



Agilent Technologies, Inc.

Agilent Technologies' corporate-wide executive coaching program for high-performing and high-potential senior leaders features a customized 360-degree-feedback leadership profile, an international network of external coaches, and a "pay for results" clause linked to follow-up measurements.

OVERVIEW	2
BACKGROUND	2
Early Coaching Efforts	2
Agilent Global Leadership Profile	3
DESIGN OF THE APEX PROGRAM	4
Initial Objectives	4
Five Coaching Options	5
Results-Guarantee Clause	6
Worldwide Coaching Pool	6
Internal Marketing	7
ABOUT THE APEX PROCESS	8
Qualification and Coach Assignment	8
What Do Coaches and Executives Do in the Program?	8
Follow-Up with Key Stakeholders	10
MEASUREMENT: THE MINI-SURVEY PROCESS	10
RESULTS	10
Figure 1.1: Aggregate Results for Overall Leadership Effectiveness	11
Figure 1.2: Aggregate Results for Selected Areas of Development	12
Figure 1.3: Aggregate Results for Follow-up Versus No Follow-up	13
KEY INSIGHTS AND LESSONS LEARNED	13
EXHIBITS	
Exhibit 1.1: The Agilent Business Leader Inventory	15
Exhibit 1.2: The Agilent Global Leadership Profile	15
Exhibit 1.3: Agilent Sample Mini-Survey	16
ABOUT THE CONTRIBUTORS	18

OVERVIEW

As a 47,000-person Silicon Valley “start-up,” Agilent Technologies was presented with an opportunity to begin anew. The senior leadership team set out to pursue the company’s future strategy and new corporate values. A focused leadership development program aligned with the company’s strategic initiatives, including an integrated executive coaching program, quickly became a corporate imperative.

This case study will highlight the development and implementation of Agilent’s APEX (Accelerated Performance for Executives) coaching program. APEX has served over one hundred leaders through a sixty-person, worldwide coaching pool over the past two and one-half years. Based on feedback from raters, over 95 percent of the leaders have demonstrated positive improvement in overall leadership effectiveness while participating in the program.

The lessons learned by Agilent Technologies in the implementation of the APEX program serve as valuable insights for any organization committed to the continuing development of key leaders.

BACKGROUND

In 1999, Hewlett-Packard (HP) announced a strategic realignment to create two companies. One, HP, included all the computing, printing, and imaging businesses. Another, a high-tech “newco,” comprised test and measurement components, chemical analysis, and medical businesses. This second company would be named Agilent Technologies.

Agilent became entirely independent on November 18, 1999, while being afforded the NYSE ticker symbol “A” in the largest initial public offering in Silicon Valley history. New corporate headquarters were constructed on the site of HP’s first owned and operated research and development (R&D) and manufacturing facility in Palo Alto, California.

At the time of its “birth,” Agilent declared three new corporate values to guide its future: speed, focus, and accountability. Agilent also retained the “heritage” HP values: uncompromising integrity, innovation, trust, respect, and teamwork.

With a clear understanding of the need for strong individual leaders to build and sustain the company, an immediate requirement emerged to construct the leadership development strategy. The development of future leaders was and remains one of CEO Ned Barnholt’s critical few priorities.

Early Coaching Efforts

A key piece of the emerging leadership development plan would include executive coaching aimed at further developing key executives who were already recognized as high-potential or high-performing leaders.

Executive coaching had an established track record within HP, but efforts were generally uncoordinated. Coaching hadn't been strategically integrated within the company's leadership development initiatives. Multiple vendors and individual practitioners provided different coaching programs at varied prices. Learning from hindsight, Agilent had a desire to accomplish two early objectives: (1) to create an outstanding "corporate recommended" integrated coaching program and (2) to benefit from a preferred discount rate.

One of Agilent's operating units, the Semiconductor Products Group (SPG), had engaged in a coordinated, "results-guaranteed" coaching program beginning in summer 1999 with Keilty, Goldsmith & Company (later to become Alliance for Strategic Leadership Coaching & Consulting). Over fifty of SPG's senior leaders would receive one-year leadership effectiveness (behavioral) coaching, which included a unique "results guarantee." The effort attracted positive attention in the company and would later form the foundation of the APEX program.

In February 2000, Dianne Anderson, Agilent's global program manager, was charged with designing the corporate coaching solution for the company's senior managers and executives (about 750 people worldwide). She worked with Brian Underhill of Keilty, Goldsmith & Company to collaborate on the design and delivery of the new APEX program, based on the same successful coaching model used within SPG.

Agilent Global Leadership Profile

At the outset of the APEX program, it was agreed that a critical need centered on the development of a new leadership behavioral profile to clearly and accurately reflect the company's strategic priorities, core values, and expectations of those in senior leadership roles. Although a leadership inventory had been previously custom-designed to begin the SPG divisional coaching effort, at this time it was largely agreed that an Agilent-wide profile would be needed to position the leadership behaviors throughout the whole organization in a consistent fashion.

