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TRAINING REPORT

FOR THE

WORKSHOPS on INTERPERSONAL and COMMUNICATION

SKILLS in NATURAL RESOURCES

held in

ISLAMABAD, LAHORE, PESHAWER, and KARACHI, PAKISTAN

and

FACILITATOR TRAINING

held in

ISLAMABAD, PAKISTAN

by

Zimmer & Associates
Boise, Idaho,

JUNE 1991

EXECUTIVE SUMMARY

INTRODUCTION

Four workshops and one training session were held in four different cities in Pakistan from May 7, 1991 - June 6, 1991 for the purpose of training the participants in Interpersonal, Communications and Facilitation skills.

OBJECTIVES

1. To illustrate and introduce techniques individuals can use to develop to improve their listening & interpersonal skills.
2. To illustrate and introduce techniques groups can use to develop participation and consensus and to resolve conflict.
3. To illustrate and introduce techniques organizations can use to improve goal setting and increase goal attainment.
- * 4. To allow teams who naturally work together to develop an appreciation for the uniqueness each team member brings to the work place. (synergy)
- * 5. To begin to develop a team cohesiveness if one doesn't now exist. (synergy)
- * 6. To empower each other to strive towards a more effective team. (synergy)
- * 7. To understand the effects of and power of a team spirit. (synergy)

* These objectives were added by Zimmer & Associates

PROCESS

"When the students are ready the teacher will appear" - Old Chinese proverb.

We believe that we are both students and teachers and that as instructors we learn as much if not more than the participants. It was in this spirit that the workshops and training was conducted. This process calls for openness, questions at any time, and hands on exercises. The exercises such as the sub-arctic survival (synergy), Pakistan Forest Plantation Problem, Geier Personal Profile System, Johari Window and the Managerial grid all provided for that type of experience and learning. In addition as questions came up real life experiences were drawn upon to help explain the answers. This is

one of the major reasons to have people who have had some training and have been supervisors and managers conduct the workshops the sharing of experiences becomes a very powerful tool and adds creditability to the process.

RESULTS

The results of the evaluations and pre and post questionnaires are found on the following tables:

- TABLE 1. WORKSHOP PERCEPTIONS EVALUATION (questions 1-6)
- a. ADDITIONAL COMMENTS (question 7)
 - b. I RECOMMEND THAT . . . (question 8)
 - c. I ESPECIALLY LIKED . . . (question 9)
 - d. TODAY I LEARNED . . . (question 10)

TABLE 2. PRE AND POST QUESTIONNAIRES RESULTS

TABLE 3. GRAPH OF RESULTS PRE & POST QUESTIONNAIRES

The data and written comments from the two and five day workshops are consolidated by topic and appear on table 1 parts a, b, c and d. Pre and Post questionnaire results are tabulated by percentage points and the results appear on tables 2 and 3. The written comments for the Facilitator Training are consolidated by topic and appear on table 1.

CONCLUSIONS

The summaries of the evaluations as shown on tables 1, 2 & 3 indicate to me in strong terms that the participants had a very positive experience and that the workshops objectives were met and in many cases exceeded. There are two key statements that need to be considered in this kind of evaluation & these are the responses to statements 4 and 6.

- 4. The information presented will help me in the future.
- 6. I would recommend this workshop to others.

The responses to these statements are summarized as follows:

<u>Statement 4</u>	(5) I STRONGLY AGREE %	(4) I AGREE %
Two day	57	43
1st Five day	67	33

2nd Five day	81	19
3rd Five day	44	48
Facilitator Training	30	62
<u>Statement 5</u>		
Two day	50	50
1st Five day	73	27
2nd Five day	69	31
3rd Five day	44	44
Facilitator Training	54	46

The one day facilitator training was for the purpose of providing the participants with some techniques for facilitating groups and meetings.

The results of the pre and post questionnaires reveals that the participants experienced an increase in learning new processes and techniques. This increase is very dramatic and substantially meets the objectives 1, 2 and 3.

SUMMARY FROM TABLE 2

	% Pre Correct	% Post Correct	% Change	Number of Participants start	end
Two day	813	945	+ 132	14	9
1st 5 day	1119	1310	+ 191	24	11
2nd 5 day	1164	1506	+ 342	25	14
3rd 5 day	1048	1280	+ 232	27	25
Facilitator Training	<u>NA</u>	<u>NA</u>	<u>NA</u>	19	<u>13</u>
Totals	4144	5041	+897	109	72

Based upon the above shift in knowledge from the pre to the post questionnaire we can make the following assumptions:

1. The participants did in fact learn about themselves and their strengths and blind areas.
2. The objectives of the workshop were met and in many cases exceeded. This is borne out by the fact that the total percent change was always in the positive direction for all the groups.
3. The difference in percent of change may be due to the prior knowledge of the participants, and/or the instructors gaining more understanding of how to communicate with their participants. Peshawer participants had the highest pre and post scores. The reason for this is only speculation on our part however it could be that because most of the participants are in education they see the value of education.

RECOMMENDATIONS

The following recommendations are made from a thorough review of the responses from the participants in relation to the evaluation Table 1 part b (8. I recommend that . . .):

1. That a train the trainer workshop be held for those Pakistani people who have the interest in and ability to conduct this type of training.
2. The workshop that train trainers conduct be held at the Pakistan Forest Institute (PFI) on a continuing education type of format and that it be given at least once a year to those who are interested. In addition this program should be a part of the formal education offered at PFI.
3. Consideration be given to providing a lecture type program for the forestry students at PFI. These lectures could be given by the alumni of PFI who have been working in the field or who have retired and have an interest in passing on their experiences and knowledge in respect to what was important to them in terms of management. A speakers bureau of interested professionals could be used as a start.
4. That a more advanced training be considered for those who have attended this program.
5. The participants who have attended this workshop set up a net-work system to visit one another and stay in contact to lend support and share ideas with one another on what works for them and what doesn't.

6. That at least once a year the natural work units who have been to this workshop get together and facilitate their own team building session as a means of sharing information and knowledge and to continue to build a more synergistic approach to solve existing and potential problems.
7. That Zimmer and Associates send out a questionnaire to all the participants of these workshops within six months (January 1992) to solicit feedback on the effectiveness of this type of training, and the need for future training.

SUMMARY

In summary we can state that the workshops were very well received and that based upon recommendations from the participants this type of workshop should continue in the future.

The weak point of the workshops would be the lack of consistent attendance. Since the workshop was designed to build from a basic need to self perception to team strength it was important for the participants to stay together throughout the entire session.

On the strong side we found the participants more than willing to adjust to our accents and mannerisms. They were very attentive and supportive, giving us feedback in all the sessions. The fact that the workshops were held off site was very important because as was mentioned before interruptions and inconsistent attendance could have been a much greater problem than it was had we held the workshops at the work sites.

