

About this Report

This report outlines the results of the recent impact study carried out by Results Coaching Systems in conjunction with Hang Seng Bank. The purpose of the study was to assess the impact of the two day Performance Leadership Program which took place in January 2008.

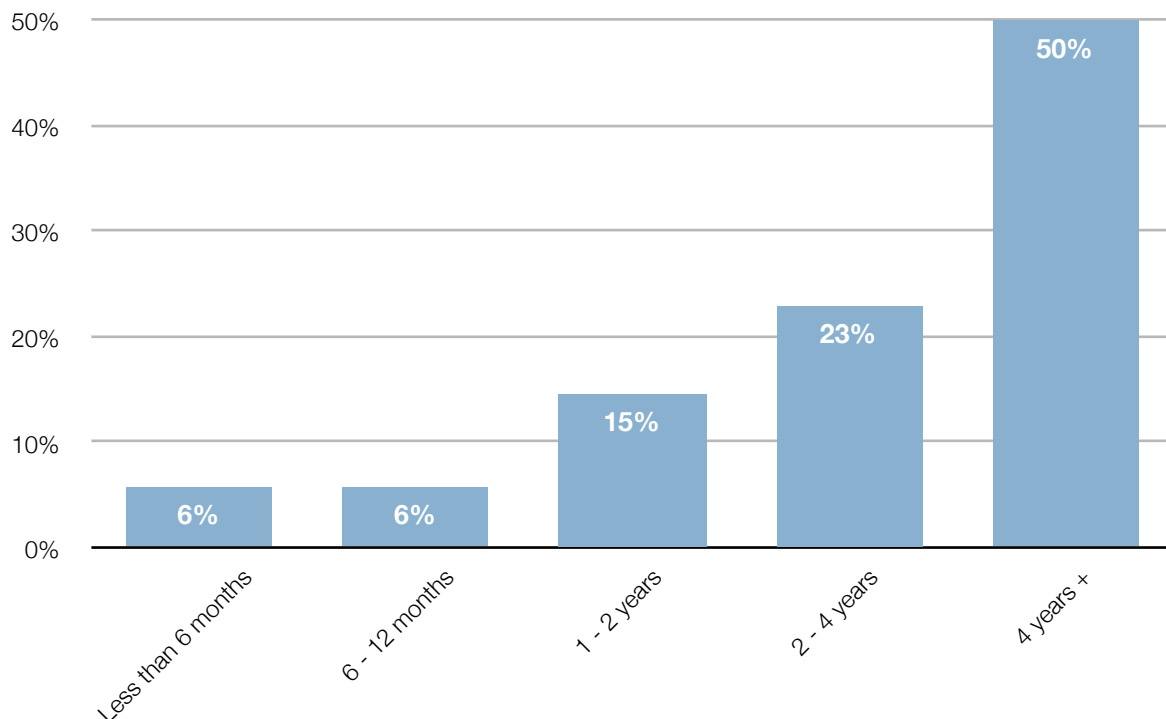
35 direct reports of the participants who took part in the program were asked to complete an online survey approximately 6 weeks after the training completed.

Respondents were asked to rate their manager, both before and after they completed the training. There were also asked several questions to ascertain more specifically what the managers are doing differently as a result of the training, and what impact it has had on them as direct reports.

Significant changes are noted in the areas relating to helping people think in new ways by asking questions which stimulate thinking and allowing staff to formulate their own solutions to dilemmas that arise in their work.

