

Evaluating the course in practice

The course has been evaluated by implementing the course program in practice and then measuring the learning outcomes. How the sample and the measurements were chosen will be described hereunder. Sample The best way to evaluate the creativity facilitation course is to implement the course a number of times according the description of the course program (Table 4.20) and as stated in the course leaflet (Figure 4.16). From 2009 until the spring semester of 2014, the course was given ten times to 99 BAM Group employees. The 56 participants of the first six courses (which took place between spring 2009 and spring 2012) were invited by email to complete a questionnaire. It was also announced during a networking meeting of ex-course participants that the effects of the course would be measured with a questionnaire. The course participants were then asked via a telephone call from a research assistant if they would come to an appointment with the researcher of this study, so that the questionnaire could be completed in his presence. The course participants held various positions such as director, manager, supervisor or engineer and worked at one of the following Dutch BAM operating companies: BAM Utiliteitsbouw, BAM Wegen, BAM Civiel, BAM Techniek, BAM Rail, BAM PPP (Public-Private Partnership) and Vitaal ZorgVast. The course also became a part of the program at BAM Business School. Royal BAM Group is a European construction group that is comprised of operating companies in five home markets and that is active in construction, mechanical and electrical services, civil engineering, property management, and public-private partnerships. See the website of the [BAM Group](http://www.bam.nl) (www.bam.nl). Employees of the BAM operating companies were eligible to take part in the course. The operating companies paid for the course. The course description was included in the BAM Business School training leaflet (BAM, 2010). An impression of the first course was also published in the company magazine, BAM Breed. These six courses were attended by various professionals from the AEC sector, creating a representative sample to evaluate the creativity facilitation course, despite the fact that all of the participants are employed by one large company. The sample does lack course participants who work in independent small companies. 111 Measurements To evaluate the course, the learning outcomes must be measured and the participants' characteristics must also be examined in order to gain insight into the sample. The participants' characteristics (independent variables) are the following: • 'completed education' (CE), • 'subsidiary company work' (CW), • 'work experience' (WE) in years, • 'job description'(JD), and • 'date of training' (DT). The learning outcomes (dependent variables) are the following: Regarding skills: 1. 'knowledge of creative and collaborative thinking' (CT), 2. 'creative behavior' (CB), 3. 'enhancing creative behavior' (ECB), 4. 'creative leadership behavior' (CL), 5. 'enhancing creative leadership behavior' (ECL), Regarding attitude: 6. 'course satisfaction' (CS), 7. 'facilitating design meetings per month after course' (FM), and 8. 'working on learned skills after course' (WS).

For further details see the dissertation "[Handstorm principles for creative and collaborative working](#)" in Chapter 5 "Validating the set of design principles".