

This summary report is the actual compiled data for an intact group of 14 managers. Two of the 14 had a coach in the Goldsmith year long guaranteed improvement process. The other 12 managers also selected one or two leadership behavior to improve and received feedback from key stakeholders on two mini surveys that measured improvement just as the 2 individuals who had a personal coach. Quarterly a coach met with these 12 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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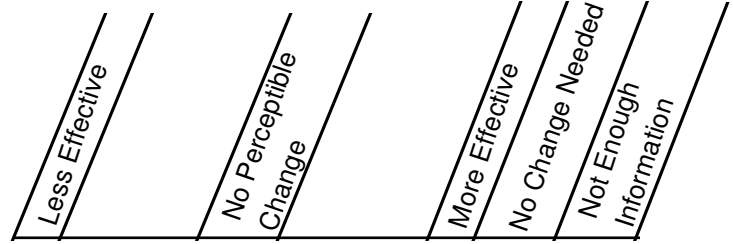
TeamBuilding Without Time Wasting Team of 12 managers

2nd Follow-Up Mini Survey Report For March 05

Mini-Survey Results

Direct Report Feedback Summary

Has your manager become more (or less) effective *in the past few months* on the following items?



-3	-2	-1	0	1	2	3	NCN	NI
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Personal Improvement Items:

Aggregate of Direct Report feedback...(# of respondents).....	2	11	5	16	21	9	6
.....%	3.6	20	9.1	29.1	38.2		
Has this manager become a more effective leader in the past few months?.....	6	6	10	14	3		
.....%	16.7	16.7	27.8	38.9			

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan?.....	YES = 33	NO = 6	
	84.6%	15.4%	
How much follow-up has this manager done with you on his/her action item?.....	2	5.6%	Did NOT Respond, No Follow-Up
	1	2.8%	Responded, but Did NOT Follow-Up
	5	13.9%	Responded, Did a LITTLE Follow-Up
	12	33.3%	Responded, Did SOME Follow-Up
	7	19.4%	Responded, Did FREQUENT Follow-Up
	9	25%	Responded, Did CONSISTENT/PERIODIC Follow-Up

Some of the specific leadership skills individuals committed to improve

- Foster a more collaborative atmosphere with her colleagues
- Express my own point of view more persuasively in groups
- Take more risks
- Help others feel that their contributions make a positive difference
- Give others a chance to express their views and before I offer suggestions
- learn how to "rock the boat" within the XXXXX culture when change is needed
- Listen to different points of view with an open mind before giving own opinion...
- Champion change that my team believes can improve existing policies
- Manage priorities and time to better meet the demands of customers and employees
- Improve decisiveness and direction
- Address conflict constructively and timely
- Provide ongoing timely feedback on performance and suggestions for improvement and professionalism
- Delegate more effectively
- More effectively rewards success

Mini-Survey Results

These written comments from direct reports have not been edited except for our effort to maintain the giver and receivers anonymity. Actual names have been changed.

What has this individual done in the past few months that you want to reinforce?

Direct Report

- She always takes the time to answer any questions or concerns that you might have
- She always has a pleasant outlook, even in stressful times
- She is open to suggestions on ways to improve on current procedures.

Direct Report

- We have had consistent one-on-one meetings as planned
- Claudia acknowledges the accomplishments of others, giving credit publicly when credit is due.
- Claudia always keeps her 1on1 appointments with me, which I appreciate
- Claudia has been a consistent present at study team meetings.
- Claudia has been a great at supporting me and providing guidance.
- Claudia has provided opportunities for us to grow professionally and take on more responsibility as our comfort level and abilities increase.
- Claudia is great about sending detailed emails about what she expects from me for projects so there is no doubt in my mind what I should be doing.
- Claudia is very diplomatic and always makes people comfortable w/ expressing their ideas.
- Claudia is very good about recognizing individual hard work in our group meetings
- Claudia presents ideas/solutions in a clear, concise manner.
- Claudia seems to have become more comfortable in her management role and seems more confident in her ability to give me “space” to do my job, without checking up on me. I really appreciate it!

