

**A Revolution in Training:
A Pilot Study of the Bottom Line
Results of the
Switched-On Management Seminar**

by

Jerry V. Teplitz, JD, Ph.D.

Jerry Teplitz Enterprises, Inc
1304 Woodhurst Drive
Virginia Beach, VA 23454
800 - 77RELAX or 757 496-8008
FAX 757 496-9955
Email - Jerry@Teplitz.com
www.Teplitz.com

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Executive Summary

The Switched-On Management (SOM) Seminar is a practical self-development management training program for managers to create a more successful, effective, and dynamic company or organization. SOM is designed to help managers become more effective with management skills they have and develop skills in new areas of management.

This report presents the results of a pilot study conducted on the impact of the SOM Seminar. For this study, 21 SOM participants completed a self-assessment questionnaire before the seminar began and again at the end of the seminar. The questionnaire that participants completed at the beginning of the seminar provided a baseline measurement of how they viewed themselves in relationship to the various parts of the management process. The questionnaire that participants completed at the end of the seminar indicated whether the seminar had changed their perception of themselves.

The design of the seminar is for participants to use a methodology that allows them to discover and select the areas of the management process that they need to improve. The areas that participants select from are: Managing Resources, Planning and Decision Making, Directing and Problem Solving, Communication and Team Building, Being Productive and Supporting Company Goals and Quality Management.

The responses to pre- and post-seminar questionnaires indicate that seminar participants' self-perception of their management ability increased significantly at the conclusion of the seminar on all questions.

Introduction

This report is on a study conducted on the effect of the Switched-On Management (SOM) Seminar, which is a practical management self-development training program that helps managers create a more successful, effective, and dynamic company or organization. The seminar provides personal re-engineering through a process of balancing the mind/body system, which empowers the individual to be more flexible yet effective. This enables managers to realign their way of operating positively and productively in a changing work environment.

The Switched-On Management Seminar is designed to help managers become more effective with management skills they have and develop skills in new areas of management. This course is designed to be applicable to all management levels, from first-level supervisors to the CEO. What makes the SOM Seminar unique is that it does not teach a single technique for improving management skills. Rather, the seminar uses the concept of rewiring the brain to switch participants on to the different areas of the management process.

To create this re-wiring process the SOM seminar teaches attendees Brain Gym[®], which are simple movement exercises that were originally developed by Dr. Paul Dennison, Ph.D. and Gail Dennison to help children and adults with learning disabilities. These movement exercises are designed to rewire the brain from a fear/survival focus, which occurs in the back of the brain and may be triggered by past experiences, to a present-time/choice focus, which occurs in the front section of the brain. These Brain Gym[®] movements allow the brain and body to adapt to new opportunities and situations.

Dr. Jerry V. Teplitz is a graduate of Hunter College and Northwestern University School of Law. He practiced as an attorney for the Illinois Environmental Protection Agency. He also received a Masters and Doctorate Degree in Holistic Health Sciences from Columbia Pacific University. He was on the faculty of the U.S. Chamber of Commerce Institute for Organization Management for nine years and has been a certified Educational Kinesiology Consultant since 1986. Dr. Teplitz has adapted and applied these concepts to Switched-On Management, as well as several other business courses including Switched-On Selling and Switched-On Network Marketing. The results of the research studies validating Brain Gym[®] and the Switched-On Selling and Network Marketing Seminars are available at <http://www.teplitz.com/BrainGymResearch.htm>. Dr Teplitz has also published a book with Dr and Mrs. Dennison called *Brain Gym for Business*.

Dr. Teplitz was assisted in the development of the SOM Seminar by Edward Wondoloski, CPA. Mr. Wondoloski is a full professor of management, with thirty years of diversified teaching and business experience. He has taught courses in accounting, computer systems, finance, management, and interdisciplinary studies. He has received the award for "Innovation in Teaching" as well as a grant for the study of Total Quality Management (TQM), using the Theory of Constraints (TOC) model. He was on the management faculty at Bentley College and served on the Managing Board for Service Learning, where he coordinated all Service Learning Internships. He was previously the comptroller of Bentley College.

The Switched-On Management Study

The Methodology

For this pilot study, 21 SOM participants completed a self-assessment questionnaire (See Appendix A) before the seminar began and again at the end of the seminar. The seminar is a 1½ day experience. The questionnaire that participants completed at the beginning of the day provided a baseline measurement of how the participants viewed themselves in relationship to the various parts of the management process. The questionnaire that participants completed at the end of the seminar indicated whether the seminar had changed their perception of themselves.

The design of the seminar is for participants to use a methodology that allows them to discover and select the areas of the management process that they need to improve. The areas that participants select from are: Managing Resources, Planning and Decision Making, Directing and Problem Solving, Communication and Team Building, Being Productive and Supporting Company Goals and Quality Management.

MANAGING RESOURCES

In this mode, the manager defines, discovers, and establishes the boundaries that will best support the fulfillment of the corporate mission and objectives. This is primarily a reflective role. Having established a clear sense of purpose, the "switched-on" manager can then provide assurance, direction, and motivation to his staff and himself. He does this by allocating adequate resources to get the job done, by setting limits, and by otherwise acting as a coach to promote the successful completion of projects that are underway.

In the area of people management, the manager attracts quality employees and associates through effective recruiting and interviewing practices. He selects the right person for the right job. To keep these quality people motivated, the manager - acting as a coach - helps the individuals build necessary skills, provides a compensation package that meets their needs, and designs an organization package that provides job flexibility, job security, personal and professional growth, and a pleasant work environment.

The "switched-on" manager understands the significance of developing a strong corporate commitment that will meet his own needs and those of his associates. Establishing and nurturing such a corporate commitment helps to produce a diverse, creative, motivated, and productive work force.

PLANNING AND DECISION MAKING

This section deals with the classical managerial functions of planning, organizing, and decision-making. The decision-making process requires that the manager choose a course of action from two or more alternatives that will contribute to the corporate vision. She realizes that a correct decision will provide a win-win scenario, benefiting the organization by providing the opportunity for personal growth and increased knowledge for herself, her associates, and the company. The functions required of the manager in this phase are intuitive and analytical in nature.

To increase the reliability of the decision-making process, she must be capable of creating strategies and road maps that assist in recognizing, organizing, and clarifying the alternative choices.

Astute managers are highly attuned to the world around them and scan the work environment seeking challenges and opportunities to be managed and solved.

This "switched-on" manager has deep convictions which enable her to assertively establish goals aligned with the corporate vision. The "switched-on" manager also provides for her own self advancement in a positive, responsible manner.

DIRECTING AND PROBLEM SOLVING

Good managers have a highly trained team of networkers on whom they can rely for astute observations and problem-solving contributions. A keen manager recognizes that the failure to head off a disastrous situation early can greatly diminish his effectiveness.

Once the manager becomes aware of a problem, he can, by virtue of his leadership, quickly set the priorities that will transform the situation, direct the necessary resources to the problem, and coordinate the operation.

The "switched-on" manager is an excellent negotiator and facilitator. These functions are supported by his ability to relate with people authentically and naturally.

COMMUNICATION AND TEAM BUILDING

A good manager never assumes that people understand what she means. She realizes the importance of two-way communication. She knows that effective listening skills are the basis of clear communication and possesses or secures the skills that enhance this function.

She creates trust by being open in her communication, and when appropriate, respects the privacy of the communication. She is observant of others' non verbal cues and acknowledges their feelings. Accordingly, her verbal and non verbal communications are congruent.

An effective team builder, this "switched-on" manager functions naturally in a cooperative environment and possesses the personal skills to be an objective participant in team sessions. She neither attacks group members nor takes sides. Instead, she sets a climate and social environment that breeds and nurtures a participatory structure by allowing members freedom to express divergent views, giving each participant a meaningful role in the process, and establishing mechanisms for resolving problems and disagreements.

BEING PRODUCTIVE AND SUPPORTING COMPANY GOALS

"Throughput," which is the rate at which goods and services are translated into profits, is the key objective in being productive and supporting organizational goals. The manager's function here is to stabilize, support, and nurture the workforce so that workers feel centered and focused on generating the required throughput. This phase of a manager's role is often viewed as the maintenance role. If executed well, it will provide the energy for corporate growth, wellness, and development.

The "switched-on" manager in performance of this role is not interested in ensuring that all of his subordinates and/or team members are busy, but that they are all moving toward the goal. Productivity means accomplishing your goal, and the task is to synthesize the individual's goals with the corporate goals. When these are aligned, every action increases productivity and brings the person closer to their goal.

TOTAL QUALITY MANAGEMENT

The term "quality management" was first used by W. Edwards Deming to describe his revolutionary theories and techniques for generating quality management. More recently this field has been addressed by the Goldratt Institute through its "Theory of Constraints (TOC)" and Dr. Peter Senge with his work on "Learning Organizations".

The root to the success of the business is found in quality management. In this mode, corporate ethics and values are upheld as the company moves through the life-sustaining process of transforming its goods and services into profits. This flow of taking in, letting go, transforming, and reinvesting is the primary concern of this function. It is an activity that supports all of the rest of the activities, giving life and meaning to its actions.

The "switched-on" manager has an inner balance and strength that reflects outwardly, thus providing inspiration to others. This harmony is reflected by the high degree of quality in company activities, as well as in its relationship with the environment. The key to this is found in sustaining all relationships while in alignment with the manager's core values.

Questionnaire Results

Overall Average

Figure 1 illustrates the pre- and post-seminar responses of the SOM participants to all questions. On the pre-seminar questionnaire, 44% of participants disagreed or strongly disagreed with the statements. On the post-seminar questionnaire, negative responses fell to 3%. Those answering agree or strongly agree increased from 56% before the seminar to 95% after the seminar. Those who responded in the Strongly Agree category at the beginning of the seminar rose from 10% to 45% at the end of the seminar.

