

**This summary report is the actual compiled data for an intact group of 18 managers. Three of the 18 Chris Coffey coached in the Goldsmith year long guaranteed improvement process. The other 15 managers actually selected one leadership behavior to improve and received feedback on two min surveys from stakeholders. They did not have the benefit of their own individual coach. Quarterly Chris met with these 15 managers one on one to provide help and guidance.**

**For even more of a micro look at individuals improvement as seen by key stakeholders visit my web page and review actual mini survey results and After Action Reviews (AARs) for individuals (actual reports Joe, Jane).**

**Chris Coffey  
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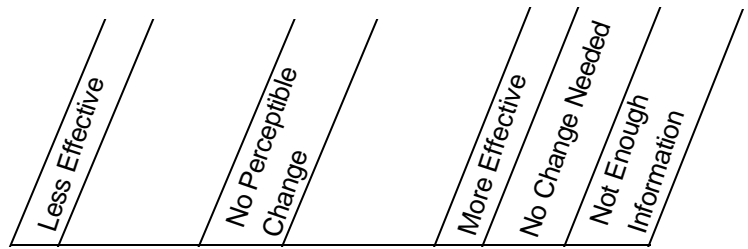
## **Leadership Challenge**

**Follow-Up Mini-Survey  
Group Results for 18 leaders**

**May, 2004**

# MANAGER & MANAGER'S MANAGE RESPONSE SUMMARY

Do you believe this person has become more (or less) effective *in the past few months* on the following items?



-3   -2   -1   0   1   2   3   NCN   NI

<b>Personal Improvement Items:</b>	-3	-2	-1	0	1	2	3	NCN	NI
Customized Personal items for 16 team members.....	0	0	0	4	4	7	3	0	2
									N/A
Has [this person] become a more effective leader in the past six months?.....	0	0	0	2	2	8	6	0	2
									N/A

<b>Response and Follow-Up</b>
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Did this person talk with you about his/her 360 feedback and the specific leadership skill they committed to improve after the Leadership Workshop in May? YES = 18                      NO = 2

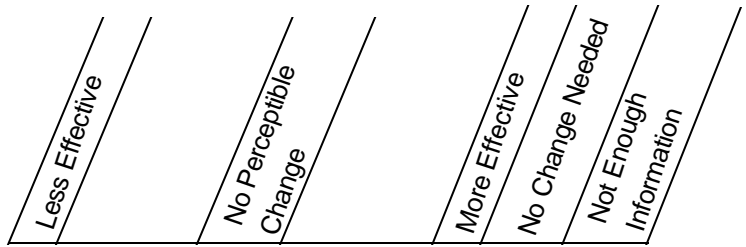
.....

How much follow-up has this person done with you to solicit your feedback and feedforward?	Did NOT Respond, No Follow-Up	1
	Responded, but Did NOT Follow-Up	1
	Responded, Did a LITTLE Follow-Up	5
	Responded, Did SOME Follow-Up	7
	Responded, Did FREQUENT Follow-Up	5
	Responded, Did CONSISTENT/PERIODIC Follow-Up	1

Confidential Follow-Up Mini-Survey  
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# DIRECT REPORT RESPONSE SUMMARY

Do you believe this person has become more (or less) effective *in the past few months* on the following items?



-3   -2   -1   0   1   2   3   NCN   NI

Personal Improvement Items:									
Customized personal items for 16 individuals	0	1	2	5	16	15	17	3	3
									N/A
Has [this person] become a more effective leader in the past six months?	0	2	3	5	16	18	15	1	2
.....%									N/A

### Response and Follow-Up

Did this person talk with you about his/her 360 feedback and the specific leadership skill they committed to improve after the Leadership Workshop they attended in May?      YES = 54      NO = 8

How much follow-up has this person done with you to solicit your feedback and feedforward?	Did NOT Respond, No Follow-Up	3
	Responded, but Did NOT Follow-Up	10
	Responded, Did a LITTLE Follow-Up	15
	Responded, Did SOME Follow-Up	20
	Responded, Did FREQUENT Follow-Up	11
	Responded, Did CONSISTENT/PERIODIC Follow-Up	1

# PEER RESPONSE SUMMARY

Do you believe this person has become more (or less) effective *in the past few months* on the following items?

