

# Milestones, Inc.

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*Developing individuals and organizations one milestone at a time*

**#25 October-November, 2003**

## ORGANIZATIONAL DEVELOPMENT SURVEYS: CAN THEY HELP YOU?

Milestones recently conducted an Organizational Climate Survey with 200 managers of City National Bank. Questions were customized around the five areas in which the bank's leadership was most interested. Additionally, each question was then custom-tailored to suit the bank's leadership issues. Results revealed patterns their leadership were eager to uncover. They were pleased that the survey's anonymity encouraged participants to be so candid and honest.



"The Milestones organizational survey was just what the doctor ordered for our Executive Committee members and leadership colleagues," affirmed Thom Miller, executive vice president/director of marketing. "It provided a rare opportunity to shine a very bright light on many of the communication and

leadership challenges that lie ahead as we grow our bank to the next level."

**Many of Milestones, Inc.'s clients have expressed similar challenges:** "The need for accurate and timely assessment of human and organizational challenges has never been more important than in today's ever changing workplace," says Madelon Miles. Managers must constantly be in touch with what their employees want, how well they are achieving individual and organizational goals, and where the organization may need realignment in order to flourish.

**Ask yourself:** What areas in my business need rethinking? What is happening with our performance appraisal system? How are we developing the next generation of leaders? Is there alignment between the goals of my senior team and the next level of managers?

**The Answer:** Milestones' clients have the same issues and have found OD Surveys a way to start resolving them.

Your customized survey can be ready to deploy within an amazingly short time frame. A planning session will provide all the parameters needed to create an internet-based customized survey ready for use within a few days. You will also be assisted in interpreting the results and designing a strategy for implementation of required interventions to strengthen your organization and guide it through change.

## Milestones

On November 5th, from 5:00-

8:30 p.m., Brett Miles will present an educational session on Getting Buy-in, at the Professional Coaches and Mentors Association monthly



meeting at the DoubleTree Guest Suites in Santa Monica. Buy-in is



about moving the action along in a direction that works for you and others. Getting Buy-In means you are being successful! If you'd like the Getting Buy-In

Executive Brief paper, just send email: [info@milestonesinc.com](mailto:info@milestonesinc.com)

## THERE ARE 3 BASIC SURVEYS:

### Organizational Surveys-

The Organizational Survey is the type of survey City National Bank used with such success. Every organization must seriously assess its operations, policies, practices, employee attitudes and needs regularly to assure they are providing the leadership, work environment, management practices and incentives to attract and retain top-notch employees and stay ahead

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### Milestones Performance Management System

1. Assess
2. Recommend
3. Implement
4. Reinforce

### Services

Executive Coaching  
Team Building  
Strategic Planning  
Sales Management Consulting

- Training in
- Leadership
  - Communication
  - Customer Service
  - Sales

**mile•stone** \ mí(ə)l -,stōn \ 1: a stone set to measure distance, indicating progress toward desired goals.

## CAN SURVEYS HELP?

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of change. This survey addresses these issues. Organizational surveys can be used for a department, division or geographic location. Besides helping you gather critical information, they establish communication with company stakeholders. Regular surveys establish benchmarks and provide trend measurements.

### 360° Surveys-

Another survey type you may wish to consider is the 360° survey. Personal effectiveness within each key position is crucial to the ongoing success of the organization. "In our Global IT group at Universal, we've been using 360 surveys for 3 years with our key group leaders. This has been important in developing their self-awareness as well as a significant part of their development plans," related Luchus Smith, VP of Human Resources, Universal Studios, Inc.

Multi-rater surveys, or 360° surveys, allow multiple team members, coworkers and/or managers to give valuable feedback regarding the effectiveness of an individual's performance. The results of 360° surveys are used in a number of ways to enhance and develop the interpersonal skills and effectiveness of key employees. Milestones, Inc. often uses 360° surveys during coaching assignments.

### T.E.A.M.S.™ Surveys-

The final survey offered is the T.E.A.M.S. survey. T.E.A.M.S. is a multi-rater survey that assesses the effectiveness of the team as a whole. Team skill development priorities can be easily assessed and accurately addressed with the survey results.

## THE DETAILS

Since each survey can be customized to suit your needs, you are in control of the parameters. You choose the survey titles, content, respondent instructions, demographics, categories, questions, rating scales, free-form comment areas and private login/password information.

Survey results will appear in the reports(s) of your choice. Report types include demographic analysis, mean score analysis, favorable/unfavorable analysis, frequency distribution, written comments report, or a master report with all of the above.

## THE BOTTOM LINE

Valuable customized surveys and reports to keep your organization on the road to success are now available to you in a fraction of the time it would take you to develop them yourself.

Through the integrated services of Milestones, Inc., your employees can easily complete corporate surveys anywhere, anytime, via secure Internet access. It has never been easier or faster to obtain crucial decision-making information to keep steering your organization in the right direction for continued success!

## Coach's

## Clipboard

### When Coaching Becomes Negotiation

**Tip:** When coaching shows up as defending a position, then it's old-fashion negotiating. The ineffective, but often used method of negotiating, is to take a position and defend it. Managers, attempting to coach an employee, may find themselves defending their position. The most effective method of coaching or negotiating is to seek to understand the possible options that address what the employee wants and needs.

**Example:** Manager Mike feels that employee Ed would be more effective with teammates by being more direct and forceful with requests. Instead of telling Ed to be more "aggressive," Mike asks Ed what he wants to achieve with his teammates. Ed says he wants cooperation. Mike then asks Ed why that's important and what options Ed has for gaining cooperation. Ed suggests he could demand cooperation, ask for it, ask teammates what it would take to get their cooperation, or forget the whole matter. Mike next asks which suggestion would work best for Ed, which might work best for his teammates, and how he might go about it. Helping Ed think through what he wants, options to get there, and the greatest payoff for all concerned is the best method for coaching and negotiating.

*Coaches help athletes achieve top performance. Today, more and more managers and professionals rely on coaching skills to get top performance from their teams. In each issue, the Coach's Clipboard brings you valuable coaching insights.*