

The quarterly newsletter for performance-oriented consultants and HR professionals

Calendar of Events

February 23, 1pm, Using Emotional Intelligence360 for Executive Coaching. FREE User Conference, Ken Nowack, Join us at 800-977-8002-code 980350.

March 4, Feature Product: ExecutiveView360. FREE Executive Coaching article.

March 9-12, Consulting Tools International Strategic Bus. Partners Conference, Copenhagen, Denmark. Featuring 360 feedback, personality and career assessments.

April 8, Feature Product: ManagerView360. FREE Trial, call 866-928-6657.

April 15-17, SIOP 2005 Conf., Pasadena, CA, Ken Nowack, Presenter, **Evaluation of a 360 Program: Implications for Best Practices.**

May 25, Do Zebras Change Their Stripes? Coaching to Change Behavior. FREE User Conference, Rachel Karu, Speaker, 800-977-8002-code980350.

June 5-9, 2005 ASTD National Conference, Orlando, FL. Consulting Tools Inc. Exhibit, #1620



Evidence Based Coaching Using the Post-Then Evaluation Method

Kenneth Nowack, Ph.D., Consultingtools USA Inc

Recent research suggests that self-report formative evaluation procedures not only may be as reliable as behavioral outcome measures of coaching, but they can be more accurate if a “Post-Then” approach is used (Howard & Daily, 1979). This particular self-report evaluation technique control for the error of the “response shift bias” that is inherent in typical evaluation designs (Metzoff, 1981; Nowack, 1986).

Traditional pre-post evaluation designs assume that learners have the same frame of reference when they evaluate their skills, knowledge, attitude,

and abilities before and after a coaching intervention. However, it is unlikely that once coaching is over that the individual would tend to evaluate his/her behavior before the intervention began in the same way (know as the “response shift bias”).

The inclusion of a “Then” measure retrospectively (i.e., a post-coaching measure which asks the participant to re-rate their skills, knowledge, attitudes, and abilities prior to the coaching began) eliminates the “response shift bias” and reflects the frame of reference that the employees had at post-testing.

continued on page 4

Customer Service Perspective: Careful Planning to Avoid Email Issues

As we begin 2005, we want to help clients understand the importance of email addresses, and requesting the email policies of their clients. Certainly, email privacy and spam protection are important issues for corporations, and we respect these guidelines.

When we begin a 360-assessment project, one of our first priorities is understanding how to send the rater emails out so they will be received by the client email server. We have two options that we now use:

1. Ask for (1) HR contact person who receives all emails, and then distributes them for us.
2. Call the client IT department to introduce our project, explain our email intentions and get pre-approval before submitting rater emails.

One brief real-world example demonstrates clearly the importance of email in our work to complete satisfactory online customer support:

continued on page 3

CustomView360 feedback surveys aid hospital strengthen leadership

Joe Cutcliffe, Ph.D., is an organizational psychologist and independent management consultant, specializing in performance improvement, leadership development and team effectiveness. He has 25 years of diverse consulting and corporate management experience and is the principle and founder of Cutcliffe Consulting Group, based in Torrance, CA.

In 2004, Joe used Consulting Tools' CustomView360 in a consulting project with a large Southern California hospital system.

Describe the consulting challenge you faced with the hospital.

The hospital created a challenging strategic plan that required broader and deeper leadership skills than the existing executives possessed. We researched and developed a model of the ideal leadership competencies that would be necessary to achieve the strategic objectives. The model went through many iterations and resulted in 12 core skills and abilities critical to suc-

cess. We then developed a 360 feedback survey consisting of 60 questions to measure to what extent the executives demonstrated these competencies and where they needed to strengthen and develop them further.

How did the design flexibility of CustomView360 affect your timeline, your validation back to the client?

Once the competency model was formed, developing the questionnaire and completing online administration went quickly. We chose to offer the survey online because of multiple work sites and odd shift hours of the hospital personnel. Additionally, using electronic administration allowed us to identify which raters had not completed the survey. We contacted them and boosted the participation rate significantly. The staff at Consulting Tools worked closely with us the whole way and they were very helpful.

Quite often in custom work, you can create composite reports to supply additional

feedback to your client. Did you use this feature with the hospital?

Yes, we created a composite report showing the group results of the top executive team. It revealed that two of the competencies were clearly shared deficiencies among the group: the skills of "Championing Change" and "Developing Talent". Working with the hospital management, we created specific action plans to address the acquisition and development of these necessary leadership skills.

Joe completed his interview with suggestions for other consultants doing a custom-design project:

"Do the research to find the core competencies, keep the questionnaire simple in design- 40-60 questions and provide summary feedback on a 1-to-1 coaching level."

