The impact of Integral Coaching on leadership development at Chevron Corporation South Africa as perceived by Company's managers and direct reports

Research Report

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Connaître ce n'est pas démontrer, ni expliquer. C'est accéder à la vision.
-   Le Petit Prince (1943), Antoine de Saint-Exupéry

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I dedicate this thesis to my Dad who taught me how to dream big.

Abstract

This research performs a study of the impact of Integral Coaching on leadership development at Chevron Corporation South Africa as perceived by company's managers and direct reports.

The research method applied in the framework of this research is Q-methodology. Q-methodology is designed to study specifics, that is to say: viewpoints of specific people, specific groups, viewpoints within a specific institution/organization. It is designed for the analysis of statements that are matters of opinion only, not facts.

Through a thorough focus-group procedure, involving Chevron's managers and direct reports who took part in the Integral Coaching programme (also known as Sunrise Leadership Program), a diverse range of perspectives on the impact of Integral Coaching have been sought out to create a Q set questionnaire composed of 66 statements. Participants were then asked to rank the statements.

In line with Q methodology, this research sheds light on the perspectives of Chevron's managers and direct reports, who accomplished the Integral Coaching programme on its impact on leadership development. The research should be of interest to coaching practitioners and to Chevron Corporation South Africa in better understanding the results of investing in the Sunrise Leadership Program and possibly developing and improving the program further on the basis of the findings of this research.

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1. Introduction

The present explorative research is limited in scope to exploring the impact of Integral Coaching on leadership development with regards to the Sunrise Leadership Program developed by the Centre for Coaching[1] situated at the Graduate School of Business – University of Cape Town[2] for Chevron Corporation South Africa, Cape Town as perceived by Chevron Corporation South Africa's managers and direct reports.

1.1. Research Context

Chevron's history started in 1879 with the establishment of the Pacific Coast Oil Co. in San Francisco, USA. In 1919, as result of company division, Pacific Coast Oil Co. became Standard Oil Co. The company prided itself with its robust financial discipline, remarkable product line, creative marketing strategy, emergent refining system, adaptable marine fleet and wide-ranging pipeline network. An important symbol of the company was respect and fairness for its employees. The entire company's personnel benefited from favorable wages and working hours and conditions. In fact, Standard Oil Co. was the first in the oil industry to adopt an eight-hour work day for all salaried and contract employees. Standard's workforce also benefited from two-week vacations, sick leave and retirement benefits. The fair treatment had a positive influence on staff morale. At the time of high employment and opportunities for workers, 94% of workers who served in World War I returned to work for the company after the War. In 1936, Standard Oil Co. signed a joint venture agreement with Texaco. The partnership was named California Texas Oil Company, or Caltex. In the years following World War II, the company was present in over 60 countries. In 1967, the company created Chevron Oil Europe. That way, it diversified and increased its manufacturing capabilities in the Eastern and the Western Hemispheres. In 1977, the company merged all USA-based oil and gas divisions and created Chevron USA. In 2001, Chevron merged with Texaco creating ChevronTexaco Corp. In 2005, the company changed its name to Chevron Corp. (Chevron Corporation, 2016).

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[1] Further referred to as CfC.
[2] Further referred to as GSB-UCT.

Chevron Corp.'s vision is "to be the global energy company most admired for its people, partnership and performance, safely provide energy products vital to sustainable economic progress and human development throughout the world, (…) be the people and an organization with superior capabilities and commitment, (…) be the partner of choice, earn the admiration of all [Company's] stakeholders – investors, customers, host governments, local communities and [its] employees – not only for the goals [the Company] achieve[s] but how [the Company] achieve[s] them [and] deliver world-class performance" (Chevron Corporation, 2016).

The CfC, created in 2012, is situated at the GSB-UCT. The coaching courses designed and managed by CfC form part of GSB Executive Education. The CfC prides itself with an extensive coaching practice and academic rigor sourcing in its attachment to one of the most prestigious university institutions on the African continent. CfC's mission is to train top quality one-on-one executive coaches and form leaders who wish to build coaching skills. The CfC's knowledge partner is New Ventures West, one of the top coaching schools in the USA with over 25 years of experience in teaching Integral Coaching. Courses managed by the CfC are accredited by the International Coach Federation (ICF). They also form part of the continuing education units (CEUs) for the Health Professionals Council of South Africa (HPCSA) (Centre for Coaching, 2016).

"In addition to [its] specialist focus on coaching, the Centre for Coaching is committed to ensuring that [Integral Coaching] philosophy and its application to leadership becomes a recognized business tool and is dedicated to spearheading the awareness, acceptance and growth of executive coaching and powerful leadership in organizations" (Centre for Coaching, 2016).

In 2011, CfC and Chevron Corporation South Africa[3] joined forces to deliver a coaching program tailor-made for the needs of the oil company committed to fair treatment and continuous professional development of its staff. The program, designed in the spirit of Chevron values, was named Sunrise Leadership Program[4]. Since its launching, four groups of Chevron employees participated in the program. In December 2013, SLP was declared compatible with the Broad-Based Black Economic Empowerment (B-BBEE) skills

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[3] Further referred to as Chevron.
[4] Further referred to as SLP or the progam.

development category. Current, 5th group of Chevron Corporation South Africa employees started SLP in January 2016 (Everson, 2015).

SLP, managed by CfC, is aimed at:

- "Attracting and retaining key talent at management and professional occupational levels,
- Making qualified, newly appointed managers more successful,
- Focusing on creating opportunities to accelerate "time to competence",
- Harnessing the intellectual property from experienced Chevron employees as mentors as well as accredited external coaches,
- Developing a talent pipeline (grow our own timber),
- Addressing the scarce and critical skills shortage in our industry in SA" (O'Flaherty, Everson, & Van Aarde, 2013).

On 11 July 2016, the Learning and Development Manager of Chevron, Llewellyn Van Aarde, expressed on behalf of the company an interest to access a scientifically sound data on the impact of SLP[5]. As reported by the Director of CfC, Chevron's interest is "to measure the impact of SLP since its launch in 2011 on individuals and the company in an objective to build a business case for the program by pointing to actual results seen and witnessed by graduates"[6].

Chevron's interest to scientifically explore the impact of SLP was further confirmed during the meeting that took place between Chevron and CfC, with participation of the author of the present research, on 18 August 2016 at Chevron's head office in Cape Town. During the meeting the author of the present research received a verbal agreement of the Learning and Development Manager of Chevron, Llewellyn Van Aarde, to conduct the research.

1.2. Research Area and Problem

Based on the research context described above, this research focuses on the impact of SLP as determined by results subjectively perceived by Chevron's employees. In particular, the

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[5] Telephone conversation between the Learning and Development Manager of Chevron, Llewellyn Van Aarde and the Director of the CfC, Janine Everson, followed by an email from CfC to Chevron, shared with the author of the present research.
[6] Email communication from the Director of the CfC, Janine Everson.

objective of the research is to explore viewpoints of company's managers and direct reports, that is the categories of employees who participated in SLP since its launch in 2011.

The problem that the research report addresses is the outcome of investment in SLP perceived by Chevron employees. Such outcome has so far not been reliably measured.

1.3. Purpose of Research

The principal objective of this research is to investigate the outcome of investment in SLP perceived by Chevron's employees. The author aims to explore the viewpoints of Chevron's employees on the results of SLP. The results of this research shall support Chevron's intention to build a comprehensive business case for the program. Additionally, the company, together with CfC, might use the outcome of the research to improve and further develop the program in its subsequent phases.

Furthermore, the researcher's ambition is to broaden the current academic literature on the subject of coaching, in particular in multinational corporate context. As explained in depth in the literature review of the present report, the coaching practice produces little of comparative and outcome-linked data (Pavur, 2013).

1.4. Significance of Research

The importance of this research for the scientific community relies on enriching the academic knowledge in the area of coaching with the help of the methodology applied. In fact, according to researcher's knowledge and the reviewed literature, Q methodology has so far not been used to explore the impact of Integral Coaching on leadership development in a corporate context.

The methodology chosen for this research is Q. Q methodology is designed to explore subjective perspectives of a group. It is increasingly used across scientific and non-scientific disciplines (Zabala, 2014).

The author of the present research believes that the use of Q methodology might shed a new light on the impact of Integral Coaching on leadership development. This reasoning lays foundations for the importance of the present research.

1.5. Research Question and Scope

In the light of the above-defined research context, area and problem as well as the research purpose and significance, the research question is:

What is the impact of Integral Coaching on leadership development at Chevron Corporation South Africa as perceived by Company's managers and direct reports?

The research scope was outlined in the light of the interest defined by Chevron and CfC "to measure the impact of SLP since its launch in 2011 on individuals and the company in an objective to build a business case for the program by pointing to actual results seen and witnessed by graduates"[7]. Consequently, the participants of the present research are Chevron employees who participated in SLP. The population for this research will be further explained in the Research Participants section of the present report.

1.6. Research Assumptions

Due to the time constraints related to the present research as well as the limited availability of Chevron employees, it was assumed that particular efforts would needed to be invested in collecting data at all stages of the research procedure. Likewise, it was assumed that all participants would be committed to the research purpose, that they would be honest in their replies and that they will share all their opinions.

1.7. Research Ethics

The Research Ethics Policy and Guidelines specified in the handbook published by the Ethics in Research Committee (EiRC) of the Faculty of Commerce, UCT (2016), were adhered to throughout this research. The researcher invested all efforts to ensure that participants' well-being is considered and safeguarded. This included informed consent to participate in this research and the guarantee of confidentiality. The ethical clearance of the GSB Research Ethics Committee to conduct this research was formally obtained

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[7] Email communication from the Director of the CfC, Janine Everson.

on 8 September 2016.

2. Literature Review

2.1. Coaching

Based on the study of growth curve for the field of coaching, Pavur (2013) concludes that coaching is one of the practice areas that might dominate the future of consulting psychology. However, this 'explosive' growth of coaching practice, argues Pavur (2013), does not match the development of research in the area.

Smith (2014) enumerates: "coaching has developed dozens of subspecialties — executive coaching, wellness coaching, career-transition coaching — to serve hundreds of thousands of clients. Worldwide, there are at least ten professional coaching journals, dozens of professional coaching associations, and hundreds of coaching schools, along with a research institute affiliated with Harvard Medical School" (p. 1).

According to Pavur (2013), the research of coaching is suppressed by the excessive demand for coaching practice. While the tool-driven practice of coaching generates worthy descriptions, theoretical mechanisms and captivating case studies, it produces little of comparative and outcome-linked data, argues Pavur (2013).

Based on an extensive literature review in the field of coaching and the interviews with managers who took part in coaching interventions, and coaches, Pavur (2013) suggests three categories of coaching purposes:

1. Training and development (i.e. facilitating self-awareness, building social skills, improving understanding of others, aligning motives and values and helping develop others);
2. Health and self-actualization (i.e. promoting mental health, maintaining stability, supporting work-life balance, improving life satisfaction and engagement, controlling emotions and reducing negativity);
3. Adaptation and resilience (i.e. building relationships, changing perceptions, analyzing problems, adapting to rapid need for change and redefining values).

Pavur (2013) notes the resemblance of the above categories with the classic categories of leadership behavior, namely: structure, consideration and adaptation, and concludes that "leader behavior and coaching processes stem from common requirements" (p. 291).

O'Flaherty and Everson (2005a) argue that "coaching" has become a cliché-word in management practice. It is being applied to all sorts of contexts like sports, strategy management, corridor advice offered to a colleague, etc. On the other hand, the concept of coaching applied in the corporate context refers to a researched and track-recorded process present in developed economies for over twenty years (O'Flaherty & Everson, 2005). There exists a multiplicity of coaching theories and schools that define coaching in a different way. To facilitate the understanding of coaching, O'Flaherty and Everson (2005a) take an original approach of stating what coaching and coach are not. According to the authors (O'Flaherty & Everson, 2005), "a coach is not:

- Simply an accountability partner who supports someone to reach their goals
- A disciplinarian who changes someone's unwanted actions
- A cheerleader who supports from the side
- A devil's advocate who asks different questions or takes an alternative point of view, simply for the point of debate" (O'Flaherty & Everson, 2005, p. 5).

O'Flaherty (2003) adds that the term "coaching" is often wrongly used interchangeably with the terms "managing", "leading" and "monitoring". The author recognizes that modern jobs at managerial and executive level require the use of all the aforementioned competencies. The genuine challenge, however, is to be able to use them in an appropriate manner at the most suitable circumstances. Hunt (as cited in: O'Flaherty, 2003) suggest the following definitions:

- "Managing – providing clear, concise focus on outcomes, deliverables and due dates to the team
- Leading – providing inspiration and encouraging the team towards a vision which embodies new possibilities
- Mentoring – providing expert advice and guidance, taking members of the team under one's wing and providing a role model which the team can aspire to being
- **Coaching – providing a development focus for new competencies, qualities and ways of being as team members**" (pp. 1–2).

Hunt (as cited in: O'Flaherty, 2003) elaborates further by visually setting the scene as shown in Table 1.

Table 1: Hunt's distinction between Managing, Leading, Mentoring and Coaching (source: O'Flaherty, C. (2003). Coaching versus Mentoring versus Leading versus Managing. Unpublished article. Cape Town, South Africa, p. 3)

Discipline	Nature of relationship (type of power)	Quality if relationship	Focus
Managing	Power difference between manager and subordinate	Accountability; Clarity of requirements; Focus on deliverables	Performance measures; Reliability, stability
Leading	Power difference: leader/visionary to follower/implementer	Inspirational; Creating of 'new'	Possibilities, visions; Future opportunities
Mentoring	Expert/Learner Senior/Junior	Development through expert guidance; What to do, where to go	Knowledge transfer; Organizational history
Coaching	No real power difference (unless combined with a formal role as above)	Development through new insights, practices and self-awareness	Competency building; Enabling new distinctions and interpretations; Self-correcting ability

O'Flaherty and Everson (2005a) argue that the use of term "coaching" as a "bucket" for any kind of advice- and influence-oriented activity is misleading for the public and damaging to coaching. Indeed, in 2006, The New York times cited by Genevieve Smith (2014) sarcastically advises: "To figure out what you want to do with your life, you could: A) Study hard in school, get internships in the field that interests you, work diligently and learn as much as possible at your first real job. Or: B) Hire a life coach" (Smith, 2014, p. 1).

The same magazine changed the tone some years later, in 2011, describing positive results of coaching (Gawande, 2011) and concluding that "coaching may prove essential to the success

of modern society" (p. 53).

According to Hargrove (1995) coaching "involves helping people in groups transform themselves, their communities, and their world. It involves challenging and supporting people in achieving higher levels of performance, while allowing them to bring out the best in themselves and those around them. It means going through a deep learning process that results in embodying new skills and capabilities. In the simplest terms, it involves expanding peoples' capacity to take effective action" (p. 15).

According to Flaherty (2005) the common interpretations of coaching are somewhat restrictive. They limit the coach to the role of accountability partner supporting someone in reaching his/her goals or a disciplinarian changing someone's actions. Flaherty (2005) argues that while including those two aspects, coaching goes way beyond, and elaborates further on the products of coaching:

- Long-term excellence performance where a client meets high objective standards of discipline that the coaching process addresses
- Self-correction where a client is able to evaluate his/her performance and make necessary adjustments independently of the coach
- Self-generation where a client is able to constantly improve his/her competences

Flaherty (2005) argues that for the above products of coaching to occur, the coaching theory must respect individual differences among people. It needs to balance between academic rigor and common-sense experience. The coach needs to account for behavior understood as being driven by interpretation that an individual gives to the surrounding environment (phenomenon) and that leads to the actions taken. These interpretations are structured for each individual. They persist across time, circumstances and events. Consequently, Flaherty (2005) refers to "client's structure of interpretation" (2005, p. 9) and argues that it is of utmost importance to understand this structure of interpretation. Only then, in partnership with a client, a coach can alter the client's structure of interpretation by providing language that allows the client to make new observations. According to Flaherty (2005), beside the language, the coach needs to provide practices to the client. It is through practice that the client integrates the provided language into his or her structure of interpretation. It is the language that allows the client to be long-term self-correcting and self-generating. It is the practice that allows the client to become a longstanding excellent performer (Flaherty, 2005).

Flaherty's theory can be visually represented as follows:
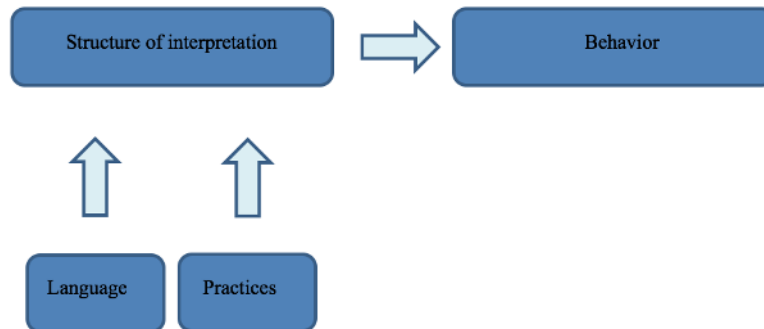
Figure 1: The Premise of Coaching according to Flaherty (source: Flaherty, J. (2005). Coaching: Evoking excellence in others. Oxford, UK: Elsevier Butterworth-Heinemann, p. 8)

According to Flaherty (2005) interventions to improve actions of others must adhere to five principles to be defined as coaching as represented in Figure 2.
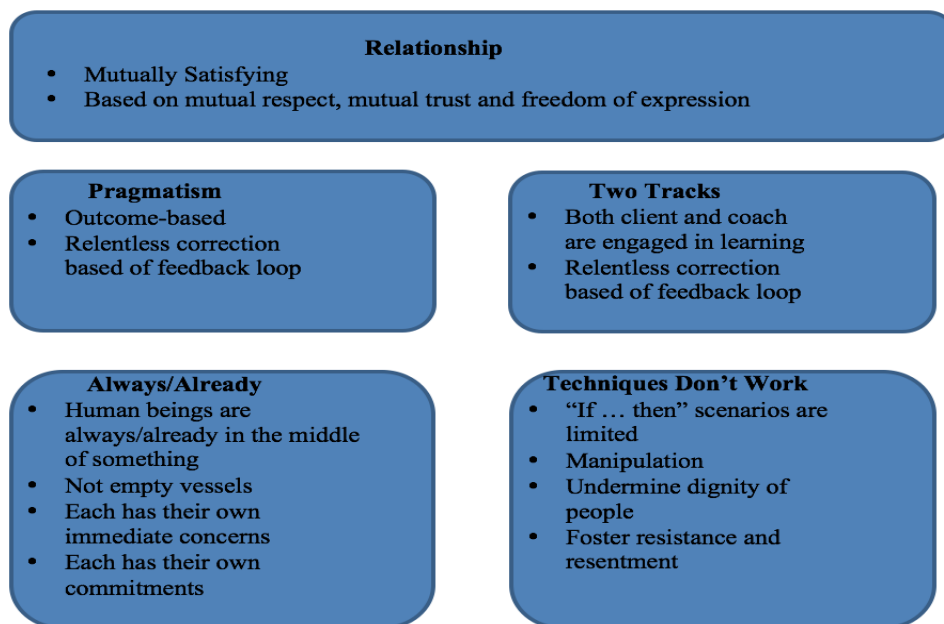
Figure 2: Five Principles of coaching according to Flaherty (source: Flaherty, J. (2005). Coaching: Evoking excellence in others. Oxford, UK: Elsevier Butterworth-Heinemann, p. 10)

2.2. Integral Coaching

According to Flaherty and Handelsman (2004), "Integral Coaching is what arrives when two people develop a professional relationship that is grounded in mutual trust and respect, directed toward a set of clear outcomes, guided by presence, and informed by broad models about what it means to be a human being. It is a methodology. It is an integration project. It is a moment when you feel deeply connected to yourself and others, with a deep acceptance of everything, and you take practical steps to move forward in life. It is both simpler and more complex than it sounds. And, at heart, Integral Coaching is not just an "it" we can see and hear from the outside but also the "I" that lives in our thoughts and emotions and the "we" that connects us to each other in language and culture" (p. 2).

Integral Coaching was framed within the coaching philosophy called "generative", "ontological" or "integral" (O'Flaherty & Everson, 2005) by Fernando Flores (1982). Flores (1982) was influenced by Humberto Maturana's (Maturana & Varela, 1987) grounded ideas on perception, cognition, language and communication. In his research on ontological coaching, Flores focused on existential philosophy of Martin Heidegger (1962) and the work of John Searle (1969). The knowledge fundaments built by Flores have been further developed into Integral Coaching by James Flaherty (2005) and Alan Sieler (2003). Beside inheriting from Flores, Flaherty's work sources inspiration from the phenomenology of Merleau-Ponty (1962) and the philosophy of Wilber (2000). In this light, a coach "observes and works with key aspects of how the coachee has structured their reality and the nature of their existence i.e. their perceptions and ways of participating in life" (Sieler as cited in: O'Flaherty & Everson, 2005, p. 6). This briefly explained evolution of coaching is schematically represented in Figure 3.
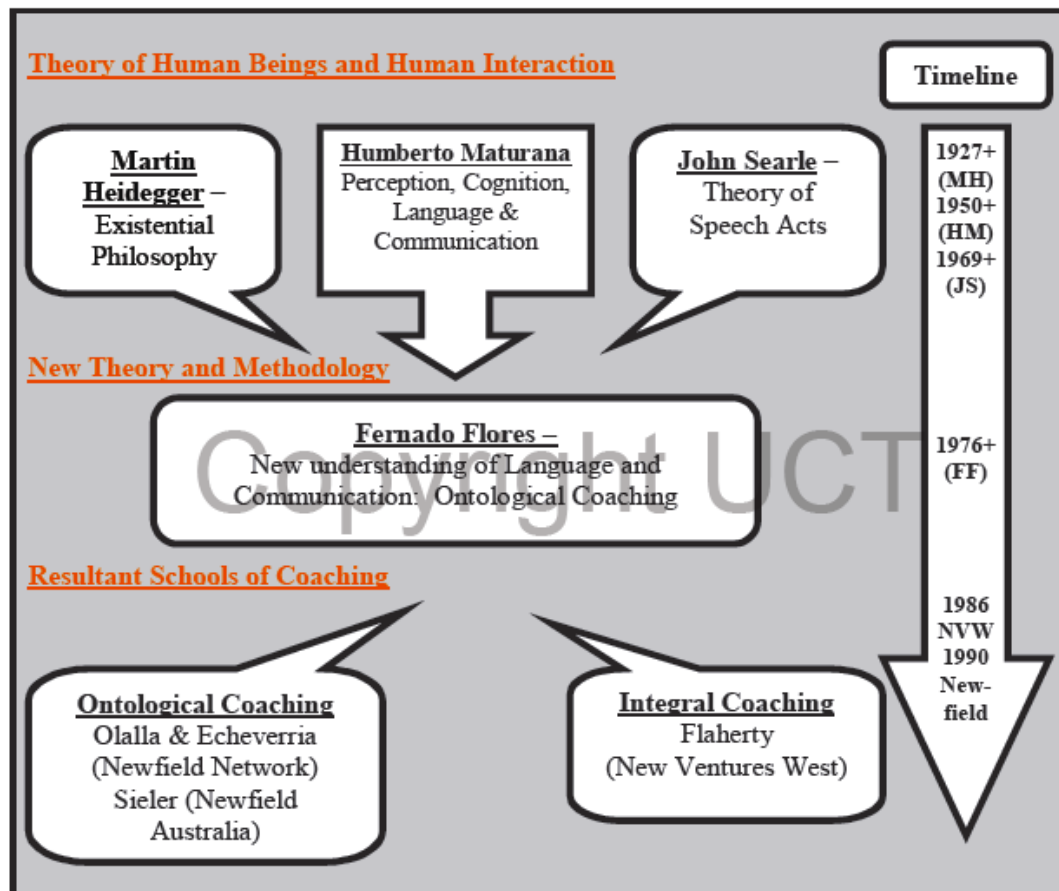
Figure 3: Evolution of coaching (Howard, G., & Loos, D. (2005). Integral Coaching: Linking theory to practice. University of Cape Town, p. 7)

New Ventures West (n.d.), funded by James Flaherty, further elaborates on the 6 major foundations of theory and research on Integral Coaching as follows:

- **Integral Theory**

The integral theory is based on works of Plotinus, Aurobindo, Habermas, Maturana and Wilber (as cited in: New Ventures West, n.d.). The theory covers the entirety of human life. Its main precept is to exercise a genuine, long-lasting impact on a human being where an individual is considered fully, seen as he or she is, with no exclusion to any part. The more profound is the understanding of human being, the more powerful coaching can be (New Ventures West, n.d.).

- **Pragmatism**

The pragmatism tradition is based on the work of John Dewey, William James, Charles Pierce and Richard Rorty (as cited in: New Ventures West, n.d.). It focuses on resolving practical difficulties and acquiring knowledge through experimentation. Consequently, the objective of Integral Coaching is to impact everyday life of clients. This does not mean to tell them what they should do using a theory, as such approach would be disconnected from the actual human being (New Ventures West, n.d.).

- **Ontology**

Ontology is a branch of philosophy interested in studying being. In particular, the differences of human being from other species. Consequently, "what is it to be human?" is the fundamental question of ontology. Coaching must take into account the findings of ontology if it aspires to stay linked with the real human condition (New Ventures West, n.d.).

- **Linguistics**

Integral Coaching is informed by linguistics inspired by the works of John Austin, John Searle, and Fernando Flores (as cited in: New Ventures West, n.d.) who studied the influence of language on human being's actions in the social world. The work at a basic level of language allows integral coaches to introduce a deep change in meaning, identity and relationship (New Ventures West, n.d.).

- **Biology**

Integral Coaching perceives human being in his or her entirety where *psyche* is inextricably connected to *soma*. Consequently, the work of integral coaches is funded upon work of biologists and cognitive scientists (New Ventures West, n.d.).

- **Adult development theory**

Adult development, distinct from young people development, was studied in depth by Jane Loevinger, Robert Kegan, Carol Gilligan (as cited in: New Ventures West, n.d.). Integral

coaches take into account the current development stage of a coached individual in an adult developmental stage (New Ventures West, n.d.).

Flaherty and Handelsman (2004) show two main outcomes of integral coaching: **competence** and **fulfilment**. According to researchers (Flaherty & Handelsman, 2004), competence is a capacity that endures, contrary to goal that corresponds to achievement; fulfilment is about what we are doing, the way we are living and who we are becoming in a meaningful way. Other effects of Integral Coaching include **self-correction** and **self-generation** (Flaherty & Handelsman, 2004).

According to Flaherty and Handelsman (2004):

"When we are **self-correcting**, we have the capacity to observe discrepancies between what we intend and the actual outcomes, between our espoused values and our actual actions, and then bridge the gap. When clients are self-correcting, they are not dependent upon a coach" (Flaherty & Handelsman, 2004, p. 3).

"When [we are] self-generating, we have the ability to continuously renew ourselves by drawing upon resources from without and within. When clients are self-generating, the development of competence becomes not the final end but a continuous process" (Flaherty & Handelsman, 2004, p. 3).

Consequently, Flaherty and Handelsman (2004) argue that the power of Integral Coaching resides in: "including everything and everyone; customized distinctions, practices, and self-observation exercises; creative and elegant design; blending inquiry and advocacy within the cauldron of relationship; the power of presence and mindfulness; assessing what will be useful for this person now; and the two tracks of Integral Coaching [development of both the client and the coach]" (Flaherty & Handelsman, 2004, p. 4). The researchers (Flaherty & Handelsman, 2004) elaborate on the in-depth meaning of the above concepts as follows:

- **Including everything and everyone**

Human beings are products of evolution and unique personal narratives carried by the body. For that reason, coaching needs to take into account as many domains of individual's life as

possible. This does not mean that Integral Coaches are experts at everything. Their objective is to gain competence in a variety of approaches, including some understanding of philosophy, linguistics, semantics and developmental psychology. This, with the aim of appreciating an individual in all his/her uniqueness (Flaherty & Handelsman, 2004).

- **Customized distinctions, practices, and self-observation exercises**

As each individual is unique, the Integral Coaching programs are highly customized. They focus on new distinctions that correspond to the new ways of seeing. They are composed of extensive practice of behaviors with an objective of developing competences. Finally, they involve becoming more aware of oneself by observation of one's own behaviors, thoughts, feelings, body sensations and other responses (Flaherty & Handelsman, 2004).

- **Creative and elegant design**

The Integral Coaching appeal to both client's and coache's artfulness and ingenuity and provide an incentive for exploring different angels of viewing a situation (Flaherty & Handelsman, 2004).

- **Blending inquiry and advocacy within the cauldron of relationship**

According to Integral Coaching approach, the true power of coaching lies in the cauldron of relationship between the client and the coach. Both have wisdom and blind spots. Through the coaching experience, both inquire and learn from one another (Flaherty & Handelsman, 2004).

- **The power of presence and mindfulness**

Integral Coaching draws lessons from mindfulness practice developed by Jon Kabat-Zinn (2005) and according to scientific knowledge, strongly correlated with well-being and perceived health. Integral Coaching indicates the mindful presence as a prerequisite to listening and taking corrective actions in case of distractions (Flaherty & Handelsman, 2004).

- **Assessing what will be useful for this person now**

Integral Coaching puts strong accent on pragmatism, that is to say addressing the question on what works right here, right now, and with this person (Flaherty & Handelsman, 2004).

- **The two tracks of Integral Coaching**

The two tracks of Integral Coaching correspond to development of both the client and the coach (Flaherty & Handelsman, 2004).

Integral Coaching is adapting the depth of intervention to individual needs of clients. It puts accents on: **addressing immediate concerns**, **finding balance**, **improving skillful conversations**, **including learning** on how to make and respond to powerful offers, **underlying client's powers** (strong points) and **elaborating on client's relation with life**. Finally, Integral Coaching appreciates all forms of competence and human streams of development, i.e. cognitive, emotional, somatic, relational, spiritual, etc. (Flaherty & Handelsman, 2004).

According to Flaherty and Handelsman (2004), Integral Coaching is a creative response to the following circumstances:
- Global transition and disruption: addressing the rapid social, technological, and environmental change
- Sustaining organizational transformation and the call for wise and compassionate leadership
- Putting in action knowledge and wisdom available, representing a constellation never before available in human history

Lastly, as shown by Everson et al. (Everson, O'Flaherty, Howard, & Loos, 2006), Integral Coaching contributes to creating "an environment characterized by increased trust, tolerance, respect and understanding, and fostered learning, growth and the creation of new opportunities. Integral Coaching has started to unlock the human soul within the organization. Once this competence has become firmly entrenched, it may well have a positive effect in terms of business outcomes" (p. 84).

2.3. Leadership

Bass (1990) notes that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept" (p. 11). Leadership is relevant in business, sports, politics, education, military, religion, and many other contexts. In every context, leadership is characterized by high level of dynamism (Day, 2012). It is not restricted to one person or one position. A leader may become a follower and the other way around. Leadership is intrinsically multilevel as it involves leaders, followers, and situations. It can range from individual to organizational (Day, 2012).

According to Day (2012), "Leadership requires a social interaction between people – traditionally labeled as leaders and followers – within a situational context. Focusing on the leader(s), or follower(s), or situation(s) exclusively and in isolation of each other will provide at best an imperfect picture of the leadership process. All three forces must be considered in forging a more complete picture of that process" (p. 27).

April, Kukard and Peters (2013) offer an overview of leadership trends:

- **Trait-based leadership** based on notion that impact is made by an individual leader alone and focusing on personal characteristics of such hero leader
- **Situational leadership** putting accent on a changing world, the changing nature of people and the need for a leader to adapt
- **Transformational leadership** encouraging leaders to transform the context of organizations they lead to crate desirable outcomes
- **Servant leadership** seeing the role of leader as one of service to customers and employees
- **Steward leadership** viewing leader as steward managing the resources.

The above list, without being exhaustive, traces the evolution of the leadership concept. Spears (2002) argues that "…in these early years of 21st century, we are beginning to see the traditional, autocratic and hierarchical modes of leadership are yielding to a newer model that is based on teamwork and community, one that seeks to involve others in decision-making, one strongly based in ethical and caring behavior, and one that is attempting to enhance the

personal growth of workers while improving the caring and quality of our many institutions" (p. 2).

According to Chamorro-Premuzic (2016), regardless of well-established scientific study of leadership, most people, including Human Resources specialists, are not familiar with the research findings on leadership. Chamorro-Premuzic (2016) points to an important leadership potential and presents a number of scientific findings on the subject.

Chamorro-Premuzic (2016) argues certain personality characteristics that permit to predict the likeliness for an individual to emerge as a leader. According to the meta-analysis presented by Chamorro-Premuzic (2016), sociable, ambitious, curious, adjusted and scoring high on cognitive ability (IQ) people are more likely to become leaders.

The best leaders prove to show high levels of integrity. The latter permits them to create a culture of fairness and justness in their teams and organizations. Leaders' effectiveness is equally conditioned by the emotional intelligence (Chamorro-Premuzic, 2016).

According to estimates quoted by Chamorro-Premuzic (2016), leadership is 30%-60% heritable, in a big part because personality and intelligence, that shape leadership, are heritable. Concerning the environmental factors, Chamorro-Premuzic (2016), states that "although there is no clear recipe for manipulating the environment in order to boost leadership potential, well-crafted coaching interventions boost critical leadership competencies by about 20%–30%" (p. 4).

Based on structured interviews with leaders of world's largest and most energetic organizations Barton, Grant and Horn (2012) conclude that contemporary leaders operate in a highly volatile environment characterized by little certainty, large complexity and an ever more intense pace.

"A convergence of forces is reshaping the global economy: emerging regions, such as Africa, Brazil, China, and India, have overtaken economies in the West as engines of global growth; the pace of innovation is increasing exponentially; new technologies have created new industries, disrupted old ones, and spawned communication networks of astonishing speed; and global emergencies seem to erupt at ever-shorter intervals. Any one of these

developments would have profound implications for organizations and the people who lead them. Taken together, these forces are creating a new context for leadership" (Barton et al., 2012, p. 6). According to the interviewed leaders, "the emotional and physical stamina demanded of leaders today is extraordinary" (Barton et al., 2012, p. 16).

A survey on employee attitudes towards management, quoted by Chamorro-Premuzic (2016), shows that 82% of people do not trust their bosses. Research indicates that 30%-60% of leaders act destructively and "over 50% of employees quit their job because of their managers" (Chamorro-Premuzic, 2016, p. 2).

2.4. Coaching in Leadership Development

In the light of the above presented findings, coaching in leadership development seems extremely relevant. As stated by Pfeffer (2016), **leadership is a skill possible to improve**.

According to O'Flaherty & Everson (2005a), contemporary leaders are in quest of a process that creates meaning in both value-added and relational sense-making terms. In this pursuit, leaders need to grow a capacity enabling them to observe and respect intangible sources of knowledge and knowing and by consequence, achieve a deeper level of awareness (Arthur et al., 2000). O'Flaherty & Everson (2005a) argue "that coaching is the ideal vehicle through which to achieve this seemingly disparate set of objectives" (2005a, p. 3).

Devine and Flaherty (2002) summarize the domains of competence that a leader needs to develop, in a model based upon the work of Habermas (as cited in: Flaherty, 2005) as represented in Figure 4.
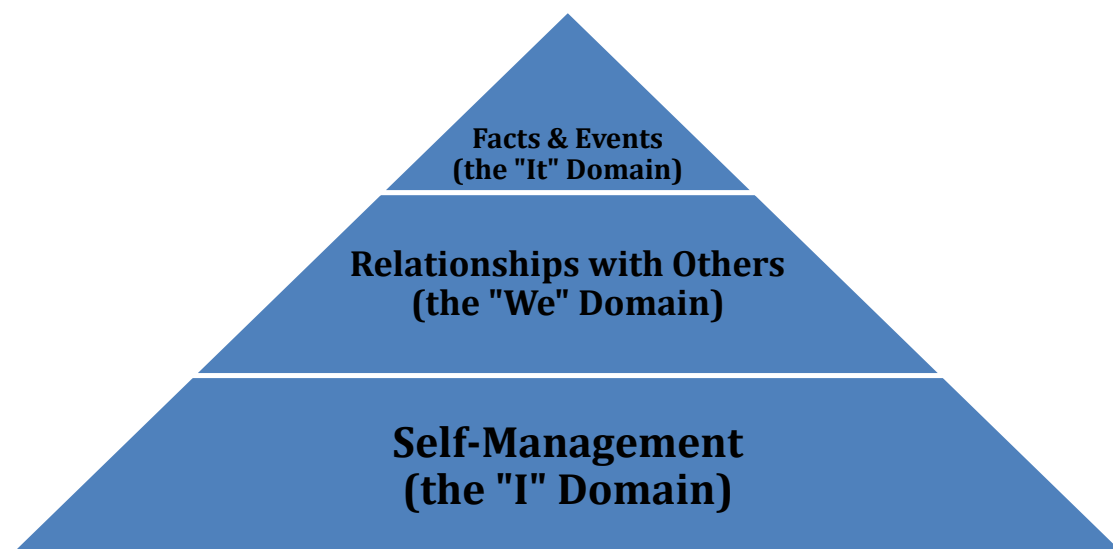
Figure 4: Domains of competence (source: Flaherty, J. (2005). Coaching: Evoking excellence in others. Oxford, UK: Elsevier Butterworth-Heinemann, p. 84)

According to Flaherty (2005), "in order to accomplish anything of substance, we must be minimally competent in each of the three domains depicted in the pyramid" (p. 83). Devine and Flaherty (2002) elaborate on the Flaherty's pyramid as shown in Table 2.

Table 2: Domains of competence (source: O'Flaherty, C., & Everson, J. (2005). Coaching in leadership development. (J. Kagan & A. Böhmert, Eds.) Brain-Based Executive Education. Johannesburg, South Africa: Knowres Publishing, p. 13)

Domains	Basis of reality	Illustrative characteristics	Competences in domain
"My" world of internal nature (I)	Interpretive	Consciousness, subjectivity, self, self-expression, truthfulness, sincerity	Purpose Self-knowledge Self-correction Persistence
"Our" world of society (WE)	Interpretive	Ethics and morals, common context, culture, worldviews, mutual understanding, appropriateness, justness	Relationship Communication Leadership Inspiration
"The" world of external nature (IT)	Objective	Science and technology, objective nature, empirical forms	Processes Technology Measurement statistics

In other words, effective leaders need to master three realms:

- **I**, corresponding to personal mastery, including self-knowledge and self-management
- **We**, corresponding to mastery of relationships and conversations with people through which influence is exercised
- **It**, corresponding to tasks necessary to master in order to "make things happen" (Divine & Flaherty, 2002).

Devine and Flaherty (2002) further developed the above model to address the essential qualities and skills that a leader needs to master to personify the 'domains of competence' as shown in Table 3.

Table 3: Essential qualities and skills (source: O'Flaherty, C., & Everson, J. (2005). Coaching in leadership development. (J. Kagan & A. Böhmert, Eds.) Brain-Based Executive Education. Johannesburg, South Africa: Knowres Publishing, p. 4)

Domain	Quality	Skill
"I"	Vision Passion Integrity Trust Curiosity	Self-observation Self-knowledge Self-management Self-remembering Self-consistency
"We"	Empathy Reliability Openness Faith	Listening to (team/concerns) Speaking (possibilities/inspiration) Setting standards (developing others) Learning Innovating
"It"	Rigor Objectivity Persistence Creativity Focus	Analyzing (inhibiting factors/sources) Predicting (long and short team effects) Simplifying Building models Organize/Prioritize/Realize

Furthermore, coaching in leadership development has been influenced by the shift from conventional child-based pedagogic to adult-centered andragogic approach. The distinction between these learning approaches were studied in depth by Knowles (1984). Knowles' (1984) research conclusions are presented in Table 4.

Aspect	Pedagogic	Andragogic
Learner	• Dependent on teacher • Teacher has full responsibility • Decision as to what is learned and how, are the teacher's • Only role for learner is to be submissive	• Lerner is self-directing • Drive is towards taking responsibility for self-concept • Feel resentment and resistance when we feel others making decisions affecting our learning experience • Energy gets diverted from learning when ability to be self-directing is absent
Learner's experience	• Learner has little experience of much value as resource of learning • Experience of the teacher or learning aids that count • Backbone of learning resides in the transmission techniques, e.g. notes, etc.	• Learners enter with great volume of relevant experience • Learning seen as their richest resource for self • Techniques need to make use of experience • Individual learning plans are key • Experience can also be source of bad habits and prejudices which learning must be designed to overcome • Rejecting their experience is akin to rejecting the person
Readiness to learn	• Students ready to learn what they are told • Readiness largely a function of age	• Readiness to learn based on need to know something to perform more effectively in some aspect of their lives • Many triggers to learning exist

Knowles' (as cited in: O'Flaherty & Everson, 2005) insights provide the following reason on why coaching is adapted to leadership development:

• Coaching is an andragogic modality

- Leaders' experience is used as basis for action
- During coaching leaders find their own solutions
- Leaders hold themselves responsible for their learning actions (O'Flaherty & Everson, 2005).

To the relevance of coaching in leadership development, Kolb (1976) adds his concept of 'transforming learning into meaning' or 'experiential learning'. The process described by Klob (1976) follows four phases as represented in Figure 5.
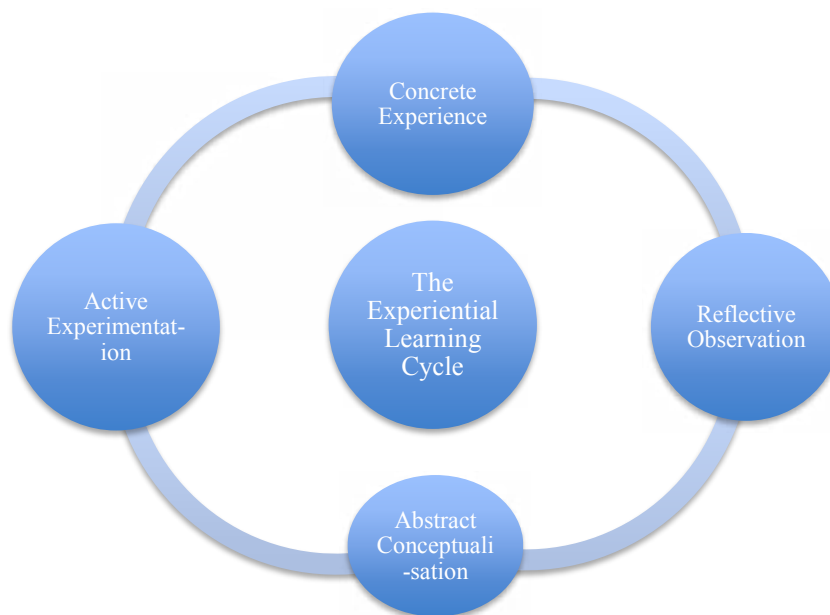
Figure 5: Experiential learning cycle (source: O'Flaherty, C., & Everson, J. (2005). Coaching in leadership development. (J. Kagan & A. Böhmert, Eds.) Brain-Based Executive Education. Johannesburg, South Africa: Knowres Publishing, p. 9)

The leadership coaching process reflects Kolb's (as cited in: O'Flaherty & Everson, 2005) Experiential Learning Cycle as represented in Table 5 and in coaching practice corresponds to the following coaching stages:

- Concrete Experience – the coachee (leader) becomes aware of the need to change through process

- Reflective Observation – the coach suggests some observations to be done by the coachee (leader) to make him/her realize the reasons of their position and the reasons to be stuck

- Abstract Conceptualization – the coach and the coachee (leader) work on alternative solutions to challenges

- Active Experimentation – the coachee (leader) tries and applies new practices acquired and assesses the impact of results with the coach

Table 5: The Experiential Learning Cycle components (source: O'Flaherty, C., & Everson, J. (2005). Coaching in leadership development. (J. Kagan & A. Böhmert, Eds.)Brain-Based Executive Education. Johannesburg, South Africa: Knowres Publishing, pp. 9-10)

Cycle components	Experimental Learning
Concrete Experience	Something happens or is happening that causes us to pay attention
Reflective Observation	We consciously stop to think about (reflect on) what occurred in the actual experience
Abstract Conceptualization	Involves developing hypothesis and conclusions from the experience which need to be tested
Active Experimentation	The learner tests their newly developed principles or hypothesis by taking action which results in new experience. The cycle repeats itself.

In other words, coaching can play a meaningful role in leadership development as it reflects the adult-learning processes. Furthermore, as argued by O'Flaherty & Everson (2005b), Integral Coaching provides leaders with varied opportunities that when applied effectively produce the following results:

- "Leaders learn to reflect

- Leaders learn to see from other peoples' points of view

- Leaders learn about themselves

- Leaders learn how to listen

- Leaders learn to give and receive feedback

- Leaders learn to ask the right kinds of questions" (pp. 16–18).

Several studies (Harrison, 2008; Yodaiken, 2009) have so far shown the impact of Integral Coaching on leadership development exemplified by tangible results for organizations.

According to Yodaiken (2009) "the coaching intervention has led to the creation of the phenomenon of 'ability and willingness to relate' resulting in [the following] specific actions" (p. 79):

- **Ability to build relationships**

  The ability to build relationships occurs between persons at peer level as well as between direct reports and managers. Those relationships get enhanced following a coaching intervention. The ability and willingness to relate gives individuals the opportunity to develop a deeper understanding of each other and in consequence create a more united work environment (Yodaiken, 2009).

- **Ability to have courageous conversations**

  This ability is conditioned by confidence and conversational competencies. It also includes giving and receiving constructive feedback. In consequence, subordinates are more capable to voice their interests with their managers. The superiors appreciate a better understanding of concerns within their teams. In consequence, they are able to improve their team functioning (Yodaiken, 2009, p. 74).

- **Creation of an empowerment culture**

  Following the coaching intervention managers encourage their subordinates to find their own sustainable solutions to problems, instead of expecting superiors to provide them. In consequence, direct reports feel empowered and experience higher level of trust towards their managers (Yodaiken, 2009, pp. 74–75).