We thoroughly enjoyed our time with our fellow foresters and know that they face the same problems that we faced as foresters in the United States.

The art of working with people who use the natural resources. As we said at the beginning of each session "it's not the technical skills that give us the problems, it's the lack of the social, interpersonal and communication skills that give us the problems".

The sharing of our practical experiences as foresters, supervisors, and managers we feel helped in the rapport building we experienced at each workshop and we feel that we have left a number of processes behind that can and should be used by the participants for greater personal understanding, team unity and spirit, and overall efficiency.

Zimmer & Associates

INTRODUCTION

The two members of Zimmer & Associates (Martin J (Joe) Zimmer and Melvin (Mel) D. Clausen) arrived at Islamabad, Pakistan, of May 3, 1991 and after a day of introduction to the Project staff and officials of the Government of Pakistan and USAID representatives proceeded to conduct 5 workshops according to the conditions of the contract with Winrock International Forestry Planning and Development Project.

The following report discusses the background, objectives, brief descriptions of the various modules, agendas, results, conclusions and finally recommendations of the five workshops.

BACKGROUND INFORMATION

- A. Prior to arrival in Pakistan the two workshop instructors will finalize preparation of instructional materials for the attached workshop outline. The materials will also include detailed instructional objectives and note taking guides for use during the workshop.
- B. Upon arrival in Pakistan, the two workshop instructors will participate in discussions with Pakistan forestry colleagues, including field tours of territorial forests, farm forestry project sites, and district offices, to further familiarize themselves with Pakistan conditions and to tailor workshop examples to provincial situations.
- C. Conduct, during May and June 1991, three 5-day workshops and one 2-day workshop on communication skills and work group dynamics, and conduct one 1-day workshop on group facilitation. The workshops will use a mixture of lectures, problem solving activities, case studies, and role playing exercises to demonstrate communication, work group dynamic and facilitation concepts and principles that are presented. Each workshop will include a pre- and post-workshop evaluation.

OBJECTIVES:

- 1. To illustrate and introduce techniques individuals can use to develop to improve their listening and interpersonal skills.
- 2. To illustrate and introduce techniques groups can use to develop participation and consensus, and to resolve conflict.
- 3. To illustrate and introduce techniques organizations can use to improve goal setting and increase goal attainment.

Since organizations are made up of individuals, the success of the organization is dependent upon the performance of the individuals within that organization. It is important that the individuals have a clear understanding of themselves, their strengths and weakness, the results of their behavior, their importance as team members, and finally, their responsibilities. If these factors are understood by each individual and, further, if they are shared in a team environment, then that team will be able to function as a dynamic, progressive unit quicker than if these elements are not understood nor shared. The team will be building from the individual member's strengths. The team will be capable and confident in dealing with any situation that develops. If members of the organization are working together effectively, then the organization, in general, is going to do the same thing.

These workshops are designed to provide Forest Department officers with skills and processes that will help them strengthen their dynamic and progressive farm forestry organization and forestry outreach activities.

It was for these reasons that we felt that the following objectives should also be addressed:

4. To allow teams who naturally work together to develop an appreciation for the uniqueness each team member brings to the work place. (synergy)
5. To begin to develop a team cohesiveness if one doesn't now exist. (synergy)
6. To empower each other to strive towards a more effective team. (synergy)
7. To understand the effects of and power of a team spirit. (synergy)

The training was then conducted according to the following schedule:

FIVE DAY WORKSHOP AGENDA

Day 1

Opening Ceremony

Introductory Remarks

Introductory Session

Workshop Organization, Training Objectives, Workshop Outline, Pre-workshop Evaluation, and Distribution of Training Materials.

Session 1 - Active Listening

Active listening is critical to success in almost everything we do. It allows one to be really aware of all the facets that are implied when one person speaks or doesn't speak to another. Tone of voice, body language, eye contact, feeling behind the words are all part of really listening. Lectures and group exercises will be used to stress active listening.

Day 2

Session 2 - Interpersonal Skills

Understanding yourself is fundamental to success in interpersonal communications. Identifying our own and other people's behavioral patterns is important to understanding the meaning and underlying motivations of their personal strengths and communication styles. This allows one to explore ways in which they can take advantage of those strengths in improving their interactions with others. Lectures and group exercises will be used to understand interpersonal communications.

Session 3 - How Groups Interact

There are certain steps all groups go through -- forming, storming, norming, and performing. In addition, there are various roles each member of a group will assume. Having a knowledge about these processes and roles can assist group members to work in any group they may find themselves in. Group exercises and role playing will be used to understand how groups interact.

Day 3

Session 4 - Synergy

The energy developed when working in a group can produce an effect greater than any individual within the group. Lectures and exercises are used to demonstrate the effect of synergy.

Session 5 - Participation and Consensus

Many times, participation and consensus are viable approaches to problem solving. At other times, these techniques are not appropriate. Discussions on the use of each method along with examples will be presented.

Day 4

Session 6 - Conflict Resolution

Conflict occurs often as part of our interactions with others. We will explore the spectrum of conflict between individuals and groups of people -- cooperation, motivation, arbitration, litigation, etc. Teams must be able

to identify and manage conflict at different levels. Role playing and case studies will be used to present methods of conflict resolution.

Session 7 - Leadership Styles

Effective leadership is successful influencing by the leader that results in goal attainment by the influenced followers. Leaders are agents of change whose acts affect other people more than other peoples' acts affect them. An individual emerges as leader when a group realizes that this person, rather than someone else, can best serve the group in attaining its objectives. Lectures and exercises are used to demonstrate the effect of leadership styles.

Day 5

Session 8 - Goal Setting

Goals are most effectively accomplished when goals are set and understood by all individuals responsible for their attainment. This requires an understanding of decision making, performance appraisal and quality control. Lectures and exercises are used to demonstrate effective goal setting.

Closing Session

Post-workshop Evaluation
Presentation of Training Certificates

TWO DAY WORKSHOP AGENDA

Day 1

Opening
Overview of the workshop
Questionnaire

Active Listening

Interpersonal skills

How Groups Interact

Day 2

Synergy

Leadership Styles

Goal Setting

Closing, Post Questionnaire, & Evaluation

ONE DAY FACILITATOR TRAINING

Active Listening

How Groups Interact

Facilitator and Recorder Roles

Nominal Group Process

Evaluation

PROCESS

Each of the sessions were started with introductions of the instructors followed by introductions by each of the participants. This allowed each person to speak up at the beginning of the sessions & also provided each person with an perception of each other.

The objectives of the workshop were identified and placed upon a flip chart and posted on a wall were they remained for the entire workshop to serve as a reminder of what we were about. In addition the agenda for the entire workshop were handled in the same manner so that there would be less confusion as to where we were going and the progress we were making.