This next-generation leadership profile was drafted, based upon key strategic imperatives of top management, Agilent's new and heritage core values, and SPG's original profile. After gathering feedback from multiple sources, the Agilent Business Leader Inventory was created in summer 2000. The primary competencies are provided in Exhibit 1.1.

Later, in spring 2001, Agilent decided to update the Agilent Business Leader Inventory and create a set of profiles that would span all management levels from first-level managers through senior business leaders. A multifunctional team of Agilent and A4SL Coaching & Consulting (A4SL C&C) people set out to create the new profiles.

Through a several-month iterative process of document review, internal inputs, and refinements, a scalable and aligned Global Leadership Profile was developed for use throughout the organization. In the end, the midlevel/first-level manager profile turned out to be 80 percent the same as the executive

profile, with only slight differences in some of the specific behavioral descriptions for “Leads Strategy & Change” and “Drives for Results” areas.

Finally, both profiles were reviewed by a senior manager in each of Agilent’s business units and by representatives of non-U.S. geographies. Feedback from these reviews was incorporated into the final product, and hence the Agilent Global Leadership Profile was ready for consistent application across all divisions and has been in use since summer 2001. The primary competencies are outlined in Exhibit 1.2. Assessment Plus of Atlanta, Georgia, served as APEX’s scoring partner throughout the multiple revisions of the profile.

DESIGN OF THE APEX PROGRAM

Initial Objectives

During the same time that the design of the initial leadership profile was taking place, the basic components of the new coaching program were being considered and crafted. From the outset, the Agilent viewpoint was a coaching program that could address multiple objectives, including

- *Senior manager and executive focus.* Candidates for APEX participation included vice presidents, corporate officers, business unit leaders, general managers, directors, and functional managers.
- *Global reach.* Agilent is a worldwide organization with facilities in more than sixty countries, including the United States. The APEX program would need to effectively serve leaders with coaches in the local region (as often as possible) or within an hour’s flight. The goal was to provide multiple coaching options within each geographic area. Awareness of local cultural nuances would be critical, and local language capability would be highly preferred.
- *Flexible and user-friendly.* APEX needed to be user-friendly from start to finish. To accomplish that a simple menu of options was created, which was suitable for a range of budgets and varying levels of interest in the coaching process. Priority was also placed on creating a program that made it easy to initiate a coaching engagement and easy to administer payment for coaching services.
- *Accountability for results.* APEX needed to provide added value for Agilent. In return for the company’s investment in them, participants would need to demonstrate positive, measurable change in leadership effectiveness as seen by direct reports and colleagues.

Several months of design ensued to meet these objectives. The structure of several coaching options was outlined. A general program description was drafted. A global coaching pool was established, emphasizing locations of

Agilent's key global facilities. Certification standards for APEX coaches were determined. Procurement standards were established to smooth the contracting process. Procedures to guide the 360-degree feedback and follow-up survey scoring were created. Finally, pages on the corporate intranet were developed that contained the program description, pricing, coach bios, and contracting information. The APEX groundwork was now in place.

By design, APEX would be a behaviorally based executive coaching approach, focusing on improving leadership behaviors on the job. APEX would not be used for career planning, life planning, strategic planning, or remedial coaching. This distinction was to be made clear throughout the marketing process.

In May 2000 at a corporate Leadership Development Showcase, the Accelerated Performance for Executives program was officially launched. APEX was introduced to human resource (HR) managers and leadership development specialists throughout the organization. The first participants signed up. Although refinements and new services were continually added, the APEX program history now shows two-plus years of delivering results consistent with the original program objectives.

Five Coaching Options

Based upon an achievement-oriented mountaineering theme implied by the program name, the full APEX offering includes five appropriately named coaching options:

Base Camp. Executive participates in the Agilent Global Leadership Profile and receives a two- to four-hour face-to-face coaching session to review results, select area(s) of development, receive on-the-spot coaching, and create a developmental action plan.

Camp 2. Executive participates in the Agilent Global Leadership Profile and receives six months of face-to-face and telephone coaching and one mini-survey follow-up measurement. Coach conducts telephone "check-in" with key stakeholders. Coaching work is guaranteed for results.

Camp 3. Executive receives six months of face-to-face and telephone coaching and one mini-survey follow-up measurement. Coach conducts up to twelve interviews with key stakeholders and provides write-up of results. Coach conducts telephone "check-in" with key stakeholders. Coaching work is guaranteed for results.

High Camp. Executive participates in the Agilent Global Leadership Profile and receives one year of face-to-face and telephone coaching plus two mini-survey follow-up measurements. Coach conducts telephone "check-in" with key stakeholders. Coaching work is guaranteed for results.