- **Level of engagement at work**

  Following the coaching intervention, managers reported higher engagement at work of the staff they were in charge of. The direct reports appreciate the value given to their work that positively influences their work enthusiasm, their job satisfaction and decreases the level of boredom. In consequence, the level of absenteeism decreases (Yodaiken, 2009, p. 75).

- **Development of a creative thinking environment**

  The coaching intervention increased innovative thinking and creative collaborative problem solving as managers would encourage their teams to think out of the box (Yodaiken, 2009, p. 75).

- **Ability to deal with customers**

  Following the coaching intervention, the customer service index (CSI) rating improved as direct reports gained on initiative when dealing with customers (Yodaiken, 2009, pp. 75–76).

Yodaiken (2009) schematically shows the interrelationship of her findings as presented in Figure 6.
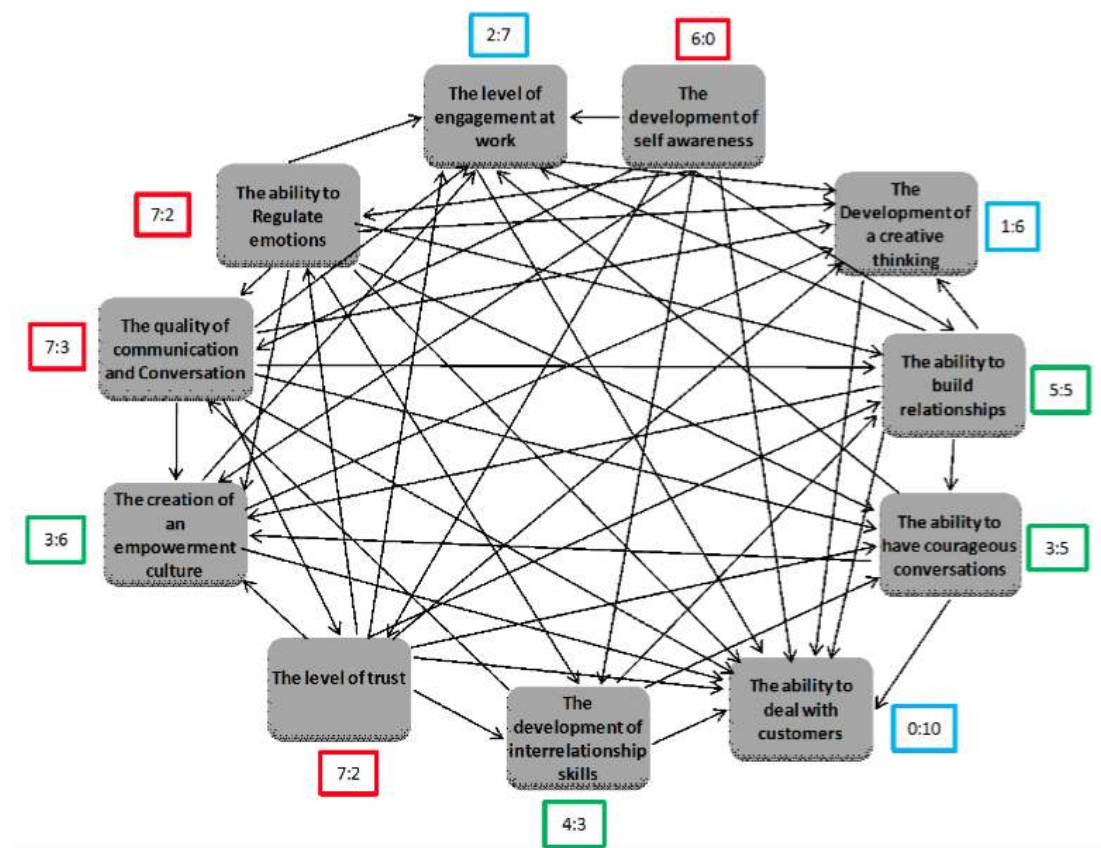
Figure 6: Interrelationship of finings of Karen Yodaiken (source: Yodaiken, K. (2009). The impact of Integral Coaching on Toyota Malawi Ltd and Toyota Uganda Ltd. University of Cape Town, South Africa, p.99)

Harisson (2008) in his research on the impact of Integral Coaching on Toyota Malawi Ltd concludes that after the initiation of coaching intervention:

- The company observed 92% increase in the Economic Value Added
- The company observed 35% improvement in productivity
- The company observed 25% increase in its Customer Service Index
- 73% of the research participants felt that coaching improved the level of customer service and management effectiveness
- 82% of the research participants felt that coaching improved their team's performance and productivity
- 73% of the research participants felt that coaching improved the quality of communication with their supervisors (Harrison, 2008).

2.5. Conclusion

The above literature review had for objective to cover scientific literature referring to the current knowledge, including substantive findings and theoretical and methodological contributions to the subjects of coaching and leadership development.

Firstly, the field of coaching was defined. Such delimitation of the subject is particularly relevant in case of coaching as the use of term 'coaching' for any kind of advice- and influence-oriented activity is misleading for the public and damaging to coaching, as pointed out by O'Flaherty and Everson (2005a). A light was shed on the scarcity of scientific research in the area of coaching unmatched with the exponential growth of coaching practice. In fact, the shortage of academic research on the subject of coaching constitutes one of the motivations for the present study.

Thereafter, the origins and the current state-of-the-art in the area of Integral Coaching was outlined. Understanding of the concept of Integral Coaching is of utmost importance for the present research as it is precisely this type of coaching intervention that applies to Chevron within SLP.

Subsequently, the literature review referred to leadership. Contrary to coaching, leadership has been widely covered by the academic literature. In fact, Chamorro-Premuzic (2016)

argues that "the science of leadership is well established. There is no real need to advance it in order to improve real-world practices. We should focus instead on applying what we already know, and ignoring what we think we know that isn't true" (p. 6).

Finally, coaching in leadership development was examined. The relevance of coaching for contemporary leaders was supported with the scientific data and exemplified by research outcomes showing tangible results of coaching interventions.

Consequently, the above literature review constitutes a foundation for the present research project.

3. Research Methodology

3.1. Q Methodology

Q methodology was developed by William Stephenson (1936) with the aim to gain access to subjective views, beliefs and opinions. The method is also referred to as the study of subjectivity (Watts & Stenner, 2012). "Q methodology is a research method with a proven history for illuminating agreement and differences among individual and group perceptions" (Brown, 2004, p. VII). The methodology allows to: 1. identify and categorize subjective perceptions and viewpoints; 2. cluster groups of individuals based on their perception (McKeown & Thomas, 1988). Stephenson (1936) designed Q methodology to uncover the subjectivity involved in any situation. Hence, the method allows research on any topic where subjective perception is at play. It allows to identify cohesions and dissimilarities in subjective viewpoints across a sample group (Brown, 2004).

Identifying subjective views, beliefs and opinions towards topics is a critical research objective in the variety of fields, from social, through environmental, to health sciences (Zabala, 2014). Q methodology is adapted to measure matters such as acceptance of new policies or technology innovation, leadership styles in business (Zabala, 2014) or health related quality of life (Stenner, Cooper, & Skevington, 2003).

"Q methodology is often used for the following:
- Identifying important internal and external constituencies
- Defining participant viewpoints and perceptions

- Providing sharper insight into preferred management directions
- Identifying criteria that are important to clusters of individuals
- Examining areas of friction, consensus, and conflict
- Isolating gaps in shared understanding" (Steelman & Maguire as cited in: Brown, 2004, p. 1).

The participants in a Q methodological research are presented with a so called Q set, a heterogeneous set of items (statements) which they are asked to rank order. The Q set statements are hitherto extracted from each identifiable universe, called concourse. "There exists a concourse for every concept, every declarative statement, every wish and every object in nature, when viewed subjectively. All the statements of the concourse are common knowledge. Hence, the concourse represents the individual's cultural heritage, born of history. It is the single most significant contribution to subjective science" (Stephenson as cited in: Watts & Stenner, 2012, p. 33). The items' ranking is further standardized through the so called Q sort, a prearranged frequency distribution (Watts & Stenner, 2012).

Watts and Stanner (Watts & Stenner, 2012) summarize the Q research procedure as follows: "Participants in a Q methodological study are (…) presented with a heterogeneous set of stimulus items or Q set which they must actively rank order. The process is to be carried out from subjective or first-person perspective using a 'new unit of quantification' called 'psychological significance'. Items that have a high (or positive) psychological significance for a specific individual would then be ranked or scored highly, while those of lesser (or negative) significance would receive a corresponding lower ranking. This process would yield a data matrix in which each row is constituted by the subjective evaluations of a single person. Since all the stimulus items have been ranked or evaluated relative to one another, and in that way made homogeneous relative to the individual in question, each row of the matrix must also be treated as a single, holistic and gestalt entity" (Watts & Stenner, 2012, pp. 15–16). What's more, Q methodology is not a test of difference; however, it permits a comparison of viewpoints (Watts & Stenner, 2012).

Standardizing row scores relative to the entire collection of scores per each participant allows to achieve a single unit of qualification. Typical for Q methodology, prearranged frequency distribution (also known as forced or forced-choice distribution), as exemplified in Figure 7, permits to further standardize the ranking procedure by providing a heterogeneous population

of stimulus items. Each item "must be assigned a ranking position, relative to all the others, in the distribution provided. This process is carried out by every participant along a simple, face-valid dimension, for example [from] most agree to most disagree, most characteristic to most uncharacteristic, most attractive to most unattractive" (Watts & Stenner, 2012, p. 16).

Stephenson (as cited in: Watts & Stenner, 2012) "believed that 'trait-measurements for one and the same person' would cohere to 'a distribution fitting the normal curve of error'" (Watts & Stenner, 2012, p. 17). Consequently, Stephenson (as cited in: Watts & Stenner, 2012) used the normal shape distribution that forces larger number of items "toward the midpoint of the distribution and permits far fewer at the peripheries" (Watts & Stenner, 2012, p. 17).

Figure 7: Example of prearranged or forced-choice frequency distribution (source: Watts, S., & Stenner, P. (2012). Doing Q methodological research: Theory, method and interpretation. London, UK: SAGE, p. 17)

The example presented in Figure 7 shows the number of items that can be assigned to each ranking position, two items to -5 and +5, three items to -4 and +4, etc.

"One of the great side effects of conducting a Q study is that Q sorters often spontaneously indicate they have enjoyed participating in the study and that they experienced it as instructive. After finishing their Q sort, people can oversee their opinion or preference regarding the subject of the study reflected on the score sheet lying [or the computer screen as in case of the present study] in front of them, and can make changes if they disagree.

These aspects of recognition and flexibility generate a sense of control of their contribution and of reliability of the study as a whole. Q sorting perhaps requires greater involvement than standard survey analysis, but apparently does so in a very pleasant and comprehensible manner" (Van Exel & de Graaf, 2005).

3.2. Research Approach and Strategy

In Q methodology, the data collection consists of set of items (typically statements) that the research participants sort in a specific arrangement. The statements, extracted from an identifiable universe (concourse), shall represent all possible viewpoints, beliefs and opinions on a subject of interest. "The analytical process reduces the data based on principal components analysis (PCA) or factor analysis (FA). However, instead of correlating variables (as in regular PCA and FA), in Q the respondents are correlated in order to elucidate the relationships between them. The standard data reduction method is followed by a set of analytical steps specific to Q methodology" (Zabala, 2014, p. 163). The final results summarize the viewpoints, beliefs and opinions of respondents in a form of small number of sets of sorted statements (Zabala, 2014).

The results obtained on the basis of Q methodological research can be used "to model the relation between perspectives and other variables, to develop a quick test to identify perspectives in larger populations, or to understand the evolution of perspectives over time" (Zabala, 2014, p. 163).

Q methodology is adaptable and compatible with small samples. It is primarily "explanatory because the patterns of views emerge from the study and thus prevent the researcher from imposing a frame of reference or pre-determined assumptions and definitions" (McKeown & Thomas as cited in: Zabala, 2014, p. 164). "It is a mixed or semi-qualitative methodology because though the data collected are quantitatively analyzed, their interpretation is extensively qualitative" (Ramlo as cited in: Zabala, 2014, p. 164).

The above explained Q methodology characteristics lie a solid foundation for the use of Q methodology in case of the present research.

What's more, researchers (Passmore & Fillery-Travis, 2011) argue in favor of Q methodology in case of coaching-related research subjects. According to Passmore and Fillery-Travis, "qualitative studies using recognized techniques such as (…) Q-sort (…) have a valuable role to play in helping us (…) [understand] the richness of human interactions in coaching" (p. 80).

Finally, the literature review has not revealed any research work that study subjective views, beliefs and opinions on the subject of impact of Integral Coaching on leadership development through the lens of Q methodology. Consequently, with the use of Q methodology, the researcher aims to broaden the current academic knowledge in the field of coaching.

3.3. Research Design

3.3.1. Steps of Q Methodological Study

For the need of the present research a Q set composed of 66 statements on SLP was developed as represented in Annex 1. The statements were drawn[8] on the basis of a concourse based on five focus groups[9], composed of a total of 19 Chevron employees, facilitated by the researcher. Each group was composed of 3-5 Chevron employees at manager or direct-report levels who graduated SLP in the past. In fact, Chevron SLP graduates are best placed to potentially have a defined viewpoint on Integral Coaching and its impact on leadership development. Their viewpoint matters in relation to the research subject and is of central interest to Chevron and CfC.

According to Van Exel and de Graaf (Van Exel & de Graaf, 2005), the concourse can be based on the following sources: "interviewing people; participant observation; popular literature, like media reports, newspapers, magazines, novels; and scientific literature, like papers, essays, and books. The gathered material represents existing opinions and arguments, things lay people, politicians, representative organizations, professionals, scientists have to say about the topic; this is the raw material for a Q" (Van Exel & de Graaf, 2005).

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[8] Statement extraction is represented in Annex 5
[9] Transcript of focus groups is represented in Annex 4

In case of each focus group, the discussion on the Integral Coaching and its impact on leadership development was broken down into a series of themes based on findings on the impact of Integral Coaching by Karen Yodaiken (2009) described in the literature review. According to Yodaiken (2009), "the coaching intervention have led to the creation of the phenomenon of the ability and willingness to relate, resulting in certain specific actions: the ability to build relationships, the ability to have courageous conversation and the creation of an empowerment culture. The actions themselves have led to identifiable outcomes (…): [increased] level of engagement at work, the development of a creative thinking environment and the ability to deal with customers" (p. 79).

In her research, Yodaiken (2009), used grounded theory to qualitative research on the impact of Integral Coaching. According to Leedy and Ormord (as cited in: Yodaiken, 2009) grounded theory approach uses data to develop a theory. "The theoretical model is derived from and grounded in the data that has been collected, rather than taken from literature" (Leedy & Ormord as cited in Yodaiken, 2009, p. 44). Grounded theory is "designed to build an explanation around the core theme that emerges from (…) [the] data" (Saunders, Lewis, & Thornhill as cited in: Yodaiken, 2009, p. 44). It is used "when the ultimate goal of research is to advance a theory about a process or phenomena" (Creswell as cited in: Yodaiken, 2009, p. 44).

Consequently, the present research is built upon scientifically sound grounded theory developed by Yodaiken (2009) in the field of Integral Coaching. The theory constituted a foundation for the concourse that served the development of the Q set of 66 statements.

The developed Q set was administrated to the research participants using on-line software developed for the needs of Q methodology studies, QsortWare[10]. QsortWare aims at a smooth completion for participants and comprises a handful of options for the researcher.

The participants were instructed (Annex 2) to rank 66 statements from their own point of view. For the need of the study, following prearranged frequency distribution was used:

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[10] QsortWare was developed by Aleessio Pruneddu at the University of York, UK
http://www.qsortware.net/home.html

-6	-5	-4	-3	-2	-1	0	1	2	3	4	5	6

2 2

3 3

4 4

5 5

7 .... 7 .... 7 7

10

◄ MOST DISAGREE   MOST AGREE ►
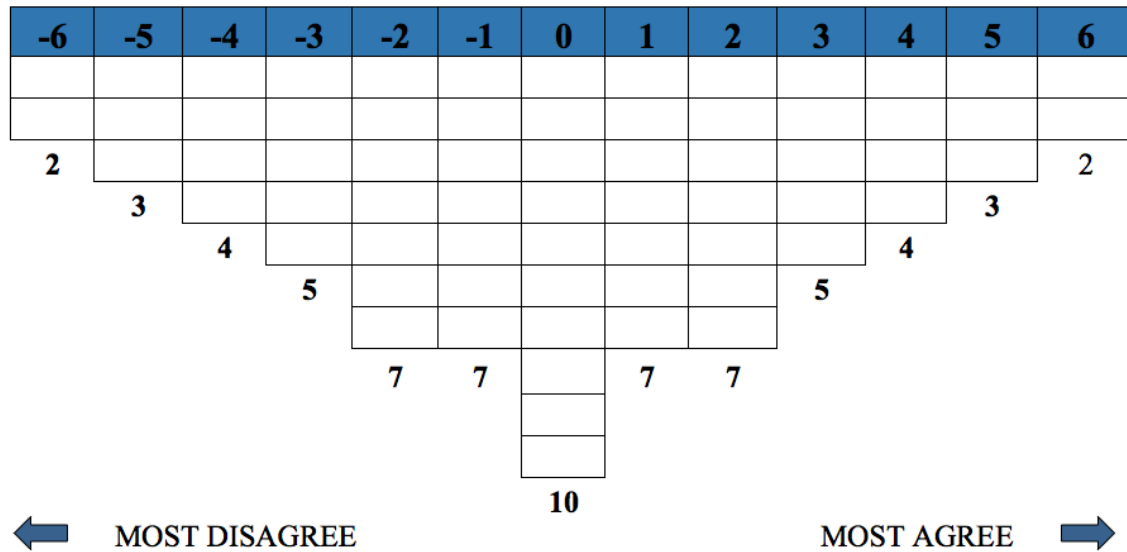
Figure 8: Prearranged frequency distribution used in the research

3.4. Research Participants

In the framework of the Q methodology, the participant group is referred to as P set (Watts & Stenner, 2012). As the objective of the Q methodology is to determine relevant viewpoints, the P set needs to be composed of participants who have a defined viewpoint and whose viewpoint matters in relation to the researched subject. Brown (ac cited in: Van Exel & de Graaf, 2005) argues that "the P set is not random. It is a structured sample of respondents who are theoretically relevant to the problem under consideration; for instance, persons who are expected to have a clear and distinct viewpoint regarding the problem and, in that quality, may define a factor" (p. 6). As already pointed out, the aim of the present study is "to measure the impact of SLP since its launch in 2011 on individuals and the company in an objective to build a business case for the program by pointing to actual results seen and witnessed by graduates"[11]. Consequently, the P set of the present research are Chevron employees who participated in SLP.

Taking the above into consideration, the P set in case of the present research was composed of 14 Chevron employees[12] (10 managers and 4 direct reports), including 5 women and 9 men. The average work experience of participants at Chevron was 11,7 years, ranging from 3

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[11] Email communication from the Director of the CfC, Janine Everson.
[12] The quoted figure excludes 19 particpants that took part in the focus groups that served as base for the concourse.

to 25 years. All participants were graduates of SLP. They represented all SLP classes since the beginning of the program in 2011, until 2016.

According to Watts and Stenner (2012), Q methodology "has little interest in taking head counts or generalizing to a population of people" (p. 72). "Q does not need large numbers of subjects (…), for it can reveal a characteristic independently of the distribution of that characteristic relative to other characteristics" (Smith as cited in: Van Exel & de Graaf, 2005, p. 2). "Q methodology does not seek to make claims to larger representative groups, [and] it is less concerned with participant sampling techniques" (Brown, 2004, p. 4). The methodology is exclusively explorative and as such measures only the opinions of the research participants who completed the Q sorts (Watts & Stenner, 2005). The above equally applies to extracting the statements from the concourse that, according to Brown (as cited in: Van Exel & de Graaf, 2005) is "more an art than a science" (p. 5). Consequently, it should not be based on a sampling technique (Van Exel & de Graaf, 2005).

3.5. Data Analysis

The objective of this section is to describe the tool used for conducting a Q methodological factor analysis (data reduction technique) in order to identify groups of individuals that share the same opinion on the impact of coaching on leadership development at Chevron.

The aim of this analytical process is to reduce the data, based on principal component analysis (PCA). However, contrary to regular PCA that correlate response variables, in Q methodology the actual respondents are correlated in order to expose the relationship between them. This is the reason why it is often called inverted factor analysis (Stephenson, 1936). Analytical steps specific to Q methodology follow this standard data reduction method with the objective to obtain a small number of factors. These factors, which in fact match groups of individuals, summarize the viewpoints that exist among respondents, and are different from each other (Brown, 2004; Stephenson, 1936).

The research data obtained on the basis of the above-described procedure was factor-analyzed using 'R', a freely available language and environment for statistical computing and graphics which provides a wide variety of statistical and graphical techniques: linear and

nonlinear modelling, statistical tests, time series analysis, classification, clustering, etc.[13], using qmethod. Qmethod is a package designed by Zabala (2014) to explore human perspectives using Q Methodology. The package is devised to perform Q analysis in 'R'. Zabala (2014) argues that the package provides many advantages to the existing software: "it is fully cross-platform, the algorithms can be transparently examined, it provides results in a clearly structured and tabulated form ready for further exploration and modelling, it produces a graphical summary of the results, and it generates a more concise report of the distinguishing and consensus statements" (p. 163).

The practical aspects of conducing analysis with the use of 'R' and qmethod package will be described further in the the Statistical analysis section of the present research report.

3.6. Research Criteria

3.6.1. Validity

As there is no outside criterion for an individual's point of view, the validity is little relevant to Q methodology (Watts & Stenner, 2005). According to Small (2011), "Content validity of the Q set is addressed through sampling of the concourse around the topic in question. (…) Face validity of the text and statement wording is addressed (…) by leaving those statements in the participants' (participants within the concourse) words, edited only slightly for grammar and readability. Item validity in Q methodology is understood differently than in more traditional survey research. In Q methodology, one expects the meaning of an item to be interpreted individually and the meaning of how each item is individually interpreted becomes apparent in the rank ordering" (2011, p. 88). As Q methodology delivers what it claims to deliver (viewpoints of participants), by consequence it is considered valid (Watts & Stenner, 2012).

3.6.2. Reliability

As for reliability, a repeated application of Q method informs the researcher of the reliability of a participant's viewpoint, rather than the method (Watts & Stenner, 2012). Van Exel and de Graaf (2005) conclude that "the most important type of reliability for Q is replicability:

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[13] https://cran.r-project.org

will the same condition of instruction lead to factors that are schematically reliable – that is, represent similar viewpoints on the topic – across similarly structured yet different Q samples and when administered to different sets of persons. (…) The ability to generalize sample results to the general population, is of less concern (…) [in case of Q methodology]. The results of a Q methodological study are the distinct subjectivities about a topic that are operant, not the percentage of the sample (or the general population) that adheres to any of them" (p. 3).

4. Research Findings

4.1. Statistical Analysis of Results

The study's 14 Q sorts were factor-analyzed with the qmethod() package in 'R', language and environment for statistical computing and graphics.

Multiple options of factor extraction were examined as represented in Annex 3, starting with 7 factors, as argued by Brown (as cited in: Watts & Stenner, 2012). The option of extracting 3 factors was eventually selected as in this case almost all participants were assigned to a factor. Likewise, the option of extracting 3 factors excluded the factor extraction options with a number of loading Q sorts lower than 2 per factor as suggested by Brown (as cited in: Watts & Stenner, 2012).

Table 6: General factor characteristics for 3 factors

	Average reliability coefficient	Number of loading Q-sorts	Eigenvalues	Percentage of explained variance	Reliability	Standard error of factor scores (SE)
Factor 1	0.8	6	3.9	28	0.96	0.20
Factor 2	0.8	4	3.5	25	0.94	0.24
Factor 3	0.8	2	2.0	14	0.89	0.33
		Total: 12		Total: 67		

As shown in Table 6, the option of extracting 3 factors includes 12 Q sorts and all three extracted factors include more than 1 Q sort. The 3 extracted factors together explain 67% of the total study variance. All 3 factors represented in Table 6 satisfy the so-called Kaiser-Guttman criterion (as cited in: Watts & Stenner, 2012), namely each factor represents the

Eigenvalue (EV) of 1.00 or above. Any factor with an EV of less than 1.00 accounts for less study variance than a single Q sort. In other words, an EV of less than 1.00 constitutes a cut-off point as extracting factors of this type would not constitute an effective reduction of the correlation matrix (Watts & Stenner, 2012). All 3 factors represent high reliability ranging from 0.89 – 0.96.

The factors were rotated using the Varimax rotation function (Data,nfactor=3,rotation='Varimax') for 'R' (Zabala, 2014). This type of rotation does not affect the independence of the extracted factors while maximizing the variance explained. Varimax is highly useful for revealing the subject matter of viewpoints (Watts & Stenner, 2012). As the objective of this research is to ascertain the main or dominant viewpoints within the participant group, the use of Varimax rotation was privileged.

Subsequently, factor arrays were calculated as represented in Table 7. A factor array is "a single Q sort configured to represent the viewpoint of a particular factor" (Watts & Stenner, 2012, p. 140). In order to facilitate cross-factor comparisons, the total scores were converted into Z (or standard)-Scores (Watts & Stenner, 2012). The Z-Scores are weighted averages of scores that reveal the relationship between statements and factors. In other words, they indicate how much each factor agrees or disagrees with a statement. Brown (as cited in: Watts & Stenner, 2012) argues in favor of factor arrays calculation as they conform to the original data collection format. Consequently, they are more accessible for research's audience or readership.

Table 7: Factor arrays, total factor scores converted into Z-Scores per statement

No	Z-Score F1	Z-Score F2	Z-Score F3
1	1.75663071	1.355926e+00	2.023001e+00
2	0.50864046	6.779632e-01	9.202430e-01
3	0.28433010	1.266667e+00	1.471622e+00
4	0.27117243	4.464722e-01	1.289107e+00
5	1.01845355	3.284579e-01	1.987265e+00
6	-0.24486443	-7.066612e-01	1.067022e+00
7	-0.86671874	-1.153073e+00	1.987265e+00
8	-0.25423597	-1.748649e+00	-1.546928e+00
9	0.10176823	-1.175648e+00	5.156428e-01
10	0.08260137	-1.086332e+00	3.688640e-01
11	-0.75264192	-4.186423e-01	-2.427601e+00

12	-0.91358025	4.602413e-01	8.449367e-01
13	-1.51056739	-1.910022e+00	2.220851e-01
14	0.52145713	1.413065e-01	6.228515e-01
15	-1.98733614	-2.026994e+00	-7.377279e-01
16	0.86140889	1.231016e+00	1.507358e+00
17	-2.18386294	-1.130671e+00	-3.688640e-01
18	-2.00233029	-6.744111e-01	-1.396316e+00
19	-0.03741685	-2.824727e-01	2.973915e-01
20	-1.68945070	-3.789767e-01	-4.046002e-01
21	-0.28228128	1.543589e-01	7.734642e-01
22	-2.21448879	-1.332460e+00	-5.156428e-01
23	0.96523703	1.362799e+00	4.046002e-01
24	0.58971846	1.323771e+00	2.578214e-01
25	-1.67799170	-1.434795e+00	-9.559793e-01
26	-1.09177651	-1.082836e+00	4.762399e-18
27	0.92440002	1.962762e+00	2.023001e+00
28	-0.68596111	-3.634486e-01	2.935576e-01
29	0.13613839	6.033408e-01	3.292939e-01
30	-1.37325003	-1.560573e+00	-1.825151e-01
31	0.19584766	1.231941e+00	8.449367e-01
32	0.76725574	1.806876e+00	-5.871153e-01
33	0.78804500	1.368979e+00	8.806729e-01
34	1.23472502	9.415300e-01	-5.871153e-01
35	0.97677913	1.432342e+00	-2.220851e-01
36	0.83841718	1.032549e+00	-2.935576e-01
37	-0.29754019	1.329082e+00	-7.338941e-01
38	0.38804323	2.427503e-01	-1.110426e-01
39	0.24239784	1.374233e+00	-8.092004e-01
40	0.64768294	1.508068e-01	-2.578214e-01
41	-1.60517342	-1.733955e+00	-6.624216e-01
42	0.10944160	9.982513e-02	4.046002e-01
43	0.67408998	5.756851e-01	8.092004e-01
44	-0.09789267	7.886834e-02	8.092004e-01
45	-0.74876322	-9.858128e-01	8.845067e-01
46	-0.55730713	-4.527082e-01	6.266854e-01
47	0.87696433	-1.150389e+00	-1.467788e-01
48	0.18461692	6.160397e-02	1.467788e-01
49	0.39111528	9.078694e-01	1.102758e+00
50	0.27898815	-2.257551e-02	1.467788e-01
51	-0.69771670	6.006568e-01	-7.734642e-01
52	1.04479370	6.059680e-01	5.909491e-01
53	0.31952373	4.165566e-02	-5.513790e-01

54	0.63368302	-1.394332e-02	-8.487705e-01
55	1.48048918	5.193923e-01	-1.582665e+00
56	1.67463134	1.231512e-01	-7.377279e-01
57	1.73434062	5.895717e-01	6.981579e-01
58	-0.20648524	-2.228020e-01	-1.178064e+00
59	-0.73101211	-4.551044e-01	-1.582665e+00
60	0.04561942	-7.290625e-01	-1.067022e+00
61	0.72394469	5.892004e-02	-1.765180e+00
62	-0.46200290	-3.960101e-01	-7.147250e-02
63	-0.17126599	5.923683e-18	-1.213801e+00
64	-0.72221158	-1.692182e+00	-8.449367e-01
65	-0.13434808	-1.621229e-01	-1.213801e+00
66	1.92708179	-6.004984e-03	-7.734642e-01

The method plot() was further used to return a dot-chart of the Z-Scores as represented in Figure 9 where the comparison among the Z-Scores of all factors is explored. The further the Factor-indicating points are, the more distinctive is the opinion regarding a statement. The more clustered the points, the more consensus exists in opinions regarding a statement.

Figure 9: Visualization of results with plot() method. The statements are ordered by the standard deviation of Z-Scores of all 3 factors
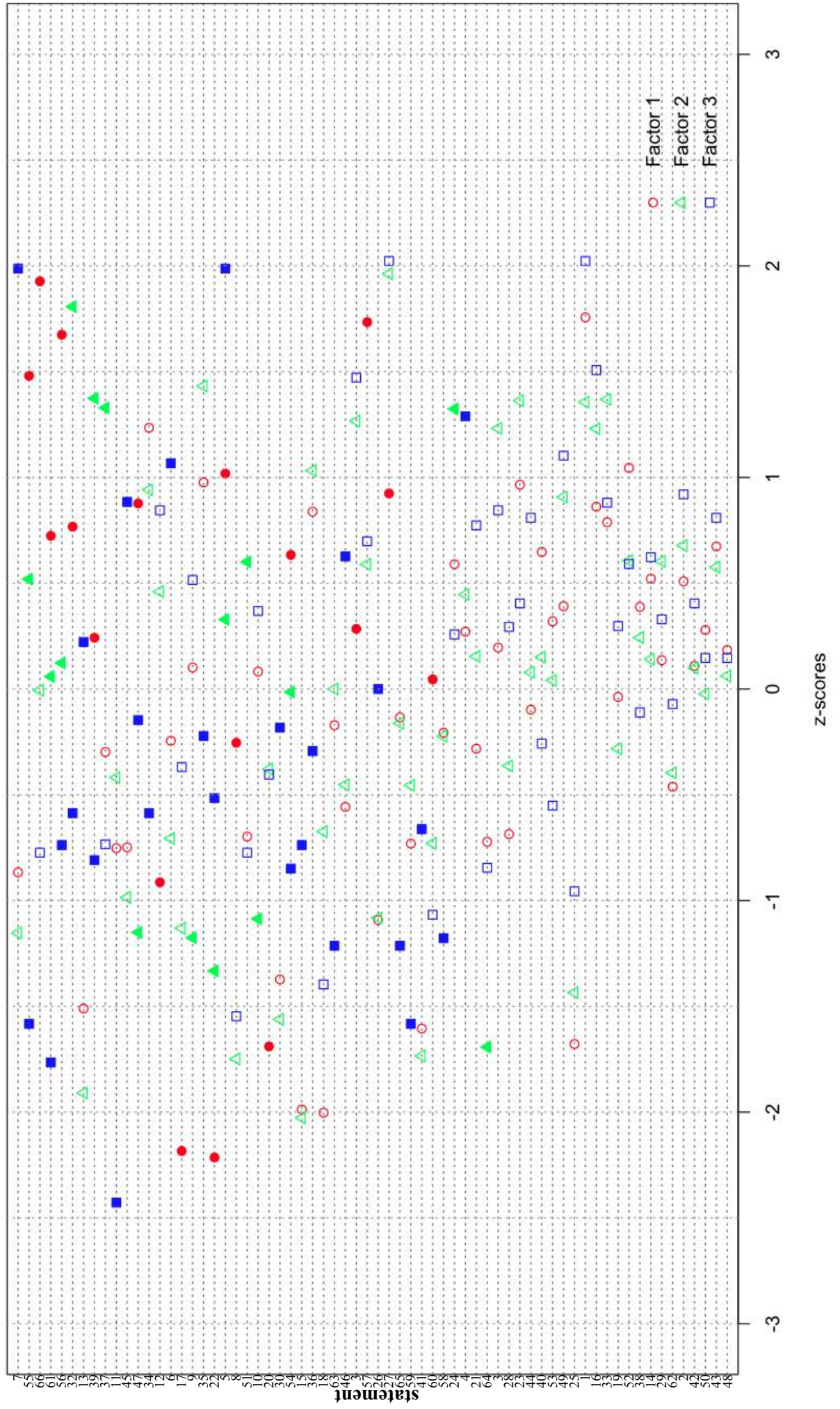
Therefore, as represented in Figure 9, the respondents vary the most in their opinions on the following three statements concerning coaching:

Statement 7: **Created a feeling of discrimination in those who were not accepted in the Sunrise Leadership Program (coaching program).**
Statement 55: **Widened my professional network.**
Statement 66: **Empowered me.**

The fully colored dots of the dot-chart in Figure 9 represent the factors differences of the strongest statistical significance.

The statistical significance of differences (based on the standard error of differences) between factor Z-Scores was tested as represented in Table 8 using the "Distinguishing and consensus statements" function (...$qdc) (Zabala, 2014). The function compares the Z-Scores between all pairs of factors obtained. It calculates the absolute difference in Z-Scores. Thereafter, it compares the obtained difference with the significance thresholds for .05 and .01 p-value levels. The categorical variable named "dist.and.cons" indicates if the statement is of consensus or distinguishing for one or more factors (Zabala, 2014). "A statement can fall in the "dist.and.cons" variable as follows:

- "Distinguishes all": When all the differences between all pairs of factors are significant.
- "Distinguishes f_i only": When the differences between factor i and all other factors are significant, and the differences between all other pairs of factors are not.
- "Distinguishes f_i (...)": When the differences between factor i and all other factors are significant, and some (but not all) of the differences between other pairs of factors are significant. If this is the case for more than one factor, the string is concatenated, e. g., "Distinguishes f1 Distinguishes f3". This category may arise only in solutions of four or more factors.
- "Consensus": When none of the differences are significant because all factors give the statement a similar score.
- "": Leaves an empty string in the cell of those statements which do not fulfil any of the

above conditions, i.e., statements that are neither consensus nor clearly distinguishing any factor from all the rest. But while they do not distinguish any particular factor from all the rest, they do distinguish some pairs of factors. The role of these statements may be inspected in detail by looking at the significance columns" (Zabala, 2014, pp. 167–168).

Table 8: Absolute difference in Z-Scores

No	Distinguish/Consensus	F1-F2	Significance F1-F2	F1-F3	Significance F1-F3	F2-F3	Significance F2-F3
1	Consensus	0.400704350		-0.26637036		-0.66707471	
2	Consensus	-0.169322723		-0.41160254		-0.24227982	
3	Distinguishes F1 only	-0.982336673	**	-1.18729193	**	-0.20495526	
4	Distinguishes F3 only	-0.175299798		-1.01793453	**	-0.84263473	*
5	Distinguishes all	0.689995690	*	-0.96881127	*	-1.65880696	**
6	Distinguishes F3 only	0.461796813		-1.31188625	**	-1.77368307	**
7	Distinguishes F3 only	0.286353886		-2.85398356	**	-3.14033745	**
8	Distinguishes F1 only	1.494413384	**	1.29269239	**	-0.20172100	
9	Distinguishes F2 only	1.277416360	**	-0.41387456		-1.69129092	**
10	Distinguishes F2 only	1.168933190	**	-0.28626260		-1.45519579	**
11	Distinguishes F3 only	-0.333999608		1.67495937	**	2.00895897	**
12	Distinguishes F1 only	-1.373821510	**	-1.75851694	**	-0.38469543	
13	Distinguishes F3 only	0.399454329		-1.73265253	**	-2.13210686	**
14	Consensus	0.380150639		-0.10139441		-0.48154505	
15	Distinguishes F3 only	0.039657516		-1.24960821	**	-1.28926573	**
16	Consensus	-0.369607205		-0.64594939		-0.27634219	
17	Distinguishes F1 only	-1.053191522	**	-1.81499897	**	-0.76180745	
18		-1.327919180	**	-0.60601457		0.72190461	
19	Consensus	0.245055806		-0.33480831		-0.57986411	
20	Distinguishes F1 only	-1.310473975	**	-1.28485049	**	0.02562349	
21		-0.436640186		-1.05574546	**	-0.61910527	
22	Distinguishes all	-0.882028847	**	-1.69884601	**	-0.81681716	*
23		-0.397562465		0.56063682		0.95819928	*
24	Distinguishes F2 only	-0.734052581	*	0.33189706		1.06594964	**
25	Consensus	-0.243196995		-0.72201245		-0.47881545	
26	Distinguishes F3 only	-0.008940040		-1.09177651	**	-1.08283647	**
27	Distinguishes F1 only	-1.038362467	**	-1.09860106	**	-0.06023859	
28		-0.322512472		-0.97951876	*	-0.65700629	

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29	Consensus	-0.467202378		-0.19315551		0.27404687	
30	Distinguishes F3 only	0.187323086		-1.19073496	**	-1.37805805	**
31		-1.036093303	**	-0.64908902		0.38700429	
32	Distinguishes all	-1.039619801	**	1.35437103	**	2.39399083	**
33	Consensus	-0.580933772		-0.09262793		0.48830584	
34	Distinguishes F3 only	0.293195041		1.82184031	**	1.52864527	**
35	Distinguishes F3 only	-0.455562665		1.19886427	**	1.65442694	**
36	Distinguishes F3 only	-0.194131444		1.13197482	**	1.32610627	**
37	Distinguishes F2 only	-1.626622353	**	0.43635393		2.06297628	**
38	Consensus	0.145292884		0.49908580		0.35379291	
39	Distinguishes all	-1.131835338	**	1.05159827	**	2.18343361	**
40		0.496876112		0.90550434	*	0.40862822	
41	Distinguishes F3 only	0.128782038		-0.94275181	*	-1.07153385	**
42	Consensus	0.009616474		-0.29515861		-0.30477509	
43	Consensus	0.098404832		-0.13511045		-0.23351528	
44		-0.176761010		-0.90709310	*	-0.73033209	
45	Distinguishes F3 only	0.237049627		-1.63326996	**	-1.87031959	**
46	Distinguishes F3 only	-0.104598899		-1.18399248	**	-1.07939359	**
47	Distinguishes all	2.027353031	**	1.02374315	**	-1.00360988	*
48	Consensus	0.123012952		0.03783810		-0.08517486	
49	Consensus	-0.516754089		-0.71164279		-0.19488870	
50	Consensus	0.301563656		0.13220933		-0.16935433	
51	Distinguishes F2 only	-1.298373540	**	0.07574748		1.37412102	**
52	Consensus	0.438825725		0.45384459		0.01501887	
53		0.277868068		0.87090277	*	0.59303470	
54	Distinguishes all	0.647626341	*	1.48245352	**	0.83482718	*
55	Distinguishes all	0.961096872	**	3.06315379	**	2.10205692	**
56	Distinguishes all	1.551480132	**	2.41235927	**	0.86087913	*
57	Distinguishes F1 only	1.144768875	**	1.03618276	**	-0.10858612	
58	Distinguishes F3 only	0.016316803		0.97157915	*	0.95526235	*
59	Distinguishes F3 only	-0.275907689		0.85165250	*	1.12756019	**
60	Distinguishes F1 only	0.774681878	*	1.11264124	**	0.33795936	
61	Distinguishes all	0.665024648	*	2.48912437	**	1.82409972	**
62	Consensus	-0.065992810		-0.39053039		-0.32453758	
63	Distinguishes F3 only	-0.171265994		1.04253465	**	1.21380064	**
64	Distinguishes F2 only	0.969970647	**	0.12272511		-0.84724554	*
65	Distinguishes F3 only	0.027774869		1.07945257	**	1.05167770	*
66	Distinguishes F1 only	1.933086774	**	2.70054597	**	0.76745919	

4.2. Results Interpretation

4.2.1. Factor 1 – Personal growth is the key

Factor 1 has an Eignenvalue of 3.9 and explains 28% of the study variance. The reliability of Factor 1 is 0.96. 6 participants are significantly associated with this factor, including four managers and 2 direct reports, 3 women and 3 men. The average work experience at Chevron of participants included in Factor 1 is 11,8 years, ranging from 3 to 25 years.

As represented in Table 9, Factor 1 individuals **highly appreciate the empowering dimension of SLP**. They consider that the coaching intervention **increased their assertiveness**. Further findings confirm the conclusion of Wilk and Coplan (1977) as Factor 1 individuals agree that **the coaching training increased their self-confidence**. According to Wilk and Coplan (1977) "assertiveness is extremely helpful as confidence builder" (1977, p. 464). Factor 1 individuals **consider that the coaching training increased their awareness of lack of control over behaviors and thoughts of others**. One of the concourse participants declared: "I can't force people to do stuff but I can influence them, I can show them the risks, I can show them the process. Having done all of that and they still insist, there is nothing much I can do". This being said, the individuals represented by Factor 1 **are neutral concerning the increase of work-related satisfaction as result of coaching training**.

Factor 1 individuals **do not support the view on perceived link between SLP participation and work-related promotion**. In other words, they **disagree that SLP created a perception that those who are accepted in the program are being earmarked for promotion**.

Factor 1 individuals **disagree that the coaching program lacked hands-on (practical) dimension and that the coaching program created a sensation of alienation in those who graduated the program**. The latter conforms to the lack of support for the statement that **SLP created a specific "language" used by Sunrise Leadership Program graduates only**.

Factor 1 individuals share a positive perception on SLP. They consider that SLP helped them develop assertiveness and build self-awareness. Likewise, they support the view that SLP taught them to take distance towards behaviors and thoughts of other people. It seems that Factor 1 individuals perceive personal growth as main outcome of SLP. They remain neutral as for the link of such personal growth with work-related satisfaction.

Individuals represented by Factor 1 perceive SLP as well balanced between theory and practice. They consider that participating in the program had no negative influence on the work environment, be it by alienation of SLP participants and graduates or biased views of other colleagues on work-promotion-related matters.

Table 9: Statements distinguishing Factor 1

No	Statement	Z-Score F1
3	Increased my awareness of lack of control over behaviors and thoughts of others.	0.28433010
8	Created a perception that those who are accepted in the Sunrise Leadership Program (coaching program) are being earmarked for promotion.	-0.25423597
12	Created a specific "language" used by Sunrise Leadership Program (coaching program) graduates only.	-0.91358025
17	Created a sensation of alienation in those who graduated the Sunrise Leadership Program (coaching program).	-2.18386294
20	Lacked hands-on (practical) dimension.	-1.68945070
27	Increased my self-confidence.	0.92440002
57	Increased my assertiveness.	1.73434062
60	Increased work-related satisfaction within the company.	0.04561942
66	Empowered me.	1.92708179

4.2.2. Factor 2 – Creativity and open mind at work

Factor 2 has an Eignenvalue of 3.5 and explains 25% of the study variance. The reliability of Factor 2 is 0.96. 4 participants are significantly associated with this factor, including 2 managers and 2 direct reports, 2 women and 2 men. The average work experience at Chevron of participants included in Factor 2 is 7,7 years, ranging from 6 to 9 years.

As represented in Table 10, Factor 2 individuals strongly agree that the coaching program **generated creative solutions-friendly work environment**. The individuals represented by Factor 2 consider that the coaching training **increased their understanding of others** and **enabled them to better understand where their interlocutors** (partners of conversations) **come from**. They **do not experience a feeling of frustration when dealing with colleagues who do not have the same level of understanding**. In other words, Factor 2 individuals would likely disagree with one of the focus groups participants who argued: "…I was frustrated because I would learn all these wonderful tools and I would get de-motivated coming back into the work environment because nobody was on the same wave length as me…".

Factor 2 individuals consider that **SLP has been preceded by sufficient professional environment analysis and personality analysis of candidates for the program**.

Individuals represented by Factor 2, clearly perceive the positive impact of SLP on work environment, in particular in the field of creativity. The better understanding of others following SLP also plays a constructive role in the professional environment as perceived by Factor 2 represented individuals. As declared during the concourse by one of the participants: "…I can engage with people differently and understand where they are coming from and that understanding where you are (…) makes a big difference in your ability to work with others…". This openness towards others possibly helps Factor 2 individuals not to feel frustrated when dealing with colleagues who do not have the same level of understanding.

Finally, individuals included in Factor 2 support the selection procedure as it stands for the candidates to SLP.

