



This is a case study in a Fortune 500 company that will document the effectiveness of our Stakeholder Centered Coaching process for individuals and teams and reduce the risk on your part. Seven key managers worked closely with a coach and their entire functional team (3 functional teams and 38 managers) engaged in the coaching process. The following describes what happened over a 2 year period.

Robert Frost learned of Chris Coffey via a co-worker who was a student of Chris's in the UCLA Technical Manager Program. Robert Frost interviewed and chose Chris to make a 90-minute keynote presentation to the entire ABC management team (approximately 100 people) during a scheduled offsite to kick off a major restructure of the function. The presentation topic was "How to help successful people get even better"

Shortly after the presentation, Robert Frost and his manager, Mike Leahey decided to engage Chris to implement the individual and team coaching process he described in his presentation. Robert, Michelle and Jim were the individuals selected to work with Chris in the year long guaranteed improvement coaching engagement. **A unique value proposition of our process is there is no payment for one year from the start of the coaching engagement with an individual and only then if there is measurable, sustained improvement documented by pre selected stakeholders who are interdependent and interact with the person being coached.**

Thirteen additional ABC managers also took part in the year long leadership development, behavioral change process with limited coaching from Chris and with Robert, Michelle and Jim serving as role models and peer coaches to maintain and build momentum.

After 12 months engaged in the Stakeholder Centered Coaching process the 2nd ABC mini-survey was deployed and results were compiled for the 16 participating ABC managers. The survey measured improved effectiveness on 1 or 2 key leadership behaviors that each manager had selected to work on and improve.. On a scale of -3 to +3 (improved effectiveness), over half the stakeholders rated individual ABC managers as having improved at the +2 or +3 level on their personal 1 or 2 pre selected leadership skills.

Mini-surveys for all leaders engaged in the process are conducted after five months and eleven months. The key stakeholders are asked to complete the mini-surveys for the manager – a task that takes less than 10 minutes. Mini-survey results are compiled and a coach reviews the results with the manager. The first mini-survey (at 6 month mark)

gives managers the opportunity to see where they can to improve. – usually with a strong indication of the value of consistent follow-up. The final mini-survey in used to evaluate the success of the change effort and the process itself.

An AAR (After Action Review) is started as part of the debrief of the 1st mini survey. This is a dynamic document that the participant continues to develop over the next 6 months. This document is their story and provides a springboard to transition to continuing this process on their own after the 2nd mini survey. The AAR asks these questions:

1. What did I set out to do to improve as a manager/leader?
2. What actually happened?
3. Why and how did it happen?
4. What insights did you have during the process?
5. What am I going to do moving forward to maximize this investment in me?

This Mini survey debrief and AAR dialogue was facilitated by a trained coach. There are several examples on my web page of individuals AARs. Everyone in ABC was asked to complete an AAR. They also provided copies to Robert (function head) and Mike Leahey (Robert's SVP and sponsor of this leadership effort).

The goal of our coaching efforts is to build a climate that is supportive of change efforts. The cornerstones of this support are feedback (and feedforward) and follow-up, and measurement. All offered in a positive, optimistic manner.

The group mini survey data and AARs for the ABC team is available on my web site.

<http://www.christophercoffey.com/html/coaching.htm>

DEF and XYZ

The dramatic improvement seen with ABC managers resulted in Michael Leahy engaging Chris Coffey and Prism Ltd. to work with selected leaders from two other operations DEF and XYZ. Chris brought in two of his associates, Edy and John, as coaches and co-facilitators of the process.

The same behavioral coaching process was used. 14 Managers from DEF and 7 from XYZ engaged in the process. Building on the success in ABC and a familiarity with the process 70% of the stakeholders in both DEF and XYZ rated their manager improved effectiveness at the +2 or +3 level. Again the group mini survey reports and individual After Action Reviews are available to view on my web site.

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The goal of our behavioral coaching process is to build a climate that is supportive of change, that develops better leaders and managers, and as a result builds bench strength, is sustainable over time and the ROI is several times the investment.

You do not pay until the end of an individual coaching engagement and only if there is improvement in effectiveness as seen by key selected stakeholders.

Le gach dea-mhéin,

Learn as if you will live forever,
Live as if you will die tomorrow,
Be Happy Now

Sincerely,

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