The formal training was started with a brief explanation of the process and the reason for this type of workshop. Reference was made to a speech given in 1977 to the faculty and students at the University of Idaho, College of Forestry, Wildlife and Range Sciences by Mr. William F. Schroeder a prominent attorney from Oregon. In that speech Mr. Schroeder sated in part "When you manage the use of natural resources, its is pretty obvious what you manage. You are not managing trees or grass or water; you are not managing fish or animals; you are managing people."

It is in that context that these workshops have been designed. The objectives stated earlier point towards the people and human resource management processes that we as foresters didn't learn in school.

In addition the instructors were very careful to explain their backgrounds and that what they were here for was to share with the participants (fellow foresters) what they had learned through trial and error, formal workshops, advanced training, and their experiences as foresters, supervisors, & managers over the past 30 years.

The participants were encouraged to ask questions at any time and to slow us down if our accents were hard to follow.

The adult education process known as androgogy was employed through the workshop. Androgogy is the process of allowing the student to learn in the environment they are most comfortable in; in other words teaching to a variety of learning styles.

The Pakistan Forest Plantation problem was designed for several reasons. One was to bring some realism into the conflict module and the second was to tap the creative minds of the eleven different groups that worked on the resolution of this problem. We anticipated that the combination and concentration of all teams on this real life problem will provide the project leaders with some new ways to solve this problem. In addition the teams can again experience a synergistic effect similar to the popular sub-arctic survival exercise. (see comments on table 1c)

RESULTS

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The summaries of the evaluations as shown on tables 1, 2 & 3 indicate to me in strong terms that the participants had a very positive experience and that the workshops objectives were met and in many cases exceeded. There are two key statements that need to be considered in this kind of evaluation & these are the responses to statements 4 and 6.

4. The information presented will help me in the future.
6. I would recommend this workshop to others.

The responses to these statements are summarized as follows:

Statement 4

	(5) I STRONGLY AGREE %	(4) I AGREE %
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Facilitator Training	30	62

Statement 5

Two day	50	50
1st Five day	73	27
2nd Five day	69	31
3rd Five day	44	44
Facilitator Training	54	46

All workshops were conducted with what we refer to as the natural work groups. These are people who work together on a day to day basis. These participants were broken up into their natural work groups and sat with their fellow workers through the entire workshop. The reason for this arrangement was to provide them with the same training at the same time so that they would all hear the same words and experience the group activities as a group. We anticipate that by setting up the workshop in this format the team members of the natural work groups will begin to share some of the information and knowledge they have gained with one another through the time that they are working together. This sharing of information and knowledge will help build the team approach team spirit and synergy. This process addresses objectives 4, 5, 6 & 7.

The one day facilitator training was for the purpose of providing the participants with some techniques for facilitating

groups and meetings. The process of active listening, how groups interact, facilitation skills and the nominal group process provided the participants with some tools for this purpose. We feel that the results of the evaluation indicated that the training was useful.

The results of the pre and post questionnaires reveals that the participants experienced an increase in learning new processes and techniques. This increase is very dramatic and substantially meets the objectives 1,2 and 3.

SUMMARY FROM TABLE 2

Workshop	% Pre Correct	% Post Correct	% Change	Number Participants	
				start	end
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Facilitator Training	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>19</u>	<u>13</u>
Totals	4144	5041	+ 897	109	72

Based upon the above shift in knowledge from the pre to the post questionnaire we can make the following assumptions:

1. The participants did in fact learn about themselves and their strengths and blind areas.
2. The objectives of the workshop were met and in many cases exceeded. This is borne out by the fact that the percent change was always in the positive direction for all the groups.
3. The difference in percent of change may be due to the prior knowledge of the participants, and/or the instructors gaining more understanding of how to communicate with their participants. Peshawer participants had the highest pre and post scores. The reason for this is only speculation on our part however it could be that because most of the participants are in education they see the value of education.

RECOMMENDATIONS

The following recommendations are made from a thorough review of the responses from the participants in relation to the evaluation Table 1 part b (8. I recommend that . . .):

1. That a train the trainer workshop be held for those Pakistan people who have the interest in and ability to conduct this type of training. The number and timing of the train the trainer workshop depends upon the decision makers for the Forestry Planning and Development Project.

The criteria for the selection and number of personnel to attend this training would be as follows:

NUMBER - the number should be at least 5 but no more than 12 to start. Any more than 12 becomes hard to manage in an interactive way for this type of training.

CRITERIA- THE EXPERIENCE BASE OF THE FUTURE TRAINERS IS VERY IMPORTANT. IT IS ONE THING TO READ A BOOK ABOUT MANAGEMENT AND COMMUNICATIONS IT IS SOMETHING ELSE ENTIRELY DIFFERENT IF ONE IS TO SHARE WITH ANOTHER PERSON WHAT HAS WORKED FOR THEM AND WHAT HAS NOT IN THE REAL WORLD. THEREFORE TO MAINTAIN CREDITABILITY THE FUTURE INSTRUCTORS SHOULD HAVE HAD AT LEAST SOME IF NOT ALL THE FOLLOWING:

- Prior experience as supervisor or manager
- Prior training experience
- Attended this or similar courses
- Specialized training or advanced degrees with some training duties.
- Be a self starter
- Have expressed an interest in learning more about people management.
- Expressed an interest in continuing these kinds of workshops.
- Received a recommendation from their fellow workers and from past and present supervisors.

These individuals will be responsible for carrying out recommendation # 2, and need to be given the authority and time to do so.

2. The workshops that train trainers conduct be held at the Pakistan Forest Institute (PFI) on a continuing education type of format and that it be given at least once a year to those who are interested. In addition this program should be part of the formal education offered at PFI. This would help institute what appears to be a missing link in the education of the forestry students. This lack of training in management of the human resource in forestry exists all over the world and is not just particular to Pakistan.

Zimmer & Associates will act as advisors for the type of books that are available and the latest state of the art in training techniques. The common point of reference will be the Director of the project for Winrock International as long as the project is in effect.

The text provided at the workshop and all related materials are already in the hands of all the participants and this represents a substantial amount of up to date material.

3. Consideration be given to providing a lecture type program for the forestry students at PFI. These lectures could be given by the alumni of PFI who have been working in the field or who have retired and have an interest in passing on their experiences and knowledge, in respect to what was important to them in terms of management. A speakers bureau of interested professionals could be used as a start.
4. That more advanced training be considered for those who have attended this program. Such topics as additional personal assessment (Meyres Briggs Personality Type Indicator MBTI), position descriptions, performance appraisals. Management by objectives, time management, organizational structure, and personal stress management could be covered.
5. The participants who have attended this workshop set up a network system to visit one another and stay in contact to lend support and share ideas with one another on what works for them and what doesn't.
6. That at least once a year the natural work units who have been to this workshop get together and facilitate their own team building session as a means of sharing information and knowledge and to continue to build a more synergistic approach to solving existing & potential problems.

