-based approach really changed her perspective since the training. Here are some more quotes from interview participants about their positive experiences:

"I met a lot of people who have different ideas than mine."

"Overall, it was a welcoming environment. People felt comfortable and being open with how they felt, which I really appreciated. I really liked the topics and how they covered different areas of management. I also really liked how the program focused on enhancing our strengths rather than what we needed to work on. I had never heard that perspective before."

"What really touched me was the history of what we do. I thought that was really good to bring that to light. A lot of people go into this field and don't have a general idea of where we come from and where we are now. It gave me that perspective of why I'm doing what I'm doing."

"Thank you for doing this and opening it to the DSPs because it's not really something that has been there before. I was telling my coworkers, 'If you're able to do it, do it! It will change your perspective on what this job is.'"

"I'm so proud [I completed the training] and I am bragging about it and referring people for the next one. I'm referring people and told everyone it's very good. I don't think there was any career boost I was looking for than this. It has really helped me as a person because of the things we talked about, the stories we shared, the information we got, it was just exactly what we needed. This field needs to have this. It was overdue. I really enjoyed it!"

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Community of Practice Survey

During the LEAD training, participants gained access to the National Leadership Consortium's Community of Practice, an online networking platform where they could access posted documents, post comments and questions, "cheer" posts, and post responses to comments and questions. Participants had access to a group within the Community of Practice that contained designated content just for their cohort, like training agendas and presentations, as well as access to the general group consisting of nearly 1,300 other professionals in the disabilities field who have participated in other National Leadership Consortium programs. Access to the Community of Practice continues indefinitely after the LEAD training and LEAD participants were encouraged to continue using the platform for virtual networking.

Participants were invited via email two months after completion of the LEAD training to complete the Community of Practice Survey. The aim of the survey was to learn participants' behaviors with and perspectives about the online platform during and after the training. The survey included 12 multiple choice and open response questions and was open for two weeks, from July 24 through August 4, 2023, to collect responses. Three LEAD trainees responded to the survey and their complete responses can be found in the "LEAD Community of Practice Survey Responses" section of this report.

In the two months since the LEAD training, participants have logged onto the Community of Practice *1-3 times* (2 people) and *7-10 times* (1) and posted/responded to/cheered a post *never* (1) and *1-3 times* (2), indicating fairly inactive use of the platform. Participants gave low scores for the resources, articles, questions, and ideas regularly shared on the Community of Practice contributing to their participation in discussions (rating average of 2.7 out of 4; falling between *Somewhat Disagree* and *Somewhat Agree*) and engagement on the platform (rating average of 2.7 out of 4; falling between *Somewhat Disagree* and *Somewhat Agree*) since the training. Overall, participants rated the usefulness of the resources, articles, questions, and ideas regularly shared on the Community of Practice an average score of 5.7 out of 10, a relatively low score.

The participants found the Community of Practice most useful during the training to access training materials and resources (rating average of 3.3 out of 4; falling between *Somewhat Agree* and *Strongly Agree*) and to pose questions to the group or the facilitators (rating average of 3.3 out of 4; between *Somewhat Agree* and *Strongly Agree*). Participants found the Community of Practice least useful during the training to engage in relevant and interesting discussions (rating average of 2.7 out of 4; falling between *Somewhat Disagree* and *Somewhat Agree*).

When asked to share about their experiences and offer suggestions about how to improve the platform or participation in the platform, participants said:

"I wish the hosts had spent time during the first or second week going over how use and navigate the community of practice since I had never used it before."

"The community of practice is a great tool to be able to network with others. It's easy to navigate and shares lots of useful information."

"The information shared is great! It would be great to see some information shared in a more entertaining way (sort of like Quillo videos). In some sort of fashion that would draw you in to tune in!"

