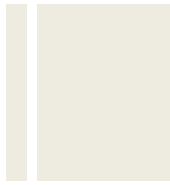


momentor

Translating Feedback into Behavior Change



Momentor ROI Case Study

Envisia Learning, Inc.



Enlighten.
Encourage.
Enable.

Momentor ROI Case Study

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PURPOSE: The Department of Pathology at a leading University of California medical center wanted to improve the ability of its leaders to become more effective development coaches to help engage and retain high potential talent. A comprehensive Executive and talent development intervention was designed by the human resources department and outside consulting firm (Envisia Learning) to enhance the performance coaching skills of the senior leadership team and pilot a talent development effort with one of the labs within the Pathology Department (12 employees).

DESCRIPTION: A comprehensive performance leadership coaching and talent development intervention was designed with strong involvement and commitment of the senior team in the Pathology Department. Elements of the program included:

Executive Team

- Completion of their own 360-assessment (Manager View 360)
- One-Day performance coaching workshop
- Pilot with one lab department using **Momentor/Coach Accelerator**
- Meeting with all direct reports in the department quarterly to create and monitor development plan using **Coach Accelerator**
- Individual meetings with Human Resources to apply the performance coaching model taught during the one-day workshop

Lab Program Participants

- Attended kick off and debriefing workshop co-facilitated by the senior executive and human resources to introduce the program and interpret their 360 feedback reports (Performance View 360)
- Utilized an online developmental planning/reminder system called **Momentor** to set and track development goals based on their 360 results
- Met quarterly with their manager to discuss progress on their development plans
- Attended quarterly brown bag lecture series on topics including communication, conflict and interpersonal relations conducted by HR
- Human Resources contacted each participant quarterly to discuss progress on the development plan
- Follow up 360-assessment (13-months)

ASSESSMENTS: The executive team utilized a validated 360-feedback assessment called **Manager View 360** which measures 20 competencies derived from a job analysis of supervisors/managers in diverse industries. **Manager View 360** has shown strong psychometric properties and criterion related validity in several studies.

Employees in the pilot lab department (N = 11) used **Performance View 360** which is derived from **Manager View 360** but is designed for non-supervisors, specialists and independent contributors. **Performance View 360** contains 74 questions and measures 14 competencies in the areas of Project/Task Management, Interpersonal/Team and Communication areas.

Each employee asked an average of 11.2 raters that included their own supervisor, peers and other department staff whom they worked with closely. The same 360-assessment was used 13-months later to evaluate change or progress on their development plans.

An online developmental planning and reminder system called **Momentor** was used in this program to help employees to understand and interpret their report, create and monitor progress on their behaviorally oriented professional development plans targeting one or more of the competencies measured by **Performance View 360** and to invite their managers and human resources to be their “coaches” during the 13-month program.

Momentor also contains an extensive competency based resource library mapped to the 14 competencies measured by the 360-assessment with over 1,500 developmental suggestions, books, articles, websites/Blogs, video/audio and other resources that can be incorporated into individual development plans.

The managers and human resources are able to review the developmental plans of the employees using **Coach Accelerator** which is linked to the online system used by the employees. **Coach Accelerator** allows the managers to be better performance coaches by allowing them to:

- Track and monitor progress on the employee development plans
- Provide feedback about development plan selection and progress
- Utilize the same competency based resource library as the program participants
- Generate a utility report about the staff’s progress and completion of their development plans

Nowack, K. (1998). *Manager View 360. Feedback to managers: A review and comparison of multi-rater feedback instruments.* In Fleenor, J. & Leslie, J. (Eds.), Center for Creative Leadership, Greensboro, NC.

Nowack, K. (1997). *Congruence Between Self and Other Ratings and Assessment Center Performance.* *Journal of Social Behavior and Personality, Volume 12,* 145-166

Nowack, K. (1993). *Assessment Center Performance and Basic Skills.* Paper Presented at the Eight Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA, April 1993.

OUTCOMES: A number of metrics were used to assess how well the direct reports demonstrated improvement in their targeted development plans. Some preliminary results include:

1. The senior management team modeled the use of the online developmental planning system (**Momentor**) with 88% creating a development plan and 44% completing at least one competency in their plan. A total of 69% of those who established a developmental plan completed it within 12 months.

