

## Leadership Coaching

### Is this you?

Redpoint works with high potential, successful business owners and executives who want to take their leadership performance to the next level. Our ideal clients recognize that the leadership behaviors that they credit with past successes may not be the behaviors that are required to achieve future success. Whether they are business owners or corporate managers, Redpoint's clients aspire to be role models who lead their teams and organizations to new heights.

Redpoint works with individuals who are:

- motivated to change,
- have potential for a more senior role in the organization, and
- have the intellectual capacity, technical skills, and functional expertise to get the job done.

### What we do

- We believe in focus. We prioritize a small number of behavioral changes and work on only those.
- Our coaching focuses on changing executives' behavior. It does not replace strategy, mission, direction and functional expertise.
- We provide a true systems approach to behavioral change and performance improvement by working with both the coaching client and his/her colleagues. Research shows that the key variable for successful change is not the coach but the client and his/her co-workers (M. Goldsmith, H. Morgan Leadership is a Contact Sport).

### Our coaching philosophy

Our process draws on the sustained efforts of our executive clients and their respected colleagues to drive improvements. Like getting in physical shape, making positive behavioral changes requires hard work, discipline and rigorous follow-up. There are no quick fixes and no short cuts. But as with physical training, there's also lots of fun to be had along the way!

### The Redpoint difference

We offer a 100 % money back guarantee if, in the eyes of key stakeholders, the client does not achieve positive change in target leadership behaviors. We are *that* certain of your success.

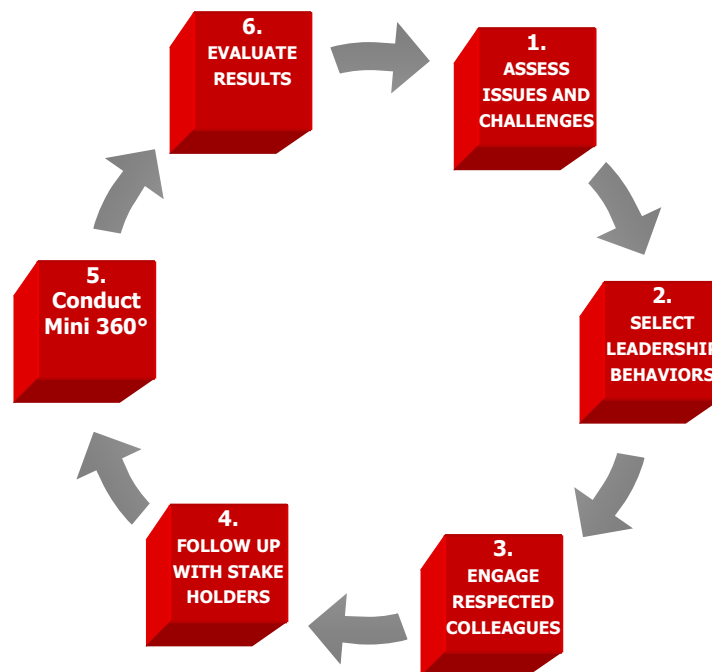
Neither the client nor the coach determines if improvements are achieved. Stakeholders (boss, peers, direct reports) measure changes through two mini 360° surveys (see below) over the course of the engagement.

We combine successful track records as leaders in business, consulting, academia and competitive sports with professional executive coaching skills. We have worked with 100+ leaders helping them lead more effectively in a no-nonsense, structured, results-oriented way.

## Our coaching process

We start with an initial conversation with the senior leader and/or HR professional who contracts our services. During this conversation, we discuss preliminary objectives for the coaching, fee structure, responsibilities and time frame. We then meet with the coach(es) face-to-face or over the phone to determine if there is an appropriate 'fit.' If a fit is established, we submit a proposal for the coaching engagement.

Our coaching process then follows the following six steps.



### 1. Assess issues and challenges

We thoroughly assess existing information. If additional data is required, our assessment methodologies include:

- one-on-one interviews with the client, boss, HR, teammates, direct reports, peers, clients
- shadowing
- 360° feedback

### 2. Select leadership behaviors

All leaders we coach are extremely busy. We believe that one of the main reasons why people don't always do what they *understand* they should be doing is over-commitment. So we advise clients to focus on no more than three leadership behaviors.

