



# Stakeholder Centered Coaching

Mini-Survey Report

For

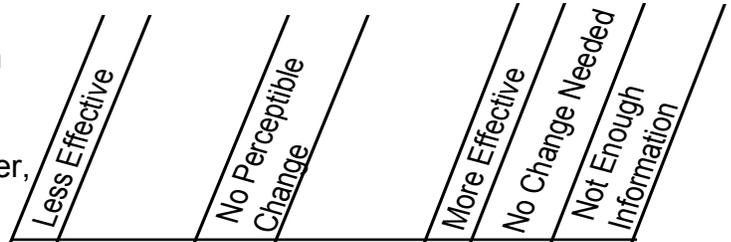
Tom Lee  
SVP Engineering

**The After Action Review (AAR) is at the end of the mini survey and the written comments from stakeholders. The AAR was written by Tom herself. It is his story.**



Do you believe Tom has become more (or less) effective *since the start of this coaching process* on these leadership skills?

**Report Codes are as follows: S=Self, M=Manager, DR=Direct Report, and PC=Peer/Colleague.**



		-3	-2	-1	0	+1	+2	+3		
MS#1	1. Builds bench strength by challenging, developing, and empowering his team				1	1	3	1		
	DR				2	1	1			
	PC				1					
	M							1		
MS#2	1. Builds bench strength by challenging, developing, and empowering his team				2		2	1		
	DR					2	1			
	PC				1					
	M									
MS#3	1. Builds bench strength by challenging, developing, and empowering his team			1			3	2		
	DR					1	2	1		
	PC						1			
	M						1			
	S						1			

**SETS DIRECTION:**

- a. Gets clarity on the desired results (deliveries, quality, schedule, budget)
- b. Has become more effective at Key team roles: Integrator, Facilitator, Expert, or Morale Builder
- c. Designated key representative on his team to interact and attend meetings outside engineering

**EXPECTATION:**

- a. Holds self and others accountable for commitments (deliveries, quality, schedule, budget)
- b. Is more aware and recognizes own behavior in conflict situations: Avoid, Compete, Collaborate, Accommodate, Compromise
- c. Differentiates between facts and opinions and asks others to do the same when they build a case for their claim

**COACHING and FEEDBACK:**

- a. Addresses performance issues and people conflicts timely and expects to see a change; follows up as needed
- b. Ensures individuals have the information and resources (skills, staff, tools) they need to make decisions and to execute
- c. Utilizes different leadership styles (Delegating, Supporting, Guiding or Direction) to coach and empower individuals (based on ability and willingness)



		-3	-2	-1	0	+1	+2	+3	NC	NI
MS#1	2. Collaborates across different business units to understand their needs <b>DR</b>				1		2	3		
	<b>PC</b>					2	1	1		
	<b>M</b>							1		
	<b>S</b>					1				
MS#2	2. Collaborates across different business units to understand their needs <b>DR</b>					1	1	3		
	<b>PC</b>					1	2			
	<b>M</b>						1			
	<b>S</b>						1			
MS#3	2. Collaborates across different business units to understand their needs <b>DR</b>				1	1	3	1		
	<b>PC</b>						1	1		1
	<b>M</b>						1			
	<b>S</b>							1		

		-3	-2	-1	0	+1	+2	+3	NC	NI
MS#1	3. Builds a strong network outside engineering <b>DR</b>					2	1	2		1
	<b>PC</b>					4				
	<b>M</b>							1		
	<b>S</b>					1				
MS#2	3. Builds a strong network outside engineering <b>DR</b>						4			1
	<b>PC</b>					2	1			
	<b>M</b>									
	<b>S</b>						1			
MS#3	3. Builds a strong network outside engineering <b>DR</b>			1		3			1	1
	<b>PC</b>					2		1		
	<b>M</b>							1		
	<b>S</b>							1		

**NETWORKING:**

- a. Spends more time with individuals outside engineering (Monthly Face to Face meeting, Goes to lunch 2x per month)
- b. Learns their business goals and what is important to them, our customers, and DIRECTV. Shares what Engineering does and can provide.
- c. Develops own understanding of different functions outside engineering (CX, DEPG, Operations, Revenue and Marketing, IT, Finance)

