



“Emerging Leaders” Executive Development Coaching Program

North American Companies often promote from within to develop new managers and leaders for growing companies. This is good. While those same companies often will invest in training programs for new entry level associates, they often fail to invest commensurately with the arrival of internally promoted manager and leadership candidates. This is not so good. The result is that too often, the new manager has little choice but to fend for themselves, and they struggle to become a competent and effective leader and manager. Research shows that the maturation process can sometimes take 3-4 years. During that 3-4 year learning and maturation process, unfortunately, the new manager makes numerous learning mistakes by trial and error, and struggles to gain confidence. Wouldn't it be great if you had a guarantee that you could make that newly promoted manager or leader a top performer in 12-15 months?

There is a better alternative available. Consider the Professional Business Coaches, Inc. (PBC). Emerging Leaders Executive Development Program as the solution to this challenge. The program includes recurring coaching sessions between the Emerging Leader and the Executive Business Coach. When there are groups of leaders going through the program at the same time, clients often elect to have one meeting a month be held as a group meeting to cover a new training topic. Early in the program, the Emerging Leader and Coach meet frequently, anywhere from twice a month to three or four sessions a month, whichever best fits the client's financial and time budgets. As the program begins to gain momentum the recurring sessions are spaced further apart, giving the emerging leader more time to put into practice the best practices that they've learned. Our coaching philosophy is to outfit each client as a leader so that they can proactively and confidently solve business problems by themselves. We do not want these Emerging Leaders to be even slightly dependent upon your leadership or upon PBC! Accordingly, we encourage them to build upon their strengths and gain confidence so that they can emerge as fine leaders within a 12 month period, rather than a 3-4 year process.

We coach each of the Emerging Leaders in 14 key areas of business, and supply them with training, education, tools, and best practices in each area. The 14 areas are: Sales, Marketing, Leadership, Strategic Planning, Financial Management, Human Resources, Customer Experience, Business Systems/Operations, Communications, Coaching, Choice (Time) Management, Gross Profit Maximization, Management Fundamentals and Personal Effectiveness. The modules and focus can be customized to meet the client's needs.

Each coaching program begins with an Everything DiSC Management behavior analysis assessment, designed to accomplish two things:

1. Significantly increase the self-awareness of the Emerging Leader's own behavior style and their comfort zones, strengths, and weaknesses.
2. The ability to begin to quickly recognize the behavior styles of the people they work with,

allowing them to adjust their strategy and tactics based upon situations, in working with others. This assessment specifically addresses how to tailor their approach based on other's needs in areas of Delegation, Motivation, Development and working with their boss. This ensures that they are able to communicate much more clearly and effectively, develop winning teams, and work with others in a way that feels right to the other person, making for significantly greater effectiveness in working as a team.

Depending on the needs of the individuals and the organization, we may suggest other assessments such as: Everything DiSC 363 for Leaders, Everything DiSC Work of Leaders, Everything DiSC Productive Conflict, PXT Select, Emotional Intelligence 2.0, StrengthsFinder 2.0.

Leaders must become life-long learners, and we incorporate a healthy amount of self-directed study and reflection into our Emerging Leader Program. The clients are free to read the books or listen to them while they drive or work, whatever works for them. We provide a 5-page summary of each book to ensure that after the book has been read, we help the Emerging Leader to focus on the most important learning and takeaways from each of these great business books. The Emerging Leaders will be able to read the book relatively easily in a month's time, and if they cannot find time to read the book will be able to gain 90% of the learning from just reading and mastering the book summary.

At one of the one-on-one coaching sessions monthly or a group meeting, the coach and the emerging leader discuss in detail the learning and key takeaways from each of these great business books. In an instance where an emerging leader is particularly intrigued by a particular business discipline, the coach can and does provide an extensive list of other great business books to help to round out the client's skills and understanding on that area of interest. The reading curriculum covered in this Emerging Leaders Program ensure that we're not just following traditional business coaching doctrine with the client, we're also educating them with a curriculum hand-selected to enhance skills in 12 essential areas that have proven to be tremendously germane during our lengthy executive career. This list can also be modified to fit a client's specific needs.

Emerging Leaders Executive Development Reading Curriculum

(Business Category, **Title & Authors**, Key Learnings & Takeaways)

1. Leadership & Management: **The First Time Manager, Belker**: Manage fairly. Strike A Balance. Respect! Earn trust, takes time. Maintain Open Communications. Document Performance carefully.
2. Career Development, Communications: **How to Say It for 1st Time Managers, Griffin**: The words you use, and how, have impact! Use language of business & leadership. Must listen actively. Be a positive force! Don't waste your associate's time. Verbal & Non-Verbal communications are powerful.
3. Team Building: **Overcoming the 5 Dysfunctions of a Team, Patrick Lencioni**: Building Trust, Resolving Conflict, Gaining Commitment, Developing Accountability, Focusing Team on Achieving Goals/Driving Results are the keys to building highly effective teams, fixing broken teams.
4. Career Development, Communications: **Crucial Conversations, Patterson, et al....**: Most recoil or don't handle Crucial Conversations well. Master Dialogue. Maintain Trust/Safety. Create "Shared Pool" of ideas. Focus on what you REALLY want. Recognize

emotional, physical, behavioral signs. 2 essential building blocks for building trust in communications: Respect & Purpose. Control emotions.