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LEAD Post-Program Survey Responses (All Responses)

Q1. Email Address
Open Response

Q2. First Name
Open Response

Q3. Last Name
Open Response

Q4. What role best describes your current position?		
	n	%
Administrator	1	8%
Assistant	0	0%
Direct Support Professional	5	38%
Director	0	0%
Frontline Manger	1	8%
Development/Trainer	0	0%
Supervisor	6	46%
Other	0	0%
TOTAL	13	100%

Q5. Please rate your satisfaction with the following: the application process		
	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Somewhat Satisfied	0	0%
Very Satisfied	13	100%
TOTAL	13	100%

Q6. Please rate your satisfaction with the following: logistics and communication prior to the start of the training		
	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Somewhat Satisfied	4	36%
Very Satisfied	7	64%
TOTAL	11	100%

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Q7. Please rate your satisfaction with the following: logistics and communication during the training

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Somewhat Satisfied	3	25%
Very Satisfied	9	75%
TOTAL	12	100%

Q8. Please rate your satisfaction with the following: speaker presentation quality

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Somewhat Satisfied	2	17%
Very Satisfied	10	83%
TOTAL	12	100%

Q9. Please rate your satisfaction with the following: exercise, discussion and break out groups

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Somewhat Satisfied	5	42%
Very Satisfied	7	58%
TOTAL	12	100%

Q10. Please rate your satisfaction with the following: the balance of lecture, discussion and break out groups

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	1	9%
Somewhat Satisfied	2	18%
Very Satisfied	9	73%
TOTAL	12	100%

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Q11. Please rate your satisfaction with the following: logistics and communication on the Community of Practice

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	1	8%
Somewhat Satisfied	2	17%
Very Satisfied	9	75%
TOTAL	12	100%

Q12. Please rate your satisfaction with the following: quality of discussion and engagement on the Community of Practice

	n	%
Very Dissatisfied	0	0%
Somewhat Dissatisfied	1	8%
Somewhat Satisfied	2	15%
Very Satisfied	10	77%
TOTAL	13	100%

Q13. Think back to the INTROUCTION TO LEAD: FOCUSING ON THE WHY session [Day 1] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q14. Think back to the INTROUCTION TO LEAD: FOCUSING ON THE WHY session [Day 1] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	1	8%
Strongly Agree	12	92%
TOTAL	13	100%

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Q15. Think back to the INTROUCTION TO LEAD: FOCUSING ON THE WHY session [Day 1] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	0	0%
Strongly Agree	13	100%
TOTAL	13	100%

Q16. Think back to the INTROUCTION TO LEAD: FOCUSING ON THE WHY session [Day 1] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q17. Think back to the HISTORY AND HUMAN RIGHTS session [Day 2] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	25%
Strongly Agree	9	75%
TOTAL	12	100%

Q18. Think back to the HISTORY AND HUMAN RIGHTS session [Day 2] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	1	8%
Somewhat Agree	3	23%
Strongly Agree	9	69%
TOTAL	13	100%

Q19. Think back to the HISTORY AND HUMAN RIGHTS session [Day 2] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	1	8%
Somewhat Agree	2	15%
Strongly Agree	10	77%
TOTAL	13	100%

Q20. Think back to the HISTORY AND HUMAN RIGHTS session [Day 2] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	5	38%
Strongly Agree	8	62%
TOTAL	13	100%

Q21. Think back to the LEADING EFFECTIVE TEAMS session [Day 3] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q22. Think back to the LEADING EFFECTIVE TEAMS session [Day 3] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

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Q23. Think back to the LEADING EFFECTIVE TEAMS session [Day 3] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q24. Think back to the LEADING EFFECTIVE TEAMS session [Day 3] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	1	8%
Somewhat Agree	3	23%
Strongly Agree	9	69%
TOTAL	13	100%

Q25. Think back to the FORSTERING A SUSTAINABLE WORKFORCE session [Day 4] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q26. Think back to the FORSTERING A SUSTAINABLE WORKFORCE session [Day 4] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

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Q27. *Think back to the FORSTERING A SUSTAINABLE WORKFORCE session [Day 4] and answer the following This session will be useful to my future needs as a leader*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	25%
Strongly Agree	9	75%
TOTAL	12	100%

Q28. *Think back to the FORSTERING A SUSTAINABLE WORKFORCE session [Day 4] and answer the following: This session has or will impact the people with disabilities I support*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q29. *Think back to the STRATEGIC LEADERSHIP TO ADVANCE ORGANIZATIONAL PRACTICES session [Day 5] and answer the following: I learned new information and/or resources during this season*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