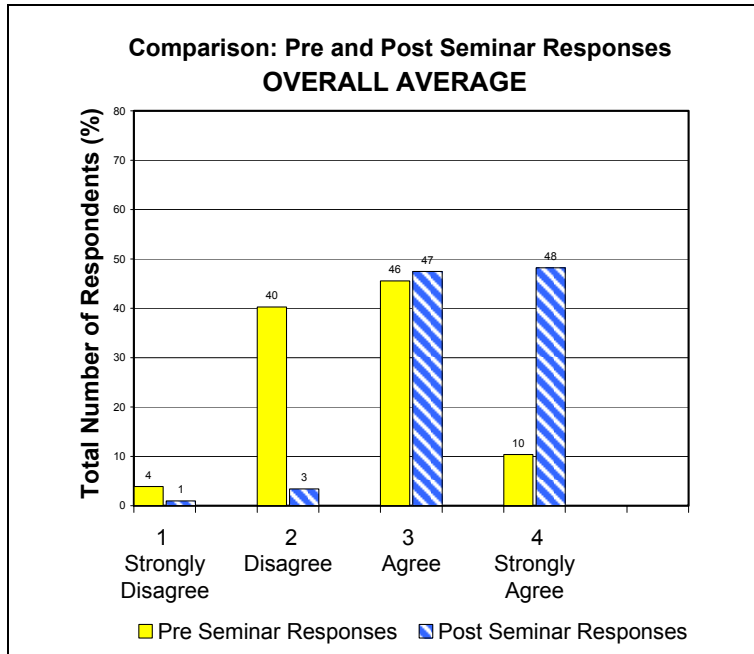


Figure 1. Overall Average of Pre- and Post- Seminar Responses

Responses to Select Questions Reveal Significant Changes

The responses to the following individual questions measured the most significant changes that occurred from the beginning of the seminar to the end of the seminar in the participants' attitudes. Appendix B contains all the other graphs with a summary description written about each one.

Question:

- *I manage my resources well because my purpose is clear*

Figure 2 illustrates that 83% of participants replied either Strongly Disagree or Disagree on the pre-seminar questionnaire while only 18% responded Agree or Strongly Agree. On the post-seminar questionnaire, 94% of participants indicated Agree or Strongly Agree. The Strongly Agree category moved up from no one selecting it at the beginning of the seminar to 35% selecting it at the end of the seminar. Conversely, the number of attendees indicating Strongly Disagree dropped from 12% to 0% while those responding Disagree dropped from 71% to 6%.

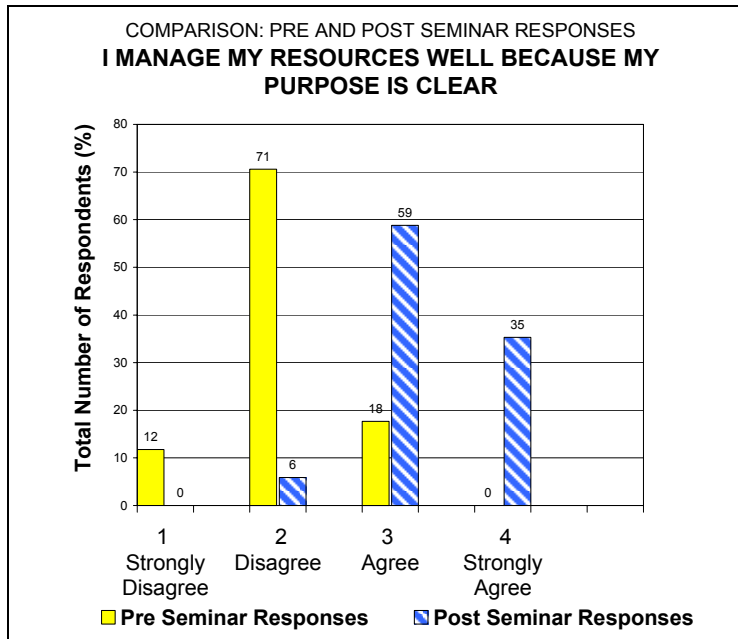


Figure 2. Pre- and Post-Seminar Responses: I Manage My Resources Well

Question:

- *I discipline and fire personnel when appropriate*

On the pre-seminar questionnaire, only 18% of participants responded Agree to this question while 82% responded Disagree. On the post-seminar questionnaire, 82% responded Agree and 18% responded Strongly Agree. The number of managers responding Disagree dropped from 82% to zero by the end of the seminar.

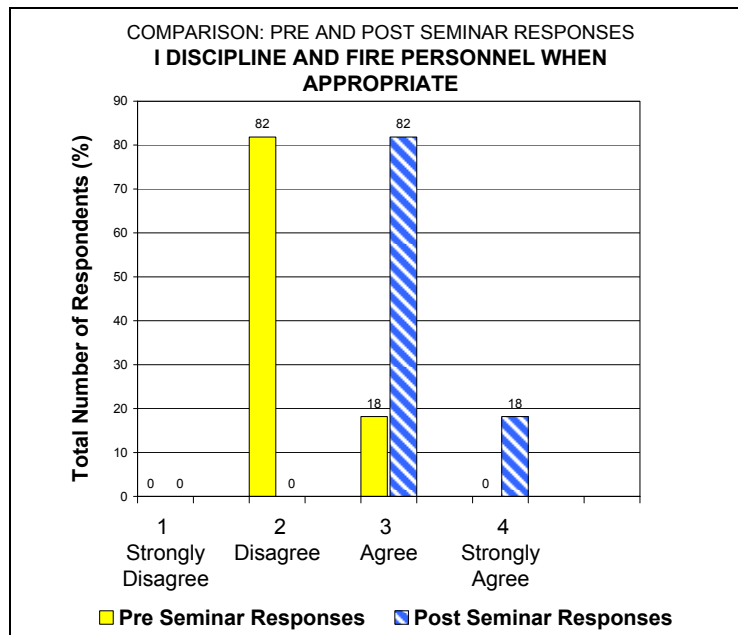


Figure 3. I Discipline and Fire Personnel When Appropriate

Question:

- *I negotiate confidently and successfully*

On the pre-seminar questionnaire, 73% responded Disagree while 18% responded Agree and 9% Strongly Agree. On the post-seminar questionnaire, 73% responded Agree and 27% Strongly Agree. The number responding Strongly Agree rose from 9% on the pre-seminar questionnaire to 27% on the post-seminar questionnaire.

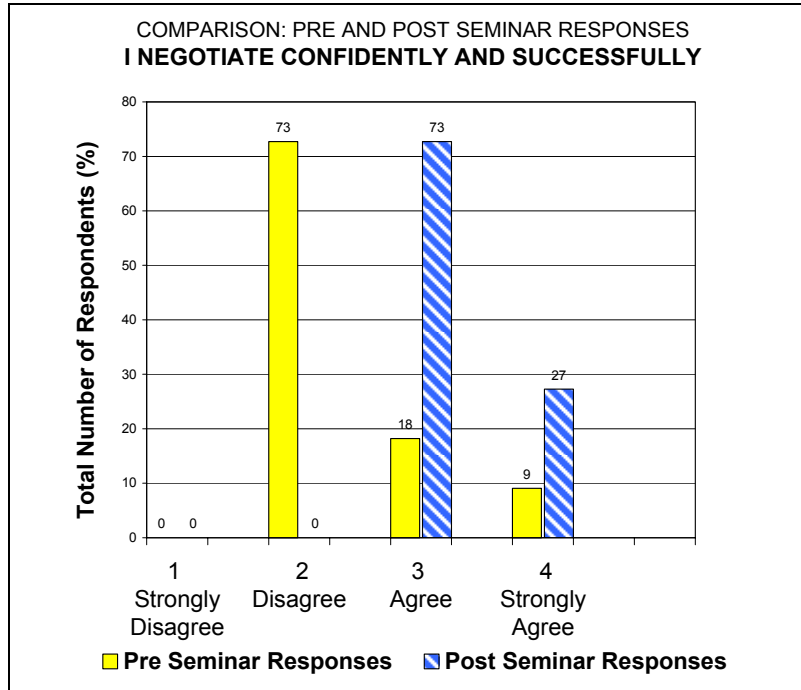


Figure 4. I Negotiate Confidently and Successfully

Question:

- *I manage my own resources wisely*

On the pre-seminar questionnaire, 72% of participants responded Disagree or Strongly Disagree. By the end of the seminar, none of the participants responded Disagree or Strongly Disagree. Those responding Agree increased to 78% after the seminar from 28% before the seminar, and Strongly Agree increased from zero to 22%.

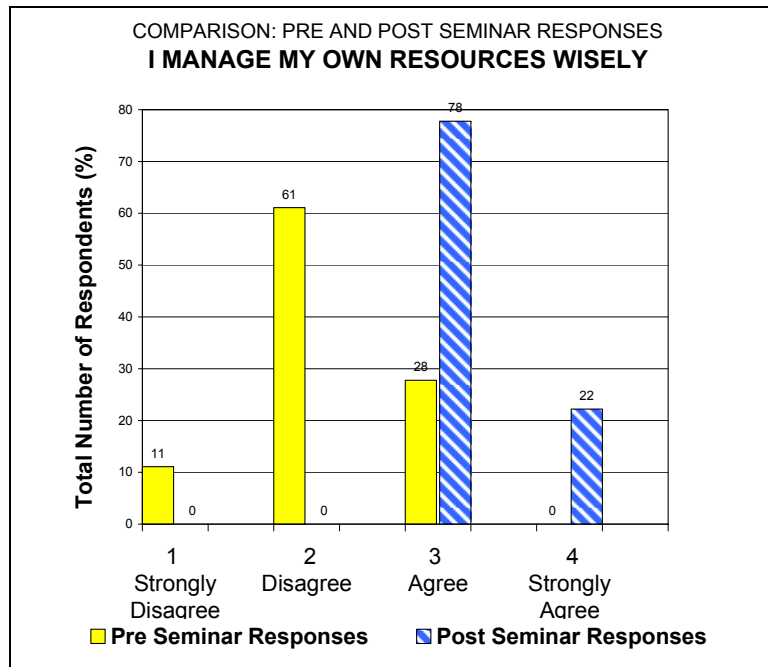


Figure 5. It Is Easy for Me to Ask My Customers for Referrals

Projected One-Month Follow-Up Results

As mentioned previously, Switched-On Management Seminar attendees completed questionnaires before the seminar began and immediately following the seminar. The participants' responses to the first questionnaire provided a baseline measurement of their self-perception to the management process. The questionnaire that participants completed at the end of the seminar indicated whether material presented in the seminar had changed their perception of themselves.