5. **Strategy: Execution, Bossidy, Charan:** Most organizations don't develop strong culture of execution. Poor execution kills strategy. Execution is a discipline worth practicing & mastering. Must be a Core Value! Strategy must include how we achieve common goals. Primary leader role: Reward Execution/Insist upon Realism.
6. **Choice (Time) Management: The Effective Executive, Drucker:** Prioritize, Plan, Take responsibility. Communicate & seek opportunities. Hold productive meetings, contribute to the organization. Control time by Focusing, Building on strength, Prioritizing Objectives, Standardizing Decisions.
7. **Culture: Pushback, Rezvani:** Always do what's right for team. Advocate for yourself. Negotiation is crucial, learn to negotiate well. Anticipate the best outcome and compromises. Gather information to build a persuasive business case. Present a solution as win/win. Don't take rejection personally, can't win them all!
8. **Sales and Marketing: Beyond Selling Value, Shonka:** How to sell value, increase margins, make price irrelevant, win exec-level credibility, and create competitive immunity. Avoid being treated like a vendor.
9. **Systems: Work The System, Carpenter:** Long hours and firm too dependent on you means you're mismanaging. Scrutinize systems, create goals, general operating principles, and working procedures. Explain every process to associates, leave nothing to chance.
10. **Customer Service: Uplifting Service, Kaufman:** Redefine service: Create value for someone else and ask why you need service excellence. Lead a service revolution and build culture through common service language. Identify your current level, drive improved service via high internal standards.
11. **Leadership: How to Grow Leaders, Adair:** Developing future leaders is core responsibility. Use a qualities approach, situational approach, functional analysis approach to select the right leaders. Mentor well, coach well, show them what a leader should be. Teach them what to know, what to do and things work out.
12. **Personal Effectiveness: Great Business Teams, Guttman:** Manage team so all team goals supersede personal goals. Be a coach to every teammate. Hold only meetings you need. Meetings focus on specific objectives. Focus on measurable results. Define process for timely, accountable decisions. Imagine you're on a Board of Directors!

Emerging Leaders Executive Development TED Talks Curriculum

(Business Category, **Title & Authors**, Key Learnings & Takeaways)

Career & Self-Development: 5 Ways to Listen Better, Treasure: Humans are losing the ability to listen. Use 5 exercises to improve your listening skills. Immerse yourself in silence, isolate and focus, concentrate on the rhythm, adopt a listening position, RASA: Receive, Appreciate, Summarize, Ask.

Career & Self-Development: How the Worst Moments in Our Life Make Us Who We Are., Solomon: Render benefits from your suffering. Build identity from the experience. Triumph when you evolve into a stronger person. Forge Meaning, Build Identity. We make choices: "Take Something Positive Away From Everything!"

Career & Self-Development: How to Spot a Liar: Meyer: Lies only have power when you are complicit. All humans exhibit similar speech and body language patterns when lying. To spot deceit, be on guard; observe, ask questions, and pay close attention to answers.

Leadership & Management: What It Takes to Be a Great Leader: Torres: Watch for and prepare for emerging trends. Diversify your personal and professional network. Take risks. Change your game, and keep adapting.

Trends: Why We Make Bad Decisions: Gilbert: Two human failings, erring in calculating odds and value distort the decision-making process. Individuals often miscalculate value by over-emphasizing poor comparisons. People overrate present pleasures and underemphasize future pain.

Sales & Marketing: How Great Leaders Inspire Action: Sinek: Most people and companies communicate from the outside in. They never clarify why. Influential individuals and companies think, act and communicate differently, actually in the reverse. They start with their purpose or cause, and then consider the how and what when the why is known. Your message must attract those who believe in your mission – in your why – that is the essence of success.

Personal Effectiveness: The Key to Success? Grit: Duckworth: “Grit” or persistence in pursuing distant goals, is the best predictor of success. Talent guarantees little, some of the most gifted individuals lack commitment and drive. Learning ability is fluid, not fixed, and can improve with focus and effort.

Personal Effectiveness: Dare to Disagree: Heffernan: Organizations should actively encourage employees to challenge each other and disagree with one another. Conflict can be uncomfortable and risky, but ‘constructive conflict’ can be crucial to problem solving. Embracing and navigating conflict forces you to question, analyze and reconsider your work and yields better solutions.