**PROCESS:**

- a. Creates a big-picture mindset
- b. Integrates the ideas of others into a win/win decision
- c. Present own POV more persuasively when needed. Provides evidence and connects the dots

**EXECUTION:**

- a. Challenges up and across if he believes function and performance are getting too far out of sync
- b. Keeps "need to know" individuals in the loop to address conflict timely and avoid escalation
- c. Takes more calculated risks with technology and people



		-3	-2	-1	0	+1	+2	+3	NC	NI
MS#2	4. Builds trust within Engineering as well as with other business units				1	2	1			
	DR					2		1		
	PC									
	M									
	S						1			
MS#3	4. Builds trust within Engineering as well as with other business units				1	1	4			
	DR						2	1		
	PC						1			
	M						1			
	S						1			
a. Holds self and Software Engineering accountable for commitments										
b. Withholds judgment and checks out the facts versus opinions										

Response and Follow-Up			
Has Tom talked with you about his stated goals?	MS#1	YES = 5DR, 3PC	NO = S*, M, DR, PC
	MS#2	YES = 5DR, 2PC	NO = S*, PC
	MS#3	YES = 5DR, PC	NO = DR, PC

- NO, not all of them

To what extent has Tom followed-up with you on the areas that he has committed to improve?	MS#1	PC	No Perceptible Follow-Up	
		S, 3DR, PC	Little Follow-Up	
		M, 3DR, 2PC	Some Follow-Up	
	MS#2			Consistent (Periodic) Follow-Up
				No Perceptible Follow-Up
		S(7), 2DR	Little Follow-Up	
		S(3), 3DR, PC 2PC	Some Follow-Up	
	MS#3			Consistent (Periodic) Follow-Up
				No Perceptible Follow-Up
		DR	No Perceptible Follow-Up	
		2DR	Little Follow-Up	
		3DR, PC	Some Follow-Up	
		PC	Consistent (Periodic) Follow-Up	

**Additional comments/suggestions for Tom's consideration ...**

**What specifically has Tom done to improve that you want to acknowledge and reinforce?**

**Manager**

MiniSurvey #1	Mini-Survey #2	Mini-Survey #3
<ul style="list-style-type: none"> <li>• Tom has been building constructive relationships outside engineering</li> <li>• Tom has positively influenced the engineering team for better collaboration</li> <li>• Tom has been open and helpful to make the new PMO stronger and effective</li> </ul>	[NO FEEDBACK PROVIDED]	

**Direct Reports**

MiniSurvey #1	Mini-Survey #2	Mini-Survey #3
<ul style="list-style-type: none"> <li>• He has been reaching out to DEPG, DMG, PMO to show open communication</li> <li>• He shares information with his bench and empowers them to make decisions</li> <li>• His wording on politically charged items is very polished and professional</li> <li>• I have seen Tom engage with the groups outside of engineering to build stronger trust, relationship and to demonstrate to them that their concerns, their goals and their work is important to us. This showed strong empathy and leadership on Tom's behalf.</li> <li>• Since the start of Coaching Process I do not have a lot of interactions with Tom. This said, I filled out the form to the best of my knowledge.</li> <li>• Tom has been giving feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• He asked for more recommendations which was a great step in empowering people</li> <li>• He challenges and develops the team by forcing them to take responsibility</li> <li>• He empowers his team, and resists the urge to dictate or micro-manage</li> <li>• He gave more direct feedback.</li> <li>• He has gone out of his way to work with, network, and collaborate with the units outside of engineering.</li> <li>• I can clearly see concerted effort on Tom's behalf to empower his team to make decisions (almost to a fault in my opinion).</li> <li>• I have seen Tom reach out over and over to other organizations in engineering to find common ground where there seeming was none (his relationship with PMO organization is an incredible example of that).</li> <li>• Tom has been doing the right thing even if it doesn't benefit his own perception</li> </ul>	<ul style="list-style-type: none"> <li>• Tom appears to be actively looking outside of engineering to better understand the goals of other business units. This is evident in the style in which he provides direction to his reports.</li> <li>• Tom appears to give Noreen and Don a significant amount of accountability and control over their areas of responsibility and it does not seem like he is doing as much specific solution development, but trying harder to flow down higher-level expectations</li> <li>• Tom does more flow down than previous</li> <li>• Tom has greatly improved in empowering, delegating and guiding his team, rather than micro-managing.</li> <li>• Tom has taken a proactive stance on seeking</li> </ul>



