

After Action Reviews (AAR)

from team members

1: John's AAR

1. What did I set out to do after the leadership workshop in May?

Tune my management style to take into account people's abilities and potential. In particular I set out to improve my ability at delegating tasks and enable myself to turn over more details to my staff, allowing me to focus on the most critical tasks that need my attention. I also sought to make my efforts at this more visible to my peers and management so they see the things that I do delegate.

I was also going to work on the team behavior of improving communication within CDM.

- Feb-04 Update: Same
- Jun-04 Update: Same

2. What actually happened?

I made significant efforts to communicate to my staff in particular on my leadership goal outlined above. I followed up with my direct reports regularly and I think they really got the clear message that I wanted to empower them, and at the same time they weren't left stranded on their own - I was still available and accessible to them when they needed me. In terms of peers I didn't focus on keeping them informed of my efforts enough and I think that they couldn't always tell that I was working on my behavior.

In terms of improving team communication, while I did make efforts myself to communicate status, issues, and in general lots of information to my team - I did not engage my team in the effort and ask for their suggestions. I only mentioned it as a goal for the management team and that's it.

I also worked with Chris to strategize how to improve my presentation skills and was able to present at a public conference (SCDM) successfully, which is a first for me!

- Feb-04 Update: Continued with same activities that worked well prior. Also made extra efforts to follow up with some of my peers so they had more visibility into my leadership goal activities.
- Jun-04 Update: Extra efforts with peers helped to bridge some gaps from before.

3. Why did it happen?

Where I made the efforts and really focused I was very effective and where I did not follow up as much I didn't see the same feedback - which makes sense. There was a direct correlation between my success and my level of follow up communication/discussion with staff as well as soliciting their input and having discussions about it all. Working with Chris I was able to get good, real time feedback and feedforward suggestions on how to really drive home my efforts to people on tuning my management style.

In terms of the team communication goal, I did not make an adequate effort on it - I did make individual efforts to improve communication within my team, but I did not communicate with my group about the effort nor ask for their suggestions and feedback. I think I looked to more senior people to start this and when it didn't happen I let it go.

- Feb-04 Update: Same.
- Jun-04 Update: Same

4. What am I going to do over the next 6 months based on my mini survey results to maximize the return to me and (company)?

One of the key things that I am going to do is to continue my regular discussions and follow-up with my direct reports on delegation and my management style as it has had good results so far - and I want to keep that up. I want to continue using feed forward as a mechanism to gain valuable input from people, continuing to weave this into my regular meetings with my staff so it really becomes engrained as a standard behavior, not something I work on as a special goal for this year.

In terms of peers and management above me, I will engage those people more than I have - and ask them to help me understand their suggestions and points of view about what things are most critical for me to work on in terms of allocating my time and level of involvement. There was one person (peer) who gave feedback that I was not involved enough in key areas and that I may be spreading myself too thin - and I think that I need to work harder to be sure to keep everyone abreast of my activities on my goals and explain the way I have prioritized my involvement in key activities my group is responsible for.

I also will work with my senior management sponsors (G and H) to continue to grow my leadership skills and knowledge. Their input is so valuable to me, and helps guide me on areas to grow in this regard.

I will devote concentrated energy within my Strategic Technologies team concerning the CDM Management team goal of improving communication over the next 6 months. I think I looked to more senior people and the 'team' to start this together and when it didn't happen I let it go too easily. Now I just have to do what I think is right on this one myself even if no one else does, or we don't do it as a group thing.

I pride myself on being a good communicator, but I need to approach it systematically as I did my other goal, so that I get everyone's suggestions on what types of communication they need and ways to improve it.

I also plan to continue to work on my presentation skills as I can, and try to make opportunities to do so more. I've been volunteering to meet with various groups on different projects and will continue to do so - using the opportunities to create succinct presentation that get me to be up in front of groups practicing. In terms of general communication skills and working styles I will continue to utilize the questioning techniques I learned from Chris Coffey as they really help develop a clear understanding of everyone's point of view and needs, minimizing defensive reactions.

