



advanced diploma in project management

The **mbh** way goes beyond
the traditional view of
advice-only consulting to
work hand in hand with our
clients to help deliver
sustainable competitive
advantage



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1. about mbh training

1.1 the mbh story since 1999

mbh is a diverse Australian management consultancy. We were founded in 1999 and have developed a range of services and products committed to growing capability and maturity in portfolio, change, program and project management both for organisations and for the individual. We invest considerable time and money into research that results in commercialised products in the form of: online assessment tools, career path development plans, considered and well designed training products and an enterprise portfolio and project management system that surprises users with its simplicity combined with depth of functionality; a rare combination.

mbh has been a registered training organisation since 2003. We were one of the first three training providers in Australia to provide formal VET qualifications in project management. We have been training people in project management since 1999. In 2004 we became a registered education provider with the Project Management Institute and had our core courses endorsed by the Australian Institute of Project Management. Since this time, we have led the field of project management research, presenting at a variety of conferences around Australia and developing our own brand of business management; *managing by project*.

1.2 why mbh training is unique

Our training is developed following a long and deep research process. This process includes utilisation of not only the latest thinking in project management (fed by our consulting team) but also and more importantly, the latest thinking in adult learning principles. We consider the full range of learning styles and design courses that allow for all participants to absorb the information in a way that best suits them.

A crucial and much forgotten component to VET training is needs analysis. Our learning and growth capabilities include leading needs analysis techniques both at an organisational and individual level. Two examples of these are our free online project management assessment tool for individuals, COMPASS, and our online organisational project management maturity model currently being used by the South Australian Government.

All trainers have a certificate IV in workplace assessment and training and are experienced project managers. This experience element brings real pragmatism and the ability to answer a wide variety of left field questions both during the training courses and following the courses during the assessment phase. Students are basically getting free mentoring post coursework from an experienced project manager who has been there done that, made the mistakes and learnt from them.

1.3 mbh product range

We can offer the full range of training and assessment to your organisation. Individuals within your company can utilise COMPASS for free to find out where they currently are at and what courses/development path they should follow if they wish to develop a career in project management. This important needs analysis process can save thousands in wasted training at the wrong level.

We offer monthly public courses in our certificate IV and diploma in project management training programmes. This means that individuals can attend each component at their leisure and interact with others from different organisations to gain an insight to other methodologies and network with other project managers. In addition, we can run these training programs or components of them, in-house to target and quickly sharpen the skills of your company staff. A hot product at the moment is our project planning short course. This course, in 4 hours, teaches the fundamentals of work breakdown structures, critical path analysis and the importance of utilising the float of non-critical activities to ensure a project is delivered on-time. This short course can be a pre-cursor to our more in-depth one day theory of constraints course where participants learn the art of buffer management and confidence interval estimating.

We go beyond a theoretical modular approach to bring managing by project to life, offering participants experiential learning through real-life case studies and scenario-based exercises. Our training covers the full range of roles and competency levels and we offer on-going support, assessment and certification options where required.

1.4 our brand and reputation

mbh relies on reputation to maintain its business. It is the high quality of our service that has led to over 450 public servants attending our creating a business case course across the South Australian Government and over 2,200 people completing an mbh project management training course since 1999.

1.5 further information

For details about the full range of services available from **mbh**, and to register online for all training courses, please visit our website www.mbhtraining.com.au or e-mail us at mbh@mbh.com.au. Also available on our website is a free online demonstration of our innovative web-based Managing by Project methodology.

2. advanced diploma in project management

Projects are the delivery vehicle of a company's vision. As this has become apparent, the demand for people within the organisation who can manage across a portfolio of projects has risen exponentially. Our Advanced Diploma is focused on giving individuals charged with this role the skills and knowledge to effectively carry it out. Our approach takes into account current Project Management theory and debate including:

- the mix of complexity theory and control theory to successfully implement change
- the use of effective project appraisal and portfolio appraisal techniques to ensure the strategy is right and the portfolio of projects optimised to deliver it and
- the ability to analyse and remove constraints along a chain of activities to improve both efficiency and effectiveness of portfolio delivery.

MBHT14 managing by project: director

This three day course covers the fundamentals of managing a portfolio of projects. This course is designed for people new to the role of project director. They may come from project management, change management, business analysis, BPR or financial management backgrounds but their experience working in a project environment will be quite extensive.