<ul style="list-style-type: none"> <li>• Tom is aware of the need to delegate responsibility, and resists his impulse to solve problems himself</li> <li>• Tom is more actively delegating to his team. Examples: Yura with Turbo-IV, Flemming with APG boot optimization.</li> <li>• Tom is very sensitive to the customer experience and has demonstrated focus on resolving pain points.</li> <li>• Tom’s networking has enabled us to go further with the project. He, in a sense, “greased the wheels” for a lot of problems ahead of time by continuously communicating with other stake holders outside of engineering.</li> </ul>	<ul style="list-style-type: none"> <li>• Tom has been networking with Customers and Peers</li> <li>• Tom has been trying to flow pushing hard to not perpetuate bad behavior within the company.</li> <li>• Tom has been very supportive of change requests from myself and other service-related and customer experience related requesters, and he always works to find a way to do something if it is agreed to as the "right thing" for the customer.</li> <li>• Tom has focused on building a collaborative environment at the SVP level.</li> <li>• Tom has made extensive and noticeable changes to make sure he and his team are represented throughout the company.</li> <li>• Tom is a very proactive leader. He is vigorously pursuing ways for his organization to better serve the company.</li> </ul>	<p>solutions to issues affecting the customer experience</p> <ul style="list-style-type: none"> <li>• Tom states his intentions in many cases which is a huge improvement</li> <li>• Tom takes the time to listen to viewpoints even if he doesn’t agree</li> <li>• Tom’s delegation and empowerment skills are definitely at the next level. He is able to provide concise directions allowing a lot of execution freedom to his reports within the strict budget constraints.</li> <li>• Tom’s role and visibility in engineering and outside of it seems much better likely due to the improved networking.</li> </ul>
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**Peers/Colleagues**

MiniSurvey #1	Mini-Survey #2	Mini-Survey #3
<ul style="list-style-type: none"> <li>• He took my feedback and implemented it</li> <li>• I have had little work contact with Tom during this process and almost feel I have insufficient exposure to be evaluating improvements. Perhaps that is a negative observation if we should have more encounters.</li> <li>• TOM came to me and asked for guidance on how to manage / coach / help a leader in his org</li> <li>• Tom has done a good job of reaching out across the</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates to his peers with clarity and is willing to consider others feedback</li> <li>• He remains focused on building the bridges, being open to change</li> <li>• Is the most outside in thinker in his organization; learns and applies</li> <li>• More transparent and willing to accept shortcomings and weaknesses in this group</li> <li>• Much better at delegating tasks and responsibilities</li> <li>• Takes feedback related to his team and implements it</li> <li>• Tom discusses with me how he is delegating and holding his direct staff accountable for decision making and delivery of obligations and commitments</li> <li>• Tom is matter of fact about what needs to</li> </ul>	<ul style="list-style-type: none"> <li>• Tom has made himself available to discuss issues of my concern</li> <li>• Tom listened to customers’ feedback and made the changes on the organization to address customer’s concerns</li> </ul>



<p>engineering organization and collaborating with the groups</p> <ul style="list-style-type: none"> <li>Tom seems to be more engaged in meetings and offers his opinion and thoughts on topics under discussion.</li> </ul>	<p>be done and what his staff tells him that is not performing to plans or needs to be changed – not that I later determine these reports are accurate, but it gets the discussions going and the perceptions to be rectified from adjustments as appropriate</p> <ul style="list-style-type: none"> <li>Tom raises immediately in discussions with his peers about his observations of lack of proper team support from one peer to another</li> </ul>	
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**What suggestions (feedforward) can you provide to Tom moving forward to improve even more?**

**Manager**

MiniSurvey #1	Mini-Survey #2	Mini-Survey #3
<ul style="list-style-type: none"> <li>Increase empowerment to his direct reports</li> <li>Spend time seeking alternatives to increase engineering team agility</li> <li>Spend more time helping engineering leadership team polishing a three year roadmap</li> </ul>	<p>[NO FEEDBACK PROVIDED]</p>	

