



Stakeholder Centered Coaching - After Action Review

Client: Darren Willner

Manager: Robert Fosmire

Coach: Catherine Cantey

Stakeholders: Robert Fosmire, Caitlin Boger-Upton, Nicholas Baker, Elizabeth Schonholz, Karen Duplantis

December 18 - January 6

What did I set out to do?

This timeframe was dedicated to the holiday season as well as working on performance evaluations for my team. I focused on overall alignment for the team members and my focus on communication and accountability

What happened?

While I was unable to connect with stakeholders during this period, I was focused on my approach with goal setting and expectations, something that was important as far as my coaching is concerned.

Why did this happen and what insights did I gain?

I saw that for some of my team members, there were some gaps in the process that need to be filled in for next year. While I still believe that there are no surprises, it was apparent to me that I need to update my approach for 1:1 goal tracking.

What will I do going forward?

Moving forward, I will be tracking goals on a written document and review the sections on a bi-weekly basis. The team member will be able to write their own assessment and I will write my perspective, providing a guide that will be easily used for next year's evaluation period. While it is unfortunate that I was unable to connect with my stakeholders, I was able to take advantage of this time and dedicate myself to being a better leader in 2024.



December 4 - December 15

What did I set out to do?

During this period I continued an approach of slowing down my own thought process and choosing my words more carefully where needed. Focused on asking more questions to gain alignment and allowing others to make the decisions that allowed them some leeway. Being a partner and showing understanding while not being rigid in my approach.

What happened?

There were some interesting moments where I allowed managers to make their own decisions and things played out both good and bad where they were able to see how their contributions play out when they are given the ability to be leaders in their own right. Some situations were positive, while valuable lessons were learned in other scenarios, none that put anything in danger at the company, but did allow for positive outcomes. Getting the additional feedback that unsolicited feedback is being given around me is a huge feather in my cap.

Why did this happen and what insights did I gain?

Slowing down and not immediately engaging allows all parties to have a deeper understanding of their role, both for individual contributors and managers. Not immediately jumping in and trying to solve a situation allows me to have more of a 360 view to the issue at hand, but also allows others to think about their next action. I am being told that this is a more thoughtful approach, but in essence I am listening more to understand and others are given the ability to make their own decisions. As well, being patient with others is a huge part of this success. While we have processes in place, we may need to allow for flexibility... allowing the policies to guide us but not define us is key.

What will I do going forward?

This path is garnering great results. While it is not perfect, it is giving me the opportunity to not need to jump into every situation and get other more focused work accomplished. While everything is not perfect, everyone is learning more at an accelerated pace. Being open minded to the needs of others, where not immediately defined, but allows for partnerships through the org, allows for better working relationships. I am very thankful for the feedback I have received and the positive outcomes.



November 20 - December 1

What did I set out to do?

Continue placing an emphasis on my communication and accountability and following the action plan I created to ensure positive outcomes.

What happened?

The stakeholders are starting to take notice of specific instances where I am placing the focus in these areas. As well, individuals are commending my own efforts and using them as examples for their own behaviors. Some stakeholders are mentioning that while they are not seeing specific behaviors, they are noticing a relationship change.

Why did this happen and what insights did I gain?

Overall, I believe slowing down and approaching individual items and issues without jumping to solutions, while difficult internally, is creating a positive atmosphere for individuals to want to partner with me. While inside I may be feeling like I want to get others to move over to my thinking quicker, we are still getting to the same place and others feel satisfied with their own standing within the organization.

What will I do going forward?

Again, I will continue moving along the path with actively pursuing other opinions and gain alignment through query and not by force. The feedback has been overwhelmingly positive, which will lead to the results I would otherwise strive for.



November 6 - November 17

What did I set out to do?

My aim was to start the journey working on improving communication and accountability using the action plan that was created using stakeholder feedback.

What happened?

Much of the feedback was that change was not directly noticed, however, the sentiment has been positive in the areas that I need to grow.

Why did this happen and what insights did I gain?

The process is new to many people, and while I did not gain much in the feedback sessions, there were other interactions that spoke higher of the changes I am aiming for. I have spent time thinking of what was said in a few meetings, and while I was unable to garner much feedback or have stakeholders notice change, I heard items where the changes are so subtle that they did not even realize change had happened (see Karen).

What will I do going forward?

Moving forward, I will continue on a path with continuing having more constructive conversations with others and being more of a guide when needed. Some feedback has been to let those reporting to me spread their wings, but also help others see my path forward by moving towards ideal final results.