Less Effective
No Perceptible Change
More Effective
No Change Needed
Not Enough Information

-3   -2   -1   0   1   2   3   NCN   NI

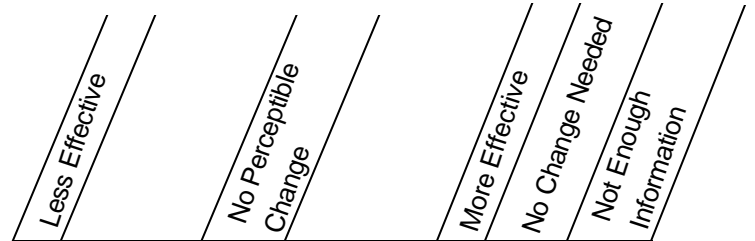
<b>Personal Improvement Items:</b>		-3	-2	-1	0	1	2	3	NCN	NI
PERSONAL ITEMS.....	1	1	2	12	16	21	16	3	10	
.....%									N/A	
Has [this person] become a more effective leader in the past six months?.....	1	1	2	12	19	19	17	3	7	
.....%									N/A	

<b>Response and Follow-Up</b>		
Did this person talk with you about his/her 360 feedback and the specific leadership skill they committed to improve after the Leadership Workshop they attended in May?	YES = 59	NO = 24
.....		

How much follow-up has this person done with you to solicit your feedback and feedforward?	Did NOT Respond, No Follow-Up	7
	Responded, but Did NOT Follow-Up	14
	Responded, Did a LITTLE Follow-Up	21
	Responded, Did SOME Follow-Up	20
	Responded, Did FREQUENT Follow-Up	11
	Responded, Did CONSISTENT/PERIODIC Follow-Up	8

# COMPILED (manager, direct reports, peers) RESPONSE SUMMARY

Do you believe this person has become more (or less) effective *in the past few months* on the following items?



-3   -2   -1   0   1   2   3   NCN   NI

<b>Personal Improvement Items:</b>		-3	-2	-1	0	1	2	3	NCN	NI
Customized PERSONAL ITEMS...16 Participants.....	1	2	4	21	36	43	36	6	15	
.....%									N/A	
Has [this person] become a more effective leader in the past six months?.....	1	3	5	19	37	43	38	4	11	
.....%									N/A	

**Response and Follow-Up**

Did this person talk with you about his/her 360 feedback and the specific leadership skill they committed to improve after the Leadership Workshop they attended in May? YES = 131                      NO = 34

.....

How much follow-up has this person done with you to solicit your feedback and feedforward?	Did NOT Respond, No Follow-Up	10
	Responded, but Did NOT Follow-Up	25
	Responded, Did a LITTLE Follow-Up	41
	Responded, Did SOME Follow-Up	47
	Responded, Did FREQUENT Follow-Up	27
	Responded, Did CONSISTENT/PERIODIC Follow-Up	10

## **Manager comments**

### **What has Mary done in the past few months that you want to reinforce?**

Mary has been less disrupting, more self-reflective before asking questions on any issue.

### **What has Pam done in the past few months that you want to reinforce?**

- ? Taken the lead on protocol amendments that should be new protocols and assessing impact on CDM and other areas.

### **What has Mark done in the past few months that you want to reinforce?**

- ? Continue to present new ideas and improvement.

### **What has Sandra done in the past few months that you want to reinforce?**

- ? Take initiative on tasks that have been assigned to not only understand the task, but improve the output.

### **What has Jim done in the past few months that you want to reinforce?**

- ? Taken more action without approval first.
- ? Effectively managed non-performers.
- ? Willingness to take on new and different responsibilities.