Q30. *Think back to the STRATEGIC LEADERSHIP TO ADVANCE ORGANIZATIONAL PRACTICES session [Day 5] and answer the following: This session has been/will be useful to my current work*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

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Q31. Think back to the STRATEGIC LEADERSHIP TO ADVANCE ORGANIZATIONAL PRACTICES session [Day 5] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

Q32. Think back to the STRATEGIC LEADERSHIP TO ADVANCE ORGANIZATIONAL PRACTICES session [Day 5] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	25%
Strongly Agree	9	75%
TOTAL	12	100%

Q33. Think back to the TRANSFORMING ORGANIZATIONAL CULTURE session [Day 6] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q34. Think back to the TRANSFORMING ORGANIZATIONAL CULTURE session [Day 6] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	1	7%
Somewhat Agree	2	15%
Strongly Agree	10	77%
TOTAL	13	100%

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Q35. Think back to the TRANSFORMING ORGANIZATIONAL CULTURE session [Day 6] and answer the following This session will be useful to my future needs as a leader		
	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q36. Think back to the TRANSFORMING ORGANIZATIONAL CULTURE session [Day 6] and answer the following: This session has or will impact the people with disabilities I support		
	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q37. Think back to the ENHANCING ACCOUNTABILITY AND INTERPERSONAL COMMUNICATION session [Day 7] and answer the following: I learned new information and/or resources during this season		
	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q38. Think back to the ENHANCING ACCOUNTABILITY AND INTERPERSONAL COMMUNICATION session [Day 7] and answer the following: This session has been/will be useful to my current work		
	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q39. Think back to the ENHANCING ACCOUNTABILITY AND INTERPERSONAL COMMUNICATION session [Day 7] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q40. Think back to the ENHANCING ACCOUNTABILITY AND INTERPERSONAL COMMUNICATION session [Day 7] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q41. Think back to the NETWORKING AND BUILDING CONNECTIONS session [Day 8] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q42. Think back to the NETWORKING AND BUILDING CONNECTIONS session [Day 8] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q43. Think back to the NETWORKING AND BUILDING CONNECTIONS session [Day 8] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q44. Think back to the NETWORKING AND BUILDING CONNECTIONS session [Day 8] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q45. Think back to the STRENGTHS BASED LEADERSHIP session [Day 9] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q46. Think back to the STRENGTHS BASED LEADERSHIP session [Day 9] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	1	8%
Strongly Agree	12	92%
TOTAL	13	100%

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Q47. Think back to the STRENGTHS BASED LEADERSHIP session [Day 9] and answer the following This session will be useful to my future needs as a leader

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q48. Think back to the STRENGTHS BASED LEADERSHIP session [Day 9] and answer the following: This session has or will impact the people with disabilities I support

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	2	15%
Strongly Agree	11	85%
TOTAL	13	100%

Q49. Think back to the ADVOCACY AND YOUR ROLE IN SYSTEMS CHANGE session [Day 10] and answer the following: I learned new information and/or resources during this season

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q50. Think back to the ADVOCACY AND YOUR ROLE IN SYSTEMS CHANGE session [Day 10] and answer the following: This session has been/will be useful to my current work

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	23%
Strongly Agree	10	77%
TOTAL	13	100%

Q51. *Think back to the ADVOCACY AND YOUR ROLE IN SYSTEMS CHANGE session [Day 10] and answer the following This session will be useful to my future needs as a leader*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	4	31%
Strongly Agree	9	69%
TOTAL	13	100%

Q52. *Think back to the ADVOCACY AND YOUR ROLE IN SYSTEMS CHANGE session [Day 10] and answer the following: This session has or will impact the people with disabilities I support*

	n	%
Strongly Disagree	0	0%
Somewhat Disagree	0	0%
Somewhat Agree	3	25%
Strongly Agree	9	75%
TOTAL	12	100%

Q53. *Please offer suggestions on how to improve the format of the sessions*

Open Response

Q54. *Please offer suggestions on how to improve the content of the training*

Open Response

Q55. *Please offer suggestions on how to improve the activities of the training*

Open Response

Q56. *Please offer suggestions on how to improve the logistics of the training*

Open Response

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Q57. How did you decide to participate in this training?		
	n	%
My supervisor or a leader in my organization recommended that I attend	7	64%
My supervisor or a leader in my organization required that I attend	0	0%
My organization presented the opportunity to attend, and I applied	3	27%
A co-worker in my organization was attending	0	0%
A peer in another organization was attending	0	0%
I heard about the training directly and applied	1	9%
TOTAL	11	100%

