

Leader as Coach Evaluation—4 April 2013

1. Learning Outcomes for Leader as Coach—This program contributed positively to the following outcomes:

Ratings based on 1 to 5 scale

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

1a. Leaders who create increased accountability and ownership

1b. Leaders who know how to rise above the day-to-day crisis and provide clear direction on purpose and vision

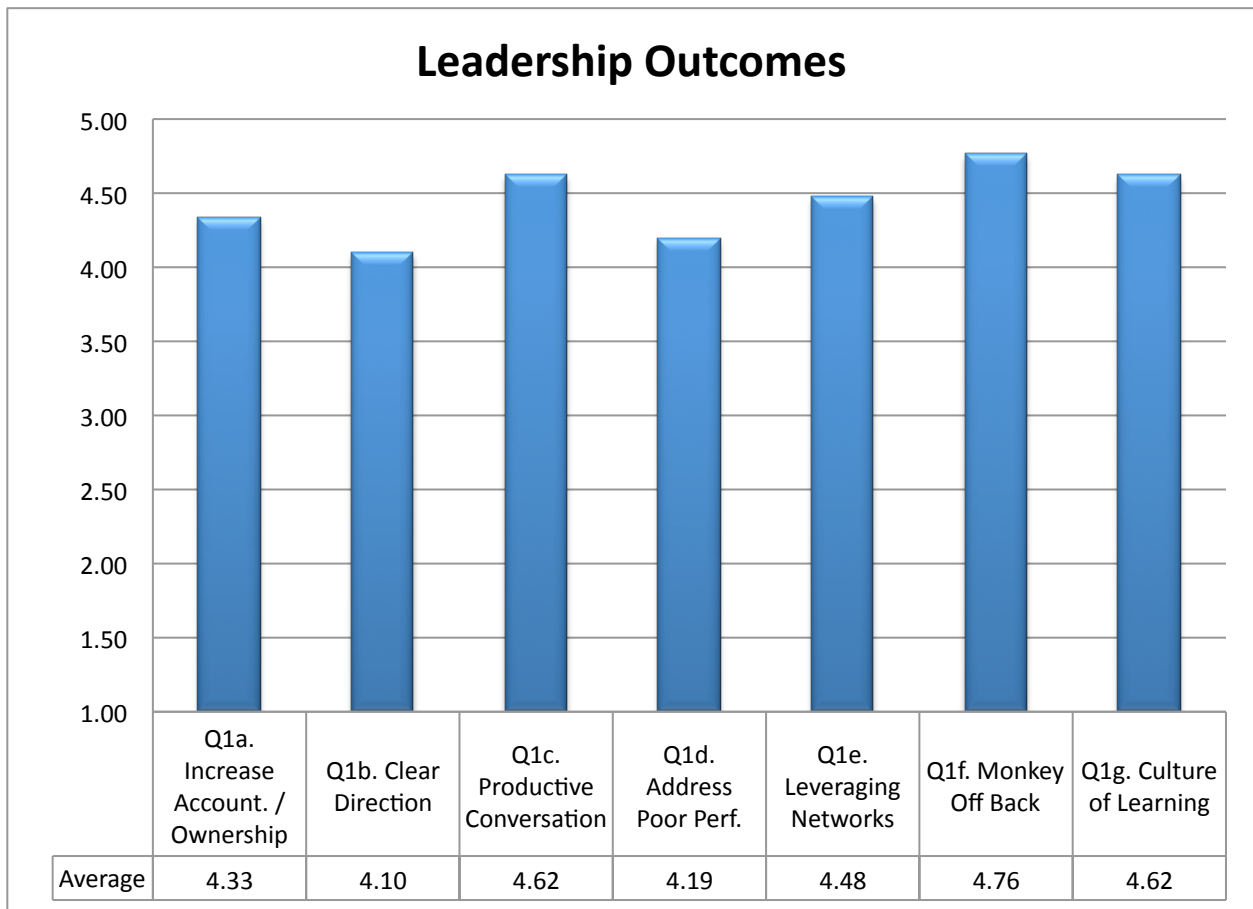
1c. Leaders who know how to have emotionally charged conversations with productive results

1d. Leaders who confidently and effectively address poor performance and dysfunctional dynamics