Direct Report

- Continue to share her knowledge of xxxx and guidance.
- I don't have any specific suggestions for Claudia. I have not specifically been in situations where I felt that she needed to present her ideas more persuasively in groups or seen individuals undermine respect. I feel that she has excellent communication skills and is effective in group settings and feel that she is already effective in being persuasive. I know that people respect her opinions and that her thoughts carry a lot of weight.
- I would appreciate it if Claudia would offer additional assistance on helping me develop an action plan that would lead to promotion.
- I would like her to share more of the “big picture” perspectives that come out of the manager's meetings. It is a motivator to know WHY things have to be done in a certain timeframe and helps us to learn too.

Direct Report

Mini-Survey Results

- He will periodically touch base just to ask if there are any issues or problems that we have not discussed that he needs to assist with. He consistently gives positive feedback and a thank you for good work.
- I appreciate Andrew's management style, in that he does not micro manage. He provides guidance if requested, but assumes that I know my job and leaves me alone to do it.
- Andrew asks for feedback from the people who report to him. He wants to know what he can do better and is very open to feedback.
- Andrew has always been an effective leader. He doesn't sugar coat issues and has true open door policy which is truly appreciated.
- Andrew has been very responsive to requests for assistance with a problem with a study team. He reacted promptly to assist in solving the issue.
- Andrew has really become supportive of projects and issues that are brought to him that he feels are important
- Andrew is without question a manager who champions change.

Direct Report

- More one-on-one communication with individual staff members.
- Provided additional assistance with my assigned studies
- Provided more guidance towards understanding Amgen' systems
- Provides frequent communication and follow-up.
- Denise is listening more
- Seeks quality levels of performance through motivation.
-

Direct Report

- has tried to communicate better.
- I've had little interaction since Q4-2004. He stopped showing at our one-ones.
- He has been kinder.
- Have not had enough personal contact to honestly answer this.

Direct Report

- Does not choose "favorites".
- Does not micromanage.
- Evelyn has actively listened before responding
- Evelyn has become more personable and people focused
- Evelyn values the individuals within her group and shows appreciation for diversity.
- Positive attitude.
-

Direct Report

Mini-Survey Results

- Bi-weekly one on one teleconferences with her staff.
- Conducting one on one conversations concerning personal studies, study load and improvement on leadership to these studies as well as enrollment.
- Continuing constructive feedback
- Greater emphasis and awareness for training.
- I appreciate the input on how to help guide my reports and their professional development.
- I like the regularly scheduled one on ones
- Keeping the team updated on upcoming events and studies
- Keeps in mind personal needs of her staff.
- Set up bi-monthly calls to review status of workload, needs, etc.
- She has implemented additional one on one teleconferences

Direct Report

- He's acknowledged that he needs to be more open-minded to other people's ideas/feedback.
- He's making a more concerted effort to retain a positive attitude, even in difficult situations.
- Charles helps to keep our region focused on goals and helps minimize time spent complaining/complaining.
- Charles listens and gives consideration to comments during meetings, regardless of the source.
- Charles seems to stop and examine his behavior to ensure that he is listening to others.

Direct Report

- constructive advice
- good communication
- Gloria clearly outlined areas that she wanted to improve on and requested input on how to make her a more effective manager.
- Gloria has been very responsive to my concerns. I am very comfortable going to her when issues arise.
- Gloria has continued to delegate effectively.
- Gloria has continued to provide me with opportunity for career advancement and professional development with positive feedback and reward for success.
- Gloria has continued to provide me with professional guidance and advice.
- Provided directions on where to obtain resources needed to enhance job performance.
- Provided various guidelines/styles/ideas on how to manage and complete certain tasks.
- really good at follow through on issues and getting back to me in a timely manner.
- She encourages communication regarding workload and actively solicits help from other team members if needed.
- She has been supportive of new ideas and ways of doing things
- She is clear in stating her expectations regarding timelines for high profile studies.
- She is open about wanting to grow professionally and she solicits feedback
- She is supportive of my role and responsibilities and offers effective solutions to problems i.e. managing workload.

Direct Report

Mini-Survey Results

- Better organization and timelines in responses to email and voice mail messages.
- Improved listening skills.