Summit. Executive receives one year of face-to-face and telephone coaching and two mini-survey follow-up measurements. Coach conducts up to

twelve interviews with key stakeholders and provides write-up of results. Coach conducts telephone “check-in” with key stakeholders. Coaching work is guaranteed for results.

In addition, several add-on options were made available, including additional interviews, instruments, and team and group-based experiences.

The intention of multiple options was to allow participants maximum flexibility and selection in their coaching experience. Participants in each option were allowed to upgrade or extend into the next higher option without penalty (for example, from six to twelve months). Some line executives have elected to add a team-building objective with intact team participation in APEX. The most commonly selected option has been High Camp.

Results-Guarantee Clause

Most of the APEX options include a unique offer from A4SL Coaching & Consulting: a results guarantee. *Leaders don’t pay until coaching is complete and leaders don’t pay unless they improve. Improvement is determined by those working with and rating the leader, not by the leader him- or herself.*

This approach has proven to be popular among Agilent executives. In spite of a challenging market environment, leaders can continue their personal development efforts and delay payment for professional services for up to one year. Plus, leaders know beforehand that they will only pay for demonstrated perceived improvements in their effectiveness as determined via a follow-up mini-survey process.

The results-guarantee clause requires “qualification” of potential participants (more on that below). Leaders leaving the program early or who have been determined to no longer be committed are billed a pro-rated amount for the professional fees.

Further, in establishing a relationship with one coaching vendor, Agilent has been able to negotiate a preferred rate. Coaching fees are set as flat rates for each option. Coaches are encouraged to help achieve measurable change without incentivizing them to spend excessive billable time, wasting money and the leader’s valuable time in the process.

Worldwide Coaching Pool

A recurring challenge during the rollout of the program has been the assurance for the availability of qualified coaching resources on a worldwide basis. As a virtual organization, A4SL Coaching & Consulting contracts with independent coaches to deliver coaching services on a worldwide basis. This means A4SL C&C can add coaches to an Agilent coaching pool without incurring additional expenses.

Coaches had to agree to be compensated in the same manner as the results guarantee—no payment (except expenses) until the conclusion of the coaching

program and no payment without successful improvement. Sourcing coaches in the United States was not difficult. However, in Europe and Asia, where executive coaching is less established, quality practitioners have been fewer in number and extremely busy, thus making it difficult to entice them to agree to the results guarantee.

With the wide variance and lack of regulation in the coaching arena in general, it became evident from the outset that a set of coach certification guidelines was needed. Minimum APEX coach requirements were established, which included significant experience working with senior executives, experience as a behavioral coach, multiple years in leadership roles, and an advanced degree. The results guarantee serves as a natural qualifier. That is, generally, the quality coaches believe in their work (and have enough of it), so they can guarantee the results while affording a delay in compensation. Also, coaches agree to participate in company conference calls, remain current in their profession, and abide by a set of ethical guidelines. Coach bios are screened and potential coaches are interviewed in detail.

The coaching pool has grown to over sixty coaches worldwide. Each coach participates in a telephone orientation and receives a sixty-page orientation package. Agilent now hosts quarterly conference calls to keep coaches informed on corporate news, learn about the coaches' challenges in working with Agilent leaders, and provide a forum for peer-to-peer learning.

Internal Marketing

In that APEX stands as a corporate-developed recommended approach, there has never been a guarantee that any of the decentralized businesses would take advantage of the program. Early on, it was agreed that an internal marketing campaign was necessary to highlight the benefits of the APEX program.

The Leadership Development Showcase served as an appropriate opening for the program. Similar presentations were then conducted in a variety of internal HR and leadership development sessions, both in person and via telephone during summer and fall 2000.

As the program grew, word of mouth became an extremely effective marketing tool. As more leaders participated in the program, word began to spread internally. Some line executives have nominated themselves and entire reporting teams to go through the program together as a unit. Higher-profile leaders have been some early adopters, including multiple corporate officers and vice presidents (VPs). It became apparent that the HR managers were well networked with each other as well. As a result, word of APEX spread through the Agilent HR community.

Finally, a corporate intranet site and supporting documentation were created, allowing for easy distribution of information about the program. Much time was spent crafting crisp, straight-to-the-point documentation to assist business leaders in understanding the program quickly.

ABOUT THE APEX PROCESS

Qualification and Coach Assignment

Due to the unique nature of the results guarantee, APEX requires a participant qualification process. Potential participants conduct a brief interview with the A4SL Coaching & Consulting program manager to determine any specific needs and to ensure that APEX will meet their objectives. Participants need to indicate a genuine interest in the program (rather than being “told” to do it), be willing to receive feedback, select areas for development, and follow up with key stakeholders regularly regarding their development goals.

