



## **BUSINESS EFFECTIVENESS COACHING SERVICES OVERVIEW**

Today's leaders are expected to produce more work in less time, with fewer resources, and at higher standards of quality. The majority of leaders continue to be promoted into positions of greater authority with little or no preparation for leading others, managing against expectations or new behaviors necessary to succeed in management circles.

Once available only to executives, coaching is now offered as an investment in the long-term success of the organization and individual leaders at various levels in the organization. Coaches offer performance-based guidance and accountability not duplicated in the corporate environment.

Individualized Leadership Coaching is targeted to **high potential performers** who need an added advantage to take their careers and abilities to the next level. Off-site seminars and classes need additional focus in developing skills for future leaders.

**High performance managers** whose styles impede their performance or promotability also benefit from objective one-on-one coaching. Managers disclose more and are willing to accept guidance from coaches to realize results. Often a high performer placed in a new environment needs developmental coaching to adapt and transfer key success characteristics to the new conditions.

**Newly hired or promoted managers** can jump start their success with a coach well-versed at aligning teams and managing others. Practical insights to facilitate getting the new manager On-Board quickly saves time, enhances credibility and produce results.

With the need for talented leaders at every level of the organization increasing with the velocity of today's business environment, it is critical to have every leader personally equipped for peak performance. This requires laser focus on critically needed skills and a sustained process to ensure internalized competency. Our seasoned coaches work with individuals during the discovery stage to identify goals, specific target areas, and role definition for all stakeholders. Typically a 3 to 6 month personal development plan is established to define targets, metrics, outcomes, and milestones. This process takes advantage of The Harrison Assessment™ Process and is supported with continual contact via powerful 1-on-1 sessions, phone checkpoints, and email dialog. The Harrison Assessment™ will accurately predict how a person is going to perform against valid performance criteria. It will predict:

- What kind of choices a person will make in mission critical situations?
- How they communicate, influence & lead?
- How they handle autonomy & freedom responsibility?
- Will they take personal initiative?
- How innovative will they be when confronted with difficult challenges?
- Will they become autocratic, dogmatic, dictatorial or controlling as managers?
- Will they resist change and/or be rigid?
- Are they easily influenced, blindly optimistic, impulsive and illogical?
- Will they avoid difficult decisions?
- Are they scattered or chaotic in their approach to projects or planning?
- Will they seek to learn, grow and excel?
- What kind of recognition do they need?
- As a leader will they provide direction and hold people accountable for results?
- How do they handle conflicts?
- ...and much more.

## **BUSINESS EFFECTIVENESS COACHING PROCESS**

### **I. Introduction**

- Develop rapport and begin relationship building.
- Understand the purpose and agree on initial goals for the coaching process.
- Build trust.

### **II. Assessment and exploration**

- Assess personal style, using assessment instruments.
- Identify and clarify key behavior patterns, using personal history and work-related experiences. Information from superiors and peers will be accumulated and analyzed.
- Facilitate understanding of behavioral models and personal dynamics underlying the behavior patterns.
- Assess organizational culture and style related to success within the corporate environment.
- If appropriate, administer survey(s) to superiors, peers, and subordinates following a thorough orientation on the process and its objectives.

### **III. Goals and strategies**

- Identify options for different communication models and behavior patterns.
- Establish short-term and long-term behavior change goals.
- Design exercises to build awareness of behavior patterns.
- Determine personal development strategies, and set weekly goals.

- Conduct practice exercises to get feedback on new behavioral patterns. (Between coaching sessions assignments will be given to work on involving awareness, experimentation and practice. During subsequent sessions these assignments will be evaluated and discussed.)

#### **IV. On-going development and reinforcement**

- Track behavior change.
- Modify goals and strategies to adapt to changing conditions.
- Prepare for continued personal development following the formal coaching intervention.

In addition to one-on-one coaching, the process will include:

- Feedback to and information gathering from the sponsoring organization.
- Ongoing revisions of the overall coaching plan as 1) the program progresses, 2) new behaviors are adopted, 3) conditions change.
- Preparation for one-on-one sessions.
- Preparation of verbal reports.
- Phone consultation on timely issues (in between regularly scheduled coaching sessions).
- Additional activities that may become imperative, i.e., additional time with representatives of personnel, direct reports, superiors, etc.

### **TEAM DEVELOPMENT**

Don't expect ropes and drum beats here. These workshops are all about getting to the heart of the individual attributes that contribute to high impact leadership performance among workgroup teams. Using the Harrison Assessment™ Process, the intense focus on individual traits for each team member, combined with group assessment of imbalances, results in an introspective view of the team that becomes actionable. These workshops will:

- Identify the behavior traits of individual team members that will help or hinder group effectiveness and performance
- Leverage the strengths of team members toward specific performance outcomes
- Identify actions to improve team decision making, problem-solving, and innovation
- Foster improved relationships between team and/or work group members
- Techniques that will make managers more effective with other people, immediately and permanently

## **OFF-SITE FACILITATION**

Seasoned facilitators will provide a mature, challenging environment for teams to explore group or corporate direction, innovation, and strategic initiatives. Dynamic tools and activities stretch team members beyond their comfort zone to realize new thresholds of performance and capture untapped potential.