



This summary report is the actual compiled data for an intact group of 7 senior directors. Two of the 7 had a coach in the Goldsmith Stakeholder Centered Coaching process. It was a year long “guaranteed improvement process.” The other 5 managers also selected two leadership behavior/skills to improve and received feedback from key pre selected stakeholders on two mini surveys that measured improvement just as the 2 individuals who had a personal coach. Quarterly a coach met with these 5 managers one on one to provide help and guidance a. This is the 2nd mini survey at the 11 month mark.

In addition to the data stakeholders provided written comments to two questions.

1. What has this manager done that you want to reinforce?
2. What suggestions would you make to this individual moving forward?

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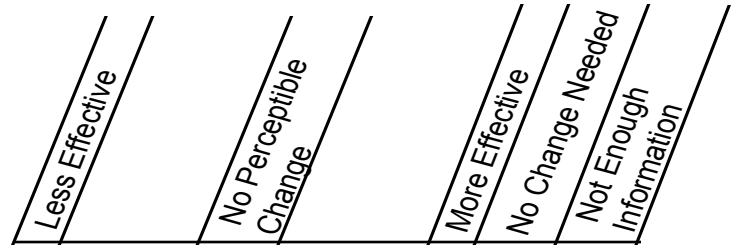
TeamBuilding Without Time Wasting Team of 7 Managers

2nd Follow-Up Change Survey Report

Change -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 (48 responses).....		1	1	4	4	16	19	2	1
.....%		.2	2	8	8	33	40	4	2
Has this manager become a more effective leader in the past few months? 25 manager responses	1		1	4	1	4	12	1	1
.....%	4		4	17	4	18	53		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan after the Leadership Workshop?.....	YES = 20 80%	NO = 5 20%	
How much follow-up has this manager done with you on his/her action item?.....	3	12%	Did NOT Respond, No Follow-Up
	4	16%	Responded, but Did NOT Follow-Up
	2	8%	Responded, Did a LITTLE Follow-Up
	5	20%	Responded, Did SOME Follow-Up
	5	20%	Responded, Did FREQUENT Follow-Up
	6	24%	Responded, Did CONSISTENT/PERIODIC Follow-Up

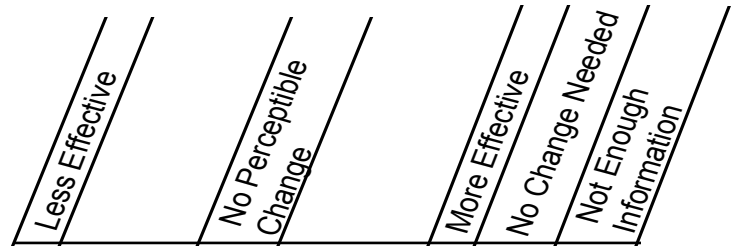
Some of the specific leadership skills individuals committed to improve

- I will...
- Address issues/conflicts/problems both positively and developmentally
- Develop a (my group) strategy linked to the (company) business strategy
- Develop the best team
- Know what motivates my group to perform different tasks
- Delegate effectively to my new team
- Ensure that my conversations are not perceived as confrontational, and are more problem-solving
- More skillfully manage unanticipated challenges from internal business partners
- Improve my communication to my stakeholders
- Treat people with respect
- Know and communicate what my customers want
- Collaborate more effectively
- Listen and understand different points of view before giving my opinion

Change -Survey Results

Peer/Colleague 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 Peer/Colleague feedback.....					6	10	7	3	5
.....%					26	44	30		
Has this manager become a more effective leader in the past few months?.....			1		3	4	4	1	2
.....%			8		25	33	33		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan after the Leadership Workshop?.....	YES = 11	NO = 5	
	68.8%	31.3%	
How much follow-up has this manager done with you on his/her action item?.....	3	18.8%	Did NOT Respond, No Follow-Up
	1	6.3%	Responded, but Did NOT Follow-Up
	2	12.5%	Responded, Did a LITTLE Follow-Up
	4	25%	Responded, Did SOME Follow-Up
	6	37.5%	Responded, Did FREQUENT Follow-Up
			Responded, Did CONSISTENT/PERIODIC Follow-Up

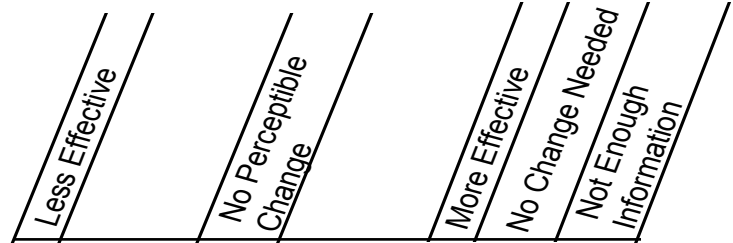
Some of the specific leadership skills individuals committed to improve

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Manager Summary

Change -Survey Results

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.....					2	4	3		
.....%					22	44	33		
Has this manager become a more effective leader in the past few months?.....					1	2	2		
.....%					20	40	40		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan after the Leadership Workshop?.....					YES = 5	
					100%	
How much follow-up has this manager done with you on his/her action item?.....			Did NOT Respond, No Follow-Up			
			Responded, but Did NOT Follow-Up			
			Responded, Did a LITTLE Follow-Up			
	2	40%	Responded, Did SOME Follow-Up			
	1	20%	Responded, Did FREQUENT Follow-Up			
	2	40%	Responded, Did CONSISTENT/PERIODIC Follow-Up			

Some of the specific leadership skills individuals committed to improve

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Change -Survey Results

Group Summary from all Stakeholders

Has your managers 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:

Aggregate of Group feedback.....		1	1	4	12	30	29	5	6
.....%		1	1	5	16	39.	38		
Has this manager become a more effective leader in the past few months?.....	1		2	4	5	10	18	2	3
.....%	2		5	10	13	25	45		

Response and Follow-Up

Did this manager talk with you about his/her feedback and action plan after the Leadership Workshop?.....	YES = 36 78.3%		NO = 10 21.7%		
How much follow-up has this manager done with you on his/her action item?.....	6	13%	Did NOT Respond, No Follow-Up		
	5	10.9%	Responded, but Did NOT Follow-Up		
	4	8.7%	Responded, Did a LITTLE Follow-Up		
	11	23.9%	Responded, Did SOME Follow-Up		
	12	26.1%	Responded, Did FREQUENT Follow-Up		
	8	17.4%	Responded, Did CONSISTENT/PERIODIC Follow-Up		

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