While seminar participants were mailed the pre and post seminar questionnaire one month after they completed the seminar, only several questionnaires were returned. The purpose of this was to determine whether the changes indicated with the post seminar questionnaire were genuine and lasting or the result of a *seminar high*, which occurs when a participant leaves a seminar motivated to change but returns to old behavioral patterns within days of the seminar's conclusion.

Although we did not have enough responses to the one-month follow-up to make that determination for the SOM Seminar, we do have the results of two similar studies, where enough participants returned their questionnaires after one month allowing us to project probable results for the SOM Seminar participants. The similar studies that were used for this analysis were the Switched-On Selling Seminar (SOS), which had 695 participants, and the Switched-On Network Marketing Seminar (SONM), which had 95 participants. Similar to SOM, an analysis of both the SOS and SONM Seminars showed the same type of positive changes on all graphs for all participants, which indicated that participants positively changed their view of themselves in the sales and network marketing processes during the seminar. These changes not only held but improved even further when analyzed with the participants who completed the questionnaires

one month later. See Figure 6 for the SOS One-Month Later Overall Averages and Figure 7 for the SONM One-Month Later Overall Averages.

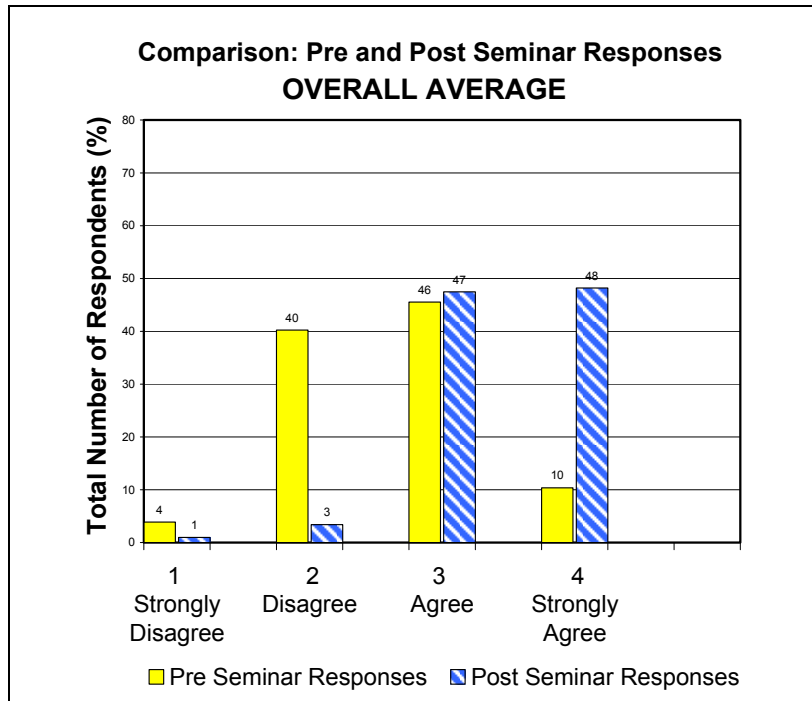


Figure 6. SOS One-Month Later Overall Averages

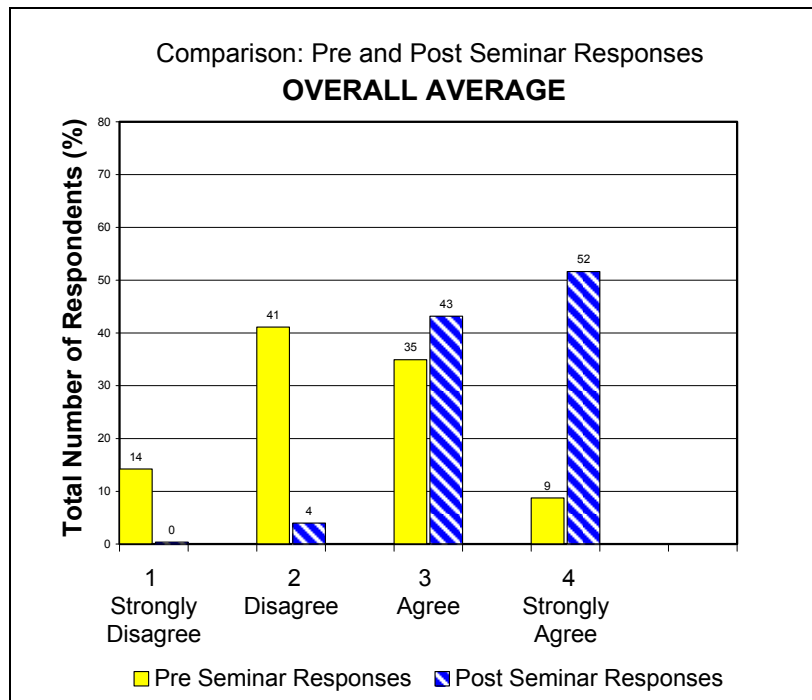


Figure 7. SONM One-Month Later Overall Averages

Based on these companion studies, one can predict that the SOM seminar has a strong probability of having a similar long-term effect on its participants' success in management. For the complete Switched-On Selling Seminar and the Switched-On Network Marketing Research Reports, visit <http://www.Teplitz.com/research.htm>.

Comments from Participants

EASY... YET POWERFUL!

"The process is simple and amazingly effective with proven instant results!"

Patricia Scott

Guelph, Ontario

ACHIEVING MORE WITH LESS STRESS

"As a result of the Switched-On Management™ Seminar, I am able to accomplish more in less time... I've stopped feeling stressed-out by too much to do in too little time. Almost daily, I apply the quick stress techniques I have learned. I've also gained insights into how I relate to those I manage and how the people I manage affect how I feel and behave."

Kay W. Hurley, Director of Membership Services

Tidewater Builders Association

Chesapeake, VA

SWITCHED-ON!

"My biggest "ah-ha!" from the course was learning how quickly I can "turn on" my brain to allow me to move through an obstacle or blockage. I've really regained control of my total day."

Mark A. Carlson, President

Minnesota Mailing Solutions

Golden Valley, MN

MANAGE MY BUSINESS EFFICIENTLY...

"I gained the confidence that I can not only manage my business efficiently and more effectively but also my life."

Dr. N. Rashida

Hyderabad, AP, India

RECEIVED CLARITY AND KNOWLEDGE

"The seminar was excellent. I received clarity and knowledge about the process."

Debora Morrison

Stratford, Ontario

ANYONE CAN USE THIS SYSTEM!

"This is an organized, user-friendly system. It's excellent!"

Katherine Marshall

Dallas, Texas

EASY TO MAKE CHANGES

"I was quite surprised by how easy it was to determine the areas of weakness and to make the change. The course was very comprehensive and easy to follow."

Sharon Ruder

Prescott Valley, AZ

Appendix A. Switched-On Management Pre- and Post-Seminar Questionnaire

MANAGING RESOURCES

1. I manage my own resources wisely.
 Strongly agree Agree Disagree Strongly Disagree
2. I motivate others to be and do their best.
 Strongly agree Agree Disagree Strongly Disagree
3. I manage the human and physical resources of the business wisely.
 Strongly agree Agree Disagree Strongly Disagree
4. I manage my resources well because my purpose is clear.
 Strongly agree Agree Disagree Strongly Disagree

PLANNING AND DECISION MAKING

5. I advance myself in my career.
 Strongly agree Agree Disagree Strongly Disagree
6. I easily and effectively understand and use goal setting in the planning process.
 Strongly agree Agree Disagree Strongly Disagree
7. I clearly and effectively establish business strategies.
 Strongly agree Agree Disagree Strongly Disagree
8. I bring to awareness my attitudes and beliefs around the budgeting process.
 Strongly agree Agree Disagree Strongly Disagree
9. I am assertive and accept others' assertiveness.
 Strongly agree Agree Disagree Strongly Disagree
10. I comfortably and confidently make decisions.
 Strongly agree Agree Disagree Strongly Disagree
11. I effectively interview and confidently hire others.
 Strongly agree Agree Disagree Strongly Disagree
12. I use competition positively.
 Strongly agree Agree Disagree Strongly Disagree
13. I am flexible in appropriate situations.
 Strongly agree Agree Disagree Strongly Disagree

DIRECTING AND PROBLEM SOLVING

- 14. I negotiate confidently and successfully.
 Strongly agree Agree Disagree Strongly Disagree
- 15. I easily facilitate and effectively run a meeting.
 Strongly agree Agree Disagree Strongly Disagree
- 16. I am an effective and successful leader.
 Strongly agree Agree Disagree Strongly Disagree
- 17. I relate to others effectively.
 Strongly agree Agree Disagree Strongly Disagree

COMMUNICATION AND TEAM BUILDING

- 18. I communicate openly and effectively.
 Strongly agree Agree Disagree Strongly Disagree
- 19. I integrate playfulness into the work environment.
 Strongly agree Agree Disagree Strongly Disagree
- 20. I easily, effectively and successfully network with others.
 Strongly agree Agree Disagree Strongly Disagree
- 21. I develop and effectively use good team relationships.
 Strongly agree Agree Disagree Strongly Disagree
- 22. I am comfortable and confident when I'm talking in front of a group.
 Strongly agree Agree Disagree Strongly Disagree