A composite analysis of the senior management team using **Manager View 360** revealed the following competencies as team strengths and potential development areas:

- Strengths: Communication, Planning, Delegation, Follow Up, Decisiveness
 - Development: Conflict Management, Leadership/Influence, Employee Involvement, Recognizing/Rewarding Talent, Team Development
2. A time series 360 (13-month comparison of Time 1 and Time 2 scores) of all departmental staff showed increase in perceived effectiveness on all 14 competencies viewed by manager and peers. Analysis of variance was used to determine whether the change over time was significant perceived by the various rater groups.

A significant main effect was obtained for time across a composite score of all competencies and each of the three main groups including Task/Project Management, Interpersonal and Communication (Overall $F = 4.72$, $p = .03$). In summary, significant change in task, interpersonal and communication competence was seen in this entire group over the 13 month period as viewed by all raters.

A significant interaction effect was obtained for rater type and time for the Task/Project Management cluster of competencies composed of Time Management/Planning, Project Management, Decisiveness, and Problem Solving ($F = 3.27$, $p = .02$) with significant observed changes by peers and internal customers. These rater groups are most likely to see change in performance on a daily basis and perhaps more accurately than their own managers who did not observe significant change in this task management set of competencies over the 13 months.

3. All participants (100%) created a professional development plan focusing on one or more competencies within **Momentor**. Eighty percent of all participants completed at least one competency in its entirety and as of this report, 40% reported completing their entire plan (the remainder are still working on them).

4. The average time to complete a development goal with **Momentor** was 53 days (standard deviation = 46 days) with the majority of off the shelf resources used being Envisia Learning's developmental suggestions (55%), reviewing specific website articles or blogs (23%), reading of books (12%) and watching videos (10%).

5. For the departmental participants who participated in this intervention (N = 11), the *most frequent competencies* elected to work on within **Momentor** included the following:
 - Negotiation/Conflict Management
 - Listening
 - Collaboration
 - Influence
 - Interpersonal Sensitivity

It is interesting to note that these developmental competencies were largely *interpersonal* rather than task focused. A composite analysis was done at Time 1 for this group revealing the following strengths and developmental areas as shown below.

These findings suggest that participants overwhelmingly focused on *potential development areas* on their own 360 feedback, rather than, emphasizing or *leveraging their strengths*.

- Strengths: Project Management, Written Communication, Planning/Organizing, Oral Communication, Two-Way Feedback

- Development: Conflict Management, Team Support, Leadership/Influence, Listening, Interpersonal Sensitivity

CONCLUSION

Overall, these findings suggest that performance can be practically enhanced by using a 360-degree feedback process involving managers as managers as performance coaches and the use of an online goal setting, reminder and evaluation system called **Momentor**. Significant behavior change is an important metric for 360-degree feedback interventions that has practical implications for talent and leadership development (Nowack & Mashihhi, 2012).

Nowack, K. (2009). Leveraging Multirater Feedback to Facilitate Successful Behavioral Change. *Consulting Psychology Journal: Practice and Research*, 61, 280-297

Nowack, K. & Mashihhi, S. (2012). Evidence Based Answers to 15 Questions about Leveraging 360-Degree Feedback. *Consulting Psychology Journal: Practice and Research*, Vol. 64, No. 3, 157–182.

Figure 1

Talent Development Program

Department of Pathology Case Study

TALENT ASSESSMENT

OUTCOMES

Talent Development Workshop

- Co-Facilitated by Envisia Learning human resources and senior staff within the Pathology Department
- Introduced the validated 360-feedback assessment process measuring 14 competencies in the areas of project/task management, communication & interpersonal relations

Senior Management

- Attended 1-Day Performance Coaching Workshop
- Took a management 360 and used an online developmental planning system to create and monitor their own executive development
- Used these same tools with a pilot department (12 non-supervisors)
- Met quarterly with each direct report to track and monitor development plan progress

Development Plans

Individual Feedback Meetings to Finalize Development Plans/Quarterly Trainings

Tracking/Monitoring Plans

Use of Momentor to Track and Monitor Progress

Post-Program 360-Feedback Assessment (13-Months)

1. Significant Pre-Post Behavior Changes on all 360 Feedback Competencies 13-Months Later
2. Development Plans (13-months)
 - 100% of the employees created a plan
 - 80% completed a plan targeting one competency
 - 40% reported completing their entire plan
3. Average Time to Complete a Goal was 53 Days
4. Development Plans Resources Included: Off-the-Shelf Suggestions (55%), Reviewing Websites/Blogs (23%), Books (12%), Watching Videos (10%),
5. Competencies Most Frequently Targeted
 - Negotiation
 - Listening
 - Collaboration
 - Influence/Leadership
 - Sensitivity

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