Table 10: Statements distinguishing Factor 2

No	Statement	Z-Score F2
9	Has not been preceded by sufficient personality analysis of candidates for the Sunrise Leadership Program (coaching program).	-1.175648e+00
10	Has not been preceded by sufficient professional environment analysis of candidates for the Sunrise Leadership Program (coaching program).	-1.086332e+00
24	Increased my understanding of others.	1.323771e+00
37	Enabled me to better understand where my interlocutors come from.	1.329082e+00

| 51 | Generated creative solutions-friendly work environment. | 6.006568e-01 |
| 64 | Generated frustration when dealing with colleagues who do not have the same level of understanding. | -1.692182e+00 |

4.2.3. Factor 3 – Moderate criticism

Factor 3 has an Eignenvalue of 2.0 and explains 14% of the study variance. The reliability of Factor 3 is 0.89. 2 participants are significantly associated with this factor, both managers, both man. The average work experience at Chevron of participants included in Factor 3 is 18 years, ranging from 12 to 24 years.

As represented in Table 11, Factor 3 individuals strongly agree that **SLP contributed to decreasing the presence and the level of micromanagement within the company**. The letter can be linked to the **increased level of trust within the company** perceived by Factor 3 individuals following SLP. What's more, according to individuals represented by Factor 3, SLP **enhanced direct conversations within the company**. Thanks to SLP, Factor 3 individuals **better understand the way human mind works**. One of the participants of focus groups declared: "…what I understand is basically the way the human mind works so I think from a coaching perspective you just tapping into those principles in applying to the workplace…". They also consider that **SLP might have influenced the ability to deal with clients/customers within the company**.

This being said, individuals represented by Factor 3 **do not** consider that the impact of SLP goes as far as to **influence change acceptance within Chevron**. As numerous researchers (Gardini, Giuliani, & Marricchi, 2011; Kotter, 2012; LaClair & Rao, 2002; Umble & Umble, 2014) have shown, the resistance to change is usually strong in organizations. Umble and Umble (2014) argue that "complex implementations and change initiatives in organizations generally experience a high failure rate. This is because significant change always creates some level of uncertainty, uncertainty can lead to fear, and fear can generate significant resistance to the proposed change" (2014, p. 17). It might be that to influence change acceptance within the company, Chevron needs to go further beyond SLP.

Factor 3 **do not experience frustration when management is not encouraging/supporting skills learned during the program**. Likewise, Factor 3 individuals strongly disagree that **the coaching program made conversations more challenging when dealing with higher level colleagues**.

Interestingly, individuals represented by Factor 3 do **not** subscribe to the statement that SLP **improved work relationships within the company**. Might it be that following SLP the conversations became too direct or the fact that Factor 3 participants **do not consider that SLP taught them that not every interaction needs to be reactionary**? At the same time, individuals represented by Factor 3 strongly disagree that **SLP helped them plan/prepare (re-)actions**. **SLP did not improve the level of accountability within the company** according to Factor 3 individuals. Similarly, participants consider that the program **did not lower work-related frustration within the company**.

On a personal level, Factor 3 individuals **do not consider that the coaching program helped them in their personal life**.

Individuals represented by Factor 3 also consider that **SLP did not create permanent learning outcomes** and that **it created a feeling of discrimination in those who were not accepted in the program**.

This being said, individuals represented by Factor 3 **do not go as far as to consider that SLP did not create a Return on Investment**.

The perception of SLP by Factor 3 individuals is dichotomous. On the one hand, participants consider that SLP had positive influence on work-environment by lowering the level of micromanagement, increasing the level of trust and enhancing direct conversations within the company. On the other hand, individuals included in Factor 3 do not perceive improvements in the fields of work engagement, work-related accountability and work relations following SLP. Similarly, they do not see the influence of SLP on their personal life.

Factor 3 individuals perceive certain negative aspect of SLP organization, e.g. lack of permanent outcomes or the feeling of discrimination in those who were not accepted in the program.

This being said, Factor 3 individuals are ready to accept that SLP might have created a Return on Investment.

Table 11: Statements distinguishing Factor 3

No	Statement	Z-Score F3
4	Enhanced direct conversations within the company.	1.289107e+00
6	Helped me understand the way human mind works.	1.067022e+00
7	Created a feeling of discrimination in those who were not accepted in the Sunrise Leadership Program (coaching program).	1.987265e+00
11	Generated frustration when management was not encouraging/supporting skills learned during the Sunrise Leadership Program (coaching program).	-2.427601e+00
13	Did not create permanent learning outcomes.	2.220851e-01
15	Did not create a Return on Investment.	-7.377279e-01
26	Did not influence change acceptance within the company.	4.762399e-18
30	Did not influence the ability to deal with clients/customers within the company.	-1.825151e-01
34	Helped me plan/prepare (re-)actions.	-5.871153e-01
35	Taught me that not every interaction needs to be reactionary.	-2.220851e-01
36	Helped me in my personal life.	-2.935576e-01
41	Made conversations more challenging when dealing with higher level colleagues.	-6.624216e-01
45	Decreased the presence and the level of micromanagement within the company.	8.845067e-01
46	Increased the level of trust within the company.	6.266854e-01
58	Increased the level of accountability within the company.	-1.178064e+00
59	Lowered work-related frustration within the company.	-1.582665e+00
63	Improved work relationships within the company.	-1.213801e+00
65	Improved work engagement within the company.	-1.213801e+00

4.2.4. Consensus for Factor 1, Factor 2 and Factor 3 – Life-long personal and professional growth

According to the statistical significance of differences (based on the standard error of differences) between factor Z-Scores (Table 8), in case of the following statements none of the differences between factors are statistically significant.

As shown in Table 12, Individuals represented by Factor 1, 2 and 3 agree that **SLP increased their self-awareness, self-control and their listening capacity**. Similarly, they agree that **SLP helped them identify their strengths and weaknesses and taught them to "let go"**. As one stated by one of focus groups participants: "…If [you] are not ready, then (…) you [are] not ready and I get that, let it go, and maybe at a later point you can be ready. (…) I just realized actually this person isn't ready to go and engage and foster a better relationship with another colleague… you know, just let it go, it will come back at a later point…". Likewise, all 3 Factors individuals agree that **SLP helped them develop their emotional intelligence and manage conflict**. Factor 1, 2, 3 individuals agree that **SLP made it easier to acknowledge colleagues' and improved their overall performance and engagement at work** and **it enhanced their capacity to influence others**.

Furthermore, individuals represented by Factor 1 and Factor 2 agree that **SLP increased their level of empathy**.

Factor 1 and Factor 3 agree that the coaching program, **taught them how to empower people/colleagues**.

Interestingly, Factors 2 and 3 individuals **disagree that the coaching program improved communication within the company**.

Finally, individuals represented by Factor 1, 2 and 3 **agree that the coaching program requires refreshing sessions every now and then**.

Briefly, individuals represented by all 3 factors perceive the positive influence of SLP on self-awareness, listening capacity, emotional intelligence, work performance, and capacity to

influence others. The increased level of empathy as result of SLP is appreciated by Factor 1 and 2 individuals and the capacity to empower people/colleagues by Factors 1 and 3.

Surprisingly, regardless of all positive influence of SLP, Factors 2 and 3 individuals perceive it had no influence on improving communication within the company.

This being said, all 3 factors individuals support refreshing sessions to SLP after completion of the program.

Table 12: Consensus statements

No	Statement	Z-Score F1	Z-Score F2	Z-Score F3
1	Increased my self-awareness.	1.75663071	1.355926e+00	2.023001e+00
2	Increased my self-control.	0.50864046	6.779632e-01	9.202430e-01
14	Requires refreshing sessions every now and then.	0.52145713	1.413065e-01	6.228515e-01
16	Improved my listening capacity.	0.86140889	1.231016e+00	1.507358e+00
19	Helped my career development.	-0.03741685	-2.824727e-01	2.973915e-01
25	Did not influence my engagement at work.	-1.67799170	-1.434795e+00	-9.559793e-01
29	Increased my capacity to influence others.	0.13613839	6.033408e-01	3.292939e-01
33	Helped me identify my strengths and weaknesses.	0.78804500	1.368979e+00	8.806729e-01
38	Increased my level of empathy.	0.38804323	2.427503e-01	-1.110426e-01
42	Taught me to "let go".	0.10944160	9.982513e-02	4.046002e-01
43	Helped me develop my emotional intelligence.	0.67408998	5.756851e-01	8.092004e-01
48	Made it easier to acknowledge colleagues' work.	0.18461692	6.160397e-02	1.467788e-01
49	Improved my overall performance.	0.39111528	9.078694e-01	1.102758e+00
50	Taught me how to empower people/colleagues.	0.27898815	-2.257551e-02	1.467788e-01
52	Taught me to manage conflict.	1.04479370	6.059680e-01	5.909491e-01
62	Improved communication within the company.	-0.46200290	-3.960101e-01	-7.147250e-02

4.2.5. Statements distinguishing all 3 factors – different perceptions

According to the statistical significance of differences (based on the standard error of differences) between factor Z-Scores (Table 8), in case of the following statements all the differences between all pairs of factors are significant.

As represented in Table 13, Factor 1 individuals agree that SLP **enforced their self-reflection** and **taught them to give, seek (ask for opinion) and accept constructive feedback**. Thanks to SLP, **they are more apt to identify the right person to put request to**. Factor 1 individuals, consider that SLP **widened their professional network**. They disagree that SLP **increased arrogance within the company**.

Factor 2 individuals agree that **SLP taught them to give, seek (ask for opinion) and accept constructive feedback**. This being said, they **do not consider that SLP increased their capability to identify the right person to put request to**. They also consider that **SLP did not widen their professional network**. The latter might be linked to the fact that Factor 2 individuals **disagree that SLP taught them how not to bring emotions into professional matters**. This being said, Factor 2 individuals **disagree that SLP increased arrogance within the company**. Finally, individuals represented by Factor 2 strongly agree that **SLP enforced their self-reflection and helped them manage private-life conversations**.

Individuals represented by Factor 3 strongly **disagree that SLP taught them to give, seek (ask for opinion) and accept constructive feedback**. This perception might be linked to the fact that, according to their viewpoint, **SLP did not increase their capability to identify the right person to put requests to**. Likewise, Factor 3 individuals **do not agree that SLP taught them how not to bring emotions into professional matters.** The overall consequence might be the strong **disagreement** of Factor 3 individuals **that SLP widened their professional network**. This being said, Factor 3 individuals **disagree that SLP increased arrogance within the company**. On a more personal level, individuals represented by Factor 3 **disagree that SLP enforced their self-reflection and that it helped them manage private-life conversations.**

In brief, all 3 factors individuals have different perception on SLP's influence on giving, seeking and accepting constructive feedback. In fact, only Factor 1 individuals think SLP taught them to identify the right person to put request to. According to participants, bearing in mind statistically significant differences in agreement, SLP did not teach them how not to bring emotions into professional matters. Only Factor 1 individuals consider that SLP widened their professional network. Factors differ on the perception of influence of SLP on self-reflection and SLP's

positive influence on managing private-life conversations. Bearing in mind statistically significant differences, none of the factors believe that SLP increased arrogance within the company.

Table 13: Statements distinguishing all 3 factors

No	Statement	Z-Score F1	Z-Score F2	Z-Score F3
22	Increased arrogance within the company.	-2.21448879	-1.332460e+00	-5.156428e-01
32	Helped me manage private-life conversations.	0.76725574	1.806876e+00	-5.871153e-01
39	Taught me how NOT to bring emotions into professional matters.	0.24239784	1.374233e+00	-8.092004e-01
47	Increased my capability to identify the right person to put request to.	0.87696433	-1.150389e+00	-1.467788e-01
54	Widened my professional network.	0.63368302	-1.394332e-02	-8.487705e-01
55	Enforced my self-reflection.	1.48048918	5.193923e-01	-1.582665e+00
56	Taught me to give, seek and accept constructive feedback.	1.67463134	1.231512e-01	-7.377279e-01
61	Made me ask for opinion (consult) more often.	0.72394469	5.892004e-02	-1.765180e+00

4.2.6. Statements that are neither consensus nor clearly distinguishing

According to the statistical significance of differences (based on the standard error of differences) between factor Z-Scores, the following statements represented in Table 14 do not fulfil any of the above conditions, i.e., they are neither consensus nor clearly distinguishing any factor from all the rest. Using the below statements to interpret the factors might be misleading as they do not characterize and are not 'shared' by any of the factors involved (Zabala, 2014). Consequently, the statements that are neither consensus nor clearly distinguishing will be addressed in the Points for Improvement section of the present research.

Table 14: Neither consensus nor clearly distinguishing statements

No	Statement	Z-Score F1	Z-Score F2	Z-Score F3
18	Is elitist.	-2.00233029	-6.744111e-01	-1.396316e+00
21	Increased work productivity within the company.	-0.28228128	1.543589e-01	7.734642e-01
23	Taught me courageous conversations.	0.96523703	1.362799e+00	4.046002e-01
28	Helped me introduce change within the company.	-0.68596111	-3.634486e-01	2.935576e-01
31	Helped me better identify opportunities-oriented conversations.	0.19584766	1.231941e+00	8.449367e-01
40	Made conversations easier when dealing with same or sub-ordinate level colleagues.	0.64768294	1.508068e-01	-2.578214e-01
44	Lowered my anxiety level.	-0.09789267	7.886834e-02	8.092004e-01
53	Positively influenced my ability to deal with clients/customers.	0.31952373	4.165566e-02	-5.513790e-01

4.3. Research Limitations

First and foremost, the present research was realized under an important time constraint linked to the characteristics of the Master of Business Administration program. Consequently, the researcher was able to explore the matters related to this research only to a certain extent.

Secondly, as the present research was heavily dependent on the availability of Chevron employees, it was impossible to guarantee a larger sample of participants and assure the perfect balance between direct report and managers.

Thirdly, the limitations of the research methodology used in the framework of the present research limit the scope of the results to the impact of coaching on leadership development at Chevron as "Q methodology does not seek to make claims to larger representative groups" (Brown, 2004, p. 4). Consequently, it is impossible to extrapolate the results of the present research over any other population.

The present exploratory research is aimed at exclusively exploring the impact of Integral Coaching at Chevron as perceived by company's managers and direct reports.

4.4. Research Points for Improvement

As show in the statistical analysis above, 8 statements extracted on the basis of the concourse turned out to be irrelevant as they are neither consensus nor clearly distinguishing any factor from all the rest. In other words, the concourse that served statement extraction in this research might have been improved.

5. Research Conclusions

The purpose of the present research was to gain a better understanding of the impact of Integral Coaching on leadership development at Chevron as perceived by Company's managers and direct reports. The Q methodology was used to identify existing views, beliefs and opinions on the subject. The three factors resulting from the statistical analysis of results represent the viewpoints co-occurring within the participant group. They illustrate the diversity and the similarities of perspectives on the impact of Integral Coaching on leadership development at Chevron. The result of the research might serve Chevron and CfC as "an objective to build a business case for the program by pointing to actual results seen and witnessed by graduates"[14].

Even though, the individuals who took part in the research perceive the impact of Integral Coaching on leadership development at Chevron differently, they globally agree that SLP had positive influence on their personal and professional development. It is important to mention that both personal and professional spheres are to a certain extent inter-linked in case of coaching interventions. In other words, the outcomes of Integral Coaching like assertiveness, self-awareness, emotional intelligence, openness towards others, trust or empathy are perfectly applicable in both personal and professional contexts. They shall also be perceived as enablers if one desires to contribute to the culture of fairness and justness in their teams and organizations as argued by Chamorro-Premuzic (2016).

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[14] Email communication from the Director of the CfC, Janine Everson.

This being said, the research shows certain differences in perceptions of individuals on the impact of Integral Coaching in the professional environment. Some individuals perceive positive influence of SLP on work-related creativity and as countermeasure to micromanagement. Others, do not see improvements in the fields of work engagement and work-related accountability linked to SLP.

According to the research results, reinforcing certain dimensions of SLP might be worth considering, e.g. putting more accent on improving communication within the company or helping participants not to bring emotions into professional matters.

Even though perception of discrimination as outcome of SLP selection procedure occurred only in the case of one of 3 factors, addressing this aspect of SLP selection seems of utmost importance.

Finally, participants of SLP are in favour of a possibility of refreshers of the skills learned in the program. As one of participants testified: "It would help a lot [to get a] refresher, you get a lot at a time [during the program] and then [you] just don't want to lose it…".

6. Future Research Directions

Although, due to the characteristics of the used methodology, the outcome of this research cannot be extrapolated over a larger population, it sheds light on the existence of the subjective points of view on the impact of Integral Coaching. The results of the present research might open possibilities for hypothesis formulations and further research on the subject. Broadening of academic knowledge on the impact of Integral Coaching is particularly relevant as so far the coaching practice produces little of comparative and outcome-linked data.

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Annex 1 – Q Set of Statements on SLP

No	Statement
1	Increased my self-awareness.
2	Increased my self-control.
3	Increased my awareness of lack of control over behaviors and thoughts of others.
4	Enhanced direct conversations within the company.
5	Had a positive impact on my leadership style.
6	Helped me understand the way human mind works.
7	Created a feeling of discrimination in those who were not accepted in the Sunrise Leadership Program (coaching program).
8	Created a perception that those who are accepted in the Sunrise Leadership Program (coaching program) are being earmarked for promotion.
9	Has not been preceded by sufficient personality analysis of candidates for the Sunrise Leadership Program (coaching program).
10	Has not been preceded by sufficient professional environment analysis of candidates for the Sunrise Leadership Program (coaching program).
11	Generated frustration when management was not encouraging/supporting skills learned during the Sunrise Leadership Program (coaching program).
12	Created a specific "language" used by Sunrise Leadership Program (coaching program) graduates only.
13	Did not create permanent learning outcomes.
14	Requires refreshing sessions every now and then.
15	Did not create a Return on Investment.
16	Improved my listening capacity.
17	Created a sensation of alienation in those who graduated the Sunrise Leadership Program (coaching program).
18	Is elitist.
19	Helped my career development.
20	Lacked hands-on (practical) dimension.
21	Increased work productivity within the company.
22	Increased arrogance within the company.
23	Taught me courageous conversations.
24	Increased my understanding of others.
25	Did not influence my engagement at work.
26	Did not influence change acceptance within the company.
27	Increased my self-confidence.
28	Helped me introduce change within the company.

29	Increased my capacity to influence others.
30	Did not influence the ability to deal with clients/customers within the company.
31	Helped me better identify opportunities-oriented conversations.
32	Helped me manage private-life conversations.
33	Helped me identify my strengths and weaknesses.
34	Helped me plan/prepare (re-)actions.
35	Taught me that not every interaction needs to be reactionary.
36	Helped me in my personal life.
37	Enabled me to better understand where my interlocutors come from.
38	Increased my level of empathy.
39	Taught me how NOT to bring emotions into professional matters.
40	Made conversations easier when dealing with same or sub-ordinate level colleagues.
41	Made conversations more challenging when dealing with higher level colleagues.
42	Taught me to "let go".
43	Helped me develop my emotional intelligence.
44	Lowered my anxiety level.
45	Decreased the presence and the level of micromanagement within the company.
46	Increased the level of trust within the company.
47	Increased my capability to identify the right person to put request to.
48	Made it easier to acknowledge colleagues' work.
49	Improved my overall performance.
50	Taught me how to empower people/colleagues.
51	Generated creative solutions-friendly work environment.
52	Taught me to manage conflict.
53	Positively influenced my ability to deal with clients/customers.
54	Widened my professional network.
55	Enforced my self-reflection.
56	Taught me to give, seek and accept constructive feedback.
57	Increased my assertiveness.
58	Increased the level of accountability within the company.
59	Lowered work-related frustration within the company.
60	Increased work-related satisfaction within the company.
61	Made me ask for opinion (consult) more often.
62	Improved communication within the company.
63	Improved work relationships within the company.
64	Generated frustration when dealing with colleagues who do not have the same level of understanding.
65	Improved work engagement within the company.
66	Empowered me.

Annex 2 – Instructions for Q Set Participants

1. Please read each of the following statements, one at a time, and move them (drag-and-drop) into three categories: AGREE, DISAGREE, UNSURE. All the statements relate to the Sunrise Leadership Program (coaching program). It may facilitate your task to mentally place "Sunrise Leadership Program (coaching program)" in front of each statement. In case you feel indifferent towards a statement or a statement leaves you with mixed feelings, please place it in the UNSURE category. There are no limits to the number of statements that can be placed in any of these three categories. Just be faithful to your own feelings and view point. The order in which statements appear in a particular column or under a particular ranking value is irrelevant. In other words, do not try and order your columns. Once you have finished sorting the statements, please feel free to make any final adjustments you wish to make.

2. Now your task is to allocate every one of these statements a ranking position within the sorting distribution provided, based on your agreement/disagreement with its content. The more you agree with a statement, the higher the ranking you are likely to award it. The more you disagree, the lower the ranking. Please allocate each of the statements a ranking position on the scale ranging from MOST DISAGREEMENT on the left-hand end of the distribution provided to MOST AGREEMENT on the right-hand end of the distribution provided. Please note that in this part of the questionnaire the number of statements per ranking is limited, meaning that only two statements can be given a ranking of -6 or +6, three can be given a ranking of -5 or +5, four can be given a ranking of -4 or +4, and so on. The number of statements accepted per ranking position is indicated in brackets on the top of each ranking position column. You may find it difficult to decide immediately which two statements should be ranked at -6 or +6. If you do, a possible strategy is to read each statement again and to place the ones that generate the strongest feelings of disagreement towards the left of the scale and those that generate the strongest feelings of agreement towards the right of the scale. You can move the statements between the ranking position at any time. The software will let you know in case you place too many statements per ranking position. Do not get hung up on the

ranking of a specific statement. For example, if you find three statements (instead of two) you would like to rank at +6, do not pass long minutes to decide which one to relegate to +5. The research project is designed to get a general sense of your likes and dislikes. Do not worry if your AGREE statements cross over into the negative rankings. As the ranking system of the research project is relative, it will not be assumed that you disagree with or thoroughly dislike a statement. When you allocate a -2 ranking, therefore, this indicates only that you probably agree with that statement slightly less than the statements you ranked at -1, and slightly more than those you are about to rank at -3. The order in which statements appear in a particular column or under a particular ranking value is irrelevant. In other words, do not try and order your columns. Once you have finished sorting the statements, please feel free to make any final adjustments you wish to make.

Annex 3 – Factor Extraction Options, 7-4 Factors

Table 15: General factor characteristics for 7 factors

	Average reliability coefficient	Number of loading Q-sorts	Eigenvalues	Percentage of explained variance	Reliability	Standard error of factor scores (SE)
Factor 1	0.8	2	2.9	20.5	0.89	0.33
Factor 2	0.8	1	2.0	14.0	0.80	0.45
Factor 3	0.8	1	1.8	13.0	0.80	0.45
Factor 4	0.8	1	1.7	12.3	0.80	0.45
Factor 5	0.8	1	1.4	10.0	0.80	0.45
Factor 6	0.8	1	1.2	8.7	0.80	0.45
Factor 7	0.8	1	1.1	7.5	0.80	0.45
		Total: 8		Total: 86		

The option of extracting 7 factors includes 8 Q sorts, however 6 out of 7 factors include only 1 Q sort.

Table 16: General factor characteristics for 6 factors

	Average reliability coefficient	Number of loading Q-sorts	Eigenvalues	Percentage of explained variance	Reliability	Standard error of factor scores (SE)
Factor 1	0.8	4	3.5	25.3	0.94	0.24
Factor 2	0.8	2	2.4	17.1	0.89	0.33
Factor 3	0.8	1	1.6	11.5	0.80	0.45
Factor 4	0.8	1	1.4	9.7	0.80	0.45
Factor 5	0.8	1	1.4	9.7	0.80	0.45
Factor 6	0.8	1	1.2	8.7	0.80	0.45
		Total: 10		Total: 82		

The option of extracting 6 factors includes 10 Q sorts, however 4 out of 6 factors include only 1 Q sort.

Table 17: General factor characteristics for 5 factors

	Average reliability coefficient	Number of loading Q-sorts	Eigenvalues	Percentage of explained variance	Reliability	Standard error of factor scores (SE)
Factor 1	0.8	3	3.6	25.7	0.92	0.28
Factor 2	0.8	3	2.6	18.6	0.92	0.28
Factor 3	0.8	1	1.9	13.3	0.80	0.45
Factor 4	0.8	1	1.6	11.2	0.80	0.45
Factor 5	0.8	1	1.3	8.9	0.80	0.45
		Total: 9		Total: 77.7		

The option of extracting 5 factors includes 9 Q sorts, however 3 out of 5 factors include only 1 Q sort.

Table 18: General factor characteristics for 4 factors

	Average reliability coefficient	Number of loading Q-sorts	Eigenvalues	Percentage of explained variance	Reliability	Standard error of factor scores (SE)
Factor 1	0.8	5	4.0	29	0.95	0.22
Factor 2	0.8	2	2.3	16	0.89	0.33
Factor 3	0.8	1	2.0	15	0.80	0.45
Factor 4	0.8	1	1.9	13	0.80	0.45
		Total: 9		Total: 73		

The option of extracting 4 factors includes 9 Q sorts, however 2 out of 4 factors include only 1 Q sort.

Annex 4 – Transcripts of Focus Groups

FOCUS GROUP 1

INTERVIEWER: It's the 25th October. It's 10h08. This is the first focus group at Chevron. Guys, can I ask you first before we go to precise questions what your impression was about Sunrise Leadership Program? what has it changed for you and how has it influenced your work actually?

PARTICIPANT: Mine I think I was about four years ago... three four years ago. I guess and you probably have very similar feedback from the others, for me it was just the awareness that gets created around your behavior and how you respond and react in scenario, so that... especially at the time when I went through the program big alerts for me through the coaching as well, it's just where I am because I can control myself and it's a little bit less that you can control others so for me the big part of that was the self awareness.

PARTICIPANT: I think that is probably that would underpin everything as the [unclear 0:01:19] identity and understanding yourself sense of awareness, and the ability to reflect others behaviors of you by keeping your understanding yourself... I think that is the intention of the coaching plan or the coaching program and for me certainly on a few occasions I saw the opportunity to try and use it. So I think yes the sense of awareness is probably the most important.

PARTICIPANT: For me I think probably what everybody has said so far, I was one of the first members to attend so I think at that stage I'm sure maybe the [unclear 0:02:07] or the presentation style may have changed since we have gone through the process but I found it particularly useful and at the time because I was a new supervisor so it was an interesting tool to have at my disposal. I seem to think that I used some of the modules more frequent than the others and the one is probably just to mention I mean the direct conversations you have with your team and the one that makes reference to the [unclear 0:02:33] when finding out where particularly this person is on the scale in terms of... So, yes I personally think it has made a positive impact on my leadership style to a certain degree.

INTERVIEWER: I understand [unclear 0:02:55] I will paraphrase, you understand that you do have an influence on your own behaviors and perceptions more than the influence on the behaviors of others is that correct?

PARTICIPANT: Yes, that goes for me.

INTERVIEWER: I just wanted to be sure.

PARTICIPANT: Outside of coaching from what I understand is basically the way the human mind works so I think from a coaching perspective you just tapping into those principles in applying to the workplace so in order for you to know others you have to know yourself so that is in my opinion what the coaching program tends to do is to raise awareness of yourself that you can better manage others not by trying to change them, but by trying to change the way to interact with them.

INTERVIEWER: Can you tell me a little bit about the collaborative work environment has there been any change, if so, what kind of changes has it influenced the team spirit or group cohesion interactions with people?

PARTICIPANT: Okay, I think for the attendees that are fortunate enough to go, there has been a positive spin off my opinion. For what I have seen is for some of the members that are not maybe selected to go it is almost like creating some wedge in between favorable ones and the not

so favorable ones so in certain groups I have picked up that it is almost like marginalization that that person gets, and we know that's how the selection of the pack works right at the end of the day, you get selected, you don't get selected. But, I have picked it up in some of the discussion groups that after you have been on Sunrise… so some people feel that they see the value and the advantage of going on there, but the fact that it is not available to a much bigger group but a larger scale makes a bit of a [unclear 0:05:08]

INTERVIEWER: Okay, so is it perceived a little bit like discrimination? Those who are being discriminated against would have a prejudice against the program itself during the [unclear 0:05:28]

PARTICIPANT: Yes.

INTERVIEWER: So do you think this might have influenced a team spirit, team cohesion or collaborative work? This kind of discrepancy between people who are accepted and who were not accepted which would be an outside factor of the coaching itself?

PARTICIPANT: I think it is not the large scale but I can only speak for our team and it sometimes comes up in a conversation and then you get the feeling okay fine so this person has probably got some reservations while he or she was not…

INTERVIEWER: I understand.

PARTICIPANT: On the program and there is also the perception that when people go on the program they either being earmarked for climbing a corporate ladder and if you not donated onto the program and that creates a bit of…

INTERVIEWER: Can I just ask if it is confirmed in practice? Is that so that indeed those who are accepted were going to climb the ladder? Or is it just a kind of perception but which is not necessarily confirmed in the practice in daily life of the company?

PARTICIPANT: Well that is on one end of the spectrum and on the other hand of the spectrum I think that my key [unclear 0:06:51] work environment couldn't care less it doesn't make a difference at all that is on the other side.

INTERVIEWER: So they don't care whether they are selected or… okay I understand.

PARTICIPANT: It has…

INTERVIEWER: You would say it is team specific?

PARTICIPANT: It's not perceived in the same way. I think that could be an influence by the leadership by the way that they perceive it themselves the way they portray it to their team like maybe Sunrise carries this than the other so that influences the perception of the work team, but in my particular area I don't think it really makes a difference whether you on it or not that's just like another self awareness type of…

INTERVIEWER: So this is a question of being selected or not, but those who were selected and yourself who went through the program, has the program influenced the work environment in a sense of collaborative work and team spirit and cohesion around the team?

PARTICIPANT: I think that not enough people have been coached so outside of all the good stuff as I said in principle I think that is what the program is trying to achieve if you've got merit it makes sense. I think that is the way in which it is being executed could do with some work and there's a couple of stuff so I don't know how the candidates are selected. I think they selected kind of anybody will do kind of thing you kind of correct in what you do, you go on the course. I think some more work could be done on that in terms of understanding the psychological makeup and where they are personally professionally before they… so they can be receptive to this kind of thing. And then that is sort of from bottom up and then from the top down the leaders will make decisions need to be coached because it is no use you and I going

into this sort of coaching environment coming up with all of these things and the leaders are completely [unclear 0:08:54] to it. So you can try things and they will be like what are you trying.

INTERVIEWER: So what you are saying is: if you coach people in a team the manager must be coached because if he or she is not coached then the efforts are going to be less visible?

PARTICIPANT: Yes. Because if I look at it logically he put somebody into this course and then think exactly ideally you want positive change if that manager cannot recognize that positive change and be receptive to it and encourage and support it, it's going to be useless.

PARTICIPANT: I will add a bit on that sort of a bit of two on both sides, but maybe a different perspective from my side is so there is the element of people going on and there's a section of people who don't go on [unclear 0:09:51]. So the first bit is it is a different language we've got this knowledge, we've got this bit that we built up other people don't have those skill set they haven't had that opportunity, but also find that even us who have been on there I think we lose it there is quite a lot that we lose in fact before the session I came in I read through my file again and some of the coaching notes I made and thought I need to read this a little bit more right there are a couple of things that could help me as well. So we have done in [unclear 0:10:25] in Chevron where only a selected probably 50/60 candidates that have been on it, but there a lot of people who haven't been on it so they don't see that… so you talked about the collaborative effort do we all see the same things I probably don't think so, I think it's being done [unclear 0:10:46] people go through it and I've lost touch, I mean maybe the other guys are a little better, but I have lost touch with a lot of what I have learnt and I don't know if I am anticipating a future question of views, but some refresher around this is also going to be your own drive and you got to go and check some of these things like we have been given these… there's a big investment made on these things for us.

INTERVIEWER: Do you think it would be relevant to have some kind of touch base every now and then where they will refresh those skills? Like refreshing the skills?

PARTICIPANT: No doubt. It would help a lot if that refresher you get a lot at a time and then we just don't want to lose it… it's like most programs I don't know, how do you guys feel?

PARTICIPANT: I see it if you look at the intent purpose definition of coach, the coach is being someone who stays with you for a short period of time and they speak to you, they impart knowledge and then they leave. A coach is an intimate relationship it's almost a bond that you form almost like a parent. Again I come to the intent in purpose which is good again in the execution I think could do some work. The format of that is you go with instruction form you go once every three months for 18 months there is no really valuation you don't really know. You were talking about investment, you saying investment the words that you used just before investment is return on, so how do we know and how do you measure this in the light, are we getting things done quicker are we arguing less, fighting less, making decisions faster. I'm not saying that it is not happening but how do we know is this just one of those things that looks good on paper it sounds good to people, but you don't really know whether it is effective as it looks on paper and as it would be practiced.

INTERVIEWER: I would like to ask you a question about engaging in conversations with others. Do you think that coaching enables capacities of constructive feedback, solving problems in a constructive manner, treating issues on time and more efficiently, understanding by the managers of the team needs and as for the direct reports, capacity to communicate their concerns to the managers in the more understandable way or even communicate? Is there any change as for engaging with other people?

PARTICIPANT: I could give a perspective from my side, but it would be interesting to see how people see me right, because that is the key as well so I have been aware ever since…

INTERVIEWER: You're a manager right?

PARTICIPANT: Yes. So I have been aware of listening more I may not always do it that well, but I always had that awareness and I think we've got those coaching [unclear 0:14:27] cards did you guys… so I have two sets of it so two different messages I get at a point in time just to remind me listen a little bit more, make sure that people give their inputs right and then take it from… and then build on that right, but that is to get the whole trust bit… I think it has helped me I don't know it would be interesting to get some perspectives from other people. I'm not going to ask you now Lesley because you work closely with me but…

PARTICIPANT: Are you in the same team?

PARTICIPANT: Not in the same team, but we do interact [unclear 0:15:03]. But, the awareness is always there at the back of my head I am not sure if I am doing it well but…

INTERVIEWER: How about you guys?

PARTICIPANT: I agree and disagree then I come back to its intent and purpose to me it would be of far greater value if everybody in that particular work area where those individuals are interacting was aware of in the same level that you were and I think along the lines of a spectrum of extremity right the one end you have nobody that was aware of each other and against our team have this outcome if you have everybody that is aware we would have a much more positive outcome so where are you and just to come back to the point that it would be a lot easier we could reach decisions and solve problems and I think crucially that is what we are trying to do, we are solving problems [unclear segment] and what courses intended to help you from a behavioral perspective to solve problems. So it would just make sense that if a lot more people had that foundation ability that foundation awareness it's like you kind of standing alone in a crowd, and you're trying to apply your skills but a little while ago and it's slowly beginning to [unclear 0:16:44] there is also a risk of you let's call it relapse you forget because behaviors are entrenched through habit and repetition, exposure, environment if you don't have all of those things how are those behaviors going to become entrenched.

PARTICIPANT: Yes I think for me as I am looking at my band here because if I could do a comparison and understand cost implications are also on the same practicality point of view this is e-colors that have been rolled out to the entire workforce which is understood by all members to your point. You get different levels, you get people that have gone maybe through like the introductory bit and then you have your champions which are at a much higher level that I would see probably as your coaches. The challenge I sometimes find is yes from the coaching training that I have attended I'm pretty aware of who I am, what I need to do, how I need to engage with my team and I can influence my team but sometimes if it doesn't get accepted or understood maybe at a higher level, then that is where it ends and if there was like some sort of awareness that affects a bigger team not to the extent of 18 months, but just compared to when you speak to anybody in Chevron now about e-colors everybody would have some form of understanding. Coaching is seen as for the elite denominated by the supervises that person and it is not seen as entrenching to the workforce that everybody has a better understanding for it because people don't understand it they become opinionated about it and that is my take on the matter to the point of where you spoke about earlier about that engagement I remembered a few years ago after we completed our first session the intent was to have our copies as a [unclear 0:18:58] to have these engagement treatment basis it was okay in the beginning because when I spoke to another like Donavon we could use the jargon, people would understand when I talked about the

[unclear 0:19:12] of inference you would understand when I talk about direct conversations allowing you into my circle but not everybody understood that so when you leave it's kind of like you being left on your own fed to the wolves and you have to fend. And yes, if you had that group support, occasionally in touch points then it helps but my walls I can't even remember when I did mine but it could have been 2012 around about 2012/2013 when the first [unclear 0:19:45] came. And that's it, Donavon's point is if you use it, you get better at it but if you don't use it, you lose it.

INTERVIEWER: What I am reading in what you say is that it might create a certain level of frustration when you went through it, but you cannot be heard by people around because they do not necessarily use the same language, they do not use the same terms, is that correct?

PARTICIPANT: Can I quickly and I won't take too long but just build on something you mentioned that was around coaching and it prompted me to think of something where you have that coaching for a period which is great, it's 18 months that we had the actual coaching and you had this relationship with someone that you could just literally it wasn't like a counselor psychologist but it was something… it actually helped me when I… I think 15 minutes before this meeting just to go through a couple of things and I looked at some of the stuff that was shared with me and where I was in my career around some issues and that helped a hell of a lot. If I could have that maybe a year ago or when I had been going through some you almost needed that trusting bit that kind of is powerful.

PARTICIPANT: You raise a point Donavan that I have been trying to I know this is part of your question…

PARTICIPANT: No, continue I think you are going on the path that I want to go too…

PARTICIPANT: In terms of like the execution in the way that this service is packaged it's fixed structured and I think that the crucial weakness or call it opportunity to the politically [unclear 0:21:34] is that there are no outcomes… there aren't any goals in terms of there is a problem that needs to be solved and I am going to use these skills that I have and I am going to solve it because once you have solved that problem you can look back and that is when you learn and take that learning forward. In terms of execution I would think that a much more effective way together with the 18 months is that when you are presented whether yourself or your leaders present with some sort of issue, it doesn't matter what it is you call him a coach and they will coach both of you… you or three or four whoever is going through this particular issue having this let's call it a disagreement for lack of a better word. So you go through this and the coach works with you as you try and solve this problem, you solve the problem and then collectively you learn about what it is…

INTERVIEWER: So more like a hands on practical approach instead of learning different behaviors outside of context and then trying to apply them?

PARTICIPANT: Yes.

INTERVIEWER: So reacting to situations?

PARTICIPANT: Exactly because in three [noisy interruption] you can learn about applying it, but you are not actually applying it. The coach will also have an opportunity of observing you in a real world scenario observant [noisy background]

PARTICIPANT: So maybe the issue is right and you said you've gone through that 18 months you've gone through your one on one coaching sessions with the coach, now your period ends, three, four years ago, now I face day to day issues challenges at work, now we are in the process of say that I have liberty to contact that person to say this is the issue, and if that was there then to Donavan's response like last year he maybe had issues and I had issues, would

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have just been nice to say okay fine, if that comes up, that is like a lifelong connection with your lifeline because now you have all the theory and you can only apply up to the stage where it makes sense to you, but if that connection was still there… yes, we try and help from one another but this person might even know less than what you do, or maybe just slightly maybe just a bit of a nudge[?] that you needed from the coach and that is not what I am saying.

INTERVIEWER: So a certain level of follow up would be very relevant actually?

PARTICIPANT: It's a very… maybe you want to go through some of the other questions?

INTERVIEWER: No, no, continue, please.

PARTICIPANT: But, it's a… the more you think about it, I haven't thought about it or not to be honest with you it's a powerful resource and obviously if we are in a good mind space and you are able to address some of the issues we become a little bit more productive and we work from it because that is the key here, is for benefit [unclear 0:24:51] in the work front you as a person if you are solid and if you… it helps in the work front right… it's probably a consideration so your record button is still working right… but I mean that would be really good as in just where we go if the program was… that would be a [unclear 0:25:12] benefit if we have continuity going forward in future to coaching.

PARTICIPANT: I mean even in my opinion if people scrap the 18 months just introduce the target of coaching from the start I think that you would learn a lot more and then [noisy background] post problem solving session where the coach sits down and this what you need, it could have worked like that in terms of the [unclear 0:25:44] I think it is far more effective.

INTERVIEWER: So could we say more practice less theory?

PARTICIPANT: Yes, that just summarized everything that I said..

INTERVIEWER: Thanks to you, you enabled this understanding so… Guys, I see you are all managers… can you tell me a little bit about empowerment and engagement of your direct reports?

PARTICIPANT: I had one direct report go through it. And your question I just want to make sure that I understand it… is it… do they feel more empowered?

INTERVIEWER: Yes, or do you feel that they feel more empowered? Do you perceive them as more engaging with what they are doing? Would they be more problem solving orientated coming with creative solutions?

PARTICIPANT: One-word answer?

INTERVIEWER: Not necessarily.

PARTICIPANT: One person… a person became arrogant and he is no longer working with us and…

INTERVIEWER: So it made this person become more arrogant that is amazing… I'm not going to use it that way I'm going to say increases arrogance this is going to be the statement, but it is very interesting. What about the problem solving do you think it helped your problem solving competencies? Please don't enter into personal problems, just tell me in the light of coaching outcomes, has it an influenced on your personal life and personal problem solving?

PARTICIPANT: Yes, for me certainly especially the difficult conversations… the courageous conversations and that was like… I learnt a lot in an instant things start by having my conversation just stopped, just do it. So certainly in my personal life where there is a lot more understanding of me, but not so much where people are driven by something else.

INTERVIEWER: By?

PARTICIPANT: By something else. So it is not as easy I have seen some incremental improvement, but it is still it's a lot of work it can be worth [unclear 0:28:32] also if you try to

coach somebody or you try to work with somebody who hasn't been coached and doesn't have that sense of [unclear 0:28:40]

INTERVIEWER: Anything to add?

PARTICIPANT: Again, you have just prompted another thought about courageous conversation, I think I have had a lot of courageous conversations since I have been on this program it has helped me to step out and that has been the benefit for me is to have the conversations with people typically who would not easily have and whether it is with my team members or whether it is my peers, and whether it is with the management team as well still within the framework of trying to get the things across being a lot more courageous could benefit out of that one.

INTERVIEWER: Lesley, do you have anything to add?

PARTICIPANT: No, not really, I think I agree with the two of them for me it was just that I get the feeling that I might not be always understood as an individual but I can understand people better based on the tools that I was given.

INTERVIEWER: What about your level of energy, enthusias, job satisfaction, level of boredom at work if any, has it changed?

PARTICIPANT: Just a bit of a funny flavor in the company at this stage because obviously of some business issues and some stuff so I think that left a bit of a bitter sweet taste in my mouth, but in terms of my energy levels how I do my job, I think it is pretty much the same.

PARTICIPANT: So my case is my opinion is pretty objective, but the environment that I work in I have been trying to use change for a very long time since the beginning of 2015 since I have been back from my international [unclear 0:30:45] I saw some stuff that just completely amazed me trying to bring some of that change here and it [unclear 0:30:56]

INTERVIEWER: Resistance to change?

PARTICIPANT: Resistance to change yes big time. It's like those kind of things that you read about in Thesis like yours in… and research papers you read about it and you hear about it and then it is something that the people, they read about it are so completely oblivious to it, they think that they are not doing it [unclear 0:31:17] so how do you introduce change… for the people to see the value of the change that you are trying to introduce.

INTERVIEWER: Do you think that coaching program in principle could have a positive influence on the change acceptance?

PARTICIPANT: If it is done in the right way if it's done differently.

INTERVIEWER: That's to say it's accessible to a larger public it's…

PARTICIPANT: Top down, bottom up sideways…

INTERVIEWER: And more practice and also a follow up?

PARTICIPANT: Yes absolutely I agree with you.

PARTICIPANT: I have been in my role before… my role before Sunrise has been about making change and being one of the focal points of making change happen in our business unit. I mentioned earlier and I just [unclear 0:32:13] to the courageous conversations right, so we have seen opportunity for that by having those courageous conversations or having those conversations around what I think and… I have been able to have more of them so it has helped in terms of getting change across within the organization that I am within so a little bit different to [unclear 0:32:41] experience they have been a little bit more open in my view to changes and a lot coming from my side around that which is has made me even just okay, so that has gone, so now I need to… here's an opportunity it's good for the business rather let's bring this forward as well so it has helped you with that sort of confidence. I don't know if it is directly the program I

think it is my job being like that. I think perhaps also being a little bit more confident in bringing it forward and putting it forward may have been as a direct result of the programs as well.

INTERVIEWER: It is going to be my last question. But, before I ask it, I need to understand if you are in direct contact with customers or with outside environment?

PARTICIPANT: Outside of Chevron?

INTERVIEWER: Yes, customers can also be considered like contractors or sub-contractors, anybody that you contact outside the company actually and if so, do you perceive any change or increase or decrease of quality of customer service of your teams, of your direct reports, yourself any kind of influence that this program could have had?

PARTICIPANT: So you a customer to me?

PARTICIPANT: You both are customers to me.

INTERVIEWER: It can also be defined that way? In other words, how do you serve others?

PARTICIPANT: My initial thought was just probably not that now I think about it, yes I deal a lot with our operation staff I'm in the field the one bit and I do know at some stage in my career there was more about and it is probably the initial part of this role which I have been in for the last five, six years now it was to guys you've got to do it this way… you've got to do it this way right, and there was pretty much one way and I got a lot of push back on a lot of stuff. I had to try and find different skill sets to get my stuff across and what I thought was good for the business and had buy in this sort of IQ level and I think the program in that sense has helped me around how to get that influence… the same message exactly the same type of things but it is how do I do this and it is engage people a little bit more, get their inputs but I am still coming with my bits and I am getting a lot more across that is from my experience.

PARTICIPANT: Not really observed I couldn't say one way or the other [unclear 0:35:41] well not within my work team but me again personally yes.

INTERVIEWER: Lesley, anything to add?

PARTICIPANT: I think it is a kind of a situation where your pool that you are working with is too small compared to like a droplet in the ocean so I don't see that significant change but to me like Donavan's team would be part of my customer's that I would engage with and there are issues out there, but I mean we I think we deal with it as and when it comes and don't see any significant changes or issues and part of it is probably my perception is part of it is probably because I am just one individual within the group just one particular department it's slightly influenced change and sometimes you are being swamped by all these other issues [unclear 0:36:52] because you don't have the top support maybe leadership sees if from the angle that you see it in terms of missing a point that you want to introduce change you stand for it but it's just you. So that is my perception in that regard.