BEING PRODUCTIVE AND SUPPORTING COMPANY GOALS

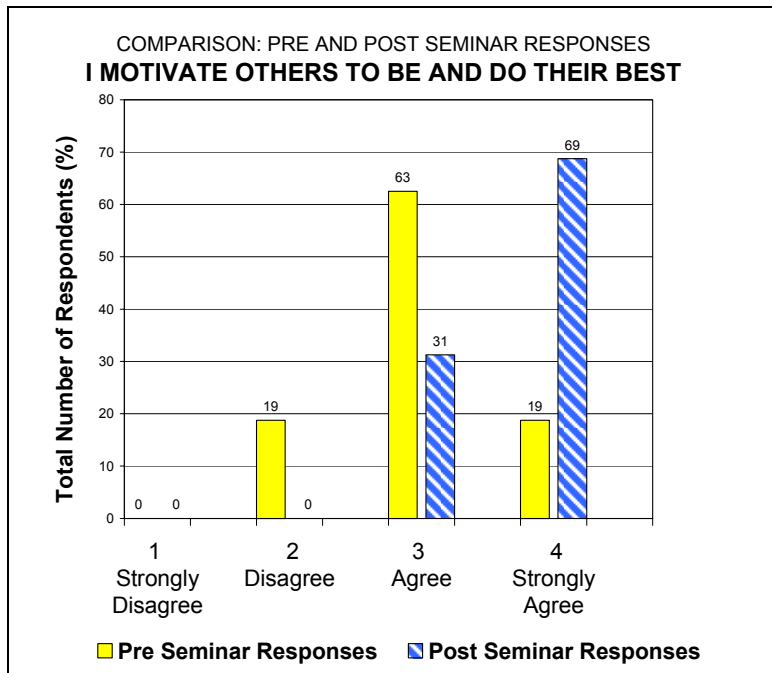
- 23. I maintain and structure my work environment.
 Strongly agree Agree Disagree Strongly Disagree
- 24. I provide a stabilizing influence.
 Strongly agree Agree Disagree Strongly Disagree
- 25. I support and nurture others.
 Strongly agree Agree Disagree Strongly Disagree
- 26. I remain centered in the midst of chaos and confusion.
 Strongly agree Agree Disagree Strongly Disagree

QUALITY MANAGEMENT

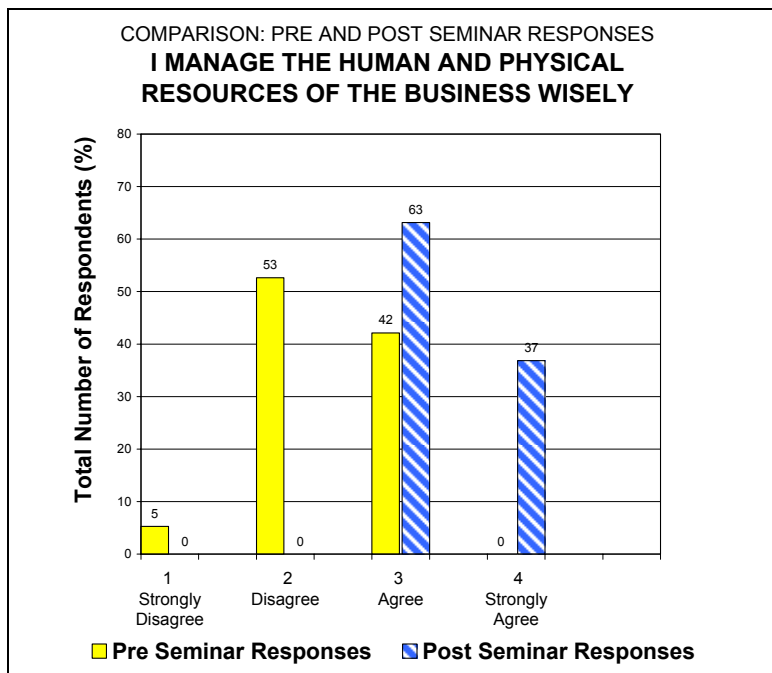
27. I welcome appropriate change.
___ Strongly agree ___ Agree ___ Disagree ___ Strongly Disagree
28. I inspire myself and others to do their best.
___ Strongly agree ___ Agree ___ Disagree ___ Strongly Disagree
29. I maintain inner balance and strength.
___ Strongly agree ___ Agree ___ Disagree ___ Strongly Disagree
30. I discipline and fire personnel when appropriate.
___ Strongly agree ___ Agree ___ Disagree ___ Strongly Disagree

Appendix B. Pre- and Post-Questionnaire Results

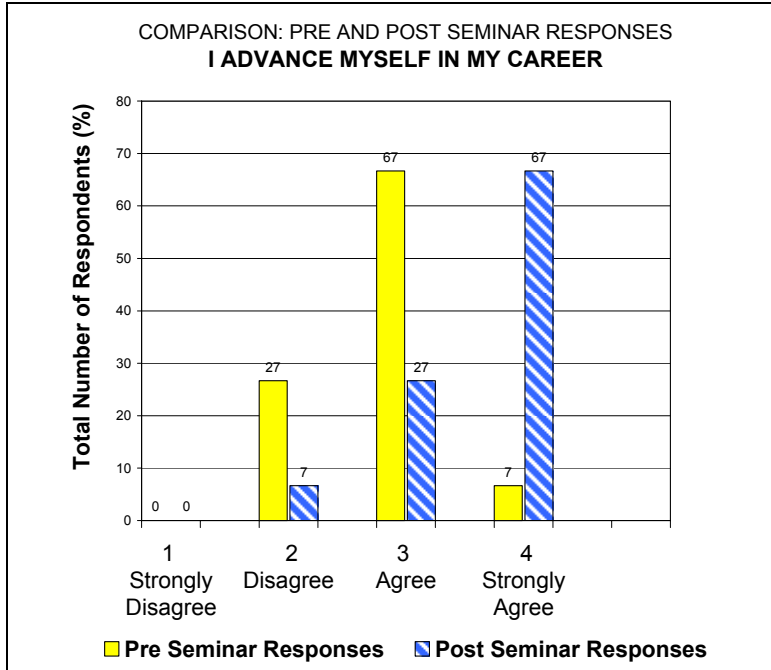
The following graphs contain the pre-seminar and post-seminar responses to all the other questions contained in the questionnaire.



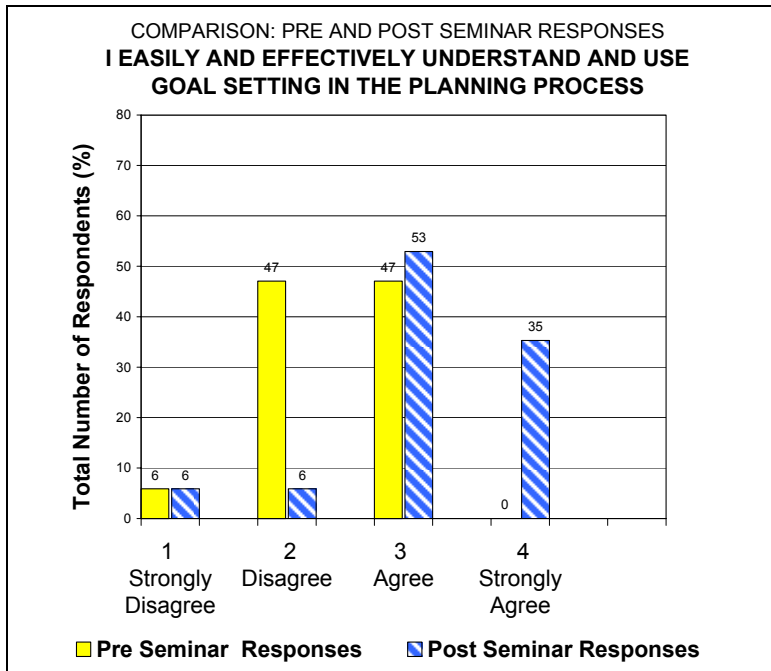
In the pre-seminar responses, 19% responded Disagree. In the post-seminar responses, 100% responded Agree. At the beginning of the seminar only 19% responded Strongly Agree, but at the end of the seminar, those who responded Strongly Agree increased to 69%.



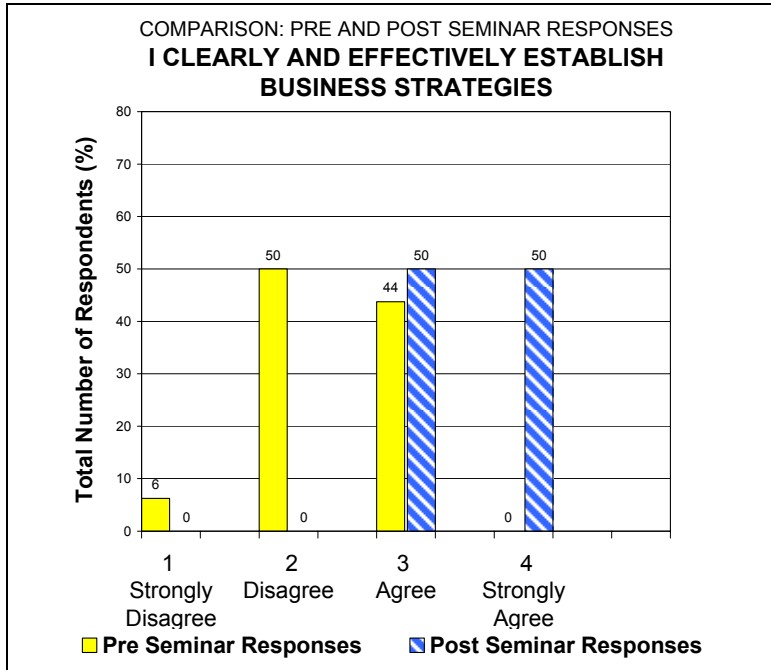
In the pre-seminar responses, 58% responded Strongly Disagree and Disagree. In the post-seminar responses, 63% responded Agree and 37% responded Strongly Agree.