- Feb-04 Update: Over the next 3 months I will continue to focus on communicating with my stakeholders and improving communication about CDM and our plans, activities, decisions and other information.
- Jun-04 Update: Now that this formal goal period is complete, I think that I need to continue holding to the principles of this goal – using the situational leadership model and trying to delegate as much as possible, using good judgment - so that I can focus on the most critical tasks. This has become even more important as I have taken on new responsibilities for RPM and Early Development TA activities in CDM. I believe that the skills I've gained in the area of delegation will be essential to my continuing development and growth.

John

2 Patricia AAR

1. What did I set out to do after the leadership session in May? What were the leadership skills I want to improve?

The leadership behavior that I set out to improve is “collaborate with individuals in a respectful manner by listening to other points of view with an open mind”. My initial feedback included areas for improvement such as negative or dismissive body language, condescending tone, interrupting others while they are talking, and dismissing other’s ideas without considering them fully.

I got some excellent suggestions for improvement as part of the feedforward process, such as watching body language, maintain eye contact, listen and let others complete sentences before speaking, use active listening skills to show others that I am thinking about what they are saying, and question my assumptions before jumping in with my opinion.

I set out to dedicate thought, time and energy into self-reflection and self-improvement, soliciting ongoing feedback and feedforward using consistent follow up with stakeholders on my leadership behavior. If I improve in my leadership behavior, it will make me a better colleague, manager, co-worker, wife and mother.

2. What actually happened?

In my 5 month mini-survey there was clear evidence that stakeholders recognized the effort I was putting forward towards change with respect to my behavior. I had followed up regularly, and made my desire to change public and obvious in multiple settings. There was change observed, however, overall it has not been consistent enough to date.

3. Why did it happen?

I was diligent about following up with key stakeholders on my behavior, and have become more aware of my actions, both verbal and non-verbal, in meetings etc. I have exercised some of the new skills that Chris Coffey has taught me, with some success.

Changing deep seated behaviors takes time, and the new behaviors must become habit rather than forced. It was noted in my feedback that when I become passionate about an issue, all my leadership learnings go out the window. This is evidence that the new behaviors are not yet a part of my nature, but are still forced and somewhat foreign.

4. What am I going to do moving forward to maximize the investment (Company) has made in me?

By the end of this year-long leadership journey, I would like there to be clearly observable, sustained, consistent change in my listening skills and body language. I would like my stakeholders to feel that I value their opinions, I am open to their ideas, and that I am respectful and unthreatening.

I will solicit feedback and feedforward from key stakeholders on a monthly basis. I will also seek feedback and feedforward after key meetings where I suspect I could have handled a situation better, or that I felt was particularly challenging for me with respect to my behavior change, particularly when there was heated, passionate discussion on a topic.

I will encourage ongoing dialogue with my peers regarding my behavior, and provide feedback and feedforward to my colleagues in an attempt to foster an environment of openness. I would like to encourage that CDM continue on the path of self-improvement long after Chris Coffey is gone.

If and when I receive feedback that I did not exercise my new behavior, or if I feel that I digressed in my leadership behavior, I will openly apologize to whomever I treated with disrespect. In addition I will seek ways that I could have handled the specific situation better in the future from key stakeholders and the person who I treated with disrespect.

Lastly, I will make every effort to succeed in changing my body language and tone of voice when I do not agree with someone's opinion. I will openly ask questions to gain clarity on why the person feels the way they do, and hold my opinion until I have heard and thought through what others have to offer. I will not dominate the air time in meetings, and will receive challenging questions and criticisms without appearing defensive. In short, I will become a more effective, influential leader.

3: Doreen J: AAR

1) What did you set out to do after the training session in May? What were the leadership skills you wanted to improve

Date November 25, 2003:

- Sent out the initial memo to the Stakeholders that I have chosen during the Leadership team building.
- Listening without interrupting and becoming a better leader.

Date February 18, 2004:

I wanted to improve and be better at following up with my Stakeholders by doing the following:

- Send out e-mail to all my stakeholders thanking them for their feedback and asking them if they would like to be taken off if they feel that they do not interact with me directly -- Memo sent on 11/24/03.
- Created an excel spreadsheet so I can track my follow up with my Stakeholders. (see attached below)
- I have increased my follow through to more stakeholders from one month to the next. I'm planning on trying or 100% if applicable for the next 2 months.

Date May, 2004:

- Asked a few of my stakeholders about how I'm doing on my goal.

2) What actually happened?