Direct Report

- As Jane has become more comfortable in her role as a manager she has become more relaxed.
- Jane is becoming a better and better listener
- Jane provides insight and offers her suggestions when requested and/or needed by her direct reports.
- She is always diplomatic with her interactions with me
- She is fair and understands the balance between work and personal life
- She is responsive to concerns and issues I have brought to her attention
- She responds very quickly to important emails and voice mails.

What suggestions (feedforward) would you give this individual so he/she could improve even more in the future?

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Direct Report

- In my opinion, Andrew is an excellent manager. He should continue to ask what he can do better or differently
- Need to be more open to the “needs” of others and support these projects and issues also – not just those he feels strongly about.
- Andrew needs to try to balance his life and work. He devotes a significant amount of his time to his job and at the expense of his free time. In my opinion it would help him to gain a more objective view of his job. He needs to take care of himself as well as the job.

Direct Report

- Continue to seek to improve employee relations and communication.
- Denise could actively seek the opinions of others – i.e. ask other’s opinions more frequently.
- still need for improvement in keeping his management team informed. Still too many last minute changes to meetings and deadlines.
- Also, needs to work on dealing with his staff more fairly.
- Follow through
- Barry needs to be more available to his management team.

Mini-Survey Results

- Barry could improve on follow through. He often agrees on a plan of action, but does something different than what he agrees to.
- Barry's biggest stumbling block is his inability, or unwillingness, to deal directly with conflicting situations that need resolution.

Direct Report

- Evelyn is doing a fabulous job! Keep up the great work.
- Evelyn needs to approach her stance/beliefs with confidence and in a non-confrontational manner
- Evelyn needs to communicate her vision and find ways to motivate and retain her subordinates
- Evelyn needs to continue to value diversity in communication styles as well as personalities

Direct Report

Continue to do a great job as she has been doing.

- Keep up the good work relations that she has developed with her team.
- NO suggestions, she's doing a great job.
- None

Direct Report

- Continue to follow-up with me on his action items.
- Better communication regarding XXXXX issues that impact my job is needed. For example (specific example) I can't think of anything else!
- In my opinion Gloria needs to focus more on providing positive feedback to those reporting to her and not be so "task-master" oriented. She needs to include the personal/human factor in her day-to-day encounters with her reportees.
- there is always more than one way to look at solutions to problems.
- With Gloria's increase in number of reports and responsibilities I am aware that her time will become more limited. While I don't expect this to impact me greatly I am aware of possible change in our interaction.

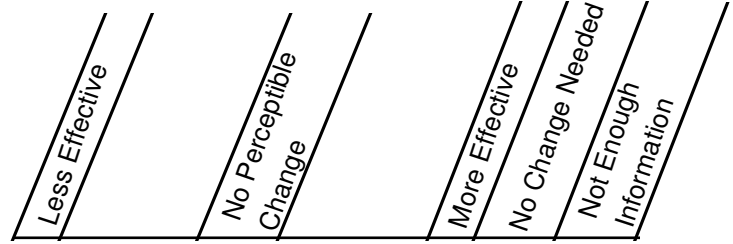
Direct Report

- Discuss this project with those she's requested feedback from to ensure maximum benefit.
- Continue to listen and be available to her direct reports.
- Continue to solicit feedback from peers. Encourage reviewers to give feedback on an ongoing basis.
- Continue work on goals.
- I know that other people have told Jane that she is a micro-manager, I want her to know I do not share that opinion, not sure who would say that, she clearly is not. She is probably the best manager I have had in my career in research. She is fair, honest and willing to stick her neck out for her staff. She is an asset to XYZ, and especially to ABC, considering all the changes and challenges we have had to face.

Mini-Survey Results

Peer/Colleague Summary

Has your manager become more (or less) effective *in the past few months* on the following items?



