



Intervoice

Leadership (behavioral) Coaching

May 2007

The following document is the combined results of the first mini surveys completed on the 13 individuals in Global Consulting Services. This 1st mini survey was completed during the 5th month of this year long engagement. A second mini survey will be completed at the 11th month mark.

Key Coaching Principles:

1. Emphasize FeedForward
2. Change “in spite of” and build on “because of” behaviors
3. Focus attention on stakeholders
4. Change behavior and perception in parallel

The following list was compiled from the 2 leadership skills/behaviors the 13 managers in GCS chose to improve. Each individual will receive feedback twice in their personal mini 360 survey

I will.....

- 1 Allow individuals to take responsibility for deliverables
- 2 Collaborate in a way that builds on others’ strengths
- 3 Delegate appropriately in order to utilize each other’s time and skills effectively
- 4 Provide appropriate recognition for job performance
- 5 Encourage participation by all individuals
- 6 Become a better coach and mentor
- 7 Promote more open communication
- 8 Listen to different point of view with an open mind before giving my opinion
- 9 Communicate my point of view more persuasively
- 10 Prioritized and aligned deliverables that are most important
- 11 Help others grow and develop in important ways
- 12 Hold others accountable
- 13 Keep attention focused on matters at hand
- 14 Link the team strategy to the business strategy of the One Methodology
- 15 Match my leadership style to my team and stakeholders’ needs
- 16 Match my management approach & style to individual needs in order to delegate more effectively
- 17 Provide clear and focused individual expectations
- 18 Provide recognition that is commensurate with expectations
- 19 Provide feedback and feed forward suggestions on an ongoing basis
- 20 Resolve issues with staff and peers more quickly and effectively
- 21 Work to build cross-functional communication and relationships between GCS and Sales team

The following report is the group results from the 1st mini survey.



Intervoice

Mini-Survey Report

GROUP SUMMARY

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

-3	-2	-1	0	+1	+2	+3		
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Please rate any change in this person's behavior over the past few months:

Summary of individual items for 13 people (listed below) 178 stakeholder responses	1	0	0	31	44	47	26	8	21
Percentages %	1 %			17 %	24 %	26 %	16 %	4 %	11 %

Response and Follow-Up

Has this person talked with you about her/his stated goals?	YES = 47 66%	NO = 24 34%
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How much follow-up has this person done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	19	27%	S/He has not asked for Feedback or Feedforward
	35	50%	S/He has done SOME Follow-Up
	15	22%	S/He has done CONSISTENT/PERIODIC Follow-Up

In addition to this numerical information there were 9 pages of written feedback and feedforward provided to individuals by their stakeholders.



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Mini-Survey Report SUMMARY of DIRECT REPORT Feedback

Less Effective	No Perceptible Change	More Effective	No Change Needed	Not Enough Information
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-3	-2	-1	0	+1	+2	+3		
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Please rate any change in this person's behavior over the past few months:									
Summary of individual items for 13 people... 85 Stakeholder responses.	1	0	0	22	19	17	18	7	1
.....Percentage %	1%			26 %	22 %	20 %	21 %	8 %	1%
Response and Follow-Up									
Has this person talked with you about her/his stated goals?				YES = 23 64%			NO = 13 36%		
How much follow-up has this person done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	12	34%	S/He has not asked for Feedback or Feedforward						
	12	34%	S/He has done SOME Follow-Up						
	11	32%	S/He has done CONSISTENT/PERIODIC Follow-Up						

In addition to this numerical information there were 9 pages of written feedback and feedforward provided to individuals by their stakeholders.



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Mini-Survey Report PEER / COLLEAGUE / OTHER SUMMARY

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

-	-2	-1	0	+1	+2	+3		
3								

Please rate any change in this person's behavior over the past few months:

Summary of individual items for 13 people... 68 stakeholder responses	0	0	0	8	16	20	3	1	20
Percentages %				12%	23%	30%	4%	1%	29%

Response and Follow-Up

Has this person talked with you about her/his stated goals?	YES = 18 78%	NO = 5 22%
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How much follow-up has this person done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	5	22%	S/He has not asked for Feedback or Feedforward
	16	70%	S/He has done SOME Follow-Up
	2	9%	S/He has done CONSISTENT/PERIODIC Follow-Up

In addition to this numerical information there were 9 pages of written feedback and feedforward provided to individuals by their stakeholders.



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Mini-Survey Report MANAGER SUMMARY

<i>Less Effective</i>			<i>No Perceptible Change</i>			<i>More Effective</i>		
<i>-3</i>	<i>-2</i>	<i>-1</i>	<i>0</i>	<i>+1</i>	<i>+2</i>	<i>+3</i>	<i>No Change Needed</i>	<i>Not Enough Information</i>

Please rate any change in this person's behavior over the past few months:									
	-3	-2	-1	0	+1	+2	+3		
Summary of individual items for 13 people. 25 manager responses	0	0	0	1	9	10	5	0	0
Percentages %				4%	36%	40%	20%		
Response and Follow-Up									
Has this person talked with you about her/his stated goals?					YES = 6 50%		NO = 6 50%		
How much follow-up has this person done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	2	18%	S/He has not asked for Feedback or Feedforward						
	7	64%	S/He has done SOME Follow-Up						
	2	18%	S/He has done CONSISTENT/PERIODIC Follow-Up						

In addition to this numerical information there were 9 pages of written feedback and feedforward provided to individuals by their stakeholders.