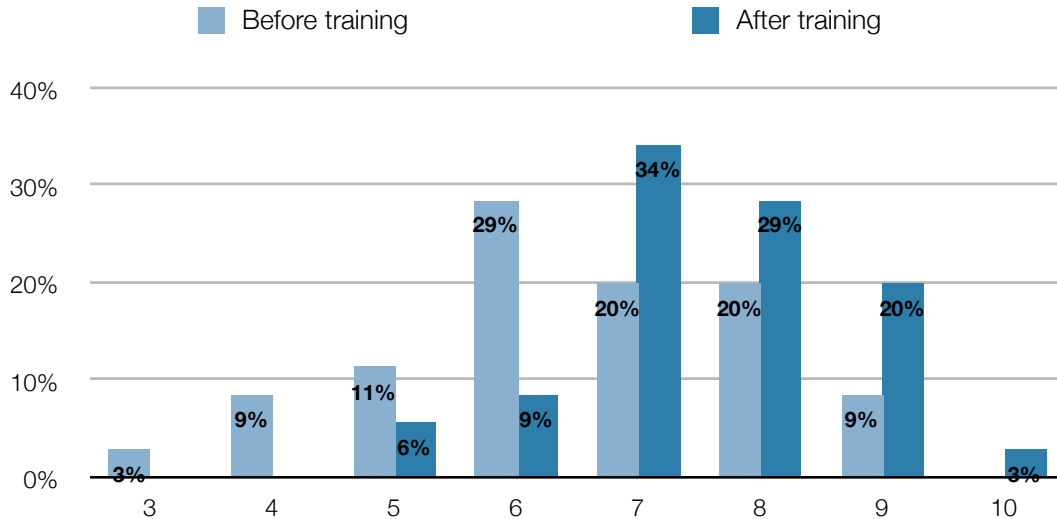
Respondents

Question 2: How long have you been with the company?



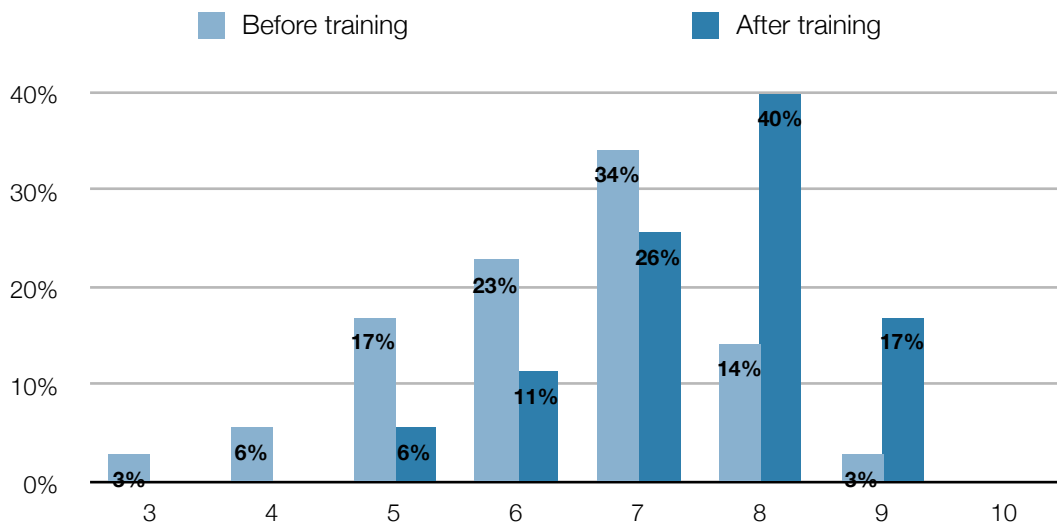
Question 3: When I have a problem, my manager helps me develop my own solutions

Average rating before training: 7.49
 Average rating after training: 8.57
 Mean change: +1.08 (very significant change)
 Respondents who reported a positive change: 68.6%