This course will introduce concepts such as portfolio optimisation, influencing teams through visioning and strategy development and execution. All four key management areas of Managing by Project are covered at an executive or senior management level.

MBHT03 managing by project: investment manager

An essential component of Managing by Project, investment management holds the key to maximising economic value from the business activities an organisation embarks upon. Aimed at those who can influence investment decisions related to a project, including Project Managers and Project Sponsors, this course provides participants with the skills & knowledge to select, prioritise and track portfolios of business activity, to ensure maximum benefits realisation.

This course provides participants with a practical understanding of the latest tools for evaluating business activities to ensure they add sufficient value. It develops the expertise to apply a selection of qualitative and quantitative approaches to value analysis, feasibility analysis and risk analysis including **mbh training's** innovative Option Pricing model.

MBHT13 managing by project: change manager

The one day Change Management course will provide experienced project including project directors and project mentors, with a comprehensive foundation knowledge of change management theory and a practical experience of some basic tools and techniques to manage change

MBHT05 microsoft project 2007™: advanced

The planning tool for successfully managing projects, MS Project™ enables effective project scheduling and tracking whilst providing essential project management information to project teams.

This is a truly hands-on advanced one-day course in MS Project™ with participants working in a live environment to really master the system. This includes developing the skills to effectively track earned value, calculate multiple critical paths, establish a resource pool for multiple projects, and collaborate with team members for easy task communication and much more. It is aimed at the project manager and project director level.

code	course title	duration	pre-requisites	cost (GST free)
MBHT14	managing by project: director	3 days	MBHT14	\$ 2,500
MBHT03	managing by project: investment manager	1 day	MBHT03	\$ 700
MBHT13	managing by project: change manager	1 day	MBHT13	\$ 700
MBHT05	microsoft project: advanced	1 day	MBHT05	\$ 485
				\$ 4,385

3. methods of tuition

3.1 experiential

Experiential training is highly participative and interactive with a great deal of hands-on experience and role-plays using simulated project situations. The emphasis is on providing theoretical guidelines and applying them immediately in a syndicate group environment or individually.

The courses are conducted through a mixture of lectures, case studies and exercises. The lecture sessions are illustrated by examples and delegates are encouraged to be participative, sharing experiences in the lecture sessions and syndicate exercises. Questions from participants are encouraged throughout the duration of the course.

3.2 workshop

An educational seminar or series of meetings emphasising interaction and exchange of information among a usually small number of participants. Normally led by a facilitator and can consist of short lectures interspersed with group discussion and exercises.

3.3 seminar

A meeting or conference organised to convey an idea or ideas to a large audience and is usually short in duration and has speakers rather than lecturers.

3.4 computer based training (CBT)

The use of computers in a lecture room to teach computer literacy or the use of computer applications or tools. Students use computers to carry out exercises guided by a lecturer.

4. course dates and fees

4.1 dates

The schedule of courses for the next six months can be obtained by visiting the Training page on our website <http://mbhtraining.com.au/courses.aspx> or by contacting our office as per **contact details**.

4.2 fees

The schedule of course fees for each course is provided at the end of each course description in the **detailed course descriptions** section of this booklet.

5. venues

Course venues may vary. In-house courses can be held at any centre convenient to the client. Otherwise, our primary course venues are the **mbh training sydney** office at suite 7 park plaza, 25-35a park rd, hurstville and **mbh training adelaide** office at level 10, 68 grenfell st adelaide . In peak periods other venues may be utilised within the sydney CBD, if this is the case course participants will be notified specifically.

6. contact details

Co-ordinator: Katja Abramova or Cleonie Sifis

Contact details: **mbh management pty ltd**

sydney

suite 7 park plaza
25-35a park rd
hurstville NSW 2220

ph: +61 2 9570 3160
fx: +61 2 9580 4066

adelaide

level 10, 68 grenfell st
adelaide SA 5000

e-mail: ph: +61 8 8227 0011
mbh@mbh.com.au

web site: www.mbhtraining.com.au/

7. enrolment

7.1 how to enrol

Register by contacting the course co-ordinator at the number given in **contact details**. You can also enrol by e-mail or online by visiting our web site <https://secure.mbhtraining.com.au/bookings/>. If you are booking for a corporation and wish to register multiple delegates on a number of courses, please contact the course co-ordinator.