**Direct Reports**

MiniSurvey #1	Mini-Survey #2	Mini-Survey #3
<ul style="list-style-type: none"> <li>Communicate a clear macro strategy and continue to delegate the lower-level execution to his direct reports</li> <li>Continue with the networking, it seems to be working.</li> <li>Follow-up on the feedback through coaching</li> <li>He can be more vocal as a leader for his team in key meetings</li> <li>He can create more solid job function interactions with BSE and not just</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge when people give a recommendation (to re-enforce the behavior) and then give input instead of just giving input.</li> <li>Ask questions to guide people in the direction you want them to go in instead of telling them what you believe should be done.</li> <li>Create growth opportunities in the department to create a stronger leadership base. Don't maintain the status quo of what's available: grow talent, create positions of growth, create unification so that everyone works as a team rather than individual units.</li> <li>Follow-up on the feedback, so it does not feel like a hit-n-run.</li> <li>He needs to find a way for his teams to work together as one unit</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge what others say to you and state the action you plan to take</li> <li>Again on the empowerment: trust but verify. The manager still needs to be able to tell his report what to do.</li> <li>Ask for recommendations and acknowledge what they recommend</li> <li>Ask why so that you can re-direct if the team is not making decisions based on the right reasoning</li> <li>I believe Tom should play a more active role in facilitating communication and corporation between his direct reports. Often his</li> </ul>



<p>follow what they dictate</p> <ul style="list-style-type: none"> <li>• I think Tom should take fewer “us against them” positions when it comes to working with other engineering groups. There are too many conflicts that arise out of suspicion and mistrust. Let the bygones be bygones and let’s see how we can improve working together in the future.</li> <li>• Tom should not only empower his bench but be stronger in his own decisions. Don’t waver, don’t change every day, provide steady leadership.</li> <li>• Trust his judgment – be deliberate in the decisions that guide his team.</li> </ul>	<ul style="list-style-type: none"> <li>• Take the networking to the next level, communicate with your peers in engineering and other organizations outside of work environment</li> <li>• Tom can be more in sync with his team on key items to allow for better coordination</li> <li>• Tom can empower his team by creating better alignment with peers to align on collaboration and roles</li> <li>• Tom can speak up more to his peers in a constructive way during meetings instead of after</li> <li>• This is not unique to Tom; it is true across the company; but Tom should be able to have more awareness of the key projects his team is working on - I am not sure how to define the threshold where he should be involved and aware, but I have seen a few times where he appears surprised that his team is (or isn't) working on something that seems large.</li> <li>• While I agree that empowering a team is important but I think it can be done to a fault sometimes. Empowerment should still lead to a greater common goal. There is an empowerment and then there is letting your subordinates run amok.</li> </ul>	<p>directs are not on the same page, and working independently, often duplicating or complicating efforts.</p> <ul style="list-style-type: none"> <li>• More control over the “how” of his team. Empowerment is great until certain actions become detrimental; the leader should prevent actions that are harmful to his/her group.</li> <li>• Sometimes it’s hard to see Tom’s stance or motive behind a situation which is hard to accommodate or buy into.</li> <li>• Tom can be a more vocal advocate for his team</li> <li>• Tom can provide more information to utilize his team on managing “buzz”</li> <li>• Tom tends to view other departments as competitors, emphasizing their failures and inefficiencies. He should find ways to collaborate and help them improve.</li> </ul>
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**Peers/Colleagues**

<b>MiniSurvey #1</b>	<b>Mini-Survey #2</b>	<b>Mini-Survey #3</b>
<ul style="list-style-type: none"> <li>• Be your own person. You are awesome at what you do. Nobody is better.</li> <li>• Need to build engineering management to better drive his internal groups. He has managers that have exceptional technical abilities, but whose managerial skills (goal based, accountability etc) are not well developed</li> <li>• The PMO over rides you day in and day out. You own the resources, not the PMO. Make it known.</li> <li>• You are seen as a shadow of RG, need to break away.</li> </ul>	<ul style="list-style-type: none"> <li>• be an example for his engineering peers on how to act like a service organization</li> <li>• be more direct and conclusive with his leadership team – make changes</li> <li>• be more forward with his opinions within engineering</li> <li>• Continue to build bridges to organizations outside of engineering. Tom has improved but clearly he can do better.</li> <li>• Continue to empower his team to take full ownership of the issues at hand and delegate responsibilities.</li> <li>• none at this time</li> </ul>	<ul style="list-style-type: none"> <li>• I think it would be helpful for Tom to have his team maintain a list of projects that are important to each of the business units, and status him independently. He can both build bench strength and achieve his goals of collaboration by asking his team to build their networks outside of Engineering. Some of his team are fairly specialized, but there's no reason they can't help his outreach beyond their direct areas of responsibility.</li> </ul>