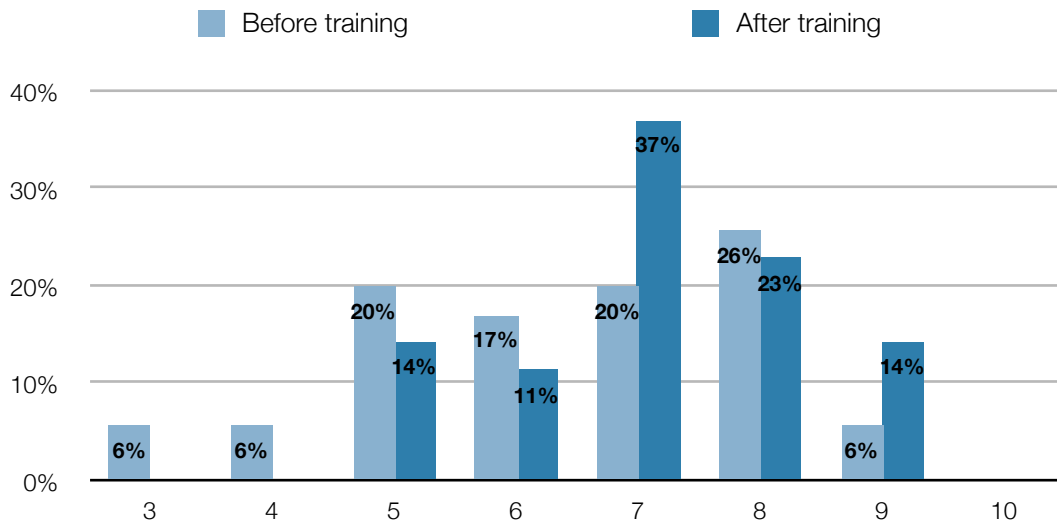
Question 4: Conversations with my manager help me think in new ways and come up with good ideas

Average rating before training: 7.34
 Average rating after training: 8.51
 Mean change: +1.17 (very significant change)
 Respondents who reported a positive change: 77.1%



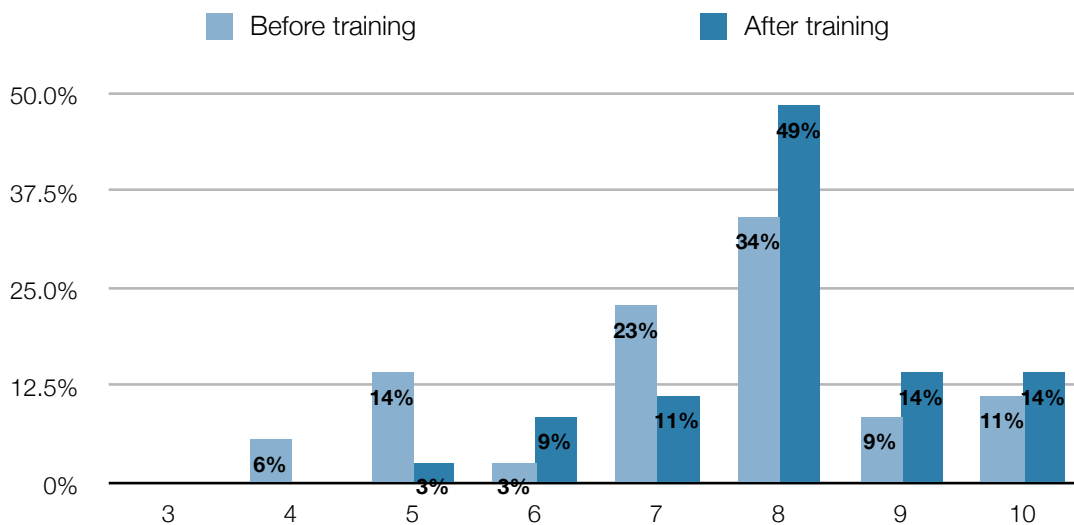
Question 5: After a conversation with my manager, I am left feeling empowered and motivated

Average rating before training: 7.40
 Average rating after training: 8.11
 Mean change: +0.71 (significant change)
 Respondents who reported a positive change: 42.9%