Q58. Please check the ways that you were compensated to participate in the training. Please select all that apply. Just a reminder, it was not required that organizations compensate you for your time to participate, but it was recommended. We are asking this to understand how organizations supported people to participate. (Check all that apply)		
	n	%
I was compensated my hourly rate or salary to participate in the training sessions	10	77%
I was compensated with a stipend to participate in this training	0	0%
I was reimbursed for mileage to attend the in person sessions	1	8%
I received a bonus or pay raise for completing the training	0	0%
This training will factor into a promotion for me in the near future	4	31%
I was celebrated or recognized in another way for participating in this training (please share)	2	15%
My supervisor arranged the schedule so that I could participate in each session	9	70%
I was offered time off to participate in the training	3	23%
My supervisor encouraged me to use what I learned during the training on the job	4	31%
None of these	1	8%

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Q59. Professionals should not make decisions for people with IDD unless absolutely necessary		
	n	%
Not Accurate At All	0	0%
Somewhat Accurate	5	42%
A Little Accurate	2	17%
Mostly Accurate	1	8%
Completely Accurate	4	33%
TOTAL	12	100%

Q60. People with IDD are happier when they live and work with others like them		
	n	%
Not Accurate At All	2	17%
Somewhat Accurate	1	8%
A Little Accurate	3	25%
Mostly Accurate	3	25%
Completely Accurate	2	17%
TOTAL	11	100%

Q61. Without some control and supervision, people with IDD could get in read trouble out in the community		
	n	%
Not Accurate At All	0	0%
Somewhat Accurate	3	25%
A Little Accurate	3	252%
Mostly Accurate	4	33%
Completely Accurate	2	17%
TOTAL	12	100%

Q62. The rights of people with IDD are more important than professional concerns about their problems		
	n	%
Not Accurate At All	3	25%
Somewhat Accurate	3	25%
A Little Accurate	0	0%
Mostly Accurate	4	33%
Completely Accurate	2	17%
TOTAL	12	100%

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Q63. People with IDD usually should be in group homes or other facilities where they can have the help and support of staff		
	n	%
Not Accurate At All	1	8%
Somewhat Accurate	0	0%
A Little Accurate	0	0%
Mostly Accurate	2	17%
Completely Accurate	9	75%
TOTAL	12	100%

Q64. Agencies that serve people with disabilities should have them on their boards		
	n	%
Not Accurate At All	4	33%
Somewhat Accurate	2	17%
A Little Accurate	1	2%
Mostly Accurate	2	17%
Completely Accurate	3	25%
TOTAL	12	100%

Q65. People with IDD should be encouraged to lobby legislators		
	n	%
Not Accurate At All	1	8%
Somewhat Accurate	1	8%
A Little Accurate	3	25%
Mostly Accurate	3	25%
Completely Accurate	5	42%
TOTAL	12	100%

Q66. The opinion of a person with IDD should carry more weight than those of family members and professionals in decisions affecting that person		
	n	%
Not Accurate At All	1	8%
Somewhat Accurate	4	33%
A Little Accurate	1	8%
Mostly Accurate	2	18%
Completely Accurate	4	33%
TOTAL	12	100%

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LEAD Follow Up Interview Schedule

Thanks for taking the time to talk with me today! My name is ___ and I'm a ___ with the National Leadership Consortium. Before and after the LEAD training you completed some surveys to tell us about your experience, but we wanted to speak to a few of the participants to get a deeper understanding of your perspectives. We want to understand the impact of the training and also how to improve the training for future participants, so thanks again for talking with me today!

