



OVERVIEW OF SERVICES

LEADERSHIP & EXECUTIVE COACHING

WHO WE ARE

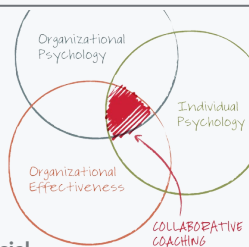
We help leaders and teams grow.

Collaborative Coaching offers a unique combination of insights and techniques from behavioral science, organizational effectiveness and humanistic psychology.

With backgrounds as organizational development consultants, and natural and social scientists, we understand human and organizational systems – and the challenges to evolve them.

Trained as executive leadership coaches, psychotherapists, and mediators, we respect the strengths, motivations, and conflicts individuals bring to their roles at work.

As a leadership and team development consultancy, we are recognized for our quality of insights, actionable ideas, commitment to change that outlasts our engagement and our ability to leverage organizational and human dynamics for increased impact and growth.



AUTHENTIC INTERACTIONS. EXTRAORDINARY RESULTS.

We facilitate and accelerate transformative growth for executives and leadership teams.

OUR **APPROACH** TO EXECUTIVE COACHING

Building strategic self-awareness to build leadership skills that increase leadership effectiveness.

EXECUTIVE COACHING – PREMISES

Mastering business skills is only one of four domains that define leadership effectiveness. Highly effective leaders also excel at orchestrating others, managing their relationships with others, and in self-regulating their strengths and challenges to operate at their individual sweet spot of performance.

A central aspect of our coaching process aims at building *strategic self-awareness* which involves cultivating a more *realistic* knowledge of one's strengths and challenges, understanding how personality impacts leadership behaviors, as well as better understanding the one's impact on others vis-à-vis their expectations.

Another key aspect of our work involves the use of stakeholder feedback so leaders can better align their behaviors based on what's needed from their organization.

Using qualitative and quantitative feedback, we support individuals to:

- ▶ Align self-perception with the perceptions of others
- ▶ Use stakeholder feedback to clarify hopes and expectations others have of the coachee
- ▶ Translate feedback and stakeholder expectations into effective leadership behaviors
- ▶ Deepen an understanding of how they are getting in the way of themselves, and which new behaviors are required (“*what got me here won't get me there*”)

Regular and consistent coaching sessions invite the coachee to experiment with new, more effective behaviors and attitudes – and to sustain those adaptations that work.



“

Leadership is authentic influence
that gets results.

”

--Kevin Cashman

EXECUTIVE COACHING **PROCESS**

Our coaching process focuses on essential leadership and social-emotional skills and attitudes that promote leadership effectiveness and growth. Coaching objectives and developmental priorities are refined based upon quantitative assessment data sometimes supported by interviews – and will be aligned with the objectives of your organization. If relevant, “pulse checks” with the supervisor and possibly other partners help to monitor whether improvements are noticed and whether they have a positive impact on the reputation of the leader.



CONDUCT ONLINE 360 PROCESS

We conduct an online 360 process with an instrument of your choice (one of our favorites is “The Leadership Circle”) that allows for a comparison of self-perception with the perception of different rater groups.



CONDUCT STAKEHOLDER INTERVIEWS

As a way to complement the Leadership Circle data collected, we suggest conducting three structured interviews with select stakeholders that ideally represent a variety of perspectives on the client.



CLEAR COACHING PRIORITIES

Coaching objectives will be validated and compiled into a development plan with specific coaching objectives and success criteria.



REGULAR COACHING SESSIONS

Initial 2-3 hour intake to debrief assessment findings and to get to know the coachee; then bi-monthly 60-minute meetings (total of 12 sessions)



REGULAR CHECKPOINTS

3-way conversation between coach, coachee, and supervisor to regularly inject outside data (“pulse checks”) that keeps the coaching process honest and relevant.



