

GARD EXECUTIVE CONSULTING, LLC

applying
behavioral science
to enhance
executive and organizational
performance

Executive Coaching: An Investment In Creating Masterful Leadership

Regardless of how you look at it, leadership today has little in common with the “command and control” style that prevailed in the past. Masterful leaders need to function comfortably in numerous roles:

The **Explorer:** Forges a vision and is an agent of change

The **Partner:** Encourages a collegial, supportive, and collaborative work style

The **Advocate:** Clearest voice in support of visionary, strategic, and values-driven behavior

The **Facilitator:** Creates a consultative and teaming work style within the culture

The **Motivator:** Brings out the best in the organization’s people, in terms of their aspirations, potential, performance, and contribution

The **Beacon:** Instills trust and inspires passionate commitment to the vision

So how does one become a masterful leader? Not by attending two or three management training classes, that’s for sure . . .

“Good executives do not grow on trees. They’re “grown” by responsible corporations that provide over a period of many years the nurturing and developmental experiences necessary to equip individuals to master the ultimate executive responsibilities. It is therefore essential that each corporation has a system to grow its own executives.”

- Potts & Sykes (1993) Executive Talent: How to Identify and Develop the Best

Or as one HR executive more succinctly put it “continued learning and personal growth are essential for the evolution of a world-class leader.”

“Even if executive coaching costs \$50K (which it doesn’t), it’s barely a rounding error to invest in the coaching of a key player who has responsibility for millions of dollars and for key human resources. Coaching is a success if one direct report, who used to be intimidated to speak up, comes up with an innovative idea.”

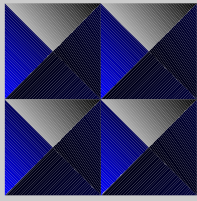
- CEO, Fortune 100
Company

“I’ll bet most of the companies that are in life-or-death battles got into that kind of trouble because they didn’t pay enough attention to developing their leaders.”

- Wayne Calloway
Chairman, Pepsi Co.

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"... values are the core ingredient (of leadership potential) here at GE. The people we are putting into leadership slots are those we deem to be terrific role models. That means embracing the values, being able to motivate and energize others, and having that infectious enthusiasm to tap people's potential and generate the capacity of the organization to accomplish beyond what it otherwise would."

- Jack Welch
CEO, GE

"The soft stuff is always harder than the hard stuff. Human interactions are a lot tougher to manage than numbers and Profits and Losses."

- Roger Enrico
Chairman, PepsiCo.

"At first, it's hard to persuade leaders to let go of control. But once they become actively self-reflective, they realize they don't know all the answers. That sort of humility is very charismatic, because it makes others feel useful and powerful (and trusted)."

- Erika Anderson
President, Proteus Int'l

Elevate your game: Get a Coach!

How far are you from being a masterful leader? Do you know the best ways to close the gap? Well, just as in sports and in the performing arts, it's now increasingly the case in business that **the more advanced you are in your profession, the more likely it is that you can use a coach to deepen and extend your success.**

High Performing Executives vs. Under Performing Ones

We now know a great deal about what differentiates the successful leader from the under-performing one. Successful people are *aggressive learners*. They are individuals who:

Constantly **seek feedback** and are extremely analytical about their successes and failures

Possess a finely tuned capacity for **self-reflection** and **self-awareness**

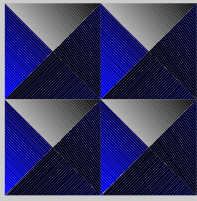
Seek a wide **variety of experiences**, out of both a sense of curiosity and the sense that experience is the best medium for self-discovery

Constantly **strive to learn something new and different** by searching for comparisons, contrasts, and generalizable insights

Find ways to **apply new learning** to new situations

Use strengths to modify weaknesses

The bad news is that only about 10% of us are by nature active learners. The good news, though, is that much of what it takes to be an aggressive learner is coachable.



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“A key goal of successful introspection is authentic self-confidence. That is, not the overbearing bravado of a command-and-control manager, but an openness to facing uncertainty, ambiguity, and paradox. The most effective leaders are able to be both vulnerable and quietly self-confident at the same time, more open about their weaknesses than their strengths (which speak for themselves).”

- Mark Brenner, Ph.D.
Chairman, TGCP

“This company is not going to be successful unless we have people who can learn from experience. We need our people to act independently, be accountable, and be responsible for managing their own piece of the business. It takes a certain amount of reflection to do that successfully.”

- Joseph Galerneau
V.P. of Executive Training
AT&T

So, What Does It Take?

Much of what our coaching model focuses on is building a set of skills that helps the candidate become a more agile learner. Increasingly greater agility is pursued in four different spheres, each of which has a marked influence on a person’s learning curve and on their performance as a leader.

Mental Agility: The candidate discovers ways to more consistently:

- embrace complexity
- confront ambiguity
- expand their interests and perspectives
- pursue complexity out of heightened curiosity
- view penetrating questions as more important than answers

Interpersonal Finesse: The candidate develops more techniques with which to:

- self-reflect and maximize self-awareness
- catch their own counter-productive behavior and modify it
- vary their role and style to the situation
- embrace conflict and harness it for creative ends

Change Mastery: The candidate’s executive repertoire is broadened when they:

- learn how to behave as strategically as possible
- employ hypothetical modeling in their thinking and problem solving
- embrace the underlying spirit of continuous improvement
- come to understand how critical tenacity is in any change initiative

Goal Orientation. The candidate hones a high-impact results orientation by adding or refining the following capabilities:

- create a presence and inspire others by consistently acting “on purpose” (i.e., acting strategically)
- address their own performance and others’ in a systematic, developmental, and strategic way
- differentiate among the various levels of priorities and act accordingly (i.e., the two-by-two matrix of *Urgent x Important*)
- deliver on promises and expectations