Date November 25, 2003:

- After the Leadership offsite, I sent the initial memo to the Stakeholders, but I did not do any follow-up at all.
- Met with Chris Coffey and we discussed my specific goal and he gave me specific items to practice and use for my goal. Below are some of them:
 - To stop talking when someone else interrupts me.
 - To observe the attendees and if someone did not get to discuss their ideas, is to allow them at that time to share with

the group if they did not feel comfortable since they could not get a word edgewise.

- To raise my hand myself in meetings if I am not given the chance to share during meetings where there are a lot of people or was not an opportunity to share
- To ask the staff at the end of a meeting if I need to schedule a follow-up meeting if they needed to discuss more issues.

Note: My 1:1 meetings with Chris have improved my Leadership skills since they are catered to discussions specific to my staff and me. Chris was very helpful in assisting me with one of my staff's behavioral goal, which was becoming a problem. These meetings have given me direct support and solution to day-to-day issues. I would like to maybe meet with Chris 1:1 for an hour every couple of months, if budgets permit?

Date February 18, 2004:

- I have actually started applying the techniques that I have learned in more meetings. When I asked one of my direct reports if she had noticed if I'm interrupting less, her reply was "Yes and I really do appreciate that you're doing it".

Date May 2004:

- When I asked the questions to some of my stakeholders, the response was "I don't even notice that you don't interrupt since you have improved it. I can also feel it myself that now I am interrupting less and less.

3) Why did it happen?

Date November 25, 2003:

- I did not follow up since right after the Leadership, we were concentrating on the CDM Globalization project on top of other projects, but I should have taken the time to do the follow-up.
- I did think about it, but did not execute the plans.

Date February 18, 2004:

- Because I am more aware now of exercising the techniques in more meetings that in a few since I wanted to move beyond this goal and I wanted to lean it so it can become second nature. I'm starting to feel more confident that I'm kicking into pilot mode in every meeting.
- *I recalled (H's) brief opening talks at our first offsite Leadership meeting, he told us how he has worked on his Leadership goals and at that time I could not relate to what he was telling about how you choose one goal and work it and when it's done, you move to the next one.*
 - *During this past few weeks during my working on my goal and it's starting to feel more comfortable, I can now understand what he was trying to tell us.*

Date May 2004:

- I feel that I have taken care of this goal and I want to move on to the next goal. The mini survey reflected that I have improved a lot on this goal but I will keep it for this coming year as well so I can make sure that the changes are made. I feel really good that I was able to change my behavior. I was skeptical in the beginning but after I started using some of the techniques from the Leadership classes and during my 1:1 with Chris, I started seeing the changes.

4) What are you going to do moving forward to maximize the investment the company has made in you?

Date November 25, 2003:

- Continue to work on these skills and use the skills that have been working and stop using the ones that did not work.
- Follow through on a monthly basis with my Stakeholders to seek continuous feedback and to change their perceptions about me regarding to my Leadership goal.
 - I realize that (company) is investing in my growth and I need to make sure that I am committed to this goal and ensuring that follow-through is part of this commitment.
 - I am confident that because of the follow-through, my next mini-scores should go up.
- Take advantage of contacting Chris during the next few months to assist me in the follow-through with the Stakeholders and/or for any specific Leadership issues that I have with my staff.

Date February 18, 2004:

All of the above, but basically to interrupt less and less so I can move on to other goals. Continue to seek feedback and feedforward from my Stakeholders on this goal even after the second survey and on future Leadership goals.

Below is the Stakeholders follow-up tracking spreadsheet:

Name	December, 03	January, 04	February, 04	March, 04	April, 04
B C				Yes	Yes
D M	Yes			Yes	Yes
T G	Yes		Yes	Yes	Yes
K W L			Yes	Yes	Yes
J D			Yes	Yes	Yes
P B					
L H			Yes	Yes	Yes
K V		Yes	Yes	Not in CDM	
B G			Yes	Yes	
S M			Yes	Yes	Yes
D A				Yes	Left (company)
M H	Yes	Yes			
S A					Yes
J L					
E W				Yes	
J C	Yes		Yes	Yes	Yes
G D			Yes		

Date May 2004:

- ◆ I plan on continuing to work on these goals during the next year and also work on my second goal as well. I plan on following up with my stakeholders on both goals just like I did during the last few months so I can change the perception of others as well as to change my behavior.