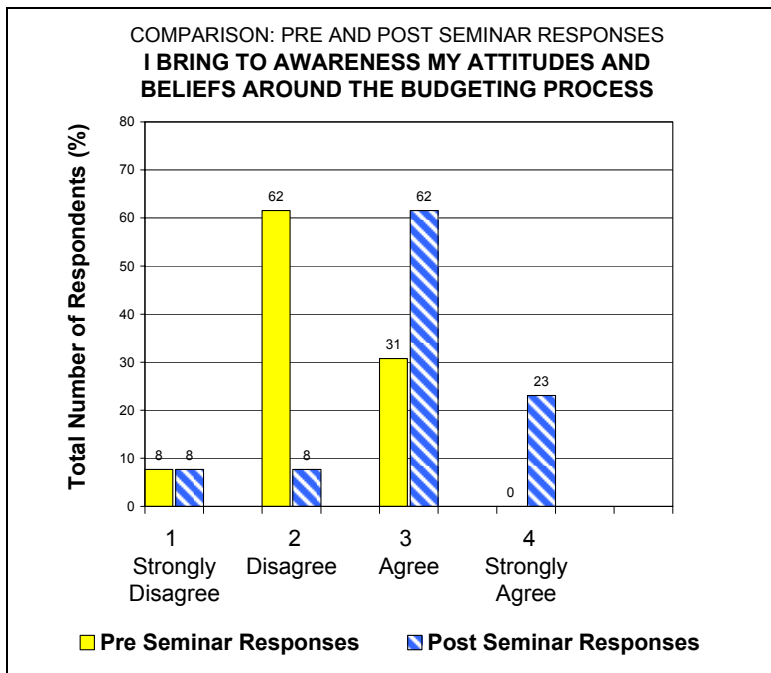
In the pre-seminar responses, 27% responded Disagree. In the post-seminar responses, 27% responded Agree and those who responded Strongly Agree increased from 7% to 67%.



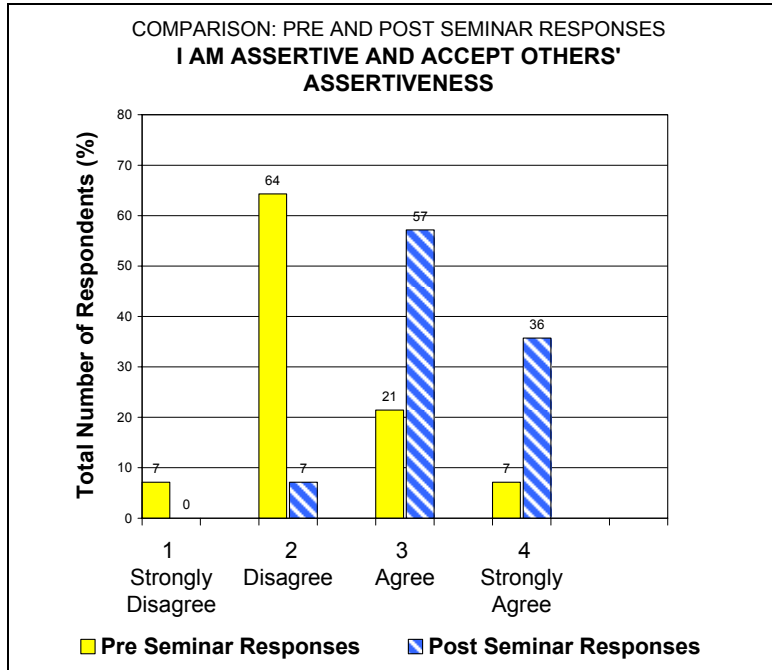
In the pre-seminar responses, 53% responded Strongly Disagree and Disagree. In the post-seminar responses, 12% still were on the negative side while 53% responded Agree and 35% responded Strongly Agree.



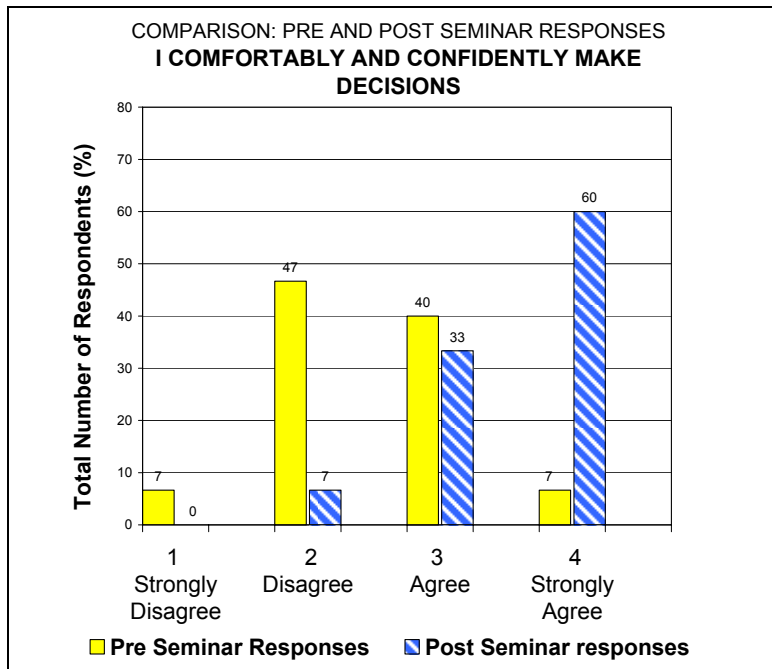
In the pre-seminar responses, 56% responded Strongly Disagree and Disagree. In the post-seminar responses, 100% responded Strongly Agree and Agree.



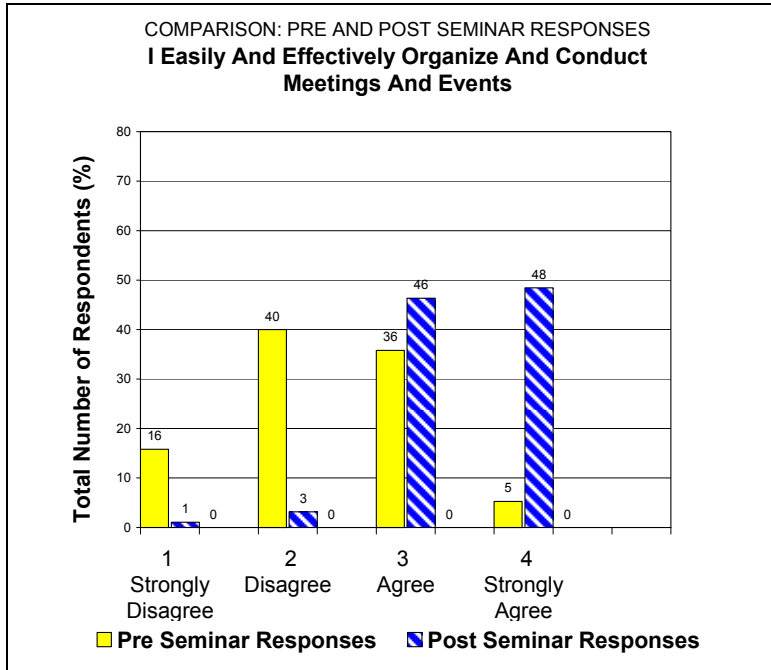
In the pre-seminar responses, 8% responded Strongly Disagree and 62% responded Disagree. In the post-seminar responses, 62% responded Agree and 23% responded Strongly Agree.



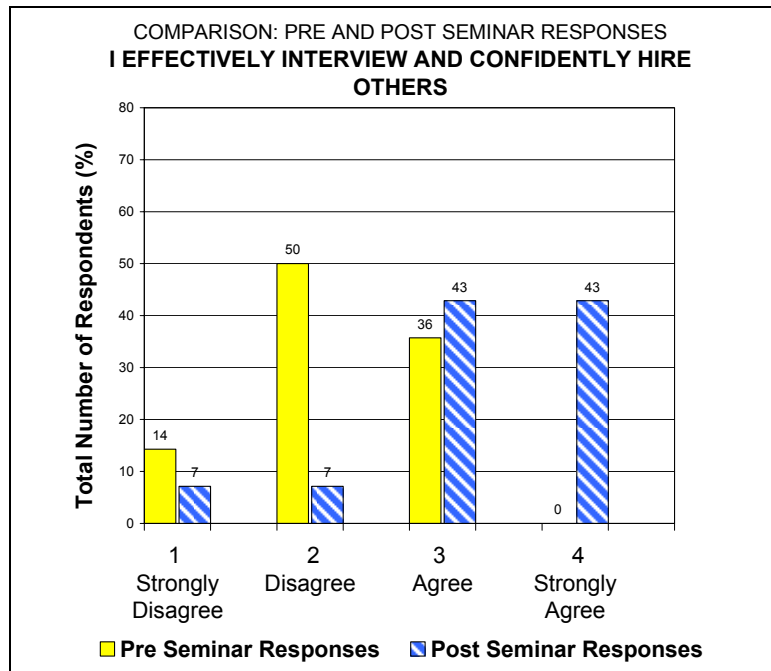
In the pre-seminar responses, 71% responded Strongly Disagree and Disagree. In the post-seminar responses, 57% responded Agree. Those who responded Strongly Agree increased from 7% to 36%.



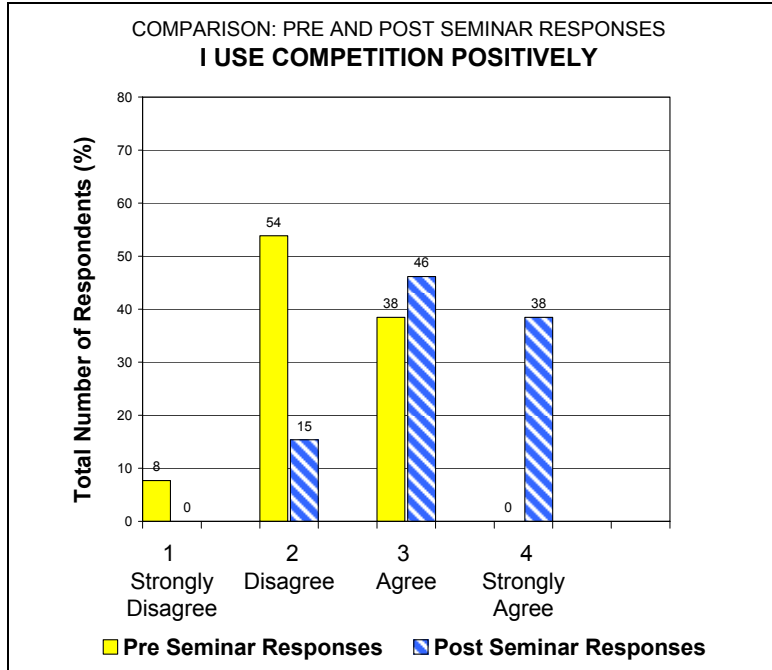
In the pre-seminar responses, 54% responded Strongly Disagree and Disagree. In the post-seminar responses, 93% responded Strongly Agree and Agree. Those who responded Strongly Agree increased from 7% to 60%.