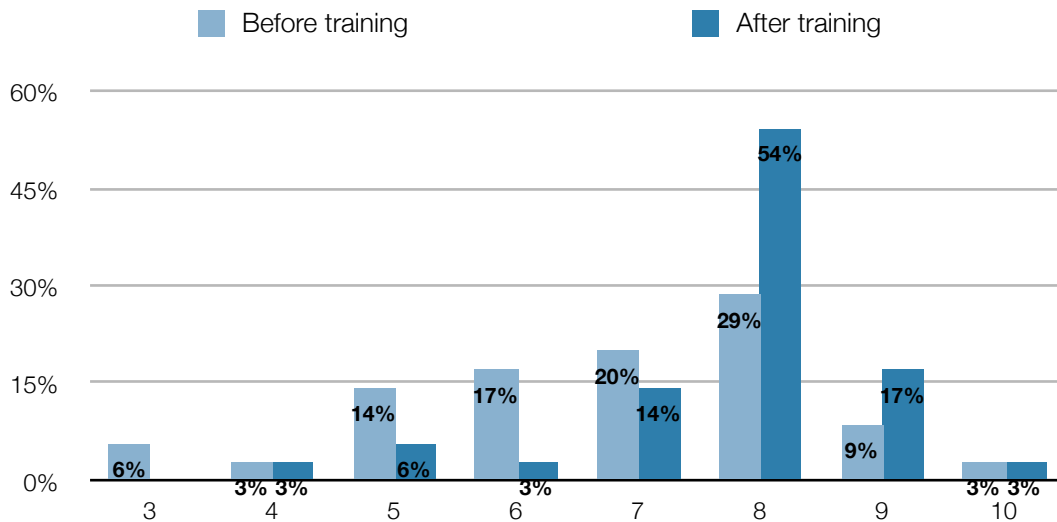
Question 6: I'm committed to the tasks that I set with my manager

Average rating before training: 8.37
 Average rating after training: 9.06
 Mean change: +0.69 (significant change)
 Respondents who reported a positive change: 31.4%



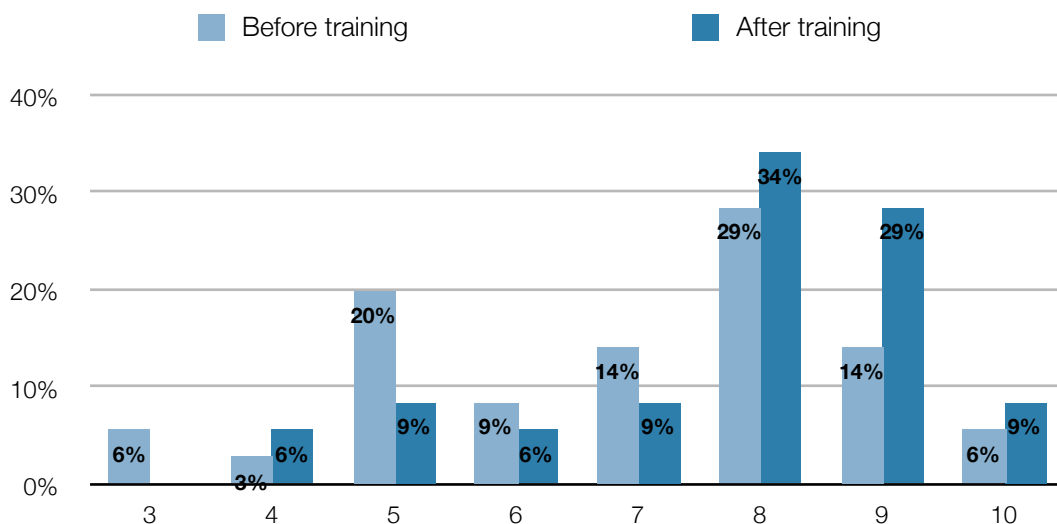
Question 7: When I have set a task or goal with my manager, he/she follows up with me effectively

Average rating before training: 7.77
 Average rating after training: 8.74
 Mean change: +0.97 (significant change)
 Respondents who reported a positive change: 51.4%