7.2 confirmation of enrolment

A confirmation of enrolment will be forwarded to you via email or post. If you have not received confirmation of your enrolment 5 days before the course starts, please contact the course co-ordinator at **mbh training** to ensure that you are enrolled.

7.3 cancellations and reschedules

All monies will be refunded if notice of cancellation of course attendance is made one week prior to course commencement.

If a cancellation is made inside one week then a course credit is applied for attendance at a later date. Once course attendance has been made, no refunds are applicable if assessments are not completed.

7.4 payment

All prices, unless otherwise stated, include materials, marking of assessments, luncheons and/or teas and coffees for delegates. :

Payments for the entire course fee or a deposit of \$1,000 (whichever is the lower) is required up front for all mbh courses. Final payments are due immediately following the completion of face to face training.

Certificates will not be issued until all outstanding monies have been remitted.

Payment can be made by cheque, credit card or direct bank transfer.

8. terms and conditions

8.1 conditions

1. Unforeseen circumstances may necessitate the appointment of a different lecturer/speaker to those indicated in associated documentation.
2. **mbh training** reserves the right to cancel or discontinue any course for whatever reason. In this event, delegates who may have registered for such a course will be informed and all fees will be refunded in full.
3. On some courses, the number of seats is limited and acceptance will be based on a first-come, first-served basis.
4. **mbh training** reserves the right to make changes to the course syllabi, schedules, fees and venues to meet changed circumstances. However, **mbh training** will make every effort to communicate any changes to our clients as early as possible.

8.2 code of practice

mbh training upholds the AQTF standards and adheres to the guidelines to ensure compliance with regulations for the delivery of training and registered training organisations. To view the code of practice please go to <http://www.mbhtraining.com.au/training>

8.3 mutual recognition of RTO qualifications

mbh training will recognise other qualifications that have been issued by other RTOs throughout Australia, evidence must be provided and **mbh training** reserve the right to contact the RTO to gain authenticity.

8.4 recognition of prior learning

Recognition of Prior Learning can be achieved if a student can provide the relevant certificates or portfolio of evidence that will cover the competencies that mbh are offering on completion of the course. The RPL process involves a formal assessment of skills and knowledge and aligning evidence provided against the relevant competency standards of the qualification. Students should contact mbh if they would like to choose this path as there is a cost associated with the RPL process.

8.5 disclosure

When a company has paid for the student to attend an **mbh training** course, their results may be made available to that company. Students will be asked to provide authorisation for their results to be provided to a third party on enrolment.

8.6 participants' welfare

mbh training support the learning of our students by encouraging them to identify their training needs, we can provide face to face mentoring and coaching to assist in their ongoing development.

8.7 students records

Students have the right to view their records and can gain access when required by contacting mbh to organise a suitable time. Students must provide acceptable photographic ID prior to any records being reviewed.

8.8 assessment criteria

Where an assessment is required for an **mbh training** course the following will occur:

- The assessment must be completed within 12 months of attendance of the course

- The assessment will be marked by a qualified assessor who holds certificate IV in assessment and workplace training
- Feedback will be provided by the assessor(s) and either discussed or recorded and sent to the student.
- Mbh works closely with all students to provide support and feedback throughout the assessment process
- If a participant wishes to appeal they must follow the process stated for assessment appeal
- An appeal must be made within 2 weeks of the participant receiving results

8.9 assessment appeal

An appeal process has been designed to ensure if students disagree with the result(s) they obtain they can put forward an appeal. It is the responsibility of **mbh training** staff to ensure each appeal is taken into consideration and handled professionally.

There are two areas where a participant may feel an appeal is warranted:

Criterion 1: Where you believe a mistake has allegedly been made by **mbh training** in calculating your total marks for your assessment.

Criterion 2: Where you feel the mark you have received is unfair and/or you have been deemed not competent and you disagree.

Appeal procedure

1. Contact **mbh training** and advise staff you would like to log an appeal. The following information will be required:
 - a. Your name
 - b. Course taken
 - c. Assessor(s) name
 - d. Area of concern, or mistake
 - e. Reasons for disagreement
2. **mbh training** staff will log the appeal in the training database against your name and inform the assessor of the situation.
3. **mbh training** staff will email/post you an acknowledgment for your appeal within 24 hours with the outline of your disagreement.
4. The staff member who logged the appeal will forward the details to the assessor.
5. The assessor will contact you within 48 hours of logging the appeal.