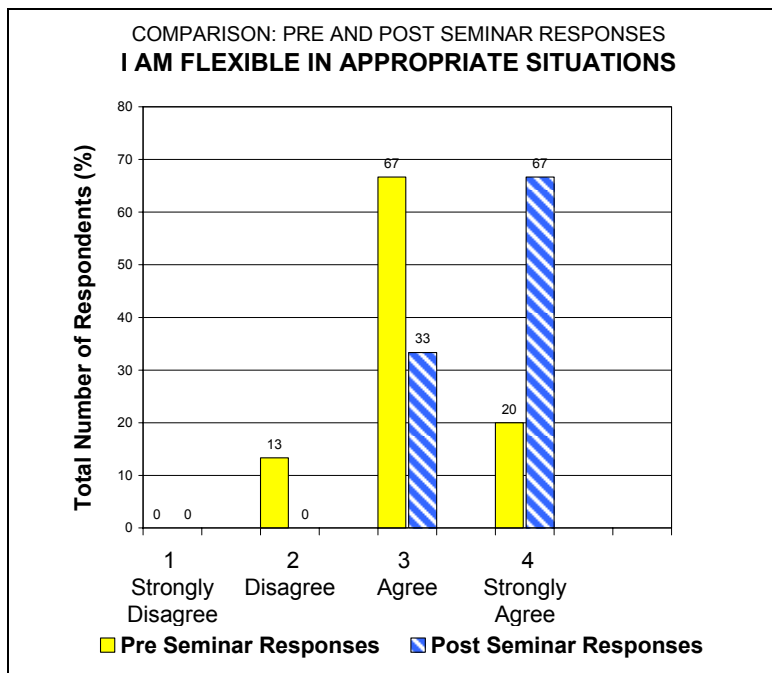
In the pre-seminar responses, 56% responded Strongly Disagree and Disagree. In the post-seminar responses, 94% responded Strongly Agree and Agree while those who responded Strongly Agree increased from 5% to 48%.



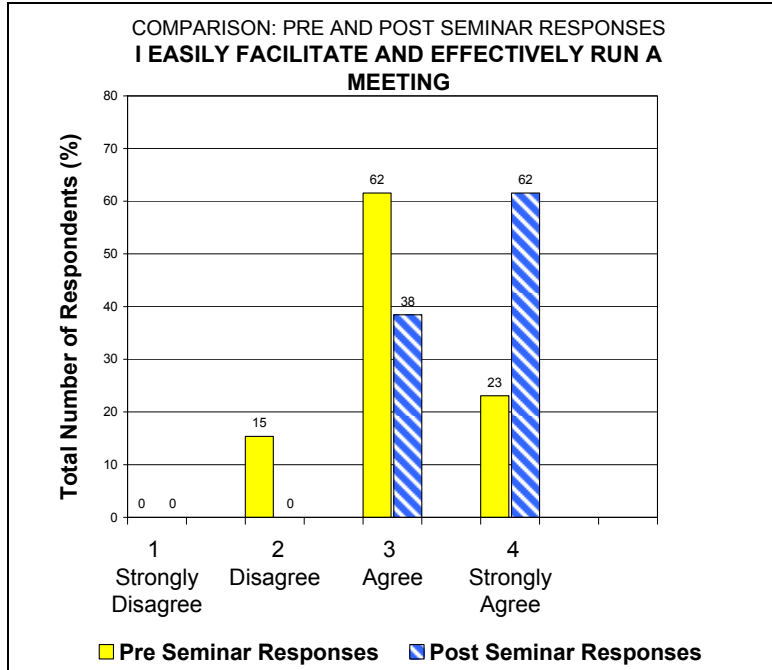
In the pre-seminar responses, 64% responded Strongly Disagree and Disagree. In the post-seminar responses, 86% responded Agree and those who responded Strongly Agree increased from 0% to 43%.



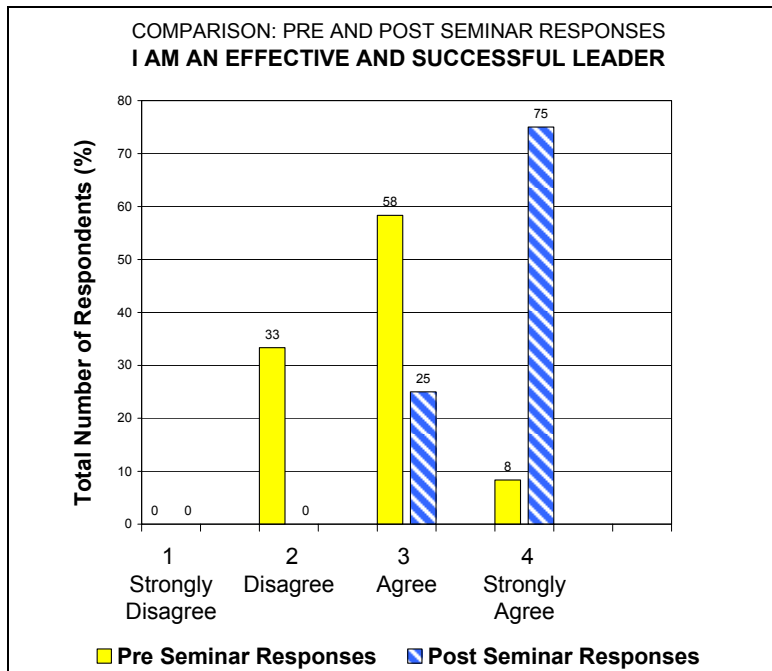
In the pre-seminar responses, 62% responded Strongly Disagree and Disagree. In the post-seminar responses, 84% responded Agree and Strongly Agree. Those who responded Strongly Agree increased from 0% to 38%.



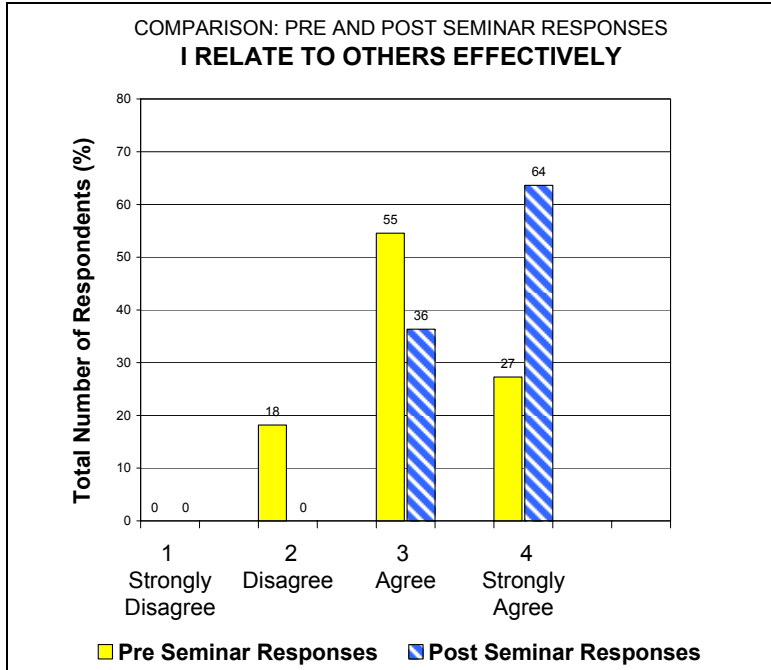
In the pre-seminar responses, 13% responded Disagree while 67% Agree and 20% responded Strongly Agree. In the post-seminar responses, 33% responded Agree and 67% responded Strongly Agree.



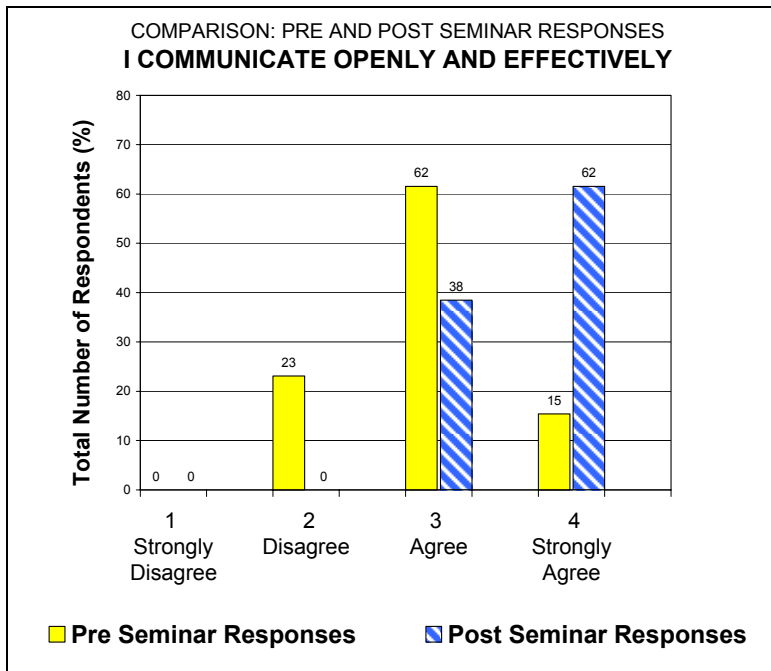
In the pre-seminar responses, 15% responded Disagree while 62% responded Agree and 23% responded Strongly Agree. In the post-seminar responses, 38% responded Agree and 62% responded Strongly Agree.