You can contact Joe at 310-540-6234 or jcutcliffe@aol.com if you have further questions on this hospital consulting project. ☺

CUSTOMview360 



ConsultingTools' TeamView360 builds unity

Dr. Ken Brousseau, CEO of Decision Dynamics LLC, a company focused on behavioral profiling and human resource systems design, along with fellow researcher Michael Perrault, developed TeamView360, one of ConsultingTools' most successful 360 feedback products. Dr. Brousseau specializes in behavioral assessment systems for purposes of employee selection, organizational development and career management.

TeamView360 is an assessment tool for processing and presenting individuals' effectiveness ratings as perceived by self and others on a range of 31 different work behaviors. The tool also produces team profiles based on aggregated self and peer

"The company wanted to boost operational integrity and safety. The record shows that's what they got ."

ratings for groups of co-workers. Ken's research included over 8000 ratings to validate the feedback results.

In October 2004, Consulting Tools featured Ken's work in a Teambuilding Teleconference. For this premier issue



of our Consulting Tools newsletter, we continued our dialogue with Ken about the importance of building and sustaining effective teams in business:

The research for TeamView was gathered in the 1990's. As the baby boomers retire in the next 5 years, how will the newer generation values change the norms of teamwork?

All the indications are that people's expectations are moving higher in the areas of teamwork and interper-

sonal skills in general. By inference, I think it's safe to say that people increasingly place higher value on interpersonal skills and competence and expect more from themselves and their coworkers. NOTE: The flexibility of 360 design allows

us to take any current survey work and compare it to the TeamView360 database so that the norms can be adjusted by industry, region or age group.

Today in high schools forming teams for projects, and even expecting team members to teach each other, is very common. From your research, is a team unit an effective model for teaching skills in a work environment?

This trend in education probably is both an outcome and a cause of the increase we are seeing in expectations of interpersonal competence and teamwork abilities to which I just alluded. That is, the trend has been in place for some time in schools, such that people exposed to group assignments in schools are already in the working population. It's a self-reinforcing cycle. Team assignments in schools are an excellent medium for building interpersonal skills.

continued on page 4

CSR Perspective, continued from page 1

Last year, we worked with a corporate department, 70 employees. Each employee could have up to (10) raters who supplied feedback. Doing the math on email distribution, we could potentially email 700-800 raters. In one day of this project, we received 60 rejected emails due to server problems, wrong email addresses, etc.

We did solve this problem, and we learned the importance of pre-planning email distribution in large corporate projects.

Please call our customer service consultant at 800-335-0779 for any email challenges or questions with your assessment projects. We are here to help you! ☺


TEAMview360

Evidence Based Coaching, continued from page 1

The comparison of the post ratings with the “then” ratings is a more accurate (reliable) change score to use to determine the true effect of the coaching intervention. This change score could be tested statistically by using a correlated t-test of independent sample means.

REFERENCES

Howard, G. & Daily, P. (1979). Response shift bias: A source of contamination of self-report measures. *Journal of Applied Psychology*, 64, 141-150.

Metzoff, B. (1981). How to get accurate self-reports of training outcomes. *Training & Development Journal*, 35, 56-61. ⊕

consultingtools

www.consultingtoolsusa.com

3435 Ocean Park Blvd. #214

Santa Monica CA 90405

(866) 928-6657

TeamView 360 Builds Unity, continued from page 3

I believe our society could take a quick, quantum jump in interpersonal competence – especially with respect to teamwork and cooperation – if schools not only made team assignments but also taught students the basic skills needed to perform effectively in teams – e.g., participative decision-making, active-listening, conflict-resolution.

As clients call to get information about TeamView, the most common remark is, “I just want the team to get along better and be more effective”. In your work with TeamView, have you seen quantifiable results as you do post-follow 6 months after TeamView is administered?

Absolutely! Probably the best example is a long-term project we conducted in a crude oil tanker fleet that formerly was a part of Atlantic Richfield Company (ARCO, now part of British Petroleum). We used Teamview extensively over a period of several years, sailing with the crews, in an effort to build high-involvement sea-going teams. The company wanted to boost operational integrity and safety. The record shows that’s what they got – a greatly improved performance record and, by the crews’ own assessments of themselves and shipmates over time, significantly improved levels of teamwork. This project is described in greater detail at: http://decodynamics.com/arco_teams.htm.

“Expectations are moving higher in the areas of teamwork and interpersonal skills.”

You can preview TeamView360 resources, interpretation guide, sample feedback report and Ken’s research on the product at: <http://www.viewsuite360.com/TV360/index.asp>. Ken can be reached at 805-379-2265. ⊕