Based on this initial conversation, the program manager sends the participant a set of bios for two to four coaches, based on the participant’s needs, style, and location. Participants then telephone interview the coaches, learning more about the coach’s style, approach, and background. At the same time, coaches ask questions to determine any unique needs or issues for this individual.

In this fashion, executives have a greater sense of ownership in the process. Encouraging the participant to select a coach greatly reduces mismatches. As a further and final qualifier, leaders are required to fund APEX through their own budgets. (Agilent corporate sponsors the design and ongoing development for APEX but not the individual engagements.)

What Do Coaches and Executives Do in the Program?

What actually takes place between the A4SL C&C coach and the participating Agilent leader during the delivery of the APEX process? In the broadest terms, the coach’s efforts in the delivery of coaching services are directed toward two dimensions:

1. The overall feedback process—guiding the participant through the initial online 360-degree feedback solicitation and one or two mini-surveys, as well as helping the participant both debrief and follow up with feedback raters and providers.
2. Content coaching—helping the participant become more effective in a targeted area (for example, listening skills, influencing without position power, coaching others). For most APEX assignments, the development targets are derived via the administration of Agilent’s customized 360-degree feedback instrument, the Agilent Global Leadership Profile.

APEX coaching assignments have tended to originate in one of two ways. The primary method is through individuals entering the program, generally at the suggestion of a manager or HR manager. In other cases, a senior Agilent executive nominates his or her leadership team to undergo development via the

APEX program. Each individual selects an A4SL C&C coach, and the process is initiated. As individual energies rise within the APEX coaching partnerships, team synergies also grow around the collective personal development efforts. The two objectives of personal development and team development are well served in this model.

On a side note, there is a benefit in the team model particularly with regard to the online collection of the 360-degree feedback data. That is, when full teams are nominated to participate together as a unit, the data collection process happens simultaneously for individual members, and frequently the fact that the whole team is participating creates a greater sense of urgency.

The APEX coaching process includes in-person visits coupled with regular, ongoing telephone or e-mail contact. In practice, coaches visit participating Agilent leaders approximately every six to eight weeks (in any given APEX assignment, the number of visits may be higher or lower). Telephone and e-mail contact during a typical month could range from one to six contacts.

It is interesting that for an extended period spanning most of the APEX program's existence, Agilent has been operating under a restricted travel policy. Although an immediate impact on some APEX assignments was a decrease in travel (particularly internationally), most APEX partnerships continued to benefit through the increased use of telephone and e-mail contact.

This travel restriction was successfully handled, in part, through A4SL C&C's global pool of coaches to supply local coaching resources particularly in key international sites. Also, some coaches have had multiple APEX assignments at a given Agilent site (for example Santa Clara; Denver; and Boeblingen, Germany), thereby making even regular travel more economical, since the cost was shared by multiple participants.

During each individual coaching session, any number of topics may be covered:

- Explore the current business context to determine what may be different or similar since the last coaching session
- Review perceived progress toward the developmental action plan
- Identify resources and tools to support the executive's change efforts
- Review the executive's recent experiences with his or her behavioral goals
- Shadow the Agilent leader and observe first-hand personal leadership tendencies (for example, staff meeting, team meeting, feedback delivery, key presentation)
- Role play (coach and Agilent executive assume roles, do a practice delivery or dry run, and conduct critique and review)
- Prepare for or review follow-up efforts with key stakeholders and feedback providers
- Set action items to complete for next coaching session

Follow-Up with Key Stakeholders

The APEX program was grounded in the A4SL Coaching & Consulting research regarding the impact of follow-up on perceived leadership effectiveness. In virtually every organization in which A4SL C&C has delivered coaching services, one lesson is universally the same: *regular follow-up with key stakeholders equates with perceived improvement in leadership effectiveness.*

At least some of the Agilent executives who were seen as following up effectively probably informed raters of their development objectives during the initial debrief of the 360-degree results. The initial debriefing is ideally a focused, five- to ten-minute individual meeting held with each respondent immediately after the 360-degree report is received. The follow-up addresses

- Thanking raters for providing anonymous 360-degree input
- Relating the positive feedback
- Disclosing the developmental goal(s)
- Enlisting the rater's help in the participant's developmental efforts

Having conducted this "initial debriefing," APEX participants are encouraged to follow up with raters at regular intervals (quarterly on average) to pursue additional feedback on their improvement. Figure 1.3 provides some compelling data demonstrating the difference in perceived improvement among those APEX participants who followed up and those who did not.

MEASUREMENT: THE MINI-SURVEY PROCESS

APEX coaching includes up to two online mini-surveys (see Exhibit 1.3). In addition to providing a clear insight into perceptions of behavioral change, these mini-survey results are used to determine improvement for purposes of the results-guarantee clause as well.