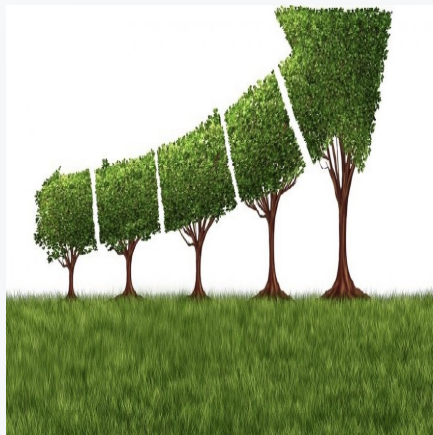
FINAL REVIEW

Final review session with coach, coachee, supervisor to summarize learning and to set intentions to sustain improved behaviors.



EMERGING & HIGH-POTENTIAL LEADERS

Our experience & lessons learned



A FEW PRIORITIES

Our coaching with emerging, or high-potential, leaders, is similar to any coaching work: We meet the client where they are, and focus on helping them grow in a way that supports their development *and* supports organizational goals too. Our experience has also pointed us to a handful of insights.

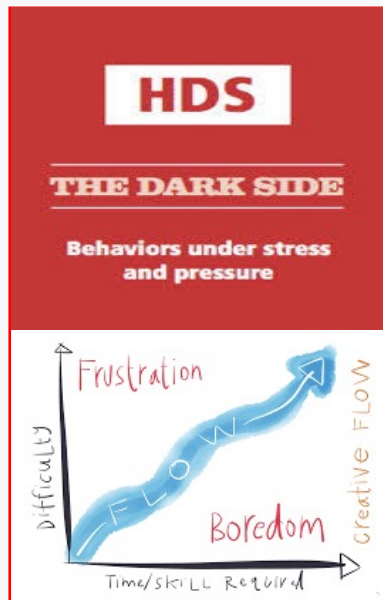
The fundament of self-awareness: Given many of these clients are in their 20s and 30s, a critical starting point is inviting them to *learn more about themselves*. Many of us think we know ourselves by early adulthood, but often what we know is our collection of beliefs and influences from others about who we *should be*. Because we at Collaborative Coaching believe strongly that good leadership is *authentic leadership*, we have seen that emerging and high-potential leaders benefit greatly first from understanding who they are – including their unique strengths, preferences, “blind spots”, and values. Exercising leadership from a place of self-knowledge allows us to authentically collaborate and influence others with honesty and integrity – while increasing a sense of personal fulfillment.

Basic management skills: Emerging leaders often benefit from exposure to basic management skills such as delegating, giving performance feedback, managing up, aligning roles and contributions, conflict resolution, among others. While our coaching cannot cover all aspects of good management, findings from the 360 assessment – as well as client priorities – allow us to focus on cultivating 2-3 relevant management competencies.

Generational attitudes and values: Not all generations want the same things from their careers or lives. While we don't wish to create or perpetuate stereotypes, our experience tells us that believing Millennials only want career ascension, without regard to their individual identities and values, would be naïve. Without reducing anyone to only their age group, we are mindful in our coaching, that Millennial values like individuality, transparency, fun, and empowerment are important to integrate in the coach's mindset and approach.

DERAILER COACHING & PERFORMANCE COACHING

FINDING AND MAINTAINING PEAK PERFORMANCE



SOME PREMISES

Operating at peak performance requires finding and maintaining a sweet spot between leaning into one's strengths without overdoing it – as any strength applied in excess can become a liability. Cognitive and self-serving biases as well as a disproportionate focus on “building on one's strengths” can make it hard to balance that sweet spot. Stress compounds that challenge because stress increases rigidities (“more of the same”), limits self awareness, and openness to feedback.

Derailer Coaching: Derailer coaching is a great tool to help high-performers get a more balanced and nuanced view of how their personality and work style preferences play out at work. Derailer coaching, by nature, is a conversation about the “shadow aspects” – or dark side – of our personality – so creating a safe space to minimize defensiveness is particularly important. Hogan's HDS, for instance, provides a powerful inventory to to assess and discuss potential derailers, to learn to understand triggers and impact, and to cultivate effective skills to come back from the “dark side” to the sweet spot of performance. While someone's “derailing” may become the trigger for this type of coaching, our approach involves framing the derailer as the “overdialled” or dark side of inherent strengths to support curiosity and learning over defensiveness.