INTERVIEWER: Perfect, anything that you would like to add before the end or are you okay and comfortable?

PARTICIPANT: I'm good.

PARTICIPANT: I say very good idea it can be extremely effective if applied correctly.

INTERVIEWER: Thank you very much.

FOCUS GROUP 2

INTERVIEWER: It's 27th October.It's 14h11 in the afternoon. We are at Chevron. Guys, can we start by sharing your general impressions on the Sunrise Leadership Program. Please

share whatever comes to your mind, what you have learnt from this program, and before we go to the precise questions.

PARTICIPANT: I think it was a useful program I think the fact that the program wasn't structured in a like a week or two weeks and you kind of did it over a sequence of a year and a half it gave you the opportunity to kind of take the tools to learn and so it wasn't sort of when we go on a course you rushed in a week or two days whatever, so you get one concept and you focus on that.

PARTICIPANT: If I can maybe build maybe I think one of the challenges I found was it gave you a lot of tools to use but in the environment where you process on so if your approaching a feedback session you quickly have to go back to the tool and say what did I learn and revise I guess and how can you improve that… I guess by meeting more regularly but you are not always faced with those types of scenarios.

PARTICIPANT: For me I'm not going to sit here and talk about how we went about it but probably the benefits for me was I am in the HR environment so I probably would get a little bit more opportunity to engage or utilize coaching conversations because I get people walking in engaging at different levels different expectations, so it allows me to guide or influence from a leadership level right down to an employee level and it has helped me a lot that process because I can easily identify what type of conversation I should have, or identify where there is an issue especially if there is an employment relations issues in a specific business unit or a specific organization it allows me to identify quickly what the opportunity is then try and relay the leader in that way to develop either whether it's an opportunity where we need to build more trust, or is it opportunity to be able to have a bit more robust conversation direct conversations to get into a different result or a different direction. So I have learnt quite a bit what and there was a lot of opportunity for me to actually apply a lot of this. So that is from a career point of view, but also personally how to manage some of those conversations as well. So for me the benefit was very big and very broad as well if you can call it that.

INTERVIEWER: Does anybody want to add anything?

PARTICIPANT: There are two aspects to the Sunrise program and the one is where you go for… you attend classes and the other one is where you have a personal coach and I think I had a lot of benefits out of the coaching sessions where it was one on one was about you as a person, and also there was where you identified your because all of a sudden your weaknesses and your strengths and also listening to your background where you are coming from, because we all come from diverse background and it was very pin pointed direction how to manage new people. It also gave you a lot of chance to listen more because while we are listening, we are preparing a response which you are not supposed to do you supposed to listen attentively before responding to somebody. So from my laboratories it is difficult for me to get myself off the technical side of or the operational side of the laboratory because I got a lot experience and always going back helping the guys take me through. It was a real process for me to get out of the technical and actually be strategic for the laboratory it was a challenge for me to do that. Also the other challenge was, we had to sit back and coach and try to coach people to come to their own solution and at the end of the day the guys reckon what is this manager doing, he is not doing any work so that was since I was [unclear 0:04:32] this guy is sitting in his office he doesn't do any work. So it was a real grappling with new issues and it was challenging at times, but I think this is a very prudent program to really change your paradigm on how you manage people.

PARTICIPANT: So I think all of the above, my big take away from the Sunrise Leadership Program or the biggest benefit to me was having the personal coach for an extended period of

time in fact and mostly in my role it was a little bit more relevant because you've got one week or a three-day block of theoretical learning and not always a lot of opportunity to apply it before the next module progressing. By having a personal coach there you can kind of park certain scenarios and visit your coach and sort of download and then develop strategies along with your coach on how to address those scenarios going forward. So it's a kind of there is a bigger element in planning your interactions and I think for me that is also a big learning in it not every interaction needs to be reactionary but it is actually you get a better outcome if it is planned and if you know what tool to address or to utilize for particular scenario you actually get the kind of outcome that you want. I think the way it is structured is quite well thought out.

PARTICIPANT: Then there is just one other thing on Andy's I think it gives you huge personal development so it's not only… there is a little bit of technical skills or leadership skill that they give you, but the personal development is very big and it doesn't… you cannot only apply it to work, but apply it to your personal life and I think for me personally, it has already helped like in many different situations, so I think the coaching I think something that is very useful.

PARTICIPANT: So there is one thing that sort of came up for me around the personal coaching and the reason why I am picking up is that I am getting approached or I'm being approached about is there more coaching available and I think the reason for that is not everybody's journey is the same, and you sort of get to a… from a dependency mode to an inter-dependency mode but I think what happens and my experiences, maybe I moved through that journey with sufficient or even less coaching sessions where another person might that journey will be different for them so it closes off, there is a period of time and it stops and for some that independency might not have happened yet they may be needed more the coach potentially they may have realized that part could only offer it outside the company and I think there may be that opportunity to say okay is someone reaches that level of independency very quickly, why not shift some of some of that to those who actually need it more to follow that journey because I think there needs to be a result of okay, this is where that person is now, he or she is able to sort of take this methodology and apply it freely because they have reached that level of independent not… or dependent not independency let me just talk about independency much quicker than the next person because coaching I think starts from a dependency mode to where you feel okay you sort of now kind manage a lot of that that you've shared you can start managing because what this coaching is about is reflecting what it's about so now it becomes a lot more vivid for you to identify and obviously apply it or manage it right. So for me that maybe is the opportunity as well.

INTERVIEWER: Can you tell me a bit about the influence of coaching and relationships? I mean I would like you to speak about mutual understanding, the influence of collaborative work, team cohesion, team work anything that comes to your mind that is linked to professional relationships.

PARTICIPANT: I think that there were a couple of things that you said but for me, the willingness that I can engage with people differently and understand where they are coming from and I understand where you are at that time makes a big difference in your ability to work with others. And often we get into a space or I would get into a space where I don't realize the entire… what is happening around me or I don't realized that the person I am speaking to maybe in a different space and you just deal about it in a normal business way if I can call it and what the [unclear 0:09:53] it takes a personal… the fact the realities that you are dealing with people, so if you are dealing with any issue of work, or when you are working with a colleague for me it

allows you to think of this person not only as another tool or like this is a personal relationship but the is actually a person and a person has a different environment or background or something that is happening within their head, it sort of allows you to connect better with them and understand them better, and make yourself understood. And I think for me that's a big benefit.

PARTICIPANT: There are many examples of that I mean I'm just thinking about having direct conversations of something that may have happened and how do you then resolve that as you tried to put that person into your shoes, but you also tried to at some point I think there is a section that tells you to put yourself in their issues, what was that approach about and that often helps you then to resolve the issue much quicker because you show a level of empathy towards that person that they get where you are coming from because he actually gets where I am coming from and that gets you quicker to some sort of consensus how we move forward, is that a different approach to that point or not. I think that is probably the one the really big one that was for me was good and hard to get past some of the issues that you have with colleagues and to move all into the same direction as well.

PARTICIPANT: I think for me was that they talked about structure of interpretation [unclear 0:11:27] and I was kind of trying to be curious about this not kind of what you think it is and that is your view and so being curious being open to okay maybe that is something else happening for that person or they've got a different perception that you haven't even kind of thought of or touched on and you willing to kind to go down that road if that is the way I think it is so therefore it is.

PARTICIPANT: Understanding yourself also plays a part in how you relate to others with the coaching sessions you tend to see how others see you, and like coach directing you in a certain way also gives you more confidence looking at your pitfalls and the shortfalls how you relate to other people and from a professional sight like when you are having issues you don't bring your emotions into the discussion or into the issue that has been discussed so you tend to be more professional because you don't bring the emotion in, you put the business issue in front of you and sort of personalizing and putting [unclear 0:12:38].

INTERVIEWER: Kind of projecting?

PARTICIPANT: Yes.

PARTICIPANT: There was something you mentioned earlier about listening not to reply about listening to really understand and that helps with collaboration that helps to get the person onto your side as well to drive your particular position as well, but then also get their position and try to get some sort of consensus as well, I think that also collaborates is really listening to understand instead of trying to reply or to respond to something that… so you already have a predisposed position about what you going to respond to the person already so that from a coaching perspective that helps a lot.

PARTICIPANT: Yes, I think I agree with everything that has been said around the table. I think one of the challenges that we do face with the coaching approaches that the successors often are largely dependent on the recipient. If the recipient is senior management and even though they may have been on the coaching journey they may not have absorbed it, I find that having those types of conversations can be quite challenging because they realize what you are doing and the wall goes up so now you've got to try and walk around the wall and that changes the complexion of the interaction again. It does require both parties to have to attend to it I find that it is easier when you are dealing with people that are on a similar level to you in an organization or on a sub-ordinate level to the organization because it is much tougher when you are dealing with people that are higher up in the organization who have got more competing

challenges and have got a predetermined outcome for a discussion and now you come with your social science wishy washy and trying to sway them an push them into a different direction to have a different outlook…

INTERVIEWER: So if I understand what you are saying is that in case you would be dealing with a superior who won't look out or understand the language in the methodology and [unclear 0:14:44] and so forth, and you would like to put forward certain ideas that this person is not necessarily [unclear 0:14:51] in agreement with it can become more difficult because you would be spotted us somebody who would be [unclear 0:14:57] using those techniques to try and convince them.

PARTICIPANT: I look at it slight different term I say for me and I think where it works a lot is the coaching technique when you ask people questions sporadic questions that you can get to understand me better and if there was a promising view that you wanted to impose you could for me I could assess… okay you trying to shape it by asking questions and I think you are taking it down a path, and either they ready to go down the path or they are not. And if they are not ready then it's like you not ready and I get that let it go, and maybe at a later point you can be ready. I don't think sometimes okay maybe I'm not speaking for you I'm saying I'm thinking of a real example this week when a colleague of mine was like shut off on a particular issue and I just realized actually this person isn't ready to go and engage and foster a better relationship with another colleague you know just let it go, it will come back at a later point. And I don't know if they potentially block, maybe for them they potentially block it up because they don't want to hear what you've got to say but I think that probing question is what…

PARTICIPANT: No, no, I agree with you 100% what I am saying is often when you are dealing with somebody who is senior to you then maybe a time constraint to the action so there is a time level on it and if they are not receptive to the language that you were using, or the coaching language that you are using you no longer have the luxury of time you now need to develop an affirmative engagement strategy and often it means you backtrack in engaging the way they want the engagement to take place which doesn't mean that it is a failure, it just means that you now have flexibility and you don't have the opportunity to utilize that…

PARTICIPANT: I think I know what you mean I think you are referring to you want the opportunity to influence that leader and the leader is not giving you the opportunity they not receiving the message they are inflexible at that point in time and I suppose I can relate to the other side of that, is that that point doesn't engage then I know there are time constraints, but then you have to sort of make a decision whether that is going to actually be the right time. If it is not the right time then you have to either go forward and take the rejection or use pause and use another time to actually influence in a different way. I mean I think we expect our leaders to look at us with a level of sincerity by how we approach them about… it's not about… we don't have an agenda we come with a real business objective to achieve whatever we need to achieve.

INTERVIEWER: Guys you have touched on a lot on the concept of "conversations". You probably remember from your coaching training in the concept of "courageous conversations". In case you are currently in a managerial role would you say that you have a better understanding of your team after SLP? In case you are in the direct report role, do you have an impression that coaching has improved your capacity to communicate your concerns to the managers, to give constructive feedback? Has it improved your conversational competencies? I guess in most cases, most of us are managers towards certain people and direct-reports towards others.

PARTICIPANT: Yes I think it does because I mean as touched on earlier it develops you as a person your emotional intelligence has improved and therefore your ability to understand

somebody else whatever space they are in has also been improved and therefore that interaction that deeper level of understanding of what is going on between you and the other individual across the table just helps you firstly because you understand there is more empathy immediately, unless you want to shut empathy out, but I mean generally part of the coaching journey is to introduce empathy into every conversation. So from that perspective at the moment you bring that to the table it changes the complexion of the conversation immediately. So whichever conversation you going to have after that, I do find that it is typically easier.

PARTICIPANT: So I would probably get there quicker right? I think what… Chevron has this direct approach one of the drivers for us is about directness making sure that it… and sometimes directness can be twisted to depending on the agenda but I think what the coaching has done has… it gets you to that courageous conversation a lot quicker you execute on it quicker, where you would have been hesitant because you know what this person is about, and so now what creates that methodology says to you okay, you can get there quicker, how can you get there quicker because there is a methodology. If you use this methodology I think the result will come out differently and that it has also taught you that you can't accept I suppose you can't control how they would feel about that conversation so that is the other part it feels it makes you to go there a lot quicker because you can't control it for the other person, you have to… so you have learnt to accept the fact that you can't control that person, but at least you making it visible to that person it is up to them now to decide what is that they are they doing with that. So it is easier for me to go there because I don't have to control what that person thinks, because that fear is a lot less but strong considerably.

PARTICIPANT: I find personally I can spot where people are on the emotional curve far easier now particularly when you are having a courageous conversation with someone and that just helps you to determine the level of… the weight of furthering the conversation like what is the next sentence, how does the next sentence need to be, or how light does it need to be. So it helps you react a lot faster to the individual on the other side of the table and that tends to keep them there longer as well. Some people will just once they get to a certain point in that curve they want to get over [unclear segment]. It allows you because I could spot it a lot easier now it allows me to soften the conversation just to keep them engaging to keep the information flowing in.

INTERVIEWER: It improved the capacity of observation of the person that you have in front of you?

PARTICIPANT: Yes.

PARTICIPANT: You almost know when to stop as well because if… there is a tendency you don't know when to stop, so the person's receptive and then you continue to just show up more stuff right and then, but then you realize showing up more stuff has just pulled this person's back up how did that happen, but at a point you didn't recognize where to stop and just get that one win first and I think that is a lot more clear so let's bank this first let's move away we will have the discussion about something else later this was about this… don't line it up when you see you are succeeding with one thing.

PARTICIPANT: For me as a head of a [unclear 0:22:37] what Ian has just described is vitally important because the moment I sniff the win that is where I am going to go from I am going to go from the win but often winning isn't the best outcome it is not about me winning it's about the organization winning and often that means now I need to backtrack so it is very hard for me to be able to do that because I can see… I'm so conscious of it now; I realize I can hit my

pause button a lot easier so it actually has improved my perception and my use of my only colors as well.

INTERVIEWER: Do you have anything to add?

PARTICIPANT: I think probably just the self awareness and when you wanting to have those certain conversations and when you can gain the emotions you [unclear segment] conversation now stepping back and waiting for when it is… so just that whole self awareness and [unclear segment]

PARTICIPANT: So typically I mean like my environment where we have unionized folks and we have shop stewards in the laboratory so you always have the courageous conversations, but you have much more confidence now because you have acquired the tools during the program to actually address the situation much more amicably so you have this confidence to challenge things in a way that is much more professional than bulldozing things down people's throats. So in terms of relating higher up… currently we have challenges where there are discussions around like we how we make our organization more efficient and there are issues of being more efficient with our resources and I see that I must have much more confidence of [unclear 0:24:38] to actually challenge my manager and say what is your thinking and this is my thinking and why must I accept your thinking here's my [unclear 0:24:49] there's my substantiation so I have that confidence to do that I didn't have that before, so that is a good thing.

INTERVIEWER: Would you like to add something?

PARTICIPANT: No, I think it is covered I think although I was going to add the point about self awareness understanding what an issue means to you when you are having a courageous conversation is an important consideration.

INTERVIEWER: Let's talk about the level of engagement at work and in particular the level of contributions of your direct reports and yourself? For example, the level of micro management, has it decreased or increased following the program? Have you noticed any influence on the level of absenteeism?

PARTICIPANT: I don't have any directive [speaking simultaneously]

PARTICIPANT: I can't speak to that either because I don't have any direct reports a lot of people that I interact with…

INTERVIEWER: You could speak about yourself also.

PARTICIPANT: So from myself I have never been a micro manager so I don't know if there has been any changes as far as my micro management, but what I do feel is that I am less anxious about things that I request so if I request something from someone typically in the past what I would do is I would be checking on them on a daily basis how is this coming along whereas I have a conversation with them this is what I require can you assist, if you can't assist can you find someone else, and then I will set a time with them, can we just check… can we go to milestone[?] check at a certain point in time and just like to have a deliverable whereas in the past it would be like I would be on the case every day.

INTERVIEWER: Does it mean that an increased level of trust would also be one of the results of the SLP?

PARTICIPANT: That's right yes.

PARTICIPANT: I think it also helped because that whole kind of thing is that the right person that you put in your request so when you did that particular module is that the right person you putting your request in and be very specific about what you need from them and by when so that is always a challenge [unclear 0:26:55] I actually want this but I'm not keen to ask

for it because I need it in five days or ten days and this person has probably got 110 things to do, but just being clever, this what I need, why I need it and just being sure that it is the right person that you are sending it to, so that kind of… helps a bit of it there is no one else I can ask I need it from you. So I don't think I have been like…

INTERVIEWER: So do you think this capacity to choose the right person comes from some kind of competency to see clearer? Where can I get what I want…

PARTICIPANT: I think one of the steps that I have done is maybe just to engage that person depends on what the task is if it is something big right is actually to go and engage a person and just make my thinking visible around and so I thinking you can help me with this… this is the reason why before I just go and say we love to send emails, so I'm trying to have a bit of a conversation first so we are on some sort of same level so that when that request hits them it's kind of either supply or tested actually are you the right person or not the right person for it but it depends on the task you can't do that with everything.

PARTICIPANT: I was going to say the same thing I no longer send an email I go to the person and say and I do the same thing… it's about understanding making sure expectations are clear and we understand what they are looking for, making sure that they understand where it is coming from why it is needed and you get more support, and you get more buy in, it is much easier and I also don't have direct reports, I have to [unclear 0:28:22] obviously support means certain projects some of them and it's helped tremendously in that space where people are more committed to give you what you were looking for and I think another thing that comes to mind, one is willing to now not willing sorry, you acknowledge people easier, it is easier now, it seems easier now to acknowledge them and more obvious than what it was before. Before you felt like you were kind of trying to handle them, not handle is the wrong word, but trying to manage them and now you kind of like sitting back and saying it is very clear about you want to… and if you give me something and it looks like this, that is okay, so I just think it is easier also to now go back to people and say well done, maybe even give some positive feedback or… I think what I wanted to add was around the micro managing from a management point of view I sense and I don't know if it's my managery[?] style but actually my performance I think has improved because I also make sure that my expectations are clear both ways, so it's people that help me with certain projects and then people who I report to I make it clear that this is a reasonable expectation and this is unreasonable and this is what I am doing so that they also clear so it works both ways, and I think that helps both from micro managing downward and like managing upwards if I can put it that way.

PARTICIPANT: In terms of micro managing I mean prior to Sunrise I used to micro manage I didn't allow the people to make the mistakes because sometimes mistakes are costly for the laboratory…

PARTICIPANT: It's still costly.

PARTICIPANT: Yes, it is still costly now so for laboratory if you a [unclear 0:30:02] go into millions but I have stepped back a bit and allowing the guys to make the mistakes not to [unclear 0:30:13] the fact that it may impact the business but we at a certain stage now the majority that we have to allow these things to happen otherwise you going to kill yourself motivating people and costing you being on people's back and to the [unclear 0:30:28] so that has changed. Also the motivation has changed the way you continuously motivate people you now allowing themselves.

INTERVIEWER: So are empowering them?

PARTICIPANT: Yes, it's more like that empowering them and then also in terms of like helping in [unclear 0:30:48] because I'm allowing the people to think and just learn from it and the build the organization that way. People are involved to actually make decisions and to actually do more accurate meaningful work so that helped me to step back at least starting more strategic for the laboratory moving forward and have a shaping curve for the next few years it allowed me the time to do that to look at that in a strategic way now instead of doing day to day operations.

PARTICIPANT: I probably had a very interesting journey when I was on the overseas assignment I was given the opportunity to supervise five people that have never met me, they still haven't met me at all so…

INTERVIEWER: Are you supervising them?

PARTICIPANT: I used to supervise them so for 14/15 months I supervised them and they have never met me so all they heard is my voice and with each one there was a different journey.

INTERVIEWER: Were they localized somewhere in non-accessible country?

PARTICIPANT: We couldn't access or go into the country because the country has stopped all visas being issued and what happened is when I went into that role that was a supervisory role so I had to give guidance from a different country specifically from the US. And it was very unique situation and you had to make sure that people achieved their results and coaching conversations became a lot more critical because my one on one conversations with them you could easily establish where they are in their journey, well not easy it took me a lot longer to really know where they are because the conversations had to take… because here you have not just I don't think the cultural difference was a big issue, but to understand who they are and where they come from and what are the conditions was very different to the conditions that I am used to so I had to really open myself up and to imagine what is it that they need to do, why they working a six hour day or a five hour day, what is that all about versus what my expectations are. So that journey for some of those was very successful and we still stay in contact, and there is still a lot of coaching during this process, but for others it wasn't because they were not… so it would have taken a lot longer for me for the one it was about allowing them to go through that coaching for the other one is still establishing trust so you had to… it wasn't easy to identify them, but if you go through that about the eighth month, ninth month, I sort of had a good feel for where they were and where the one would take a lot longer journey with me than the other one, where the other one was already on execution phase after we had engaged, and commit to getting it done, where the other one was just resisting to what was happening. So that was a very peculiar and a very interesting journey for me and how all of that played out, how we build our relationships to get things done through the organization even if we haven't met each other at all.

INTERVIEWER: So you can better identify the person that you have in front of you or in your case over the phone or wherever the interaction be.

PARTICIPANT: Yes.

PARTICIPANT: And I had to also obviously put myself in their shoes how do they see me so there was a very I think for some of them it was easy to relate and for some of them they didn't understand why I was supervising and why not one of them in their immediate environment what is that all about so there was somebody's in culture there was some resistance as well so there was a couple of things and for some it was easier than the others so it was really interesting to go through that process with them and I would have liked to have actually stayed longer to actually get to where I felt comfortable where everyone is now achieving I was never given that opportunity unfortunately I had to come back.

INTERVIEWER: We have two remaining subjects to cover so we are almost approaching the end. First, the creative thinking, the influence of coaching on creative thinking. Coming with innovative solutions resolving problems in so called out of the box way, anything you would like to share on this be it in your case or in the case of people who you work with?

PARTICIPANT: [unclear 0:36:01] lot of opportunity where in [unclear 0:36:05] issues into troubleshoot so I was the forefront of that I stepped back a bit let the junior folk to actually interrogate a challenge… a testing challenge and I see they very much [unclear 0:36:22] inquisitive to get involved and that was part of a different aspect of their work and so they were much more motivated to come to work because they have this extra thing that they were empowered to do so… looking forward to coming to work because of and given that opportunity [unclear segment] it was a very… testing equipment there's specifications you can't just allow the people to fiddle with the instrument and suddenly you do [unclear 0:36:57] or it is on specification and then the [unclear 0:37:02 – 0:37:18] very important that the specifications meet the prescription of the test so I was given the opportunity to actually do troubleshooting [unclear 0:37:29].

PARTICIPANT: I'm going to relate it back to my previous experience and what I did in terms of innovation to get a little bit more trust leeway buy in from that team so I had my one on one conversations on Sundays their day started on a Sunday my day didn't I didn't have to, but I said let me do that so that they then could say okay, he is making an effort to spend some time with us on a day that he is supposed to actually rest and he knows that that's not our rest day, but he also doesn't bother us on a Friday when it is my rest day. So in terms of innovation I said okay, let me give some time on that Sunday to actually engage them at that level, so performance discussions happened on a Sunday one on one discussions happen on a Sunday, anything relating to where they are struggling, how I can remove some of those barriers happen on a Sunday, so I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well.

PARTICIPANT: I think one of the things is that and I think we have spoken about it before is listening to listen and probing questions gets people to think differently and that creates creative thinking and it is about… and I found like if we work on business solutions by listening and then questioning for understanding and then questioning to go down a different channel or take another different path, not the particular path that you were looking to go down, but I think that creates the opportunity for creative new ideas. So I think the coaching style creates an opportunity to develop like innovative solutions…

PARTICIPANT: Yes I think in my role as SME Subject Manager Expert people come to me looking for answers not looking for the answers within themselves, they want me to give them the answer and often sometimes the answer is actually not really mine to give but because we've got broad experience that it is like a paradigm everyone is just settled into so for me part of my objectives for 2016 was to work on the element and my [unclear 0:40:00] capability in other words, help other people to help themselves which is being about creating a creativity but without actually giving them the answers because if you give people answers, they say feed a guy… give a guy fish and you feed him for a day and teach him to fish and you will feed him for a lifetime. I've got a colleague in the Asia who is very new in his job and his got no experience in product engineering so to speak, so it has been quite challenging kind of grow capabilities from Cape Town into Asia with the time differences and all that, but the guys got the [unclear 0:40:47] clearly he was hired for the job, so it is merely about asking him questions that gets him thinking about where the potential solutions can be and I find that often when you give people

the freedom to think for themselves that there is a right way and there is a wrong way, but generally there are a lot of right ways and a very few wrong ways the only way you going to get it horribly wrong it is going to be a total disaster and there [unclear 0:41:21] within the organization to prevent something like that from happening so if you having a good coaching conversation with someone, providing them with the basics of what they need to be able to sort of grow to plant a seed in terms of where a solution can lie and give them the opportunity to think through the rest of the problems themselves and often they will come back to you and they will ask you hey, would that work. So not only do you create the relationship but you also then create somebody who realizes that I can think myself through this problem and eventually all they really use you for is a sounding board and that is kind of where I am at the moment, is at the sounding board now and when it comes to the few deeper technical issues then I still do need to lead but by and large I don't think I would have been there had I not been on Sunrise purely because I wouldn't have had the confidence I would have felt that I run the space if I must own the solution and no one else needs to be privy to the solution. In actual fact, that is not what I am here for, I am actually here to help other people understand how they can arrive at the same solution because other problems are going to crop up and I need to be developing solutions for those problems, I can't keep solving the same problem over and over that is not organizational growth and that's not capability.

PARTICIPANT: And you making him a valuable member of his team now yes so he becomes the person they rely on.

PARTICIPANT: That's good.

PARTICIPANT: I was probably going to say what he just said now in terms of actually being open and not thinking that I need to know the answer to this question I used the word curious earlier on going down that path and not just saying I need to know the answer but being open to actually exploring that solution with someone else and thinking my ways… I need to give you the answer and I need to figure it out myself and engage in that conversation with the other person or people to get something that works.

INTERVIEWER: Kind of embracing not knowing? Last, but not least, within your departments you are in contact with other departments or the clients outside… did you have the impression that coaching had an influence on the customer service? By customer service I mean simply contacts with other departments that you are serving or who serve you? Has there been any influence on this particular aspect?

PARTICIPANT: I'm not going to answer first though… for me it is yes, yes…

PARTICIPANT: It did influence it the way we interact now so the latest one is the which I discussed earlier the efficiency of the business and looking at opportunities now to actually optimize a testing schedule for refinery so we actually cutting down some of their not so valuable tests to create more efficiency and I find it very easy now to actually consult with the engineers and also their managers as to how we going to do this and instead of saying do we need to do that and how we going to do this because we need to [unclear segment] prior to Sunrise because before it was always a fight it's not a fight anymore so it has equipped me to actually interact at a much higher level than what we used to.

PARTICIPANT: I've had the opportunity to move from one business unit to another business unit to another business unit and the important part about that was establishing trust very quickly across customer base around different cultures so for me it was… it helped me a lot listening with to understand rather than to just keep my version of what should happen across different working environments coming back to South Africa having a completely different

client group now again, how do I establish that level of trust again with this particular client and a doubly quick way because they want to get things done, so I need to understand very quickly what this business is all about and getting things done the way they want it done as well so that for me is invaluable is that listening skill that I was taught to hold yourself back try to really listen and then establishing the trust relation fairly quickly as well so that you can deliver on what is expected and also give your input with credibility establishing credibility with a client fairly quickly is critical for me in that HR role as well.

PARTICIPANT: Yes, I think…

PARTICIPANT: I have only been in one business unit ever since I [unclear 0:46:57] so I was very limited. My interactions have always been across the same business unit so it is a bit difficult for me to contribute further than what Ronnie and Ian has already contributed.

INTERVIEWER: Perfect, last but not least have you got anything to add? Anything that comes to your mind on the subjects that we have discussed?

PARTICIPANT: I think the one thing for us I don't know if some of you have used it, but it just you have met some Sunrise buddies and just using them as just sort of something when you want to bounce something off and your thinking and just to be able to kind of engage because you don't have that coach anymore, and then having someone who has been through the training is human, [unclear segment] so it helps to maybe keep the network because if your don't use the things and that is the thing sometimes I think I should have gone back to my little guy and should have handled this differently and just being able to make sometimes when something material enough to bounce off another Sunrise buddy and just get through your thinking obviously so listening more, but yes…

INTERVIEWER: So touching base could be helpful?

PARTICIPANT: Because you need to keep it alive once you are on your own [speaking simultaneously]

PARTICIPANT: It's supposed to be continued coaching after Sunrise.

PARTICIPANT: I think doing more one on one.

PARTICIPANT: I've got a question and I'm sure if you can answer but I have always struggled with I would love to use analogies more I would like to use… but I just struggle to get to that point so that somebody sort of gets what you are saying in a different way, but a way that they are more accustomed to or more acceptable receptive to that outcome or… I just started to get to the analogy what type of analogy can I use…

PARTICIPANT: Spend more time with me I use analogy all the time. I don't know if that is the way of thinking because I've got a pragmatic approach or my creative side is not there, or I need to spend a little more time I am not sure, do you have an opinion on that?

PARTICIPANT: You know that I am not a professional coach so I will not pretend to be somebody who I am not but I would definitely put this question further to my supervisor of Thesis as one of the questions that came up. We've finished thank you guys.

FOCUS GROUP 3

INTERVIEWER: We are the 28th of October at Chevron Refinery. First of all, I would like to ask you if you have any general remarks on the coaching programme you went through? Anything that comes to your mind, before we go to concrete questions? What you have learnt, what you remember from it, what was positive, negative about that experience? I would like you to also speak about anything that could be.

PARTICIPANT: Okay.

INTERVIEWER: We are here to speak about any impressions that you could have got.

PARTICIPANT: I think it was a very good program, it was the first time actually I experienced coaching, so it was good in a sense that it enforced self-reflection, it enforced how you come across and why people react the way they do when you come across like that. It enforces thinking back, look back just for yourself to say how did I handle that or would I handle it better. It enforces getting, seeking feedback, it's hard to get constructive feedback or negative feedback but what it taught me personally was feedback is not totally wrong or it's not totally a bad thing and we can choose out of the negative feedback what to take and what not to take. It doesn't necessarily mean just because you get negative feedback all of it is for you, you can just sift through that. So it taught me to accept feedback, to seek feedback, to self-correct, just work on me basically things that are under my control.

PARTICIPANT: Ja. I think that goes for me and as well it, I think it taught me not to react to situation but to respond to situation. So there is big difference between the two because obviously when someone gives you feedback whether it is constructive or whatever, you out up your guard and you want to respond and in your mind already you have got stuff to like to kind of respond to that person back. So it's, ja, it taught me not to react to situation rather to respond. Ja, that was what's good for me.

INTERVIEWER: Can I just ask you to elaborate? What exactly you mean by react and respond?

PARTICIPANT: So sometimes when someone gives you feedback let's say so I think the coaching is its, it teaches you to kind of, you plan for your feedback right but not everybody has been through that so some people they just go into your office and then they just give you feedback. So obviously you are going to, like when a person in talking, you are going to think in your mind that what am I supposed, what am I going to say back to this person and you want to protect yourself right, so you kind of build that guide. So now ... [interjects]

INTERVIEWER: So this is this reactive approach?

PARTICIPANT: Yes, the reactive approach. So now with the coaching you, need to kind of avlant to listen to the person and then to understand where its coming from. And I don't even respond at that moment because I need to kind of internalise and see and then afterwards then I will kind of note my stuff and then respond.

INTERVIEWER: So you will take your time and take a step back?

PARTICIPANT: Ja.

INTERVIEWER: Okay.

BENNY: Ja similar to me, what it taught me was I can influence what happens around me and when I get feedback, I listen and I try to internalise and use it to improve myself. So from what I learnt was, there is constructive but all the feedback is to your advantage whether it's you like it

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or you don't like it. If you don't like it, you will learn what you change about yourself too in your interactions. So I learnt to listen more.

INTERVIEWER: That's very interesting. Guys, could you tell me something about building relationships? Do you think that SLP has influenced building relationships? Has it influenced collaborative work, group cohesion, team work, in any way and if so in which way?

PARTICIPANT: So I would say it actually did in that now because you don't react you listen and try to understand where people are coming from and try to be accommodative while you are still you know prioritising your interest and you get that collaborative sense that we are not fighting one another. I hear where you are coming from, how can I accommodate the one person but at the same time make sure that what I want does happen. So you have got that skill now, that ability of just listening to the person you know trying to ask you probing questions and make sure that you are, make sure that he or she notices that you are aware of their concerns, address their concerns but at the same time still push your agenda to make sure that whatever it is that you need to needs to happen, happens and you come out of that with a win win situation basically. So I think it doesn't because you are quite aware of other people's interests not just about me, it's about this person it's about other people as well in the group. So I do think it just opens up your mind to say this is just not about me, it's about everybody else's interests. Let's come out of this with a common understanding and common agreement. So I think it has done that for me.

INTERVIEWER: And you?

BENNY: Ja they had a module specifically on building trust. So what's good with that when people react in a different way you may find that somehow, there is something that you could have done or you can do to rebuild their trust. So, it helps you to always be on the lookout, what is my contribution to this situation, what can I do better, what can I improve. So you are not always so you are not always on the defensive in the past I would be defensive, I fight back and I but now, take that step back and say okay, maybe there is something that I did wrong or something that I could do in a different way. So in that way, it was good.

PARTICIPANT: Ja and I think the other thing that, in terms of building relationships, sometimes you are this person that everybody goes to when they want something done right and they know it's going to get done and sometimes you lack on other stuff and you don't treat like let's say situations the same. So I think what it helped me was to be able to say fine, I understand, you want me to do this but I can't now can we negotiate better like the time that I will be able to give you your deliverables. Because I have got other priorities So now people are able to see that you, you are not missing your deadlines because you are kind of taking everything now they are able to trust that okay, if I go to ... [inaudible] we can be able to negotiate and then but I know that I will get my deliverable. So I think then people get to trust and yes to know that you will deliver.

INTERVIEWER: So do you think it influenced a your flexibility?

PARTICIPANT: It did, it did. Because I think previously I was not able to say no, I can't do this now I will just take it and somehow figure it out and scrub around and try to do something for someone... [interjects]

INTERVIEWER: So you would take it on yourself?

PARTICIPANT: I would take it on myself, yes and then struggle with it but now…

INTERVIEWER: At your own expense?

PARTICIPANT: At my own expense but now I am able to say I am busy to, one to five I have got other priorities so can we negotiate, when can I deliver this for you and, so ja.

INTERVIEWER: So also a question of assertivity?

PARTICIPANT: Yes.

INTERVIEWER: Because you are able to say not now, later.

PARTICIPANT: Yes, I am not saying no but I am saying not now but later so ja, so the negotiating part. So it builds a relationship with people because now you are not missing your deadlines because they know at least you have said not this date but on that date. And then yes, so

INTERVIEWER: Does it ring a bell?

PARTICIPANT: Ja. ... [interjects]

INTERVIEWER: What (…) is saying?

PARTICIPANT: And on the other side as well when you are getting resistance you are able to negotiate those to say I can understand you are quite busy now, will it work for next week you know, it opens up a mind to those options that you are giving somebody else you know options rather than saying I want this and I want it now. And especially if you have got people that report to you, you need to then to know, to make sure that they understand that they have got priorities competing, competing priorities but at the same time there is something else that needs to be done can you negotiate, can you make a plan. So ja.

INTERVIEWER: I would like to talk about courageous conversations… It might ring a bell. Do you think that those who went through coaching are able to communicate any concerns in the clearer way, to express themselves straight forwardly in front of their managers and in case of managers, do they have better understanding of the issues within their team?

PARTICIPANT: So it's hard to speak on behalf of other people because I think we received it in different ways and I think with the coaching you also need as I say its staff awareness and it's a journey, it's not easy to unlearn the whole how many years of life you have had and now all of a sudden with this mirrored person. But I do think it with that self-awareness and with planning when we are going to have those courageous conversations you may need to do that. You can't

just soon into somebody's office and you know, you need to plan and say this is probably going to be a touchy conversation how do we approach it. What kind of questions that I need to do, if you do that, it felt for me I see it helps but obviously it depends on the other person how they get the message from you because they have never been to Sunrise and so they probably, it's not easy to receive feedback regardless of how you put it, you much you prepare? Some people still struggle receiving it. But I do think at least it puts a positive spin because from your approach you are not coming out negative, you have prepared for that. So I do think on the whole, I do think once you prepare it, it actually ... [interjects]

INTERVIEWER: Lolo, you mentioned something that was mentioned in another focus group that I find very interesting. Namely this difference between those who went through the programme and those who didn't go through the program and the fact of a certain level of frustration on the side of those who went through the program when talking to those who don't know the "coaching" vocabulary, who don't have this background. Does it ring a bell? For example you would be talking with somebody who did not go through the program and you have an impression that you have a completely different approach, a completely different level of understanding of the situation you are in.

PARTICIPANT: I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very frustrating. Because now you ... [interjects]

INTERVIEWER: The Supervisor who wouldn't go through the program for example.

PARTICIPANT: Yes, he wasn't in the program because now, you have got different ways of doing things of thinking, you ask questions, you challenge the questions, not in a bad way but all of a sudden I mean where you are coming from ... [interjects]

INTERVIEWER: There is a change of pattern on behaviour.

PARTICIPANT: Exactly and I don't think they appreciate that change and I don't think maybe they get warned that wow, there is going to be a difference and this difference is not necessarily a bad thing, embrace it. Just learn from that experience. So I do think there is a bit of frustration from that side. I am not sure what your experiences are.

INTERVIEWER: What do you think guys?

PARTICIPANT: Well I had two supervisors that have gone through so I think when I had to have a courageous conversation with the other one, because he has gone through sunrise. So I think at first he kind of went the defensive way but then he realised the ... [interjects]

PARTICIPANT: The self-reflection.

INTERVIEWER: Ja, the self-reflection and then I could see there was that standing back and then later where he said I think he had to say it and whatever. But I think I understand Lolo's where, if its someone who is higher up who hasn't gone through because I think I have been also been asking questions like giving feedback to people even my supervisor's supervisor. So it's

like they really don't understand and it's frustrating so, but ja, I mean you just have to take it, when it happens.

INTERVIEWER: What do you think?

PARTICIPANT: For me for those courageous conversations, the key thing that I learned was preparing upfront for it. So like in the past I would just go before I was unhappy, I would budge in and make ... [inaudible] case and you end up going different directions. But now you realise that you need to prepare for this conversation. You can anticipate in your planning what the other person might say and then you come up with a way to work around that. So, for me if you have planned properly, even if someone has not been to the program you can still approach them for those courageous it will still work.

INTERVIEWER: And the fact that you can anticipate come from the fact that you know the person or from the fact that the program has given a certain number of tools ... [interjects]

PARTICIPANT: It's both. When you know the person that you are dealing with, you can already indeed anticipate. So it's both, you know the person and the program also has given that ... [inaudible]. Of course if someone you have never met before, it might be difficult. But I think if you go through those character notations, it's because you have had some interaction with the person before. So you have some idea of that.

INTERVIEWER: Clearly. What about the empowerment. Do you feel personally more empowered in your work? As you said, you are more assertive… Do you think it influences the empowerment in the work environment?

PARTICIPANT: It actually does and I think it is a journey. So you start off also learning about yourself and you know we also felt that some of the things that you ask and then get used to this thing because you have to participate and you also need to you know have productive kind of interactions with people. So I do think it has done that, I am no longer afraid, I don't, not that I don't care but I want to make sure that what my view is known, I want to make sure that I have got input if, I do have I am not the kind of person who is going to talk for the sake of talking. But if I have got input, I want it to be known. If I have got a view, I want it to be known. So its empowered me not to be afraid, it doesn't matter who is there, whether it's the CEO whether it's the GM, if I have got a view, I put that up because and I think it's the true therapy. Previously I probably think five times before I do that many times I will be like no, actually it's not that.

INTERVIEWER: You would refrain?

PARTICIPANT: Now, I don't. If I feel strongly about something, I speak about it and I make it very known and I know that the feedback that I get from people I think they get a bit, I am not sure whether it's in, not intimidated because its senior people that I am talking about. But I think they know that I am going to challenge it, I don't just let things slide. It doesn't matter whether they end up still doing whatever they are going to do, but I make sure that you know I challenge, I ask questions and as a result a person comes prepared they don't just come and tell me this is what is going to happen in this. I will ask questions, I will ask if they have looked and other you know options and whether they have seen the various risks and how are they going to mitigate for those risks because it's a possibility. So it makes them think I have influenced lot and I have

changed some decisions. So I do think it actually, for me, it really did work and I am still work in progress, self-reflection because it's, I acknowledge it's a journey, it's not something that you can just do overnight. I learn from you know other people that have been there to see Vuseko doing something or saying something like wow, I would actually like to use that you know next time I am faced with something similar. So it helps in that way.

INTERVIEWER: And do you have any impression that as you have this different approach, that people will come to you now, they come better prepared? You said that you require them you know to justify, to explain, you ask questions. Do you think it changed the approach of colleagues that would be interacting with you? Would they be justifying their actions for example instead of just imposing them and saying this is the way we are going to do things?

PARTICIPANT: Ja. I think that they do and I also it also helps in that people don't just do things because they don't know whether it's going to hold them accountable. It helps in that it hold us accountable, we all have to be accountable at some point for our actions. So it also helps in that people now know there are things that they can't do which they used to get away with because nobody asked about it, nobody challenged them. It's not an easy thing but in my room, my room is more influencing because I can't force people to do stuff but I can influence them, I can show them the risks, I can show them the process. Having done all of that and they still insist there is nothing much I can do.

INTERVIEWER: Yes.

PARTICIPANT: But I think I have seen a change in that people are more respected, they are open and in fact they seek my opinion, somebody is going to come and say this is what I am thinking of doing, this is why I am thinking of doing it so what do you think. And, ja that kind of respect as well that people respect your opinion and they understand where you are coming from because I am also just doing my job, I am not doing what Lolo will be doing, it is my job to make sure that we do things the right way.

PARTICIPANT: Ja. I think for me in terms of power its empowered me to so, if I need to probably ask people for something, I aways ask myself those questions that I think people would ask. So I go there prepared knowing that when I present and whatever, I don't expect any questions so I try and poke myself to ask those questions. They would ask this, have you thought of that, have you thought of that. So I always try and do those thing and I think the other empowerment I got from the coaching is before I would have never have given my supervisor feedback or have the courageous conversation because of like whatever, he is a supervisor so what and whatever whatever. So I will kind if be frustrated with whatever that I felt he has done wrong or he should have done and then I will deal with it my own way then I will get over it, ja but now I mean I am able to get that feedback because I know how to prepare for it and I know like you know so I have got the tools now to be able to do it so.

INTERVIEWER: Do you wish to... [interjects]

PARTICIPANT: It's like they say it's a journey. What I have learnt is not, it's not a magic wand that you can bill to the program now you are up there. But the good thing the programme is, they tell you it's a journey, so you work towards, you keep ... [inaudible] practising. You

keep on in the situations where you would normally not raise your opinion, now you start deliberately, intentionally doing it. But it is a journey, it's not something that we just be perfect on day one.

INTERVIEWER: Do you think that it has a potential to change the job satisfaction? In any direction?

PARTICIPANT: I think so, I think so because I think most frustrations for employees is not having people hearing them, not having heard, not being able to hear the voice, not yes and also not being able to have a voice because they are afraid to have an opinion, they are afraid to once that happens you know that even if that person doesn't do it, at least they know how I feel. It does make a little bit of a change in terms of how you feel as a person generally. So I do think yes, it will have an impact.

PARTICIPANT: Then another impact is now you will deliberately go out to influence your position, your job that okay, I must do this job and then it will ... [inaudible] to support me. You go out to them, you are not, scared of confronting them, you are prepared, you know who can assist you to be more effective in that position. So, I believe it will definitely assist with the job satisfaction, yes.

INTERVIEWER: Do you have anything to add?

PARTICIPANT: No, no thank you.

INTERVIEWER: We have two more subjects to look over so we are definitely going to be on time.

PARTICIPANT: Okay.

INTERVIEWER: I would like to ask you about creative thinking. Do you think that this kind of program has an influence and if so, what kind of influence? What I mean by creative thinking is for example when you face a problem you come with innovative solutions. You think out of the box? You probably dare propose something that you know is a little bit outside the standard way of acting let's put it that way, this is what I mean by thinking out of the box.

PARTICIPANT: I think for me I have been someone who kind of play with ideas and I will say this idea. But I think after the coaching I am kind of, I think more about the idea right, I just don't say let's do this and then I am like okay so how do we do it. So now I think after this coaching I am, as I said, I ask myself these questions, why this idea how am I going to do it and then I try and get as more information as I can. Instead of just saying, how about we do something and then I say okay so how will we go about doing it and then we are like okay. I will still think about it. So even if I have got an idea at that moment, I won't say because, I won't say let's do this and then I don't have more information on the idea. So I will kind of, even if I say it afterwards and then email to say I have got this idea and I think this is how we are going to can we go about doing it. So I get more information now before I can present my ideas.

INTERVIEWER: Okay.

PARTICIPANT: No for me it's also asking around for opinion, for, just as more questions from others so they come up, their own opinion.