Thank you very much for your participation!
Doreen J

4: Marissa B AAR

Leadership Goal: I will be effectively assertive in addressing issues in real-time and reaching agreements in real-time on how to proceed.

What did I set out to do after the leadership workshop in May 2003?

To become noticeably assertive in addressing issues in CDM and on clinical teams.

What actually happened?

I have become assertive in my dealings with staff in my department and on my clinical teams. In the I-TAH and CDM Management meetings, I regularly voice my opinions and provide input to the group. The feedback I have received from my peers indicates that I have met my goal to become more assertive and I have also noticeably improved my leadership skills. With regard to Clinical Team meetings, I received very positive feedback (as noted in my previous mini-survey and 2003 Performance Evaluation) from my direct reports and team members for my participation in meetings.

Why did it happen?

I think that going through the Leadership training this past year signaled the end of the old CDM management philosophy. It has empowered me to speak up without fear of retribution for having a differing opinion. Greg's support in combination with the training has enabled us (the management team) to be leaders.

What am I going to do over the next year?

I plan to continue make progress with this goal and two new goals.

Marissa B

5: Karl S AAR

"Communications to Stakeholders"

Dear Chris

As we approach year-end I wanted to first thank you and Frank for the leadership coaching you provided over the past year. The sustained nature of the training, interactivity, and overall quality of the program are exemplary. I believe it was valuable to me personally and to our department in general. Secondly, I have attached my After Action Review with an emphasis on question 4 looking to the future.

- 1) After the May training session, I identified a leadership behavior that I was committed to improve upon. For me that behavior was Communication to Stakeholders.
- 2) I contacted my key stakeholders to see if they would let go of the past and help me by offering suggestions to improve my behaviors in the future. In the majority of cases they provided suggestions for improvement. I followed up twice after the initial contact and obtained verbal input from several people at that time.
- 3) I made incremental changes towards improving communications with some but not all individuals. Some people were very busy at that time and did not have time to provide input. I did not press the issue with these individuals. *Those that had key stakes in the outcome of my work were the most receptive to offering help.* These stakeholders seemed genuinely pleased that I had made a visible effort to improve in my communications.
- 4) **For 2004, I will focus on:**
 - a. **Improving communications to stakeholders (continuing from 2003)**
 - b. **Understanding what motivates people**

My new stakeholder list will be represented by:

	Name	email
Manager:	L C	
Direct Reports:	C K	
	R P	
	J J	
	Di F	
Peers:	Y A-A	

A E
J B
K H
J T
T G

When: Tuesday, July 13, 2004 1:30 PM-2:00 PM (GMT-08:00) Pacific Time (US & Canada); Tijuana.

Where: Teleconference 888-804-6796, access code 2109162103

~~*~*~*~*~*~*~*~*

As some of you may know, I have made a commitment to improving my leaderships skills in two specific areas in 2004:

1. Improving communications to stakeholders
2. Understanding what motivates people

I would like to ask for your help in this process by offering specific suggestions and feedforward as we interact throughout the year. I will explain the process more in the 1/2 hour teleconference scheduled with all my stakeholders. If the teleconference does not meet your schedule I am happy to arrange time for individual meetings. Your input is greatly appreciated.

Hosted by Karl S
Tuesday, July 13th, 1:30pm PST
Please call access number 1-888-804-6796
Conference Code 2109162103

Karl S

6: Lanea H AAR

Hi Chris,

Enclosed is my updated after action review. Please let me know if you have any questions.

Thanks,

Lanea

1) What did you set out to do after the training session in May? What were the leadership skills you wanted to improve?

My goal was to effectively change my behavior towards individuals who do not follow through on their commitments and to present a stronger message that this is unacceptable and that it is impacting our department. Specifically, I was hoping to improve my assertiveness with certain individuals that I work with, and influence our group to be more accountable to our commitments and responsibilities, which would have an overall positive impact on the group's ability to contribute to CDM and (company).

2) What actually happened?