7. That Zimmer and Associates send out a questionnaire to all the participants of these workshops within six months (January 1992) to solicit feedback on the effectiveness of this type of training and the need for future training. The questionnaires will be sent in a stamped self addressed envelope to be returned to the Project office in Islamabad Pakistan. The Project office will analyze the results and provide Zimmer & Associates with the results. The expense of the mailing, return envelopes and questionnaire will be borne by Zimmer & Associates.

SUMMARY

In summary we can state that the workshops were very well received and that based upon recommendations from the participants this type of workshop should continue in the future.

The weak point of the workshops would be the lack of consistent attendance. Since the workshop was designed to build from a basic need to self perception to team strength it was important for the participants to stay together throughout the entire session. We understood that because of other pressing demands i.e. end of fiscal year, some of the participants could only attend parts of the session. This is shown by the numbers of participants who started the session verses the number who finished. The best participation on a consistent bases was found in the five day workshop held in Karachi.

On the strong side we found the participants more than willing to adjust to our accents and mannerisms. They were very attentive and supportive, giving us feedback in all the sessions. The fact that the workshops were held off site was very important because as was mentioned before interruptions and inconsistent attendance could have been a much greater problem than it was had we held the workshops at the work sites.

We thoroughly enjoyed our time with our fellow foresters and know that they face the same problems that we faced as foresters in the United States.

The art of working with people who use the natural resources. As we said at the beginning of each session "it's not the technical skills that give us the problems, it's the lack of the social, interpersonal and communication skills that give us the problems". The sharing of our practical experiences as foresters, supervisors, and managers we feel helped in the rapport building we experienced at each workshop and we feel that we have left a number of processes behind that can and should be used by the participants for greater personal understanding, team unity and spirit, and overall efficiency.

Appendices:

Itinerary

Table 1 (a, b, c and d): Evaluation Summary of Workshop Perceptions

Table 2: Pre and Post Questionnaire Results

List of all attendees who were either observing or attending

The following workshop materials were used and are on file with the Winrock International, Forestry Planning and Development Office, Islamabad.

- Text book - Interpersonal & Communications Skills For Professionals in Natural Resources
- Text Book - Facilitator Training
- Pre and Post Questionnaire
- Personal Profile System (with word definitions)
- Sub-arctic Survival
- Thomas Kilmann Conflict Mode Instrument
- Pakistan Plantation Problem (with 5 role playing positions)
- The rules for being human
- JOHARI Window Exercise (abbreviated version)
- Managerial Grid (abbreviated version)
- Characteristics of Static vs Innovative Organizations
- Marks of Managerial Excellence
- A Short Course In Human Relations
- Poem - To Risk...
- Sayings (all the sayings used daily on the Flip Charts)
- Workshop Perceptions (Evaluation)
- Video (PAL System)
The Power of Listening
Sub Arctic Survival

Zimmer & Associates

June 10, 1991

ITINERARY

MAY

3	Fri	05:10	Arrive in Islamabad
4	Sat		Holiday, Meet with WI team members
5	Sun	09:00 10:00 12:00 12:30	Meet Abeedullah Jan, IGF Meet Kh. Hameedullah, USAID Project Officer Meet Dr. Wani, Nasrullah Khan, & Rana Rafiq, Deputy IGF's Meet Rashid Randhawa, Punjab Project Director (With C. Hatch, G. Blake & Tahir Malik)
			Afternoon Workshop Preparation
6	Mon	All Day	Workshop Preparation or Field Tour of Farm Forestry Activities (With C. Hatch, G. Naughton)
7-8	Tue-Wed	All Day	Communications Workshop in Islamabad Attendees: IGF, Ministry of Agriculture, USAID, and WI staff
9	Thur	All Day	Workshop Preparation
10	Fri		Weekend
11	Sat	15:00	Depart for Lahore on PK 387 (With Nasrullah & Tahir)
12-16	Sun-Thur	All Day	Communications Workshop in Lahore at the Avari Hotel. Attendees: Punjab Forest Dept and Punjab Forestry Research Institute staff
16	Thur	19:00	Depart for Islamabad on PK 382
17	Fri		Weekend
18	Sat	16:30	Depart for Peshawer on PK 630 (With Rana Rafiq & Tahir)
19-23	Sun-Thur	All Day	Communication Workshop in Peshawer at the Pearl Continental Attendees: NWFP Forest Dept, Forest Dev. Corp. and PFI staff

23	Thur	16:45	Depart for Islamabad on PK 683
24	Fri		Weekend
25-26	Sat-Sun		Holidays
27	Mon	All Day	Visit Punjab Farm Forestry Project (With M. I. Sheikh)/Preparation for Facilitator training
28	Tue	All Day	Facilitator Workshop in Islamabad Attendees: USAID, WI, GOP and PARC staff
29	Wed	All Day	Report preparation
30	Thur	All Day	Report preparation
31	Fri		Weekend

JUNE

1	Sat	10:00	Depart for Karachi on PK 301 (With Wani & Tahir)
2-6	Sun-Thur	All Day	Communication Workshop in Karachi at the Holiday Inn Attendees: Sindh and Balochistan Forest Dept staff

The remaining part of the original schedule (Project Directors Meeting at Karachi from June 8 to 11, was canceled by request of the Government, and as such the departure date was moved up to June 11.

7	Fri		Weekend
8	Sat	All Day	Report preparation
9	Sun	10:00	Meet Abeedullah Jan, IGF Report preparation
10	Mon	10:00	Meet Kh. Hameedullah Report preparation
11	Tue		Depart Islamabad

INTERPERSONAL AND COMMUNICATION SKILLS WORKSHOP PERCEPTION (EVALUATION)

WORKSHOP PERCEPTIONS ¹⁾

LENGTH	2-Day					5-Day					5-Day					5-Day				
DATES	7&8 May					12-16 May					18-22 May					2-6 June				
PLACE	Islamabad					Lahore					Peshawar					Karachi				
No. PART.	14/13 ²⁾					24/15					25/16					27/25				
QUESTIONS	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
1	21	64	8	7		53	33			14	69	31				32	52	12	4	
2	29	64	7			27	67	6			38	56	6			28	44	8	20	
3	21	36	43			20	73	7			56	32	12			40	44	4	12	
4	57	43				67	33				81	19				44	48	4	4	
5	14	71	15			27	60	13			56	38	6			24	40	16	16	4
6	50	50				73	27				69	31				44	44		8	4

FACILITATOR TRAINING EVALUATION

Part. 19/13

	5	4	3	2	1
1. The workshop goals were clear.	38	62			
2. The overall design was effective.	15	77	8		
3. The workshop got off to a good start.	62	38			
4. The information presented will help me in the future.	30	62	8		
5. "Experiential" or discovery type procedures were frequently used in this workshop.	8	69	23		
6. I would recommend this workshop to others.	54	46			