Business Effectiveness Evaluation Guided Opportunities

Each Emerging Leader receives a comprehensive analysis of their competency in 14 major areas of business at the onset of the program. This analysis, called the Emerging Leaders Business Effectiveness evaluation, is a self-examination and evaluation, and produces a report that is shared with the Emerging Leader. This analytical report is the basis for an Opportunities List/Action Plan that informs much of the discussion, learning, and study focus for the 12 months of the program. We begin coaching in areas of acknowledged strength, helping to raise awareness of strengths and enhance those areas that are working. As the months in the program progress we begin to select specific areas where the Emerging Leader recognizes that they can build additional capability with the coaches’ help.

14 Business Effectiveness Area Strategies/Best Practices:

There are 10 Strategies/Best Practices in each area, but we are only sharing three here for the sake of brevity: (Discussed after completing BEE and used to focus discussions/learning during 12 months of coaching.)

Strategic Planning:

- Values, Mission and Vision statements guide our decision-making.
- We set and communicate long term and short term SMART goals to achieve results.

- We break great strategies into specific actions, owners, with deadlines and next steps identified.

Marketing:

- We use specific marketing tactics for prospects, current customers, and former customers.
- We can describe who we are and what we do in ten words or less.
- We communicate clearly why a prospect should believe us.

Sales:

- Our questioning methodology clearly discovers/quantifies pains and pleasures for customers.
- We consistently determine how our prospects make purchasing decisions, how the process works.
- Our salespeople insist on selling value not price.

Communications:

- Be consistent. Reinforce key strategic and cultural value messages.
- Consider the medium. Know when to meet face to face, when to phone, text, email, etc.
- Check for understanding and commitment. Don't assume. Confirm Takeaways.

Customer Experience:

- Based on our customer's feedback, we constantly assess and improve our systems and products/services.
- We have a consistent process for delivering world class customer service.
- Those who deliver our products and services always know and deliver the promises made by the sales or services teams.

Human Resources:

- We have written job descriptions for every position within the company.
- We are meticulous about recruiting, interviewing, selecting winners, managing performance and hold all associates equally accountable for delivering results.
- Our associates always honor our company values and maintain a professional appearance and demeanor.

Coaching:

- Discover and identify associate strengths and weaknesses.
- Create and agree to an action plan that prioritizes enhancing strengths and addresses weaknesses in proportion.
- Meet regularly, establish trust, and encourage change in the associate and help them achieve their key objectives to deliver results.

Choice Management:

- I start and finish every day with 5 minutes to identify the most important three priorities that demand my energy and prioritize them.
- I track my priorities and my accomplishments in an organized system, e.g. outlook, icalendar, google calendar, a day-planner, etc.
- I pause and regroup multiple times daily to check on whether I am working on the most important activities and change when I'm off course.

Financial Management:

- I understand the workings of a Profit and Loss statement and how to manage to financial results expected of my team.
- I use my financial statements as decision-making tools.
- All members of my team use Key Performance Indicators (KPIs) to actively manage the business.

Leadership:

- I exhibit a high level of integrity in my words and actions at all times. I am always congruent with our values and our vision.
- I make strong decisions deliberately and course corrections when we're off track.
- I show personal respect and concern for all team members and demonstrate compassion appropriately.

Gross Profit:

- We have controls in place to avoid excessive discounting, we add value instead of discounting.
- We analyze our products/services and emphasize selling our most profitable products/services.
- Our variable expenses are at their lowest point possible to ensure more profitability for our company.

Management:

- I earn trust, loyalty and confidence in my associates by behaving like a leader 100% of the time.
- I have frequent one to ones to discuss progress and performance with each team member.
- I am prepared for meetings so as to not waste time. We discuss real issues, and solve problems and follow-up to ensure forward progress.

Personal Effectiveness:

- I am personally responsible for all of my actions and accountable for all of my results.
- I set SMART goals for myself and pursue them daily.
- I value a healthy work/life balance and realize that my company relies upon me to be emotionally stable and rested to be at my best.

Business Systems:

- I fully understand that my primary role is to ensure that the business grows and is run consistently with processes and best practices.
- All of the functions necessary for our success are clearly identified and documented in a company operations manual.
- I'm confident that my associates would know what to do if the leadership team or I were not present for an extended period of time.

When the 12-month Emerging Leader Executive Development Program is complete, the Emerging Leader has developed competencies, and gained real-world experience in mastering management and leadership Best Practices in disciplines that will serve them well for the remainder of their career, including Sales, Marketing, Service, Operations, Finance, Strategy, Communications, Coaching, Leadership, Performance Management, and more.

For more information, call Professional Business Coaches, Inc. @ (781) 319-9820.