



The following mini survey is the combined results of mini surveys completed on the 7 individuals coached under the one year “guaranteed improvement” coaching contract .

We used our coaching process with 3 senior leaders (and 4 of their key direct report) to help them develop their individual teams (39managers) utilizing this time efficient, stakeholder focused coaching process.

- 1. Team of 14 managers**
- 2. Team of 7 managers**
- 3. Team of 18 managers**

Leadership (behavioral) Coaching

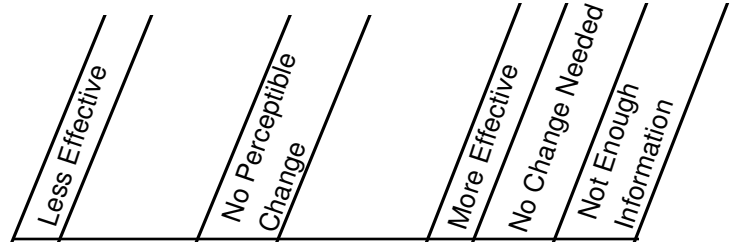
Follow-Up Mini-Survey Results for 7 key leaders on 3 different teams

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**

Manager Summary

Do you believe this manager has become more (or less) effective *in the past few months* on the following leadership skill/behavior?



		-3	-2	-1	0	+1	+2	+3	NC N	NI
Personal Improvement Items:										
Aggregate of Manager feedback (Items below) (10 responses)						1	4	5		
Response percentage of total						10%	40%	50%		
Has this manager become a more effective leader /manager in the past few months? (6 responses)							2	4		
Response percentage of total							33%	66%		
Response and Follow-Up										
Did this person talk with you about his/her feedback and action plan after the Leadership Workshop?							YES = 6		NO = 0	
How much ongoing follow-up has this manager done with you to get feedback and feedforward ?			Did NOT Respond, No Follow-Up							
			Responded, but Did NOT Follow-Up							
			Responded, Did a LITTLE Follow-Up							
			Responded, Did SOME Follow-Up							
	3	50%	Responded, Did FREQUENT Follow-Up							
	3	50%	Responded, Did CONSISTENT/PERIODIC Follow-Up							

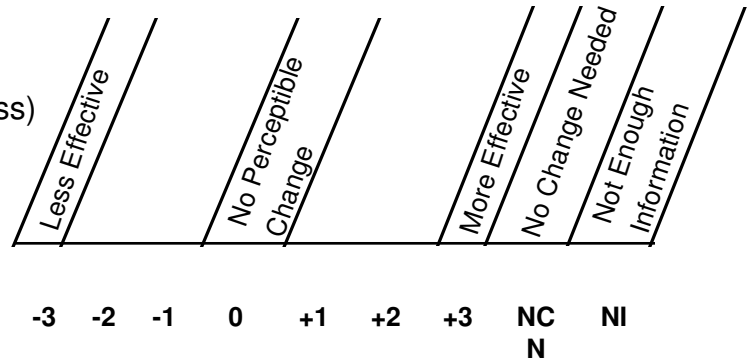
As a result of a collaborative goal setting process with their manager and their coach, each manager selected 1 or 2 of the following leadership skill/behaviors to improve.

I will:

- 1 **Adjust my leadership style** to match people's abilities/ competencies to **delegate more**
- 2 **Collaborate** in a respectful manner by listening to different points of view with an open mind
- 3 **Stand up** to people whose behavior **undermines teamwork** and respect as we go global
- 4 **Improve decisiveness** and direction
- 5 **Address conflict** constructively and timely
- 6 Gives others a chance to **express their views** and offer suggestions
- 7 More skillfully **manage unanticipated challenges** from internal business partners
- 8 **Delegate** more effectively
- 9 Develop the best team
- 10 **Develop a strategy** linked to the organizations business strategy
- 11 Effectively **reward success**
- 12 **Treat people with respect**

PEER/OTHER RESPONSE SUMMARY

Do you believe this manager has become more (or less) effective *in the past few months* on the following leadership skill/behavior?



