



Mini-Survey Feedback and After Action Review

Barry

This Coaching engagement was from July 07 to July 08. Barry was an attorney/ VP for a very large insurance company.

Feedback from Direct Reports and Peers/Colleagues:

<i>Less Effective</i>	<i>No Perceptible Change</i>	<i>More Effective</i>	<i>No Change Needed</i>	<i>Not Enough Information</i>
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-3	-2	-1	0	+1	+2	+3		
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Change in Barry's behavior over the past 12 months:								
1. Delegates more effectively					2	4	1	
2. Holds team members accountable			1		3	2		1
3. Has established a higher level of trust with team members.....				1	2	5		

Response and Follow-Up			
Has Barry talked with you about his stated goals?	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; text-align: center; border: none;">YES = 7</td> <td style="width: 50%; text-align: center; border: none;">NO = 0</td> </tr> </table>	YES = 7	NO = 0
YES = 7	NO = 0		
How much follow-up has Barry done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	0 He has not asked for Feedback or Feedforward		
	3 He has done SOME Follow-Up		
	4 He has done CONSISTENT/PERIODIC Follow-Up		

Additional comments/suggestions for Barry's consideration ...
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What specifically has Barry done in the past few months that you want to reinforce and encourage him to continue?

- Barry has been **able to spend more time** with his department, he has an open-door policy.
- Barry has been doing much better at **developing his staff** and working with them to be more of a team
- Barry is much better about **hearing what you have to say** and if he doesn't agree still makes a point to say he understands your viewpoint and takes it in to consideration
- Barry **listens more** - Barry takes suggestions without trying to control the conversation
- Barry seems to have been successful in **getting his clients to reach out to others directly** instead of having them rely on/go through him.
- He is **clearly committed** to working on the above issues.
- I think the hiring of a few new, more senior attorneys will help Barry a lot in that he can **continue to delegate** more complicated issues and problems that arise in the day to day core business.
- **Much more inclusive** with staff at meetings and even lunch!
- The May 1 prospectus filing project was a great example of Barry's **effective delegation and holding team members accountable**. Barry gave the team members the latitude to solve problems at their level. But in addition, several times **Barry was invaluable in removing barriers** at his level when the team came across roadblocks. This was a **great balance of holding the team accountable, yet effective delegation**.
- Through the frequency and tone of the team meetings, he has **created a greater sense of openness**, which has promoted communication and trust.

What suggestions (feedforward) would you give Barry so there will be continued improvement in the future?

- Barry has developed a very good relationship with his clients and his **continued push** to have them recognize the value of others on our Team and deal with them directly helps w Team morale.
- **Continue to be aware** of who he is and how he can manage to others
- **Continue to teach staff** proper logic and attitude to be good business partners.
- Doing great. **Continue on the same path.**
- He should **continue to hold team meetings** with his reports and also meet individually with his reports. He should **continue to solicit feedback** on his behavior and also ask his reports to voice any concerns they may have.
- He should remind his reports periodically about the **availability of the anonymous suggestion box**, and should report at team meetings on any anonymous suggestions that were made (plus the response thereto).

Any other information you would like Barry to be aware of:

- Barry has **continued to make significant and noticeable changes** to the Annuities Law department. He's been a positive influence on the output from the group as well as the overall business.
- I've also heard reports on his **activity stirring things up** w historical company units, but I believe he anticipated that.
- On occasion I hear grumblings about being in the "the in crowd" w Barry but I'm not sure that will ever stop based on the source.
- **Pleasure to work with Barry.**

Feedback from your Manager:

	Less Effective		No Perceptible Change		More Effective	No Change Needed	Not Enough Information	
	-3	-2	-1	0	+1	+2	+3	
Change in Barry's behavior over the past few months:								
1. Delegates more effectively							1	
2. Holds team members accountable							1	
3. Has established a higher level of trust with team members							1	
Response and Follow-Up								
Has Barry talked with you about his stated goals?	YES = 1				NO = 0			
How much follow-up has Barry done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	He has not asked for Feedback or Feedforward							
	He has done SOME Follow-Up							
	1	He has done CONSISTENT/PERIODIC Follow-Up						

After Action Review is an ongoing process that the person being coached uses to document and incorporate the learning and behavior change into repeatable habits that are sustainable.

AFTER ACTION REVIEW

08/14/08

1. What did I set out to do?

Delegate and hold my team accountable and responsible

Identify delegable tasks based on readiness

Delegated to my team

Have communicated the item delegated and assigned accountability and responsibility

Change the paradigm that existed: Clients did not see the staff ready to handle the business and legal issues.