Mini-surveys are short, three- to five-item questionnaires completed by a leader's key stakeholders. Raters are asked to measure improvement in the leader's overall leadership effectiveness and specific areas for development. Raters also indicate whether the leader has followed up with them regarding his or her areas for development. Additional written comments are also requested.

Aside from verifying individual improvement, mini-survey data can be aggregated to provide team, group, or corporate-level improvement data.

RESULTS

APEX results to date (as demonstrated by aggregated mini-survey data) are impressive. Figure 1.1 depicts aggregate results regarding improvements in overall leadership effectiveness. (Data originate from APEX as well as original SPG raters.)

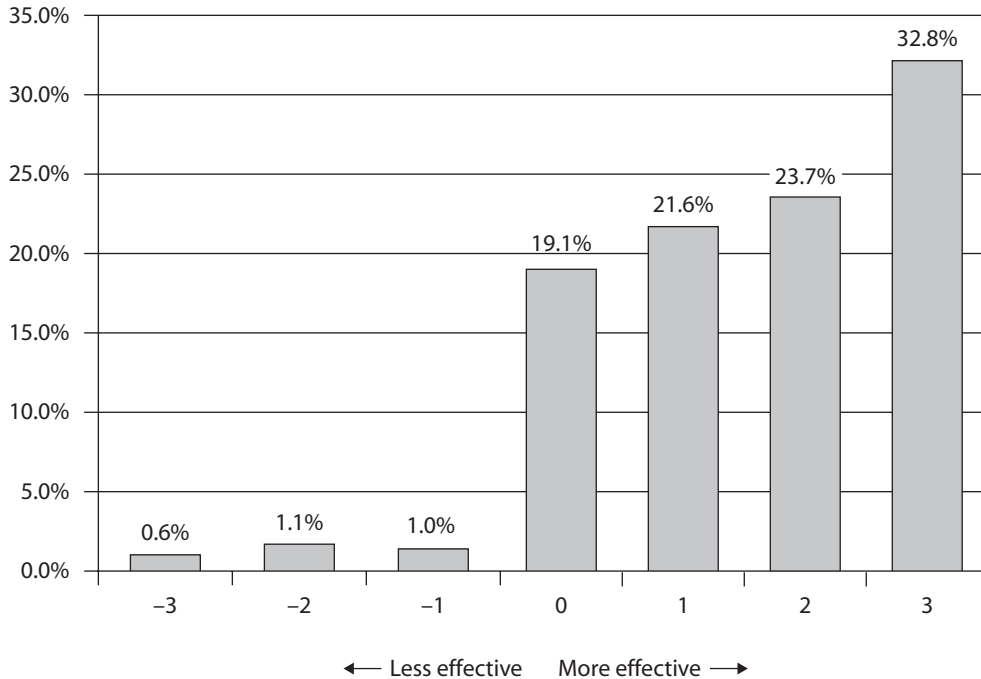


Figure 1.1 Aggregate Results for Overall Leadership Effectiveness.

Source: Data collected and managed by Assessment Plus.

Question: Has this person become more or less effective as a leader since the feedback session?

Scale: -3 “less effective” to +3 “more effective”

N = 831 raters

Seventy-three leaders

Nearly 57 percent of respondents felt that APEX leaders had improved in overall leadership effectiveness to a +2 or +3 level. Over 78 percent of respondents felt that APEX leaders had improved to a +1, +2, or +3 level. Nineteen percent of respondents felt that leaders did not change, whereas nearly 3 percent felt that leaders got worse.

Figure 1.2 depicts improvement in participants’ selected areas for development. (Once again, the data originate from all APEX as well as original SPG raters.)

Improvement on specific areas for development selected by leaders

Scale: -3 “less effective” to +3 “more effective”