1. When you started the LEAD training, what did you hope to learn or what skills did you hope to build?
2. Can you describe any skills that you gained or strengthened during the LEAD training?
3. Think about the things that were discussed during the LEAD training…Have you applied anything new to your work or changed the way you do anything? [Can you describe that more?]
4. Has your professional network or the people you collaborate with about work changed since the LEAD training? [Can you describe that more? How? Please give some examples…]
5. Do you think the things you learned during the LEAD training have or will improve your team or organization? [Can you describe that more?]
6. Do you think the things you learned during the LEAD training have or will improve the services you deliver to the people you support? [Can you describe that more?]
7. Do you have any suggestions for how to improve the training for the next participants?
8. Is there anything else, good or bad, that you'd like to tell me about your LEAD experience?

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LEAD Community of Practice Survey Responses (All Responses)

Q1. How often have you logged onto the Community of Practice since the training ended in May?		
	n	%
Never	0	0
1-3 Times	2	67%
4-6 Times	0	0
7-10 times	1	33%
More Than 10 Times	0	0
TOTAL	3	100%

Q2. How often have you posted/responded to/cheered a post on the Community of Practice since the training ended in May?		
	n	%
Never	1	33%
1-3 Times	2	67%
4-6 Times	0	0
7-10 times	0	0
More Than 10 Times	0	0
TOTAL	3	100%

Q3. Overall, how useful have you found the resources, articles, questions, and ideas regularly shared on the Community of Practice?		
	n	%
1 Not Useful at All	0	0
2	0	0
3	0	0
4	1	33%
5 Somewhat Useful	0	0
6	1	33%
7	1	33%
8	0	0
9	0	0
10 Extremely Useful	0	0
TOTAL	3	100%

Q4. The resources, article, questions, and ideas regularly shared on the Community of Practice contributed to my: Participation in discussions on the Community of Practice		
	n	%
Strongly Disagree	0	0
Somewhat Disagree	1	33%

Somewhat Agree	2	67%
Strongly Agree	0	0
TOTAL	3	100%

Q5. The resources, article, questions, and ideas regularly shared on the Community of Practice contributed to my: Engagement on the Community of Practice, by reading or using ideas and materials shared	n	%
Strongly Disagree	0	0
Somewhat Disagree	1	33%
Somewhat Agree	2	67%
Strongly Agree	0	0
TOTAL	3	100%

Q6. The resources, article, questions, and ideas regularly shared on the Community of Practice contributed to my: Connections with other DSPs and frontline leaders across Delaware	n	%
Strongly Disagree	0	0
Somewhat Disagree	1	33%
Somewhat Agree	1	33%
Strongly Agree	1	33%
TOTAL	3	100%

Q7. The Community of Practice enhanced my experience during the training by allowing me to: Access training materials and resources	n	%
Strongly Disagree	0	0
Somewhat Disagree	0	0
Somewhat Agree	2	67%
Strongly Agree	1	33%
TOTAL	3	100%

Q8. The Community of Practice enhanced my experience during the training by allowing me to: Engage in relevant and interesting discussions	n	%
Strongly Disagree	1	33%
Somewhat Disagree	0	0
Somewhat Agree	1	33%
Strongly Agree	1	33%
TOTAL	3	100%

Q9. The Community of Practice enhanced my experience during the training by allowing me to: Pose questions to the group or the facilitators		
	n	%
Strongly Disagree	0	0
Somewhat Disagree	0	0
Somewhat Agree	2	67%
Strongly Agree	1	33%
TOTAL	3	100%

Q10. The Community of Practice enhanced my experience during the training by allowing me to: Share resources, ideas, and strategies with other DSPs and frontline leaders in Delaware		
	n	%
Strongly Disagree	0	0
Somewhat Disagree	1	33%
Somewhat Agree	1	33%
Strongly Agree	1	33%
TOTAL	3	100%

Q11. Please describe anything you'd like to share about your experience with the Community of Practice:
I wish the hosts had spent time during the first or second week going over how use and navigate the community of practice since I had never used it before.
The community of practice is a great tool to be able to network with others. It's easy to navigate and shares lots of useful information.
I learned that there are a lot of resources out there but not really talks about

Q12. How can we improve the usefulness of and engagement in the Community of Practice?
Training on how to use/navigate it
The information shared is great! It would be great to see some information shared in a more entertaining way (sort of like Quillo videos). In some sort of fashion that would draw you in to tune in!
More influential people love Jesus politicians to talk about DSP role and what they do

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