NOTE: Column Headings
 5 = Strongly Agree
 4 = Agree
 3 = Undecided
 2 = Disagree
 1 = Strongly Disagree

¹⁾ Table numbers are in percent

²⁾ 14/13 indicates that 14 attended one or more days but only 13 filled out the final course evaluation

TABLE 1a

7. Additional comments

- Workshop was good but participants were not well informed ahead of time.
- Well done, well prepared, well organized.
- Most cross-cultural things came across all right. Just because they don't laugh at cartoons, don't presume they miss the point use of proverbs, anecdotes, famous quotes are meaningful to this culture.
- At least 3 days may be allowed
- A brief explanation about term communication and the factors responsible for better communication is essential as introduction topic participants who are being exposed to such an exercise for the first time in their career.
- Too short, I would like to take the 5 day course.
- More communication to low education should be introduced and may be kept in mind while talking up this workshop at provincial headquarters.
- I attended the workshop for a short time in both days. It appeared useful.
- The workshop needs to be modified for prevailing environment in the area it is given in.
- More material as outreach mass communication skill needs to be incorporated.
- The workshop seems to be designed for highly educated individuals. It will be better if it was designed for mediocres.
- Good workshop. This may be modified for effective communication with masses, the farmers.
- Lectures were well organized with visual aids which helped a lot to understand the theme - lectures were clear what they want to convey to the audiences.
- The workshop was full of information regarding communication etc. etc. very well organized.
- Audacity should be improved.
- If slow speaking be made the more learning can be. I for first two days could not follow the pronunciation.

- Workshops of this type may be accorded for senior officers.
- It should be elaborated especially regarding our subjects.
- There should a counterpart of the experts from Pakistan and he should learn completely and be able to conduct this course without the experts.
- (1) High officers be trained in such fields more and more they totally lack such things; (2) courses should be own language.
- I enjoyed the workshop particularly the way Joe and Mel conducted it.
- I learnt during 5 day workshop and it would improve my working capacity and create good relationship to my boss and as well as my subordinates.
- I request you to include the experimental approach to analyze the different characteristics of a person under various parameters.
- Such courses should be arranged according to level i.e. starting from lower level and reaching to highest one after another to keep us on track and remind us about the goal.
- In my point of view this workshop was fruitful for participants.
- In my opinion this workshop would be more suitable and fruitful to younger people as compared to us; i.e. aged.
- (1) The simulation on subarctic conditions survival could be changed to survival in desert conditions if expert opinions are available. (2) Some of the organizational theories can be dispensed with and instead group dynamics emphasized.
- I strongly agree that such workshop should be displayed every year, also for lower staff of foresters and forest guards also.
- The teachers well-prepared and the relevant materials supplied at right time.
- Such workshops must be conducted in future because I think it will surely help the participants in tapping their potential and working in a more efficient way.
- The workshop was very useful to enhance the efficiencies of the participants, but still the workshop gained is subject to the peculiar local circumstances to be practiced.
- Worth of time spent

- Should have a practice session with specific topic at the end
- Excellent
- More video tape should be shown in future workshops.
- Instructors perception was good
- I learnt first time about facilitation in a group exercise
- I would suggest follow on workshop on this subject in collaboration with other donors, GOP, and key educational institutions.
- The time period should be increased, because five days are not sufficient to train the trainers.
- It was a good learning and get together too.
- It was very good workshop. I really understood it very well and will try to apply these things in my practical life.
- The goals of the workshop were not clearly spelled out in the beginning. That is on the first day. But this became more clear as the workshop went on from first to last day.
- This workshop helped me to evaluate myself in the field of communication skills.
- Ideas with regard to communication be obtained.
- The workshop was conducted in an effective manner and was delivered in an elegant and impressive style.
- The speakers should have been scheduled from University teachers of the concerned faculty of the experienced public administration.
- The workshop helped me to find out myself - my good points and bad points.
- The duration was too short, it should be at least two weeks.
- This has been a useful and instructive workshop and has included many avenues which were obscure.
- Stay, remained comfortable and educative.
- A followup workshop is recommended for the participants.

TABLE 1b

8. I recommended that...

- Such workshops should be organized and participants should be invited well ahead of time.
- Greater concentration or revealing where you are going before you begin the journey. Emphasize the things you might get out of the journey.
- Careful steps by steps instructions be given for all instruments. Encourage team members to share their personal profile in their team.
- This type of workshop may be replicated in different places throughout the country. More group discussions and exchange of ideas should be followed.
- More explanations on objectives should be given. Instructors must remember they have a foreign audience and speak deliberately.
- Slow down your speaking.
- Lecture speed may be slow and clear worded.
- Examples be given
- case study type examples be added
- communication may be taught as a skill, not as a subject
- There should be more group discussions as new ideas and more examples from field or real life.
- These type of workshops should also be held in future especially for those people which have started their careers recently.
- Arrangements should be made in future for regular holding of this type of workshop. Those who have not attended it may get a chance in future to allow it and be benefitted by getting knowledge of new experience.
- More workshops of this nature which senior officers participate.
- More workshops of this type be arranged for more senior officers of Forest Departments.
- The orators being foreigners should make themselves clear by citing/quoting examples.

- Such workshops should be held once a year for every one.
- Workshops of this kind should be conducted frequently.
- This type of workshop should also be held in future 6 months.
- The instructors must speak at the same tone where they are.
- One Pakistani instructor should also be present with foreigners.
- On page 3 of book "talks in insulting manner" be added.
- Such workshops should be commonly conducted in most organizations to improve the working. I would recommend aptitude test for all new entrants and courses for changing behaviors.
- Such workshops should be conducted in future so we intake the recent achievements and improve our working quality.
- It should be included in the syllabus of forestry courses.
- I recommend that this type of workshop should be introduced in schools and colleges in Pakistan. Because this is a fruitful knowledge for managing humanity.
- In future the time period for this workshop should be increased, so that every trainee can judge himself in a better way.
- The workshop should be at least for one week duration.
- Future workshop be held that are of the intermediate and advanced level, making and that present participants are also included in these workshops.
- I recommend that such types should be started frequently.
- Such refresher workshop/seminars should be arranged for the foresters yearly and their participation must be encouraged.
- In the process of presentation more videos should be used better than verbal explanation of certain particular problems.
- Other such lectures should also be arranged.
- Refresher courses or workshops should be arranged once a year.
- Such workshops should be frequently arranged for the broader interests of public service.
- Such workshops may be held by local experts frequently to transmit the same useful knowledge to large members of masses for getting good results on large scale at national level.