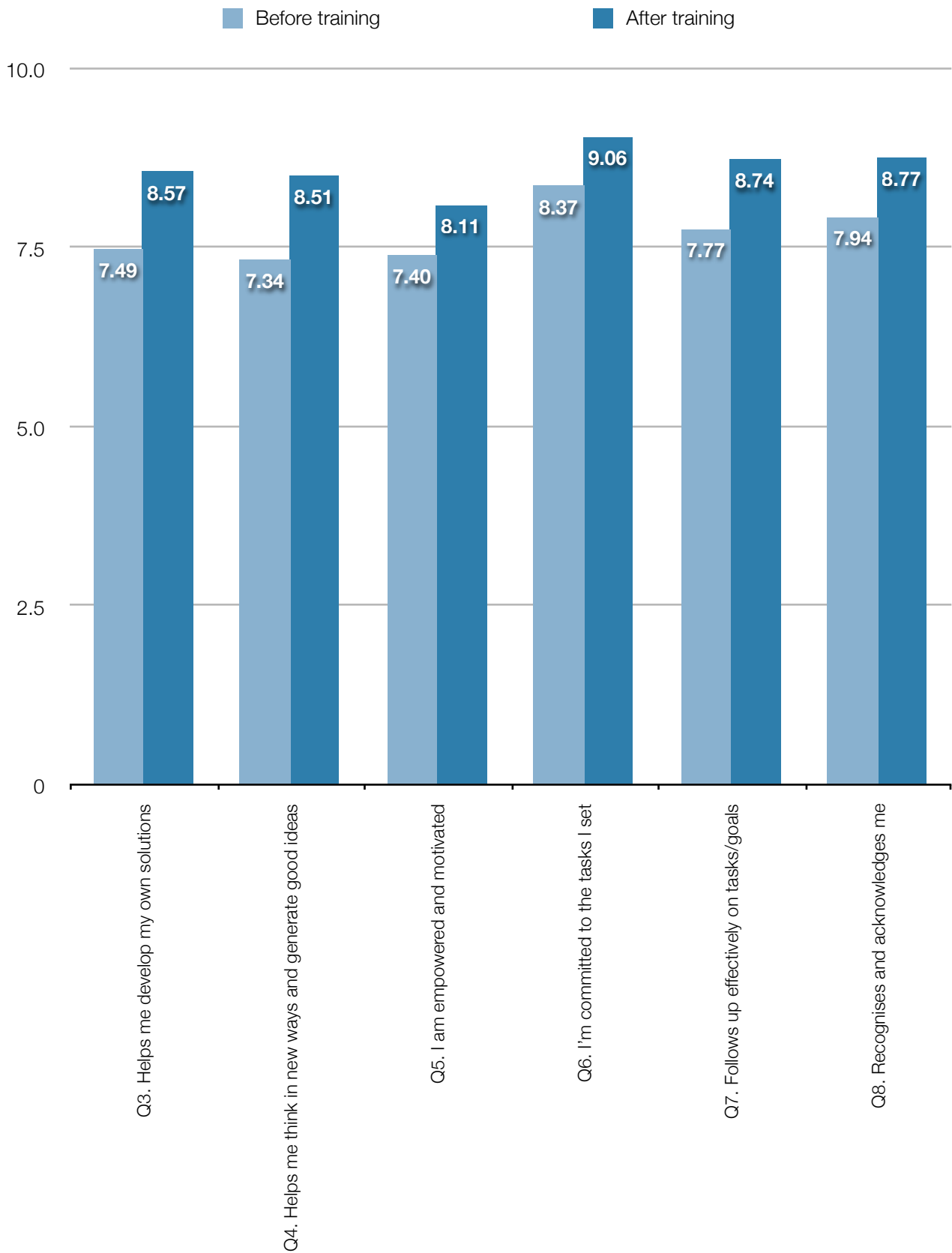


Question 8: My manager recognises and acknowledges me for the work I do

Average rating before training: 7.94
 Average rating after training: 8.77
 Mean change: +0.83 (significant change)
 Respondents who reported a positive change: 40%



Quantitative Summary



Question 9: Comments related to the ratings

- *My manager has more proactively approached me for the work progress and provided guidance where necessary.*
- *Apparently, Phoebe learnt some very useful skill-set during the training course.*

Question 10: In your own words, how has your manager changed since the training?