-3	-2	-1	0	1	2	3	NCN	NI
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Personal Improvement Items:

Aggregate of Peer/Colleague feedback (# of respondents).....	1	1	7	8	14	7	5	6
.....%	2.6	2.6	18.4	21.1	36.8	18.4		
Has this manager become a more effective leader in the past few months?.....		1	5	6	6	4	1	2
.....%		4.5	22.7	27.3	27.3	18.2		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan?.....	YES = 13	NO = 11	
	54.2%	45.8%	
How much follow-up has this manager done with you on his/her action item?.....	14	53.8%	Did NOT Respond, No Follow-Up
	2	7.7%	Responded, but Did NOT Follow-Up
	3	11.5%	Responded, Did a LITTLE Follow-Up
	5	19.2%	Responded, Did SOME Follow-Up
	2	7.7%	Responded, Did FREQUENT Follow-Up

Some of the specific leadership skills individuals committed to improve

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Mini-Survey Results

What has this individual done in the past few months to improve their leadership skill that you want to reinforce:

These written comments from peers /colleagues have not been edited except for our effort to maintain the giver and receivers anonymity. Actual names have been changed.

PEER COLLEAGUE

- Beverly has been extremely helpful in addressing problematic issues with study teams and getting resolution.
- Beverly has been in a few tough situations (conference calls) recently and she was able to keep a collaborative atmosphere even when one of the participants was seemingly combative.
- Beverly has been responsive and available.
- Beverly has created an environment where I can go to her with even tough issues, where at one point I would not have even considered.
- Beverly has helped me by bringing me into the loop on issues that come to her attention concerning my direct reports.
- Beverly has listened more to the opinions of others in face to face meetings
- Beverly is addressing management issues with K-Force that need to be clarified.

PEER COLLEAGUE

- Continue to address difficult situations and personnel quickly.
- Claudia has become more assertive – also more confident in her role as manager.
- You have done a great job assessing which “battles to fight”.

PEER COLLEAGUE

- Continue to communicate in an open manner, without judgment
- Communicate – I have heard more responses and shared ideas from Andrew recently.
- Has department’s best interest in mind
- Recognizing others, which reinforces team concepts.
- Andrew has been very proactive
- Andrew is very active in management calls and meetings, offering good ideas and solutions.
- Andrew is very supportive of his peers, always willing to help.
- Andrew projects a positive attitude and looks for the “silver lining” in the pigs trough
- Very positive interactions with study teams
- Working through obstacles and negotiating resolutions with the managers and CRM.

PEER COLLEAGUE

- Fosters a collaborative environment

PEER COLLEAGUE

- Barry has been decisive in a few instances recently’; this shows he is improving on one of his leadership skills.
- Took charge of processes that his group is responsible such as for the XYZ studies

Mini-Survey Results

- Got other groups involved in working on study deliverables.

PEER COLLEAGUE

- Continue to be a positive influence on the study teams, this helps us in ABC management
- Looks for solutions rather than just complaining about what is wrong
- Charles always allows others to give their feedback and opinion, a recent example is when we had a discussion and he changed his mind based off our discussion.
- Charles listens well to any constructive input.
- Seeks feedback and information on issues from his peers

PEER COLLEAGUE

- Isabel has been very diplomatic in giving her opinion lately. This is usually after she has listened to other folks' points of view. This is a perception of listening to all points of view.
- Isabel has demonstrated several times over the last year that she does listen to different points of view. I have even seen Isabel change her mind on a subject after listening to another point of view.

PEER COLLEAGUE

- Jane you are a great team member, and I appreciate your open and honest feedback.
- Continue to keep her colleagues best interests as a top priority
- Continue to update us with any new information as soon as possible
- I have really seen the effort you are making to keep your work and live time in balance. Good for you!
- She has improved her listening skills and waits for others to speak much more than in the past.
- She has improved her tone of voice so others don't perceive harshness.
- She incorporates her sense of humor into discussions/presentations which puts others at ease

What suggestions (feedforward) would you give this individual so he/she could improve even more in the future?

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PEER COLLEAGUE

- continue doing what he is doing – it is working
- Continue to communicate with his peers, customers and those he responsible for.
- In championing change for current policies, Andrew should be mindful of the impact that change will have on all of ABC, and whether or not it is perceived as a positive by all.
- Manage with confidence – your experience has brought you to this point so you must be doing well.

Mini-Survey Results

- Practice patience when involved or responding to aggressive behavior of others. Don't react defensively. Acknowledge their perception before responding to the situation.
- Andrew can be indecisive; he should know that even if he makes a "wrong" decision, he will be respected.
- Andrew should work on stating his convictions and sticking to them (decision making).