- There should be some procedure for selecting people from this workshop who possess better facilitation skills for future training.
- Some provincial Forest Officers be trained as "Facilitator" to train the people in their own language.
- Come out a topic and have group discussions and let the participant act as facilitator.
- The period should be expanded
- It should be repeated at provincial headquarters all over the country.
- The workshop content be further improved
- Such workshops should be convened for all levels of the secretariat and decision makers.
- More emphasis to clear facilitator role.
- A longer duration workshop
- At least ten working days be allowed for this course.
- More examples be cited for better and clear understanding.
- The seminars on new developments in the forestry techniques may be arranged to give day-to-day work knowledge to foresters.
- Such workshops should be arranged very frequently.
- That more examples should have been given for day-to-day activity of our own country. That would have infused more interest.
- Such workshops should be organized quite frequent.
- Such workshops should be held quite frequently, at least once a year with varying designs.
- Such type of workshops should be conducted off and on to improve the efficiency of the employees.
- This workshop is beneficial to forestry setting, may be combined for other fields in other developments.
- New dimensions of forestry may be included in the future workshops.
- Such workshops should be conducted time to time.

- The workshop should be redesigned and reoriented to the needs of the third world.
- I appreciate and acknowledge the efforts of the organizers and USAID.
- More self assessment exercises should be added to the workshop in future if convened.
- This workshop period should be 10-15 days. It will be better if it is field executed.
- The number of teachers should be increased and such workshops should be conducted frequently on various topics.
- This workshop may be continued.
- Such workshops to be organized for lower foresters of the department also.
- The workshop should be carried out for the others foresters also.
- The title of the workshop should be, "Leadership and Managerial skills" instead of communication skills.

TABLE 1c

9. I especially liked ...

- presentation and skill work
- The exercises like artic survival, Geier profile, managerial guide etc. etc.
- Group dynamics and work activities (self analysis, etc.)... Be sure to take adequate time for decision of instruments. The video of workshop in progress is very useful and people like to watch themselves in action.
- The presentation style and communication initiatives to relay the messages to the audience.
- The synergy exercises and modules
- Self assessment procedure
- Visual aids
- Personality assessment
- The manner in which 5 days work was consolidated in 1½ days.
- Benefit of working in a team.
- The audio-visual aids used
- The famous sayings and handouts and good words for good public relating.
- The organization of the seminar/lectures material. The clear way of explaining the things.
- The way, style of presentations
- Participation and consensus
- The communication part
- The different exercises given during the workshop
- Self assessment
- The way it was explained especially by Mr. Joe.
- Personal evaluation/position of myself conflict resolution.
- Conflict resolution

- Discovery type procedures.
- Different tests to know myself.
- The personal tests to judge various capabilities of self.
- I gained much knowledge about leadership relationship to coordination and execution of work and improve the efficiency.
- Leadership and synergy participation.
- That this workshop was the evolution of a man. I think for making a perfect man, like this type of workshop should be introduced in Pakistan.
- The fourth day course that is conflict resolution and leadership.
- The operating guidelines for interpersonal relationships.
- The presentation style and pace of presentation.
- Synergy
- The style of teaching
- The free atmosphere of discussion and reasonable timing of the course
- Almost all the topics were most important for all of us.
- The preference of we over I
- The whole workshop and wish to participate in such workshops whenever I would find opportunity.
- The way of teaching, verbal as well as with assistance of audio visual aids, posters, cartoons which were a new experience for us and helped us to gain more knowledge.
- Process of becoming active listener
- Joe presentation style
- Joes presentation style
- Listening
- The style
- The information
- Course content

- Group facilitation exercise
- Facilitation
- To be a facilitator
- The approach taken by the facilitators in communication with the participants and effort to learn local words etc.
- Practical demonstrations regarding interpersonal and communication skill should be carried out to give chance to understand more which was taught orally.
- Presentation on participation and consensus.
- Synergy, Participation and consensus
- All the lectures.
- The style of Joe. He carried the participants with him. Whereas, Mel maintains his lecture at one wavelength, thereby participants lose concentration.
- Joe's manner of talking, excellent style, wish him luck.
- The way this workshop guided to assess our managerial capabilities and how to improve them.
- The display through transparencies, exercises, etc..
- The lectures delivered for us by Joe and good behavior of USAID officials.
- The self evaluation exercises which enable me to understand myself.
- Subarctic survival situation.
- Efforts by Mr. Joe were highly appreciated.
- Every moment I was in the class and with fellow participants, and organizers and speakers.
- Personal profile system, subarctic survival situation, exercises on self assessment.
- Subarctic survival exercise
- Subarctic survival
- The manner of conducting this workshop.
- The presentation of Mr. Joe.

- Joe's style of teaching and handling the session. A followup workshop is necessary because the topic is not covered fully.
- Lecture on leadership, goal formation, conflict, arctic survival.

TABLE 1d

10. Today I learned

- A lot about leadership development
- The power of Synergy, insight into management styles and the role of and importance of and responsibility of oneself in goal setting.
- This workshop stimulated my thinking, and I enjoyed the presentation and taking some important notes and messages which will help me in improving my skills.
- A lot about myself.
- Quality leadership and my weaknesses.
- More about myself than I wanted to know! I need to set goals!!
- The method in which there is one most important word, "we".
- How people can sustain with perseverance synegetics.
- Something about synergy and group dynamics
- The qualities of a leader. My own management style and the areas where I need to mend myself to be more effective in motivation and communication.
- Leadership styles and how can we use those. Goal setting and how to achieve the goal according to the circumstances.
- About leadership style
- Conflict management
- To see the dream I plan to achieve
- How to achieve goals and how to fulfill your dreams (desires).
- Many new things
- A lot
- How to live and survive in practical life.
- About setting goals and way to achieve these goals.
- Qualities of leadership and how to develop interpersonal skills and resolve conflict. For goal management towards achievement of our own goals.

- About leadership qualities, goal setting and human relationships.
- Synergy, leadership and qualities of a good leader and relationship to subordinate as well as boss. Improve working capacity and personal relationship through inter-communications.
- Why to love all?
- About dreams, if a man is sincere to the dream and he will be serious about it, he can do more and more. And he can hold into it.
- That when a person have some good desire and then he is trying to achieve his objective he can. If he is honest in this respect, because todays topic was about goal setting.
- Goal in life can be achieved if you do hard for that.
- About leadership, different sayings which can be highly priced for future successful life.
- That to understand others I need to understand myself. Second, to achieve something in life I need to take risks in life and have properly set goals.
- Today I learned that problems should be shared through groups and not by a single person.
- The preference of "we" over "I".
- Try for better goal and achievement.
- I learned about goal setting and evaluation, planning for goal, ways to achieve them and possible obstacles and how to overcome these.
- Leadership and characters of leaders and goal setting.
- If you want to reach a goal you are supposed to risk for it.
- I learned about leadership, qualities of leaders, difference between leader and manager and goal setting.
- About qualities of a leaders, steps to become a good leader, about goal setting, the necessary measures to achieve the goals.
- And was able to remember things learnt in my M.B.A. course
- The role of a "facilitator":
- Listening