- *He recognises and acknowledges all the staff's sales result at every morning meeting*
- *She guides me to the thinking more that provide the solution directly*
- *Is able to provide more concrete guidelines and directions of thinking in helping me to solve problems. More effective guidelines are provided in formulating my action plans*
- *More proactive in coaching me to solve problems*
- *Devotes more time to team discussions*
- *She used to give us all the solutions when we encountered difficulties and recently, she changed and gave us some free hands to think of the solutions. She also helps us to summarize the actions and expected outcomes so to guide us through the work*
- *More guidance, instead of instruction or solutions, have been provided to lead me through the problem-solving process*
- *Allows me to make more decisions*
- *She is able to inject new ideas to motivate our team*
- *More patient in listening to staff opinions*
- *More delegation of work than before*
- *Encourage multilateral thinking*
- *Assumed more responsibility and played more active role in overseeing the work*
- *Helped me think in new ways and come up with good ideas*
- *She has more discussions with colleagues when dealing in projects*
- *Be more free-style on developing task/problem solutions*
- *More room for thinking*
- *She may give us hints for thinking instead of direct instruction*
- *More focus on key issues and designates staff to handle minor issues*
- *Allow more independency at work*
- *She used a lot of leading questions to stimulate my thinking process in order to derive solutions*
- *He spent more time and concentration listening to our sharing. He encouraged us to try what we wanted to pursue instead of stopping us or rejecting our ideas*

Question 11: What specifically do they do differently?

- *More open-end questions have been asked as guidance for me to develop solutions*
- *More proactively in providing assistance and guidance*
- *Provide more opportunities to let me work independently and develop my own solutions*
- *Allows me to make more decisions*
- *She has learnt new skills & gives me a new "framework" to analyse a credit case*
- *Provides precise and to-the point advices and recommendations on the management messages. Also, effectively provides an atmosphere for idea sharing, product knowledge of HASE new products.*
- *Invite staff to speak about personal feelings*
- *Increased the communication frequency*
- *Gave direction and opinion of CN HUB Service Charge Project and let me come up with the approach in handling the requirement*
- *She encourages and motivates the colleagues more than before*
- *Instead of advising us her own idea/opinion, she would like us to provide our suggestions first*
- *Provide insight on how to handle the problem*
- *She is able to guide me to plan and think proactively to tackle difficult situations*
- *Suggests us to plan and think*
- *She asked more questions to let me understand the issue and the impact*
- *Leading us with clear direction*
- *She used to be very detail-oriented and now, she tends to be more result-oriented and gives us free hand to think and plan on the work. She also encourages us to think on our own on the solutions and share with her so as to come up the appropriate approach to tackle the problems*
- *Reacts to problems promptly and takes initiative to build strong team work*
- *Seems more proactive in communicating with staff*
- *Delegated team heads to lead weekly team meetings which enhanced task ownership*
- *Asks me to propose a solution before she gives her comments*
- *She used more visual aids (such as writing on the whiteboard) and facilitates discussions*
- *He asked questions to understand and to encourage us to try new things*
- *More caring questions were given by him*
- *She asked me more questions than before*

Question 12: What impact has this had on you?