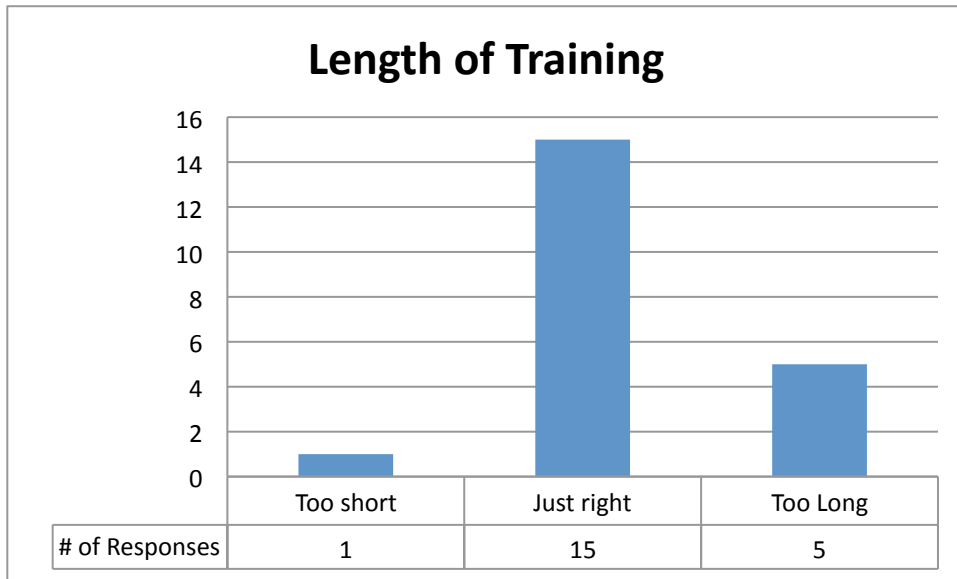
1e. Leaders who skillfully utilize the networks they've created through the program for real time feedback and support

1f. Leaders who know how to keep the monkey off their back while building workforce capacity

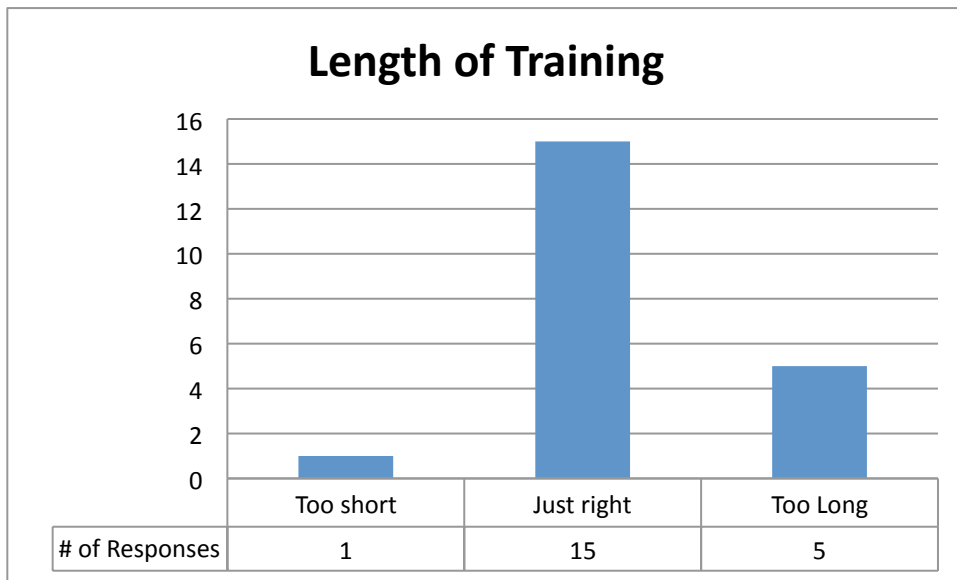
1g. Leaders who create a culture of learning rather than blaming