**Is there any other information you would like Tom to consider?**

**Manager**

<b>MiniSurvey #1</b>	<b>Mini-Survey #2</b>	<b>Mini-Survey #3</b>
<ul style="list-style-type: none"> <li>• Develop skills to constructively raise opposing views when necessary</li> <li>• Spend time making sure the new executives (Gavin and Giorgio) blend into our team</li> <li>• Spend time figuring out what are the tools and skills we will need three years from now.</li> </ul>	<p>[NO FEEDBACK PROVIDED]</p>	

### Direct Reports

<b>MiniSurvey #1</b>	<b>Mini-Survey #2</b>	<b>Mini-Survey #3</b>
<ul style="list-style-type: none"> <li>• Continue to coach his lieutenants and expose them to the stakeholders outside of engineering to foster understanding of how their decisions affect the rest of the company</li> <li>• He exudes a very honest and genuine style. He is a positive force for Engineering.</li> <li>• He is a key figure in and there are major re-orgs he should push to make function better. Things don't solve themselves</li> <li>• He needs to understand when his team has a concern to take a clear action</li> <li>• I can see him trying to work at the goals, but it lacks sincerity</li> </ul>	<ul style="list-style-type: none"> <li>• Be more assertive in the meetings with peers, have a voice (you represent your organization not just yourself).</li> <li>• Don't accept responsibility of others. Hold them accountable and empower them.</li> <li>• Hold people accountable, including his direct reports and peers.</li> <li>• How much do you think you should be involved in with technical work vs. finding a way to feel comfortable with the work others are doing for you (through questions and empowerment)?</li> <li>• How much of your time do you think should be spent on technical details vs. building your organizations skills (both soft and hard)?</li> <li>• I truly enjoy working with Tom - he is an engaged, passionate, and caring leader who works very hard to do the right things and do them with integrity. He is a strong champion of the customer.</li> <li>• Say no, and confront others.</li> <li>• Tom appears to play defense, be reactive, or seems uninformed of key organizational situations</li> <li>• Tom needs to focus a strategy with his team so the changes are more coordinated</li> <li>• Tom seems to be doing his best to push all organizations to do the right thing and work together.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider if your comments and questions are at a high-enough level and not at the implementation level</li> <li>• I like that Tom's first reaction is always a genuine attempt to try the right way.</li> <li>• Sometimes it seems Tom is utilizing his full title/influence but defers to less capable/more aggressive svps (and their groups)</li> <li>• Tom is very capable technically and understands the hurdles of execution.</li> <li>• This is Tom's department he needs to find a way to run it as his department.</li> </ul>

### Peers/Colleagues

<b>MiniSurvey #1</b>	<b>MS #2</b>	<b>Mini-Survey #3</b>
<ul style="list-style-type: none"> <li>• Accountability for team members is important. Right now, the teams seem to be ambivalent whether or not a project is completed successfully – there is no downside for failure</li> <li>• Broadcast your vision openly. Broadcast your challenges openly. Don't let your leadership hinder your voice</li> </ul>	<p>[No comments offered]</p>	<ul style="list-style-type: none"> <li>• I think it's great that Tom is undertaking this effort; it really shows a sincere commitment to self-improvement and an admirable humility to take feedback from colleagues.</li> </ul>



## After Action Review

### ~~1. What Did You Set Out To Do?~~

I asked for this coaching opportunity after one Mike's offsite where he mentioned using an Executive Coach to help with the leadership journey. I started with wanting to improve on my executive image, good communicator with my peers, and to be a good leader to my team without knowing specifically how to go about it.

With the help of Chris Coffey, we started out with getting feedback from my stakeholders: Roy, my peers, and my direct reports. After reviewing the feedback we came up the following action plan:

- Builds bench strength by challenging, developing, and empowering his team
- Build trust among my peers, Romulo's direct reports.
- Collaborates across different business units to understand their needs
- Builds a strong network outside engineering

More..

