

Executive MBA Class of 2009 - Evaluation Leadership

1. Please rate the following statement regarding the Leadership module, taught by Professor Antonakis								
	Absolutely !	Yes	Somewhat	Not really	No	Absolutely not !	Rating Average	Response Count
Overall this module was a good experience	<b>85.0% (17)</b>	10.0% (2)	5.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.80	20
	<i>answered question</i>							<b>20</b>
	<i>skipped question</i>							<b>0</b>

2. Please rate the following statements:									
	Absolutely !	Yes	Somewhat	Not really	No	Absolutely not !	Rating Average	Response Count	
My interest in Leadership was stimulated	<b>73.7% (14)</b>	26.3% (5)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	5.74	19	
The course was appropriately challenging for Executive MBA students	<b>78.9% (15)</b>	15.8% (3)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.74	19	
The balance between theory and practice was just right	<b>63.2% (12)</b>	31.6% (6)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.58	19	
I can already use some of the newly acquired knowledge in my professional environment	<b>73.7% (14)</b>	15.8% (3)	10.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	5.63	19	
The concepts that I learned in this class will be useful for my career	<b>84.2% (16)</b>	10.5% (2)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.79	19	
Any comments on the content of the Leadership module are welcome								10	
								<b>answered question</b>	<b>19</b>
								<b>skipped question</b>	<b>1</b>

**3. What aspect of this module will be most valuable in your future professional life?**

		<b>Response Count</b>
		15
	<i>answered question</i>	<b>15</b>
	<i>skipped question</i>	<b>5</b>

4. Please rate the following statements regarding Professor Antonakis conduct of the class								
	Absolutely !	Yes	Somewhat	Not really	No	Absolutely not !	Rating Average	Response Count
Class time was used constructively	<b>57.9% (11)</b>	36.8% (7)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.53	19
The material was presented in a manner that I understood	<b>57.9% (11)</b>	36.8% (7)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.53	19
Professor John Antonakis appeared to enjoy teaching this module	<b>89.5% (17)</b>	5.3% (1)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.84	19
Professor Antonakis approach was conducive to dialogue and active participation from students	<b>68.4% (13)</b>	21.1% (4)	10.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	5.58	19
Professor Antonakis followed the module's objectives according to the syllabus	<b>63.2% (12)</b>	31.6% (6)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	5.58	19
All students were treated equally	<b>57.9% (11)</b>	26.3% (5)	15.8% (3)	0.0% (0)	0.0% (0)	0.0% (0)	5.42	19
Any comments on the Instructor's conduct of the class are welcome:								9
<b>answered question</b>								<b>19</b>
<b>skipped question</b>								<b>1</b>

5. Please rate the following statements regarding the teaching & support material used by Professor Antonakis								
	Absolutely !	Yes	Somewhat	Not really	No	Absolutely not !	Rating Average	Response Count
The reading material was complementary to the class work	<b>47.4% (9)</b>	42.1% (8)	10.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	5.37	19
The quantity of reading material was adequate	31.6% (6)	<b>47.4% (9)</b>	21.1% (4)	0.0% (0)	0.0% (0)	0.0% (0)	5.11	19
Any comments on the reading and support material welcome								6
<i>answered question</i>								<b>19</b>
<i>skipped question</i>								<b>1</b>

6. Please rate the following statement about the Speech Filming Exercise								
	Absolutely!	Yes	Somewhat	Not really	No	Absolutely not!	Rating Average	Response Count
I enjoyed the Speech Filming Exercise	<b>63.2% (12)</b>	21.1% (4)	15.8% (3)	0.0% (0)	0.0% (0)	0.0% (0)	1.53	19
The feedback given after the Speech Filming Exercise was relevant and useful for the module	<b>52.6% (10)</b>	42.1% (8)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.53	19
The Speech Filming Exercise was a good added value to the Leadership module	<b>73.7% (14)</b>	21.1% (4)	5.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.32	19
Please comment the Speech Filming Exercise								10
<b>answered question</b>								<b>19</b>
<b>skipped question</b>								<b>1</b>

