



Mini-Survey Feedback:

Mike

January 2008

Mike is a VP Finance for a large multi national news and communication organization going through a major acquisition.

Feedback from Direct Reports

		Less Effective	No Perceptible Change	More Effective	No Change Needed	Not Enough Information			
		-3	-2	-1	0	+1	+2	+3	
Change in Mike's behavior over the past few months:									
1. I will collaborate and use the appropriate leadership style to match individuals readiness							1	5	
2. I will advance open dialogue within the leadership team and between ASC and the SBUs							1	5	
Response and Follow-Up									
Has Mike talked with you about his stated goals?		YES = 6				NO = 0			
How much follow-up has Mike done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?		He has not asked for Feedback or Feedforward							
		1	He has done SOME Follow-Up						
		5	He has done FREQUENT, CONSISTENT Follow-Up						
Additional comments/suggestions for Mike's consideration ...									

What specifically has Mike done in the past few months that you want to reinforce and encourage him to continue?

Mike **has gone out of his way to engage team members** in discussion and decision making. He has been made a **visible effort** to improve in this area.

Mike has been **more active** in his involvement of SME as needed on specific issues. He has been very good at engaging his Leadership team in decision making and informational sessions. He has done a nice job of bringing the ASC executives together on a multitude of topics, to take decisions across the team **and ensure a high-level of collaboration. I know others have also appreciated this approach.** Continue to push the SBU relationships, they are critical to the success of the ASC

Mike's leadership has **resulted in considerably more communication** and interaction with the SBU CFOs, and many layers of people within the SBU for that matter. He has also, once again, promoted fairly frequent opportunities for the ASC leadership team to work together on key issues.

Mike has worked to **create an environment of discussion** within the ASC team members and himself. He has **worked to understand others and has listened intently.** He has arranged meetings with new hires and

employees Mike has worked to listen to others and create an environment where there is an open door **and he is accessible to others.**

Mike is sincere in everything that he does. He truly has made an effort to follow this program and to improve. **We can notice this effort** in every interaction we have with him. He has established and driven inter service center calls and meetings...meetings with CFO's and meetings with peers

Mike has been more attentive to who is participating in the conversations and who is not and taken active steps **towards bringing people into the discussion that have been sitting on the sideline.**

More active engagement of the leadership team and key ASC personnel. Mike has also remained committed to developing relationships with all levels of his org, staff to managers. **He has been very inclusive** when it comes to bringing key parties together and **building a strong team.**

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

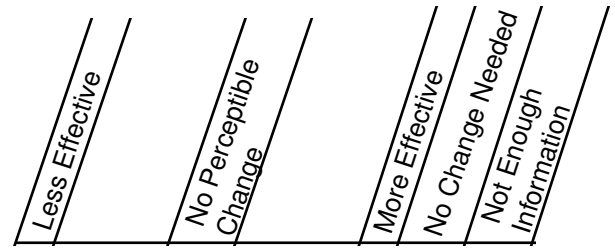
Be more open to the way others approach work and give them latitude to do it their way. If there is a particular way that Mike wants it done, it would be good to know in advance. Continue with his efforts and to make sure that he continues to communicate the areas that he is most concerned about or needs frequent updates on.

No additional suggestions

Mike should **continue with the above items** and perhaps add some off-line one on one discussions with those not being as vocal to encourage them to actively participate. Perhaps they just need a boost of confidence. Another possibility is that they may not feel safe opening up and sharing in that meeting environment. Perhaps some effort should be directed at making sure the **meeting environment is understood to be a place of trust free from criticism. Mike certainly set the ground rules this way**, but it is always good to remind everyone and as people move into and out of this group, they will need to know what the group social norms are. **Building blocks are in place, need to continue to support.**

Would be great to have Mike **continue to pass along important discussions, key decisions and status reports** that he picks up during his interactions with OTC HQ.

Feedback from Peers/Colleagues:



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

Change in AI's behavior over the past few months:

1. I will collaborate and use the appropriate leadership style to match individuals readiness						2	2		
2. I will advance open dialogue within the leadership team and between NASC and the SBUs			1		1	3			

Response and Follow-Up

Has Mike talked with you about his stated goals?	YES = 4	NO = 1
How much follow-up has Mike done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?		He has not asked for Feedback or Feedforward
	2	He has done SOME Follow-Up
	3	He has done FREQUENT, CONSISTENT Follow-Up

Additional comments/suggestions for Mike's consideration ...