My results did show that my targeted behavior was noticed by those around me, and nearly everyone indicated that they saw a difference in my assertiveness. Given the approach to focus on one specific goal, I found myself able to stay focused on my goal, and I feel that this contributed to my positive results. This is something that I am now conscious of day over day, and I feel that I can continue to make strides in improving this aspect of my leadership skills month over month. In the second half of the year I don't think I gave it as much attention as I should have. Individuals did indicate an improvement (still) but not as high as in the first half of the year.

Personally, I consistently think of this goal in day to day interactions, so I feel that I while I still have room for improvement in my assertiveness, I am now making a consistent and conscious effort in this arena on a daily basis.

3) Why did it happen?

I think that this happened because I was committed to changing this behavior, and also because the approach that Chris takes is one that is easy to maintain, as the relative time commitment is small. I must also acknowledge that the primary contributing factor to my choosing the leadership behavior was my manager at the time. After the re-org, I had a different manager, and I feel that this contributed to me having the confidence to assert myself without any fear of retribution. Additionally, I transitioned my focus to general assertiveness after the re-org as my initial focus (toward individuals who do not follow through on commitments) was focused toward my original supervisor and direct report.

4) What are you going to do moving forward to maximize the investment (company) has made in you?

I will critically analyze my behavior and identify areas of focus year over year. I will participate again this year by setting a couple goals, but I would like to continue with this process year over year. I still feel that assertiveness is an area that I need to direct more attention. I will continue to make a conscious effort in this area. Additionally, I am setting new goals for myself to assist me in seeking feedback from others on a regular basis. I found that I was good at seeking feedback from certain individuals, but I need to consistently seek feedback from all individuals I identified as stakeholders. I still have a lot to learn as a manager and a leader and I want to continue to make the effort to focus on my behavior and the impact of my behavior. Often times we spend so much effort focusing on the task and the result and not enough time is spent on the path. It is more difficult to measure, however, it can be just as important as the results, and have a huge impact on the results. I believe that continuing to practice this method will help me to be a better leader and team mate, and help me to positively contribute to our departments and to the perception of others regarding our departments.

Thanks,
Lanea

7: Matt H AAR

Chris...

I have found it difficult to expand on what I provided last December. I think my comments and observations still apply. I think the important thing is to follow these actions and continue to keep this process at the forefront of our everyday interactions.

Can you provide a bit more information on how you would like me to expand on the following AAR?

Many thanks and apologies for the tardiness...

Matt...

1) **What did you set out to do after the training session in May? What were the leadership skills you wanted to improve?**

- a. I set out to become a better leader by identifying issues I perceived as holding up my development. I encouraged feedback from stakeholders to get a better understanding of how my actions related to my development goal were being perceived. I also provided my stakeholders with the opportunity to feed forward on any behavior they perceived as needing improvement.
- b. My leadership skill was to persist, follow through and come to closure. As a group the leadership skill was to become better communicators.

2) **What actually happened?**

- c. I presented my objectives to my direct reports and a handful of peers, I made it clear the objective I was trying to achieve and encouraged input on how I could best achieve this goal. I received a number of suggestions on how to improve my performance via e-mail and face to face follow up.
- b. As time flew by there seemed to be less interactions. I have approached a couple of people to request feedback directly during this time and continued to encourage my team to provide feedback as they see fit.

c. As we become more comfortable with this process we are better able to communicate with each other without fearing our thoughts or perceptions will be taken the wrong way

3) **Why did it happen?**

a. As a team we have become empowered to provide feedback, receive feedback and look to improve interactions and perceptions of others.

b. We have been given the opportunity and taken the initiative to become a better team by becoming better individuals.

4) **What are you going to do moving forward to maximize the investment (company) has made in you**

a. Continue to request open honest feedback from my team member and my peers. Now that most of my team has been through the abbreviated training I am encouraging them to step up and take the challenge.

b. I am also going to continue to feed forward to my peers. This allows me to ensure we are coming to conclusion on a number of topics or at least prioritizing appropriately. I am allowed to feed forward with this model and will continue to encourage this type of environment.

c. I am going to listen to the advice and suggestions of others, I am going to question what the feed forward represents and act accordingly.

d. I am going to strive for completing the tasks I have been given and help focus the team on tasks we have committed to.

Thanks Chris... let me know what else might be needed

Matt

8: Aza T AAR

1) What did you set out to do after the training session in May? What were the leadership skills you wanted to improve?

