



# Leadership Workshop

## Follow-Up Change Survey Report For

# Toni

**Toni participated in the Goldsmith Coaching process and worked with a Goldsmith trained coach for 1 year. The change survey was completed at the 11<sup>th</sup> month mark of that engagement.**

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# Change-Survey Results for Toni

## Direct Report Feedback

Do you believe Toni 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
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### Personal Improvement Items:

<b>Delegates</b> more effectively.....						4	4		
More skillfully <b>manages unanticipated challenges</b> from internal business partners.....						5	3		
Has Toni become a more <b>effective leader</b> in the past few months?.....						3	5		

### Response and Follow-Up

Did Toni <b>talk with you</b> about her feedback and action plan?.....	<b>YES = 8</b>	
How much follow-up has Toni done with you on her action items?.....		Did NOT Respond, No Follow-Up
		Responded, but Did NOT Follow-Up
		Responded, Did a LITTLE Follow-Up
		Responded, Did SOME Follow-Up
	<b>3</b>	Responded, Did <b>FREQUENT</b> Follow-Up
	<b>5</b>	Responded, Did <b>CONSISTENT/PERIODIC</b> Follow-Up

### Additional comments/suggestions for Toni ...

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

- Toni is communicating more and is **more detailed** in her communications.
- Toni is more **proactively dealing** with difficult situations, resolving them in a timely manner.
- Toni is **soliciting suggestions, opinions and feedback** on challenging items.
- Toni updates her team on a regular and “**real time**” basis.
- Delegation of various meetings.
- Developing plan to deal with large studies, high visibility studies - resourcing, tools, planning
- Finally to **get additional staff** (contractors and “tiger team”) to provide relief and much **needed help** for CMAs & SBN
- Has become better at documenting and communicating information to the group as a whole (instead of to some, not all).
- Has **initiated discussion** to resolve issues or change items.
- Has **solicited feedback**, both internal and external.

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## Change-Survey Results for Toni

- Her **follow up**.
- I think Toni has **greatly improved teamwork** within CMG. She has pulled the group together and is very effectively managing issues as they arise. I see a **significant difference in the attitude and morale** of team members which I attribute to **Toni's leadership**.
- She has **learned to delegate more** of the work and action items so that she does not overload herself with work.
- She has set up **monthly feedback meetings**.
- She has taken many steps to ensure that her receives the resources and support they need.

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

- A suggestion would be to **reevaluate delegations on a regular basis**. What I mean by this is to go back to the issue/item that was delegated two weeks to month later and see how it is doing.
- **Continue as she is**. I think she is doing a great job!
- **Continue to proactively pursue**, resolve and communicate process change.
- Dealing with high need internal client groups.
- In regards to unanticipated challenges from internal business partners. If Toni is confident in her decision or process, **she may need to push back or be firmer** with those business partners. Sometimes the processes in place are the most effective. It should be allowed to run its course.
- **Keep up the good work**. Your visibility and accessibility are appreciated.
- This is a tough one. I'd like to see what Toni has implemented for handling large scale, high visibility studies – **and know that it is scalable and will work**
- To **take more of a stand on what she believe is best** for the group regardless of the resistance in the group.



## Change-Survey Results for Toni

Hi Chris - here is my eval before our visit next week.

Toni

### After Action Review

#### 1) What did you set out to do after the training session in May?

What were the leadership skills you wanted to improve?

The skills I wanted to improve were:

**Delegating** more and effectively and better **management of risks**. In May, I set out to identify the areas where I most needed improvement, which I felt were hindering my performance in my current job, and to get advice and training on how to change those behaviors to **use my time more effectively** and get better results in my department.

#### 2) What actually happened?

What actually happened is that I did learn how to improve these skills and noticed not only an improvement in my work quality and quantity, but also a **noticeable positive reaction from my stakeholders to the** changes I've instituted. It took 6 months to realize significant gains but now I feel like I've leaped a giant hurdle and can continue on another level of learning and improvement.

#### 3) Why did it happen?

The changes happened because I feel I did stick with the process of **follow up and listening to my stakeholder feedback and feedforward and trying to implement as many of their suggestions as possible as quickly as possible**. I also learned that you have to learn by just doing it, even if it's right or wrong, you have to **make the mistakes to learn how to do it better next time**, but still do it. That was my problem in the beginning, I was frozen and not doing anything for **fear of not doing it right**.

#### 4) What are you going to do moving forward to maximize the investment the company has made in you?

I am going to continue to have **frequent feedback and feedforward sessions** with my employees, possibly institute quarterly sessions, **closely track the changes** I make (**mini survey**) and identify these changes clearly to my employees to get their immediate **feedback and feedforward and buyoff** on whether they recognize it as a positive change, and also just do the tasks more often do keep getting better at it.

Toni

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