### **What has Jack done in the past few months that you want to reinforce?**

- ? Jack as been actively working to provide development opportunity to his staff.

### **What has Ginny done in the past few months that you want to reinforce?**

- ? Ginny has moved into a new role outside of CDM (still under my management). She has transitioned well, but is currently not managing any direct reports.
- ? Ginny continues to be a good performer and is always willing to help out.
- ? Specifically, I have noticed that Ginny has had to use assertiveness in transitioning to her new role. She transitioned several responsibilities to other individuals and has had to assertively step away from responsibilities she previously owned.

### **What has Sara done in the past few months that you want to reinforce?**

- ? Sara has actively sought and received feedback from her colleagues in various settings
- ? She has also incorporated this in her one on one interaction with her staff and contractors
- ? Sara has been more self-aware of her behavior of interrupting; even calling attention to herself when she recognizes that she is interrupting.

**What has Rose done in the past few months that you want to reinforce?**

- ? When clarifications are needed by Rose, she should continue to come to me so we can both be on the same page about expectations.

**What has Cathy done in the past few months that you want to reinforce?**

- ? Open discussions regarding perceptions of her behavior.
- ? Conscientious and noticeable effort to improve in interaction.

## **Manager comments**

**What suggestions (feedforward) would you give Mary so she could improve even more in the future?**

- ? Sometimes the questions for clarity seem to be rhetorical.

**What suggestions (feedforward) would you give Pam so she could improve even more in the future?**

- ? Look for opportunities to lead large projects within CDM and across depts.

**What suggestions (feedforward) would you give Mark so he could improve even more in the future?**

- ? Take one of his ideas to fruition.

**What suggestions (feedforward) would you give Sandra so she could improve even more in the future?**

- ? Take ownership of output. Do not just be a transcriptionist, but produce the material as though you were going to present it.

**What suggestions (feedforward) would you give Jim so he could improve even more in the future?**

- ? Target having more senior people reporting to him.
- ? Continue to build confidence into his presentations.

**What suggestions (feedforward) would you give Jack so he could improve even more in the future?**

- ? Jack should continue to explore development resources available at Amgen.
- ? Reinforce the training his staff has received so far in leadership and diversity training.

### **What suggestions (feedforward) would you give Ginny so she could improve even more in the future?**

- ? Ginny could still be more assertive in certain situations.
- ? Ginny is struggling slightly to adapt to not having support to help her do tasks. She has indicated that she needs admin support, but her current activities do not necessarily warrant it. I have to conclude that organization and project management is a slight challenge for her currently – although she is delivering on all of her commitments.

### **What suggestions (feedforward) would you give Sara so she could improve even more in the future?**

- ? Sara is a very effective supervisor/manager. Look for opportunities to present to all CDM.
- ? She needs to keep in mind diversity of styles and encourage the quiet types to share their ideas
- ? Suspend judgment and try to understand ideas and opinions divergent from hers. There often are more than one correct answer.

### **What suggestions (feedforward) would you give Rose so she could improve even more in the future?**

- ? Set firm targets for when and how you want to address a particular situation and follow through on your targets.
- ? Be concrete in you replies and commit and follow-through on timelines and deliverables. If there are delays be sure to communicate them early, not at the last minute or after the due date
- ? When completing action items about the topic, be sure to let all vested parties know about the progress so they are aware of the action items that you are completing. Toot your own horn when you can.

### **What suggestions (feedforward) would you give Cathy so she could improve even more in the future?**

- ? Seek to *influence* positively.