The assessor will take into consideration your request and reasons and will:

Criterion 1: Error in calculation

- a. Ensure they discuss the area you have queried in a professional manner, if the mistake is agreed upon the assessor will update your file with the correct results and post/email out a confirmation of the results to you.
- b. The assessor will forward this action and the discussion to the staff member that logged the call and your records will be updated to reflect your results.

Criterion 2: Disagree with 'not competent' results

- a. Ensure they discuss your assessment and the disagreement you may have.
- b. The assessor will take into consideration your reasons and may require 48 hours to discuss the situation with another assessor at **mbh training** if they feel applicable to the situation.
- c. They will then ask you to resubmit the assessment or inform you the results still stand.
- d. If the assessment is to be resubmitted it must be done within 14 days of the decision.
- e. The assessment will be marked and you will be provided with further feedback and returned to you within 14 days of receipt.

NOTE: Where a participant is deemed not competent, the assessor(s) will provide support and guidance to assist the participant to become competent, this will be carried out by mentoring or coaching the participant to assist in achieving the desired outcome.

Still disagree with results, what happens?

- f. If you feel that you still have not had your assessment marked fairly you can ask **mbh training** to send your assessment to an external qualified assessor.
- g. **mbh training** will forward the assessment to the assessor and ask for results within 14 days
- h. The results from the external assessor will be final in the eyes of **mbh training**.
- i. If still Not Competent, then **mbh training** will ensure you receive support and guidance to achieve your desired outcome.

NOTE: For quality control where **mbh training** feel appropriate they can have your assessment marked by an external qualified assessor at anytime.

For appeals contact Mark Heath or Sarah Quinton on:

Phone: 02 9570 3160

Fax: 02 9580 4066

Email: <mailto:mbh@mbh.com.au>

detailed course description

8.10 MBHT03 managing by project: investment manager

course aim

An essential component of managing by project, investment management holds the key to maximising economic value from the business activities an organisation embarks upon. Aimed at those who can influence investment decisions related to a project, including project managers and project sponsors, this course provides participants with the skills & knowledge to select, prioritise and track portfolios of business activity, to ensure maximum benefits realisation.

This course provides participants with a practical understanding of the latest tools for evaluating business activities to ensure they add sufficient value. It develops the expertise to apply a selection of qualitative and quantitative approaches to value analysis, feasibility analysis and risk analysis including our innovative option pricing model.

It also aligns to the following competency standards within the advanced diploma in project management qualification (BSB60707):

BSBPMG604A direct cost management of a project program
BSBPMG605A direct quality management of a project program
BSBPMG608A direct risk management of a project program

timetable

session 1 quantitative analysis
session 1 risk analysis
session 2 option pricing
session 3 putting the pieces together

learning outcomes

session 1 quantitative analysis

1. identify a variety of data collection methods
2. forecast future cash flows
3. calculate net present value

session 2 risk analysis

1. analyse the weighted average cost of capital and adjust it using the CAPM
2. calculate best and worst case NPV scenarios
3. calculate NPV results based on a variety of scenarios
4. analyse an NPV result using Monte Carlo simulation
5. link the risk analysis back to the business case

session 3 option pricing

1. value the options an Investment creates
2. explain why the Black-Scholes method cannot be used on real options
3. explain the concept of option pricing
4. describe binomial option pricing and its relationship to decision tree analysis

session 4 putting the pieces together

1. compile the various pieces of an executive summary into a powerful management document

course code:	MBHT03
tuition method:	experiential
duration:	1 day
cost:	\$700 GST free

8.11 MBHT05 microsoft project: advanced

course aim

The planning tool for successfully managing projects, MS Project™ enables effective project scheduling and tracking whilst providing essential project management information to project teams.

This is a truly hands-on advanced one-day course in MS Project™ with participants working in a live environment to really master the system. This includes developing the skills to effectively track earned value, calculate multiple critical paths, establish a resource pool for multiple projects, and collaborate with team members for easy task communication and much more. It is aimed at the project manager and project director level.