INTERVIEWER: So it will be consulting the colleagues?

PARTICIPANT: Yes.

PARTICIPANT: It's not only my opinion, so I try to involve others in that decision making. So you do get to get solutions that you never thought of when you ask. So what I meant was ask, ask ask.

PARTICIPANT: And over and above what ... [inaudible] and Vuseko have mentioned that asking and also getting others used, more listening to just listen you know in that sponge that's just listening to other people's views, listen to other people's way of doing things. But coming back to the creativity part, I do think yes, it has given me that new way of, because I mean it's how you need to resolve issues so you have got an issue, you have a way that you have always been used to resolve the issue. Is there any other way that we can resolve this or is there any other way we can meet each other halfway to resolve this that's a way of, that' for me is creativity and also we have processes, I own processes is finding ways of doing flexibility within the processes, without breaking the rules and the laws but just finding flexibility within that. I saw that working a lot, because you are saying we have got a process that says this and we cannot go over this. But you know what, within this, this is what we can do, that's low risk and I think it hasn't been a lot of them and the newly found voice that I have now where I am not afraid to test that to other people to have my views and my opinions, I do think it's given me light.

INTERVIEWER: So you are talking about interpretation of rules? There is rules and then the way you interpret that depends very much on the people that you have around the table. So you will be more daring to say: these things can also be seen that way?

PARTICIPANT: Yes.

INTERVIEWER: Sometimes people say: why do we do it that way…, well because we always work out this way.

PARTICIPANT: Ja.

INTERVIEWER: So this is more or less the situation that you would be referring to?

PARTICIPANT: Ja.

INTERVIEWER: Okay, perfect. And last question. If you are in touch within your respective departments with other units, with contractors, with sub-contractors with other parties around, do you have any impression that, let's call it, customer service has improved or has there been any influence on the customer service following the program? Do you understand my question?

PARTICIPANT: Maybe explain a little bit.

INTERVIEWER: So say that you have somebody like another unit or another department of your company that you are serving. So everybody is working together… the way you serve them has it changed or has it been influenced in any way?

PARTICIPANT: I think it has because remember the previous examples were mentioned or collaboration of that, its collaborating of other people not necessarily the people that you work with, the customers that you serve. So I do think that new found respect for example where if people are coming for assistance they come prepared or if they have got you know decided the main decision and some of them they come prepared in terms of why they made that decision and the impact it's going to have. I do think it depends to a certain extend but yes I think it has because I mean those are the people that we interact with on a day to day basis. Our job requires us to work, my job and Vuyiseko's job I am not sure about you ... [inaudible] we have got we are serving people, customers, we have got customers that we serve, yes.

INTERVIEWER: You do.

PARTICIPANT: So I do think in the interactions that we have, it has made a difference.

PARTICIPANT: I think for me it has, yes, it has changed in the sense that before, someone will come to you with something I need this done then I will never ask why and then probably someone will say can you help us with this and I will say okay I will help but now I think I will ask the question why do we need to do it what's happening so I need more information.

INTERVIEWER: What's the objective here, right?

PARTICIPANT: Yes so I think now people they come prepared to say Vuyi we need to help this is happening this is what what so I will kind of get all that information before I even ask for it because of the way I have been probing to say you want to do to this why do you want to do this what happening? Have you done it before? What's the learning there is that probing that I been doing to people especially contractors because they just come and say we need this signed we need this done so I am saying why? So I am saying what's happening give me information so now they come prepared with all that information because they know I am going to ask those questions.

INTERVIEWER: I read assertiveness in what you are saying.

PARTICIPANT: Yes ja

INTERVIEWER: OK.

PARTICIPANT: Me it has the term that I support in the past when they always come to me with questions and I give answers answers now what has changed when they come to question it I probe some more, ask some more questions they end up coming with a solution themselves now you find out that is no creativity on their part they are getting the job done without involving me to in to much detail with the new contractors. But what it has changed in the fact that I am actually no longer stressing that I am not going to like what going to happen now I am getting the results I am even contributing most of my time in it. ... [inaudible] in that way there is a difference.

INTERVIEWER: Do you have anything to add?

PARTICIPANT: I found out that my meeting is at half past nine so I am okay, I am not sure about.

PARTICIPANT: Mine is at nine.

INTERVIEWER: Okay.

PARTICIPANT: Maybe they should tell you first and then I will ask.

INTERVIEWER: Okay. Is there anything that you would like to add guys?

PARTICIPANT: Okay, what I can add before I leave. The sunrise we had this theoretical and we had one on one coaching which was great. With what I have discovered it was over 18 months for me maybe it's just me the, I think it will be more effctive if after you have completed the training maybe sometime ... [inaudible] then you have got all the theory then the application to get some support even for a few months.

INTERVIEWER: So like a follow up or a possibility to touch base every now and then?

PARTICIPANT: Yes maybe 3 or 4-months after

INTERVIEWER: You are not the first who says it.

PARTICIPANT: I feel the same but I think what I can say about the coaching as well it's it helped me at work but I think I have used it more at home though.

INTERVIEWER: Is it?

PARTICIPANT: Ja I did so ja

INTERVIEWER: But is it also, does it also go the way that you have presented it here or it is a completely different part that you will be using at home?

PARTICIPANT: It's completely different but I mean even at home now I don't really react to some situations that happened I just look at them like this is not worth my time I must just I will deal with this later on I need to think about it not just to react because something happened.

INTERVIEWER: So you will be choosing your battles actually?

PARTICIPANT: So Ja now I am choosing my battles at home like this one is like it's not the way I think before getting worked up over it but I mean before I would whatever whatever. So I would be stressed at home then I come to work and then there is some stress at work but now I feel like when I get home I am free

INTERVIEWER: So you are be able to let it go more easily?

PARTICIPANT: I am able to let it go more easily I am like you know what they are doing that it's okay I will deal with that later on with when I have time whatever so I just let it go sometimes so.

INTERVIEWER: Is there anything that you would like to add?

PARTICIPANT: Yes, I think it's similarly to what they have mentioned the follow up that for me it's not even after 3 months just having that person who can bounce off things once in a while even if you are given so many instances and you know you have used the one and then there is a big thing coming up and you just want somebody to bounce off things and then you have got an option to go to that person and you know to happen whether I am not necessarily a sad thing that's says after three months because I think after that you need to apply it you need to learn to apply it because it is a journey but you need prep those know those touch points once in a while indication would help

INTERVIEWER: So what I read is a follow up and probably also more practice on the foundation of the theory that is given throughout the programme.

BENNY: Yes, it was saying that after the programme you had a graduation day it was after graduation day some month afterwards to still ... [interjects]

INTERVIEWER: Thank you very much guys.

PARTICIPANT: All right

INTERVIEWER: Very much appreciated.

PARTICIPANT: Thank you thank you.

FOCUS GROUP 4

INTERVIEWER: We are the 28th October. It's 10h10. We are at Chevron Headquarters and we going to discuss the Sunrise Leadership Program. Before we start with any precise subject, I would like to ask you guys to share any kind of observations that come to your mind concerning the coaching program you went through, anything that comes to your mind.
PARTICIPANT: It had a very positive impact on my life so I did it five years ago and I have benefitted greatly from having that session for 18 months it was tough, but it was good the outcome of it was good afterwards.
INTERVIEWER: If you were to mention three most important aspects that you got out as you said you benefitted greatly… Could you mention those three aspects that are the most important for you.
PARTICIPANT: The self awareness around how I react towards others and how I respond to others so that was big for me just being more aware of that and how my body language impacted communication within the office environment. But, also, just from a personal perspective it helped me just unpack some kind of maybe mental blocks that I used to have.
INTERVIEWER: Anybody else?
PARTICIPANT: For me I appreciated that when I had done previous courses or leadership programs before which was very focused on career and in a very structured manner.

INTERVIEWER: Before SLP?

PARTICIPANT: Not this one. But this one for me it was holistic because it really looked at you as an individual but also all of you and it wasn't only just on this part that is your work, it really looked at all of and different facets and really highlighted where one thing if I might have put something in a box over here somewhere else, it actually impacts my career as well and vice versa so I appreciated that and even though there was structure in terms of we would have two days, one day would be say a classroom session where you discuss a topic and coach in circles, it was never hard and fast like previous courses I had done, the facilitators or the coaches there would work with who was in the room and what was present there so it wasn't necessary the formula that was cut and paste and this is what we will go through, whatever was in the room that needed to be explored, was explored to so for me those were two… this is what made it so different for me compared to others courses I had been on before.

INTERVIEWER: The holistic approach?

PARTICIPANT: Yes.

INTERVIEWER: Anybody else would like to add something?

PARTICIPANT: For me, it was about introducing coaching as a formal leadership the technique that you use that I still use today so when I am faced with a problem thinking about it in that way if a team member has a problem or needs to work through something I still very much refer to the Sunrise techniques I sometimes even make notes according to the templates that we were given and stuff like that to help me through difficult conversations coaching conversations and that is something that I have learnt that I can take with me far into the future because I still practice it regularly.

INTERVIEWER: Can we talk about building relationships? I would like to ask you what according to you was SLP's influence on collaborative work, team spirit and the group cohesion?

PARTICIPANT: Are you talking about like in the broader organization?

INTERVIEWER: Yes.

PARTICIPANT: I find I don't know if this is answering your question, but I find that people that you at Sunrise with you kind of have a bond with them so if you it's just like an understanding almost that you meet up with someone they going to work with someone that went through Sunrise with you there is always that history that share history. I don't deal with a lot of people from the refinery but the people from the refinery that were on Sunrise with us, always have special relationships I bumped into two of them last week when I went to the refinery for a meeting and it's always like "hi, how are you?" and the catching up with them, whereas before I wouldn't have had a relationship with them other than just on an occasional basis bumping into them.

INTERVIEWER: So it helped creating a bond?

PARTICIPANT: It helped creating bonds that stretched beyond the actual program that you still find today.

INTERVIEWER: But, do you think that these bonds were typical for this particular type of training or could it have happened in any kind of work frame that you would get?

PARTICIPANT: I think it's a lot of it this particular time because especially in your coaching circle the degree to which you made yourself vulnerable and exposed yourself and really opened up and where other people opened up and shared with you it had that kind of almost enforced intimacy into that, but along with that, what was necessary to that was trust and so that trust doesn't just go away because the program ended and I think that's what is kind of still carrying us forward.

INTERVIEWER: So shall I understand that it positively influenced trust? Does it apply to mentioned people who went through the program? And if we talk about the company I mean I guessed that there are quite a couple of people that have not gone through this program. Has it changed relationships with those people in any way?

PARTICIPANT: For me it changed how I relate to people so I think it has that kind of impact, but also when people as year different people go through it and now you almost are able to have a different conversation with them so if I think as my team I think we were kind of in the first group that did it, and it was a different way of thinking and of being, but as more people have gone on the program you could almost have… there are certain catch phrases or things that because you have been on the program that person understands it and then there has even been shifts with me and other people now I see what you were trying to do here, or there is just more of an understanding because once you go through the program yourself you understand about making requests and you understand about all those kinds of topics that we covered you understand it in a different way so it's a larger community almost of having that kind of understanding.

INTERVIEWER: So globally can you say that it facilitated communication that it improved communication between you and colleagues?

PARTICIPANT: Yes I would say so.

INTERVIEWER: Regardless whether they went to the program or not?

PARTICIPANT: I think from my perspective in terms of how I would because it forces you to really reflect and think about how you present yourself and how you respond to something and because of that, so then my interaction with others would be changed by that and a part reflection after sometimes… sometimes I would still fall back and still do, fall back almost into old ways but then at least through reflection you kind of think no, no, but there is a different way and when you re-approach the subject with someone just using those tools again and coming back and falling back into old patterns.

INTERVIEWER: So would this kind of taking a step back and reflecting a bit more before the act be one of the outcomes?

PARTICIPANT: Yes, for me I mean for everybody it is different.

PARTICIPANT: It is and I think that what it does, it opens your eyes as to how important it is to have a relationship in a working environment because you have to have the trust, you have to have different conversations and how you view that person and you interact with that person is important, so for me, I tried harder to make sure that when I am within my team and with my colleagues that I am not only just focused on work, it's about making them feel more at ease, communicating and just opening yourself up to being present in that environment rather than just come and have a meeting and get to it and leave. So for me it definitely opened up my eyes to the fact that to have the relationship is important within the work environment because it helps collaboration and communication and that.

PARTICIPANT: And I would also say it also helped as a tool for communication because I remember I mean my previous manager had not gone to Sunrise, I mean he has been a sponsor obviously he has been on the… but I wanted to have a courageous conversation with him, but then I also knew that he wouldn't know what I am trying to do, so I then said I want to have a courageous conversation with you, but I will first educate you on how that goes and then I explained to him but by the time we had the conversation actually it wasn't anymore because obviously he kind of knew what I am trying to put across and what I am trying to practice and he was also open to okay, I must guard my reaction when you have this courageous conversation so

that I ensure that I get you. So I think to me it was a tool more than even for people that have got in [unclear 0:10:08] team when I want to practice something I will say you know I have been on Sunrise I want to practice this thing and so bear with me and then I would explain to them what I am going to be trying so that at least they can catch it and number two, they can give me some feedback if there is a way of improving. So I think using it as a tool definitely has helped in terms of communication in that collaboration.

INTERVIEWER: Were the colleagues who were not participating in the program open to you saying: I'm going to practice now… I guess it requires courage to say to your superior: I will educate you before I tell you what I want to tell you.

PARTICIPANT: I think I just want to say it would depend on the person I just know that the boss I had is a very open minded and he is open to trying things, and to me that whole thing of saying to him I will educate you already it made him excited because he wanted to know what is this about and that and when he actually understood what I was trying to do and I finally had the conversation now that was supposed to be courageous it was more and in the discussion we were like oh am I doing it alright, am I responding right are we meeting you goal and we achieving what you are setting up. So I suppose you also have to know your [unclear 0:11:58] with the team I mean the fact that you honest enough to be vulnerable to them and say I am trying this it actually plays a bit of excitement you will hear the music some of the terms or you will sometimes jokingly in saying like in the beginning you mentioned let's check him because you introduced that, so I think people are open it depends on how obvious you into this. I mean if you say you try because it is not like you are suddenly a certified coach to say I want to try these techniques they usually open.

INTERVIEWER: And what do you think?

PARTICIPANT: I did mine 2015/16 so…

INTERVIEWER: So you are very fresh?

PARTICIPANT: So the I think the first insight that I got out of when I think of Sunrise is it prints an idea that you will understand your surroundings you understand yourself so we come to a place like Chevron you see people doing things, people do work, people talk, people relay, people share information but everybody seems to be busy so you try to fit there and you try to understand what [unclear 0:13:20] are doing what are the colleagues are doing but you don't understand yourself. So when these courses come again you will pause and stop understand yourself then you will understand where you fit into the rest of the organization how others work and that's where all those it became the building block okay this is how to build relationships that's how to collaborate, that's how you make requests, this is how you speak up if you need to or this is how you let other people… but it was more like I can only understand myself first, then I would understand where people are coming from within the tool that they use from the very first module was this [unclear 0:14:00] structure of interpretation so once that was embedded in my that we all interpret things differently it became easy for me to be aware so when we do these things or when we work like this, when we talk like this or when we behave like this, this is where different people are coming from and the way I react or respond because this is where I am coming from so I do understand where there is a conflict or I do understand where… so therefore it gave me a tool to say okay, this is how I can avoid conflict, this is how I can avoid being misunderstood because I've got a base of understanding that they come from a different place where I come from so it became a tool for me to be build to understand where I fit into the position but even where others fit into my role in the organization.

INTERVIEWER: So now do you have an impression that you know yourself better you understand better yourself and your structure of interpretation?

PARTICIPANT: Yes and it's also in so far as where are the people coming from so I would understand when somebody says this is why I disagree with you then I would say okay, I still need to build a relationship with this person but we had the conflict of understanding on this issue so therefore I had to go back and say, does it require me to have a trade off or to make a promise and say okay I understand where we differ on this, but this is what I promise you to do in return for… to win your support on this so I am aware there is a lot that lies on me first as compared to burden other people to serve me in an organization so I think the question also you asked how do people who probably haven't been to the program react to people who have been in the program. I found because the onus is always on me is only the problem it becomes less of than how they work because they will also read my signal what signal I am saying to them and then they can respond to that. If I am sending a signal of imposing my own interpretation on them they [unclear 0:16:12] impose theirs. But, if I am showing acceptance of where they come from then it is easy for them to accept where I come from so we always have to find that middle ground when there is a conflict but I found it in most cases because I had been in a program you have that one step of self awareness you can anticipate.

INTERVIEWER: In what you said, I have noticed you saing: I'm going to give this in exchange of that.

PARTICIPANT: Which is one of the tools you would give them but making sure you collaborate with the people… because I said people come [unclear 0:16:50 some of them understand specifically their roles and some of them understand their roles broader so because they understand their roles differently other people need to know what is in for me in order for me to collaborate with you on these… so you go to anticipate other people just once work for themselves, other people want to work for the greater good of the organization. But, both of them are right.

INTERVIEWER: I would continue our conversation around courageous conversation. What is your perception on, in case you were in a direct report role, on voicing your concerns with your superiors and, in case you were a manager role, understanding better the issues within the team? I guess that many of us are usually in both roles depending in relation to whom, so I guess that probably you could treat both, but please interpret the question the way you prefer. I would like to hear on your opinion on courageous conversation.

PARTICIPANT: It takes a lot of courage.

PARTICIPANT: That is always the thing for me it was still very tough even after I had the tools to have the courageous conversations it was still very tough to come and have it with direct supervisor because they had not been on the program also, so I wasn't able to do their educating, I would speak about it, but because for me Sunrise was very personal it actually had more exactly to what you were saying it's more about how I react you can't control what they do, it was more about my reaction that what I knew going into courageous conversations was that that part wasn't going to change and I needed to change, and I might not always get the outcome I wanted because the person I am having the courageous conversation with might still react in their own way so it just takes kind of continuing to do it, and then thinking about afterwards how you felt about having the conversation that made it get better each time to have it because then you build up your courage to have it, even if you don't get the outcome you were looking for, you are more confident in having the conversation.

INTERVIEWER: So practice makes perfect?

PARTICIPANT: Yes. And I think that is the key thing with this program because it is very personal right, it is not about everybody comes in and you do the same tools all at the same time, it's about what you take out of it, what stuck with you, what you needed during that course to help you, everybody had their own vulnerabilities coming into it, somebody wanted to get different things out of it so if you don't continue to use the tools, nobody else is going to push you to use the tools, you have to continue to use it, it is very easy to slip back into bad behaviors and to follow the norm of what is happening around you.

INTERVIEWER: Is it a very personal motivation that is needed to follow up on the program and to practice the skills?

PARTICIPANT: Yes.

INTERVIEWER: Because as far as I understand you do not have a kind of touch base every now and then once the program is finished?

PARTICIPANT: It is finished.

INTERVIEWER: Anything to add?

PARTICIPANT: Well for me it was we kind of lived this theory one that was very or touched me quite deeply was around this pinch point and until you thought that out, you would always cycle back or things may appear okay, and there will always be… until you sort that issue out you will always kind of come back to it. And so for me that is how the courageous conversation leads in with that because you might appear that everything is fine but until you sort that out then you going to come back and so I have seen it and over the years now that by having those conversations you actually able to eradicate that issue and sometimes it is just how that person there where they were coming from and where I was coming from and then have a meeting of the minds, and really understand each other. So for me around courageous conversations firstly just having them was a big thing for me because I would happily try [unclear 0:21:04] issue and then the pinch point would come and that was one of the key learning's for me and I still use that today so it is actually just picking up and having that. And often, the conversation it isn't actually as hectic as I think it would be it is just in my own mind building up all of this tension and stress and you actually have it and you have… once you have that relationship also and people understand what your true intentions really are it just makes it easier but I think picking up the courage and then getting rid of those pinch points that have really been beneficial to me over the years.

INTERVIEWER: Has it helped you get out of some kind of vicious circle when you were fixated on the problem, but not actually attacking or addressing it?

PARTICIPANT: Yes, definitely.

INTERVIEWER: Do you have anything to add to that?

PARTICIPANT: I think I have already mentioned for me, I think for me the fact that we kind of went to some learning together kind of released the tension out because when it was actually because I had to book a session for the educational part explaining what is expected and then when we finally had I think there was very [unclear 0:22:22] to help me with the outcome and the understanding that this needed courageous for myself so for that reason we were able… so after that I could just say I'm booking a meeting it is courageous human relation and then we could really fall into it. I think I still struggled with my team actually with my direct reports because even though I tried to take them through the same process I think it's where I needed to work at because sometimes the level of maturity and other things are really important so I really had to be the one that is understanding in those situations and also accept and be open to

understand that even though is my intention we might just not end up where we are and try and work around I think that is where I kind of find it…

PARTICIPANT: It's an important point because I think that we have to be realistic about the other person and what they are bringing into it. I even found instances where someone has been through Sunrise and I expect to have a fantastic conversation or meeting of minds with that person and it doesn't happen. So just because I've been through Sunrise or hasn't on the other hand I have had fantastic conversations courageous conversations with people who have never been through Sunrise not even in this country, that part of the Chevron organization elsewhere, but you are able to have that conversation. So I think what you are saying, you can only take responsibility for what you bring to try and meet that person half way, but sometimes you are going knock your head… you going to come up against a brick wall because not everybody is open enough to that level of conversation. And I remember when we were going through the program even some people found it a stumbling block because we were encouraged to obviously practice the tool and I remember people feeding back and saying that they were trying to do it with their supervisors and they just weren't able to break through and get that level of openness so that is an ongoing challenge for us I think and that we can never force anybody else into that, but how do we… what can we do on our side to kind of keep practicing keep trying to educate etcetera. Because not everybody is taken to that sort of education and that is the reality I suppose.

PARTICIPANT: In fact, I have been told before don't Sunrise me.

PARTICIPANT: That's a new one.

PARTICIPANT: I'm like okay we going to have a conversation it's like are you going to Sunrise me… so I think to Jill's point we were the first group that went through and it was… I was frustrated because I did have a difficult group of people that I was working with at the time and so I was frustrated because I would learn all these wonderful tools and I would get de-motivated coming back into the work environment because nobody was on the same wave length as me. But, as more people started doing Sunrise it did get easier because you would see that there was a community but it is also to the point that not everybody took out of Sunrise what… I mean they took out what they wanted… it was an individual take away what they had to put into place and then I would have those type of situations where like don't Sunrise me let's just be real about this conversation so it is about how you practice the tools more and I think collectively you will see the impact when more people do it rather than see it like just all of a sudden.

INTERVIEWER: From what you said Jill I understand that courageous conversation you can have with people who went through the program, but the fact that they went through the program does not necessarily mean that you will always manage to have courageous conversations with them as well as you can have them where people didn't go through the program, but who just have this kind of openness?

PARTICIPANT: Yes.

INTERVIEWER: So it's a very personal thing how you go through this program and what you take out of it. Anything to add guys?

PARTICIPANT: In my experience okay I am fairly new to the program so I wouldn't have the same experience as the other group has, but a little bit of what I have been able to experience post Sunrise was being in the receiving end of the courageous conversation so meaning somebody giving it to me. So my natural reaction prior to Sunrise I think would have been to be defensive. So one of the things I think I have done two occasions probably got a feedback or somebody being courageous enough to have a conversation with me. And one of the things that I… I didn't do it very well in the first conversation, because I think it was [unclear 0:27:30] now

we are practicing this, but on the second conversation one of the things that I have learnt quickly that is to always try to sit on another person's shoes which is quite a very… I think that even during the Sunrise training it was a very emotional one sitting or fitting another person's shoes especially when they are small they pinch you so you learn a little bit that people you have to see where they are coming from and what you learn to deal when the courageous conversation experience that I had, you learn to accept it and at least where they are coming from. So you don't need naturally to defend yourself and that became almost like a very useful tool to me but to be aware that people who are courageous is to come and have a conversation with you, you need to fit into their shoes and feel the discomfort that they are in coming to you within. So I am very sensitive to the discomforts of other people when it comes to this [unclear 0:28:44] they do naturally they are very uncomfortable hence I am uncomfortable to do it myself so I'm very receptive to it because I know the discomfort that people go through.

INTERVIEWER: Could we talk about the engagement at work be it in your own case or in the case of your colleagues? Do you think that going through coaching had an influence on an engagement at work and your enthusiasm the energy that is put into work, the level of boredom probably? I'm just giving you some examples how to approach the question, but please feel free to approach it the way you prefer.

PARTICIPANT: For me I am not sure whether it answers the question but I have seen and following on your point in terms of giving certain people feedback almost pre them being on the program and post them being on the program it has been very different initially kind of defensiveness and why… you trying to point out things that are wrong with me, but I am fine and then through people having been on the program I have seen I mean there are certain colleagues in your department for example that our relationship has completely changed and should I provide feedback now they really understand the intention of where that feedback is coming from and so the way we are able to work together now because they are more open and so we are able to get through so many things in a much better way between our two departments because of that for it is almost just a pre Sunrise and you see this transformation happening. And I am not just saying it's the person I interact with that person, but for me that has been if I think of impact to the business that kind of working together and collaboration which wasn't possible before it is possible once both people have been answered by us. That has just been my experience I'm thinking of a few people but it has been helpful to me in terms of a work context.

INTERVIEWER: Anybody would like to add something on engagement at work?

PARTICIPANT: I think post Sunrise I did more face to face communication and didn't rely on email as much because I felt more confident to do that.

INTERVIEWER: You are not the first person who says that.

PARTICIPANT: So I think that it was about being courageous to have the conversation and understanding different perspectives so I didn't just always type it up I would get up and go and speak to the person or I would have a meeting face to face rather than hide behind email. That I think changed the level of engagement that I had within my own team, my work environment and with other colleagues as well.

PARTICIPANT: Then for me on the coaching level Chevron is a very data-centric organization data is very important you can say something but you have to show so you get a lot of credibility by showing data that's the way Chevron understands its business. So engagement is not naturally something that you have to do, if you can show it in numbers or you can present it on a screen you can actually progress to other things, so it is not opportunities that engage are very few so one of the things that Sunrise helped me to do, was to be face to face meaning before

you send something to some people go and engage with them is this what they want… is this their right interpretation of the information that is required especially when you report upwards so you have to almost learn to speak to your collegues more other than relying on email or a slide of a graph because other people will understand, but that doesn't mean that you have engaged because you have presented data. So one of the things of engagement is that I learnt to have the confidence to say although I hide behind the slide or [unclear 0:33:11] more confidence in speaking.

INTERVIEWER: It's like physical activity because you get up and go to see your collegues.

PARTICIPANT: For Chevron that is actually quite important it reduces the [unclear 0:33:27]

PARTICIPANT: Stress injuries because you are not typing.

PARTICIPANT: Because you are not typing so that is important.

INTERVIEWER: Anything that you would like to add on this subject?

PARTICIPANT: The interesting thing from my perspective is in my immediate team I'm the only one who has been through Sunrise. I have amongst people reporting to me though, I've got two people who out of their own have gone through coaching programs one is a certified master coach and the other one is the way to getting there.

INTERVIEWER: They got organize completely outside the company? On the private level, right?

PARTICIPANT: Yes. One is just the personal passion that she pursued the other one was as a result of a previous organization. And what I do find though is that with those two individuals it definitely makes a difference in the way we engage and the way we communicate so again, it just brought home to me the style of leadership coach as a leader I think that is what Sunrise's [unclear 0:34:25] is. So again, it is not only about Sunrise it is about that openness or about people who have practice that form that leadership because I can definitely see and now I am not sure if it is because they have done the coaching thing or if it is because they were the kind of people who would naturally pursue that it could be down to their personality or it could be down to the training that they have had I'm not sure about that, but definitely makes a difference and the quality of engagements their conversations that we can have because we have been through that. And what we are trying to do… what we do then try to do is like we use those… because I have seen them practice it on their peers around them sometimes sitting down and taking someone aside and having a coaching conversation as peers has been working like naturally that has been helping as well. So that again, to me it is further proof that this style of leadership that Sunrise has kind of introduced us to does have benefits across the organization and it doesn't matter how you came about those qualifications or that learning, but bringing it into the workplace make a big difference.

INTERVIEWER: I would like to talk about creative thinking. Finding solutions to problems, thinking outside the box probably thinking in a way that would not be "business as usual"-like but bringing another perspective to the table. Would you have any comments on this?

PARTICIPANT: For me if I think of my kind of pre Sunrise depending on the circumstances I would be very directive in terms of how I would want things done and this is the way it should be and I would be very kind of this is how someone will make me happy. And then through Sunrise also a process not always 100% even today but it just allowed me to give others the space to show what they could come up with, so not for me to be so prescriptive to always presume that not presume that I know best, but this is the best way to tackle it, but just creating that space and by asking the right types of questions also allow peoples thinking and creativity to

come through and I must say recently I was surprised at the solution that came through pleasantly surprised because in my mind in terms of this IT problem this was it, there was no really clear solution and then two of the team members and even more junior team members came up with this thing where they did their own testing and came and it was so great to see this journey that I would like to think that we have all been on because we have worked together over these few years and just to see how for about three years we worked together and my relationship initially compared to where we are now or even they have that confidence to say, I know you are thinking like this, because people always tell me we know how you think but here is something different and so for me that is also being great because it is not just how I interact with the team, but how they have also felt free to come up with other solutions where it may not have been the logical or for me the easiest one to see at the time.

INTERVIEWER: So this openness that you have actually contributed to their empowerment?

PARTICIPANT: Yes.

INTERVIEWER: You would empower them and you will tell them here guys you can bring solutions actually for me they would be more courageous in bringing those [unclear 0:38:25]

PARTICIPANT: Exactly especially for the junior team members because I don't know how it is in other teams and organizations but there definitely is a sense of almost hierarchy and so it is almost depending on…

INTERVIEWER: Is Chevron a very hierarchical organization?

PARTICIPANT: It depends which pocket you are in.

PARTICIPANT: I would say no because we also very flattered the same time I think [unclear 0:38:45]

PARTICIPANT: I think it depends where you are.

PARTICIPANT: Some leaders prefer that style of leading but it is not a [speaking simultaneously]

PARTICIPANT: It depends where you are and some people might feel because I am so junior it's okay I'm just going to do this and I will leave it to almost higher grades to sort it out and so for me that has been great to see people in a… we call it PSG what does it stand for?

PARTICIPANT: Something your job grade.

PARTICIPANT: Those kind of people say… pay skills… they say irrespective where I am in terms of that I can also come up with some… I don't have to be bound by my pay skill grade is and what is expected of me.

PARTICIPANT: My experience when it comes to creative thinking is that pre Sunrise if you came to me with anything you wanted to bring to the table I would listen to it as a problem that requires a solution so if I don't have a solution then I don't. If I do have a solution, I do. But, what I found with the whole coaching circle that we did at Sunrise for the first time in that coaching circle you learn to listen and just by listening you create more space and what I noticed when you are listening in the beginning other people may notice that you are listening it takes a while to realize that you are listening or what it does to them it allows more space actually to think so you not drowning them with a solution. So because now you are listening it makes them to think and a creative solution comes with the effect that they are aware that you are listening. So by listening and also just making sure that you seeking clarity to them is it what I am understanding you are… because now, you are giving feedback as well what do you try and understand from a person it allows that creative thinking. You will find that as long people leave you thinking that actually I came up with a solution to the issue that I brought to the person, so

that is where I found creative solution of problem solving comes it is very much more about being aware that first somebody is talking to you and you have to listen… is that when people are listening that allows the [unclear 0:41:17]

INTERVIEWER: So attentive listening without seeking for solutions while the person is speaking?

PARTICIPANT: Sometimes I have seen these things because they are not listening to each other you getting involved in this conversation that goes on and on and all of a sudden at some point because he might not have the [unclear 0:41:34] this is what I think you must do sometimes it actually allows you to really pause and listen some [unclear 0:41:42] is saying something let me listen that quietness gives another person this [unclear 0:41:47] so let me think to what I am really it's in my mind.

PARTICIPANT: I think coaching in a way forces the person who is being coached to think because a lot of the times they do come thinking you going to give them the answer and so they don't think and I found that that was a little bit hard at first I would just be sitting and waiting and waiting you say like well what would you do… what did you do differently or if you had to deal with this problem how would you do it and they haven't thought so it's like muscle that you have to kind of have to start using here and train to get creative thinking going and then you will get more of it. It's about continuing to do the coaching because people are used to certain styles and how you think so you open up the environment for creative thinking through that.

PARTICIPANT: But, I think it also goes the other way around because when you go into a conversation with someone your supervisor or whatever it has taught me to also have thought through because while you going to look for advice you need to also have done your homework before you… you not just going to go and say what must I do this is what I am thinking, what do you think kind of… and that sort of conversation because if you reporting to someone who is very much a coach type of leader they going to put that question back throw it back at you so you going to… I have learnt that you better be prepared some thinking and not just go and expect an answer because that then puts you on the spot I think it works both ways.

PARTICIPANT: I think the difficulty on an organization though is when you need to get a solution quickly or you have to get just move on now there isn't time to explore creative thinking and you almost feel like people start tensing up like we don't have time to think about this, like as an alternative we know what the solution is supposed to be and then that again, is you just fall into bad habits because you just trying to meet a deadline or you have to meet a deadline or you have to solve a problem very quickly and so coaching becomes a [unclear 0:44:10] type of thing instead something is a norm so I mean I struggle with that balance sometimes.

INTERVIEWER: Does what you said mean that sometimes you can face some intellectual laziness? People would just come for solutions without thinking about this because it is just easy to come and say what should I do?

PARTICIPANT: Especially when you have time constraints and there is no… you see going through the process as too much of a luxury you could get very prescriptive then and say do it like this [unclear 0:45:09]. Now I find in my line of work we do a lot of communications so a team member will do a draft of communications and send it to me to review and often the easiest way to do that is just to type out the corrections onto the actual draft because it is simple but calling someone in and talking them through, like what some of the concerns maybe or whatever is actually the much more effective longer term we are doing because if you fix it for them and then you type in and you correct the grammar and you rewrite it almost you actually not doing them any favors. What I find is to compromise someone sometimes is call the person in and

work through it with them on the screen so that you together you are coming up with the solution but to a point when times of the essence, sometime you just say the easiest and the quickest is to like insert your corrections and your…

INTERVIEWER: So investing a little bit more time now for the better good in the long term?

PARTICIPANT: Yes, because you teaching that person then to think maybe a little bit more about grammar to think about the way they have written something about… put themselves in the shoes of the audience reading that is it simple enough is it plain enough or whatever. But, yes sometimes it's just the reality is you just actually take a short cut and you do it yourself.

INTERVIEWER: But, before taking it you would still consider whether it is possible not to take it, and you take it with this consciousness?

PARTICIPANT: Yes, more and more I do try to make the time I always see the benefit of it so now it is kind of a default to try and rather talk the person through it but sometimes by exception it's just easier to fix it.

INTERVIEWER: We've got four minutes left. I will ask you my last question. I would like to talk about customer service, customer relations. I would like to invite you to see customer in a broad sense. So, the customer is not necessarily people from outside that you would be serving, but some of your business units are also serving other business units within the organization or probably you do have some contractor or sub-contractors. What is if any the influence of what you have learned through this program on customer service or the customer service that your business unit would be providing?

PARTICIPANT: I think we have touched on it, but I think to me from the first that there is diversity in the groups that the teams that are put together for a program. To me I got to interact with the final people through Sunrise that I have never met that I never knew like other people from VCO and already after the Sunrise when I have had to do business with those people, it was easy it was quite simple in it and to me that starting point of having a diversity in there actually broadens how we are interacting with customers. And when we come back it is quite easy to interact I mean it's like you kind of share a common goal or you share a common understanding so it is quite easy to do business with at least the starting point. Sometimes if I don't even know who to contact in that particular area I would contact my Sunrise buddy and say this is what I am looking to do, that I am looking for whatever and he will direct you to the right person so it's kind of that you have contacts in the business because that was a close group for 18 months that you shared quite closely so there is a deeper relationship so it kind of helps you now when you have to service or when you have to interact with the Chairman.

INTERVIEWER: So you develop a network?

PARTICIPANT: Yes.

INTERVIEWER: Networking part of…

PARTICIPANT: It goes back to that collaboration, so I see most of my customers are people that I need to collaborate with because I work for a service [unclear 0:49:21] so I am not a front line I'm not on a profit center side of it I am on the cost sector side so by having me here Chevron pays money and I make money so I am aware that my service is needed to support those who are in the front line. So they made requests and I need to guide them because I need to guide them I need to give them tools to stay in the front line, so I see where they come from, I learnt to collaborate with them. So I see myself as a partner more than someone who is in competition but most of all customers…

INTERVIEWER: So a shift of perception?

PARTICIPANT: Yes.

INTERVIEWER: Anything that you would like to add?

PARTICIPANT: I definitely think from… I do again think that Sunrise gives you a lot more you open up a lot more so when you are receiving a request instead of receiving it in a very closed way [unclear 0:50:22] it I think with the help of the coaching it doesn't allow me to look at something as okay this person needs this, how can I respond if I can't get it, how can I frame that so that it is not seen as a rejection but you get that person's understanding of your challenges etcetera so that relationship becomes a l little bit more positive instead of just a closed thing where you just try to pack everything away because you've got so much work or whatever. That is the only thing that I can think where it has helped me with that sort of internal customer relation.

INTERVIEWER: We are done, thank you so much.

PARTICIPANT: And good luck.

FOCUS GROUP 5

INTERVIEWER: It's the 28th October. We are at Chevron. Before we pass to precise questions, I would like to as you the first general impressions on the Sunrise Leadership Program anything that you would like to share, anything that comes to your mind.

PARTICIPANT: I think there are two things that come to my mind the first one was the tool factor that we learnt was good the application thereof, the structured way in which you can approach… for example complex discussions and things like that, that was quite a good tool that I took out of it and just creating… I think one of the other big things was self awareness, so you learn a lot about how you think and how you perceive things to be in your surrounding environment people's structured interpretation and all of that good stuff so it is eye opening. In general it was a good learning experience for me.

PARTICIPANT: I would say also that like he says similar things in that for it was more being more self aware of myself certain things that I was doing or not doing that I was blind to and in the coaching sessions one on one with my coach he made me realize some of the things I didn't… it's not other people that are stopping me from being what I can be, but by myself so we were working on those things and I have seen quite a marked improvement as well at work as well [unclear 0:01:50] to be more quiet and you are not participating but with the tools that I have acquired from Sunrise I am able to engage people more and really I'm not only benefitting myself but the company as well is benefitting as well.

PARTICIPANT: For me as well Sunrise opened a different way of thinking in terms of how one approaches a situation, how one approaches a situation whether it is network or whether you are at home or different environments, how you approach a difficult situation as opposed to in the past just coming head on and just placing the situation and switching it around that the one you are speaking to feels more comfortable rather than coming with an attacking type of mind set, what have you done so that has really improved [unclear 0:02:50]

INTERVIEWER: So what I hear is self awareness and taking different perspectives and having a distance? Is that correct?

PARTICIPANT: Yes, I wouldn't say distance I would say just how one approaches it rather than head on and going in with maybe your default behavior but giving the other person comfort to actually open up to you and likewise yourself feeling uncomfortable to open up to others

because one tends to think that you are being pre-charged but to actually understand that exactly I'm needing to understand you or simply needing to understand me.

INTERVIEWER: Okay, guys I would like to ask you to tell me a little bit more about team cohesion, team work, collaborative work mainly building relationships. Has there been any influence in building relationships and if yes then what kind of influence?

PARTICIPANT: For me yes there has definitely been an improvement in my ability to build relationships I have had comments in fact since having attended Sunrise I had comments to the fact that I am actually quite a nice person [speaking simultaneously]. So it definitely has had an impact on my ability to build relationships with people. I tended to be very cold to say things black and white and not considering what impact it is having on the other side, but now it's a kind of like let us just pause a bit and think about how you going to frame this, and just make that other person feel more comfortable so it has definitely had a huge impact on my ability to build a relationship be it in the office, be it in even with colleagues, offshore because you know often you tend to hide behind the email and you say things, and even that has changed Sunrise has just opened up the ability to sit back and think about differently how do you want to get the best out of that person rather than just blast him.

PARTICIPANT: For me it also definitely I would say definitely gives you tools to help build and strengthen relationships because I'm a do they call it an activist now, so it is something that I needed to work on…

INTERVIEWER: This is not where you were before?

PARTICIPANT: I was a very activist no, competiveness like somebody is talking to you and then you kind there goes your mind or you kind of already say okay you going there so just let us get to the point kind of thing but there it opened my eyes in that sense and I think I did the 360 beginning of Sunrise and those topics came out, topics like competitive listening, anti-social kind of behavior also wanting to just get the work done, don't really want to mingle with the team and all of those softer things so that came out and then I did through my coach I asked the team that I worked with to share their feedback at the end of Sunrise and send it directly to my coach and very positive so very positive things, and I can obviously feel that within the team.

INTERVIEWER: So you let others to give you feedback?

PARTICIPANT: Yes, directly so I gave them an opportunity to anonymously just say what you think now whether you have seen any improvements so that did come out and I'm definitely more I think relaxed in my role in a sense like yes the work gets done, but there is the team and just the way in which you work and open yourself up to that extent as well because that is what it is about I guess is putting up those barriers and saying this is work so we only work here and that's it and get done. I have grown a lot in that sense and I think the team appreciates it as well that is clear now so it's a good experience.

PARTICIPANT: The one thing that sort of stands out I think before Sunrise I found it difficult to say no when people come and ask for help from me so I would tend to be overloaded because I had too much on my plate but since Sunrise I think you are able to say no, but not just… say no with options say I can't do it now, but I can do it for you this time or come back after a certain time so that I can negotiate what I can do in a sense and I mean people initially when the [unclear 0:08:31] because I am saying no, or I am not saying yes initially but I mean after a while they started getting used to this new sort of me of negotiating if I can't do it now, I can do it later. At home and even my church I mean I was one of those back benches and I would probably through the confidence that I gained through Sunrise I found myself not standing up for leadership questions, but being can you do this and I would go into it and then using those tools

and even they do work… I find this side of me which I never knew that it existed and people are reacting positively to it.

INTERVIEWER: So what I hear is that you are able to say no, not now, we're going to do it later? Self-confidence?

PARTICIPANT: Yes, and we do some of the things that when sometimes we had to write a letter or things one of those things certificates from my side and I am on the road to…

INTERVIEWER: So the objective was reached?

PARTICIPANT: Yes.

INTERVIEWER: Can we talk about courageous conversations? In case you are in a position of a leader or a manager do you think that you better understand your team and in case you are in a position of a direct report, are you able to better voice your concerns with your superiors? I guess each of us in a work situation is in two positions because towards certain people we are in a position of managing and in case of others we are in a position of direct report. Please feel free to choose whichever.

PARTICIPANT: You asked a question about whether there is an improvement in our willingness to have a courageous conversation so I have never ever had a problem with having a courageous conversation.

INTERVIEWER: Were you over-courageous?

PARTICIPANT: It was more a directive conversation and the understanding that was brought about by Sunrise was how you go about that courageous conversation that you don't shut the other person off that you don't immediately put that person on the back foot and approach him the courageous conversation with the mindset that she wants to take you forward not to keep you off this conversation. I actually want to take this relationship forward by having this courageous conversation and it is a huge benefit because when one approaches that courageous or your necessary conversation with a I'm going to tell you now, you immediately shut that person off and that person doesn't even want to respond whereas if you approach it with okay how can we make this work, I'm having this conversation with you because I want to take this relationship I want to improve the position that you find yourself in now then you open up another world for that person knowing that this conversation is coming from the point that this person wants to support you and not push you down.

INTERVIEWER: OK.

PARTICIPANT: I've got experience with both of that you say better understand the team and also within the team having courageous discussions for me it was more about avoiding conflict it was about don't want to hurt that person's feelings or anything and approaching it very subtle and not bringing the point across through doing it in that gentle way, and so I needed to step up a bit and be clear when I am having a courageous discussion so yes, it is working better much better, and I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the team that I am managing. So it is working out, it is obviously it is still deep down a difficult thing, but you prepare and your clear on what you want to bring across through the tools that we have and I find it much easier in using the tools to have those discussions on the flip, communicating up I have had probably just about I don't know… recently I had one it was tough, so I had to have a courageous discussion about something I felt strongly about again there I had a day within which to prepare my thoughts and I always feel like if I give myself that time to prepare it is just much better to be clear and what my [unclear 0:13:39] to voice those concerns. So yes, I had that discussion and it went well it ended well on a very good understanding tone and then the consequences of that also the follow up of that was

that I brought the point across and the next day we had another discussion about the same topic and it was okay, so it is good, I agree and we moved forward so yes it is not easy discussions, but and it was a real intensive growth curve for me to be at a point where I am now, but I feel more comfortable and confident to face it head on.

INTERVIEWER: And this approach to prepare has it evolved when you compare it to the past? In the past would you react more instantly and like probably sometimes emotionally than take a step back and think about it and prepare it?

PARTICIPANT: Exactly the emotions come out it is either when the emotions come out that I shut off in the past and not do anything about it or ignore it and then it would just spin in your head for a while and you kind of go away I don't want to deal with it but no, now it is… it is working out.

PARTICIPANT: For me I would say I think courageous conversations for me were something that I avoided if I could work through [unclear 0:15:18]. I guess it was because before Sunrise I never knew how to have one so I didn't know what to do in [unclear 0:15:30] so by going through Sunrise and looking at these steps that you have to go through the preparation that you need to go through all of a sudden what the other person might say or react so that for me it gave me sort of confidence to [unclear 0:15:48]. Up to so far I have had an interest of my direct reports [unclear segment] probably that is where I might have… there might be a position for me to do that and one of the great things that I learnt about this one is it doesn't have to be an aggressive… you don't have to be aggressive it is a conversation so you don't want that person [unclear 0:16:30] you want to engage them and in a way it is also involves that [unclear 0:16:38] of feedback which I think that feedback is a gift so if I [unclear segment].

