GCG

Global Coach Group
Lead for Good



# Leadership Growth Pulse

## Pulse Report for **Joanne S. Smith**

Survey Close Date: September 17, 2024

Report Date: September 17, 2024

Coach: Will Linssen

As part of the leadership development program, Joanne S. Smith began asking for feedforward suggestions from coworkers since Mar 2024.
From then until now, how satisfied are you with their improvement in the following leadership behaviors?

*NIN = No Improvement Needed / No Information Noted
**N = Number of Valid Responses

| Empower and delegate to my team | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Self** Avg: 4.0 |  | - | - | - | 1 | - | - | 1 |
| **Managers** Avg: 3.5 |  | - | - | 1 | 1 | - | - | 2 |
| **Direct Reports** Avg: 4.0 |  | - | - | - | 5 | - | - | 5 |
| **Peers** Avg: 3.7 |  | - | 1 | - | 1 | 1 | - | 3 |
| **Others** Avg: 3.6 |  | - | 1 | 1 | 2 | 1 | - | 5 |
| **All Coworkers** Avg: 3.7 |  | - | 2 | 2 | 9 | 2 | - | 15 |
| | 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

| Ask questions and listen to understand | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Self** Avg: 4.0 |  | - | - | - | 1 | - | - | 1 |
| **Managers** Avg: 5.0 |  | - | - | - | - | 2 | - | 2 |
| **Direct Reports** Avg: 4.8 |  | - | - | - | 1 | 4 | - | 5 |
| **Peers** Avg: 4.0 |  | - | - | 1 | 1 | 1 | - | 3 |
| **Others** Avg: 3.4 |  | - | - | 3 | 2 | - | - | 5 |
| **All Coworkers** Avg: 4.2 |  | - | - | 4 | 4 | 7 | - | 15 |
| | 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

| Average Leadership Growth | | | | | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Coworkers** Avg: 4.0 | | | | | | - | 2 | 6 | 13 | 9 | - | 30 |
| | 1 Not at All Satisfied | 2 Slightly satisfied | 3 Moderately satisfied | 4 Very satisfied | 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

As part of the leadership development program, Joanne S. Smith began asking for feedforward suggestions from coworkers since Mar 2024.

| From then until now, how satisfied are you with how well they communicated their leadership growth areas? | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |
| **Self** Avg: 4.0 |  | - | - | - | 1 | - | - | 1 |
| **Managers** Avg: 4.0 |  | - | - | - | 2 | - | - | 2 |
| **Direct Reports** Avg: 4.2 |  | - | - | - | 4 | 1 | - | 5 |
| **Peers** Avg: 4.0 |  | - | - | 1 | 1 | 1 | - | 3 |
| **Others** Avg: 3.8 |  | - | 1 | 1 | 1 | 2 | - | 5 |
| **All Coworkers** Avg: 4.0 |  | - | 1 | 2 | 8 | 4 | - | 15 |
| | 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | | | | | | | |

| From then until now, how satisfied are you with their implementation of their action plan? | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |
| **Self** Avg: 5.0 |  | - | - | - | - | 1 | - | 1 |
| **Managers** Avg: 3.5 |  | - | - | 1 | 1 | - | - | 2 |
| **Direct Reports** Avg: 3.6 |  | - | - | 2 | 3 | - | - | 5 |
| **Peers** Avg: 3.0 |  | - | 1 | 1 | 1 | - | - | 3 |
| **Others** Avg: 3.8 |  | - | - | 2 | 2 | 1 | - | 5 |
| **All Coworkers** Avg: 3.5 |  | - | 1 | 6 | 7 | 1 | - | 15 |
| | 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | | | | | | | |

| From then until now, how satisfied are you with their improvement in overall leadership effectiveness? | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|
| **Self** Avg: 4.0 | - | - | - | 1 | - | - | 1 |
| **Managers** Avg: 3.5 | - | - | 1 | 1 | - | - | 2 |
| **Direct Reports** Avg: 3.6 | - | 1 | 2 | - | 2 | - | 5 |
| **Peers** Avg: 3.7 | - | - | 1 | 2 | - | - | 3 |
| **Others** Avg: 3.8 | - | 1 | 1 | 1 | 2 | - | 5 |
| **All Coworkers** Avg: 3.7 | - | 2 | 5 | 4 | 4 | - | 15 |
| 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

| From then until now, how satisfied are you with the impact of their improvement on team effectiveness? | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|
| **Self** Avg: 4.0 | - | - | - | 1 | - | - | 1 |
| **Managers** Avg: 4.5 | - | - | - | 1 | 1 | - | 2 |
| **Direct Reports** Avg: 3.6 | - | - | 2 | 3 | - | - | 5 |
| **Peers** Avg: 4.3 | - | - | - | 2 | 1 | - | 3 |
| **Others** Avg: 4.3 | - | - | - | 3 | 1 | 1 | 5 |
| **All Coworkers** Avg: 4.1 | - | - | 2 | 9 | 3 | 1 | 15 |
| 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