It also aligns to the following competencies as part of the advanced diploma in project management qualification (BSB60707):

BSBPMG602A direct the scope of a project program
BSBPMG603A direct time management of a project program
BSBPMG604A direct cost management of a project program
BSBPMG606A direct human resources management of a project program

timetable

session 1 managing resources and collaboration
session 2 setup a collaboration environment
session 3 critical paths and time management
session 4 cost management and earned value
session 5 tables and filters

learning outcomes

session 1 managing resources and collaboration

1. explain how to set up a resource pool to be used on multiple projects
2. assign resources from a pool to multiple projects
3. level multiple projects at once

session 2 setup a collaboration environment

1. set up a collaboration environment for resources on a project
2. send task details via e-mail
3. update the project plan from resource responses

session 3 critical paths and time management

1. structure the Gantt chart to get a valid critical path
2. identify when to use multiple critical paths
3. analyse a projects multiple critical paths

4. set up a critical path including tasks with small amounts of slack

session 4 cost management and earned value

1. assign rates to resources
2. assign rates to tasks
3. assign variable rates to tasks
4. track a project's costs
5. calculate earned value statistics
6. identify new project completion dates and productivity improvements required to reach them

session 5 tables and filters

1. create a new table
2. use a new table that you have created
3. find out how filters are made up
4. create a custom filter
5. create custom tables
6. create custom filters

course code:	MBHT05
tuition method:	CBT
duration:	1 day
cost:	\$485 GST free

8.12 MBHT13 managing by project: change manager

course aim

This course will provide experienced project managers and project team members in leadership roles, including project directors and project mentors, with a comprehensive foundation knowledge of change management theory and a practical experience of some basic tools and techniques to manage change.

It also aligns to the following competencies as part of the advanced diploma in project management qualification (BSB60707):

BSBPMG606A direct human resources management of a project program

BSBPMG607A direct communications management of a project program

timetable

session 1 what is change?

session 2 the impacts of change

session 3 change as a process

session 4 change in action

learning outcomes

session 1 what is change?

1. define change management

session 2 the impacts of change

1. articulate the drivers/relevance of change management in organisations
2. describe the human implications and impacts of projects
3. identify the needs of those impacted by a project

session 3 change as a process

1. explain the relationship between the full stream change process and the 9 – step process
2. construct detailed plans to manage change and the impacts of change

session 4 change in action

1. effectively utilise a range of change management tools and techniques for managing change.
2. map and analyse stakeholders
3. define the change that is occurring
4. compile effective communications plans and track them via the processes articulated in session three

course code:	MBHT13
tuition method:	experiential
duration:	1 day
cost:	\$700 per person GST free

8.13 MBHT14 managing by project: director

course aim

This three day course covers the fundamentals of managing a portfolio of projects. This course is designed for people new to the role of project director. They may come from project management, change management, business analysis, BPR or financial management backgrounds but their experience working in a project environment will be quite extensive.

This course will introduce concepts such as portfolio optimisation, influencing teams through visioning and strategy development and execution. All four key management areas of managing by project are covered at an executive or senior management level.

Managing by project director aligns to the following competencies as part of the advanced diploma in project management qualification (BSB60707):

BSBPMG601A direct the integration of projects
BSBPMG602A direct the scope of a project program
BSBPMG603A direct time management of a project program
BSBPMG604A direct cost management of a project program
BSBPMG605A direct quality management of a project program
BSBPMG606A direct human resources management of a project program
BSBPMG607A direct communications management of a project program
BSBPMG608A direct risk management of a project program
BSBPMG609A direct procurement and contracting for a project program

timetable

day one

session 1 – managing by project
session 2 – methodology and governance
session 3 – portfolio management

day two

session 4 – strategic management
session 5 – risk management

day three

session 6 – procurement and contract management
session 7 – mentoring and coaching

learning outcomes

session 1 managing by project

1. construct a managing by project environment
2. compare complexity theory to control theory
3. evaluate when to use complexity techniques

session 2 methodology and governance

1. appraise a variety of project management methodologies
2. compare product development, software development, risk management and project management methodologies
3. value the effectiveness of a variety of project governance models

session 3 portfolio management

1. analyse dependencies across projects and programs
2. construct a project portfolio using a prioritisation framework
3. optimise the portfolio using theory of constraints techniques

session 4 strategic management

1. assess organisational strategy through project selection
2. construct a portfolio of projects aligned to organisations strategy
3. measure progress towards a vision

