

STAR ★ RESULTS

Inspiring Success

Coaching Effectiveness Report™

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The feedback-gathering process has been created to help build better sales leaders. In this process, you receive feedback gathered from your sales representatives. Their feedback is collated and compared to your self-assessment. This report details the results of that process

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Response Rate

	Self	Sales Reps	All Observers
Frequency	1	4	4

Prepared by: **Self Management Group**, 155 Rexdale Boulevard Suite 304, Toronto, Ontario, M9W 5Z8

All Competencies

		1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Sales Rep Receptiveness	Self					5.0
	Sales Reps					4.8
	All Observers					4.8

		1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Leadership	Self					5.0
	Sales Reps		2.5			
	All Observers		2.5			

		1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Supporting Sales Activities	Self				4.0	
	Sales Reps			2.9		
	All Observers			2.9		

		1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Coaching Flexibility	Self			3.0		
	Sales Reps				4.1	
	All Observers				4.1	

		1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Performance Coaching	Self			3.0		
	Sales Reps					5.0
	All Observers					5.0

Legend: Blue = within 1.0 of self (or self not done) / Green = more than 1.0 above self / Yellow = more than 1.0 below self

		1=<3 hrs	2=3-6 hrs	3=7-9 hrs	4=10-12 hrs	5=12+ hrs
Coaching Time	Self				4.0	
	Sales Reps					5.0
	All Observers					5.0

Legend: Blue = within 1.0 of self (or self not done) / Green = more than 1.0 above self / Yellow = more than 1.0 below self

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Sales Rep Receptiveness

Sales Rep Receptiveness

	1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Self					5.0
Sales Reps					4.8
All Observers					4.8

1. I have a strong relationship with my manager

	1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Self					5.0
Sales Reps				4.0	
All Observers				4.0	

2. I am encouraged to reach my full potential

	1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Self					5.0
Sales Reps					4.8
All Observers					4.8

3. I frequently receive recognition for the work I do

	1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Self					5.0
Sales Reps					5.0
All Observers					5.0

4. I am inspired on a daily basis to do an extraordinary job

	1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
Self					5.0
Sales Reps					5.0
All Observers					5.0

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		1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
5. I am empowered and valued	Self					5.0
	Sales Reps					5.0
	All Observers					5.0

		1=Strongly disagree	2=Disagree	3=Neither agree no disagree	4=Agree	5=strongly agree
6. I am encouraged to develop my talent	Self					5.0
	Sales Reps					5.0
	All Observers					5.0

Legend: Blue = within 1.0 of self (or self not done) / Green = more than 1.0 above self / Yellow = more than 1.0 below self

Leadership

Leadership

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps		2.5			
All Observers		2.5			

7. Improving team performance

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps		2.0			
All Observers		2.0			

8. Demonstrating the knowledge and technical competence required

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps			3.0		
All Observers			3.0		

9. Creating and sharing the vision and inspiring others to support the vision

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps		2.3			
All Observers		2.3			

10. Rewarding individual performance in a manner that is fair

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps		2.3			
All Observers		2.3			

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11. Aligning team objectives to organizational goals and values

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self					5.0
Sales Reps			3.0		
All Observers			3.0		

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Supporting Sales Activities

Supporting Sales Activities

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			2.9		
All Observers			2.9		

12. Identifying new opportunities and target accounts

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			3.2		
All Observers			3.2		

13. Relating well to a variety of people and building relationships

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			2.7		
All Observers			2.7		

14. Establishing individual goals and monitoring progress

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			2.7		
All Observers			2.7		

15. Conducting joint client meetings

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			3.2		
All Observers			3.2		

Legend: Blue = within 1.0 of self (or self not done) / Green = more than 1.0 above self / Yellow = more than 1.0 below self

16. Implementing plans with a sense of urgency and in a thoughtful and efficient manner

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			2.7		
All Observers			2.7		

17. Supporting client negotiations to ensure maximum return

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self				4.0	
Sales Reps			2.7		
All Observers			2.7		

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Coaching Flexibility

Coaching Flexibility

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.1	
All Observers				4.1	

18. Using various coaching styles and techniques

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.2	
All Observers				4.2	

19. Developing team members talents by capitalizing on their strengths

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.0	
All Observers				4.0	

20. Helping other establish development plans

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.0	
All Observers				4.0	

21. Encouraging personal accountability in self development

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.2	
All Observers				4.2	

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22. Identifying the teachable moments in everyday situations

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.0	
All Observers				4.0	

23. Empowering others to do their best

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps				4.2	
All Observers				4.2	

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Performance Coaching

Performance Coaching

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

24. Conducting formal performance reviews

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

25. Following up and holding individuals accountable

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

26. Addressing performance issues in a direct and timely manner

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					4.8
All Observers					4.8

27. Offering regular constructive feedback on performance

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

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28. Articulating expectations for future performance

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

29. Recognizing individual efforts and results

	1=Not at all	2=To a little extent	3=To some extent	4=To a great extent	5=To a very great extent
Self			3.0		
Sales Reps					5.0
All Observers					5.0

Legend: Blue = within 1.0 of self (or self not done) / Green = more than 1.0 above self / Yellow = more than 1.0 below self