7. Please rate the following statement about the Peer Feedback on the Speech								
	Absolutely!	Yes	Somewhat	Not really	No	Absolutely not!	Rating Average	Response Count
I enjoyed the Peer Feedback on the Speech	42.1% (8)	42.1% (8)	15.8% (3)	0.0% (0)	0.0% (0)	0.0% (0)	1.74	19
The Peer Feedback on the Speech was relevant and useful for the module	47.4% (9)	31.6% (6)	21.1% (4)	0.0% (0)	0.0% (0)	0.0% (0)	1.74	19
The Peer Feedback on the Speech was a good added value to the Leadership module	57.9% (11)	21.1% (4)	21.1% (4)	0.0% (0)	0.0% (0)	0.0% (0)	1.63	19
Please comment the Peer Feedback on the Speech								6
<i>answered question</i>								19
<i>skipped question</i>								1

8. What do you consider to be the BEST aspect of the Leadership module?	
	Response Count
	17
<i>answered question</i>	17
<i>skipped question</i>	3

9. What are the improvement aspects of the Leadership module?

		Response Count
		10
	<i>answered question</i>	10
	<i>skipped question</i>	10

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## Open-ended questions

### 2. Any comments on the content of the Leadership module are welcome

1. Strong and surprising scientific background, great effort from professor, but sometimes a bit dry (to much theory)  
  
prof A is, as confessed, a strange one. This was evedent from the outset. he could definitely lose the name remembering soliliquay - not enjoyable and not particularly stunning.
2. Nonetheless, in the couse of the module you could see that he poured his enthousiasm into the material and in the transfer of skills and knowledge. It was impressive how he did it - he defiitely put significant work into the course.  
As such, one of the best and most inspirational courses of the MBA
3. Please don't change anything, it is excellent. Tests, video, public speach....well done.
4. The main discovery for me was that leadership could be developed and that you aren't necessarily born an excellent leader. Althoughh there are some pre-requisites, I discovered that there is a recipe to follow and that we can develop our natural leadership qualities to become better leaders.
5. Prof. Antonakis provided a good balance between theory and practice. We learned a lot about ourselves as potential leaders.
6. Not easy. Challenging course, and very useful.
7. Great module: you can only learn by practicing and sharing feedback!
8. Really auseful course. You should provide a sort of follow up module focussing on that topic
9. Mr Antonakis puts in an incredible amount of effort. Way beyond what you would expect.
10. I have learnt a lot about how to give better speeches and through the filming part I got good feedback what and how to improve.

### 3. What aspect of this module will be most valuable in your future professional life?

1. The course is structured in such a way that students can really profit from every aspect
2. be more conscious of how I am acting (as a leader) and of how others are acting; have a bit of theoretical framework to question my own acting
3. Vakcine against manipulation.
4. the practical aspects and importance of the specific components of (leadership) speeches
5. The "transformational" aim of the course is very important. I am not sure what I will implement, time will show, but I am sure that at least sometning will stick.
6. The practical tools of what we can add to our speeches. Awareness of our personality profile.
7. The CLTs and leadership styles - useful to find our place on the leadership platform.
8. Well.. I need to work on what I noted concerning my "leadership".
9. How to deliver a speech

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### ***Open-ended questions***

10. The importance of speeches and the basics of rhetorics
11. The leadership speech
12. CLT
13. Speeches
14. The development plan and how to give a speech
15. better speeches

#### **4. Any comments on the Instructor's conduct of the class are welcome:**

1. Great!
2. unconventional (but lets face it - thats what a quality course requires!)
3. Excellent  

Was very well-done. I admire John's engagement in wanting to pass on his learnings to us. We sensed he really involved himself. He also had a tough job of giving classes just before summer... We were often late for his classes, and he handled this very well by making us understand that it was not really very acceptable and motivating us to try to get there on time! (Jeffrey had the same problem by the way, but mostly due to the short lunches with few possibilities on campus to eat during the summer period. We need longer lunch - 1h30 min would be perfect.)
4. The prof invested a lot of time in the course and we really benefited from his knowledge and experience on the topics addressed in class. We had some very fruitful class discussions and overall we experienced first hand some transformations of our leadership abilities.
5. Professor Antonakis was very motivated and enthusiastic to give his class. He really invested himself to make students get something practical and useful from his class.
6. Really involved. Did a lot of work for this course.
7. A good guy and a passionate teacher. Keep him!!!
8. Mr Antonakis should try to let people finish what they are saying. Mr Antonakis interrupts the students sometimes too quick
- 9.