What specifically has Mike done in the past few months that you want to reinforce and encourage him to continue?

I have seen progress in this regard from Mike. There have been opportunities for he and his team and me and **mine to collaborate on issues/topics**. I've found that Mike has demonstrated behavior that has created a more cohesive relationship with those outside of his realm of control. He is more eager to entertain other points of view, understand them and incorporate them.

I think that Mike is **very sincere** in his interest in demonstrating progress. I am not convinced that he has as clear a perspective on his demeanor as needed to truly enact a transformation. That said, **being conscious of possible derailers has been very hopeful.** Continue to schedule lunch meetings and just regular one-on-ones to keep in touch on status of key issues

WOULD LIKE AN IMPROVED PLAN TO INVOLVE THE BUSINESS ON CONTRUCTIVE, FEEDACK AND INVOLVEMENT TO IMPROVE THE PROCESS. ALSO, I WOULD LIKE TO UNDERSTAND HOW TOWN HALLS WILL INCLUDE THE BUSINESS AND NOT JUST SHARED SERVICES

Mike has made a conscious effort to interact with the SBU leadership and has actively represented all three service centers. Mike is actually leading the effort to communicate with the SBUs - drawing out the schedules, communication templates, etc. In addition to engaging with me, **he also interacts and mentors/coaches** one of

my direct reports, GC. This has been a very positive experience for GC. In this case I'll consider OTC as an "SBU". Mike and the ASC have been very involved in solving issues that have plagued the corporate consolidation process and the participation and commitment of his team in diagnosing problems and solutions has been invaluable. **There has been tangible progress** in the consolidation process as a result of **more dialogue** with the Corporate "SBU". I think that much progress has been made here from Mike's interaction and his team's interaction with TNAL. More work needs to be done, **but it is moving and has moved in a positive direction.**

I still see Mike creating distance between himself and others. He always has a solid reason for doing so - but the reason is not as good as the impact he would have **if he engaged more freely and listened more intently to the messages that are being sent, directly or indirectly.**

Mike is driving the communication framework with the SBUs. He is leading this effort and ensuring that we (the other service centers) are following a structured communication framework. **We are very thankful to Mike for this.** What impresses me the most is **Mike's continued commitment to making progress** against these goals. **I am committed to providing Mike with feedback when opportunities to do so arise, mainly because Mike has continuously demonstrated a desire for it.**

Scheduling the lunch discussions has been beneficial in keeping in touch with what is going on and happening that impacts both of our functions. Coaching Bruce (our TNAL support person) to step up and interact with myself and be responsive and proactive has really had impact. He has taken this on board and I see more of him and he is contributing to the TNAL team. Keep both of these efforts up. Mike has **demonstrated a sincere commitment to addressing issues** which were raised to him as potential derailers to his long term growth and success. **He has embraced the coaching process** and has engaged others in support of his development.

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

There is a tremendous amount of change at xxxxx right now, and that will continue for the foreseeable future. Mike needs to remain vigilant in pursuing the leadership improvements goals he has set for himself during this tumultuous time. Keep up what is happening in Q4 above as they are working. Would like to see more communication on a roadmap of what changes are happening in 2008 so that we can discuss the impact to the SBU well ahead of the changes.

Mike needs to continue to develop a view of his impact on others. I still observe him placing blame, even in backhanded ways, **and continues to position himself as "better than" his peers in many cases.** No doubt that his experience can be valuable to others. He needs to be very aware of when his offers to help might be seen as condescending. He should continue to reach out to stakeholders and engage them on business issues that are meaningful to THEM, rather than talking about his/the ASC's efforts and successes. Every agenda should contain 70% content that allows the business issues to be raised, and spend no more than 25% touting his/his team's performance. Identify talent issues and make changes so the business can see issues being addressed. SAP is working but services are an issue. They were improving but the Dec close was a step backwards

Mike & I jointly need to encourage that our teams (especially our direct reports) communicate and interact as well as he & I communicate with each other.

