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ARUP

**To Whom it may concern**

**RE: Arup Project Management  
Client reference for Facilitation Development Training Workshop.  
Presented by David Jago and Thomas Schwarz – 8-9<sup>th</sup> Aug 2007.**

This is a reference letter relating to a Facilitation workshop presented by Smart Meetings (David & Tom) and Kinnogene (Aus) Pty Ltd for Arup, to develop and train project managers in Facilitation competencies and increase their willingness to use these approaches when conducting workshops with their clients (internal and external).

The workshop was delivered on 8-9<sup>th</sup> Aug'2007 in Brisbane – following client requirement dialogue and diagnostic work by David and Tom.

From what I have seen and experienced I would have no hesitation in recommending them for both facilitation competence development in the leadership domain or live facilitation engagements.

The following is my assessment of their work and presentation, broken down into categories for convenience.

Yours truly



Adrian Morey  
Principal  
Arup **Project Management**

## **Feedback areas of relevance:**

### **Client engagement & needs**

David and Tom conducted a pre-workshop client needs survey with the participants and crafted their workshop/design to support the participants and Arup's requirements.

In addition they crafted an Arup specific custom module that aimed to specifically integrate the facilitation framework with the phases for the generalised Project Management (PM) direction (Note: this was the one area of the program that had the lowest impact – most attendee's wanted to focus on Facilitation rather than unpick PM from new perspectives).

### **Knowledge and Skills**

David and Tom demonstrated mastery of their craft, both methodologically and working with the participants.

They were able to demonstrate and impart in-depth understanding of specific Facilitation tools and approaches (ToP methods) framed by a strong rational and architecture. They extended these to both facilitation in general and how these tools might apply to our domain of Project Management.

For example: specific feedback from participants was that they were amazed at the ability to generate an in-depth participatory result in one hour (the opening Workshop Method Demonstration)!

### **Presence and impact**

David and Tom created a great open and relaxed atmosphere so that the participants felt comfortable to learn and share.

Formal and informal feedback indicated that the workshop had made a difference in knowledge, confidence and commitment to try different ways of doing things.

### **Engagement and drawing out of Participants**

Tom and David practiced their craft and applied facilitation as the approach to their teaching. They engaged the participants in dialogue and self-reflection, to explore and expand their thinking and commitment to use participatory approaches in their PM work-life.

### **Authenticity**

David and Tom practiced what they preached in their approach to working with the participants, from their initial needs analysis, to the skills transfer mode and group sharing dialogues and reflection they employed throughout the workshop, to the debrief and the final report.

They freely shared their experiences, good and bad with the participants and were able to smoothly integrate this into their workshop 'on the fly'.

### **Co-Facilitation**

David and Tom worked well as a team. They have very diverse styles yet smoothly integrated them taking turns at leading the workshop. They displayed a high degree of trust and support for each other.

The participants benefited from David and Tom "walking the walk" not just "talking the talk" in showing their respect and trust for the process

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