During this phase we help the client see how changing behavior will help him or her achieve personal goals, and live their vision and values. This recognition enhances commitment to the change process.

### **3. Engage respected colleagues**

Rigorous follow-up with and involvement of respected colleagues is almost always associated with positive behavioral change. That's why we involve our clients' colleagues throughout the process as "raters" who help gauge the client's progress.

We teach our clients to have 'involvement conversations' with each colleague. During these conversations the client:

- thanks their colleague for his or her feedback;
- informs their colleague of their targeted leadership behaviors and why they are important, and
- asks the colleague to provide constructive, future-oriented suggestions (this is also called feed-forward).

We also directly work with the colleagues who serve as raters. We establish the following ground rules with them:

- provide constructive future oriented suggestions -- avoid being critical, cynical or judgmental,
- let go of the past and focus on the future, and
- tell the truth.

Note that not all colleagues' suggestions are implemented. Leadership is not a popularity contest. However, constructive, well-intended, future-oriented suggestions are always encouraged. We help the client develop actions based on the colleagues' suggestions.

### **4. Follow up with stakeholders**

Leaders are highly likely to achieve a measurable positive change in behavior if they consistently involve their colleagues in follow-up dialogs. These follow-up dialogs can be very short and focused and only require a few minutes. This ongoing dialogue creates a process in which both parties focus on improving performance and the relationship. It is not about judging.

The regular follow-up is also important because of the 'perception factor,' that is, the importance of changing both the actual behavior and colleagues' perceptions. There is no point in changing behavior if everyone is stuck in an old mindset and unable to register behavior changes. The regular follow-up helps shape perception.

### **5. Conduct mini 360° surveys**

Mini 360°s are a simple and efficient way to measure behavioral change. Stakeholders who supervise and work with and for the executive evaluate behavioral change during the coaching period at five and 11 months. The evaluations are very short and focus only on the selected leadership behavior(s).

See an example of a mini 360° on the following page.

<b>Mini 360° for Jill</b>									
Five months ago Jill committed to improving the following leadership behaviors. Please rate Jill's change in effectiveness over the last 5 months.									
	less effective			no change	more effective			no change needed	not enough Info
	-3	-2	-1	0	1	2	3	NCN	NI
I will listen to others' points of view with an open mind before giving my own opinion									
I will provide clear timelines and due dates when giving assignments									
<p>To what extent has Jill followed up with you on the areas that she has committed to improve (check one):</p> <p> <input type="checkbox"/> No follow-up  <input type="checkbox"/> Little follow-up  <input type="checkbox"/> Some follow-up  <input type="checkbox"/> Frequent follow-up  <input type="checkbox"/> Consistent follow-up                 </p> <p>What specifically has Jill done to improve that you want to reinforce?</p> <p>What specific suggestions do you have for Jill to improve even more in the future?</p>									

## Evaluate results

After the results of the mini 360° are in, we sit down the client and evaluate the progress made during the coaching engagement.

We then conduct a post mortem of the coaching engagement with the client, the manager and HR and determine next steps to ensure that the behavioral change 'sticks'. If desired, we summarize the client's progress towards the development goals and agreed upon next steps in a final report.

## Who we are



**Lauren Owen**, MBA, specializes in working with family-owned and closely held businesses, including ownership transitions. Her 25 years of experience in this area across diverse industries has given Lauren keen insights into the critical factors required for superior performance. Once those factors are identified and acted upon, her clients often experience improvements that quickly translate to the bottom line. Lauren's background includes developing industry performance groups that enable business owner members to surpass the performance of their industry peers.



**Urs Koenig** PhD, MBA specializes in leadership development for business owners and senior executives. He combines professional executive coaching and facilitation skills with a successful track record as a leader in business, academia and competitive sports. Over the past 10 years, Urs has worked with 100+ leaders from businesses large and small, helping them to lead more effectively and improve their bottom line while finding more personal fulfillment in their work.