| From then until now, how satisfied are you with the impact of their improvement on organizational performance? | | Spread of Opinion | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Self** Avg: 5.0 |  | - | - | - | - | 1 | - | 1 |
| **Managers** Avg: 4.5 |  | - | - | - | 1 | 1 | - | 2 |
| **Direct Reports** Avg: 4.0 |  | - | - | 1 | 3 | 1 | - | 5 |
| **Peers** Avg: 4.5 |  | - | - | - | 1 | 1 | 1 | 3 |
| **Others** Avg: 4.0 |  | - | - | 1 | 3 | 1 | - | 5 |
| **All Coworkers** Avg: 4.1 |  | - | - | 2 | 8 | 4 | 1 | 15 |
| | 1 Not at All Satisfied · 2 Slightly satisfied · 3 Moderately satisfied · 4 Very satisfied · 5 Extremely satisfied | **1** | **2** | **3** | **4** | **5** | **NIN** | **N** |

As part of the leadership development program, Joanne S. Smith began asking for feedforward suggestions from coworkers since Mar 2024.

From then until now, what has Joanne S. Smith done in their leadership growth areas to become a more effective leader and what did you find particularly effective? You can add comments in your preferred language:

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|---|---|
| **Self** | It has been an exciting and hard journey. I can feel the improvements made in empowering and delegating to my team. In the beginning, it took more time to get them up to speed and I see the fruits of that labor coming clearly in an accelerating pace. Trust is developing further all across the team. Asking questions does not come naturally to me when I have the answers in my head. Making more notes in meetings helps and connecting questions to KPIs focused the discussions well. |
| **Managers** | Joanne's growth in these areas has had a positive impact on the team's productivity. By empowering and trusting them, she has streamlined workflows, making them more efficient and motivated. |
| | Joanne has significantly improved in empowering and delegating to the team. She entrusts them with important tasks, allowing them to take ownership and excel in their roles. This has enhanced their sense of responsibility and boosted team morale. This has become very visible to me, and more people in her team are interacting with me directly, which has upsides and downsides. Joanne's ability to ask questions and listen to understand has been good. I can see she applies that in our conversations too. She actively seeks input and values the perspectives of others in her team. This has created an inclusive environment where they all feel heard and appreciated. |
| **Direct Reports** | Joanne has shown great progress in empowering the team. She delegates effectively and trusts us to take charge of projects. This not only reduces her workload but also helps us develop new skills and grow professionally. Her commitment to asking questions and listening to understand has greatly improved team communication. We now feel more comfortable sharing our thoughts, leading to more innovative and collaborative solutions. |
| | Joanne's progress has made us more resilient as a team. Her trust has motivated us to overcome challenges and tackle complex projects with confidence. Her improved delegation skills have enhanced our skill set. We've learned new things under her guidance, which has been both fulfilling and professionally enriching. |
| | Joanne's growth has positively impacted our job satisfaction. Feeling empowered and heard has made coming to work a more enjoyable experience. Her eagerness to ask questions and listen has improved the quality of our work. We now have a deeper understanding of our tasks and can perform at our best. |
| | Joanne's improved delegation skills have allowed her to focus on strategic tasks, resulting in better project outcomes. Her trust in the team has reduced bottlenecks and expedited decision-making. Her commitment to asking questions and actively listening has improved our problem-solving. We can now address issues promptly and make informed decisions with her guidance. |

| | |
|---|---|
| | and make informed decisions with her guidance. |
| | Thanks to her willingness to listen and ask questions, our ideas and concerns are heard, leading to a healthier work environment. Joanne's approach has strengthened our team's cohesion and trust. Joanne's improved delegation skills have allowed her to focus on strategic tasks, resulting in better project outcomes. Her trust in the team has reduced bottlenecks and expedited decision-making. |
| **Peers** | Joanne's progress in these areas has not gone unnoticed. She's created a more harmonious work atmosphere, making us feel like a cohesive unit that genuinely collaborates and respects one another. |
| | Her approach to asking questions and listening attentively has improved our problem-solving capabilities. We now find innovative solutions to challenges as a collective. |
| | Thanks to your questions and active listening, we've become more adaptable. We can quickly respond to changes and make well-informed decisions together. Joanne's progress has positively influenced my career growth perspectives. I am excited about my potential, and her delegation has paved the way for us to take on more responsibilities. |
| **Others** | Her ability to ask questions and listen attentively has fostered open dialogue, which has been instrumental in resolving conflicts and enhancing our collaboration. Joanne's delegation skills have saved us time and reduced stress. |
| | Her practice of asking questions and actively listening has built stronger relationships across her network. We trust each other more, which has a direct impact on our collaboration and results. |
| | Her delegation skills have improved project outcomes, making us more successful as a team. The impact is evident in our achievements and recognition. |
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As part of the leadership development program, Joanne S. Smith began asking for feedforward suggestions from coworkers since Mar 2024.