2. Length of Training (1 = Too short, 2 = Just right, 3 = Too long)



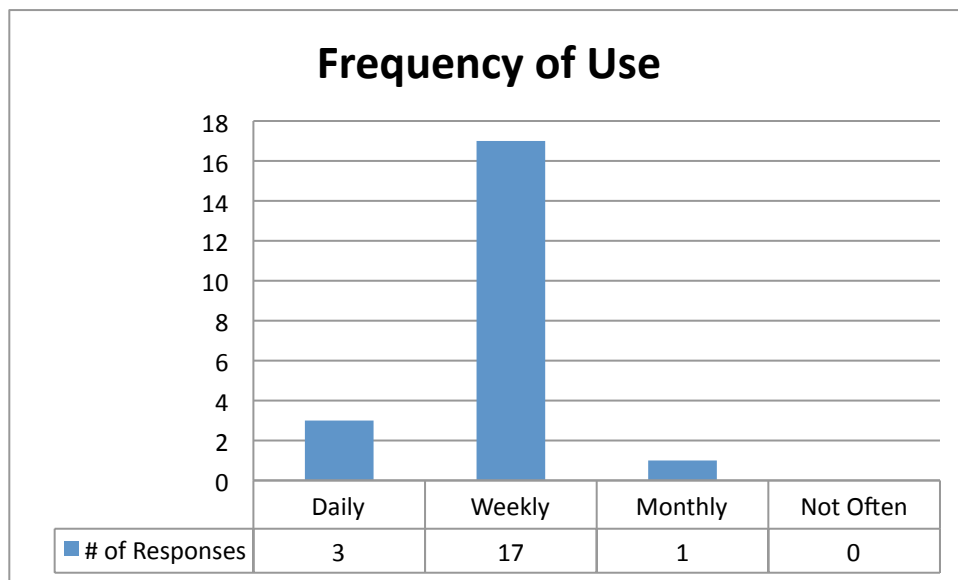
3. Pace of Training (1 = Too slow, 2 = Just right, 3 = Too fast)



4. How would you rate the overall quality of the training?



5. How often do you practice your new skills / increase capacity?



6. Please describe a specific situation in which you applied the knowledge or skills you gained from LAC.
- Asking more Q's instead of giving answers
 - My team was scheduled to review progress on a project to very senior staff--they elected to cancel the meeting ~1.5 hrs before the time b/c they "didn't make enough progress to report out anything." I used the LAC purpose statement and F/W (sp?) to identify lesson learned and develop action plans--without people throwing each other under the bus--in fact, people stepped up and apologized / identified things they should have done differently
 - Promotion Feedback
 - I applied skills from this course by using open ended questions (i.e., as opposed to using why questions I have now began to ask questions like what led us down this path)
 - Left Blank
 - Used during promotion feedback
 - Coaches an employee about how she could respond to a job offer. Unfortunately she's leaving but I succeeded in coaching since she made up her own mind using data she gathered based on my coaching.
 - My organization is absorbing/dissolving an office into current Division. I've already use this course's tools to prep for that transition and will use them throughout the transition and follow-up.
 - Accountability at the working level is easy to assess. Technical and management of line organizations can hold those accountable but senior leadership also needs to have accountability and hold those below them accountable.
 - Wrote on paper the objectives I wanted to accomplish for mid-cycles. Used probing questions to get to underlying issues versus those that were voiced.
 - Daily with nearly every interaction I have both at work and at home. I am truly getting positive responses at both situations.
 - On a sensitive personnel issue, instead of jumping in with a problem / solution, I decided to prepare for the conversation, talk to a coach and practice the activity first.
 - Writing purpose statement for meetings (nearly all) that I call and think about what I am needing to get out of it.
 - After the first three day session, I used coaching skills on my current mentees immediately. Also sharing the course with immediate and senior management.
 - During a conversation with a protégé; used the coaching framework and level 3 listening to facilitate her intended outcome, by asking open-ended questions, and focusing on how to improve her relationship with a supervisor.
 - Doing the prep work, creating questions and building trust and security before going into a meeting.
 - Why my senior in my management chain - when she tasks I ask for a purpose statement so we are clear on the objective and she gets what she wants. I also use leader as coach framework for feedback and improving performance.
 - Had a difficult conversation with my boss using the LAC framework.
 - Did not jump to tell daughter what to do, led/pointed her down the path for her to come up with her own solution.
 - I have had the opportunity to apply the framework on a regular basis in having difficult conversations with management, peers and subordinates. Additionally, I have placed a stronger emphasis on improving my listening skills.
 - Working with / mentoring a coworker empowering them to be more involved (take the monkey).