Performance Coaching: Performance coaching involves aspects of finding and maintaining right levels of motivation and confidence - and leveraging personal and colleague's strengths for optimal impact. Such work includes balancing the right levels of effective judgment, drive (aspiration, initiative, self-confidence), and influence. We find, however, that this type of coaching often also includes derailer coaching – in that it involves awareness of what a person's sweet spot of performance is – and what it takes to regulate behavior to stay “in the zone”.

COACHING OPTIONS

We provide options here as a “straw model” for our potential work with you; we are glad to refine approach further after discussions with you.

OPTION ONE: 6-MONTH “COACHING FOR GROWTH”

This process is consistent with how we usually work with leaders. It would include the following elements:

- Online 360 assessment with unlimited raters
- Optional: Additional personality / workstyle self assessment
- Facilitated conversation with client and manager to validate and support coaching goals
- Validated coaching plan with 2 -3 key goals and success criteria
- 1st month of coaching includes:
 - 3-hour intake session with client, including debrief of Hogan results
 - 2-hour debrief session of 360 results with client
- 5 additional months of bimonthly coaching (2 x per month) of 60-min sessions
 - ideally 1+ session per month in person
- Manager check in calls/meetings 1 -2 times throughout process

Note: Coaching sessions occur by phone/video – at your office if requested

OPTION TWO: 3-MONTH “BOOSTER SHOT” COACHING

This process is a shorter approach that is best used for a more focused objective of one primary coaching goal.

- Online 360 assessment with unlimited raters
- Optional: Additional personality / workstyle self assessment
- Facilitated conversation with client and manager to validate and support coaching goal
- Development of focused coaching goal along with success criteria
- 1st month of coaching includes:
 - 3-hour intake session with client, including debrief of Hogan results
 - 2-hour debrief session of 360 results with client
- 2 additional months of bimonthly coaching (2 x per month) of one 90-min + 1 60-min session per month
- Final manager meeting to validate progress

DISCUSSING WORKSTYLE DIFFERENCES

BY USING A SELF-ASSESSMENT TOOL



Fundamental
Interpersonal
Relations
Orientation-Behavior™

.....



WHY USE AN ASSESSMENT TOOL?

As part of our individual coaching and/or team development work, we highly recommend using some kind of workstyle / behavioral self-assessment to support your learning and growth efforts. The advantage of using a workstyle assessment is that it offers a framework and concrete neutral language that makes discussing workstyle differences and personal expectations easier for team members.

Should you opt to use an instrument, we recommend individual debriefing sessions (usually a 90-minute call or meeting) where a participant discusses her/his interpretative report with a coach. These debriefing sessions help to distill relevant insights and make them actionable, to relate assessment findings to current team dynamics, and to set behavioral intentions that support individual and team effectiveness.

Assessment results can be integrated into individual coaching work, as well as into team retreats. Both enable greater self-awareness and relationship management.

Some of the assessment tools we use often with clients include: Myers-Briggs/MBTI (step 1 & 2), FIRO-B (Fundamental Interpersonal Orientation), Hogan Inventory, Social Styles.

We are certified in the use of a wide variety of self and 360 assessment instruments – and usually decide jointly which tool would most suit your learning and growth goals.



The leadership profile is a powerful awareness and growth supporting assessment instrument – inviting feedback about the expressions of crucial *creative* leadership behaviors as well as about the use of *reactive* leadership styles that can limit leadership effectiveness.

This tool is an online multi-rater 360 tools which assesses 29 key behaviors of effective leaders. It provide feedback from different rater groups (supervisor, peer, direct report, other) to assess self vs. other perception of strengths and development needs.

In addition to the 360, we suggest using the Hogan suite of personality inventories to support the coaching process. This suite is an online self-assessment that explores key personality traits that have been demonstrated to influence an individual's approach to leading others.

Besides looking at factors that correlate with leadership strengths, the assessment also looks at *leadership derailers* – personality traits that can negatively impact leadership behavior and leadership reputation.