What can Joanne S. Smith do in their leadership growth areas to become more effective as a leader in the next 3-4 months? You can add comments in your preferred language:

| | |
|---|---|
| **Self** | Do more and do better at my end. Involve coworkers more at the same time. |
| **Managers** | Prioritize tasks for delegation based on team members' strengths and skill sets. |
| | To enhance her progress in the next months, Joanne could further refine her delegation skills by identifying more tasks that can be transferred to team members, ensuring a balance between her workload and theirs. And opening opportunities for me to delegate bigger responsibilities to her. |
| **Direct Reports** | Implement a structured delegation plan, clearly defining roles and responsibilities for each team member. Provide regular feedback and constructive criticism to team members to help them grow in their roles. |
| | Prioritize conflict resolution to address any disagreements within the team. When projects get close to their due dates, the tension rises quickly. You need to proactively diffuse that. |
| | Invest time in team-building activities to strengthen collaboration and trust among coworkers. Practice empathy when interacting with team members to better understand their needs and concerns. |
| | Encourage team members to take ownership of their tasks and projects. |
| | Offer additional training and resources to team members to support their development. |
| **Peers** | Create a feedback loop with team members to continuously assess the effectiveness of delegation efforts. |
| | Stay updated on industry trends and best practices to bring fresh insights to the business. |
| | Invest in time management techniques to balance delegation and strategic responsibilities. |
| **Others** | Seek opportunities to lead by example, demonstrating active listening and asking open-ended questions. Develop a communication protocol to ensure that other coworkers are well-informed and aligned with project objectives. |
| | Foster an environment where people feel comfortable sharing ideas and concerns. |
| | Foster a culture of continuous learning and encourage team members to pursue professional development opportunities. Consider involving team members in decision-making processes to boost their sense of ownership and commitment. |

decision-making processes to boost their sense of ownership and commitment.

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Are there any additional comments you would like to share? You can add comments in your preferred language:

| | |
|---|---|
| **Self** | It is a long journey but it is worth it for all. |
| **Managers** | Your commitment to empowering the team is a shining example of true leadership. Keep fostering that trust and watch the collective success soar. |
| | Keep up the great work that is helping us all to get better. I have been implementing some of your ideas to others in my team as well. They love it. |
| **Direct Reports** | I am very satisfied with the current progress and pace. Keep up the good work and take me along on your journey. |
| | Your growth has brought about a stronger, more motivated team. Keep pushing us to excel; we're ready for the challenge. |
| | You've reduced stress and boosted efficiency through delegation. Keep empowering us, and we'll conquer even more together. |
| | You've created a more inclusive workplace, and we all appreciate your genuine efforts. Keep up the fantastic work! |
| | Your willingness to ask questions and listen attentively has transformed our work environment into a place of collaboration and innovation. Don't stop! |
| **Peers** | Your delegation skills are top-notch. Keep on trusting your team and peers, and they will feel the pressure and motivation to rise to the occasion. |
| | Your commitment to open dialogue has made us better collaborators. Keep fostering those strong relationships within the team. |
| | Your curiosity and listening skills have made us better problem solvers. Keep encouraging us to think critically and creatively. |
| **Others** | Establish a mentoring program within the team to foster knowledge sharing and skill enhancement. |
| | Joanne, your leadership is like a guiding light. Keep shining it on us, and we'll continue to grow and thrive. |
| | Your resilience and trust have strengthened our team. Keep challenging us, and we'll overcome every obstacle in our path. |
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## Respondents Overview

| Relationship | All Respondents | Valid Responses |
|---|---|---|
| Self | Joanne S. Smith | 1 |
| Managers | Emily Degrasso | 2 |
| | Michael Chan | |
| Direct Reports | Charlotte Richardson | 5 |
| | Daniel Daceaux | |
| | Ethan Gomez | |
| | John Peterson | |
| | Mia Copernicus | |
| Peers | Eva Khadarovski | 3 |
| | Liam Keaton | |
| | Olivia Kim | |
| | Peter Thiel | |
| Others | Anton Debeers | 5 |
| | Benjamin Wright | |
| | Sanjiv Khandelwal | |
| | Adam Desmond | |
| | Fred Jones | |
| | Piotr Glenske | |
| **Total** | **18** | **16** |