7. What shifts in mindset have you experienced during the course or afterwards?
- Increased clarity of direction / purpose that I should take
 - Listening Skills; Structured conversations
 - Mindsets set shifts have mainly been on understanding my limitations (i.e., the way the brain works and what I can do and can't do based on how the brain works)
 - Be a better listener
 - Mindset to get the monkey off my back
 - Quality of leadership within T3 is far better than imagined, but still believe time to apply their strong skills is the problem.
 - Networking with other T3 leaders is easier outside of the normal work environment, less territorial.
 - Better listener, still have to work hard to not solve problems. More focused on helping others accomplish the mindset to think creatively and solve challenges. Overall better communicator.
 - Remembering that the role of a leader is to help the others get them their work in their own way.
 - I think before I speak now. I actually try to put myself in the other person's shoes and imagine how they feel.
 - Bluntness is not the way to affect change.
 - Recognize that I want to improve my listening skills and think about my biases before meeting on any topic.
 - The mindset of knowing when to use a specific technique when coaching vs. advisor position.
 - I often consider the ladder of inference of others when listening to their approach to an issue or solution. To ask myself what in their experience drove them in this direction and how can we use that perspective, collectively, to solve the problem
 - Paraphrasing, active listening and being attentive to the conversation and/or person(s).
 - People don't come to you for a solution sometimes they want your help in leading them to the right solution. Also, I don't assume bad motives anymore but "acting sensibly" in one's mind.
 - Negatively thinking about myself or others is being challenged.
 - Don't always jump in with solution. Don't take other monkey.
 - I have made conscious efforts on trying to place myself in the shoes of another. Also, I try to realize I cannot change other mindsets.
 - Empower people more. Allow them to ask questions and to ask for guidance.

8. What are the factors that will most influence your ability (or inability) to apply your skills in the workplace in a sustained manner?
- Practice, practice, practice--teach, teach, teach others the techniques
 - Everyday emergencies - Team management
 - Dealing with Amygdala high-jacks
 - The framework will help me cover all the aspects in a conversation
 - Listening information and exercises
 - Purpose statement, mindset, Ladder of influence
 - Knowing who should have the monkey. Give less advice and help others grow.
 - Role playing exercises.
 - Open ended questions; leader's intent; purpose statement
 - Love the "crib sheets" (the little cards on my desk) and really help remind me to do the right things.
 - Inability--upper management not having taken the course
 - The laminated cards are GREAT. Sometimes we need those reminders.
 - The workshop techniques gave us an opportunity to practice before using them in the workplace and make us look more professional.
 - Having multiple levels of this organization participate in this same class give us all common language and references.
 - Finding the time and being constant when using the tools and techniques. Committed!!! In order for this to work I must be committed to practice the tools as often to work I must be committed to practice the tools as often as possible.
 - Journal and accountability partner. I will use a journal to document what I plan to work on at the beginning of the week. Reflect on how it went at the end of the week and document in my journal. Have my own sustain and improves!
 - Time management
 - Time - where we work, what we do, time to stop and analyze and listen is limited. Easier to just fix
 - Lack of time; competing priorities
 - Listening techniques where by allowing the folks to talk through their situations so that they can generate their own direction and decisions with guidance from me.

9. Is there any feedback you have for our facilitators Jeff Clanon, Deborah Reidy & Cynthia Way, whether a sustain or an improve?
- Very Good!
 - I really enjoyed this class in every respect above; as well as getting to know the T3 staff better. The practice clinics were key--nothing like learning by doing or watching. I improve - explore more ways / techniques to talk people down / out of the Amygdala hijacks
 - Sustain--Keeping the mood light...lot easier to learn that way
 - Don't think 2 followup dates were needed--maybe just 1; Jeff was a great session leader
 - They were great and presented the course in a manor helpful towards my current position.
 - They're great! Love the adaptability!!
 - All 3 facilitators were very different styles which allowed students to find one to gravitate toward.
 - Jeff--have more confidence in yourself.
 - Overall, it was a good use of time away from work
 - The initial example of the framework with a class member did not work. When you demonstrated it together it really helped clarify. Stay with that would recommend leader's intent sooner maybe on the 2nd day if you move the framework to day 3.
 - All engage with every student, treat everyone with respect and are eager to improve the course as well ass attribute of themselves.
 - I though everyone was attentive to our individual and collective needs and willing to course correct when necessary.
 - It is obvious that all facilitators have a passion for the subject matter which is awesome. Makes the class more enjoyable.
 - I enjoyed the varying styles of the 3 facilitators with each providing a different view of the same technique
 - Excellent presenters. Very engaging and open to the classroom members. Thank all of you for the knowledge and time!!!
 - I would have liked to experience other coaches in the practice clinics. All coaches are great but each offers different approach we can benefit from.
 - Improve--real life situations and outcomes. All things sound good in theory but sometimes external factors play a large role in effecting outcomes.
 - All three facilitators contributed greatly to the total experience. Having Jeff lead over small group was a pleasure. He encourage all of us to grow.