PEER COLLEAGUE

- . Continue to work with others to find the best, win-win situations.
- Maintain your calm response to any situation. You influence the reactions of others based on their interpretation of your reaction.
- Denise should make an effort to set aside her opinions when listening to others in order to more objectively consider other alternatives.
- Be more vocal with his good ideas and data. Barry has a lot of industry experience and good judgement that others can benefit from.
- Barry should give more direction to his "commanders" so they are not all operating independently and in different directions.
- From the outside looking in, it looks like Barry is not addressing conflict at all. I would suggest that when/if Barry does address conflict, he be more visible and not address conflict "behind closed doors".
- I never hear anything from Barry about his leadership goals or his progress. Or how my input has been used.
- Talk to me about his leadership behavior/skills that he is working on to improve.

PEER COLLEAGUE

- Avoid any implications of "rank". Charles doesn't need to do that to be respected.
- Keep up the good work.
- Charles still needs to share information more freely. He tends to overstep his bounds in his enthusiasm to get things done.

PEER COLLEAGUE

- Delegate more tasks so that she is readily available to the senior management group for priority issues.
- Don't accept more assignments than she can effectively manage
- Beverly could be more communicative and share information and her plans with the management group more frequently. I think this would increase the collaborative atmosphere and decrease surprises or hard feelings.
- Beverly has taken on so many responsibilities where it is probably impossible to keep up with all of them; this is why there is a perception that Beverly does not manage her time well (and probably why we won't hear back from her).
- Still need to work on being less defensive when challenged

Mini-Survey Results

PEER COLLEAGUE

- Please be willing to rock the boat because, again, you are very insightful.
- Please continue to offer your points of view as you are very insightful.

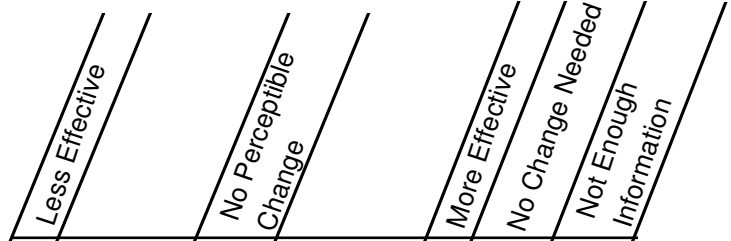
PEER COLLEAGUE

- Keep a check on tone of voice; sometimes sounds like you are reprimanding when a question is addressed, especially when you think it is something we should already know.
- Keep on going and live life to the fullest. You are a good person who shares that gift with others.
- When Jane gets excited or passionate about a subject, her pitch in voice goes up. Some people can perceive this negatively. Work even more on calmness in speaking tones.

Mini-Survey Results

Manager Summary

Has your managers become more (or less) effective *in the past few months* on the following items?



-3	-2	-1	0	1	2	3	NCN	NI
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Personal Improvement Items:

Aggregate of Manager feedback.....					7	11	2		
.....%					35.	55.	10.		
Has this manager become a more effective leader in the past few months?.....						3	6		
.....%					33.3	66.7			

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan?.....	YES = 10	NO = 2	
	83.3%	16.7%	
How much follow-up has this manager done with you on his/her action item?.....	2	18.2%	Did NOT Respond, No Follow-Up
			Responded, but Did NOT Follow-Up
			Responded, Did a LITTLE Follow-Up
	4	36.4%	Responded, Did SOME Follow-Up
	4	36.4%	Responded, Did FREQUENT Follow-Up
	1	9.1%	Responded, Did CONSISTENT/PERIODIC Follow-Up

Some of the specific leadership skills individuals committed to improve

- Foster a more collaborative atmosphere with her colleagues
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Mini-Survey Results

What has this individual done in the past few months to improve their leadership skill that you want to reinforce:

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Manager

- Tremendous improvement in teaming and listening to others ideas
- She has also done better in time mgmt by not trying to do it all and communicate to others on timing

Manager

- She has focused her thoughts and expressed in a organized manner
- Winnie has been better at bringing her points up in groups and others listen
- Claudia is growing as a manager and finding her voice in our “sometimes difficult” management group.
- Claudia is very thoughtful in her interactions and responses.

