

Achieving Extraordinary Results through Improved Organizational Performance™

What is Executive & Leadership Coaching?

PROFOUND RESULTS' unique approach engages executives in strategic, action-based

learning that has real business impact. Our coaching philosophy is that executive development should ensure the long-term achievement of an organization's mission, growth, and profitability. We believe that inspired leaders guide the way to teams working effectively together to achieve solid business results:

- Executive development must integrate an organization's vision, values, and key business challenges.
- When leaders achieve, a business thrives ~ executive development succeeds most in a culture that values learning.
- Executives and leaders learn best by working in real business situations.
- Our coaching model helps establish a safe, yet challenging environment in which executives give and receive honest feedback.
- Successful executives recognize the balance between achieving business results and demonstrating effective leadership qualities. This becomes their leadership brand for the organization.

Coaching is a business tool for leaders and managers who want to improve their performance and achieve greater results. Each Coaching contract and session involves a tailored, confidential process through which the individual steps back from day-to-day work and looks for new and better ways of carrying out their role. The process involves a number of meetings over a period of weeks or months. This enables the leader to experiment with new approaches to people and issues before reviewing the effectiveness of these new tactics at subsequent meetings. Ron Morey, **PROFOUND RESULTS'** President & CEO acts as a facilitator, sounding board and consultant during this process.

"Recent studies show business coaching and executive coaching to be the most effective means for achieving sustainable growth, change and development in the individual, group and organization." – **HR Monthly**

Who We Are! **PROFOUND RESULTS CONSULTING** is a Northwest firm providing customized coaching, leadership training and team development services that develop current and future leaders and their ability to improve bottom-line results.

PROFOUND RESULTS' represents a powerful link between executive development, long-term business growth and organizational effectiveness. In addition to providing live coaching services, our firm provides you access to many of the brightest and most talented thought leaders in business through articles, books and recent best practices.

Bottom line: **PROFOUND RESULTS CONSULTING** is an organization that coaches and mentors leaders to achieve greater results with clarity and total integrity.

The Coaching Process

Executive & Leadership Coaching enables leaders to:

- Review their current style and skill set
- Identify strengths and areas for development
- Determine what changes to make to improve their performance
- Employ a strategy and plan that helps achieve goals
- Receive direct and honest feedback that helps promote positive change

Each program design begins with a preliminary meeting between the client and **PROFOUND RESULTS'** principal, Ron Morey, to establish needs and preferred ways of learning. The client is asked to identify key goals and objectives for the coaching process. **PROFOUND RESULTS'** then follows up with a written, customized contract proposal tailored to the client's needs. This proposal includes initial details of both the process and content for the coaching meetings. Each session is followed by a quick written summary of agreements and selected areas of focus between sessions. The next session begins with a review of the effectiveness of actions and tactics since the last meeting.

Leadership Coaching is about achieving business targets more productively and effectively. Elements in the coaching process can include:

- Coaching sessions
- Written e-mail correspondence between sessions
- Personality and personal style questionnaire feedback
- Feedback from team members, senior managers, peers and customers
- Shadowing feedback from meetings or presentations
- Role-plays with professional feedback and strategy development

The exact mix of elements depends on the mutually developed objectives of the leader and the coach. Much of the customized approach depends on the preferred working style of the leader. Powerful learning comes from a process which includes coaching sessions, feedback from colleagues, shadowing, questionnaire feedback and role-plays – so only naturally, this combination is recommended in most cases. This combination of elements provides an analysis of the issues, identification of changes which the leader/manager could usefully make, and an opportunity to practice new strategies and tactics until the manager is comfortable employing these new behaviors. The structure of each Leadership Coaching Program also varies with the differing needs of the client.

Benefits of Coaching

Each Coaching Program is different in scope and focus. Previous clients have highlighted the following as being benefits from their experience:

- Insight into the handling of complex political agendas in a skilful manner
- Identification of key strengths and areas for development
- Tactics for handling conflict at work more effectively
- Greater self awareness and self confidence
- Enhanced skills as leader, manager, communicator and coach
- Recognition of the impact their approach has on themselves, their colleagues and their management of workplace issues

"The Manchester survey of 140 companies shows nine in 10 executives believe coaching to be worth their time and dollars. The average return was more than \$5 for each \$1 spent." – The Denver Post, Sept. 2, 2001

When to Coach

Coaching is a flexible and constructive way of supporting and developing leaders at a variety of stages of their career. It can be used to help in a leader's on-going development, following their transition from one role to another or to help them determine which of several roles to take on next. Some of the most common kinds of coaching scenarios are shown below:

- Helping a leader to develop their approach given new and higher level responsibilities with a more strategic focus and complex role.
- Ensuring that a manager is equipped with the skills and approach they need for a new challenge (i.e., a manager ear-marked for promotion to a managerial role for the first time, or to a higher-level leadership role).
- Supporting and advising a leader who is not getting the results they are used to or who has been promoted to a new role and is not performing as expected.
- Helping leaders review their approach to on-going managerial challenges and identify new and better ways through which to handle the issues involved.
- Enabling busy managers to receive needed development when they cannot afford two or three days together out of the office to attend a training course or workshop.
- Reviewing a manager's career to date and determine what would be a good next move within their existing employer or with another employer.
- Enabling managers returning from a workshop or course to maximize the transfer of learning to the workplace.

PROFOUND RESULTS' executive coaching approach provides each client with an objective assessment of their skills and abilities, clear feedback on the quality of the tools in their "interpersonal toolkit", and practice at using new and improved skills and tactics from direct feedback and realistic role-plays. Role-playing allows a leader to prepare and practice for a specific, upcoming communication that is vital within the organization. Specific benefits that can be gained through this "strategy advance" technique:

- Understanding of how to capitalize on strengths and minimize the downside of opposing styles
- Learning how to influence and work effectively with people who have differing styles, priorities or approaches
- Improving one's ability to sell positively to customers and build long-term relationships that are lasting and durable
- Improved ability to manage themselves and others productively
- Clarity about future career direction

Coaching helps you!

You will examine your career and your life objectively and see what you like and what you want to improve. You will review and revise your goals and develop specific action plans to remove blocks and achieve your dreams. Coaching is convenient and one of the best investments you will ever make – an investment in making the most of your life.

"The goal of coaching is the goal of management — to make the most of an organization's valuable resources." – Harvard Business Review

How You Can Reach Us

PROFOUND RESULTS CONSULTING can be reached by calling **Ron Morey** at (425) 417-7777

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