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Context to the nugget

Tasha speaks about the value of having an external coach speak to several of the key stakeholders to form a nuanced picture. She also points out the limitations of numeric 360 surveys and details out some of the questions she likes to ask when her coaching works.

Transcription

Deepak Jayaraman (DJ): What's the benefit you see a third party or another individual brings in bringing richness of data in improving self-awareness?

Dr. Tasha Eurich (TE): So I learned from my good friend Michael Goldsmith and the bottom line is that other people have this amazing and annoying way of seeing us far more clearly sometimes than we can see ourselves and you know you sort of think about the leader who goes in every day and really feels like they are doing a great job for their employee and then you know I go and I interview their employees and they say working for this person is the worst thing that I have ever done. I have had coaching clients where I have you know and basically, I go in when I am working with the CEO or someone else's their coach. I interview as many people as I can that work with them so sometimes it's up to 25 people I talk to their employees their Board members, their colleagues, their family even their spouse and what I find fascinating is time and time again you get this very consistent patterns so whether or not see the seen themselves. If you talk to enough people around them. So I say this time and time again you are getting very similar themes across people and there is a lot of power in that and the reason is it doesn't necessarily mean they are right or they are wrong but it's the prevailing perception and knowledge is power when it come in that type of feedback it's doesn't necessarily mean that you have to change it doesn't mean that you will want to change but having that data is what allows you to make an informed and empowered decision and that what I see my coaching clients really making the most dramatic transformation is when they decide to listen to that feedback and to respond to it and to circle back with the people that gave that feedback and make sure they are making improvements.

DJ: And maybe persisting with this Tasha could you share a little bit of insight around how one gathers this data as a coach you said you speak to up to 25 people across different realms of life is there any nuance around you know how you do it and what some of the common pit fall are in the way people go about collecting this data?

TE: I customizing it depending on my client but typically I ask around four questions, so the four questions I ask are 1. What is this person doing on a daily basis that's contributing to their success as a leader? 2. What is this person do that is it attracting from their success? 3. What situations bring out the best in this person? 4. What situations bring out the worst in this person? And I actually

learned those last those two questions from Marshal Goldsmith who I'm sure most of your listeners are familiar his work he is considered the number one leadership thinker and coach in the world and there are a lot of nuances that come out of those second two questions and you know you sort of think about where if you are trying to get a snapshot from someone in 30 minutes if you can ask similar questions slightly different ways you are going to pick up on nuances to their behaviour and usually it's those nuances right those very small daily actions that person is you know demonstrating that are what are so helpful and that's where when it comes to traditional quantitative 360 right where you say all this person is this 3 out of 5 on team work the challenge with those they can be helpful and I am not discounting their value but sometimes you say what 3 out of 5 on team work what am I doing exactly that's making people rate me that way and you can sort of try to read between the lines of your open ended comments. But for me what I can do is a coach you know I ask these four questions or some kind of variations of them and then I can start testing hypothesis I can see if multiple people are bringing up the same behaviour or even the same situation and that gives me the ability not just to say you are 3 out of 5 on team work but here are some nuances you know here is why are you doing really well. Here is what is maybe coming across in the way you wanted to hear several specific examples again protecting confidentiality which is probably then the number one most important thing in my opinion and bit if five people bring something up its obviously something that everybody is seeing and so you got to balance that and obviously whenever I'm writing up my reports I don't do very specific excerpts from that interviews for that reason but again got back to what I said earlier people tend to start saying almost the exact same thing after a point you know sometimes there is a variation depending on the stakeholder group. But I would say those are just a couple of initial thought.

Reflections from Deepak Jayaraman

DJ: Couple of things just building on what Tasha just said.

- I absolutely try and make it a point to speak to a few people outside of the current work context. I feel we are all an accumulation of our various experiences, contexts and choices. The current work colleagues happen to be one set of people who have a view on you. Several of the leaders I work with have been in the current company only for a couple of years but have spent decades in a different set of companies; Not speaking to some of those colleagues I feel is a missed opportunity.
- Secondly, I find speaking to some of the family members (friend, spouse, sibling, parent or a child) very helpful. I feel we all lead one life and people outside of work see us without the masks and often also have a time trend of us in terms of what's our operating system, what are our values, what matters to us, what we are solving for and so on. This data is often not available when you speak to colleagues. I tell people that if somebody needs to get to know me, a 30 min chat with my wife will tell them a lot more than speaking to 20 people at work.

Also, couldn't agree more on Tasha's point about numerical scores that come out of 360. I jokingly tell people that no murder mystery was ever solved by administering an online survey to the witnesses. When you are having a reference conversation, sometimes, it is in the small pause, side-comment here or there which often opens the door to a really nuanced insight on the leader.

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End of nugget transcription

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Dr. Tasha Eurich - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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