Build Trust with my Team

Make my self more accessible

Develop relationships with each member

Been open on my expectations and requested that they do the same

Asked that all stake holders leave the past and focus on future

All agreed to do just that, many have done it, others are having difficulty

2. What is actually happening?

Delegate and hold my team accountable and responsible

I have and continue to delegate tasks based on readiness

Many on my Team and other Stakeholders have indicated that I have had no difficulty with this at all

Clients are starting to see the team members step up to the plate and handle issues on their own. This has also had the collateral effect of building trust with in my team and among my team and the clients who expressed this later point as a concern.

Build Trust with my Team

Made my self more accessible: one on one, biweekly staff meetings, periodic conversations.

Developed relationships with each member: lunch, dinners, telephone conversations, working together on tasks, other social occasions.

Team and Stakeholders have seen me be open with my expectations. The team members and other members of the law department are starting to open up more with me and me with them.

All agreed to leave the past and focus on the future. Many have done it, others are having difficulty letting go of the past.

3. Why did it happen?

From my perspective, I have consciously tried to approach each individual with more awareness of how they might have perceived me in the past. I have inculcated each of the techniques that Chris has coached me on. While I get many of these right, I am still practicing them and learning how to better use these tools. From the very beginning, in February 2007, I was aware that it would be especially useful to have a coach to help me put the department "back together" given the changes that it would face and were approved up through the General Counsel. I asked both Deborah (HR) and Joe (my boss) to have one. I embraced this whole heartily in February. In June, I was notified that a coach was being made available to me. I approached this in an open manner, choose a coach with what I believed was a different style to be sure that this was open process. I have asked my team and Stakeholders periodically how am I doing and if there was anything specific. Each conversation has indicated that they have and have offered at least one specific item. Many precede their response with you have always done this well, or you are the last person who needs a coach as you are coaching everyone else. Nonetheless, I have each person to be and continue to be engaged. I impress on each of them the value to me and look for their feed forward from their observations and examples. My direct reports have indicated a little discomfort. I have assured them that I asking them to be candid and honest.

August 15, 2008

I became much more aware of hearing myself talk. I used the word "but" a great deal of the time. I started out talking more than I was listening and allowing others to speak. I became more aware of the negative things that I did and focused on changing that behavior. I now listen better. I have developed and am continuing to work on what follow up questions I should ask. This allows my team to develop more fully and they have become much more accountable and responsible for their own activities. I have become much more aware of their capabilities and have been able to develop a better awareness of each person's abilities to handle certain matters. I am much more comfortable

deferring to their viewpoint. I have adopted the role of assisting in connecting the dots. If things are not clear I am asking more questions to get more clarity and assisting in connecting the dots.

I have also improved my use of the situational leadership model with my team. I now more easily assess each person's readiness to perform a particular task. One example was my assignment to Rxxxxxx the NY project. Another was assigning Kxxxxx to the LOI for B of A and the Master Agreement.

I also must credit this process used by Chris. This is not an easy process to follow. It is simple but can be many things but that in execution. I anticipated this to a certain extent when I chose Chris. I felt the openness of it was tremendous given what I was working on. Its degree of difficulty becomes more intimidating when you sit with each stakeholder the first time and say you know what I am working on, how am I doing? That first time was really difficult. I drove home that evening and called Chris and described to him what I just went through. He started to laugh and said I told you it was simple not easy. I now knew what he meant. He also told me that I was feeling exactly what I should feel.

As I continued my rounds that first month, this became easier to do because I discovered that the floor did not drop out. What was a weakness early on, became the very thing that created an energy in me and gave me real strength to succeed in my goals. Moreover, it created a real enthusiasm to push my self beyond where I thought was acceptable. This became critical after the first mini survey as I was very concerned that my stakeholders would not maintain the discipline that I needed them to maintain. It was imperative that I would not let them fall off and that they did not fall off from the program. They truly stayed engaged with me for the entire period. This was very, very key to me and my improvement. I truly found the input they gave me on how they perceived my change in behavior, good or bad, to be absolutely essential to the outcome of this journey.

4. What am I going to do moving forward?

I am going to continue to inculcate into my approach to delegating and relating to my team and Stakeholders the techniques that Chris is teaching me to assist in building trust. I am going to continue to work on these techniques to address each of the objectives.

August 15, 2008

The strength of this approach is enormous. In order to maximize Pxxxxxxx's investment in mean with Chris this past year, I am going to do several things. First, I will continue with the process myself on an informal basis. Second, I am going to leverage this with the entire team by asking them to participate in this approach together. I have asked my team to come up with two things they want to get better at. We will be developing action plans for each of them and they will select stakeholders with in and without the team to assist them in their own improvement and collectively of the team