Personal Improvement Items:										
Aggregate of Peer feedback	(45 total responses)			2	4	12	12	14	1	
Response percentage of total	%			4	8	27	27	32	2	
Has [this person] become a more effective leader /manager in the past six months?	(24 responses)			1		7	7	10		
Response percentage of total	%			4		28	28	40		

Response and Follow-Up

Did this person talk with you about his/her feedback and action plan after the Leadership Workshop? (23 responses) YES = 16 No = 7

How much ongoing follow-up has this manager done with you to get feedback and feedforward	Did NOT Respond, No Follow-Up	2	8%
	Responded, but Did NOT Follow-Up	2	8%
	Responded, Did a LITTLE Follow-Up	6	26%
	Responded, Did SOME Follow-Up	7	31%
	Responded, Did FREQUENT Follow-Up	4	18%
	Responded, Did CONSISTENT/PERIODIC Follow-Up	2	8%

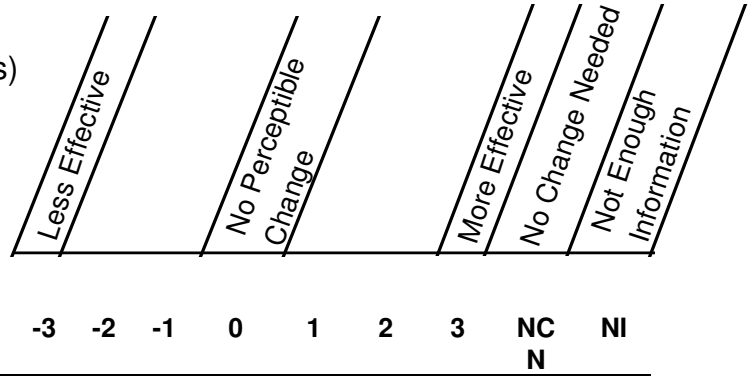
As a result of a collaborative goal setting process with their manager and their coach, each manager selected 1 or 2 of the following leadership skill/behaviors to improve.

I will:

- 1 Adjust my leadership style to match people's abilities/ competencies in order to delegate more
- 2 Collaborate in a respectful manner by listening to different points of view with an open mind
- 3 Stand up to people whose behavior undermines teamwork and respect as we go global
- 4 Improve decisiveness and direction
- 5 Address conflict constructively and timely
- 6 Gives others a chance to express their views and offer suggestions
- 7 More skillfully manage unanticipated challenges from internal business partners
- 8 Delegate more effectively
- 9 Develop the best team
- 10 Develop a strategy linked to the organizations business strategy
- 11 Effectively reward success
- 12 Treat people with respect

DIRECT REPORT RESPONSE SUMMARY

Do you believe this manager has become more (or less) effective *in the past few months* on the following leadership skill/behavior?



Personal Improvement Items:		-3	-2	-1	0	1	2	3	NC N	NI
Aggregate of Direct Report feedback	(47 total responses)				1	9	16	20	1	
Response percentage of total	%				2%	19	34	44		
Has [this person] become a more effective leader /manager in the past six months?	(23 total responses)					4	8	10	1	
Response percentage of total	%					17	35	43	4	

Response and Follow-Up

Did this person talk with you about his/her feedback and action plan after the Leadership Workshop?	(23 responses)	YES = 20	NO = 3
How much ongoing follow-up has this manager done with you to get feedback and feedforward?	Did NOT Respond, No Follow-Up	2	8%
	Responded, but Did NOT Follow-Up	1	4%
	Responded, Did a LITTLE Follow-Up	2	8%
	Responded, Did SOME Follow-Up	5	20%
	Responded, Did FREQUENT Follow-Up	8	32%
	Responded, Did CONSISTENT/PERIODIC Follow-Up	7	28%

As a result of a collaborative goal setting process with their manager and their coach, each manager selected 1 or 2 of the following leadership skill/behaviors to improve.

I will:

- 1 Adjust my leadership style to match people's abilities/ competencies in order to delegate more
- 2 Collaborate in a respectful manner by listening to different points of view with an open mind
- 3 Stand up to people whose behavior undermines teamwork and respect as we go global
- 4 Improve decisiveness and direction
- 5 Address conflict constructively and timely
- 6 Gives others a chance to express their views and offer suggestions
- 7 More skillfully manage unanticipated challenges from internal business partners
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