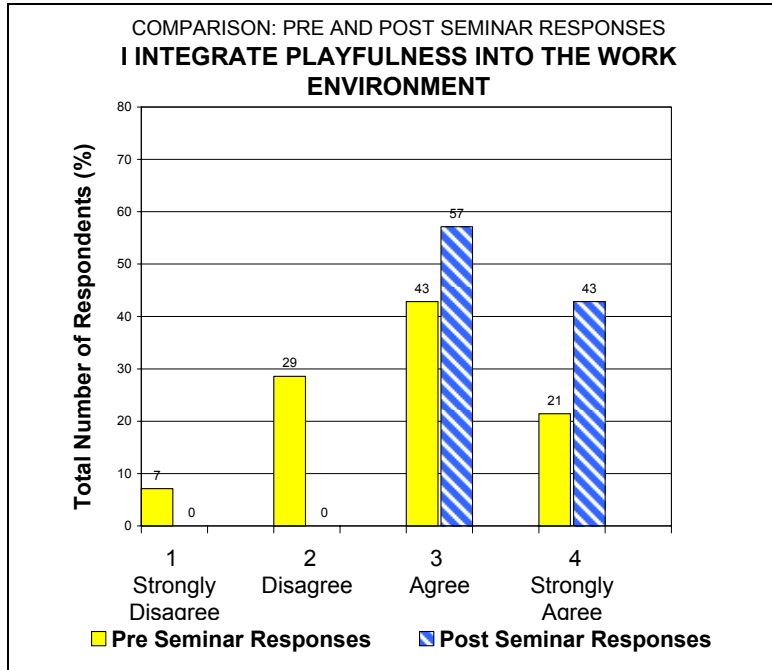
In the pre-seminar responses, 33% responded Disagree. In the post-seminar responses, 25% responded Agree while those who responded Strongly Agree increased from 8% to 75%.



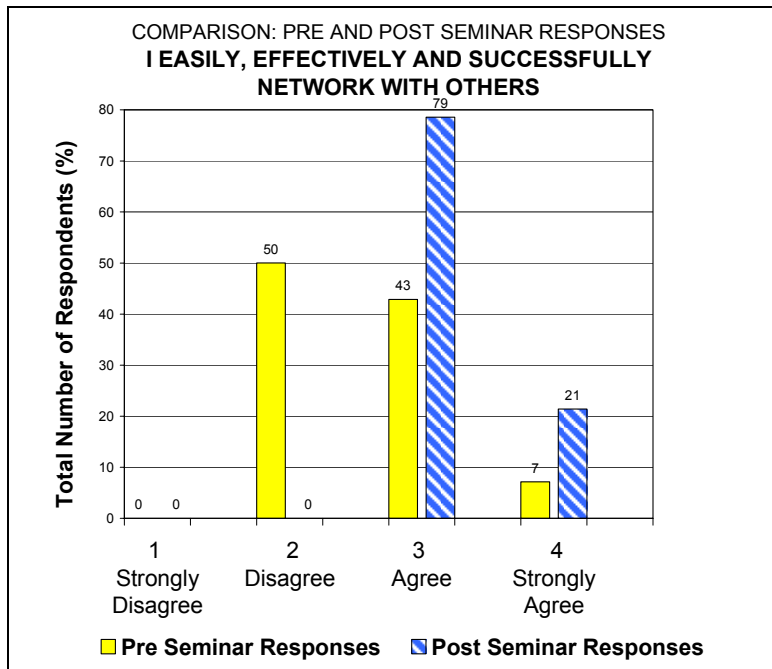
In the pre-seminar responses, 18% responded Disagree while 55% responded Agree and 27% Strongly Agree. In the post-seminar responses, 36% responded Agree and 64% responded Strongly Agree.



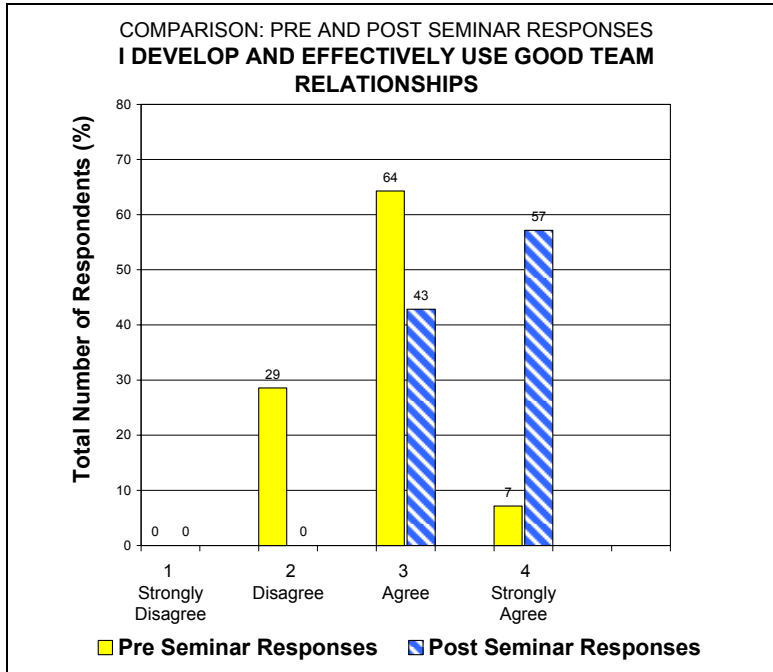
In the pre-seminar responses, 23% responded Disagree while 62% responded Agree and 15% Strongly Agree. In the post-seminar responses, 38% responded Agree and those who responded Strongly Agree increased from 15% to 62%.



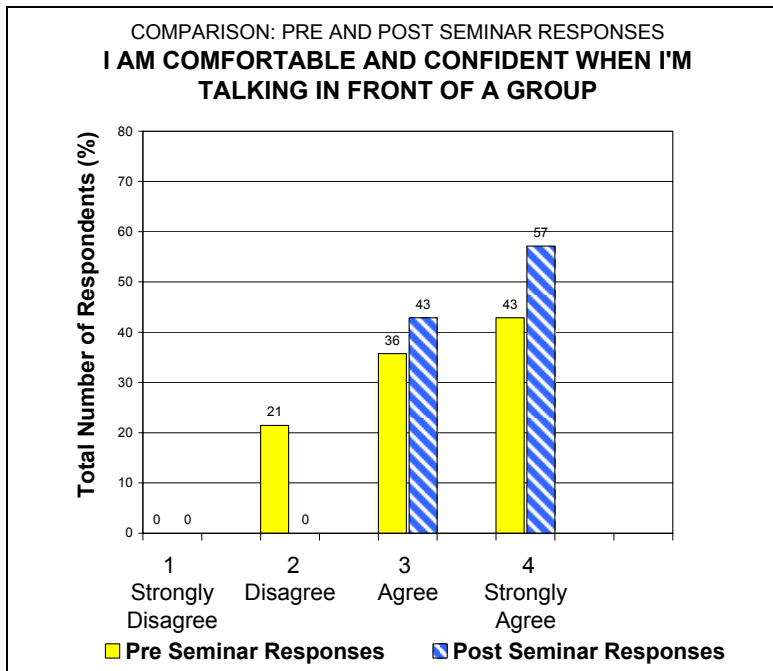
In the pre-seminar responses, 7% responded Strongly Disagree and 29% Disagree. In the post-seminar responses, 57% responded Agree and 43% responded Strongly Agree. Those who responded Strongly Agree increased from 21% to 43%.



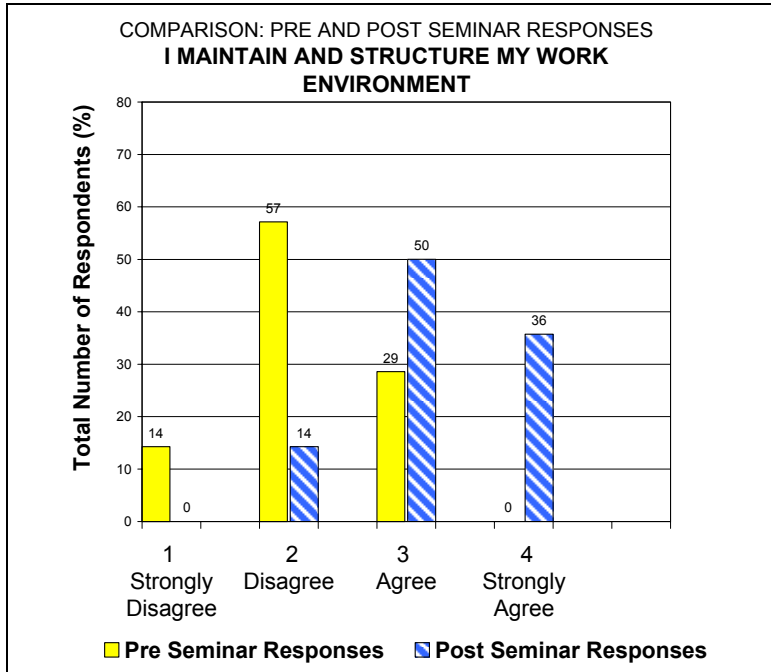
In the pre-seminar responses, 50% responded Disagree. In the post-seminar responses, 79% responded Agree and 21% responded Strongly Agree. Those who responded Strongly Agree increased from 7% to 21%.



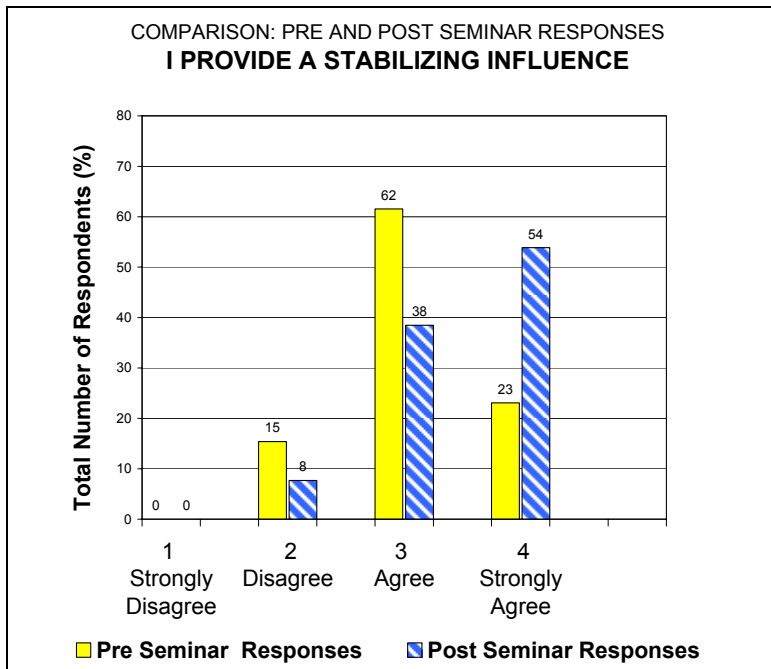
In the pre-seminar responses, 29% responded Disagree. In the post-seminar responses, 43% responded Agree and 57% responded Strongly Agree. Those who responded Strongly Agree increased from 7% to 57%.