INTERVIEWER: So you would be able to analyze the situation from different angles?

PARTICIPANT: Yes.

PARTICIPANT: Can I just add I think what is very important part of having a courageous conversation is preparing preparation is very important, you cannot decide you know, I've had it now, I'm going to have this conversation you got to sit back think about this, you have to maintain that composure because if you are not prepared somewhere along the line you going lose composure because you are basically stepping out of your normal your behavior by having… to get yourself into a point where you having that courageous conversation in the manner that it should be so you have to be well prepared.

PARTICIPANT: And to add onto that sometimes I mean looking at the sort of the tools that have developed for us from Sunrise you must start with courageous conversation but you might end up with a gotcha moment so it can sort of go depending on how the thing goes, so you shouldn't also just try to force it to be a telephone conversation whereas you can see that this [unclear 0:18:17] is leading to what is normally a gotcha moment or something else and being a way of all of those tools you are able to it almost looks like think on your feet where this thing is going and then you cannot allow to let it go therefore for the time being and then it will suggest where you can put it back to where you want it to go to.

INTERVIEWER: Let's talk about empowerment be it in case of yourself, or be it in case of people that you would empower. When we talk about empowerment you might think for example about trust, trust that you are giving to colleagues that you are supervising. It might be for example your expectation that they come with solutions to problems instead of you providing solutions or being directive and saying this is the way it is supposed to be done. I'm just giving examples because I would like you to better understand my question. My question is about empowerment. Can you tell me a little bit more about that?

PARTICIPANT: My previous supervisor was on Sunrise before I was on [unclear 0:19:34] so what happened is that when some of my colleagues even myself when we go to him and say listen we are stuck and we want to… we want help because we were not aware of Sunrise then he would essentially coach us and he became frustrated because we looking for an answer for this thing and he asked questions for us to figure it out for ourselves, so on [unclear 0:20:02] we would have probably been better for him to sort of say listen, I'm going to try something new can we try doing it this way instead of me trying to tell you what to do, you can just try this different approach which is for myself that is what I am doing so instead of just coaching or doing this thing so people without knowing I would say listen I've done this thing and let's try this new approach and then see and we can get feedback and how was it for you so [unclear segment] and they understood why I was not giving them the answer but were trying to get them to figure out why that for me it is sort of… I was empowered by being on the course but also trying to get them to start with some of the stuff that I have learnt [unclear segment].

INTERVIEWER: And your colleagues that you are talking about now had they gone through the program or not necessarily?

PARTICIPANT: No, they haven't but there's two that are currently on the program and I think they also have that aha moment that is why [unclear 0:21:20] it's getting to a point where I think we are sort of starting to understand where he was coming from…

INTERVIEWER: The reason I am asking this question is that in certain groups it was stated that it is different after the program when talking to people who went through it and who do not have this experience because they do not necessary share the same vocabulary. It has been said it might be frustrating sometimes. I'm just sharing with you an observation. You can address it if you want but you don't need to. Otherwise, let's come back to the question the empowerment.

PARTICIPANT: I'm struggling a little bit with this question I guess for me there has always been a sense of trust in the team the level of trust though I think has grown but more from me opening up, but giving more of myself as my coach calls it to the team there's definitely an increase in those trust levels amongst the team closely knitted sharing our thoughts, feeling free to share and assisting… all of us assisting each other so we are functioning quite well as a group. And the sense of letting somebody grow and empowering that person within their role and letting them make their own decisions and also… so for me it's about if I see a challenge the first thing I do is a risk assessment on okay so if I let this go, where can it potentially end up, and if the risk is low or medium or whatever, I would let it go and let them figure it out for themselves and be available if they need help and I wouldn't that is just the nature in which I manage the team, I won't jump in I will only if I see a real challenge and then I will help but that is how we work so it's I think they are empowered and they feel empowered to do and they trust that I will let them do and handle so I don't… that probably was I don't see any it has always been good in that sense within our team.

INTERVIEWER: OK.

PARTICIPANT: I don't have direct reports I have an influencing role so what was… I would say Sunrise empowered me because I tend to be a bit of a top green and I must do everything perfect I must know everything so I used to find it difficult to engage others and ask them for ideas or ask them listen I'm battling with this because I am in this role I'm supposed to be the expert in this role and how can I not know so it empowered me that actually to [unclear 0:24:57] others it empowered me to trust others that they would not think I am stupid if I am asking this question or if a question is asked and I said actually I don't know now, but I will go find out so for me it was oh God I didn't know, how could I not know so it empowered me to

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actually feel afraid about no knowing something or about going to find out because actually that is a positive of getting best tracks from others benefits this work that you are doing then that had an empowering effect on me actually.

INTERVIEWER: So you would go and consult more around?

PARTICIPANT: Yes, I would go into other areas of Chevron's businesses and say look here, we having a bit of an issue how we doing it on that side, how you doing this there and not thinking that you are that person's counterpart you should be knowing how to do this or what the best way to do it been working for Chevron for so many years so that is how it empowered me in my role that I am okay with not knowing everything.

INTERVIEWER: So you embrace not knowing?

PARTICIPANT: Yes.

INTERVIEWER: What about the level of engagement at work?

PARTICIPANT: Before you go on, are you going to come back to that point you made earlier while you were speaking about…

INTERVIEWER: You can come back at any time if you want to speak about it now, please do.

PARTICIPANT: So in the beginning I did find that there was this difference in reaction and in the value you were able to engage with those who went through Sunrise and those who didn't but I think as time went on and people observed that there is a difference in the way you doing things it kind of influenced how they were then reacting to you because what they were used to seeing is this particular person and now they seeing this person suddenly it's a bit of a almost a culture structure, they don't know if they can trust it and after seeing that a couple of times, I mean I even observed that with my children whereas their dad used to be like this and then suddenly dad is sitting me down and okay son now you tell me how… but as time went on that became the norm you could see okay, they understanding that this is the way that things are done and I see that with colleagues as well and yet people can say they are still afraid of you, but things are okay now we can open up to you because you see a different person. As I said initially yes, but as time got on and people got used to okay this is the way things are done now.

INTERVIEWER: So there's like a phasing in?

PARTICIPANT: There's a phasing in yes that is what my experience was.

INTERVIEWER: Would you like to say something about the engagement at work.

PARTICIPANT: Work satisfaction, did you mean from my side personally am I more satisfied in my role at work?

INTERVIEWER: Please feel free to share whatever comes to your mind about the level of engagement so if it is your engagement, then be it.

PARTICIPANT: So a few things come to mind, the one is yes let me start there before I forget that one in terms of my thinking around a team and their… because of me opening up more towards the team I think that has definitely played out a positive role. I don't think any of the team members including myself at any point at Chevron being unsatisfied in our roles and in our job if I must say, it's quite an interesting role there are always new things happening for us new projects, new complexities, new challenges so it keeps you on your feet and as a team we all enjoy that so work satisfaction has not been… but, if I think about level of engagement I am even though I am a [unclear 0:29:53] I've had issues speaking out and making and presenting and all those things which my coach and I also worked through and I think from that level the level of confidence now versus back then much more, much more comfortable and confident in addressing the topics questions whatever, and to the extent that if I get… at first I used to get like

really bad butterflies whatever you call it if I am asked to present to Martin or to the CEO or to the Board of Directors or… and now it's like it's just another thing it is just another presentation prepare well and go and deliver and face the questions and… so yes all of the fear is basically gone but it is the tools, it is the self awareness and it's the practicing it over time just to become more confident in that and so for me it is good it has been all positive.

PARTICIPANT: It's just that realization that I too have something to contribute like I said earlier on in meetings I would be quiet and be in the room but not really participating, but after this having gained that confidence and you know that I am even able to voice an opinion that might not necessarily be the prevailing opinion in this meeting so I find that I'm now contributing more than I did before and I am able to engage people and really challenge them if I have to push [unclear 0:31:54] might just push back and back up why I want to do that as well.

INTERVIEWER: It seems in your case this change was actually extremely impressive because it goes from not speaking at all to not clearly voicing your point of view, very assertively pushing forward certain points.

PARTICIPANT: Yes, it's that.

PARTICIPANT: For me again I found that people would more [unclear 0:32:27] engage me they felt more comfortable in approaching me about issues and that they weren't going to get blasted if I can call it that so they found me an easier person to work with them so that is what I found in the past people would go around and ask someone else to ask. People are more open and willing to ask me for help and to even if they couldn't meet a deadline come and speak to me beforehand and say look we not able to… and okay, let's get a way around it because in the past some people I would see it as couldn't you let me know beforehand that you wouldn't make it, but in the meantime it was like… I'm not going to make it and not realizing that actually he is okay, I can go and speak to him about it and say I am not able to make it can we negotiate so that what I found that people were more open to engage me about certain issues. What was the other question the other part?

INTERVIEWER: I was asking about the work satisfaction, enthusiasm, ownership and so on, but these are only the examples to make the question clearer.

PARTICIPANT: No, I think that is what I experienced as I said I had a problem engaging others.

INTERVIEWER: Okay, we have two more subject to cover, so we are almost done. I would like to ask you about creative thinking and by creative thinking I mean finding innovative solutions to problems sometimes we say thinking outside the box.

PARTICIPANT: What comes to my mind is again if I speak about what we do… we need to be creative in our jobs to find solutions so I think for us and the team that is a must have skill so I am trying to think where what else maybe where else… give me some more time to think.

INTERVIEWER: Would you like to help?

PARTICIPANT: It's engineering so there's codes of standards from Chevron it is more rigid there is not so much room for creativity but I guess it just comes when do you mobilize certain resources to do things but otherwise there isn't much room for creative solutions.

PARTICIPANT: I guess ones' approach makes others feel more comfortable to come up with ideas and solutions which otherwise they may have thought oh no he is going [unclear 0:35:58] but knowing that there is a different approach is a different way of dealing with him, maybe come up with something which otherwise may have been seen as farfetched. I think Sunrise has generally brought about a more open minded type of mindset that you not looking at someone stupid where his idea doesn't gel with what you are [unclear segment]. Okay, let's

explore it a bit more and maybe in that way you can come up with a very good innovative solution with something, rather than no this is what it is [unclear 0:36:39] I won't say that I have experienced it because in my role as well it's… it is numbers one plus one is two it will never be three so…

PARTICIPANT: For me it is around problem solving so like I said we come up with creative solutions and we use chip dip which is a Chevron project management tool quite [unclear 0:37:05] and we would do an alternative analysis and brainstorm. I am in the science field we would brainstorm these are the solutions and pros and cons and all of those and we very much leverage international technical experts within Chevron we leverage best practices within the organization so that is a standard practice with how we work and come up with a solution and then be able to sell that solution because normally when we want to resolve an issue it costs a lot of money and we need to get buy in from all levels, so you really needed to have thought through and come up with the best solution. But, for me personally when it comes to and this is just how I am, I don't like being put in a box and Chevron is a box, it's a process driven I'm not saying this in a negative sense it is a process driven box and I do push the boundaries and that is just in my nature so if I see something different I would just go for it and I will try and make a business case the way my manager calls it to convince if need be. But, you mentioned something about open minded, I think for me in that sense I think I am more open minded and what hit home in Sunrise for me was understanding people's structure of interpretation so when I am interacting with you not just seeing what you saying, but also looking at everything looking at the body language maybe the unsaid as well, and really in that sense be open to engage in a more better manner I think.

PARTICIPANT: Where does that comment coming from not just see okay you telling me but where does it come from where do you come from, what makes you think that way so kindness opens you up to be more understanding and considering and getting the best out of the conversation.

PARTICIPANT: I would say it is more sense of creating the environment where people are free to share their ideas the section we did asking open ended questions so I mean that we don't have a yes or no answer so people can talk more and in that I might not be creative but somebody else might come up with some innovative solution to something that we are struggling with so it's being a [unclear 0:39:41]

INTERVIEWER: Last but not least I would like to talk about customer relations. I invite you to see the word customer in a broad sense. I'm not talking necessarily the customers outside the company that you would be serving but also other business units that you are working with, other companies, colleagues from abroad, etc.

PARTICIPANT: For me I'm in the [unclear 0:40:34] which is the technical services department and in the role that I am actually in I was taken from my department and placed on the Chevron team so there was a team of people that have been doing Chevron for one or two together then here I am from an outsider coming in from [unclear 0:40:52] to sort of join the team. They were our customers so they would say we need to replace this thing and then they would [0:41:04] from there we the customer organization that we help and it has been quite a revelation I mean [unclear 0:41:10] if they have any technical [unclear 0:41:12] that they have I'm just… or they can come into my office and then they can sort find the immediate self response to their colleagues and also we have now I think if I was asked to do that a couple of years ago I would have probably said no I would not do that because I don't like being on my

own in it, but now I think I've got the confidence to [unclear 0:41:35] and be able to address issues that they have [0:41:48]

PARTICIPANT: In my role I'm basically I don't think there's an area of a business that I actually don't interact with so I need to have… to have relationships with everybody so that I can get the best out of them so that I can fulfill my role so that I can feed my main customers who are in fact the LD so that… and an important thing is to understand your customers to know who the customer is and what it is that they are looking for because often you can… yes, but you being difficult and so you got to understand the customer and look at how you can best serve the customer because then it's about how it then moulds how their reaction to you when they feel that you are servicing with their need then it also impacts positively their approach to you their confidence in what you are producing for them. So Sunrise has definitely allowed me to improve my relationship with the people that I have interacted with on the ground so that I can satisfy my main customer [unclear 0:43:14] and it's important that I maintain those good relationships with those people in transport and be it refinery, be it in sales in the Middle East or wherever so that I can fulfill my role otherwise I break down the relationship and I don't get the best how to be able to feed my main customers.

INTERVIEWER: Is there the notion of putting yourself in the shoes of the other?

PARTICIPANT: Yes exactly I've got to put myself in their shoes to understand what it is and make them understand that I understand what they are going through what makes life difficult for them and make them know… it is like this comment that says people don't care what they [unclear 0:43:50] so making them know that you actually care about the situation [unclear 0:44:01] and still making them know that you understand they kind of a willing to how can I say, to satisfy your need as well because you have another customer to serve and then also as I said understanding your customer knowing who he is he is going to be presenting to knowing who it is who is asking the question and what each one of them need is what needs to be fed when you respond to them because you could just okay this is the way I respond and do that in a blanket manner and you don't satisfy the customer.

PARTICIPANT: So for me we are supporting within the business so we support the entire business and obviously important relationships within the business. I think the systems we have in place worked well before Sunrise and better after Sunrise in terms of just improving those relationships then what we also do is… sorry I'm finding it again a little bit difficult because I think it is a good thing that we are already doing very well within the team and within the business so we support the business in our roles we also deal with the authorities so we need to keep them our stakeholders happy, we deal with people out there might be affected with risk associated with if it is contamination or whatever, so we deal with people on the ground, we deal with the other oil companies because sometimes we have joint projects that we need to run with, and then we leverage consultancies to do the actual hands on work, so it is all about relationships and it's all about understanding how best to work that. So I think just coming back to what I took out of it with everything having worked well and I think being good at managing relationships and understanding people what is needing to be given to them to get the end result, for me it was personally more about being assertive, being confident, being when I do bring messages across and that helps in itself when you are speaking to the leadership because you communicate up as well or when you communicate with authorities someone with a science background you always going through things like okay it could be this, it could be that or whatever, but it is more about structuring and giving your feedback more concisely and confidently and to the point and winning people over in that regard to buy in to what you offering or as a solution and so on.

INTERVIEWER: We have three minutes left. Is there anything that you would like to add?

PARTICIPANT: Just on that and what has been said around the customer I mean Sunrise is basically helped me to understand that you got to understand each one of those customers I mean for instance the leadership deal and Lindi mentioned now about when you busy interacting with a scientist you can speak at that level so clients communicating finance to a non-financial manager so don't assume that your customer knows what you are talking about it has allowed you to treat each one of them differently and know what each one needs so that the one needs you do go into detail the other one doesn't actually care about the detail so it's about understanding each ones need as a different customer and not say [unclear 0:47:58].

INTERVIEWER: Thank you very much.

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Annex 5 - Concourse Mapping to Focus Groups Sessions (25 (Focus Group 1), 27 (Focus Group 2), 28 (Focus Group 3, 4 & 5) November 2016)

Identified impact from Focus Groups	Q set statement
"…for me it was just the awareness that gets created around your behavior and how you respond and react in scenario (…) so for me the big part of that was the self-awareness…" "…understanding yourself, sense of awareness…" "…I think yes the sense of awareness is probably the most important…" "…I think probably just the self-awareness and when you wanting to have those certain conversations and when you can gain the emotions you [unclear segment] conversation now stepping back and waiting for when it is… so just that whole self-awareness and [unclear segment]…" "…The self-awareness around how I react towards others and how I respond to others so that was big for me just being more aware of that and how my body language impacted communication within the office environment. But, also, just from a personal perspective it helped me just unpack some kind of maybe mental blocks that I used to have…" "…it forces you to really reflect and think about how you present yourself and how you respond to something and because of that, so then my interaction with others would be changed by that and a part reflection after sometimes… sometimes I would still fall back and still do, fall back almost into old ways but then at least through reflection you kind of think no, no, but there is a different way and when you re-approach the subject with someone just using those tools again and coming back and falling back into old patterns…" "…So when these courses come again you will pause and stop understand yourself then you will understand where you fit into the rest of the organization how others work and that's where all those it became the building block okay this is how to build relationships that's how to collaborate, that's how you make requests, this is how you speak up if you need to or this is how you let other people… but it was more like I can only understand myself first, then I would understand where people are coming from…" "…I found it in most cases because I had been in a program you have that one step of self-awareness you can anticipate…"	1. Increased self-awareness.

"…it's more about how I react you can't control what they do, it was more about my reaction that what I knew going into courageous conversations was that that part wasn't going to change and I needed to change, and I might not always get the outcome I wanted because the person I am having the courageous conversation with might still react in their own way so it just takes kind of continuing to do it, and then thinking about afterwards how you felt about having the conversation that made it get better each time to have it because then you build up your courage to have it, even if you don't get the outcome you were looking for, you are more confident in having the conversation…" "…I think one of the other big things was self-awareness, so you learn a lot about how you think and how you perceive things to be in your surrounding environment people's structured interpretation and all of that good stuff so it is eye opening…" "…being more self-aware of myself certain things that I was doing or not doing that I was blind to and in the coaching sessions one on one with my coach he made me realize some of the things I didn't… it's not other people that are stopping me from being what I can be, but by myself so we were working on those things and I have seen quite a marked improvement as well at work as well…" "…from the coaching training that I have attended I'm pretty aware of who I am, what I need to do, how I need to engage with my team and I can influence my team…" "…For me as a head of a [unclear 0:22:37] what Ian has just described is vitally important because the moment I sniff the win that is where I am going to go from I am going to go from the win but often winning isn't the best outcome it is not about me winning it's about the organization winning and often that means now I need to backtrack so it is very hard for me to be able to do that because I can see… I'm so conscious of it now; I realize I can hit my pause button a lot easier so it actually has improved my perception and my use of my only colors as well…" "…in order for you to know others you have to know yourself…" "…Understanding yourself also plays a part in how you relate to others with the coaching sessions you tend to see how others see you, and like coach directing you in a certain way also gives you more confidence looking at your pitfalls and the shortfalls…" "…I was going to add the point about self-awareness understanding what an issue means to you when you are having a courageous conversation is an important consideration…"	
"…it's just where I am because I can control myself and it's a little bit less	2. Increased self-control.

that you can control others…”	
"…it's just where I am because I can control myself and it's a little bit less that you can control others…" "…reflect others behaviors of you by keeping your understanding yourself…" "…I think what the coaching has done has… it gets you to that courageous conversation a lot quicker you execute on it quicker, where you would have been hesitant because you know what this person is about, and so now what creates that methodology says to you okay, you can get there quicker, how can you get there quicker because there is a methodology. If you use this methodology I think the result will come out differently and that it has also taught you that you can't accept I suppose you can't control how they would feel about that conversation so that is the other part it feels it makes you to go there a lot quicker because you can't control it for the other person, you have to… so you have learnt to accept the fact that you can't control that person, but at least you making it visible to that person it is up to them now to decide what is that they are they doing with that. So it is easier for me to go there because I don't have to control what that person thinks, because that fear is a lot less but strong considerably…" "…It helps in that it hold us accountable, we all have to be accountable at some point for our actions. So it also helps in that people now know there are things that they can't do which they used to get away with because nobody asked about it, nobody challenged them. It's not an easy thing but in my room, my room is more influencing because I can't force people to do stuff but I can influence them, I can show them the risks, I can show them the process. Having done all of that and they still insist there is nothing much I can do…" "…it's more about how I react you can't control what they do, it was more about my reaction that what I knew going into courageous conversations was that that part wasn't going to change and I needed to change, and I might not always get the outcome I wanted because the person I am having the courageous conversation with might still react in their own way so it just takes kind of continuing to do it, and then thinking about afterwards how you felt about having the conversation that made it get better each time to have it because then you build up your courage to have it, even if you don't get the outcome you were looking for, you are more confident in having the conversation…" "…So I think what you are saying, you can only take responsibility for what you bring to try and meet that person half way, but sometimes you are going knock your head…"	3. Increased awareness of lack of control over behaviours and thoughts of others.

"…think and that we can never force anybody else into that, but how do we… what can we do on our side to kind of keep practicing keep trying to educate etcetera…"	
"…direct conversations you have with your team…" "…**PARTICIPANT:** Exactly and I don't think they appreciate that change and I don't think maybe they get warned that wow, there is going to be a difference and this difference is not necessarily a bad thing, embrace it. Just learn from that experience. So I do think there is a bit of frustration from that side. I am not sure what your experiences are. **INTERVIEWER:** What do you think guys? **PARTICIPANT:** Well I had two supervisors that have gone through so I think when I had to have a courageous conversation with the other one, because he has gone through sunrise. So I think at first he kind of went the defensive way but then he realised the ... [interjects] **PARTICIPANT:** The self-reflection. **INTERVIEWER:** Ja, the self-reflection and then I could see there was that standing back and then later where he said I think he had to say it and whatever. But I think I understand Lolo's where, if its someone who is higher up who hasn't gone through because I think I have been also been asking questions like giving feedback to people even my supervisor's supervisor. So it's like they really don't understand and it's frustrating so, but ja, I mean you just have to take it, when it happens…" "…And I would also say it also helped as a tool for communication because I remember I mean my previous manager had not gone to Sunrise, I mean he has been a sponsor obviously he has been on the… but I wanted to have a courageous conversation with him, but then I also knew that he wouldn't know what I am trying to do, so I then said I want to have a courageous conversation with you, but I will first educate you on how that goes and then I explained to him but by the time we had the conversation actually it wasn't anymore because obviously he kind of knew what I am trying to put across and what I am trying to practice and he was also open to okay, I must guard my reaction when you have this courageous conversation so that I ensure that I get you. So I think to me it was a tool more than even for people that have got in [unclear 0:10:08] team when I want to practice something I will say you know I have been on Sunrise I want to practice this thing and so bear with me and then I would explain to them what I am going to be trying so that at least they can catch it and number two, they can give me some feedback if there is a way of improving. So I think using it as a tool definitely has helped in terms of communication in that collaboration…"	4. Enhanced direct conversations.

"…natural reaction prior to Sunrise I think would have been to be defensive. So one of the things I think I have done two occasions probably got a feedback or somebody being courageous enough to have a conversation with me. And one of the things that I… I didn't do it very well in the first conversation, because I think it was [unclear 0:27:30] now we are practicing this, but on the second conversation one of the things that I have learnt quickly that is to always try to sit on another person's shoes which is quite a very… I think that even during the Sunrise training it was a very emotional one sitting or fitting another person's shoes especially when they are small they pinch you so you learn a little bit that people you have to see where they are coming from and what you learn to deal when the courageous conversation experience that I had, you learn to accept it and at least where they are coming from. So you don't need naturally to defend yourself and that became almost like a very useful tool to me but to be aware that people who are courageous is to come and have a conversation with you, you need to fit into their shoes and feel the discomfort that they are in coming to you within. So I am very sensitive to the discomforts of other people when it comes to this [unclear 0:28:44] they do naturally they are very uncomfortable hence I am uncomfortable to do it myself so I'm very receptive to it because I know the discomfort that people go through…"	
"…I personally think it has made a positive impact on my leadership style to a certain degree…"	5. Had a positive impact on personal leadership style.
"…what I understand is basically the way the human mind works so I think from a coaching perspective you just tapping into those principles in applying to the workplace…"	6. Helped me understand the way human mind works.
"…For what I have seen is for some of the members that are not maybe selected to go it is almost like creating some wedge in between favorable ones and the not so favorable ones so in certain groups I have picked up that it is almost like marginalization that that person gets, and we know that's how the selection of the pack works right at the end of the day, you get selected, you don't get selected. But, I have picked it up in some of the discussion groups that after you have been on Sunrise… so some people feel that they see the value and the advantage of going on there, but the fact that it is not available to a much bigger group but a larger scale makes a bit of a [unclear 0:05:08]… **INTERVIEWER:** Okay, so is it perceived a little bit like discrimination? Those who are being discriminated against would have a prejudice against the program itself during the [unclear 0:05:28] **PARTICIPANT:** Yes."	7. Created a feeling of discrimination in those who were not accepted in the Sunrise Leadership Program (coaching program).
"…there is also the perception that when people go on the program they are being earmarked for climbing a corporate ladder…"	8. Created a perception that those who are accepted in the Sunrise Leadership Program (coaching program) are being earmarked for

	promotion.
"…I think that not enough people have been coached so outside of all the good stuff as I said in principle I think that is what the program is trying to achieve if you've got merit it makes sense. I think that is the way in which it is being executed could do with some work and there's a couple of stuff so I don't know how the candidates are selected. I think they selected kind of anybody will do kind of thing you kind of correct in what you do, you go on the course. I think some more work could be done on that in terms of understanding the psychological makeup and where they are personally professionally before they… so they can be receptive to this kind of thing…"	9. Has not been preceded by sufficient personality analysis of candidates for the Sunrise Leadership Program (coaching program).
"…I think that not enough people have been coached so outside of all the good stuff as I said in principle I think that is what the program is trying to achieve if you've got merit it makes sense. I think that is the way in which it is being executed could do with some work and there's a couple of stuff so I don't know how the candidates are selected. I think they selected kind of anybody will do kind of thing you kind of correct in what you do, you go on the course. I think some more work could be done on that in terms of understanding the psychological makeup and where they are personally professionally before they… so they can be receptive to this kind of thing…"	10. Has not been preceded by sufficient professional environment analysis of candidates for the Sunrise Leadership Program (coaching program).
"…if that manager cannot recognize that positive change and be receptive to it and encourage and support it, it's going to be useless…" "…**PARTICIPANT:** I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very frustrating. Because now you ... [interjects] **INTERVIEWER:** The Supervisor who wouldn't go through the program for example. **PARTICIPANT:** Yes, he wasn't in the program because now, you have got different ways of doing things of thinking, you ask questions, you challenge the questions, not in a bad way but all of a sudden I mean where you are coming from ... [interjects] **INTERVIEWER:** There is a change of pattern of behaviour. **PARTICIPANT:** Exactly and I don't think they appreciate that change and I don't think maybe they get warned that wow, there is going to be a difference and this difference is not necessarily a bad thing, embrace it. Just learn from that experience. So I do think there is a bit of frustration from that side. I am not sure what your experiences are…"	11. Generated frustration when management was not encouraging/supporting skills learned during the Sunrise Leadership Program (coaching program).

"…So the first bit is it is a different language we've got this knowledge…" "…when I spoke to another like Donavon we could use the jargon, people would understand when I talked about the [unclear 0:19:12] of inference you would understand when I talk about direct conversations allowing you into my circle but not everybody understood that so when you leave it's kind of like you being left on your own fed to the wolves and you have to fend…" "…I find that people that you at Sunrise with you kind of have a bond with them so if you it's just like an understanding almost that you meet up with someone they going to work with someone that went through Sunrise with you there is always that history that share history. I don't deal with a lot of people from the refinery but the people from the refinery that were on Sunrise with us, always have special relationships I bumped into two of them last week when I went to the refinery for a meeting and it's always like "hi, how are you?" and the catching up with them, whereas before I wouldn't have had a relationship with them other than just on an occasional basis bumping into them…" "…different people go through it and now you almost are able to have a different conversation with them…" "…there are certain catch phrases or things that because you have been on the program that person understands it and then there has even been shifts with me and other people now I see what you were trying to do here, or there is just more of an understanding because once you go through the program yourself you understand about making requests and you understand about all those kinds of topics that we covered you understand it in a different way so it's a larger community almost of having that kind of understanding…"	12. Created a specific "language" used by Sunrise Leadership Program (coaching program) graduates only.
"…people go through it and I've lost touch, I mean maybe the other guys are a little better, but I have lost touch with a lot of what I have learnt…" "…Yes, I think it's similarly to what they have mentioned the follow up that for me it's not even after 3 months just having that person who can bounce off things once in a while even if you are given so many instances and you know you have used the one and then there is a big thing coming up and you just want somebody to bounce off things and then you have got an option to go to that person and you know to happen whether I am not necessarily a sad thing that's says after three months because I think after that you need to apply it you need to learn to apply it because it is a journey but you need prep those know those touch points once in a while indication would help.."	13. Did not create permanent learning outcomes.
"…It would help a lot if that refresher you get a lot at a time and then we just don't want to lose it…"	14. Requires refreshing sessions every now and then.

"…A coach is an intimate relationship it's almost a bond that you form almost like a parent. Again I come to the intent in purpose which is good again in the execution I think could do some work…" "…I mean even in my opinion if people scrap the 18 months just introduce the target of coaching from the start I think that you would learn a lot more and then [noisy background] post problem solving session where the coach sits down and this what you need, it could have worked like that in terms of the [unclear 0:25:44] I think it is far more effective…" "…that would be a [unclear 0:25:12] benefit if we have continuity going forward in future to coaching…"	
"…The format of that is you go with instruction form you go once every three months for 18 months there is no really valuation you don't really know. You were talking about investment, you saying investment the words that you used just before investment is return on, so how do we know and how do you measure this in the light, are we getting things done quicker are we arguing less, fighting less, making decisions faster. I'm not saying that it is not happening but how do we know is this just one of those things that looks good on paper it sounds good to people, but you don't really know whether it is effective as it looks on paper and as it would be practiced…"	15. Did not create a Return on Investment.
"…Yes. So I have been aware of listening more I may not always do it that well, but I always had that awareness and I think we've got those coaching [unclear 0:14:27] cards did you guys… so I have two sets of it so two different messages I get at a point in time just to remind me listen a little bit more, make sure that people give their inputs right and then take it from… and then build on that right, but that is to get the whole trust bit… I think it has helped me I don't know it would be interesting to get some perspectives from other people…" "…It also gave you a lot of chance to listen more because while we are listening, we are preparing a response which you are not supposed to do you supposed to listen attentively before responding to somebody…" "…There was something you mentioned earlier about listening not to reply about listening to really understand and that helps with collaboration that helps to get the person onto your side as well to drive your particular position as well, but then also get their position and try to get some sort of consensus as well, I think that also collaborates is really listening to understand instead of trying to reply or to respond to something that… so you already have a predisposed position about what you going to respond to the person already so that from a coaching perspective that helps a lot…" "…I think one of the things is that and I think we have spoken about it before is listening to listen and probing questions gets people to think	16. Improved listening capacity.

differently and that creates creative thinking and it is about… and I found like if we work on business solutions by listening and then questioning for understanding and then questioning to go down a different channel or take another different path, not the particular path that you were looking to go down, but I think that creates the opportunity for creative new ideas. So I think the coaching style creates an opportunity to develop like innovative solutions…"

"…I've got a colleague in the Asia who is very new in his job and his got no experience in product engineering so to speak, so it has been quite challenging kind of grow capabilities from Cape Town into Asia with the time differences and all that, but the guys got the [unclear 0:40:47] clearly he was hired for the job, so it is merely about asking him questions that gets him thinking about where the potential solutions can be and I find that often when you give people the freedom to think for themselves that there is a right way and there is a wrong way, but generally there are a lot of right ways and a very few wrong ways the only way you going to get it horribly wrong it is going to be a total disaster and there [unclear 0:41:21] within the organization to prevent something like that from happening so if you having a good coaching conversation with someone, providing them with the basics of what they need to be able to sort of grow to plant a seed in terms of where a solution can lie and give them the opportunity to think through the rest of the problems themselves and often they will come back to you and they will ask you hey, would that work. So not only do you create the relationship but you also then create somebody who realizes that I can think myself through this problem and eventually all they really use you for is a sounding board…"

"…I've had the opportunity to move from one business unit to another business unit to another business unit and the important part about that was establishing trust very quickly across customer base around different cultures so for me it was… it helped me a lot listening with to understand rather than to just keep my version of what should happen across different working environments coming back to South Africa having a completely different client group now again, how do I establish that level of trust again with this particular client and a doubly quick way because they want to get things done, so I need to understand very quickly what this business is all about and getting things done the way they want it done as well so that for me is invaluable is that listening skill that I was taught to hold yourself back try to really listen and then establishing the trust relation fairly quickly as well so that you can deliver on what is expected and also give your input with credibility establishing credibility with a client fairly quickly is critical for me in that HR role as well…"

"…So now with the coaching you, need to kind of avlant to listen to the person and then to understand where its coming from. And I don't even

respond at that moment because I need to kind of internalise and see and then afterwards then I will kind of note my stuff and then respond…"

"…what it taught me was I can influence what happens around me and when I get feedback, I listen and I try to internalise and use it to improve myself. So from what I learnt was, there is constructive but all the feedback is to your advantage whether it's you like it or you don't like it. If you don't like it, you will learn what you change about yourself too in your interactions. So I learnt to listen more…"

"…now because you don't react you listen and try to understand where people are coming from and try to be accommodative while you are still you know prioritising your interest and you get that collaborative sense that we are not fighting one another. I hear where you are coming from, how can I accommodate the one person but at the same time make sure that what I want does happen. So you have got that skill now, that ability of just listening to the person you know trying to ask you probing questions and make sure that you are, make sure that he or she notices that you are aware of their concerns, address their concerns but at the same time still push your agenda to make sure that whatever it is that you need to needs to happen, happens and you come out of that with a win win situation basically. So I think it doesn't because you are quite aware of other people's interests not just about me, it's about this person it's about other people as well in the group. So I do think it just opens up your mind to say this is just not about me, it's about everybody else's interests. Let's come out of this with a common understanding and common agreement…"

"…I think most frustrations for employees is not having people hearing them, not having heard, not being able to hear the voice, not yes and also not being able to have a voice because they are afraid to have an opinion, they are afraid to once that happens you know that even if that person doesn't do it, at least they know how I feel. It does make a little bit of a change in terms of how you feel as a person generally…"

"…asking and also getting others used, more listening to just listen you know in that sponge that's just listening to other people's views, listen to other people's way of doing things…"

"…I think now people they come prepared to say Vuyi we need to help this is happening this is what what so I will kind of get all that information before I even ask for it because of the way I have been probing to say you want to do to this why do you want to do this what happening? Have you done it before? What's the learning there is that probing that I been doing to people especially contractors because they just come and say we need this signed we need this done so I am saying why? So I am saying what's happening give me information so now they come prepared with all that

information because they know I am going to ask those questions…"

"…Yes and it's also in so far as where are the people coming from so I would understand when somebody says this is why I disagree with you then I would say okay, I still need to build a relationship with this person but we had the conflict of understanding on this issue so therefore I had to go back and say, does it require me to have a trade off or to make a promise and say okay I understand where we differ on this, but this is what I promise you to do in return for… to win your support on this…"

"…My experience when it comes to creative thinking is that pre Sunrise if you came to me with anything you wanted to bring to the table I would listen to it as a problem that requires a solution so if I don't have a solution then I don't. If I do have a solution, I do. But, what I found with the whole coaching circle that we did at Sunrise for the first time in that coaching circle you learn to listen and just by listening you create more space and what I noticed when you are listening in the beginning other people may notice that you are listening it takes a while to realize that you are listening or what it does to them it allows more space actually to think so you not drowning them with a solution. So because now you are listening it makes them to think and a creative solution comes with the effect that they are aware that you are listening. So by listening and also just making sure that you seeking clarity to them is it what I am understanding you are… because now, you are giving feedback as well what do you try and understand from a person it allows that creative thinking. You will find that as long people leave you thinking that actually I came up with a solution to the issue that I brought to the person, so that is where I found creative solution of problem solving comes it is very much more about being aware that first somebody is talking to you and you have to listen… is that when people are listening that allows the [unclear 0:41:17]..."

"…Sometimes I have seen these things because they are not listening to each other you getting involved in this conversation that goes on and on and all of a sudden at some point because he might not have the [unclear 0:41:34] this is what I think you must do sometimes it actually allows you to really pause and listen some [unclear 0:41:42] is saying something let me listen that quietness gives another person this [unclear 0:41:47] so let me think to what I am really it's in my mind…"

"…I was a very activist no, competiveness like somebody is talking to you and then you kind there goes your mind or you kind of already say okay you going there so just let us get to the point kind of thing but there it opened my eyes in that sense and I think I did the 360 beginning of Sunrise and those topics came out, topics like competitive listening, anti-social kind of behavior also wanting to just get the work done, don't really want to mingle with the team and all of those softer things so that came out and

then I did through my coach I asked the team that I worked with to share their feedback at the end of Sunrise and send it directly to my coach and very positive so very positive things, and I can obviously feel that within the team…"	
"…So it would just make sense that if a lot more people had that foundation ability that foundation awareness it's like you kind of standing alone in a crowd, and you're trying to apply your skills but a little while ago and it's slowly beginning to [unclear 0:16:44] there is also a risk of you let's call it relapse you forget because behaviors are entrenched through habit and repetition, exposure, environment if you don't have all of those things how are those behaviors going to become entrenched…" "…The challenge I sometimes find is yes from the coaching training that I have attended I'm pretty aware of who I am, what I need to do, how I need to engage with my team and I can influence my team but sometimes if it doesn't get accepted or understood maybe at a higher level, then that is where it ends…" "…not everybody understood that so when you leave it's kind of like you being left on your own fed to the wolves and you have to fend…"	17. Created a sensation of alienation in those who graduated the Sunrise Leadership Program (coaching program).
"…Coaching is seen as for the elite…"	18. Is elitist.
"...it actually helped me when I… I think 15 minutes before this meeting just to go through a couple of things and I looked at some of the stuff that was shared with me and where I was in my career around some issues and that helped a hell of a lot. If I could have that maybe a year ago or when I had been going through some you almost needed that trusting bit that kind of is powerful…" "…But this one for me it was holistic because it really looked at you as an individual but also all of you and it wasn't only just on this part that is your work, it really looked at all of and different facets and really highlighted where one thing if I might have put something in a box over here somewhere else, it actually impacts my career as well and vice versa…"	19. Helped my career development.
"…In terms of execution I would think that a much more effective way together with the 18 months is that when you are presented whether yourself or your leaders present with some sort of issue, it doesn't matter what it is you call him a coach and they will coach both of you… you or three or four whoever is going through this particular issue having this let's call it a disagreement for lack of a better word. So you go through this and the coach works with you as you try and solve this problem, you solve the problem and then collectively you learn about what it is…" "…you can learn about applying it, but you are not actually applying it…" "…now you have all the theory and you can only apply up to the stage	20. Lacked hands-on (practical) dimension.

where it makes sense to you, but if that connection was still there…" "…Okay, what I can add before I leave. The sunrise we had this theoretical and we had one on one coaching which was great. With what I have discovered it was over 18 months for me maybe it's just me the, I think it will be more effective if after you have completed the training maybe sometime ... [inaudible] then you have got all the theory then the application to get some support even for a few months…"	
"…we become a little bit more productive…"	21. Increased work productivity.
"…a person became arrogant…"	22. Increased arrogance.
"…I learnt a lot in an instant things start by having my conversation…" "…I think I have had a lot of courageous conversations since I have been on this program it has helped me to step out and that has been the benefit for me is to have the conversations with people typically who would not easily have and whether it is with my team members or whether it is my peers, and whether it is with the management team as well still within the framework of trying to get the things across being a lot more courageous could benefit out of that one…" "…So typically I mean like my environment where we have unionized folks and we have shop stewards in the laboratory so you always have the courageous conversations, but you have much more confidence now because you have acquired the tools during the program to actually address the situation much more amicably so you have this confidence to challenge things in a way that is much more professional than bulldozing things down people's throats…" "…I was going to add the point about self-awareness understanding what an issue means to you when you are having a courageous conversation is an important consideration…" "…We couldn't access or go into the country because the country has stopped all visas being issued and what happened is when I went into that role that was a supervisory role so I had to give guidance from a different country specifically from the US. And it was very unique situation and you had to make sure that people achieved their results and coaching conversations became a lot more critical because my one on one conversations with them you could easily establish where they are in their journey…" "…For me for those courageous conversations, the key thing that I learned was preparing upfront for it. So like in the past I would just go before I was unhappy, I would budge in and make ... [inaudible] case and you end up going different directions. But now you realise that you need to prepare for	23. Taught me courageous conversations.

this conversation. You can anticipate in your planning what the other person might say and then you come up with a way to work around that. So, for me if you have planned properly, even if someone has not been to the program you can still approach them for those courageous it will still work…"

"…And I would also say it also helped as a tool for communication because I remember I mean my previous manager had not gone to Sunrise, I mean he has been a sponsor obviously he has been on the… but I wanted to have a courageous conversation with him, but then I also knew that he wouldn't know what I am trying to do, so I then said I want to have a courageous conversation with you, but I will first educate you on how that goes and then I explained to him but by the time we had the conversation actually it wasn't anymore because obviously he kind of knew what I am trying to put across and what I am trying to practice and he was also open to okay, I must guard my reaction when you have this courageous conversation so that I ensure that I get you. So I think to me it was a tool more than even for people that have got in [unclear 0:10:08] team when I want to practice something I will say you know I have been on Sunrise I want to practice this thing and so bear with me and then I would explain to them what I am going to be trying so that at least they can catch it and number two, they can give me some feedback if there is a way of improving. So I think using it as a tool definitely has helped in terms of communication in that collaboration…"

"…I mean the fact that you honest enough to be vulnerable to them and say I am trying this it actually plays a bit of excitement you will hear the music some of the terms or you will sometimes jokingly in saying like in the beginning you mentioned let's check him because you introduced that, so I think people are open it depends on how obvious you into this. I mean if you say you try because it is not like you are suddenly a certified coach to say I want to try these techniques they usually open…"

"…So for me around courageous conversations firstly just having them was a big thing for me because I would happily try [unclear 0:21:04] issue and then the pinch point would come and that was one of the key learning's for me and I still use that today so it is actually just picking up and having that. And often, the conversation it isn't actually as hectic as I think it would be it is just in my own mind building up all of this tension and stress and you actually have it and you have… once you have that relationship also and people understand what your true intentions really are it just makes it easier but I think picking up the courage and then getting rid of those pinch points that have really been beneficial to me over the years…"

"…natural reaction prior to Sunrise I think would have been to be defensive. So one of the things I think I have done two occasions probably

got a feedback or somebody being courageous enough to have a conversation with me. And one of the things that I… I didn't do it very well in the first conversation, because I think it was [unclear 0:27:30] now we are practicing this, but on the second conversation one of the things that I have learnt quickly that is to always try to sit on another person's shoes which is quite a very… I think that even during the Sunrise training it was a very emotional one sitting or fitting another person's shoes especially when they are small they pinch you so you learn a little bit that people you have to see where they are coming from and what you learn to deal when the courageous conversation experience that I had, you learn to accept it and at least where they are coming from. So you don't need naturally to defend yourself and that became almost like a very useful tool to me but to be aware that people who are courageous is to come and have a conversation with you, you need to fit into their shoes and feel the discomfort that they are in coming to you within. So I am very sensitive to the discomforts of other people when it comes to this [unclear 0:28:44] they do naturally they are very uncomfortable hence I am uncomfortable to do it myself so I'm very receptive to it because I know the discomfort that people go through..."