- *Engaged*
- *Under her leadership, I am able to work more independently, more efficiently and feel more empowerment*
- *I have become more independent and effective*
- *Feel more empowered*
- *This allows me to think systematically on the problem*
- *His participation with encouragement will give us courage to go further*
- *Helped me to explore answers and identify limitations*
- *In future, I can analyse all credit cases by applying the new framework learnt from her*
- *To get to know the new products promptly so that we can effectively promote to customers*
- *Make us feel more comfortable to solve problems*
- *I can understand the mindset of more senior colleague during problem solving process. I can learn and perform better for upcoming tasks*
- *More decision making work*
- *Focus on alternatives*
- *Stronger feeling of being supported during the course of work*
- *Make me more confident and independent to work*
- *Know what he's thinking about and well-planned for coming months*
- *Empowered and lets me take the lead*
- *I was motivated and become more enthusiastic on the tasks given*
- *Be more independent and can beef up my problem solving skills*
- *I can provide the solution by myself*
- *More effective in completing the tasks*
- *I feel that she recognizes my work more and that I could be more independent to work. I also feel like I have more empowerment so that I can make my own choice of solutions to work on the things, which I feel more comfortable to work*
- *More effective communication of job targets and objectives*
- *Enhanced ownership on departmental matters*
- *I can go through the problem more thoroughly and develop the solution by myself*

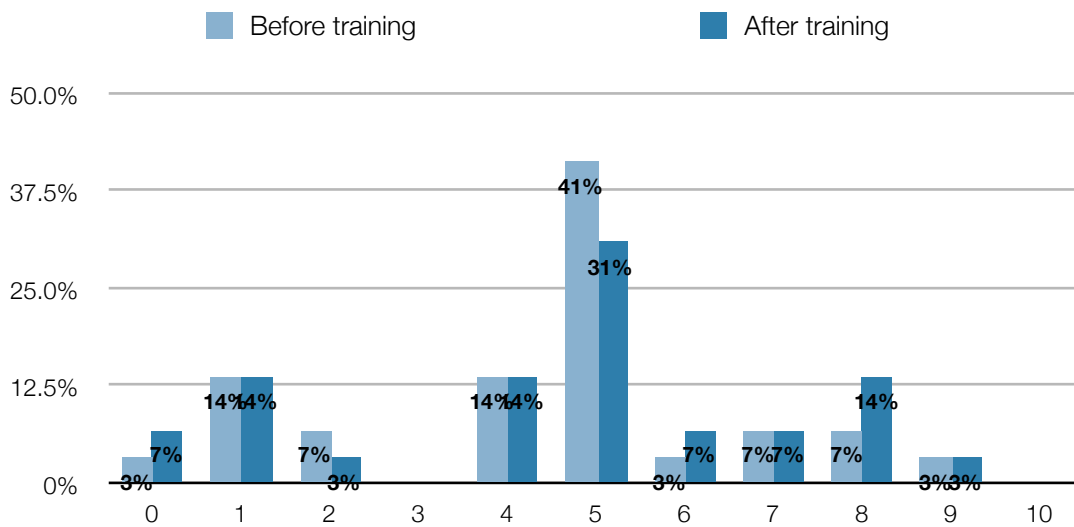
Question 13: Do you feel differently about your manager since the program? If so, how?

- *She has been a very nice leader and after the program, I feel like she is becoming even more friendly and considerate to us*
- *Yes. He is more willing to communicate and care about staff in the department*
- *Allows room for developing own ideas*
- *Work together with the team throughout the assignment and not only stood at the back*
- *Guidelines and directions are more precise and help me to plan my action more effectively*
- *She has become not as hands on as before*

Question 14: How likely were you/are you to leave Hang Seng Bank?

Average rating before training:	5.45
Average rating after training:	5.62
Mean change:	+0.17 (insignificant change)
Respondents who reported a positive change:	8.6%

Please note: This question may have confused respondents, as it did not indicate whether 10 was more likely or less likely to leave the Bank. The respondents who answered with a negative change (3) overall responded very positively in the survey. Only 29 out of 35 people answered this question.



Question 15: Has your manager had any affect on this likelihood? If so, how?

- Yes. Less likely to think of leaving the Bank
- His continuous recognition on our performance and the prospect he shows to us
- Yes. Her support and this likelihood are in inversely related
- No, the career change is always my personal decision
- Nil effect
- Yes, a bit
- Yes, problems solving more effective
- No (answer of 6 respondents)