After the training session, I set out to isolate a specific leadership behavior that I wanted to improve on, less because I personally thought I was deficient in that areas, but more because of the feedback I received from the initial 360 degree questionnaire and the perception that my peers, team members and reports had of me.

The leadership behavior I selected is to listen to differing points of view with an open mind and ask questions for clarify before giving my own opinion

2) What actually happened?

After the training session, I sent out requests for feedforward from those I considered to be stakeholders. I received a lot of good suggestions for how I could improve on my behavior. In one-on-one meetings with direct reports I mentioned my leadership behavior and what I have been trying to accomplish and asked for their support and continuous feedback and support. I also have had many discussions with some of my peers and my manager regarding my behavior and have continued to receive good feedforward. Over the course of the last 6 months, I have in different settings tried to apply some of the listening techniques that my stakeholders shared with me, as well as others I have learnt in other leadership courses I have attended. One of the things that immediately became obvious to me was that I have the tendency to interrupt others, and when given the opportunity to speak, take too long to get to the point. Peers pointed this out to me on occasion. Another observation I made was that I started to be acutely aware and sometimes even mildly irritated by others exhibiting the same behavior that I have been working on. I have been successful in some instances in point out to others their "poor" behavior in the context of my leadership behavior.

May 20, 2004

Since my last coaching session with Chris (Feb '04), I have done some follow up with my stakeholders. I followed up more with my direct reports during one-on-one interactions than I did with my manager, peers and other stakeholders. I noticed that during the intervening months that I have slipped back into some of my poor behaviors. The trend that has developed is that I get this way when I feel "embattled" and especially

when it is during an interaction with someone I perceive to exhibit these same behaviors. In interactions with my reports, the trend I have observed is that if they do not have a strong opinion about an issue being discussed, then I will offer my own. If they feel strongly or have an idea, I think I have done a better job of backing down and allowing them to move forward with their idea.

3. Why did it happen?

I think some of the successes I have had with my behavior happened because I was making a concerted effort and remained aware of it, by constantly reminding myself of "what not to do". I have noticed that I occasionally slip back into my "bad behavior" and when I do, I would admonish myself (silently or loudly depending on the audience ☺) and get back on track. While I got consistent ongoing feedback from one or two of my team members, and my manager, I would have liked to have more *immediate* feedback and feed forward from staff members. ☹

May 20, 2004

See above

3) What are you going to do moving forward to maximize the investment (company) has made in you?

Moving forward I would like to continue to work on listening to others especially when they have differing points of view from my own and hopefully continue to improve. As part of this, I would like to be able to continue to remind people that I am working on this and continue to receive feedback and feed forward from stakeholders.

I have found this so far to be a very valuable exercise and I would like to identify other leadership behaviors (e.g. delegating more, better organizational skills), to focus and improve upon annually...maybe by the time I retire, I will be just PERFECT! ☺

May 20, 2004

In reviewing my feedback, I think that there is some interdependency with the current leadership behavior I am working on and my ability to delegate effectively. Moving forward in 2004, I would like to continue to build on my current

experience and continue to work at improving on my listening skills and I would like to work on delegating more effectively, specifically becoming better at empowering my reports and trusting them to make decisions on their assigned projects.

My action plan for improving my listening skills includes engaging my stakeholders more by actively soliciting feedforward.

Ideas for practice:

In interactions with my stakeholders, I will:

- Vocalize the behavior I am working on
- Get confirmation that the other party understands that I understand them – listen not with the intent of responding but more for understanding
- Identify similarities and differences in points of view
- Consciously look for opportunities to defer to others' points of view
- Examine my intentions when asking questions
- Strive to ask relevant questions rather than too many questions
- Avoid yes/no questions when I do need to ask a question
- Avoid direct contradictions
- Allow myself space to be wrong
- Strive for more clarity rather than agreement

Aza

9: Shab AAR

What did you set out to do after the training session in May? What were the leadership skills you wanted to improve?

I will become more assertive in taking charge of a situation that is not working well and lead the effort to address it in timely and comprehensive manner.

What actually happened? / Why did it happen?

The reorganization and change in stakeholders . Moved to another organization within CDM.

During the time since the workshop I have focused on my new settings and have tried to assess my role and clients.

I have worked on several areas which I have also received favorable feedback from peers and stakeholders...