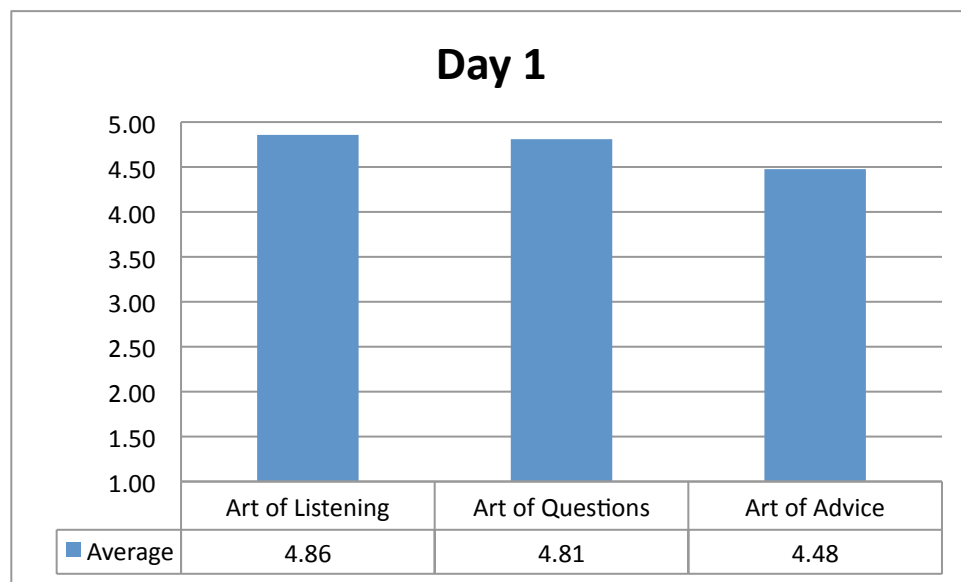
10. How do you rate the usefulness of each component of the training

Ratings are based on 1 to 5 scale

(1 = Not useful at all, 2 = Less useful, 3 = Neutral, 4 = Somewhat useful, 5 = Very useful)