#### **5. Any comments on the reading and support material welcome**

1. the reading was too dry (theoretic) sometimes. And it was a lot to read :)
2. Reading material was very scientific, and some papers were very long when a 2 page resume of the paper would have been sufficient to get the point across. More concise papers would be appreciated.  
More case studies also. (even though most of us didn't read the short one assigned!)
3. As students we always complain there is too much reading! The reading material complemented very well with the lectures and it was interested to know how leadership is an academic discipline in itself.

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### ***Open-ended questions***

4. Perfect balance between theory and practice of the concepts
5. Some of the reading was too conceptual e.g. first reading on Leadership Theory and Practice Symbiosis (Zacaro)
6. Please put in the syllable some recommended readings, so people with interest in more can do a self-study

#### **6. Please comment the Speech Filming Exercise**

1. nice to see that I even enjoyed to be doing this exercise. Would not have thought that before :)
2. Very well done
3. Excellent  
  
It is challenging! To see ourselves like that is very difficult. (I am still avoiding watching my second speech...) but it is a necessary and effective exercise for clearly understanding our strength and weaknesses in public speaking. Also, to understanding WHEN we are good speakers (ex. when we have a detailed speech or when we just "wing-it")
4. Tough but necessary experience.  
I would also add that although very long days, we do learn a lot from observing others make their speech. I was really impressed by my colleagues ability to address public and add vision and be inspirational... it may me feel, "well if they can do it, I can too... and they actually used all those tools and added vision, metaphors, etc. effectively".
5. We learned a lot about ourselves through the speech filming exercise. It would have been good to get feedback one-on-one from the prof but class time did not permit it. The examples of speeches viewed in class helped us to better understand the CLTs and how to improve our own speeches.
6. The speech filming exercise is probably the best take away from the whole program.
7. Challenging!
8. With the part related to leadership styles and the personality profile, speeches have been a great exercise
9. Again, incredible amount of work, but it absolutely pays off. Thanks John
10. great but difficult exercise!!

#### **7. Please comment the Peer Feedback on the Speech**

1. depends on your group really - so its not so much a comment on the course as the group that I was in.
2. Our group was geographically separated and the interaction was limited. I expected more from it. Maybe bigger groups (4-5) or regional would have been better at least in my case.
3. Absolutely, good feedback!

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### Open-ended questions

4. This was very short and superficial in my team.
5. one speech is not enough. It would be good to do the exercise at least with two speeches and one of them with a topic regarding the professional life of each student
6. My peers could have done more and put in more effort, but on the other hand: this is absolutely the busiest period of the EMBA.

#### 8. What do you consider to be the BEST aspect of the Leadership module?

1. It was a fantastic experience
2. Leadership is clearly explained. Every student can then improve from this course
3. the more applied parts (second half of the class)
4. Scientific base,  
Great professor,  
Great practice aspect (filming, discussions)
5. it is practical!
6. The professors engagement to transform and not only present the teaching material. This is, unfortunately, a rare experience.
7. Self-discovery! Confronting yourself in the mirror.  
I thought I was a good speaker, but in fact I am simply comfortable as a speaker. I have understood how I can improve immediately.
8. The speech exercise and the discussions generated in class.
9. CLR  
Leadership deep insight  
Stimulation to get better
10. Speech exercise  
Use of movies during the class
11. Every class was awesome.
12. The professor, his passion and the scientific base behind the elements he is teaching us.
13. The speech
14. All of it: loved speech recording, peer's feedback, speech in class and all the videos showing examples of the different leadership styles and types of speeches
15. The teacher
16. Awareness of your abilities and improvement points. The knowledge and believe that you indeed can improve on effective leadership
17. the filming part, the concentrated information of what makes a good speech

## **Executive MBA Class of 2009 - Evaluation Leadership**

### ***Open-ended questions***

#### **9. What are the improvement aspects of the Leadership module?**

1. Not so much i can imagine right now.
2. Nothing particular
3. A bit too scientific for me, but I understand the need to add credibility to the matter... Compared to Human resources, I was much more convinced of the subject's credibility... perhaps an approach to use for HR...
4. More time to work on our leadership skills. Perhaps a one-to-one session with the prof would have also helped, as well as some "warm-up" exercises could have been useful.
5. Less analysis at the beginning of the course.
6. In my opinion the two first lessons (showing leadership experiences results) were not very interesting and not very useful for our career.
7. The leadership test could be better introduced in how to use the outcome. The exam should be before the summer break.
8. John to start smiling at Class 1 :)
9. More time, at least 4 half days more
10. It is good as it is.