"…for example complex discussions and things like that, that was quite a good tool that I took out of it…"

"…I've got experience with both of that you say better understand the team and also within the team having courageous discussions for me it was more about avoiding conflict it was about don't want to hurt that person's feelings or anything and approaching it very subtle and not bringing the point across through doing it in that gentle way, and so I needed to step up a bit and be clear when I am having a courageous discussion so yes, it is working better much better, and I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the team that I am managing. So it is working out, it is obviously it is still deep down a difficult thing, but you prepare and your clear on what you want to bring across through the tools that we have and I find it much easier in using the tools to have those discussions on the flip, communicating up I have had probably just about I don't know… recently I had one it was tough, so I had to have a courageous discussion about something I felt strongly about again there I had a day within which to prepare my thoughts and I always feel like if I give myself that time to prepare it is just much better to be clear and what my [unclear 0:13:39] to voice those concerns. So yes, I had that discussion and it went well it ended well on a very good understanding tone and then the consequences of that also the follow up of that was that I brought the point across and the next day we had another discussion about the same topic and it was okay, so it is good, I agree and we moved forward so yes it is not easy discussions, but and it was a real intensive growth curve for me to be at a point where I am now, but I feel

more comfortable and confident to face it head on…"

"…For me I would say I think courageous conversations for me were something that I avoided if I could work through [unclear 0:15:18]. I guess it was because before Sunrise I never knew how to have one so I didn't know what to do in [unclear 0:15:30] so by going through Sunrise and looking at these steps that you have to go through the preparation that you need to go through all of a sudden what the other person might say or react so that for me it gave me sort of confidence to [unclear 0:15:48]. Up to so far I have had an interest of my direct reports [unclear segment] probably that is where I might have… there might be a position for me to do that and one of the great things that I learnt about this one is it doesn't have to be an aggressive… you don't have to be aggressive it is a conversation so you don't want that person [unclear 0:16:30] you want to engage them and in a way it is also involves that [unclear 0:16:38] of feedback which I think that feedback is a gift so if I [unclear segment]…"

"…Can I just add I think what is very important part of having a courageous conversation is preparing preparation is very important, you cannot decide you know, I've had it now, I'm going to have this conversation you got to sit back think about this, you have to maintain that composure because if you are not prepared somewhere along the line you going lose composure because you are basically stepping out of your normal your behavior by having… to get yourself into a point where you having that courageous conversation in the manner that it should be so you have to be well prepared…"

"…it's more about how I react you can't control what they do, it was more about my reaction that what I knew going into courageous conversations was that that part wasn't going to change and I needed to change, and I might not always get the outcome I wanted because the person I am having the courageous conversation with might still react in their own way so it just takes kind of continuing to do it, and then thinking about afterwards how you felt about having the conversation that made it get better each time to have it because then you build up your courage to have it, even if you don't get the outcome you were looking for, you are more confident in having the conversation…"

"…I find personally I can spot where people are on the emotional curve far easier now particularly when you are having a courageous conversation with someone and that just helps you to determine the level of… the weight of furthering the conversation like what is the next sentence, how does the next sentence need to be, or how light does it need to be. So it helps you react a lot faster to the individual on the other side of the table and that tends to keep them there longer as well. Some people will just once they get to a certain point in that curve they want to get over [unclear segment]. It

allows you because I could spot it a lot easier now it allows me to soften the conversation just to keep them engaging to keep the information flowing in…" "…It was more a directive conversation and the understanding that was brought about by Sunrise was how you go about that courageous conversation that you don't shut the other person off that you don't immediately put that person on the back foot and approach him the courageous conversation with the mindset that she wants to take you forward not to keep you off this conversation. I actually want to take this relationship forward by having this courageous conversation and it is a huge benefit because when one approaches that courageous or your necessary conversation with a I'm going to tell you now, you immediately shut that person off and that person doesn't even want to respond whereas if you approach it with okay how can we make this work, I'm having this conversation with you because I want to take this relationship I want to improve the position that you find yourself in now then you open up another world for that person knowing that this conversation is coming from the point that this person wants to support you and not push you down…" "…my role before Sunrise has been about making change and being one of the focal points of making change happen in our business unit. I mentioned earlier and I just [unclear 0:32:13] to the courageous conversations right, so we have seen opportunity for that by having those courageous conversations or having those conversations around what I think and… I have been able to have more of them so it has helped in terms of getting change across within the organization that I am within so a little bit different to [unclear 0:32:41] experience they have been a little bit more open in my view to changes and a lot coming from my side around that which is has made me even just okay, so that has gone, so now I need to… here's an opportunity it's good for the business rather let's bring this forward as well so it has helped you with that sort of confidence. I don't know if it is directly the program I think it is my job being like that. I think perhaps also being a little bit more confident in bringing it forward and putting it forward may have been as a direct result of the programs as well…"	
"…I can understand people better based on the tools that I was given…" "…your ability to understand somebody else whatever space they are in has also been improved and therefore that interaction that deeper level of understanding of what is going on between you and the other individual across the table just helps you firstly because you understand there is more empathy immediately, unless you want to shut empathy out, but I mean generally part of the coaching journey is to introduce empathy into every conversation. So from that perspective at the moment you bring that to the table it changes the complexion of the conversation immediately. So	24. Increased my understanding of others.

whichever conversation you going to have after that, I do find that it is typically easier…"

"…I think what the coaching has done has… it gets you to that courageous conversation a lot quicker you execute on it quicker, where you would have been hesitant because you know what this person is about, and so now what creates that methodology says to you okay, you can get there quicker, how can you get there quicker because there is a methodology. If you use this methodology I think the result will come out differently and that it has also taught you that you can't accept I suppose you can't control how they would feel about that conversation so that is the other part it feels it makes you to go there a lot quicker because you can't control it for the other person, you have to… so you have learnt to accept the fact that you can't control that person, but at least you making it visible to that person it is up to them now to decide what is that they are they doing with that. So it is easier for me to go there because I don't have to control what that person thinks, because that fear is a lot less but strong considerably…"

"…I find personally I can spot where people are on the emotional curve far easier now particularly when you are having a courageous conversation with someone and that just helps you to determine the level of… the weight of furthering the conversation like what is the next sentence, how does the next sentence need to be, or how light does it need to be. So it helps you react a lot faster to the individual on the other side of the table and that tends to keep them there longer as well. Some people will just once they get to a certain point in that curve they want to get over [unclear segment]. It allows you because I could spot it a lot easier now it allows me to soften the conversation just to keep them engaging to keep the information flowing in…"

"…You almost know when to stop as well because if… there is a tendency you don't know when to stop, so the person's receptive and then you continue to just show up more stuff right and then, but then you realize showing up more stuff has just pulled this person's back up how did that happen, but at a point you didn't recognize where to stop and just get that one win first and I think that is a lot more clear so let's bank this first let's move away we will have the discussion about something else later this was about this… don't line it up when you see you are succeeding with one thing…"

"…It did influence it the way we interact now so the latest one is the which I discussed earlier the efficiency of the business and looking at opportunities now to actually optimize a testing schedule for refinery so we actually cutting down some of their not so valuable tests to create more efficiency and I find it very easy now to actually consult with the engineers and also their managers as to how we going to do this and instead of saying do we need to do that and how we going to do this because we need to

[unclear segment] prior to Sunrise because before it was always a fight it's not a fight anymore so it has equipped me to actually interact at a much higher level than what we used to…" "…stuff like that to help me through difficult conversations coaching conversations and that is something that I have learnt that I can take with me far into the future because I still practice it regularly…"	
"…how I do my job, I think it is pretty much the same…"	25. Did not influence my engagement at work.
"…**INTERVIEWER:** Do you think that coaching program in principle could have a positive influence on the change acceptance? **PARTICIPANT:** If it is done in the right way if it's done differently. **INTERVIEWER:** That's to say it's accessible to a larger public it's… **PARTICIPANT:** Top down, bottom up sideways… **INTERVIEWER:** And more practice and also a follow up? **PARTICIPANT:** Yes absolutely I agree with you…"	26. Did not influence change acceptance within the company.
"…it has helped you with that sort of confidence…" "…So typically I mean like my environment where we have unionized folks and we have shop stewards in the laboratory so you always have the courageous conversations, but you have much more confidence now because you have acquired the tools during the program to actually address the situation much more amicably so you have this confidence to challenge things in a way that is much more professional than bulldozing things down people's throats…" "…So in terms of relating higher up… currently we have challenges where there are discussions around like we how we make our organization more efficient and there are issues of being more efficient with our resources and I see that I must have much more confidence of [unclear 0:24:38] to actually challenge my manager and say what is your thinking and this is my thinking and why must I accept your thinking here's my [unclear 0:24:49] there's my substantiation so I have that confidence to do that I didn't have that before, so that is a good thing…" "…I don't think I would have been there had I not been on Sunrise purely because I wouldn't have had the confidence I would have felt that I run the space if I must own the solution and no one else needs to be privy to the solution. In actual fact, that is not what I am here for, I am actually here to help other people understand how they can arrive at the same solution because other problems are going to crop up and I need to be developing solutions for those problems, I can't keep solving the same problem over and over that is not organizational growth and that's not capability…" "…actually being open and not thinking that I need to know the answer to this question I used the word curious earlier on going down that path and	27. Increased my self-confidence.

not just saying I need to know the answer but being open to actually exploring that solution with someone else and thinking my ways… I need to give you the answer and I need to figure it out myself and engage in that conversation with the other person or people to get something that works…"

"…So one of the things of engagement is that I learnt to have the confidence to say although I hide behind the slide or [unclear 0:33:11] more confidence in speaking…"

"…**PARTICIPANT:** The one thing that sort of stands out I think before Sunrise I found it difficult to say no when people come and ask for help from me so I would tend to be overloaded because I had too much on my plate but since Sunrise I think you are able to say no, but not just… say no with options say I can't do it now, but I can do it for you this time or come back after a certain time so that I can negotiate what I can do in a sense and I mean people initially when the [unclear 0:08:31] because I am saying no, or I am not saying yes initially but I mean after a while they started getting used to this new sort of me of negotiating if I can't do it now, I can do it later. At home and even my church I mean I was one of those back benches and I would probably through the confidence that I gained through Sunrise I found myself not standing up for leadership questions, but being can you do this and I would go into it and then using those tools and even they do work… I find this side of me which I never knew that it existed and people are reacting positively to it.
INTERVIEWER: So what I hear is that you are able to say no, not now, we're going to do it later? Self-confidence?
PARTICIPANT: Yes…"

"…I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the team that I am managing…"

"…by going through Sunrise and looking at these steps that you have to go through the preparation that you need to go through all of a sudden what the other person might say or react so that for me it gave me sort of confidence…"

"…**INTERVIEWER:** So you would go and consult more around?
PARTICIPANT: Yes, I would go into other areas of Chevron's businesses and say look here, we having a bit of an issue how we doing it on that side, how you doing this there and not thinking that you are that person's counterpart you should be knowing how to do this or what the best way to do it been working for Chevron for so many years so that is how it empowered me in my role that I am okay with not knowing everything…"

"…I've had issues speaking out and making and presenting and all those

things which my coach and I also worked through and I think from that level the level of confidence now versus back then much more, much more comfortable and confident in addressing the topics questions whatever, and to the extent that if I get… at first I used to get like really bad butterflies whatever you call it if I am asked to present to Martin or to the CEO or to the Board of Directors or… and now it's like it's just another thing it is just another presentation prepare well and go and deliver and face the questions and… so yes all of the fear is basically gone but it is the tools, it is the self-awareness and it's the practicing it over time just to become more confident in that and so for me it is good it has been all positive…"

"…It's just that realization that I too have something to contribute like I said earlier on in meetings I would be quiet and be in the room but not really participating, but after this having gained that confidence and you know that I am even able to voice an opinion that might not necessarily be the prevailing opinion in this meeting so I find that I'm now contributing more than I did before and I am able to engage people and really challenge them if I have to push [unclear 0:31:54] might just push back and back up why I want to do that as well…"

"…**INTERVIEWER:**   It seems in your case this change was actually extremely impressive because it goes from not speaking at all to not clearly voicing your point of view, very assertively pushing forward certain points. **PARTICIPANT:**   Yes, it's that…"

"…now I think I've got the confidence…"

"…it's more about how I react you can't control what they do, it was more about my reaction that what I knew going into courageous conversations was that that part wasn't going to change and I needed to change, and I might not always get the outcome I wanted because the person I am having the courageous conversation with might still react in their own way so it just takes kind of continuing to do it, and then thinking about afterwards how you felt about having the conversation that made it get better each time to have it because then you build up your courage to have it, even if you don't get the outcome you were looking for, you are more confident in having the conversation…"

"…I've got experience with both of that you say better understand the team and also within the team having courageous discussions for me it was more about avoiding conflict it was about don't want to hurt that person's feelings or anything and approaching it very subtle and not bringing the point across through doing it in that gentle way, and so I needed to step up a bit and be clear when I am having a courageous discussion so yes, it is working better much better, and I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the

team that I am managing. So it is working out, it is obviously it is still deep down a difficult thing, but you prepare and your clear on what you want to bring across through the tools that we have and I find it much easier in using the tools to have those discussions on the flip, communicating up I have had probably just about I don't know… recently I had one it was tough, so I had to have a courageous discussion about something I felt strongly about again there I had a day within which to prepare my thoughts and I always feel like if I give myself that time to prepare it is just much better to be clear and what my [unclear 0:13:39] to voice those concerns. So yes, I had that discussion and it went well it ended well on a very good understanding tone and then the consequences of that also the follow up of that was that I brought the point across and the next day we had another discussion about the same topic and it was okay, so it is good, I agree and we moved forward so yes it is not easy discussions, but and it was a real intensive growth curve for me to be at a point where I am now, but I feel more comfortable and confident to face it head on…"

"…my role before Sunrise has been about making change and being one of the focal points of making change happen in our business unit. I mentioned earlier and I just [unclear 0:32:13] to the courageous conversations right, so we have seen opportunity for that by having those courageous conversations or having those conversations around what I think and… I have been able to have more of them so it has helped in terms of getting change across within the organization that I am within so a little bit different to [unclear 0:32:41] experience they have been a little bit more open in my view to changes and a lot coming from my side around that which is has made me even just okay, so that has gone, so now I need to… here's an opportunity it's good for the business rather let's bring this forward as well so it has helped you with that sort of confidence. I don't know if it is directly the program I think it is my job being like that. I think perhaps also being a little bit more confident in bringing it forward and putting it forward may have been as a direct result of the programs as well…"

"…You keep on in the situations where you would normally not raise your opinion, now you start deliberately, intentionally doing it…" | |
| "…my role before Sunrise has been about making change and being one of the focal points of making change happen in our business unit. I mentioned earlier and I just [unclear 0:32:13] to the courageous conversations right, so we have seen opportunity for that by having those courageous conversations or having those conversations around what I think and… I have been able to have more of them so it has helped in terms of getting change across within the organization that I am within so a little bit different to [unclear 0:32:41] experience they have been a little bit more open in my view to changes and a lot coming from my side around that | 28. Helped me introduce change. |

which is has made me even just okay, so that has gone, so now I need to… here's an opportunity it's good for the business rather let's bring this forward as well so it has helped you with that sort of confidence. I don't know if it is directly the program I think it is my job being like that. I think perhaps also being a little bit more confident in bringing it forward and putting it forward may have been as a direct result of the programs as well…"	
"…I think the program in that sense has helped me around how to get that influence… the same message exactly the same type of things but it is how do I do this and it is engage people a little bit more, get their inputs but I am still coming with my bits and I am getting a lot more across that is from my experience…" "…it allows me to guide or influence from a leadership level right down to an employee level…"	29. Increased my capacity to influence others.
"…Not really observed I couldn't say one way or the other [unclear 0:35:41] well not within my work…" "…I think it is a kind of a situation where your pool that you are working with is too small compared to like a droplet in the ocean so I don't see that significant change but to me like Donavan's team would be part of my customer's that I would engage with and there are issues out there, but I mean we I think we deal with it as and when it comes and don't see any significant changes or issues and part of it is probably my perception is part of it is probably because I am just one individual within the group just one particular department it's slightly influenced change and sometimes you are being swamped by all these other issues…"	30. Did not influence the ability to deal with clients/customers.
"…it allows me to identify quickly what the opportunity is then try and relay the leader in that way to develop either whether it's an opportunity where we need to build more trust, or is it opportunity to be able to have a bit more robust conversation direct conversations to get into a different result or a different direction…" "…I was going to say the same thing I no longer send an email I go to the person and say and I do the same thing… it's about understanding making sure expectations are clear and we understand what they are looking for, making sure that they understand where it is coming from why it is needed and you get more support, and you get more buy in, it is much easier and I also don't have direct reports, I have to [unclear 0:28:22] obviously support means certain projects some of them and it's helped tremendously in that space where people are more committed to give you what you were looking for…" "…I sort of had a good feel for where they were and where the one would take a lot longer journey with me than the other one, where the other one was already on execution phase after we had engaged, and commit to getting it done, where the other one was just resisting to what was	31. Helped me better identify opportunities-oriented conversations.

happening. So that was a very peculiar and a very interesting journey for me and how all of that played out, how we build our relationships to get things done through the organization even if we haven't met each other at all…" "…I'm going to relate it back to my previous experience and what I did in terms of innovation to get a little bit more trust leeway buy in from that team so I had my one on one conversations on Sundays their day started on a Sunday my day didn't I didn't have to, but I said let me do that so that they then could say okay, he is making an effort to spend some time with us on a day that he is supposed to actually rest and he knows that that's not our rest day, but he also doesn't bother us on a Friday when it is my rest day. So in terms of innovation I said okay, let me give some time on that Sunday to actually engage them at that level, so performance discussions happened on a Sunday one on one discussions happen on a Sunday, anything relating to where they are struggling, how I can remove some of those barriers happen on a Sunday, so I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well…" "…And on the other side as well when you are getting resistance you are able to negotiate those to say I can understand you are quite busy now, will it work for next week you know, it opens up a mind to those options that you are giving somebody else you know options rather than saying I want this and I want it now. And especially if you have got people that report to you, you need to then to know, to make sure that they understand that they have got priorities competing, competing priorities but at the same time there is something else that needs to be done can you negotiate, can you make a plan. So ja…" "…stuff like that to help me through difficult conversations coaching conversations and that is something that I have learnt that I can take with me far into the future because I still practice it regularly…"	
"…also personally how to manage some of those conversations as well…" "…I can say about the coaching as well it's it helped me at work but I think I have used it more at home though…" "…now I am choosing my battles at home like this one is like it's not the way I think before getting worked up over it but I mean before I would whatever whatever. So I would be stressed at home then I come to work and then there is some stress at work but now I feel like when I get home I am free…" "…So in the beginning I did find that there was this difference in reaction and in the value you were able to engage with those who went through Sunrise and those who didn't but I think as time went on and people	32. Helped me manage private-life conversations.

observed that there is a difference in the way you doing things it kind of influenced how they were then reacting to you because what they were used to seeing is this particular person and now they seeing this person suddenly it's a bit of a almost a culture structure, they don't know if they can trust it and after seeing that a couple of times, I mean I even observed that with my children whereas their dad used to be like this and then suddenly dad is sitting me down and okay son now you tell me how… but as time went on that became the norm you could see okay, they understanding that this is the way that things are done and I see that with colleagues as well and yet people can say they are still afraid of you, but things are okay now we can open up to you because you see a different person. As I said initially yes, but as time got on and people got used to okay this is the way things are done now…" "…It's completely different but I mean even at home now I don't really react to some situations that happened I just look at them like this is not worth my time I must just I will deal with this later on I need to think about it not just to react because something happened.."	
"…there was where you identified your because all of a sudden your weaknesses and your strengths…"	33. Helped me identify my strengths and weaknesses?
"…I think for me that is also a big learning in it not every interaction needs to be reactionary but it is actually you get a better outcome if it is planned and if you know what tool to address or to utilize for particular scenario you actually get the kind of outcome that you want…" "…But I do think it with that self-awareness and with planning when we are going to have those courageous conversations you may need to do that. You can't just soon into somebody's office and you know, you need to plan and say this is probably going to be a touchy conversation how do we approach it. What kind of questions that I need to do, if you do that, it felt for me I see it helps but obviously it depends on the other person how they get the message from you because they have never been to Sunrise and so they probably, it's not easy to receive feedback regardless of how you put it, you much you prepare? Some people still struggle receiving it. But I do think at least it puts a positive spin because from your approach you are not coming out negative, you have prepared for that. So I do think on the whole, I do think once you prepare it, it actually ... [interjects]…" "…For me for those courageous conversations, the key thing that I learned was preparing upfront for it. So like in the past I would just go before I was unhappy, I would budge in and make ... [inaudible] case and you end up going different directions. But now you realise that you need to prepare for this conversation. You can anticipate in your planning what the other person might say and then you come up with a way to work around that. So, for me if you have planned properly, even if someone has not been to	34. Helped me plan/prepare (re-)actions.

the program you can still approach them for those courageous it will still work…”

“…I think for me in terms of power its empowered me to so, if I need to probably ask people for something, I aways ask myself those questions that I think people would ask. So I go there prepared knowing that when I present and whatever, I don’t expect any questions so I try and poke myself to ask those questions. They would ask this, have you thought of that, have you thought of that. So I always try and do those thing and I think the other empowerment I got from the coaching is before I would have never have given my supervisor feedback or have the courageous conversation because of like whatever, he is a supervisor so what and whatever whatever. So I will kind if be frustrated with whatever that I felt he has done wrong or he should have done and then I will deal with it my own way then I will get over it, ja but now I mean I am able to get that feedback because I know how to prepare for it and I know like you know so I have got the tools now to be able to do it so…”

“…You keep on in the situations where you would normally not raise your opinion, now you start deliberately, intentionally doing it…”

“…I think for me I have been someone who kind of play with ideas and I will say this idea. But I think after the coaching I am kind of, I think more about the idea right, I just don’t say let’s do this and then I am like okay so how do we do it. So now I think after this coaching I am, as I said, I ask myself these questions, why this idea how am I going to do it and then I try and get as more information as I can. Instead of just saying, how about we do something and then I say okay so how will we go about doing it and then we are like okay. I will still think about it. So even if I have got an idea at that moment, I won’t say because, I won’t say let’s do this and then I don’t have more information on the idea. So I will kind of, even if I say it afterwards and then email to say I have got this idea and I think this is how we are going to can we go about doing it. So I get more information now before I can present my ideas…”

“…But, I think it also goes the other way around because when you go into a conversation with someone your supervisor or whatever it has taught me to also have thought through because while you going to look for advice you need to also have done your homework before you… you not just going to go and say what must I do this is what I am thinking, what do you think kind of… and that sort of conversation because if you reporting to someone who is very much a coach type of leader they going to put that question back throw it back at you so you going to… I have learnt that you better be prepared some thinking and not just go and expect an answer because that then puts you on the spot I think it works both ways…”

“…Can I just add I think what is very important part of having a

courageous conversation is preparing preparation is very important, you cannot decide you know, I've had it now, I'm going to have this conversation you got to sit back think about this, you have to maintain that composure because if you are not prepared somewhere along the line you going lose composure because you are basically stepping out of your normal your behavior by having… to get yourself into a point where you having that courageous conversation in the manner that it should be so you have to be well prepared…" "…I've got experience with both of that you say better understand the team and also within the team having courageous discussions for me it was more about avoiding conflict it was about don't want to hurt that person's feelings or anything and approaching it very subtle and not bringing the point across through doing it in that gentle way, and so I needed to step up a bit and be clear when I am having a courageous discussion so yes, it is working better much better, and I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the team that I am managing. So it is working out, it is obviously it is still deep down a difficult thing, but you prepare and your clear on what you want to bring across through the tools that we have and I find it much easier in using the tools to have those discussions on the flip, communicating up I have had probably just about I don't know… recently I had one it was tough, so I had to have a courageous discussion about something I felt strongly about again there I had a day within which to prepare my thoughts and I always feel like if I give myself that time to prepare it is just much better to be clear and what my [unclear 0:13:39] to voice those concerns. So yes, I had that discussion and it went well it ended well on a very good understanding tone and then the consequences of that also the follow up of that was that I brought the point across and the next day we had another discussion about the same topic and it was okay, so it is good, I agree and we moved forward so yes it is not easy discussions, but and it was a real intensive growth curve for me to be at a point where I am now, but I feel more comfortable and confident to face it head on…"	
"…I think for me that is also a big learning in it not every interaction needs to be reactionary but it is actually you get a better outcome if it is planned and if you know what tool to address or to utilize for particular scenario you actually get the kind of outcome that you want…" "…There was something you mentioned earlier about listening not to reply about listening to really understand and that helps with collaboration that helps to get the person onto your side as well to drive your particular position as well, but then also get their position and try to get some sort of consensus as well, I think that also collaborates is really listening to understand instead of trying to reply or to respond to something that… so you already have a predisposed position about what you going to respond to the person already so that from a coaching perspective that helps a lot…"	35. Taught me that not every interaction needs to be reactionary.

"…Ja. I think that goes for me and as well it, I think it taught me not to react to situation but to respond to situation. So there is big difference between the two because obviously when someone gives you feedback whether it is constructive or whatever, you out up your guard and you want to respond and in your mind already you have got stuff to like to kind of respond to that person back. So it's, ja, it taught me not to react to situation rather to respond. Ja, that was what's good for me…"

"…So sometimes when someone gives you feedback let's say so I think the coaching is its, it teaches you to kind of, you plan for your feedback right but not everybody has been through that so some people they just go into your office and then they just give you feedback. So obviously you are going to, like when a person in talking, you are going to think in your mind that what am I supposed, what am I going to say back to this person and you want to protect yourself right, so you kind of build that guide…"

"…So now with the coaching you, need to kind of avlant to listen to the person and then to understand where its coming from. And I don't even respond at that moment because I need to kind of internalise and see and then afterwards then I will kind of note my stuff and then respond…"

"…now because you don't react you listen and try to understand where people are coming from and try to be accommodative while you are still you know prioritising your interest and you get that collaborative sense that we are not fighting one another. I hear where you are coming from, how can I accommodate the one person but at the same time make sure that what I want does happen. So you have got that skill now, that ability of just listening to the person you know trying to ask you probing questions and make sure that you are, make sure that he or she notices that you are aware of their concerns, address their concerns but at the same time still push your agenda to make sure that whatever it is that you need to needs to happen, happens and you come out of that with a win win situation basically. So I think it doesn't because you are quite aware of other people's interests not just about me, it's about this person it's about other people as well in the group. So I do think it just opens up your mind to say this is just not about me, it's about everybody else's interests. Let's come out of this with a common understanding and common agreement…"

"…It's completely different but I mean even at home now I don't really react to some situations that happened I just look at them like this is not worth my time I must just I will deal with this later on I need to think about it not just to react because something happened.."

"…So Ja now I am choosing my battles at home like this one is like it's not the way I think before getting worked up over it but I mean before I would whatever whatever. So I would be stressed at home then I come to work and then there is some stress at work but now I feel like when I get home I

am free…"	
"…there is a little bit of technical skills or leadership skill that they give you, but the personal development is very big and it doesn't… you cannot only apply it to work, but apply it to your personal life and I think for me personally, it has already helped like in many different situations…"	36. Helped me in my personal life.
"…the willingness that I can engage with people differently and understand where they are coming from and I understand where you are at that time makes a big difference in your ability to work with others…" "…I can only understand myself first, then I would understand where people are coming from…" "…if you are dealing with any issue of work, or when you are working with a colleague for me it allows you to think of this person not only as another tool or like this is a personal relationship but the is actually a person and a person has a different environment or background or something that is happening within their head, it sort of allows you to connect better with them and understand them better, and make yourself understood. And I think for me that's a big benefit…" "…So now with the coaching you, need to kind of avlant to listen to the person and then to understand where its coming from. And I don't even respond at that moment because I need to kind of internalise and see and then afterwards then I will kind of note my stuff and then respond…" "…I find personally I can spot where people are on the emotional curve far easier now particularly when you are having a courageous conversation with someone and that just helps you to determine the level of… the weight of furthering the conversation like what is the next sentence, how does the next sentence need to be, or how light does it need to be. So it helps you react a lot faster to the individual on the other side of the table and that tends to keep them there longer as well. Some people will just once they get to a certain point in that curve they want to get over [unclear segment]. It allows you because I could spot it a lot easier now it allows me to soften the conversation just to keep them engaging to keep the information flowing in…" "…because here you have not just I don't think the cultural difference was a big issue, but to understand who they are and where they come from and what are the conditions was very different to the conditions that I am used to so I had to really open myself up and to imagine what is it that they need to do, why they working a six hour day or a five hour day, what is that all about versus what my expectations are…" "…I sort of had a good feel for where they were and where the one would	37. Enabled me to better understand where my interlocutors come from.

take a lot longer journey with me than the other one, where the other one was already on execution phase after we had engaged, and commit to getting it done, where the other one was just resisting to what was happening. So that was a very peculiar and a very interesting journey for me and how all of that played out, how we build our relationships to get things done through the organization even if we haven't met each other at all…"

"…**INTERVIEWER:**   So you can better identify the person that you have in front of you or in your case over the phone or wherever the interaction be.
PARTICIPANT: Yes…"

"…I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well…"

"…And on the other side as well when you are getting resistance you are able to negotiate those to say I can understand you are quite busy now, will it work for next week you know, it opens up a mind to those options that you are giving somebody else you know options rather than saying I want this and I want it now. And especially if you have got people that report to you, you need to then to know, to make sure that they understand that they have got priorities competing, competing priorities but at the same time there is something else that needs to be done can you negotiate, can you make a plan. So ja…"

"…within the tool that they use from the very first module was this [unclear 0:14:00] structure of interpretation so once that was embedded in my that we all interpret things differently it became easy for me to be aware so when we do these things or when we work like this, when we talk like this or when we behave like this, this is where different people are coming from and the way I react or respond because this is where I am coming from so I do understand where there is a conflict or I do understand where… so therefore it gave me a tool to say okay, this is how I can avoid conflict, this is how I can avoid being misunderstood because I've got a base of understanding that they come from a different place where I come from so it became a tool for me to be build to understand where I fit into the position but even where others fit into my role in the organization…"

"…Which is one of the tools you would give them but making sure you collaborate with the people… because I said people come [unclear 0:16:50 some of them understand specifically their roles and some of them understand their roles broader so because they understand their roles differently other people need to know what is in for me in order for me to collaborate with you on these… so you go to anticipate other people just

once work for themselves, other people want to work for the greater good of the organization. But, both of them are right…"

"…I think with the help of the coaching it doesn't allow me to look at something as okay this person needs this, how can I respond if I can't get it, how can I frame that so that it is not seen as a rejection but you get that person's understanding of your challenges etcetera so that relationship becomes a l little bit more positive instead of just a closed thing where you just try to pack everything away because you've got so much work or whatever. That is the only thing that I can think where it has helped me with that sort of internal customer relation…"

"…It was more a directive conversation and the understanding that was brought about by Sunrise was how you go about that courageous conversation that you don't shut the other person off that you don't immediately put that person on the back foot and approach him the courageous conversation with the mind-set that she wants to take you forward not to keep you off this conversation. I actually want to take this relationship forward by having this courageous conversation and it is a huge benefit because when one approaches that courageous or your necessary conversation with a I'm going to tell you now, you immediately shut that person off and that person doesn't even want to respond whereas if you approach it with okay how can we make this work, I'm having this conversation with you because I want to take this relationship I want to improve the position that you find yourself in now then you open up another world for that person knowing that this conversation is coming from the point that this person wants to support you and not push you down…"

"…I think for me in that sense I think I am more open minded and what hit home in Sunrise for me was understanding people's structure of interpretation so when I am interacting with you not just seeing what you saying, but also looking at everything looking at the body language maybe the unsaid as well, and really in that sense be open to engage in a more better manner I think…"

"…Where does that comment coming from not just see okay you telling me but where does it come from where do you come from, what makes you think that way so kindness opens you up to be more understanding and considering and getting the best out of the conversation…"

"…**INTERVIEWER:**   Is there the notion of putting yourself in the shoes of the other?
PARTICIPANT: Yes exactly I've got to put myself in their shoes to understand what it is and make them understand that I understand what they are going through what makes life difficult for them and make them

know… it is like this comment that says people don't care what they [unclear 0:43:50] so making them know that you actually care about the situation [unclear 0:44:01] and still making them know that you understand they kind of a willing to how can I say, to satisfy your need as well because you have another customer to serve and then also as I said understanding your customer knowing who he is he is going to be presenting to knowing who it is who is asking the question and what each one of them need is what needs to be fed when you respond to them because you could just okay this is the way I respond and do that in a blanket manner and you don't satisfy the customer…"

"…Just on that and what has been said around the customer I mean Sunrise is basically helped me to understand that you got to understand each one of those customers I mean for instance the leadership deal and Lindi mentioned now about when you busy interacting with a scientist you can speak at that level so clients communicating finance to a non-financial manager so don't assume that your customer knows what you are talking about it has allowed you to treat each one of them differently and know what each one needs so that the one needs you do go into detail the other one doesn't actually care about the detail so it's about understanding each ones need as a different customer and not say [unclear 0:47:58]…"

"…natural reaction prior to Sunrise I think would have been to be defensive. So one of the things I think I have done two occasions probably got a feedback or somebody being courageous enough to have a conversation with me. And one of the things that I… I didn't do it very well in the first conversation, because I think it was [unclear 0:27:30] now we are practicing this, but on the second conversation one of the things that I have learnt quickly that is to always try to sit on another person's shoes which is quite a very… I think that even during the Sunrise training it was a very emotional one sitting or fitting another person's shoes especially when they are small they pinch you so you learn a little bit that people you have to see where they are coming from and what you learn to deal when the courageous conversation experience that I had, you learn to accept it and at least where they are coming from. So you don't need naturally to defend yourself and that became almost like a very useful tool to me but to be aware that people who are courageous is to come and have a conversation with you, you need to fit into their shoes and feel the discomfort that they are in coming to you within. So I am very sensitive to the discomforts of other people when it comes to this [unclear 0:28:44] they do naturally they are very uncomfortable hence I am uncomfortable to do it myself so I'm very receptive to it because I know the discomfort that people go through…"

"…I'm going to relate it back to my previous experience and what I did in terms of innovation to get a little bit more trust leeway buy in from that

team so I had my one on one conversations on Sundays their day started on a Sunday my day didn't I didn't have to, but I said let me do that so that they then could say okay, he is making an effort to spend some time with us on a day that he is supposed to actually rest and he knows that that's not our rest day, but he also doesn't bother us on a Friday when it is my rest day. So in terms of innovation I said okay, let me give some time on that Sunday to actually engage them at that level, so performance discussions happened on a Sunday one on one discussions happen on a Sunday, anything relating to where they are struggling, how I can remove some of those barriers happen on a Sunday, so I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well…"	
"…you show a level of empathy towards that person that they get where you are coming from because he actually gets where I am coming from and that gets you quicker to some sort of consensus how we move forward, is that a different approach to that point or not. I think that is probably the one the really big one that was for me was good and hard to get past some of the issues that you have with colleagues and to move all into the same direction as well…" "…and I was kind of trying to be curious about this not kind of what you think it is and that is your view and so being curious being open to okay maybe that is something else happening for that person or they've got a different perception that you haven't even kind of thought of or touched on and you willing to kind to go down that road if that is the way I think it is so therefore it is…" "…your ability to understand somebody else whatever space they are in has also been improved and therefore that interaction that deeper level of understanding of what is going on between you and the other individual across the table just helps you firstly because you understand there is more empathy immediately, unless you want to shut empathy out, but I mean generally part of the coaching journey is to introduce empathy into every conversation. So from that perspective at the moment you bring that to the table it changes the complexion of the conversation immediately. So whichever conversation you going to have after that, I do find that it is typically easier…" "…You almost know when to stop as well because if… there is a tendency you don't know when to stop, so the person's receptive and then you continue to just show up more stuff right and then, but then you realize showing up more stuff has just pulled this person's back up how did that happen, but at a point you didn't recognize where to stop and just get that one win first and I think that is a lot more clear so let's bank this first let's move away we will have the discussion about something else later this was about this… don't line it up when you see you are succeeding with one	38. Increased my level of empathy.

thing…"	
"…And I had to also obviously put myself in their shoes how do they see me so there was a very I think for some of them it was easy to relate and for some of them they didn't understand why I was supervising and why not one of them in their immediate environment what is that all about so there was somebody's in culture there was some resistance as well so there was a couple of things and for some it was easier than the others so it was really interesting to go through that process with them and I would have liked to have actually stayed longer to actually get to where I felt comfortable where everyone is now achieving I was never given that opportunity unfortunately I had to come back…"	
"…I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well…"	
"…And on the other side as well when you are getting resistance you are able to negotiate those to say I can understand you are quite busy now, will it work for next week you know, it opens up a mind to those options that you are giving somebody else you know options rather than saying I want this and I want it now. And especially if you have got people that report to you, you need to then to know, to make sure that they understand that they have got priorities competing, competing priorities but at the same time there is something else that needs to be done can you negotiate, can you make a plan. So ja…"	
"…when you are having issues you don't bring your emotions into the discussion or into the issue that has been discussed so you tend to be more professional because you don't bring the emotion in…"	39. Taught me how not to bring emotions into professional matters.
"…Exactly the emotions come out it is either when the emotions come out that I shut off in the past and not do anything about it or ignore it and then it would just spin in your head for a while and you kind of go away I don't want to deal with it but no, now it is… it is working out…"	
"…I find that it is easier when you are dealing with people that are on a similar level to you in an organization or on a sub-ordinate level to the organization because it is much tougher when you are dealing with people that are higher up in the organization who have got more competing challenges and have got a predetermined outcome for a discussion and now you come with your social science wishy washy and trying to sway them an push them into a different direction to have a different outlook…"	40. It made conversations easier when dealing with same or sub-ordinate level colleagues.
"…I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very	

frustrating…"	
"…I find that it is easier when you are dealing with people that are on a similar level to you in an organization or on a sub-ordinate level to the organization because it is much tougher when you are dealing with people that are higher up in the organization who have got more competing challenges and have got a predetermined outcome for a discussion and now you come with your social science wishy washy and trying to sway them an push them into a different direction to have a different outlook…"	41. It made conversations more challenging when dealing with higher level colleagues.
"…I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very frustrating…"	
"…**PARTICIPANT:**No, no, I agree with you 100% what I am saying is often when you are dealing with somebody who is senior to you then maybe a time constraint to the action so there is a time level on it and if they are not receptive to the language that you were using, or the coaching language that you are using you no longer have the luxury of time you now need to develop an affirmative engagement strategy and often it means you backtrack in engaging the way they want the engagement to take place which doesn't mean that it is a failure, it just means that you now have flexibility and you don't have the opportunity to utilize that… **PARTICIPANT:** I think I know what you mean I think you are referring to you want the opportunity to influence that leader and the leader is not giving you the opportunity they not receiving the message they are inflexible at that point in time and I suppose I can relate to the other side of that, is that that point doesn't engage then I know there are time constraints, but then you have to sort of make a decision whether that is going to actually be the right time. If it is not the right time then you have to either go forward and take the rejection or use pause and use another time to actually influence in a different way. I mean I think we expect our leaders to look at us with a level of sincerity by how we approach them about… it's not about… we don't have an agenda we come with a real business objective to achieve whatever we need to achieve…"	
"…**PARTICIPANT:** I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very frustrating. Because now you ... [interjects]	
INTERVIEWER: The Supervisor who wouldn't go through the program for example.	
PARTICIPANT: Yes, he wasn't in the program because now, you have got different ways of doing things of thinking, you ask questions, you	

challenge the questions, not in a bad way but all of a sudden I mean where you are coming from ... [interjects] **INTERVIEWER:** There is a change of pattern on behaviour. **PARTICIPANT:** Exactly and I don't think they appreciate that change and I don't think maybe they get warned that wow, there is going to be a difference and this difference is not necessarily a bad thing, embrace it. Just learn from that experience. So I do think there is a bit of frustration from that side. I am not sure what your experiences are…" "…**PARTICIPANT:** Well I had two supervisors that have gone through so I think when I had to have a courageous conversation with the other one, because he has gone through sunrise. So I think at first he kind of went the defensive way but then he realised the ... [interjects] **PARTICIPANT:** The self-reflection. **INTERVIEWER:** Ja, the self-reflection and then I could see there was that standing back and then later where he said I think he had to say it and whatever. But I think I understand Lolo's where, if its someone who is higher up who hasn't gone through because I think I have been also been asking questions like giving feedback to people even my supervisor's supervisor. So it's like they really don't understand and it's frustrating so, but ja, I mean you just have to take it, when it happens…" "…That is always the thing for me it was still very tough even after I had the tools to have the courageous conversations it was still very tough to come and have it with direct supervisor because they had not been on the program…"	
"…And if they are not ready then it's like you not ready and I get that let it go, and maybe at a later point you can be ready. I don't think sometimes okay maybe I'm not speaking for you I'm saying I'm thinking of a real example this week when a colleague of mine was like shut off on a particular issue and I just realized actually this person isn't ready to go and engage and foster a better relationship with another colleague you know just let it go, it will come back at a later point…" "…I am able to let it go more easily I am like you know what they are doing that it's okay I will deal with that later on with when I have time whatever so I just let it go sometimes so…"	42. Taught me to "let go".
"…I mean as touched on earlier it develops you as a person your emotional intelligence has improved…"	43. Helped me develop my emotional intelligence.
"…I am less anxious about things that I request so if I request something from someone typically in the past what I would do is I would be checking	44. Lowered my anxiety level.

on them on a daily basis how is this coming along whereas I have a conversation with them this is what I require can you assist, if you can't assist can you find someone else, and then I will set a time with them, can we just check… can we go to milestone[?] check at a certain point in time and just like to have a deliverable whereas in the past it would be like I would be on the case every day…"	
"…I am less anxious about things that I request so if I request something from someone typically in the past what I would do is I would be checking on them on a daily basis how is this coming along whereas I have a conversation with them this is what I require can you assist, if you can't assist can you find someone else, and then I will set a time with them, can we just check… can we go to milestone[?] check at a certain point in time and just like to have a deliverable whereas in the past it would be like I would be on the case every day…" "…I think what I wanted to add was around the micro-managing from a management point of view I sense and I don't know if it's my managery[?] style but actually my performance I think has improved because I also make sure that my expectations are clear both ways, so it's people that help me with certain projects and then people who I report to I make it clear that this is a reasonable expectation and this is unreasonable and this is what I am doing so that they also clear so it works both ways, and I think that helps both from micro managing downward and like managing upwards if I can put it that way…" "…In terms of micro managing I mean prior to Sunrise I used to micro manage I didn't allow the people to make the mistakes because sometimes mistakes are costly for the laboratory…" "…Yes, it is still costly now so for laboratory if you a [unclear 0:30:02] go into millions but I have stepped back a bit and allowing the guys to make the mistakes not to [unclear 0:30:13] the fact that it may impact the business but we at a certain stage now the majority that we have to allow these things to happen otherwise you going to kill yourself motivating people and costing you being on people's back and to the [unclear 0:30:28] so that has changed. Also the motivation has changed the way you continuously motivate people you now allowing themselves…" "…Yes, it's more like that empowering them and then also in terms of like helping in [unclear 0:30:48] because I'm allowing the people to think and just learn from it and the build the organization that way. People are involved to actually make decisions and to actually do more accurate meaningful work so that helped me to step back at least starting more strategic for the laboratory moving forward and have a shaping curve for the next few years it allowed me the time to do that to look at that in a strategic way now instead of doing day to day operations…"	45. Decreased the presence and the level of micromanagement within the company.

"…**INTERVIEWER:** Does it mean that an increased level of trust would also be one of the results of the SLP? **PARTICIPANT:** That's right yes…" "…I think for me, just to understand where they come from and have empathy for that sort of allowed me to build a better trust relationship with some of those folks as well..." "…I've had the opportunity to move from one business unit to another business unit to another business unit and the important part about that was establishing trust very quickly across customer base around different cultures so for me it was… it helped me a lot listening with to understand rather than to just keep my version of what should happen across different working environments coming back to South Africa having a completely different client group now again, how do I establish that level of trust again with this particular client and a doubly quick way because they want to get things done, so I need to understand very quickly what this business is all about and getting things done the way they want it done as well so that for me is invaluable is that listening skill that I was taught to hold yourself back try to really listen and then establishing the trust relation fairly quickly as well so that you can deliver on what is expected and also give your input with credibility establishing credibility with a client fairly quickly is critical for me in that HR role as well…" "…Ja they had a module specifically on building trust. So what's good with that when people react in a different way you may find that somehow, there is something that you could have done or you can do to rebuild their trust. So, it helps you to always be on the lookout, what is my contribution to this situation, what can I do better, what can I improve. So you are not always so you are not always on the defensive in the past I would be defensive, I fight back and I but now, take that step back and say okay, maybe there is something that I did wrong or something that I could do in a different way. So in that way, it was good…" "…Ja and I think the other thing that, in terms of building relationships, sometimes you are this person that everybody goes to when they want something done right and they know it's going to get done and sometimes you lack on other stuff and you don't treat like let's say situations the same. So I think what it helped me was to be able to say fine, I understand, you want me to do this but I can't now can we negotiate better like the time that I will be able to give you your deliverables. Because I have got other priorities So now people are able to see that you, you are not missing your deadlines because you are kind of taking everything now they are able to trust that okay, if I go to ... [inaudible] we can be able to negotiate and then but I know that I will get my deliverable. So I think then people get to trust and yes to know that you will deliver…"	46. Increased the level of trust within the company.