### ~~2. What Actually Happened, And How Did It Happen?~~

After communicating to my stakeholders about my action plan and asked them pay attention to my behavior, I set out execute on this plan. For the most part, I used the daily checklist developed by Chris to keep me focused on my goals. Reading the list in the morning and checking off the list in the evening. This helps me think about my goals and focus on my behavior.

Throughout this coaching process, Chris and I kept our weekly communication when we discuss the daily check list as well as other topics I encountered during this process.

#### **2.1. Situational Leadership**

We look at employee readiness level and leadership styles:

R4 = High Ability/High Willingness

R3 = High Ability/Willingness Not High

R2 = Ability Not High/High Willingness

R1 = Ability Not High/Willingness Not High

S1 = High Direction/Low Support, Directing

S2 = High Direction/High Support, Coaching.

S3 = Low Direction/High Support, Supporting

S4 = Low Direction/Low Support, Delegating.

I paid attention to the employee's readiness level and match my style to that individual. I am also paying more attention to the way I communicate my goal to make sure we are clear on the expected results.



When I focused on my direct reports ...

FN - Technical R2, Process R4, Management R4, Agility R2, Collab R3

CD - Technical R4, Process R1, Management R2, Agility R4

KV - Technical R4, Process R1, Management R1, Agility R4

KR – Technical R4, Process R1, Management R1, Agility R1, Collaboration R

CC – Technical R4, Process R1, Management R2, Agility R4, Col R4

## **2.2. Goldsmith Bad Habits**

We also looked at how I use my words and how starting with “No”, “But” or “However” is a bad habit. It puts the recipient on the defensive because I say to the recipient you are wrong.

This gets into all the Goldsmith bad habits:

1. Winning too much
2. Adding too much value
3. Passing Judgment
4. Making destructive comments
5. *Starting with “No”, “But”, or “However”*
6. Telling the world how smart we are
7. Speaking when angry
8. Negativity
9. Withholding information
10. Failing to give proper recognition
11. Claiming credit that we don't deserve
12. *Making excuses*
13. Clinging to the past
14. Playing favorites
15. Refusing to express regret
16. *Not listening*
17. Failing to express gratitude
18. Punishing the messenger
19. Passing the buck



## 20. An excessive need to be “me”

In looking at these and doing a self-assessment, I concluded that I need to focus on these 3: *Starting with “No”, “But”, or “However”, Making excuses, and Not listening.*

### **2.3. Handling Meeting**

I got bogged down going into many meetings without a purpose or expected outcome. We identify types of meeting where the goal is: information and status, decision

Before going to a meeting, I need to find out what is the purpose of the meeting and if possible what role am I, facilitator, expert, etc...

### **2.4. Networking**

We spent a session on networking, what am i trying to do with “building relationship”. To network  
*More here...*

### **2.5. Handling Conflicts and Arguments**

*TBD*

### **2.6. Handling Difficult Situation with Employees**

This is where we talked about listening and not just pretending to listen while preparing what to say.

What is it mean when someone said I threw him under the bus? Strictly stating the fact and knowing the problem will allow us to solve the problem. Ask the question back “how would you like me to say it?”

## **3 What Insights Did You Get?**

*Spend some time pondering this. What was easy” What was difficult? Again this is your story. Be candid.*

I am more aware of my behavior especially in meetings. Not only do I listen and participate in the discussion, I pay attention to the non-vocal response from others.

*More...difficulty staying top of the discussion and asking questions*

After one of the dinner with Board’s member, I mentioned to about how the board”s member was able to tell great stories and keep other interested. Be good at Story telling if I want to be an effective communicator and how can I pull the listener into the story. I find myself using the team to practice telling story with them.



#### **~~4 What Are You Going To Do Moving Forward To Continue To Build On This Success?~~**

*This is the most important question to think about and answer. What is the ROI to you and DIT for this investment of money and time. How will you continue to build on this success.*

- Pay attention to Goldsmith bad habits, especially the “no” and “but”
- Be available and open to feedback as well as give feedback
- Apply situational Leadership with my employees
- Establish clear desired results and ground rules with my employees up front
  - Am I giving them the resources they need
- Employ style in conflict (Avoiding, Accommodating, Competing, Collaborating, or Compromising)
  - Differentiate between facts and opinion
- With my peers
  - Giving feedback and well as withhold judgment, check out the facts
  - Holding my team accountable to commitments