session 5 risk management

1. assess a variety of risk management techniques
2. create a risk management plan utilising these techniques
3. evaluate the effectiveness of using different risk management practices on a portfolio of projects

session 6 procurement and contract management

1. appraise synergies between projects via a collaborative procurement approach
2. set up standard contracting procedures to reduce long lead procurement
3. negotiating win/win contracts
4. creating collaborative value chains

session 7 mentoring and coaching

1. establish mentor programmes across the organisation
2. appraise the organisational project management maturity
3. grow the PM maturity through individual coaching

course code:	MBHT14
tuition method:	experiential
duration:	3 days
cost	\$2,500 per person GST free

appendix I - testimonials

Commenting on the mbh certificate IV in project management:

"Good introduction with comprehensive information for those seeking to learn how to manage projects properly. Could also work well as a refresher course.

The materials provided are simple to understand and ready for use. Presenters always ensuring participants understood the content throughout the workshop.

I liked the use of hands-on exercises that challenge the minds."

Jay Ng
Shoalhaven City Council

Commenting on mbh's ongoing training relationship:

"12 months ago, we procured mbh to conduct level 4 project management training for all of our contract managers who manage the re-fit and repair of Australia's Naval fleet.

We were attracted to mbh because of their professional approach and the fact that their courses are endorsed by all the relevant professional bodies (AIPM, PMI). We also found mbh to be very flexible and willing to customise training to our specific needs. The result was a course that was able to give non-project managers the fundamentals in project management in a way that was easily applied back in the workplace.

Feedback from those who attended was extremely positive and we are keen to use mbh for further training this year."

Damien Bermingham
Office Manager
Ship Repair Contract Office - East Australia

Commenting on the mbh project management courses and learning pathway:

"I can proudly say that I have obtained both my Cert IV and Diploma in Project Management through mbh.

What can I say about mbh! Mbh are professionals in every way. The courses they run are brilliant. The Trainers are very experienced and knowledgeable. I found the content for each course very practical, easy to follow and realistic.

Their manuals are excellent and great reference points. The service they provide once you have completed the course is unquestionable - just being able to pick up the telephone when you need clarification and speak to the Trainer, speaks for itself. I can honestly say I am 100% happy with mbh and would highly recommend them."

Luisa McKay
Project Manager
Government

appendix II - staff profiles

Mark Heath – managing director

Mark founded mbh in 1999. Mark has a passion for robust financial evaluation, project selection and project management. He has created a unique model for real asset investment management. His comments on the topic of real asset investment management have been published in several magazines and journals including the Australian Business and Investment Explorer, MIS Australia, CFO and Australian CPA.

Mark has also presented at a variety of management forums including the 7th and 8th Australian Performance Management Symposiums, the Australian Institute of Project Management's educational seminar in September 2002 as a key presenter at the 2003 Australian Institute of Project Managers conference in Alice Springs as well as CPA Australia's focus on excellence and country congress in 2004. Mark will present again this year at the CPA's centre of excellence programme and has been invited as a master class speaker on three topics, business case writing, project management and change management.

Mark's main role is to manage the mbh business, to mentor and coach project teams and to act as project director across the suite of mbh projects that are being managed on behalf of mbh clients.

mbh currently is assisting clients implement investment management portfolios totalling \$1bn. This is spread across 35 projects and 10 clients. The largest being \$100m and is in feasibility phase. Mark's role as Managing Director is to be across the status of all of these projects, liaise with senior management on the client site and to ensure that issues are escalated and resolved as quickly as possible.

Sarah Quinton – general manager, mbh training

Sarah has been with mbh since 2000 and drives mbh course design. She has an Adult Education degree majoring in human resource development. Sarah has run several large projects ranging from construction to in-house IT and business process re-engineering to social projects assisting the Shoalhaven region of NSW in various local children sport development schemes. For the past 6 months, Sarah has been mentoring and coaching the Nurses Board of South Australia to assist them implement massive policy changes from both a federal and a state perspective.

Jack Peck, project management, trainer

Jack is a semi-retired project management guru. Jack has been working in the field of project management since 1968 and brings a wealth of experience and knowledge as well as a passion to transfer that knowledge to the young and green. Jack has been delivering mbh's diploma and cert IV training in Sydney for the past 12 months with very strong positive feedback from participants.