## **Colleague comments**

### **What has Mary done in the past few months that you want to reinforce?**

- ? Mary comes prepared with facts and argues them convincingly.
- ? Mary continues to ask questions of the team with the intent to get to the heart of the problem or issue.
- ? Mary does really well at looking at the big picture and does seek out other people's input or opinion. People do value her opinion and guidance. I think she has worked on not fighting every battle, but to pick those that are very important to her or the department. I still think this can be tough for her though and when she see's resistance, she doesn't always seek out the reasons why. Still I think she is a good leader and I respect her input and her approach is generally very professional.
- ? Mary has really good ideas and asks good questions. She is not afraid to state her opinion about others' ideas but does so in a constructive manner.
- ? Mary's familiarity with the DM process is valuable in these types of discussions, she can talk the issues that are encountered on a daily basis by the CDAs.

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- ? Sees issues from all sides and offers valuable insights into issues at meetings.

### **What has Mark done in the past few months that you want to reinforce?**

- ? Generally Matt is a good communicator.
- ? Matt continues to have great ideas and solutions to problems.
- ? Matt has had to deal with several difficult situations in the recent months and has handled them well. Historically, he is reactive and confrontational when presented with difficult situations, but I have seen a significant improvement in this regard. He truly is working with a collaborative mindset.
- ? Mark has a lot of ideas for process improvements and regularly conveys them to the group. He accepts feedback graciously.

### **What has Sandra done in the past few months that you want to reinforce?**

- ? Sandra continues to be a strong communicator.
- ? Sandra does her job well she ensures that information is distributed to the appropriate parties on a timely basis.
- ? Sandra is always responsive and goes out of her way to assist. I have moved out of CDM and Sandra is still assisting me personally until admin support for my group is approved.
- ? Sandra shows enthusiasm in new challenges.
- ? When given a task, Sandra reiterates what she perceives as the final goal and asks questions if necessary. This guarantees that her task is completed as expected. And she accomplishes the task expediently and with quality.

### **What has Jim done in the past few months that you want to reinforce?**

- ? Jim has encouraged his staff to take lead in various projects including arranging presentations and meetings
- ? Jim has improved communication outside of his group significantly. This is a huge benefit to CDM and USDO in general.
- ? Jim has moved into a new role within CDM and has adjusted well. He is managing new people, and has had to give up others he previously managed. Generally his transition has been smooth.
- ? I have seen Jim in meeting delegating more than what he has done in the past.

### **What has Ginny done in the past few months that you want to reinforce?**

- ? Ensures relevant parties are kept up-to-date. Extremely diplomatic – does not antagonize people.
- ? Keeps promises, follows up promptly on action items. Extremely efficient.
- ? Maintains focus and direction – keep issues moving forward.
- ? She left a phone message explaining what the realistic time lines were in completing a task.

### **What has Sara done in the past few months that you want to reinforce?**

- ? Always follows up on promised – keeps everyone involved when necessary on discussions.
- ? As always, she motivates her group

- ? Continue to be aware of your behavior during meetings and follow-up with meeting participants, as you have been doing so.
- ? Sara has been interested in developing her leadership skills and I believe she has made improvements in her area of interest. She has made a conscious effort to listen without interruption but sometimes may not 'hear' what comes next.
- ? Sara is easy to discuss issues with, she understands many comments or questions directed to her are not directed at her. She can differentiate between the two and is open to receiving 'feedforward' or difficulties with the process... not difficulties with her or her group.
- ? Effectively leads discussions. Keeps teams focused on the issues. Takes on board facts / opinions then makes decisions.
- ? I had never perceived this as a problem with Sara so I see no improvement on something that does not require improvement.
- ? I have moved into a new position outside of CDM – therefore I have had very little interaction with Sara since the new year.
- ? She is always ready to help
- ? She's worked hard to make sure that her staff is available for the EDC core team