- Listening/facilitation
- To be a moderate facilitator
- The role of facilitation very clearly
- How to perform as a facilitator
- A number of jobs that the facilitator has to perform
- Behavior the facilitator should avoid
- How to become a good facilitator
- How to improve my communication skills
- Role of facilitation
- Nothing
- Conflict, decision making, creativity and team management.
- About goal setting and its achievement, about type leadership required for management of natural resources.
- Complexities of leadership.
- About leadership and management.
- About leadership.
- A great deal about the interpersonal and communications skills.
- A short course in human relations and marks of managerial excellence.
- What makes managers; good, bad or average competencies of leadership, leadership styles.
- The competencies of leadership.
- The objectives and goals.
- Goal setting
- That I have not achieved my goal so far.
- What man can dream of he can do.
- A lot about leadership, goal setting and self actualization, etc. The lecture was really interesting and thought provoking.
- Goal setting.

- Qualities of a leadership and effect of environment to achieve the goal.
- About try for goal achievement.
- Leadership and goal setting.
- Leadership and goal formulation.

TABLE 2

INTERPERSONAL AND COMMUNICATION SKILLS WORKSHOP EVALUATION

WORKSHOP PRE & POST EVALUATIONS

LENGTH DATES PLACE No. PART.	2-Day 7-8 May Islamabad 14/9							LENGTH DATES PLACE No. PART.	5-Day 12-16 May Lahore 24/11							LENGTH DATES PLACE No. PART.	5-Day 18-22 May Peshawar 25/14							LENGTH DATES PLACE No. PART.	5-Day 2-6 June Karachi						
	Pre			Post					C h	Pre			Post				C h	Pre			Post				C h						
	Y	N	?	Y	N	?	g			QUESTIONS	Y	N	?	Y	N			?	g	Y	N	?	Y			N	?	g	Y	N	?
1	22	33	45	78	22		-11	1	54	36	10	73	27		-9	72	28		28	72		44	60	40		48	52		12		
2	78	11	11	100			22	2	100			100			0	50	43	7	72	28		22	72	20	8	76	16	8	4		
3	78		22	89	11		11	3	73	18	9	100			27	50	28	22	86	14		36	72	12	16	80	8	12	8		
4	100			89	11		-11	4	73	27		91	9		18	71	14	15	78	22		7	68	24	8	72	8	20	4		
5	44	56			100		44	5	82	18		55	45			64	22	14	57	43			48	44	8	56	44				
6	78		22	100			22	6	82	18		100			18	79	9	14	86	7	7	7	100			88	4	8	-12		
7	89		11	100			11	7	18		82	64	27	9	46	64		36	100			36	36	12	52	92		8	56		
8	44	56		44	56		0	8	45	55		18	82		-27	14	79	7	22	78		8	28	68	4	24	68	8	-4		
9	22	70			100		22	9	27		73	91		9	64	50	14	36	86	14		38	56	4	40	76	16	8	20		
10		89	11		89	11	0	10	73	18	9	91	9		-9	57	43		43	57		14	80	16	4	56	40	4	24		
11	78		22	100			22	11	45	55		27	73		18	28	72		14	86		14	24	68	8	20	72	8	4		
12	56	44		56	44		0	12	64	27	9	73	18	9	9	64	22	14	64	36		0	64	28	8	72	24	4	8		
13								13	55	45		55	45		0	50	43	7	21	79		36	72	28		60	40		12		
								14	27	73		36	64		-9	14	86			100		14	16	84		28	72		-12		
								15	27	73		9	82	9	9	7	86	7	50	50		-36	36	64		28	72		8		
								16	27	73		9	91		18	22	64	14	22	78		14	60	40		40	60		20		
								17	45	45	10	73	27		-18	50	43	7	36	64		21	56	28	16	52	40	8	12		
								18	27	46	27	9	91		45	14	79	7	7	93		14	24	52	24	26	72	8	20		
								19	82	18		91	9			64	36		64	36			72	28		80	20				
								20	36	64		82	18		-46	29	64	7	7	86	7	22	64	36		32	68		32		
								21	46	36	18	36	64		28	43	50	7	36	64		14	60	28	12	48	48	4	20		
								22	64	27	9	45	55			21	64	15	21	79			52	44	4	36	64				
								23	27	73		18	82		9	36	64		17	83		19	32	68		36	64		-4		
Sub-Total:	501	312		578	367				482	637		637	673			442	722		594	912			496	552		580	700				
G.Total:		813			945		132			1119			1310		191		1164			1506		344		1048			1280		232		

NOTE: Column Headings

- Y = Answered Question True
- N = Answered Question False
- ? = Answered Question as Don't Know
- Chg = Change to Correct Response Between Pre- & Post-Test