- When clarifications are needed, I continue to maintain open communication to ensure I am on the same page about expectations.
- Continue to maintain a pleasant working relationship with my peers, colleagues and stakeholders.
- Identify issues and work on solutions proactively.
- Increased communication, follow through and accountability on issues as they relate to CDM Strategic Alliance relations.
- More effective in meetings by clearly presenting issues and expectations.
- Maintain focus on topic at hand and closing meetings by review of discussions and decisions.

What are you going to do moving forward to maximize the investment (company) has made in you?

The summary feedbacks were encouraging. I will concentrate on comments and suggestion received.

Need to:

- Keep the focus of the group on the topic of discussion.
- Continue to set firm targets for when and how I want to address a particular situation and follow through.
- Continue to identify issues proactively and address them in timely manner.
- Be concrete in my replies, commit and follow-through on timelines and deliverables.
- When completing action items, be sure to let all vested parties know about the progress.
- Follow up on leadership goals with stakeholders and solicit feedback and feed forward.
- Shab

10: John R AAR

Leadership Goal: Is passionate in developing the functional and behavioral skills of his direct reports.

1. What did I set out to do after the review of my mini survey results in November?

- Discussed results with my manager (B C)
- Reviewed my mini survey results and felt very confident I was going in the right direction as indicated by stakeholder feedback. Personally, I did not feel I had progressed to the level indicated in the results.
- Continue to solicit feedback/feedforward from stakeholders
- Respond to feedback/feedforward
- Give small projects to staff
- Encourage development by recognizing your clients and taking courses/training classes where your paths my cross, especially with Clinical Data Managers.
- Pass more of the decision making to staff
- Continue to develop staff in leadership areas

2. What actually happened?

- Worked with T P to identify a leadership goal and plot a course to develop it
- One feedback reply stated, I need to recognize and reward staff. Along this line I have become more aware to thank colleagues and staff. In May I recognized both staff members through (company's) reward program. In June, with my feedback, both were rewarded with a silver star for activity above and beyond for locking a database.
- In developing staff I encouraged they present at a staff meeting. They accepted and I assisted in their material. I set up two mock practice sessions and gave considerable feedback. After presenting both had thanked me for the practice sessions.
- Received little to no feedback from "team members".
- Received no feedback from "peers"

3. Why did it happen?

- By communicating a plan to develop staff an expectation was created in me. In setting the goal it became clear to me that being a manager and leader is just not making sure the day-to-day gets completed but to groom a successor. In grooming a successor, they must have the latitude to make decisions, stand up in front of a crowd and give an oral presentation and perform tasks typically reserved to me.
- In responding to feedback, I valued the stakeholders and therefore their input such that I responded with overt recognition (Company's rewards program).

- Little feedback was received from Peers and Team Members because my leadership goal was not explicitly communicated to them and more so they were not directly nor indirectly impacted.

4. What am I going to do based on my mini survey results to maximize the return to me and (Company)?

- Re-evaluate stakeholders to yield a greater response on goals
- Focus on feedback in developing new goals
- Develop new leadership goals
 - a. Provide timely follow-up on projects/ideas to ensure closure or sustain momentum
 - b. Reward performance appropriately
- Utilize the "Fort Hill" electronic feedback tool to solicit feedback and ideas moving forward
- Continue to develop staff
- Integrate the leadership goals into my 2004 (Company's) Goals

John R

11: Diane A AAR

Hi Chris:

Below is a response to the 4 questions:

1: What did you set out to do after the training session in May? What were the leadership skills that you wanted to improve?

- * Improve my leadership style specifically in dealing with people/behaviors that undermine respect and the efforts of a team to move forward.
- * Work to decrease my defensiveness when faced with conflict/perceived conflict with or between others, and not take the conflict as a personal attack
- * Be a better listener

2. What actually happened? 3. Why did it happen?

Awareness is certainly the first step toward bringing about change, and bringing the issue into my consciousness was key. I have noticed some improvement/change in my perception of conflicts. I have observed interactions between others (in particular between M & P) where I would have previously retreated from the conversation because I perceived the noise to be conflict. In that observation, I saw that their style demands directness and an in your face response. While this is not a comfortable approach to me, I was able to acknowledge the discomfort (to myself), contribute to the discussion, and recognize the need to be flexible in my response to adjust to situation.