Coaching Time

Coaching Time

	1=<3 hrs	2=3-6 hrs	3=7-9 hrs	4=10-12 hrs	5=12+ hrs
Self				4.0	
Sales Reps					5.0
All Observers					5.0

30. My manager has spent ____ hours coaching me in the last month

	1=<3 hrs	2=3-6 hrs	3=7-9 hrs	4=10-12 hrs	5=12+ hrs
Self				4.0	
Sales Reps					5.0
All Observers					5.0

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Competency Summary

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weighted by All Observers

Commitments	Self	All Observers	Sales Reps
Coaching Time	4.0	5.0	5.0
Performance Coaching	3.0	5.0	5.0
Sales Rep Receptiveness	5.0	4.8	4.8
Coaching Flexibility	3.0	4.1	4.1
Supporting Sales Activities	4.0	2.9	2.9
Leadership	5.0	2.5	2.5

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Item Summary

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TOP 5 weighted by All Observers

Items	Self	All Observers	Sales Reps
Coaching Time 30. My manager has spent ___ hours coaching me in the last month	4.0	5.0	5.0
Performance Coaching 25. Following up and holding individuals accountable	3.0	5.0	5.0
Sales Rep Receptiveness 3. I frequently receive recognition for the work I do	5.0	5.0	5.0
Sales Rep Receptiveness 4. I am inspired on a daily basis to do an extraordinary job	5.0	5.0	5.0
Sales Rep Receptiveness 5. I am empowered and valued	5.0	5.0	5.0

BOTTOM 5 weighted by All Observers

Items	Self	All Observers	Sales Reps
Leadership 7. Improving team performance	5.0	2.0	2.0
Leadership 10. Rewarding individual performance in a manner that is fair	5.0	2.3	2.3
Leadership 9. Creating and sharing the vision and inspiring others to support the vision	5.0	2.3	2.3
Supporting Sales Activities 14. Establishing individual goals and monitoring progress	4.0	2.7	2.7
Supporting Sales Activities 17. Supporting client negotiations to ensure maximum return	4.0	2.7	2.7

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Comments

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Please comment on what your manager does well in his/her coaching:

To get started doing BDD with RSpec and Cucumber, we're going to write a problem-solving game that we'll call Codebreaker. Our version will be played in a shell, but it is based on a classic pencil and paper game named Bulls and Cows. We picked a game because we thought it would be more fun than a banking or social networking application. We also wanted something that was small enough to accomplish in a few short chapters but complex enough to provide some interesting edge cases. By the time we get through this tutorial, we'll have planned a small release, planned and executed an iteration, developed some code from the outside in, and have a game we can play at the command line. We'll develop the game using the process and practices of Behaviour- Driven Development that we introduced in Chapter 1, Introduction, on page 22, and that you'll read more about throughout this book. We're going to drive straight on through, stopping only occasionally to review things

He is very good at communicating with a team

My manager is very good at.....

To get started doing BDD with RSpec and Cucumber, we're going to write a problem-solving game that we'll call Codebreaker. Our version will be played in a shell, but it is based on a classic pencil and paper game named Bulls and Cows. We picked a game because we thought it would be more fun than a banking or social networking application. We also wanted something that was small enough to accomplish in a few short chapters but complex enough to provide some interesting edge cases. By the time we get through this tutorial, we'll have planned a small release, planned and executed an iteration, developed some code from the outside in, and have a game we can play at the command line. We'll develop the game using the process and practices of Behaviour- Driven Development that we introduced in Chapter 1, Introduction, on page 22, and that you'll read more about throughout this book. We're going to drive straight on through, stopping only occasionally to review things

Comments

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Please comment on what your manager can do better in his/her coaching:

To get started doing BDD with RSpec and Cucumber, we're going to write a problem-solving game that we'll call Codebreaker. Our version will be played in a shell, but it is based on a classic pencil and paper game named Bulls and Cows. We picked a game because we thought it would be more fun than a banking or social networking application. We also wanted something that was small enough to accomplish in a few short chapters but complex enough to provide some interesting edge cases. By the time we get through this tutorial, we'll have planned a small release, planned and executed an iteration, developed some code from the outside in, and have a game we can play at the command line. We'll develop the game using the process and practices of Behaviour- Driven Development that we introduced in Chapter 1, Introduction, on page 22, and that you'll read more about throughout this book. We're going to drive straight on through, stopping only occasionally to review things

He can learn how to be more patient

My manager can do much better in this

To get started doing BDD with RSpec and Cucumber, we're going to write a problem-solving game that we'll call Codebreaker. Our version will be played in a shell, but it is based on a classic pencil and paper game named Bulls and Cows. We picked a game because we thought it would be more fun than a banking or social networking application. We also wanted something that was small enough to accomplish in a few short chapters but complex enough to provide some interesting edge cases. By the time we get through this tutorial, we'll have planned a small release, planned and executed an iteration, developed some code from the outside in, and have a game we can play at the command line. We'll develop the game using the process and practices of Behaviour- Driven Development that we introduced in Chapter 1, Introduction, on page 22, and that you'll read more about throughout this book. We're going to drive straight on through, stopping only occasionally to review things