N = 2276 raters

Seventy-three leaders

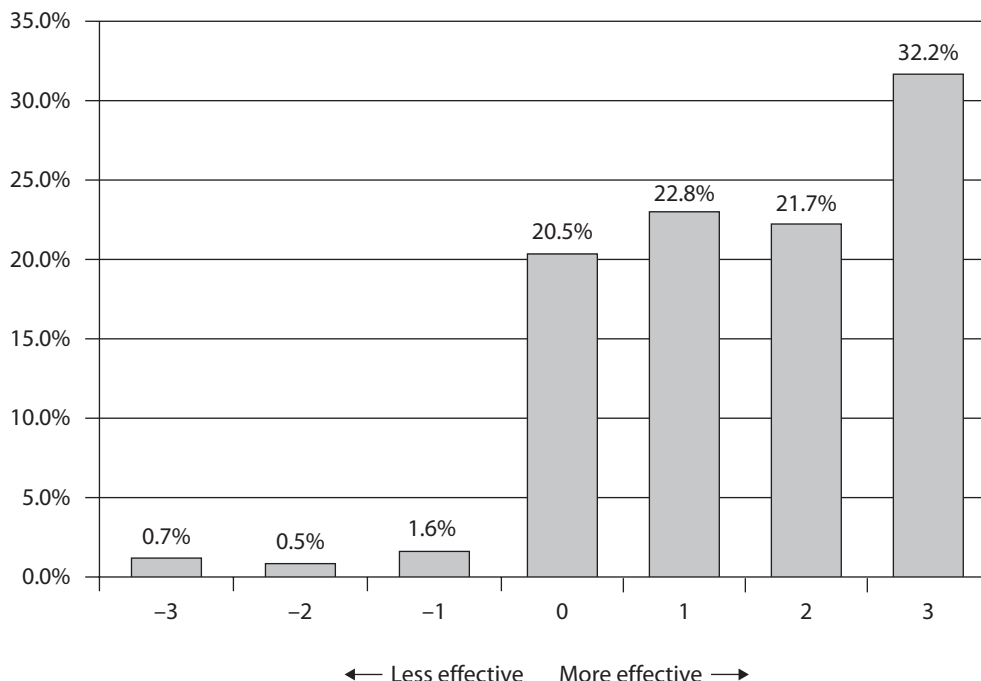


Figure 1.2 Aggregate Results for Selected Areas of Development.

Source: Data collected and managed by Assessment Plus.

Nearly 54 percent of respondents felt leaders improved in their selected developmental goals to a +2 or +3 level. Nearly 77 percent felt leaders improved to a +1, +2, or +3 level. Nearly 21 percent of raters did not perceive any change, whereas 2 percent perceived leaders as getting worse.

**Results for those leaders who followed up versus those who did not
(from APEX and the original SPG groups)**

N = 831 raters

Seventy-three leaders

Of the 831 raters, 530 (64 percent) believed leaders followed up with them versus 301 (36 percent) who perceived no follow-up. Nearly 67 percent of following-up leaders were seen as improving to a +2 or +3 level, compared to 38 percent for those who did not follow up. More notably, 35 percent of leaders who did not follow up were perceived as staying the same (0) compared to nearly 11 percent who did follow up. Over 5 percent of those who did not follow up were perceived as getting *worse*, compared to 1.2 percent of the follow-up group.

In addition, positive feedback was frequently reported through the qualitative remarks of the mini-surveys.