**What has Jessica done in the past few months that you want to reinforce?**

- ? Keeps peers informed of ongoing progress by regular verbal and email updates.
- ? Involves peers appropriate in decision-making.
- ? I was not in Jessica's team last year at the time of this workshop. However I have always found Jessica to be very helpful and open to discussion or question regarding any aspect in CDM. If I go to her for help her response is always positive and if she does not know the answer to my question, then she will put me in touch with someone who can.
- ? As I work part time it is not always easy to maintain a regular 1:1 session with team leaders, but should either Jessica or I be unavailable for a planned 1:1, Jessica has notified me and then asked if I would like to rearrange the date.
- ? Jessica has taken on a large and busy therapeutic area for her first team management position, and I believe she has had a lot to contend with. She has, as far as I know, done a very good job to date.
- ? Decisive – gives clear decisions and sticks to them
- ? She has good on the job knowledge which provides good incite into the day-to-day running of my job
- ? She is honest about what she can achieve in her managerial capacity and shares that information. This does not stop her from trying to implement changes for the good of the team even if a successful outcome is slim.
- ? Jessica has monthly team meetings and asks for input from the team what they would like to discuss at these meetings
- ? Jessica will take problems or questions that you have and find the resolution or answers to them, and will follow them through even though some can be difficult to get the answers

**What has Rose done in the past few months that you want to reinforce?**

- ? Always pleasant to work with
- ? Keep working on solutions for the RPM group... this is a very valuable group and will provide great benefit to the CDM department
- ? Rose has always done a great job

- ? Rose has been a huge help in the past several months. I have been able to rely on her to push issues through and find solutions to problems. I have not always given her the information she has needed, however her approach to reminding me has been very cordial and encouraging.
- ? Rose has done a better job of communicating and following through on issues as they relate to the Kendle Alliance.
- ? Rose is communicating more about her specific responsibilities and she is being more accountable when it comes to handling the Alliance tasks.
- ? Rose is good at breaking down, clarifying, prioritizing and communicating a task or project.
- ? Rose's follow up is usually in person and effective
- ? She approaches me rather than waiting for me to approach her

### **What has Cathy done in the past few months that you want to reinforce?**

- ? Continue to communicate the progress of her special projects.
- ? I have had little interaction with Cathy in the past few months due to my taking on a different role outside of CDM.
- ? I have the impression that Cathy has made a conscious effort to be more respectful in her interactions with others.
- ? in team interactions I have observed Cathy being respectful of others' opinions and even when not in agreement has been able to state her opinion without coming across as being critical.
- ? Not cut people off when they are speaking.
- ? Cathy has been actively working on her personal development.
- ? Cathy is supportive of me and the group as a whole.
- ? Quick response to issues
- ? She is strategic in her thinking and planning and welcomes new ideas. She should be given more opportunity to mold the Department for its future.

## **Colleague comments**

### **What suggestions (feedforward) would you give Mary so she could improve even more in the future?**

- ? Appears to try and maintain control rather than empowering others to take on responsibilities.
- ? I feel fortunate to work with Mary and I greatly appreciate her friendship, which is why I feel that I can be frank in mentioning few areas in which her performance could use a little development. Mary has been and continues to do a great job as a data manager, but I believe that she needs to be more of a team player in terms of receiving and implementing ideas and suggestions that are not her own. In addition, Mary does not seem to be motivated toward expanding the scope of her job responsibilities. She seems to be more focused on instituting a standard system to ensure consistency between studies and teams. She relies on her previous experience but she is forgetting that not all studies are alike. Please don't get me wrong. I greatly value working with Mary. These

suggestions are meant not so much to address a deficiency as they are intended to guide her in honing the ample skills she already possess.

- ? I think Mary has done a good job at looking to the future on how DM activities could be done in a better fashion. I think she could share more of these ideas and give details on how best to approach these issues.
- ? May get too involved in the details, and hence overwhelmed with volume of work.
- ? None.

**What suggestions (feedforward) would you give Mark so he could improve even more in the future?**

- ? Although somewhat improved, still needs to improve in follow through.
- ? It would be good for Matt to be able to capitalize on some of the great ideas he has. He has the potential to be a good leader and have positive impact with some of his ideas.
- ? No comment.

**What suggestions (feedforward) would you give Sandra so she could improve even more in the future?**

- ? I would suggest that Sandra promote or market herself more. She is very talented and currently is being underutilized. She aspires to move out of Admin and become a functional employee. Unless she is able to promote herself, and unless CDM gives her more responsibility, this will not happen.