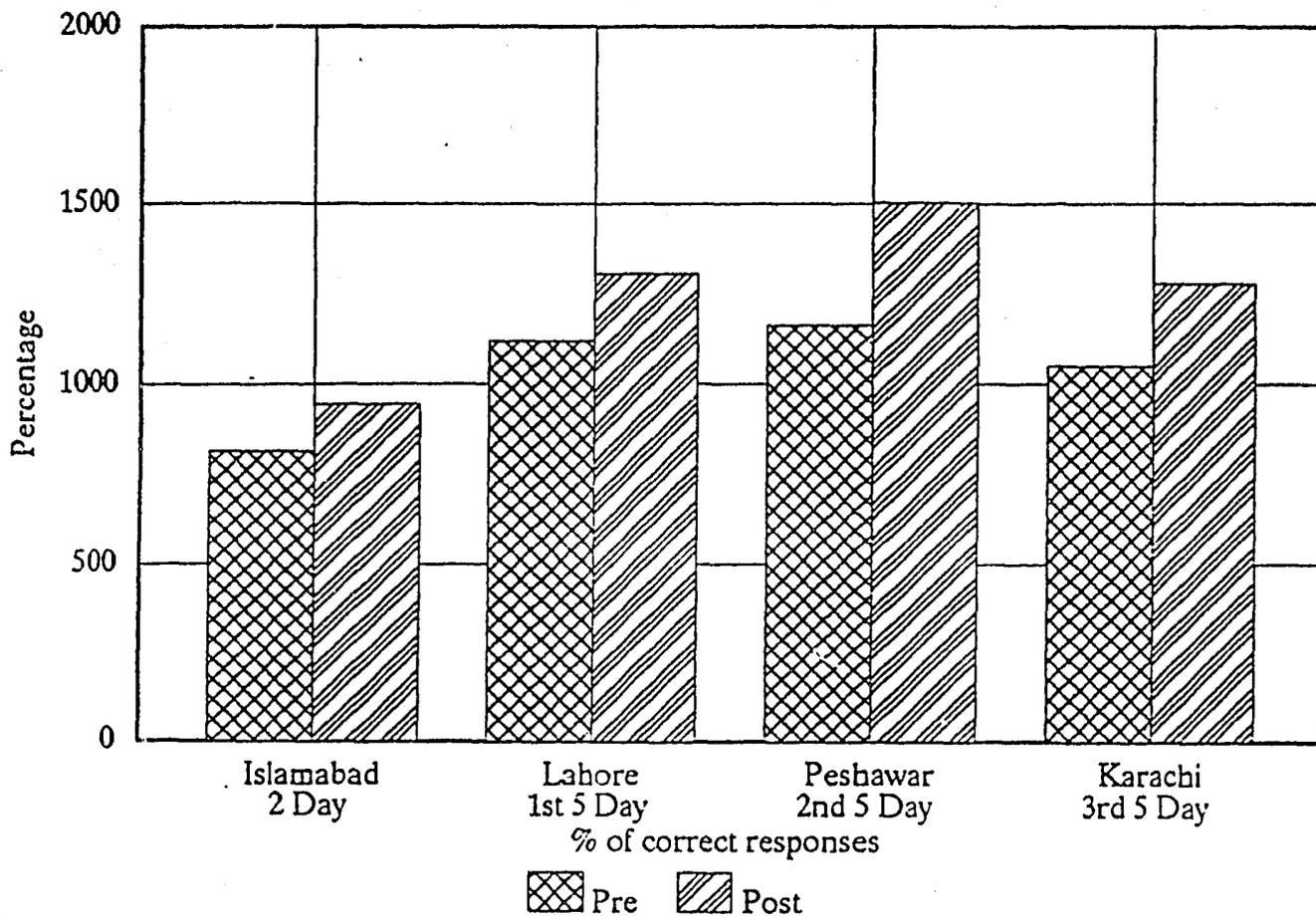
Table numbers are in percent

Correct Response

14/9 indicates that 14 attended one or more days but only 9 completed both a

TABLE 3

Pre & Post Results



**LIST OF ALL ATTENDEES OF INTERPERSONAL AND COMMUNICATIONS SKILLS
IN NATURAL RESOURCES WORKSHOPS AT ISLAMABAD, LAHORE, PESHAWER
& KARACHI AND FACILITATOR TRAINING AT ISLAMABAD.
MAY - JUNE 1991**

Interpersonal and Communication Skills Workshops.

Islamabad-7 & 8 May

1. Kh. Hameedullah
2. Dr. Bashir A. Wani
3. Nasrullah Khan Aziz
4. Latif Ahmed Rao
5. Dr. Charles R Hatch
6. Dr. George M. Blake
7. Gary G. Naughton
8. Mahmood Iqbal Sheikh
9. Tahir Wadood Malik
10. Imtiaz A. Sheikh

11. Rafique Ahmed
12. M. I. Sultani
13. Asgher Rana
14. Dr. Magsood Anwar

Lahore-12 to 16 May

15. Rashid Mahmood Randhawa
16. Khalid Latif
17. Ghulam Mustafa Mian
18. Abdul Razzaq
19. Sardar M. Liaqat Khan
20. M. Mahboob ur Rahman
21. M. Inshah Ullah
22. Ms. Mamoona Wali Muhammad
23. Ms. Nighat Mansoor
24. Sahibzada M. Hafeez
25. M. Saleem
26. M. Afzal
27. M. Rafique
28. Abdul Khalig
29. Amjad Mahmood Cheema
30. Shahid Rashid Awan
31. Nasrullah Khan Aziz
32. Mahmood Iqbal Sheikh

33. Ijaz Hussain Shah
34. Jamil Ahmad
35. M. Salim
36. Mian Mahmood Ahmad
37. S. K. Khanzada
38. Kh. Hameedullah

Peshawer-19 to 23 May

39. Alamgir K. Gandapur
40. Ayub Mahsud
41. Muhabbat Khan
42. Syed Zainul Arifeen
43. Nadir Khan
44. Mirza Hakim Khan
45. Safdar Ali Khan
46. Raja M. Zarif
47. Raja M. Ashfaq
48. Ch. M. Ismail
49. Dr. M. Ayaz
50. Shakeel Haider Zaidi
51. Iqbal Mahmood
52. Pir Qaim Shah
53. Amjad Ali
54. Khurshid Ali Khan

55. Yar Muhammad Khan
56. Ghazi Marjan
57. Mumtaz Khan
58. Haider Zaman
59. K. M. Siddiqui
60. Rashid Arshad
61. Ehsanullah Wazir
62. Afsarullah Wazir
63. Dr. Bashir A. Wani

Karachi-2 to 6 June

64. Afzal Haq
65. Shams ul Haq Memon
66. Bashir Ahmed Nizamani
67. Munir Ahmed Awan
68. Ali Gul Lakho
69. M. Ibrahim Siddiqui
70. Nisar Ahmed Ansari
71. Iqbal Ahmed Junejo
72. Rahim Bux
73. Nadir Ali Talpur
74. M. Pathan Sheikh
75. Abid Ali Khan
76. Mehboob Ali Bhatti
77. Ghiasuddin Ahmed
78. Zahoor Ul Haque

79. Hassan Ali Baloch
80. Muhammad Hayat
81. Mehboob Alam Ansari
82. Muhammad Zulfiqar
83. M. Kaleemullah
84. A. R. Kharal
85. Ghulam Mustafa Sheikh
86. Dr. Bashir Ahmad Wani
87. Tahir Wadood Malik

88. Mansoor Hussain Shan
89. Abdul Raziq Khan
90. Asher Ali
91. Shaukat Ali Arian
92. Bashir Ahmed Sario
93. M. Anwer Baloch
94. Irfanuddin Ahmad

Facilitator Training

Islamabad-28 May

95. Dr. Abdul Qayyum Khan
96. Abdul Ghaffar Khan
97. Assad A. Bukhari
98. Kh. Hameedullah
99. Dr. M. Saeed
100. Dr. Zakir Khan
101. Shams ul Haq
102. M. I. Sheikh
103. Tahir Wadood Malik
104. Khalid Naseer
105. Dr. Charles R. Hatch
106. Mrs. C. Hatch
107. Ms. Mamoona Wali Muhammad
108. Ms. Nighat M. Chughtai
109. Dr. Noor Muhammad
110. Mirza M. Ashraf
111. M. Rashid Ahmed

112. Rafique Ahmed
113. Nasrullah Khan Aziz
114. Barny H. Michie
115. Dan Minnick

In addition, Tahir Wadood Malik and Imtiaz A. Sheikh, were present at Lahore and Peshawer for the first three days of each workshop.

Imtiaz A. Sheikh was also present for first three days and last one day at Karachi.