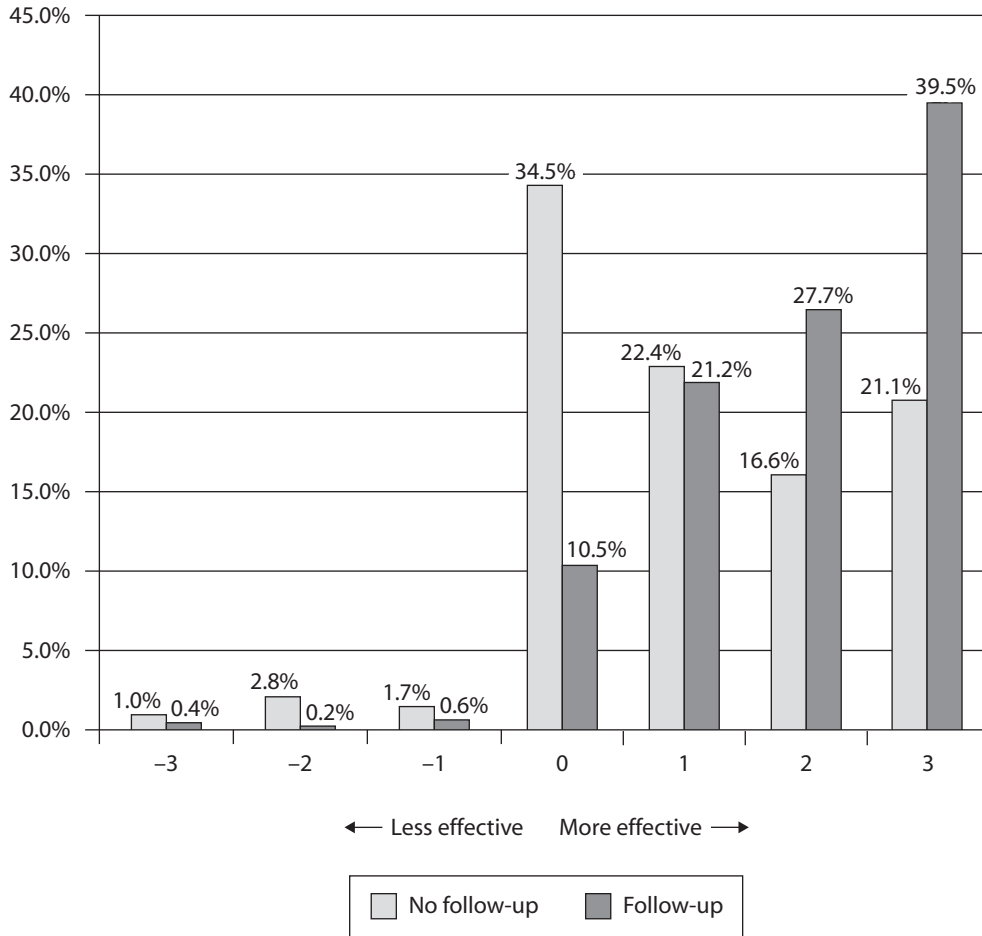


Figure 1.3 Aggregate Results for Follow-up Versus No Follow-up.

Source: Data collected and managed by Assessment Plus.

Overall, APEX results to date have been very encouraging. Leaders are improving in both overall leadership effectiveness and their selected areas for development, as perceived by those working with the leaders.

KEY INSIGHTS AND LESSONS LEARNED

The following are some key insights and lessons learned from the APEX experience that may enable any organization to more effectively implement an executive coaching program:

- *Senior leadership commitment to APEX.* In the last two years, from 2001 to 2003, the technology sector has suffered its worst downturn in recent history. Agilent's APEX program stands as a visible demonstration by senior leadership of their continuing commitment to developing leaders by sponsoring executive and personal development even in a difficult market climate. Many "high-profile" senior leaders were early APEX adopters, and they inspired many more leaders to enroll in the program.

- *Personal commitment of Agilent leaders.* The majority of APEX participants have displayed a high level of personal commitment to self-development as displayed through their respective individual coaching partnerships. The APEX program has experienced a very low percentage of participants becoming disinterested or dropping out; most participants enjoy favorable feedback from mini-surveys administered at the program's conclusion. The investments being made in personal development pay dividends for most APEX participants over time.

- *Worldwide scope of APEX.* A key challenge in the development of the program was locating and retaining high-level coaches internationally who are willing to work under the results-guarantee clause. Early difficulties have since been overcome in developing an international network of qualified coaches willing to work within the performance-guarantee clause. Prior to this, some coaches traveled internationally to deliver APEX coaching services.

- *APEX target audience.* Since its inception, APEX has been and remains a developmental tool targeting high-performing or high-potential Agilent executives. It is not intended to serve as a remedial process for an underperforming executive or as a performance-assessment program. APEX candidates are first screened by Agilent's Leadership Development Group to ensure that APEX is a good fit.

- *Coach follow-up with feedback raters.* APEX coaches keep in regular contact with a leader's key stakeholders. Coaches want to know whether the leader's new behaviors are being noticed by their raters. The only APEX assignment to go full term without achieving successful results had a coach who was out of touch with the raters and did not recognize their continual dissatisfaction with the leader. Because raters are "customers" in the process, coaches regularly communicate with them.

- *Coach mismatches.* The possibility of coach mismatches appears to have been addressed and minimized. Participants starting in the APEX program receive biographies of up to four A4SL C&C coaches within their geographic area. Executives then contact and screen from this set of prospective coaches, and ultimately select their coach. By allowing executives to largely self-select, the APEX experience has yielded very few mismatches. In those very few instances in which a mismatch has surfaced, alternative coaches have been made available.

Exhibit 1.1. The Agilent Business Leader Inventory

- Delivers superior market-driven performance
 - Focuses externally on the customer
 - Drives for results
 - Models speed
 - Models focus
 - Models innovation
- Practices active leadership
 - Leads people
 - Actively manages talent
 - Models accountability
 - Models trust, respect, and teamwork
 - Models uncompromising integrity
- Builds equity in the Agilent brand
 - Practices strategic portfolio management
 - Promotes a global brand
 - Creates a boundaryless organization

Exhibit 1.2. The Agilent Global Leadership Profile

- Delivers high-growth performance
 - Focuses externally on the customer
 - Drives for results
 - Models speed
 - Models focus
 - Models accountability
- Practices active leadership
 - Leads strategy and change
 - Actively develops self
 - Actively manages talent
 - Models uncompromising integrity
 - Models innovation
- Acts globally
 - Creates a global organization
 - Models trust, respect, and teamwork

Exhibit 1.3. Agilent Sample Mini-Survey

Agilent Technologies Mini-Survey Follow-up to the 360-Assessment

Return Information:

You are rating Alison Jerden.

You are in the “PEERS” rater group.

Your Web ID is 434-211667.

You may take this survey online by going to . . .

<http://www.assessmentplus.com/survey>

or . . .

Fax this survey to 1.413.581.2791

or . . .

Mail this survey via traceable carrier (FedEx, UPS, etc.) to . . .