**What suggestions (feedforward) would you give Jim so he could improve even more in the future?**

- ? Continue to delegate tasks to his staff especially that his time is very scarce now that he is an Associate Director.
- ? Continue to keep up a high level of communication.

**What suggestions (feedforward) would you give Ginny so she could improve even more in the future?**

- ? I think it would be helpful for Ginny to demonstrate some empathy for individuals' other responsibilities/priorities when making requests for information that can take time to gather. In her attempt to be assertive, she could come of as being pushy and pesky
- ? May take on too much – does not like to say NO.

**What suggestions (feedforward) would you give Sara so she could improve even more in the future?**

- ? One other area I would like Sara to champion is the effective use of reports for the DM function. There always seems to be a disconnect in what is available, what works, what doesn't, and finding the most efficient way to get the information that is being requested.
- ? I would like to encourage Sara to continue her efforts to listen without interrupting and expand this by being able to come up with alternate solutions. A bit of brainstorming, a bit of review of the process outside the standards. Not to stray from the standards, just find a better way to achieve the standards.
- ? Sara is a great leader, she's very outspoken, but sometimes she may come across too strong (but I think that's mostly because she's so passionate about what she does).

### **What suggestions (feedforward) would you give Jessica so she could improve even more in the future?**

- ? May not ask for help/advice – may see this as a weakness (this is only my perception)
- ? In some companies the team manager goes around to visit members of the team at their desk, particularly if they or she has been away, or perhaps not had recent communication due to pressure of work etc. Perhaps Jessica might consider if this is a good idea, or perhaps her method would be to assume all is well with everyone and they will come to her or await the 1:1 session, should there be any problem.
- ? To be more aware that sometimes in being conservative with her decisions she increases my level of stress as I have to micromanage certain aspects of my job to the detriment of other tasks.
- ? To provide support at key meetings where I feel that I don't have sufficient authority to make key decisions.
- ? To learn when to give and take a bit more, i.e. I have had a previous manager whom had the ability to see the wider picture and realize that giving more slack early on will pay dividends in the long run.
- ? Jessica could explain more about what information she needs from you, so that you are able to give her all the information that she needs
- ? Jessica schedules team meetings once a month, however they are not scheduled as recurring and to start with the team was not aware that these meetings would be help once a month. In future it would have been useful for Jessica to have explained to the team the plan for the occurrence of the meetings

### **What suggestions (feedforward) would you give Rose so she could improve even more in the future?**

- ? Ask for more input to the projects she is working on and vice-versa share her knowledge of the processes that are being evaluated.
- ? Checking in often
- ? I encourage Rose to do more follow up on her Leadership goal and to challenge her peers when she does not agree with their behavior.
- ? More physical visibility
- ? To demonstrate more assertiveness, I would suggest that Rose proactively solicit periodic feedback from team leaders and TAHs regarding the working relationship with Kendle and take action as appropriate to facilitate problem resolution. In other words, don't wait for the problem to come to you, seek it out.

To find some level of passion in those situations where assertiveness is necessary

### **What suggestions (feedforward) would you give Cathy so she could improve even more in the future?**

- ? Be more aware of negative body language (e.g., rolling her eyes, or breathing an exasperated breath) that connotes displeasure/disagreement/dissatisfaction before she even verbally responds.
- ? Be patient with the ideas of others... improvements to the DM process can be attained in a number of different ways. Encourage brainstorming but also keep an eye on what will work in application, not just theory.
- ? Continue to keep an open mind and understand the other person's opinion even when you don't agree
- ? Let go of old opinions/bad experiences and history when reacting to a situation, solution or problem.
- ? Cathy will not always consider other possibilities if she has decided on a course of action – does not always welcome other opinions – may see these as being critical.
- ? Provide more specific coaching