This additional information will support an even more nuanced and in-depth coaching experience.

OUR **APPROACH** TO SYSTEMIC TEAM COACHING

Maximizing the power of coaching – not just for an individual, but the entire team

TEAM COACHING – PREMISES

91% of leaders consider teams the crucial units to their organizations' success (source: CCL). While coaching is seen as an effective tool to support leadership growth, it has often been used to support star performers or to address remedial issues.

We believe systemic team coaching is the most powerful way to support individual and team growth at the same time – and thus achieve ambitious organizational goals.

One-time team retreats can only be a snapshot of where the team is in this moment. A continuous series of team interventions can augment the power of team building over time. The personal and professional growth that happens in coaching sessions with individual team members between team retreats powerfully supports positive developments in team dynamics.

Systemic team coaching is a systematic, structured, holistic process that involves:

- ▶ Coaching individual team members – based on development goals that relate to the team
- ▶ Facilitating mediated conversations if team members are stuck with one another
- ▶ Running a series of off-site retreats – usually 3-4 – over a period of 9 – 18 months with ongoing coaching between team workshops
- ▶ Addressing a wider range of success factors for the team's performance beyond improving collaborative team practices – such dynamics related to the leader/team fit and the team's aligned stakeholder management

Getting the task-side of collaboration makes a good team. A high-performing team needs to excel at the relational side as well. That's a tougher challenge and takes more time.



“ If you wish to go fast – go alone.
If you wish to go far – go together. ”

African proverb

OUR **APPROACH** TO TEAM DEVELOPMENT

Catalyzing meaningful engagement, connection, and change

BEYOND STANDARD TEAM-BUILDING

Amidst pressure to deliver results, teams often have no time to step back and reflect. A team offsite is a great opportunity to recharge, reconnect, and to reflect away from office routines and daily stressors.

Great teams are built, not born. Rather than focusing on creating a feel-good-for-a-day experience, we focus on facilitating honest conversations, intention setting, and planning that inspire sustainable change in team behaviors or practices.

The best team retreat agendas focus on task and relationship. They improve productivity and positivity.

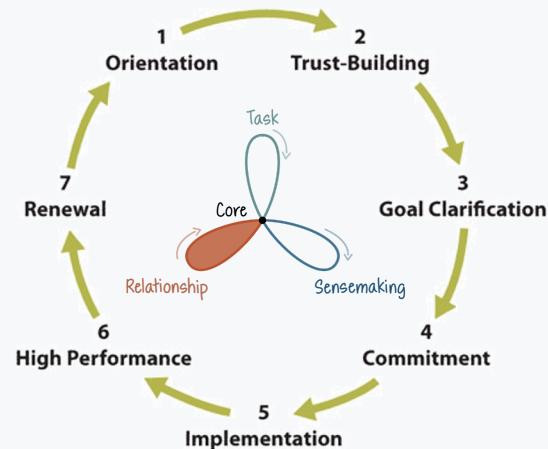
We design and facilitate tailored team retreats that allow time to celebrate successes, to deepen relationships, and to define priorities and actionable roadmaps with a shared sense of the bigger picture.

Through interactive group work, candid discussion, skill building exercises, creating accountability around desired team behaviors, and action planning we support the team right where growth needs to happen most.

We co-create the off-site's agenda and objectives with you. Our systematic process involves:

- ▶ Needs assessment / interviews with team members (May include 360s, MBTI, FIRO, etc.)
- ▶ Discussion of findings, implications, and recommendations with team leader(s) – and joint definition of agenda / retreat objectives
- ▶ Facilitation of offsite(s) (one or two facilitators depending on group size, 1- 3 days duration)

(Due to the systematic need assessment and design process, we need approx. 6 – 8 weeks lead time before the scheduled date of the actual offsite.)



“ A change in action requires a change in the conversation. ”

Peter Block



THANK YOU

Contact us:

-  Locations in Portland, ME and New York City, NY
-  Cell: 347 - 725 - 1757
-  contact@collaborative-coaching.com