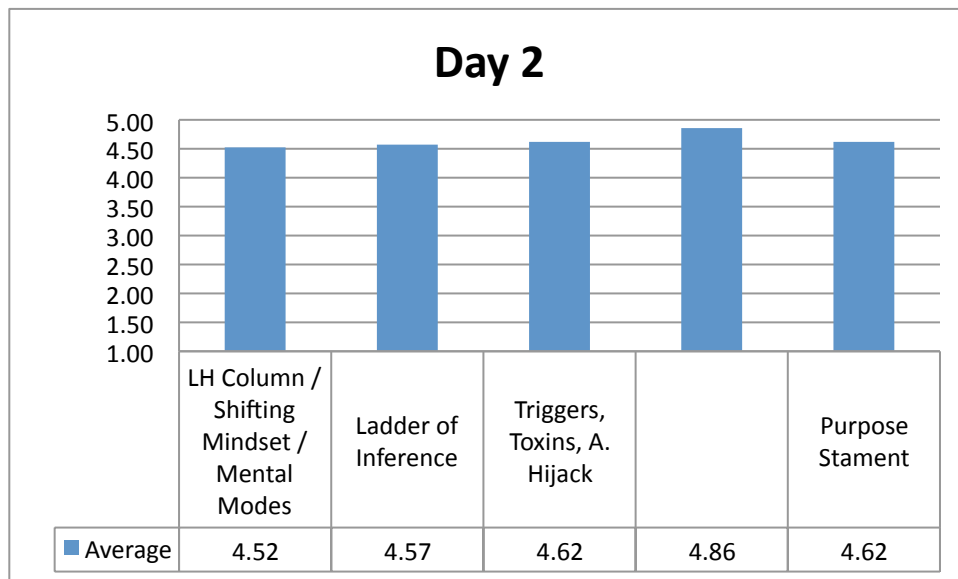
Day 1

- The Art of Listening
- The Art of Questions
- The Art of Advice



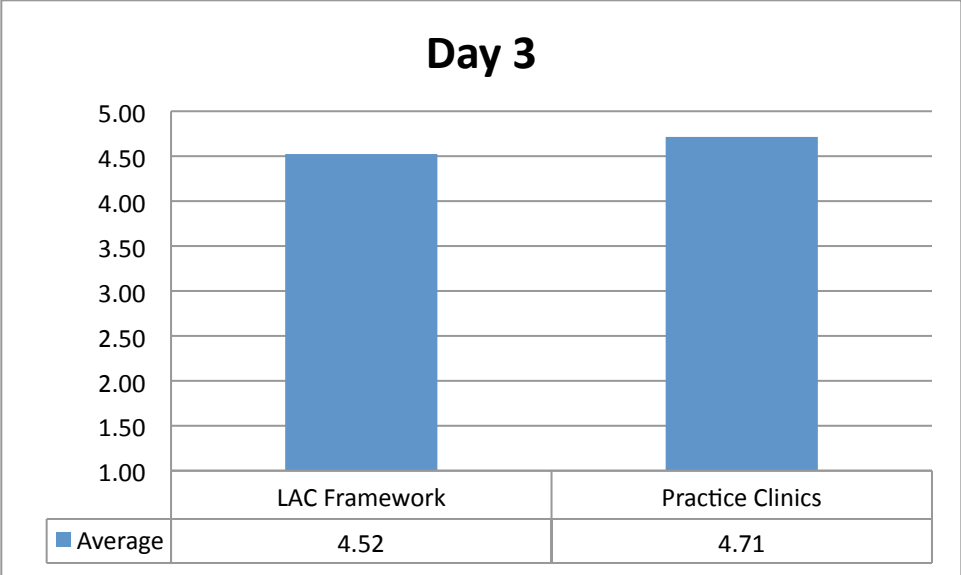
Day 2

- Left Hand Column / Shifting your Mindset / Mental Modes
- Ladder of Influence
- Triggers, team Toxins & Amygdala Hijack
- Sustainability & Keeping the Monkey Where it Belongs
- Purpose Statement



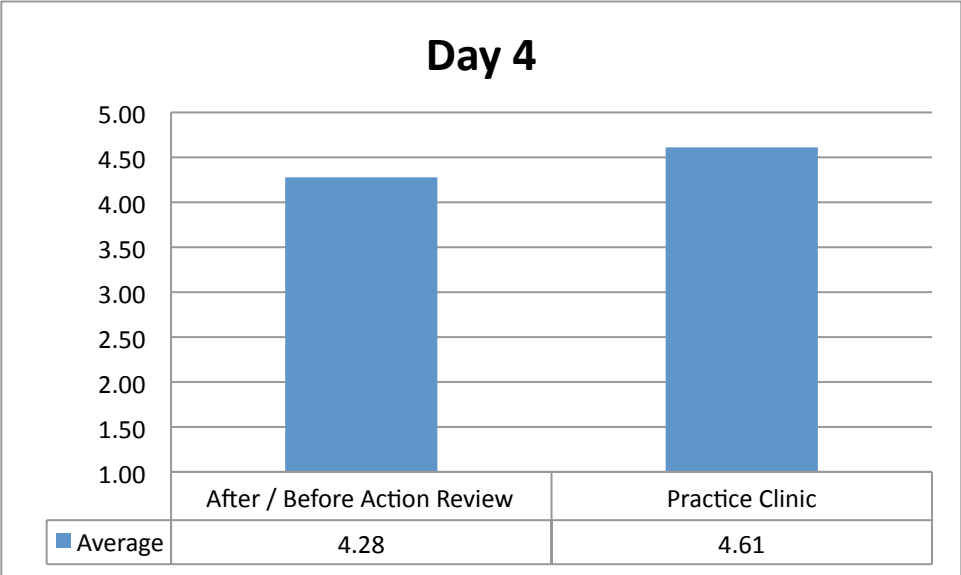
Day 3

- Leader as Coach Framework
- Practice Clinics



Day 4

- After Action Review / Before Action Review
- Practice Clinics



Day 5

- Requests & Promises
- Leader's Intent
- Practice Clinics
- Feedback
- Action Plan

Day 5