- ? Try to not let what you perceive as others' poor judgment influence your mood as it comes through in your demeanor. Focus on what you can control and where you can influence change

## **Direct Reports Comments**

### **What has Mike done in the past few months that you want to reinforce?**

- ? Mike has decided to move forward with using EDC this year very vocally and has committed to stand up and risk his career if need be because he believes in it so strongly. His willingness to take a strong stance on an issue is evidence that he is also willing to stand up in defense of CDM staff if needed. It also shows that he is much less conflict averse than previously. Kudos to Mike!
- ? Seek facts/advice and be decisive on issues to be dealt with
- ? Making more strategic decisions... this is where we want to go, figure out how to get there
- ? Supporting his team in the face of difficult situations.
- ? Offering sound advice on how to move the process forward

### **What has Mary done in the past few months that you want to reinforce?**

- ? Mary always has new ideas and ways to make things better/more effective. She is not afraid to try something new that might help a problem.
- ? Mary is good about passing communication onto her direct reports and keeping us informed.
- ? Mary will "back up" her direct reports, and not leave them hanging or change her mind and make them look bad
- ? Continue to communicate openly
- ? Listens better

### **What has Jason done in the past few months that you want to reinforce?**

- ? Although there was no formal follow up with his leadership traits or development goals we communicate often on these and other topics. Jason is willing to share his thoughts and ideas and willing to listen to suggestions.
- ? Delivers messages confidently.
- ? Engaged with TAs
- ? Has opened up certain areas of communication
- ? I believe Jason has set a number of goals for himself and his team over the past several months and it appears to be going in the right direction. I have witnessed his desire to ensure the processes and programs that are being developed bring value. This is not always easy given the dynamics of the group.
- ? Jason has reached out to his team on a number of occasions to express his thanks and rewarded them for their commitment to the project.
- ? Trying to vision PRO
- ?

### **What has Jane done in the past few months that you want to reinforce?**

- ? Communication has improved. Jane listens to what staff members say. Continue to build on this.
- ? Listens to comments about team dynamics but although agrees does not always act.
- ? More outgoing
- ? Ask for help from others who may have that knowledge
- ? She needs to make sure one to one's run on time, she should not be late for them (which she hasn't been in general).
- ? Provided support for staff experiencing difficulties.
- ? She has been flexible in my employment hours, allowing me to work extra hours without changing my contract. This shows very sensible leadership skills (no problem with mentioning my name to her). I appreciate that very much.

**What has Pam done in the past few months that you want to reinforce?**

- ? Pam has done a good job with addressing issues as they arise and is always willing to jump right in and resolve the problem in a timely manner.
- ? Pam recently identified an issue on her team that had huge cross-team/cross-system implications and shared the information with the other managers and proposed a plan of action to resolve the problem, not just for her team, but for other teams that would encounter a similar problem.
- ? Pam has continued to show excellent leadership skills by acting on issues immediately to get results.
- ? She continues to act proactively rather than reactive.

**What has Jim done in the past few months that you want to reinforce?**

- ? Jim is doing great delegating task to his subordinate and we like to see this more specially with his new role as the RPM head in CDM.
- ? Delegation of detailed work tasks, so that he may have time to focus other aspects of projects.
- ? He confided in me, asked to not to repeat sensitive information. I honored his request and felt "included" more by this sharing of information.
- ? He delegated key responsibilities to me, let me know that he was there if I needed help but let me take actions where appropriate.
- ? He enabled me to learn from my successes and failures. I felt empowered, responsible and accountable.
- ? He makes sure to do everything he can to take care of his staff.
- ? He took on the new role in RPM, that's very brave...since he's already spread so thin.
- ? Keep us informed of high level mgmt decisions that affect our daily work activities.
- ? Provide occasional feedback on his expectations of work activities.
- ? He's doing a great job.
- ? Somehow, some way, get out of the details.
- ? Sometimes there's a lots of emphasis on planning & analysis, and not the same emphasis on execution

**What has Jack done in the past few months that you want to reinforce?**

- ? Demonstrated appropriate leadership skills and confidence as a leader.