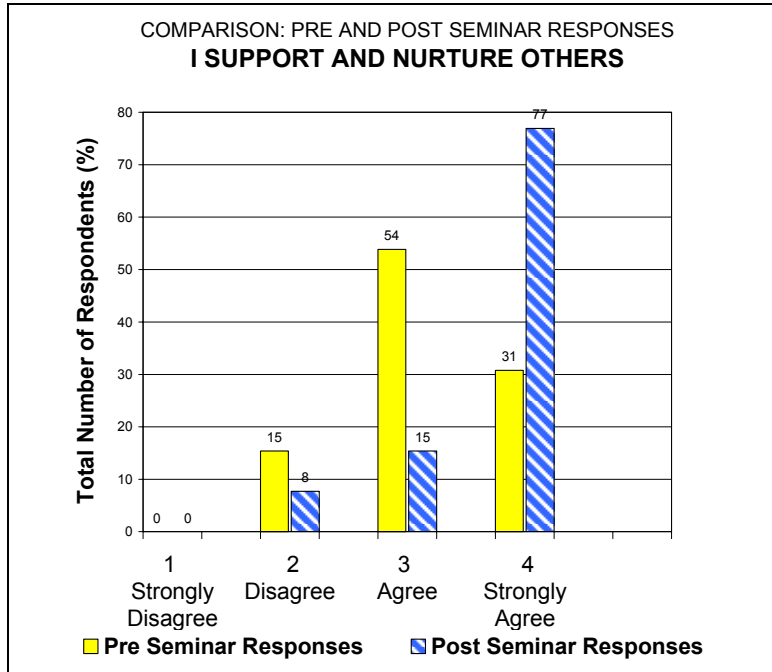
In the pre-seminar responses, 21% responded Disagree. In the post-seminar responses, 43% responded Agree and 57% responded Strongly Agree. Those who responded Strongly Agree increased from 43% to 57%.



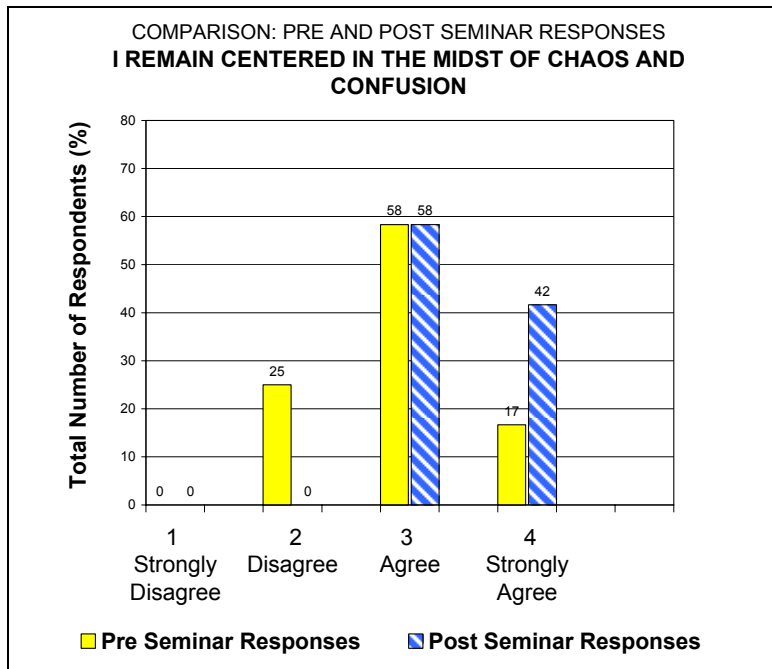
In the pre-seminar responses, 14% responded Strongly Disagree and 57% Disagree. In the post-seminar responses, 50% responded Agree and 36% responded Strongly Agree. Those who responded Strongly Agree increased from 0% to 36%.



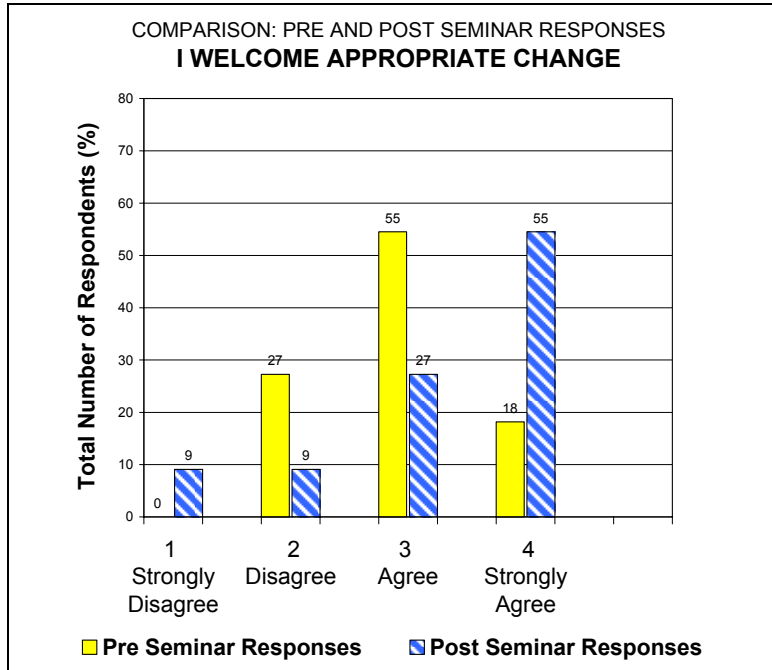
In the pre-seminar responses, 15% responded Disagree. In the post-seminar responses, 38% responded Agree and 54% responded Strongly Agree. Those who responded Strongly Agree increased from 23% to 54%.



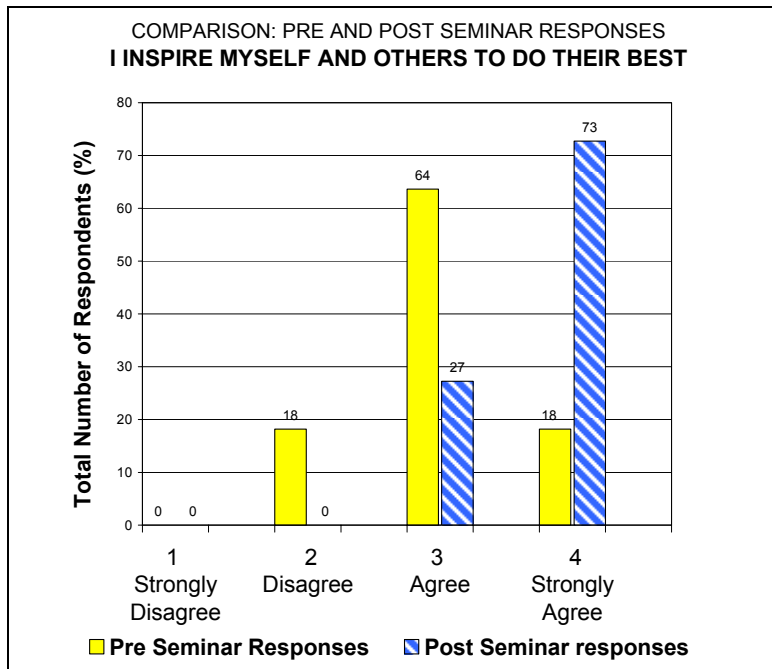
In the pre-seminar responses, 15% responded Disagree. In the post-seminar responses, 15% responded Agree and 77% responded Strongly Agree. Those who responded Strongly Agree increased from 31% to 77%.



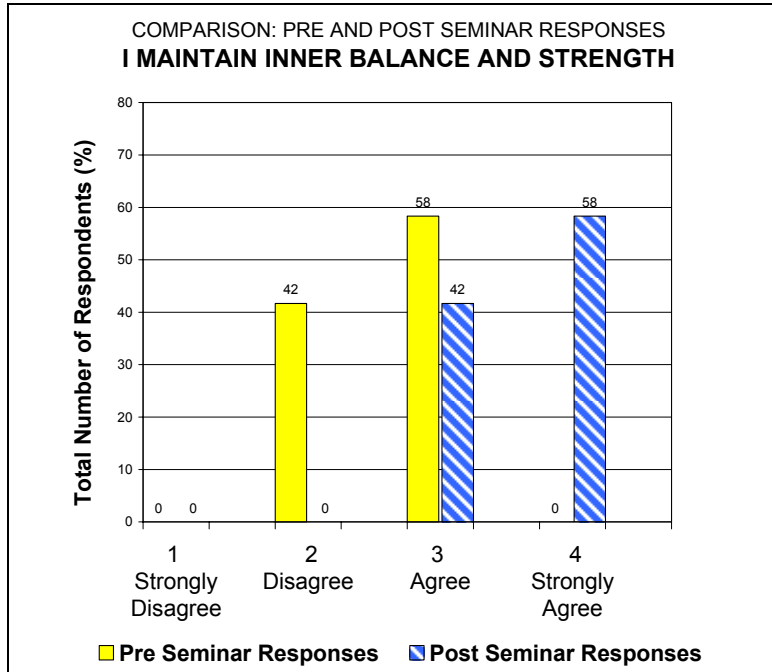
In the pre-seminar responses, 25% responded Disagree. In the post-seminar responses, 58% responded Agree and 42% responded Strongly Agree. Those who responded Strongly Agree increased from 17% to 42%.



In the pre-seminar responses, 27% responded Disagree. In the post-seminar responses, 27% responded Agree and 55% responded Strongly Agree. Those who responded Strongly Agree increased from 18% to 58%.



In the pre-seminar responses, 18% responded Disagree. In the post-seminar responses, 27% responded Agree and 73% responded Strongly Agree. Those who responded Strongly Agree increased from 18% to 73%.



In the pre-seminar responses, 42% responded Disagree. In the post-seminar responses, 42% responded Agree and 58% responded Strongly Agree. Those who responded Strongly Agree increased from 0% to 58%.