I think that the atmosphere in the department has changed, from both the leadership workshops initiated across the management team and staff, as well as the reorganization. Raising people's awareness to their behaviors and how they can negatively impact the group, and holding them accountable to improve has in itself led to a collective awareness and less defensive environment.

4. What are you going to do moving forward to maximize the investment (company) has made in you?

Work more on the team goal. Greg circulated the team goal around the time of the reorganization and I didn't have a chance to think about what I wanted/needed to do to meet the goal. I plan to refocus my attention on it and my personal goal, and commit to modeling some of the following behaviors:

- * Make sure that team members (iTAHs, GMT, etc) support decisions made by the respective team so there is no undermining; use the dialogue, discuss/debate, decide approach
- * Continue to counsel and coach those demonstrating disrespectful behavior
- * Provide diplomatic, but immediate response when someone behaves in a manner that undermines respect
- * Actively discuss my leadership goal with others, seek feedback and follow-up on the experience of working on it
- * Continue to demonstrate a level approach to my changed role

Thank you for your support in helping me and the rest of the management team be better leaders.

Diane A

12: Kelly V AAR

1. What did I set out to do after the leadership workshop in May?

[KRV] Improve at offering appropriate and timely rewards and recognition.

2. What actually happened?

[KRV] Initially requested open feedback on how my actions regarding rewards and recognition. Perception was that I was too new in the department for individuals to form opinions. All felt that I adequately recognized their work. Little follow up following the initial request. Had some intermittent follow up on a one on one basis - and those I spoke with reiterated that the rewards and recognition I offered was appropriate and timely.

3. Why did it happen?

[KRV] I assume that I am too new with the company for individuals to have formed positive and/or negative perceptions regarding my actions surrounding this topic. I expressed this concern with Chris during a follow up one on one and he advised we continue along the path.

4. What am I going to do over the next 6 months based on my mini survey results to maximize the return to me and (Company)?

[KRV] Most felt that I had improved in my area of focus. Over the coming months I will continue to offer recognition and rewards (where appropriate). I will commit to seeking more frequent feedback and actively engage my stakeholders. Since most felt I have improved in my action item, identification of a further action item is warranted. Now that I have been with the company some months, individuals I interact with have been able to work with me closely and can now possibly help me identify areas of improvement.

13: Joanna L: After action report

1. What did you set out to do after the training session in May? (What were the leadership skills you wanted to improve?)

I set out to improve the way I delegate tasks to people, concentrating on ensuring their understanding of the tasks, and their ability to do the task – I had thought about the task I was delegating but perhaps had not given enough indication of why I wanted them to do the tasks and my faith/trust in why I thought they could do the tasks well – which usually came from seeing them exhibit a type of behaviour. An example of this was in running a study which would have others that needed to be supervised – the person was very organized, driven to do a good job but was very good at involving others and helping their motivation.

2. What actually happened since the session?

From my feedback this skill was seen in general to improve by my team, however I was not seen as a more effective leader.

3. Why did it happen?

I was seen as a less effective leader of the oncology team due to me being given tasks away from the running of my team, given work on the globalisation initiative – with frequent trips to the US, work on the budget and resources for the department. Although I did address my priorities within the group at 1:1s, I could have pulled the group together as a whole and gone through these priorities. I have an open door policy for my team, but perhaps having dedicated times when people could interrupt me would have been a better way to organize my time and make both myself and others set priorities and get clarity of what is important and what is not.

Lastly, I need to get more clarity on the tasks and the time frame that these responsibilities are being delegated to me and not to take on too much – as over commitment was seen by my team to be less effective.

4. What action are you going to take (going forward) to maximize the investment (company) has made in you?

- My role within the department has changed and need to review the skill with regard to my new role and look at my new stakeholders. Probably will need to reword my skill in relation to the international interaction that now occurs with my new role
- Discuss outcome with my manager regarding clarity of work taken on.
- Send email to 'old stakeholder' thanking them for their input and showing them some of the 'results', and areas I would still like to work on.

- Send email to 'new stakeholders' asking for their help and suggestions regarding the 'new' defined skill.

Use my calendar better to set aside time for tasks that can be interrupted.

Joanna