Assessment Plus

1001 Main Street

Stone Mountain, GA 30083-2922

YOUR FEEDBACK MUST BE RECEIVED BY AUGUST 09, 2000

If you have any questions, please call Alison Jerden at 1.800.536.1470

or email ajerden@assessmentplus.com

Company Items

C1 Since the feedback session, has this person followed-up with you regarding how he/she can improve?

1: No

2: Yes

C2 Do you feel this person has become more or less effective as a leader since the feedback session? (Do not consider environmental factors beyond this person's control.)

–3: Less Effective

–2:

–1:

0: No Change

1:

2:

3: More Effective

N: No Information

Original 360 Survey Items

Please rate the extent to which this individual has increased/decreased in effectiveness in the following areas of development during the past several months.

2. Distills market knowledge into meaningful trends and patterns

–3: Less Effective

–2:

–1:

0: No Change

1:

2:

3: More Effective

N: No Information

2a Do you feel that change was needed in the area mentioned in the previous question?

1: No

2: Yes

Exhibit 1.3. (Continued)

- 14 Effectively communicates higher organization's vision
-3: Less Effective
-2:
-1:
0: No Change
1:
2:
3: More Effective
N: No Information
- 14a Do you feel that change was needed in the area mentioned in the previous question?
1: No
2: Yes
- 30 Openly shares information
-3: Less Effective
-2:
-1:
0: No Change
1:
2:
3: More Effective
N: No Information
- 30a Do you feel that change was needed in the area mentioned in the previous question?
1: No
2: Yes

You are rating Alison Jerden

Comments

What has been done in the past several months that you have found to be particularly effective?

What can this person do to become more effective as a manager in the development areas noted above?

ABOUT THE CONTRIBUTORS

Brian O. Underhill is a senior consultant and coach with Alliance for Strategic Leadership Coaching & Consulting, specializing in leadership development and multi-rater (360 degree) feedback, executive coaching, and organizational culture. Brian designs and implements large-scale, results-guaranteed, executive coaching programs at multiple organizations. His executive coaching work has successfully focused on helping clients achieve positive, measurable, long-term change in leadership behavior. His clients have included Agilent Technologies, AT&T, California Public Employees Retirement System (CalPERS), Federal Aviation Administration (FAA), Johnson & Johnson, Sun Microsystems, and Warner Lambert. Brian has a Ph.D. and a M.S. degree in organizational psychology from the California School of Professional Psychology (Los Angeles).

Dianne Anderson is committed to helping individuals and organizations achieve learning, change, and growth. In her current position as global program manager for Agilent Technologies, Inc., she is responsible for all global executive coaching programs, and for learning and organizational effectiveness consulting to one of Agilent's business units. Dianne's career includes leadership positions and operational experience in worldwide marketing for Hewlett-Packard (HP), as well as positions in R&D. Dianne's seventeen-plus years of operating experiences have prepared her to develop the skills, knowledge, and abilities of senior management so they can more effectively compete in the global marketplace. Over her career she has managed complex organizations with multi-million dollar budgets, with experience in line and staff positions at the business unit and corporate levels, and had responsibility for building key marketing and sales capabilities.

Robert A. Silva, since January 2002, has served as head of the coaching practice area for A4SL Coaching & Consulting, a consulting group based in San Diego that specializes in leadership development. Prior to his current role, Bob served as one of the seven directors of Keilty, Goldsmith & Company from 1987 to 2001. Bob's business background includes experience in the investment field with Paine, Webber in Boston, and fourteen years in sales management with Minnesota Mining & Manufacturing Company in New England. During his fifteen years as a consultant and coach, Bob has focused on the design and delivery of training to promote leadership development, organizational values, and team effectiveness. Bob's primary emphasis since the mid-1990s has been in the area of executive coaching, helping leading organizations succeed by enhancing the leadership effectiveness of key individuals.

Karen Walker is the director of client solutions for Assessment Plus and directs the data services for the Agilent programs. Assessment Plus is an Atlanta-based

consulting firm specializing in web-based assessments to maximize results from leadership, team, and organizational effectiveness programs. Karen teaches a 360 Feedback Certification course for Corporate Coach University and a workshop on Best Practices for Implementing 360 Programs through the Cornell University School of Industrial and Labor Relations. Some of Karen's organizational survey clients include Acushnet, Cox Enterprises, Lend Lease, Marsh, Porsche, Vicinity, and Consumer Credit Counseling Services. Karen coaches executives taking part in leadership assessment programs for organizations including the American Cancer Society, Citigroup, Lockheed Martin, Akzo Nobel, BMW, Kodak, and Sun Microsystems. Karen has a degree in Industrial and Systems Engineering from the Georgia Institute of Technology and completed her Ph.D. in Counseling Psychology at the University of Georgia.