"…Yes, I wouldn't say distance I would say just how one approaches it rather than head on and going in with maybe your default behavior but giving the other person comfort to actually open up to you and likewise yourself feeling uncomfortable to open up to others because one tends to think that you are being pre-charged but to actually understand that exactly I'm needing to understand you or simply needing to understand me…"

"…I guess for me there has always been a sense of trust in the team the level of trust though I think has grown but more from me opening up, but giving more of myself as my coach calls it to the team there's definitely an increase in those trust levels amongst the team closely knitted sharing our thoughts, feeling free to share and assisting… all of us assisting each other so we are functioning quite well as a group…"

"…So in the beginning I did find that there was this difference in reaction and in the value you were able to engage with those who went through Sunrise and those who didn't but I think as time went on and people observed that there is a difference in the way you doing things it kind of influenced how they were then reacting to you because what they were used to seeing is this particular person and now they seeing this person suddenly it's a bit of a almost a culture structure, they don't know if they can trust it and after seeing that a couple of times, I mean I even observed that with my children whereas their dad used to be like this and then suddenly dad is sitting me down and okay son now you tell me how… but as time went on that became the norm you could see okay, they understanding that this is the way that things are done and I see that with colleagues as well and yet people can say they are still afraid of you, but things are okay now we can open up to you because you see a different person. As I said initially yes, but as time got on and people got used to okay this is the way things are done now…"

"…For me again I found that people would more [unclear 0:32:27] engage me they felt more comfortable in approaching me about issues and that they weren't going to get blasted if I can call it that so they found me an easier person to work with them so that is what I found in the past people would go around and ask someone else to ask. People are more open and willing to ask me for help and to even if they couldn't meet a deadline come and speak to me beforehand and say look we not able to… and okay, let's get a way around it because in the past some people I would see it as couldn't you let me know beforehand that you wouldn't make it, but in the meantime it was like… I'm not going to make it and not realizing that actually he is okay, I can go and speak to him about it and say I am not able to make it can we negotiate so that what I found that people were more open to engage me about certain issues…"

"…I mean the fact that you honest enough to be vulnerable to them and say I am trying this it actually plays a bit of excitement you will hear the music some of the terms or you will sometimes jokingly in saying like in the beginning you mentioned let's check him because you introduced that, so I think people are open it depends on how obvious you into this. I mean if you say you try because it is not like you are suddenly a certified coach to say I want to try these techniques they usually open…" "…I think it's a lot of it this particular time because especially in your coaching circle the degree to which you made yourself vulnerable and exposed yourself and really opened up and where other people opened up and shared with you it had that kind of almost enforced intimacy into that, but along with that, what was necessary to that was trust and so that trust doesn't just go away because the program ended and I think that's what is kind of still carrying us forward…"	
"…I think it also helped because that whole kind of thing is that the right person that you put in your request so when you did that particular module is that the right person you putting your request in and be very specific about what you need from them and by when so that is always a challenge [unclear 0:26:55] I actually want this but I'm not keen to ask for it because I need it in five days or ten days and this person has probably got 110 things to do, but just being clever, this what I need, why I need it and just being sure that it is the right person that you are sending it to, so that kind of… helps a bit of it there is no one else I can ask I need it from you…" "…I think one of the steps that I have done is maybe just to engage that person depends on what the task is if it is something big right is actually to go and engage a person and just make my thinking visible around and so I thinking you can help me with this… this is the reason why before I just go and say we love to send emails, so I'm trying to have a bit of a conversation first so we are on some sort of same level so that when that request hits them it's kind of either supply or tested actually are you the right person or not the right person for it but it depends on the task you can't do that with everything…"	47. Increased my capability to identify the right person to put request to.
"…I think another thing that comes to mind, one is willing to now not willing sorry, you acknowledge people easier, it is easier now, it seems easier now to acknowledge them and more obvious than what it was before. Before you felt like you were kind of trying to handle them, not handle is the wrong word, but trying to manage them and now you kind of like sitting back and saying it is very clear about you want to… and if you give me something and it looks like this, that is okay, so I just think it is easier also to now go back to people and say well done, maybe even give some positive feedback or…"	48. Made it easier to acknowledge colleagues' work.
"…I sense and I don't know if it's my managery[?] style but actually my performance I think has improved because I also make sure that my	49. Improved my overall

expectations are clear both ways, so it's people that help me with certain projects and then people who I report to I make it clear that this is a reasonable expectation and this is unreasonable and this is what I am doing so that they also clear so it works both ways, and I think that helps both from micro managing downward and like managing upwards if I can put it that way…"	performance.
"…Yes, it's more like that empowering them and then also in terms of like helping in [unclear 0:30:48] because I'm allowing the people to think and just learn from it and the build the organization that way. People are involved to actually make decisions and to actually do more accurate meaningful work so that helped me to step back at least starting more strategic for the laboratory moving forward and have a shaping curve for the next few years it allowed me the time to do that to look at that in a strategic way now instead of doing day to day operations…" "…[unclear 0:36:01] lot of opportunity where in [unclear 0:36:05] issues into troubleshoot so I was the forefront of that I stepped back a bit let the junior folk to actually interrogate a challenge… a testing challenge and I see they very much [unclear 0:36:22] inquisitive to get involved and that was part of a different aspect of their work and so they were much more motivated to come to work because they have this extra thing that they were empowered to do so… looking forward to coming to work because of and given that opportunity [unclear segment] it was a very… testing equipment there's specifications you can't just allow the people to fiddle with the instrument and suddenly you do [unclear 0:36:57] or it is on specification and then the [unclear 0:37:02 – 0:37:18] very important that the specifications meet the prescription of the test so I was given the opportunity to actually do troubleshooting [unclear 0:37:29]…" "…I've got a colleague in the Asia who is very new in his job and his got no experience in product engineering so to speak, so it has been quite challenging kind of grow capabilities from Cape Town into Asia with the time differences and all that, but the guys got the [unclear 0:40:47] clearly he was hired for the job, so it is merely about asking him questions that gets him thinking about where the potential solutions can be and I find that often when you give people the freedom to think for themselves that there is a right way and there is a wrong way, but generally there are a lot of right ways and a very few wrong ways the only way you going to get it horribly wrong it is going to be a total disaster and there [unclear 0:41:21] within the organization to prevent something like that from happening so if you having a good coaching conversation with someone, providing them with the basics of what they need to be able to sort of grow to plant a seed in terms of where a solution can lie and give them the opportunity to think through the rest of the problems themselves and often they will come back to you and they will ask you hey, would that work. So not only do you create the relationship but you also then create somebody who realizes that I can think myself through this problem and eventually all they really use	50. Taught me how to empower people/colleagues.

you for is a sounding board…"

"…I don't think I would have been there had I not been on Sunrise purely because I wouldn't have had the confidence I would have felt that I run the space if I must own the solution and no one else needs to be privy to the solution. In actual fact, that is not what I am here for, I am actually here to help other people understand how they can arrive at the same solution because other problems are going to crop up and I need to be developing solutions for those problems, I can't keep solving the same problem over and over that is not organizational growth and that's not capability…"

"…And you making him a valuable member of his team now yes so he becomes the person they rely on…"

"…For me if I think of my kind of pre Sunrise depending on the circumstances I would be very directive in terms of how I would want things done and this is the way it should be and I would be very kind of this is how someone will make me happy. And then through Sunrise also a process not always 100% even today but it just allowed me to give others the space to show what they could come up with, so not for me to be so prescriptive to always presume that not presume that I know best, but this is the best way to tackle it, but just creating that space and by asking the right types of questions also allow peoples thinking and creativity to come through and I must say recently I was surprised at the solution that came through pleasantly surprised because in my mind in terms of this IT problem this was it, there was no really clear solution and then two of the team members and even more junior team members came up with this thing where they did their own testing and came and it was so great to see this journey that I would like to think that we have all been on because we have worked together over these few years and just to see how for about three years we worked together and my relationship initially compared to where we are now or even they have that confidence to say, I know you are thinking like this, because people always tell me we know how you think but here is something different and so for me that is also being great because it is not just how I interact with the team, but how they have also felt free to come up with other solutions where it may not have been the logical or for me the easiest one to see at the time.

INTERVIEWER: So this openness that you have actually contributed to their empowerment?

PARTICIPANT: Yes.

INTERVIEWER: You would empower them and you will tell them here guys you can bring solutions actually for me they would be more courageous in bringing those [unclear 0:38:25]

PARTICIPANT: Exactly especially for the junior team members because I don't know how it is in other teams and organizations but there definitely is a sense of almost hierarchy and so it is almost depending

on…"	
"…I think coaching in a way forces the person who is being coached to think because a lot of the times they do come thinking you going to give them the answer and so they don't think and I found that that was a little bit hard at first I would just be sitting and waiting and waiting you say like well what would you do… what did you do differently or if you had to deal with this problem how would you do it and they haven't thought so it's like muscle that you have to kind of have to start using here and train to get creative thinking going and then you will get more of it…"	
"…Yes, because you teaching that person then to think maybe a little bit more about grammar to think about the way they have written something about… put themselves in the shoes of the audience reading that is it simple enough is it plain enough or whatever…"	
"…My previous supervisor was on Sunrise before I was on [unclear 0:19:34] so what happened is that when some of my colleagues even myself when we go to him and say listen we are stuck and we want to… we want help because we were not aware of Sunrise then he would essentially coach us and he became frustrated because we looking for an answer for this thing and he asked questions for us to figure it out for ourselves, so on [unclear 0:20:02] we would have probably been better for him to sort of say listen, I'm going to try something new can we try doing it this way instead of me trying to tell you what to do, you can just try this different approach which is for myself that is what I am doing so instead of just coaching or doing this thing so people without knowing I would say listen I've done this thing and let's try this new approach and then see and we can get feedback and how was it for you so [unclear segment] and they understood why I was not giving them the answer but were trying to get them to figure out why that for me it is sort of… I was empowered by being on the course but also trying to get them to start with some of the stuff that I have learnt [unclear segment]…"	
"…And the sense of letting somebody grow and empowering that person within their role and letting them make their own decisions and also… so for me it's about if I see a challenge the first thing I do is a risk assessment on okay so if I let this go, where can it potentially end up, and if the risk is low or medium or whatever, I would let it go and let them figure it out for themselves and be available if they need help and I wouldn't that is just the nature in which I manage the team, I won't jump in I will only if I see a real challenge and then I will help but that is how we work so it's I think they are empowered and they feel empowered to do and they trust that I will let them do and handle so I don't… that probably was I don't see any it has always been good in that sense within our team…"	
"…So I think the coaching style creates an opportunity to develop like	51. Generated creative solutions-

innovative solutions…"	friendly work environment.

"…my objectives for 2016 was to work on the element and my [unclear 0:40:00] capability in other words, help other people to help themselves which is being about creating a creativity but without actually giving them the answers because if you give people answers, they say feed a guy… give a guy fish and you feed him for a day and teach him to fish and you will feed him for a lifetime…"

"…I've got a colleague in the Asia who is very new in his job and his got no experience in product engineering so to speak, so it has been quite challenging kind of grow capabilities from Cape Town into Asia with the time differences and all that, but the guys got the [unclear 0:40:47] clearly he was hired for the job, so it is merely about asking him questions that gets him thinking about where the potential solutions can be and I find that often when you give people the freedom to think for themselves that there is a right way and there is a wrong way, but generally there are a lot of right ways and a very few wrong ways the only way you going to get it horribly wrong it is going to be a total disaster and there [unclear 0:41:21] within the organization to prevent something like that from happening so if you having a good coaching conversation with someone, providing them with the basics of what they need to be able to sort of grow to plant a seed in terms of where a solution can lie and give them the opportunity to think through the rest of the problems themselves and often they will come back to you and they will ask you hey, would that work. So not only do you create the relationship but you also then create somebody who realizes that I can think myself through this problem and eventually all they really use you for is a sounding board…"

"…It did influence it the way we interact now so the latest one is the which I discussed earlier the efficiency of the business and looking at opportunities now to actually optimize a testing schedule for refinery so we actually cutting down some of their not so valuable tests to create more efficiency and I find it very easy now to actually consult with the engineers and also their managers as to how we going to do this and instead of saying do we need to do that and how we going to do this because we need to [unclear segment] prior to Sunrise because before it was always a fight it's not a fight anymore so it has equipped me to actually interact at a much higher level than what we used to…"

"…But coming back to the creativity part, I do think yes, it has given me that new way of, because I mean it's how you need to resolve issues so you have got an issue, you have a way that you have always been used to resolve the issue. Is there any other way that we can resolve this or is there any other way we can meet each other halfway to resolve this that's a way of, that' for me is creativity and also we have processes, I own processes is finding ways of doing flexibility within the processes, without breaking the

rules and the laws but just finding flexibility within that. I saw that working a lot, because you are saying we have got a process that says this and we cannot go over this. But you know what, within this, this is what we can do, that's low risk and I think it hasn't been a lot of them and the newly found voice that I have now where I am not afraid to test that to other people to have my views and my opinions, I do think it's given me light…"

"…Me it has the term that I support in the past when they always come to me with questions and I give answers answers now what has changed when they come to question it I probe some more, ask some more questions they end up coming with a solution themselves now you find out that is no creativity on their part they are getting the job done without involving me to in to much detail with the new contractors. But what it has changed in the fact that I am actually no longer stressing that I am not going to like what going to happen now I am getting the results I am even contributing most of my time in it. ... [inaudible] in that way there is a difference..."

"…For me if I think of my kind of pre Sunrise depending on the circumstances I would be very directive in terms of how I would want things done and this is the way it should be and I would be very kind of this is how someone will make me happy. And then through Sunrise also a process not always 100% even today but it just allowed me to give others the space to show what they could come up with, so not for me to be so prescriptive to always presume that not presume that I know best, but this is the best way to tackle it, but just creating that space and by asking the right types of questions also allow peoples thinking and creativity to come through and I must say recently I was surprised at the solution that came through pleasantly surprised because in my mind in terms of this IT problem this was it, there was no really clear solution and then two of the team members and even more junior team members came up with this thing where they did their own testing and came and it was so great to see this journey that I would like to think that we have all been on because we have worked together over these few years and just to see how for about three years we worked together and my relationship initially compared to where we are now or even they have that confidence to say, I know you are thinking like this, because people always tell me we know how you think but here is something different and so for me that is also being great because it is not just how I interact with the team, but how they have also felt free to come up with other solutions where it may not have been the logical or for me the easiest one to see at the time…"

"…I think Sunrise has generally brought about a more open minded type of mindset that you not looking at someone stupid where his idea doesn't gel with what you are [unclear segment]. Okay, let's explore it a bit more and maybe in that way you can come up with a very good innovative solution

with something, rather than no this is what it is…"

"…I would say it is more sense of creating the environment where people are free to share their ideas the section we did asking open ended questions so I mean that we don't have a yes or no answer so people can talk more and in that I might not be creative but somebody else might come up with some innovative solution to something that we are struggling with so it's being a [unclear 0:39:41].."

"…My experience when it comes to creative thinking is that pre Sunrise if you came to me with anything you wanted to bring to the table I would listen to it as a problem that requires a solution so if I don't have a solution then I don't. If I do have a solution, I do. But, what I found with the whole coaching circle that we did at Sunrise for the first time in that coaching circle you learn to listen and just by listening you create more space and what I noticed when you are listening in the beginning other people may notice that you are listening it takes a while to realize that you are listening or what it does to them it allows more space actually to think so you not drowning them with a solution. So because now you are listening it makes them to think and a creative solution comes with the effect that they are aware that you are listening. So by listening and also just making sure that you seeking clarity to them is it what I am understanding you are… because now, you are giving feedback as well what do you try and understand from a person it allows that creative thinking. You will find that as long people leave you thinking that actually I came up with a solution to the issue that I brought to the person, so that is where I found creative solution of problem solving comes it is very much more about being aware that first somebody is talking to you and you have to listen… is that when people are listening that allows the [unclear 0:41:17]..."

"…I think coaching in a way forces the person who is being coached to think because a lot of the times they do come thinking you going to give them the answer and so they don't think and I found that that was a little bit hard at first I would just be sitting and waiting and waiting you say like well what would you do… what did you do differently or if you had to deal with this problem how would you do it and they haven't thought so it's like muscle that you have to kind of have to start using here and train to get creative thinking going and then you will get more of it…"

"…My previous supervisor was on Sunrise before I was on [unclear 0:19:34] so what happened is that when some of my colleagues even myself when we go to him and say listen we are stuck and we want to… we want help because we were not aware of Sunrise then he would essentially coach us and he became frustrated because we looking for an answer for this thing and he asked questions for us to figure it out for ourselves, so on [unclear 0:20:02] we would have probably been better for him to sort of say listen, I'm going to try something new can we try doing it this way instead of me

trying to tell you what to do, you can just try this different approach which is for myself that is what I am doing so instead of just coaching or doing this thing so people without knowing I would say listen I've done this thing and let's try this new approach and then see and we can get feedback and how was it for you so [unclear segment] and they understood why I was not giving them the answer but were trying to get them to figure out why that for me it is sort of… I was empowered by being on the course but also trying to get them to start with some of the stuff that I have learnt [unclear segment]…" "…And the sense of letting somebody grow and empowering that person within their role and letting them make their own decisions and also… so for me it's about if I see a challenge the first thing I do is a risk assessment on okay so if I let this go, where can it potentially end up, and if the risk is low or medium or whatever, I would let it go and let them figure it out for themselves and be available if they need help and I wouldn't that is just the nature in which I manage the team, I won't jump in I will only if I see a real challenge and then I will help but that is how we work so it's I think they are empowered and they feel empowered to do and they trust that I will let them do and handle so I don't… that probably was I don't see any it has always been good in that sense within our team…"	
"…It did influence it the way we interact now so the latest one is the which I discussed earlier the efficiency of the business and looking at opportunities now to actually optimize a testing schedule for refinery so we actually cutting down some of their not so valuable tests to create more efficiency and I find it very easy now to actually consult with the engineers and also their managers as to how we going to do this and instead of saying do we need to do that and how we going to do this because we need to [unclear segment] prior to Sunrise because before it was always a fight it's not a fight anymore so it has equipped me to actually interact at a much higher level than what we used to…" "…Ja they had a module specifically on building trust. So what's good with that when people react in a different way you may find that somehow, there is something that you could have done or you can do to rebuild their trust. So, it helps you to always be on the lookout, what is my contribution to this situation, what can I do better, what can I improve. So you are not always so you are not always on the defensive in the past I would be defensive, I fight back and I but now, take that step back and say okay, maybe there is something that I did wrong or something that I could do in a different way. So in that way, it was good…" "…Yes and it's also in so far as where are the people coming from so I would understand when somebody says this is why I disagree with you then I would say okay, I still need to build a relationship with this person but we had the conflict of understanding on this issue so therefore I had to go back and say, does it require me to have a trade off or to make a promise and say	52. Taught me to manage conflict.

okay I understand where we differ on this, but this is what I promise you to do in return for… to win your support on this…"

"…within the tool that they use from the very first module was this [unclear 0:14:00] structure of interpretation so once that was embedded in my that we all interpret things differently it became easy for me to be aware so when we do these things or when we work like this, when we talk like this or when we behave like this, this is where different people are coming from and the way I react or respond because this is where I am coming from so I do understand where there is a conflict or I do understand where… so therefore it gave me a tool to say okay, this is how I can avoid conflict, this is how I can avoid being misunderstood because I've got a base of understanding that they come from a different place where I come from so it became a tool for me to be built to understand where I fit into the position but even where others fit into my role in the organization…"

"…Yes and it's also in so far as where are the people coming from so I would understand when somebody says this is why I disagree with you then I would say okay, I still need to build a relationship with this person but we had the conflict of understanding on this issue so therefore I had to go back and say, does it require me to have a trade off or to make a promise and say okay I understand where we differ on this, but this is what I promise you to do in return for… to win your support on this…"

"…For me as well Sunrise opened a different way of thinking in terms of how one approaches a situation, how one approaches a situation whether it is network or whether you are at home or different environments, how you approach a difficult situation as opposed to in the past just coming head on and just placing the situation and switching it around that the one you are speaking to feels more comfortable rather than coming with an attacking type of mind set, what have you done so that has really improved [unclear 0:02:50]…"

"…I've got experience with both of that you say better understand the team and also within the team having courageous discussions for me it was more about avoiding conflict it was about don't want to hurt that person's feelings or anything and approaching it very subtle and not bringing the point across through doing it in that gentle way, and so I needed to step up a bit and be clear when I am having a courageous discussion so yes, it is working better much better, and I am more confident in that now and I also see that it is needed and that it is wanted as well that directness from the team that I am managing. So it is working out, it is obviously it is still deep down a difficult thing, but you prepare and your clear on what you want to bring across through the tools that we have and I find it much easier in using the tools to have those discussions on the flip, communicating up I have had probably just about I don't know… recently I had one it was

tough, so I had to have a courageous discussion about something I felt strongly about again there I had a day within which to prepare my thoughts and I always feel like if I give myself that time to prepare it is just much better to be clear and what my [unclear 0:13:39] to voice those concerns. So yes, I had that discussion and it went well it ended well on a very good understanding tone and then the consequences of that also the follow up of that was that I brought the point across and the next day we had another discussion about the same topic and it was okay, so it is good, I agree and we moved forward so yes it is not easy discussions, but and it was a real intensive growth curve for me to be at a point where I am now, but I feel more comfortable and confident to face it head on…"	
"…I've had the opportunity to move from one business unit to another business unit to another business unit and the important part about that was establishing trust very quickly across customer base around different cultures so for me it was… it helped me a lot listening with to understand rather than to just keep my version of what should happen across different working environments coming back to South Africa having a completely different client group now again, how do I establish that level of trust again with this particular client and a doubly quick way because they want to get things done, so I need to understand very quickly what this business is all about and getting things done the way they want it done as well so that for me is invaluable is that listening skill that I was taught to hold yourself back try to really listen and then establishing the trust relation fairly quickly as well so that you can deliver on what is expected and also give your input with credibility establishing credibility with a client fairly quickly is critical for me in that HR role as well…" "…Sunrise has definitely allowed me to improve my relationship with the people that I have interacted with on the ground so that I can satisfy my main customer [unclear 0:43:14] and it's important that I maintain those good relationships with those people in transport and be it refinery, be it in sales in the Middle East or wherever so that I can fulfil my role otherwise I break down the relationship and I don't get the best how to be able to feed my main customers…" "…**INTERVIEWER:** Is there the notion of putting yourself in the shoes of the other? **PARTICIPANT:** Yes exactly I've got to put myself in their shoes to understand what it is and make them understand that I understand what they are going through what makes life difficult for them and make them know… it is like this comment that says people don't care what they [unclear 0:43:50] so making them know that you actually care about the situation [unclear 0:44:01] and still making them know that you understand they kind of a willing to how can I say, to satisfy your need as well because you have another customer to serve and then also as I said understanding your customer knowing who he is he is going to be presenting to knowing	53. Positively influenced my ability to deal with clients/customers.

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who it is who is asking the question and what each one of them need is what needs to be fed when you respond to them because you could just okay this is the way I respond and do that in a blanket manner and you don't satisfy the customer…" "…Just on that and what has been said around the customer I mean Sunrise is basically helped me to understand that you got to understand each one of those customers I mean for instance the leadership deal and my colleague mentioned now about when you busy interacting with a scientist you can speak at that level so clients communicating finance to a non-financial manager so don't assume that your customer knows what you are talking about it has allowed you to treat each one of them differently and know what each one needs so that the one needs you do go into detail the other one doesn't actually care about the detail so it's about understanding each ones need as a different customer and not say [unclear 0:47:58]…"	
"…I think the one thing for us I don't know if some of you have used it, but it just you have met some Sunrise buddies and just using them as just sort of something when you want to bounce something off and your thinking and just to be able to kind of engage because you don't have that coach anymore, and then having someone who has been through the training is human, [unclear segment] so it helps to maybe keep the network because if your don't use the things and that is the thing sometimes I think I should have gone back to my little guy and should have handled this differently and just being able to make sometimes when something material enough to bounce off another Sunrise buddy and just get through your thinking obviously so listening more, but yes…" "…I find that people that you at Sunrise with you kind of have a bond with them so if you it's just like an understanding almost that you meet up with someone they going to work with someone that went through Sunrise with you there is always that history that share history. I don't deal with a lot of people from the refinery but the people from the refinery that were on Sunrise with us, always have special relationships I bumped into two of them last week when I went to the refinery for a meeting and it's always like "hi, how are you?" and the catching up with them, whereas before I wouldn't have had a relationship with them other than just on an occasional basis bumping into them…" "…**INTERVIEWER:** So it helped creating a bond? **PARTICIPANT:** It helped creating bonds that stretched beyond the actual program that you still find today…" "…**INTERVIEWER:** But, do you think that these bonds were typical for this particular type of training or could it have happened in any kind of work frame that you would get? **PARTICIPANT:** I think it's a lot of it this particular time because	54. Widened my professional network.

especially in your coaching circle the degree to which you made yourself vulnerable and exposed yourself and really opened up and where other people opened up and shared with you it had that kind of almost enforced intimacy into that, but along with that, what was necessary to that was trust and so that trust doesn't just go away because the program ended and I think that's what is kind of still carrying us forward…" "…To me I got to interact with the final people through Sunrise that I have never met that I never knew like other people from VCO and already after the Sunrise when I have had to do business with those people, it was easy it was quite simple in it and to me that starting point of having a diversity in there actually broadens how we are interacting with customers. And when we come back it is quite easy to interact I mean it's like you kind of share a common goal or you share a common understanding so it is quite easy to do business with at least the starting point. Sometimes if I don't even know who to contact in that particular area I would contact my Sunrise buddy and say this is what I am looking to do, that I am looking for whatever and he will direct you to the right person so it's kind of that you have contacts in the business because that was a close group for 18 months that you shared quite closely so there is a deeper relationship so it kind of helps you now when you have to service or when you have to interact with the Chairman.."	
"…I think it was a very good program, it was the first time actually I experienced coaching, so it was good in a sense that it enforced self-reflection, it enforced how you come across and why people react the way they do when you come across like that. It enforces thinking back, look back just for yourself to say how did I handle that or would I handle it better…"	55. Enforced my self-reflection.
"…It enforces getting, seeking feedback, it's hard to get constructive feedback or negative feedback but what it taught me personally was feedback is not totally wrong or it's not totally a bad thing and we can choose out of the negative feedback what to take and what not to take. It doesn't necessarily mean just because you get negative feedback all of it is for you, you can just sift through that. So it taught me to accept feedback, to seek feedback, to self-correct, just work on me basically things that are under my control…" "…Ja. I think that goes for me and as well it, I think it taught me not to react to situation but to respond to situation. So there is big difference between the two because obviously when someone gives you feedback whether it is constructive or whatever, you out up your guard and you want to respond and in your mind already you have got stuff to like to kind of respond to that person back. So it's, ja, it taught me not to react to situation rather to respond. Ja, that was what's good for me…"	56. Taught me to give, seek and accept constructive feedback.

"…what it taught me was I can influence what happens around me and when I get feedback, I listen and I try to internalise and use it to improve myself. So from what I learnt was, there is constructive but all the feedback is to your advantage whether it's you like it or you don't like it. If you don't like it, you will learn what you change about yourself too in your interactions. So I learnt to listen more…"

"…I think for me in terms of power its empowered me to so, if I need to probably ask people for something, I aways ask myself those questions that I think people would ask. So I go there prepared knowing that when I present and whatever, I don't expect any questions so I try and poke myself to ask those questions. They would ask this, have you thought of that, have you thought of that. So I always try and do those thing and I think the other empowerment I got from the coaching is before I would have never have given my supervisor feedback or have the courageous conversation because of like whatever, he is a supervisor so what and whatever whatever. So I will kind if be frustrated with whatever that I felt he has done wrong or he should have done and then I will deal with it my own way then I will get over it, ja but now I mean I am able to get that feedback because I know how to prepare for it and I know like you know so I have got the tools now to be able to do it so…"

"…natural reaction prior to Sunrise I think would have been to be defensive. So one of the things I think I have done two occasions probably got a feedback or somebody being courageous enough to have a conversation with me. And one of the things that I… I didn't do it very well in the first conversation, because I think it was [unclear 0:27:30] now we are practicing this, but on the second conversation one of the things that I have learnt quickly that is to always try to sit on another person's shoes which is quite a very… I think that even during the Sunrise training it was a very emotional one sitting or fitting another person's shoes especially when they are small they pinch you so you learn a little bit that people you have to see where they are coming from and what you learn to deal when the courageous conversation experience that I had, you learn to accept it and at least where they are coming from. So you don't need naturally to defend yourself and that became almost like a very useful tool to me but to be aware that people who are courageous is to come and have a conversation with you, you need to fit into their shoes and feel the discomfort that they are in coming to you within. So I am very sensitive to the discomforts of other people when it comes to this [unclear 0:28:44] they do naturally they are very uncomfortable hence I am uncomfortable to do it myself so I'm very receptive to it because I know the discomfort that people go through…"

"…I have seen and following on your point in terms of giving certain people feedback almost pre them being on the program and post them being on the program it has been very different initially kind of defensiveness and

why… you trying to point out things that are wrong with me, but I am fine and then through people having been on the program I have seen I mean there are certain colleagues in your department for example that our relationship has completely changed and should I provide feedback now they really understand the intention of where that feedback is coming from and so the way we are able to work together now because they are more open and so we are able to get through so many things in a much better way between our two departments because of that for it is almost just a pre Sunrise and you see this transformation happening. And I am not just saying it's the person I interact with that person, but for me that has been if I think of impact to the business that kind of working together and collaboration which wasn't possible before it is possible once both people have been answered by us…"

"…**INTERVIEWER:**   So you let others give you feedback?
PARTICIPANT: Yes, directly so I gave them an opportunity to anonymously just say what you think now whether you have seen any improvements so that did come out and I'm definitely more I think relaxed in my role in a sense like yes the work gets done, but there is the team and just the way in which you work and open yourself up to that extent as well because that is what it is about I guess is putting up those barriers and saying this is work so we only work here and that's it and get done. I have grown a lot in that sense and I think the team appreciates it as well that is clear now so it's a good experience…"

"…So it taught me to accept feedback, to seek feedback, to self-correct, just work on me basically things that are under my control…"

"…Ja and I think the other thing that, in terms of building relationships, sometimes you are this person that everybody goes to when they want something done right and they know it's going to get done and sometimes you lack on other stuff and you don't treat like let's say situations the same. So I think what it helped me was to be able to say fine, I understand, you want me to do this but I can't now can we negotiate better like the time that I will be able to give you your deliverables. Because I have got other priorities So now people are able to see that you, you are not missing your deadlines because you are kind of taking everything now they are able to trust that okay, if I go to ... [inaudible] we can be able to negotiate and then but I know that I will get my deliverable. So I think then people get to trust and yes to know that you will deliver…"	57. Increased my assertiveness.
"…**PARTICIPANT:** It did, it did. Because I think previously I was not able to say no, I can't do this now I will just take it and somehow figure it out and scrub around and try to do something for someone... [interjects]	
INTERVIEWER: So you would take it on yourself?	
PARTICIPANT: I would take it on myself, yes and then struggle with it but now…	
INTERVIEWER: At your own expense?	
PARTICIPANT: At my own expense but now I am able to say I am busy to, one to five I have got other priorities so can we negotiate, when can I deliver this for you and, so ja.	
INTERVIEWER: So also a question of assertiveness?	
PARTICIPANT: Yes.	
INTERVIEWER: Because you are able to say not now, later.	
PARTICIPANT: Yes, I am not saying no but I am saying not now but later so ja, so the negotiating part. So it builds a relationship with people because now you are not missing your deadlines because they know at least you have said not this date but on that date. And then yes, so…"	
"…**PARTICIPANT:** I think it's more difficult when its report like it's my Supervisor. I think it's easier when its colleagues or the people that report to me. When it's your supervisor and you are trying to enforce those kind of things it's very frustrating. Because now you ... [interjects]	
INTERVIEWER: The Supervisor who wouldn't go through the program for example.	
PARTICIPANT: Yes, he wasn't in the program because now, you have	

got different ways of doing things of thinking, you ask questions, you challenge the questions, not in a bad way but all of a sudden I mean where you are coming from ... [interjects]

INTERVIEWER: There is a change of pattern on behaviour.

PARTICIPANT: Exactly and I don't think they appreciate that change and I don't think maybe they get warned that wow, there is going to be a difference and this difference is not necessarily a bad thing, embrace it. Just learn from that experience. So I do think there is a bit of frustration from that side. I am not sure what your experiences are…"

"…So I do think it has done that, I am no longer afraid, I don't, not that I don't care but I want to make sure that what my view is known, I want to make sure that I have got input if, I do have I am not the kind of person who is going to talk for the sake of talking. But if I have got input, I want it to be known. If I have got a view, I want it to be known. So its empowered me not to be afraid, it doesn't matter who is there, whether it's the CEO whether it's the GM, if I have got a view, I put that up because and I think it's the true therapy. Previously I probably think five times before I do that many times I will be like no, actually it's not that…"

"…If I feel strongly about something, I speak about it and I make it very known and I know that the feedback that I get from people I think they get a bit, I am not sure whether it's in, not intimidated because its senior people that I am talking about. But I think they know that I am going to challenge it, I don't just let things slide. It doesn't matter whether they end up still doing whatever they are going to do, but I make sure that you know I challenge, I ask questions and as a result a person comes prepared they don't just come and tell me this is what is going to happen in this. I will ask questions, I will ask if they have looked and other you know options and whether they have seen the various risks and how are they going to mitigate for those risks because it's a possibility. So it makes them think I have influenced lot and I have changed some decisions. So I do think it actually, for me, it really did work and I am still work in progress, self-reflection because it's, I acknowledge it's a journey, it's not something that you can just do overnight. I learn from you know other people that have been there to see Vuseko doing something or saying something like wow, I would actually like to use that you know next time I am faced with something similar. So it helps in that way…"

"…Then another impact is now you will deliberately go out to influence your position, your job that okay, I must do this job and then it will ... [inaudible] to support me. You go out to them, you are not, scared of confronting them, you are prepared, you know who can assist you to be more effective in that position. So, I believe it will definitely assist with the

job satisfaction, yes…"

"…and the newly found voice that I have now where I am not afraid to test that to other people to have my views and my opinions, I do think it's given me light…"

"…**INTERVIEWER:** So you are talking about interpretation of rules? There is rules and then the way you interpret that depends very much on the people that you have around the table. So you will be more daring to say: these things can also be seen that way?

PARTICIPANT: Yes…"

"…it has changed in the sense that before, someone will come to you with something I need this done then I will never ask why and then probably someone will say can you help us with this and I will say okay I will help but now I think I will ask the question why do we need to do it what's happening so I need more information…"

"…I think now people they come prepared to say Vuyi we need to help this is happening this is what what so I will kind of get all that information before I even ask for it because of the way I have been probing to say you want to do to this why do you want to do this what happening? Have you done it before? What's the learning there is that probing that I been doing to people especially contractors because they just come and say we need this signed we need this done so I am saying why? So I am saying what's happening give me information so now they come prepared with all that information because they know I am going to ask those questions…"

"…Me it has the term that I support in the past when they always come to me with questions and I give answers answers now what has changed when they come to question it I probe some more, ask some more questions they end up coming with a solution themselves now you find out that is no creativity on their part they are getting the job done without involving me to in to much detail with the new contractors. But what it has changed in the fact that I am actually no longer stressing that I am not going to like what going to happen now I am getting the results I am even contributing most of my time in it. ... [inaudible] in that way there is a difference."

"…before Sunrise I found it difficult to say no when people come and ask for help from me so I would tend to be overloaded because I had too much on my plate but since Sunrise I think you are able to say no, but not just… say no with options say I can't do it now, but I can do it for you this time or come back after a certain time so that I can negotiate what I can do in a sense and I mean people initially when the [unclear 0:08:31] because I am saying no, or I am not saying yes initially but I mean after a while they started getting used to this new sort of me of negotiating if I can't do it

now, I can do it later. At home and even my church I mean I was one of those back benches and I would probably through the confidence that I gained through Sunrise I found myself not standing up for leadership questions, but being can you do this and I would go into it and then using those tools and even they do work… I find this side of me which I never knew that it existed and people are reacting positively to it…"	
"…It helps in that it hold us accountable, we all have to be accountable at some point for our actions. So it also helps in that people now know there are things that they can't do which they used to get away with because nobody asked about it, nobody challenged them. It's not an easy thing but in my room, my room is more influencing because I can't force people to do stuff but I can influence them, I can show them the risks, I can show them the process. Having done all of that and they still insist there is nothing much I can do…"

"…But I think I have seen a change in that people are more respected, they are open and in fact they seek my opinion, somebody is going to come and say this is what I am thinking of doing, this is why I am thinking of doing it so what do you think. And, ja that kind of respect as well that people respect your opinion and they understand where you are coming from because I am also just doing my job, I am not doing what Lolo will be doing, it is my job to make sure that we do things the right way…"

"…I do think that new found respect for example where if people are coming for assistance they come prepared or if they have got you know decided the main decision and some of them they come prepared in terms | 58. Increased the level of accountability within the company. |

of why they made that decision and the impact it's going to have. I do think it depends to a certain extend but yes I think it has because I mean those are the people that we interact with on a day to day basis…"	
"…I think most frustrations for employees is not having people hearing them, not having heard, not being able to hear the voice, not yes and also not being able to have a voice because they are afraid to have an opinion, they are afraid to once that happens you know that even if that person doesn't do it, at least they know how I feel. It does make a little bit of a change in terms of how you feel as a person generally…"	59. Lowered work-related frustration.
"…Then another impact is now you will deliberately go out to influence your position, your job that okay, I must do this job and then it will ... [inaudible] to support me. You go out to them, you are not, scared of confronting them, you are prepared, you know who can assist you to be more effective in that position. So, I believe it will definitely assist with the job satisfaction, yes…**"**	60. Increased work-related satisfaction.
"…for me it's also asking around for opinion, for, just as more questions from others so they come up, their own opinion. **INTERVIEWER:** So it will be consulting the colleagues? **PARTICIPANT:** Yes. **PARTICIPANT:** It's not only my opinion, so I try to involve others in that decision making. So you do get to get solutions that you never thought of when you ask. So what I meant was ask, ask ask…" "…**INTERVIEWER:** So you would go and consult more around? **PARTICIPANT:** Yes, I would go into other areas of Chevron's businesses and say look here, we having a bit of an issue how we doing it on that side, how you doing this there and not thinking that you are that person's counterpart you should be knowing how to do this or what the best way to do it been working for Chevron for so many years so that is how it empowered me in my role that I am okay with not knowing everything…"	61. Made me ask for opinion (consult) more often.
"…**INTERVIEWER:** So globally can you say that it facilitated communication that it improved communication between you and colleagues? **PARTICIPANT:** Yes I would say so…" "…it opens your eyes as to how important it is to have a relationship in a working environment because you have to have the trust, you have to have different conversations and how you view that person and you interact with that person is important, so for me, I tried harder to make sure that when I am within my team and with my colleagues that I am not only just focused on work, it's about making them feel more at ease, communicating and just	62. Improved communication within the company.

opening yourself up to being present in that environment rather than just come and have a meeting and get to it and leave. So for me it definitely opened up my eyes to the fact that to have the relationship is important within the work environment because it helps collaboration and communication and that…"

"…If I am sending a signal of imposing my own interpretation on them they [unclear 0:16:12] impose theirs. But, if I am showing acceptance of where they come from then it is easy for them to accept where I come from so we always have to find that middle ground when there is a conflict but I found it in most cases because I had been in a program you have that one step of self-awareness you can anticipate…"

"…I think post Sunrise I did more face to face communication and didn't rely on email as much because I felt more confident to do that…"

"…So I think that it was about being courageous to have the conversation and understanding different perspectives so I didn't just always type it up I would get up and go and speak to the person or I would have a meeting face to face rather than hide behind email. That I think changed the level of engagement that I had within my own team, my work environment and with other colleagues as well…"

"…one of the things that Sunrise helped me to do, was to be face to face meaning before you send something to some people go and engage with them is this what they want… is this their right interpretation of the information that is required especially when you report upwards so you have to almost learn to speak to your colleagues more other than relying on email or a slide of a graph because other people will understand, but that doesn't mean that you have engaged because you have presented data. So one of the things of engagement is that I learnt to have the confidence to say although I hide behind the slide or [unclear 0:33:11] more confidence in speaking…"

"…I think with the help of the coaching it doesn't allow me to look at something as okay this person needs this, how can I respond if I can't get it, how can I frame that so that it is not seen as a rejection but you get that person's understanding of your challenges etcetera so that relationship becomes a l little bit more positive instead of just a closed thing where you just try to pack everything away because you've got so much work or whatever…"

"…with the tools that I have acquired from Sunrise I am able to engage people more and really I'm not only benefitting myself but the company as well is benefitting as well…"

"…For me as well Sunrise opened a different way of thinking in terms of how one approaches a situation, how one approaches a situation whether it

is network or whether you are at home or different environments, how you approach a difficult situation as opposed to in the past just coming head on and just placing the situation and switching it around that the one you are speaking to feels more comfortable rather than coming with an attacking type of mind set, what have you done so that has really improved [unclear 0:02:50]…"

"…I was a very activist no, competiveness like somebody is talking to you and then you kind there goes your mind or you kind of already say okay you going there so just let us get to the point kind of thing but there it opened my eyes in that sense and I think I did the 360 beginning of Sunrise and those topics came out, topics like competitive listening, anti-social kind of behavior also wanting to just get the work done, don't really want to mingle with the team and all of those softer things so that came out and then I did through my coach I asked the team that I worked with to share their feedback at the end of Sunrise and send it directly to my coach and very positive so very positive things, and I can obviously feel that within the team…"

"…It did influence it the way we interact now so the latest one is the which I discussed earlier the efficiency of the business and looking at opportunities now to actually optimize a testing schedule for refinery so we actually cutting down some of their not so valuable tests to create more efficiency and I find it very easy now to actually consult with the engineers and also their managers as to how we going to do this and instead of saying do we need to do that and how we going to do this because we need to [unclear segment] prior to Sunrise because before it was always a fight it's not a fight anymore so it has equipped me to actually interact at a much higher level than what we used to…"

"…And I would also say it also helped as a tool for communication because I remember I mean my previous manager had not gone to Sunrise, I mean he has been a sponsor obviously he has been on the… but I wanted to have a courageous conversation with him, but then I also knew that he wouldn't know what I am trying to do, so I then said I want to have a courageous conversation with you, but I will first educate you on how that goes and then I explained to him but by the time we had the conversation actually it wasn't anymore because obviously he kind of knew what I am trying to put across and what I am trying to practice and he was also open to okay, I must guard my reaction when you have this courageous conversation so that I ensure that I get you. So I think to me it was a tool more than even for people that have got in [unclear 0:10:08] team when I want to practice something I will say you know I have been on Sunrise I want to practice this thing and so bear with me and then I would explain to them what I am going to be trying so that at least they can catch it and number two, they can give me some feedback if there is a way of improving. So I think using

it as a tool definitely has helped in terms of communication in that collaboration…"	
"…it opens your eyes as to how important it is to have a relationship in a working environment because you have to have the trust, you have to have different conversations and how you view that person and you interact with that person is important, so for me, I tried harder to make sure that when I am within my team and with my colleagues that I am not only just focused on work, it's about making them feel more at ease, communicating and just opening yourself up to being present in that environment rather than just come and have a meeting and get to it and leave. So for me it definitely opened up my eyes to the fact that to have the relationship is important within the work environment because it helps collaboration and communication and that…" "…And I would also say it also helped as a tool for communication because I remember I mean my previous manager had not gone to Sunrise, I mean he has been a sponsor obviously he has been on the… but I wanted to have a courageous conversation with him, but then I also knew that he wouldn't know what I am trying to do, so I then said I want to have a courageous conversation with you, but I will first educate you on how that goes and then I explained to him but by the time we had the conversation actually it wasn't anymore because obviously he kind of knew what I am trying to put across and what I am trying to practice and he was also open to okay, I must guard my reaction when you have this courageous conversation so that I ensure that I get you. So I think to me it was a tool more than even for people that have got in [unclear 0:10:08] team when I want to practice something I will say you know I have been on Sunrise I want to practice this thing and so bear with me and then I would explain to them what I am going to be trying so that at least they can catch it and number two, they can give me some feedback if there is a way of improving. So I think using it as a tool definitely has helped in terms of communication in that collaboration.." "…For me yes there has definitely been an improvement in my ability to build relationships I have had comments in fact since having attended Sunrise I had comments to the fact that I am actually quite a nice person [speaking simultaneously]. So it definitely has had an impact on my ability to build relationships with people. I tended to be very cold to say things black and white and not considering what impact it is having on the other side, but now it's a kind of like let us just pause a bit and think about how you going to frame this, and just make that other person feel more comfortable so it has definitely had a huge impact on my ability to build a relationship be it in the office, be it in even with colleagues, offshore because you know often you tend to hide behind the email and you say things, and even that has changed Sunrise has just opened up the ability to sit back and think about differently how do you want to get the best out of	63. Improved work relationships.

that person rather than just blast him…" "…For me it also definitely I would say definitely gives you tools to help build and strengthen relationships because I'm a do they call it an activist now, so it is something that I needed to work on…" "…It was more a directive conversation and the understanding that was brought about by Sunrise was how you go about that courageous conversation that you don't shut the other person off that you don't immediately put that person on the back foot and approach him the courageous conversation with the mindset that she wants to take you forward not to keep you off this conversation. I actually want to take this relationship forward by having this courageous conversation and it is a huge benefit because when one approaches that courageous or your necessary conversation with a I'm going to tell you now, you immediately shut that person off and that person doesn't even want to respond whereas if you approach it with okay how can we make this work, I'm having this conversation with you because I want to take this relationship I want to improve the position that you find yourself in now then you open up another world for that person knowing that this conversation is coming from the point that this person wants to support you and not push you down…"	
"…I was frustrated because I would learn all these wonderful tools and I would get de-motivated coming back into the work environment because nobody was on the same wave length as me…"	64. Generated frustration when dealing with colleagues who do not have the same level of understanding.
"…So I think that it was about being courageous to have the conversation and understanding different perspectives so I didn't just always type it up I would get up and go and speak to the person or I would have a meeting face to face rather than hide behind email. That I think changed the level of engagement that I had within my own team, my work environment and with other colleagues as well…"	65. Improved work engagement.
"…I don't have direct reports I have an influencing role so what was… I would say Sunrise empowered me because I tend to be a bit of a top green and I must do everything perfect I must know everything so I used to find it difficult to engage others and ask them for ideas or ask them listen I'm battling with this because I am in this role I'm supposed to be the expert in this role and how can I not know so it empowered me that actually to [unclear 0:24:57] others it empowered me to trust others that they would not think I am stupid if I am asking this question or if a question is asked and I said actually I don't know now, but I will go find out so for me it was oh God I didn't know, how could I not know so it empowered me to actually feel afraid about no knowing something or about going to find out because actually that is a positive of getting best tracks from others benefits this work that you are doing then that had an empowering effect on me	66. Empowered me.

actually…” “…**INTERVIEWER:** So you would go and consult more around? **PARTICIPANT:** Yes, I would go into other areas of Chevron's businesses and say look here, we having a bit of an issue how we doing it on that side, how you doing this there and not thinking that you are that person's counterpart you should be knowing how to do this or what the best way to do it been working for Chevron for so many years so that is how it empowered me in my role that I am okay with not knowing everything…” “…I think for me in terms of power its empowered me to so, if I need to probably ask people for something, I always ask myself those questions that I think people would ask. So I go there prepared knowing that when I present and whatever, I don't expect any questions so I try and poke myself to ask those questions. They would ask this, have you thought of that, have you thought of that. So I always try and do those thing and I think the other empowerment I got from the coaching is before I would have never have given my supervisor feedback or have the courageous conversation because of like whatever, he is a supervisor so what and whatever whatever. So I will kind if be frustrated with whatever that I felt he has done wrong or he should have done and then I will deal with it my own way then I will get over it, ja but now I mean I am able to get that feedback because I know how to prepare for it and I know like you know so I have got the tools now to be able to do it so…”	