



## Executive Coaching

We work one on one with CEOs and executive teams to achieve objectives. Together, we identify key performance blocks, frame decisions, develop action plans, and set milestones to measure progress and make sure leaders stay on strategy, and on track. Recognizing that time is an executive's most valuable asset and that leadership needs evolve as businesses change and grow, our approach is directly linked to day-to-day interactions on the job.

### **Building an individual leader's capabilities**

- Coaching leaders to involve their stakeholders in the leader's own development
- Providing leadership approaches and tools to support improved business results
- Measuring progress in learning new capabilities that directly impact the business
- Coaching teams to enhance performance, putting new behaviors into action real-time
- Managing career transition and transformation
- Providing guidance, structure, and candid feedback to enhance success in a new position

### **Developing and executing strategy for the organization**

- Defining and articulating strategic objectives and a path forward for the company and leadership team
- Understanding and framing challenges / issues; making it possible to create a plan for action or to get over a hump
- Assisting leaders to coach their teams to perform consistently and respond positively to change
- Creating and delivering leadership programs to support leader development
- Enhancing effectiveness of teams (including Boards and executive committees)

### **Our one-on-one Executive Coaching approach is as unique as you are**

Contact us for more information and to understand the options that best suit your specific situation.



**Executive Coaching with Tara is often anchored in the Marshall Goldsmith Stakeholder Centered Coaching™ (MGSCC) framework:**

A transparent process with a strong emphasis on the involvement of stakeholders, implementation of change, and follow-through to measure growth in leadership effectiveness. In the end, the only thing that counts is leadership growth – the leader’s effectiveness on the job as perceived by stakeholders.

**How it works:**

A practice based upon the principles of Marshall Goldsmith, a world authority in helping successful leaders get even better, Stakeholder Centered Coaching (SCC) is grounded in an understanding that we are all successful largely *because of ourselves* and also *in spite of* certain aspects of how we behave and what we believe. Equipped with this understanding, clients follow a 7-Step process that offers dramatic – and measurable – results in developing themselves as leaders. While this disciplined practice is simple to understand, it is at the same time difficult to perform.

The SCC approach allows a leader to modify the behaviors associated with successful people’s beliefs – capitalizing on the positive aspects and mitigating negative aspects that can interfere with development.

Key Beliefs of Successful People	Principles of SCC
<p><b><i>I am successful</i></b> – Successful people are self-confident.</p> <p><b><i>I choose to succeed</i></b> – Successful people believe that they are doing what they choose to do, because <u>they</u> choose to do it.</p> <p><b><i>I will succeed</i></b> – An unflappable sense of optimism is one of the most important characteristics of successful people.</p>	<p><b><i>Place the attention and focus on your stakeholders</i></b> – The true leverage points in behavioral change are the people who depend upon and work with you every day.</p> <p><b><i>Emphasize FeedForward</i></b> – Focusing on the future is much more effective than focusing on the past, which is something we cannot change.</p> <p><b><i>Change behavior and perception in parallel</i></b> – That allows you to see the impact of your behavior on your stakeholders and improve your effectiveness as a leader.</p>

These three principles – attention on the stakeholders, emphasis on the future, and parallel behavior/perception change – are distinguishing features of this process. The practical, and sometimes counter-intuitive, nature of involving the stakeholder allows the leader to turn these stakeholders into coaches, as they are the best “experts” in how the leader’s behavior can improve. Additionally, while feedback is an important part of the 7-step process, SCC emphasizes FeedForward – a very simple process focusing on suggestions for the future. A key aspect of improving as a leader is to change the perception of stakeholders regarding that behavior. People do not readily give up their prior assumptions, opinions, and beliefs. Sustained behavior change occurs when a leader improves a specified behavior, and those around that leader both recognize and support that change.