- ? He was passionate during his meetings where we needed to defend our MAP ratings for our reports.
- ? One of his present employees stated that he is interested in what and how they code. He also encourages them to take classes/attend seminars.
- ? Shared information regarding items that affect his direct reports.

## **Direct Reports Comments**

### **What suggestions (feedforward) would you give Mary so she could improve even more in the future?**

- ? Mary can get distracted very easily when you are trying to talk with her during a 1:1 by answering the phone or checking e mail.
- ? Be more focused in discussions/meetings rather going off on tangents
- ? Continue to listen to what others have to say before giving input/opinion
- ? Have more interaction as a team in-house (her reports only) and meet socially to foster working friendships in a less stressful atmosphere. (I.e. some teams meet for luncheons once in a while together.)
- ? I think that Mary should do more to strengthen our CDM NESP NEPH team. Maybe go to lunch every once in a while or do something for birthdays. I feel that I don't know what is going on with my own team members.

### **What suggestions (feedforward) would you give Jason so he could improve even more in the future?**

- ? Communication is not transparent and trust is not established
- ? I did not engage Jason in this process.
- ? I would suggest Jason from time to time publicly acknowledge those in his group who support him in his deliverables
- ? Improve communication of initiatives especially if it impacts functional resources.
- ? Look to get buy-in and commitment from those he is now supporting. Open up the communication lines and express 'what' is happening in the new group and how it will affect the DM group. I understand this is very new and he may not himself have all the answers. All the more reason to communicate, keep the lines open and discuss the vision and accomplishments of this new group.
- ? Never assume you have the complete functional knowledge

### **What suggestions (feedforward) would you give Jane so she could improve even more in the future?**

- ? Be more assertive and outspoken at meetings.

- ? Jane could be more pro-active with regards to enrolling people on training courses. Amgen offers a lot of courses from which we could benefit, even if they don't apply to our role as yet. She could encourage us to go on even more courses (she possibly has to convince Amgen management that her staff would benefit).
- ? I have recently changed roles and feel a little like I am having to find my own way. A little more support would be useful.
- ? Needs to follow through with things until resolution reached.
- ? Not to get distracted by others and their opinions – work together as a team/unit
- ? She should provide more feedback on how we are doing in our one to one's, based on other team member's feedback.
- ? Take decisions rather than referring to others all the time.

**What suggestions (feedforward) would you give Pam so she could improve even more in the future?**

- ? I do not have any feedforward at this time.
- ? Continue good work!

**What suggestions (feedforward) would you give Jim so he could improve even more in the future?**

- ? Continue to be vocal in meetings and share his ideas/viewpoints with the group. Jim has good insight into process activities that prove to be very helpful to our make our daily work activities more effective/efficient.
- ? Continue to keep us informed of high level mgmt decisions that may affect our work activities, to stop unnecessary gossip/speculation from occurring that disturb our daily work tasks.
- ? Jim is a great leader and communicator. With his growing responsibility and busy schedule, he needs to sets some time to meet with his subordinate for a couple of minutes to see what's going on. We know that he is trying hard to be able to meet with us but with his busy schedule it is impossible to do and as a group we understand how busy he is but sometimes having a face to face meeting with him makes a lot of difference.

**What suggestions (feedforward) would you give Jack so he could improve even more in the future?**

- ? More coaching and mentoring of leadership skills.
- ? Should recognize and reward above average performance

**What suggestions (feedforward) would you give Mike so he could improve even more in the future?**

- ? Showcase CDM achievements
- ? Be a strong advocate for CDM when it comes to budget and resources
- ? Continue to press the issues as it relates to Globalization of DM... we have a great start but feel at times we are faltering due to decisions having to be made jointly. I realize this is not due to Mike's behavior and sympathize with this situation, however it is one area that could hold DM back.

Confidential Follow-Up Mini-Survey  
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