Manager

- I would continue on tactics to remove these situations vs dealing with difficulties later
- Relax and be more spontaneous in a group setting.
- Standing up to undermining respect can be hard and I have seen improvement.

Manager

- He has an excellence in customer focus
- He has included his peers and staff in decision making
- He is a great champion of process and people

Manager

- I only recently have become Barry’s supervisor, and therefore cannot comment on progress over time. I do agree that both topics are good items for him to work on.
- Evelyn is very free flowing with her compliments and this makes others feel that their contributions make a difference.

Mini-Survey Results

- Evelyn has taken the time to get clarity from others; I have been witness to this more than once.
- Keep up the good work!

Manager

- She is a true champion for her staff and she has done well in staff performance
- She has developed the right people and also helped others that may have been struggling

Manager

- He has also helped shape opinions even as they may not be his 100% solution
- He has learned to disagree effectively and found ways to move forward productively
- Charles has done well in listening and influencing his peers

Manager

Very supportive of her staff

Manager

- Isabel has done exceptional in listening and then responding
- She did well in learning how to look into the future with the training opportunities
- She did well in expressing her opinions in things that may have not gone the way she liked – trainers but she dealt with it and has a future plan. Nice job Isabel

Manager

- Jane is continuously asking for feedforward and is doing very well
- She is listening to her peers and then providing input
- She did well at her regional mtg on the XXX by controlling the info flow yet getting her thoughts in

What suggestions (feedforward) would you give this individual so he/she could improve even more in the future?

Mini-Survey Results

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Manager

- Continue to ask and understand her peers views. She has done well so continue on.
- It is ok to delegate to J, W, and R for tasks.

Manager

- Continue to work with your peers and influence change
- Continuously listen to your staff especially high performers
- Deal quickly via expectations with poor performers as they derail effective change pr

Manager

- Continue to build relationships with people and groups outside the dept.

Manager

- Evelyn needs to make sure that there is a difference seen in each individual's contribution. When making others feel that their contributions make a difference, make sure that you don't give equal recognition to two completely different ends of the spectrum.

Manager

- Continue to provide continuous feedforward.
- Implement this program with you staff

Manager

- Ask others opinions
- Continue to listen to others ideas

Manager

- Keep on developing the listen and respond tactics---its working
- Begin to continue expanding outside of ABC with this....I see it also with the 123 team interactions working well already.

Mini-Survey Results

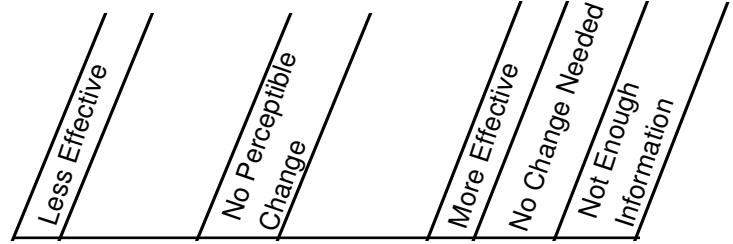
Manager

- Continue to focus on listening to others
- Formulate your input concisely and to the point...don't drown in details

Mini-Survey Results

Total Group Summary

Has your managers become more (or less) effective *in the past few months* on the following items?



-3	-2	-1	0	1	2	3	NCN	NI
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Personal Improvement Items:

Aggregate of total team feedback (all stakeholders).....		1	3	18	20	41	30	14	12
.....%		0.9	2.7	15.9	17.7	36.3	26.5		
Has this manager become a more effective leader in the past few months?.....			1	11	12	22	36	13	26
.....%			1.2	13.4	14.6	26.8	43.9		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan after the Leadership Workshop?.....	YES = 56	NO = 19	
	74.7%	25.3%	
How much follow-up has this manager done with you on his/her action item?.....	18	24.7%	Did NOT Respond, No Follow-Up
	3	4.1%	Responded, but Did NOT Follow-Up
	8	11%	Responded, Did a LITTLE Follow-Up
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