Feedback from your Manager and Self:

		-3	-2	-1	0	+1	+2	+3		
<div style="display: flex; justify-content: space-around; font-size: small;"> Less Effective No Perceptible Change More Effective No Change Needed Not Enough Information </div>										
Change in Mike's behavior over the past few months:										
1. I will collaborate and use the appropriate leadership style to match individuals readiness								M		
2. I will advance open dialogue within the leadership team and between NASC and the SBUs					S	M				
Response and Follow-Up										
Has Mike talked with you about his stated goals?	YES = m									
How much follow-up has Mike done with you to seek your feedback and suggestions (feedforward) on these specific leadership goals?	He has done CONSISTENT/PERIODIC Follow-Up									

What specifically has AI done in the past few months that you want to reinforce and encourage him to continue?

Mike's manager Mike seems to have made good progress. Having said that he often appears as if he is managing himself hard to step back or not step in where he is not needed. Over time I'm hopeful this becomes natural as opposed to something Mike is continually challenging himself to do. I will answer this with regard to GBS. **Mike has become more open, listens more and is less judgmental than before.** Nice improvement. He still has a moment every now and then. **In group settings Mike has become more of a team member as opposed to thinking he is the team. He has developed a better relationship with John K, which is important**

Leader (Mike himself) Consider message that I am leaving with audience Further engaged direct reports on organizations leadership activities Both points above go towards more effective collaboration and communication

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

Mike's manager Continued improvement. Mike can still get better.

Leader (Mike himself) Continue the new behaviors and continue to ask for feedback/feedforward which should keep me focused on the overall objective of being a more effective leader.

Mike's After Action Review AAR 1-29-08 (In his own words)

I thought I would take this time to provide you with some feedback and feedforward on my coaching engagement with Chris.

First, I would like to sincerely thank you for giving me the opportunity to work with Chris. I feel that I have become a more effective leader by working with Chris to address the two key areas that you and I agreed I needed improvement in - collaborating more effectively and advancing open dialogue. Through Chris' coaching over the past 6 months, I have changed my approach towards dealing with others on both accounts and now feel better prepared to achieve my overall goals and objectives while leading the ASC organization forward.

Second, I would like to thank you for your continued support and interest in my development as a more effective leader within T. I recognize that my development is an ongoing journey that requires time, encouragement and financial resources, all of which you have provided in an effort to make me a better leader - for that I am extremely grateful.

I would like to share the results of the survey that my stakeholders recently completed with you so you have additional feedback on the impact of Chris' coaching effort. Before I do, I would like to recap the coaching experience and what it has meant to me:

1. What did I set out to do?

As mentioned above, I focused on improving two areas:

- A. Collaborating more effectively and using the appropriate leadership style to match the audience
- B. Advancing open dialogue within the NASC leadership team as well as between the NASC and the SBU's

2. What actually happened?

As you know, I engaged a group of key stakeholders who provided me with valuable feedback/feedforward, then I developed an action plan based on their and Chris' suggestions, I followed that with challenging myself by asking the question "what did I do today to improve," then I periodically followed up with my stakeholders for feedback/feedforward by

asking "have you noticed a difference," and finally, I supplemented all of that with selected readings that Chris provided.

Some of the comments that you will read in the results of the survey include:

"made a visible effort to improve"

"has been very good at engaging his leadership team in decision making"

"worked to create an environment of discussion"

"is less judgmental than before"

3. Why did it happen?

The improvement happened because quite honestly, I was committed to it. While it was somewhat of a shock to my system to read portions of my initial feedback, I quickly recognized that having the feedback was the best thing that could have happened as it allowed me to focus on what I needed to do to become a better leader.

4. What insights have I had over the past 6 months?

Simple, "what got me here isn't going to get me there." I didn't appreciate the power of that until I received the honest feedback/feedforward that my stakeholders provided. Perhaps even more important was the realization that I needed a professional coach to help me change. Chris and I frequently talked about how professional golfers all have coaches - why? because they want to get better and realize they can't do it on their own. Chris pushed me every step of the way and kept me focused on the goal - as an effective coach should do. I now believe all leaders should have a coach to help them become even more effective leaders.

5. What am I going to do moving forward to maximize the return to you and T for your investment in me?

This is easy, I am committed to being more proactive in soliciting feedback/feedforward from my peers, my directs and you so that I can make adjustments, where appropriate, to my leadership approach in all my interactions. In addition, I am going to concentrate more on the

message I am leaving behind with my communication, and finally, I am going to coach my directs on using the tools and tactics that Chris has taught me.

Attached are the results of the mini-survey that include all my stakeholders feedback/feedforward. I am very proud of the results and look forward to discussing them with you this week.

Best,

Mike