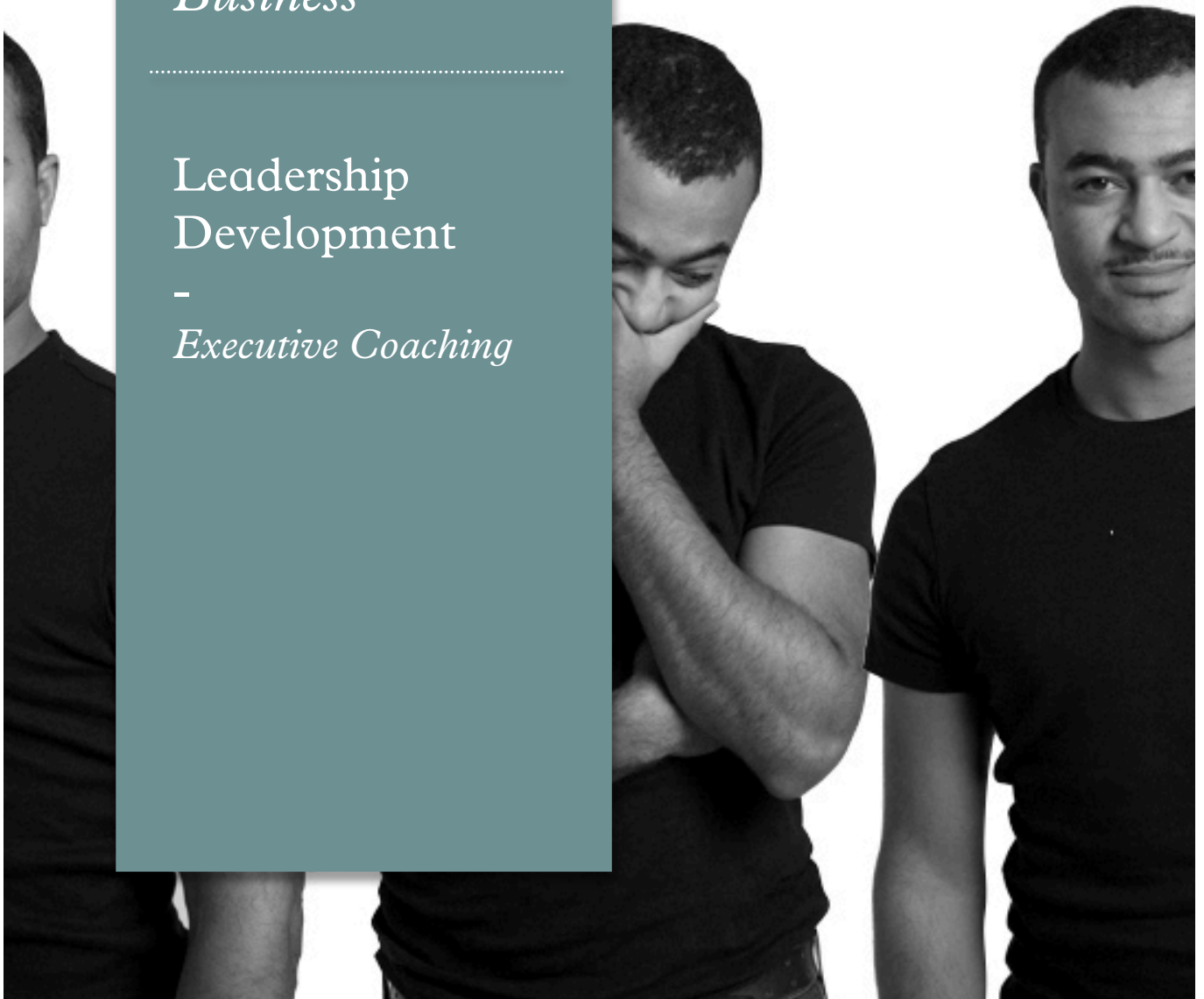

ORConsulting
*A Psychology
Practice for
Business*

Leadership
Development
-
Executive Coaching



Executive Coaching

Leadership doesn't develop on a chair in front of a PowerPoint presentation.

Leadership development is a process of exploration and examination, challenge and stretch. Or at least that's the way we do it.

As psychologists, our coaches are particularly skilled at getting to the core of the issue. We use our psychological expertise to harness the power of relationships and behaviors to solve *real business problems*. Our clients find they tackle markedly deeper and more significant issues in coaching with us than prior work with other coaches, and as a result, see exponentially larger changes in themselves and their businesses.

As coaches, we tell the truth in ways that people can truly hear and respond to, providing just enough pressure for the most effective action.

The following are areas that ORConsulting specializes in coaching:

- Developing leadership capabilities
- Supporting transitions
- Fixing performance problems – return to health
- Team coaching for high performance

Business Outcome

Executive coaching aligned with your business outcomes.

Our work is with behavior and relationships. These may seem intangible elements that are hard to measure. So how do we assess return on investment?

Our first step is to articulate expectations, clarify objectives, and describe success in a language everyone can understand. We won't make unrealistic promises; we know that change can sometimes take time. So we keep it real, focusing on the achievable and the sustainable.

When a coaching program is underway, we monitor and test the outcomes. We have developed assessment tools to measure the program's impact on an individual and assess how it translates into attitudes, behaviors, and business performance. (In fact, we have built a whole business, ORMultiView, to do just that.) These assessments are powerful and sophisticated.

In addition to the data we gather, there also is solid outside data on the ROI for coaching. In a 2006 study of coaching of Booz Allen executives

receiving executive coaching, conservative estimates of the return on investment for coaching were 689% or \$3 million (Parker-Wilkins). In another study of 43 participants in executive coaching, the estimated return on investment for executive coaching was 545% or between \$100,000 and \$1 million (McGovern et. Al, 2001).

Here are outcomes recent coaching clients have had:

- Successful management of a \$1 billion change initiative
- Driving the bottom line in a new role with P & L responsibility
- Turning around a failing business unit
- Reduced turnover of employees
- Ability to use authority productively
- Creation of a higher level of strategic thinking
- Successful transition from a technical leader to a leader of people
- A rescued career path as a result of changing behaviors that were derailing progress

Five Step Coaching Process

At its best, coaching is both a flexible and an accountable process. Here is the five-stage model that our coaching follows:

| <i>Coaching Stage</i> | <i>Process</i> | <i>Outcome</i> |
|--|--|---|
| 1. Contracting | Why are we here? How will we know when we've accomplished what we set out to do? | Coaching agreement that identifies goals, desired outcomes, and timeframes for the coaching relationship. |
| 2. Discovery Process | Possible tools: standardized assessments, 360 evaluations, peer interviews, or self-reflection activities. | Increase in accuracy of self-assessment and insight. Connect self-assessment to business outcomes. |
| 3. Targeted Goal Setting | Apply learning from discovery process and desired outcomes to create specific goals. | Written goals with tools to be utilized and milestones for goal achievement. |
| 4. Real-world practice | Implement changes | Increase competence in desired behaviors, results in desired goals. |
| 5. Assess progress and integrate changes | Assess: what was learned and what were the business outcomes. | Plan for integrating and continuing changes; process can be applied to new learning challenges. |

Leadership Assessments

See yourself through a clearer lens

Over the past 20 years we have profiled, assessed and developed thousands of managers and leaders in Fortune 500 and FTSE 100 organizations. We know the critical factors that differentiate the best. And with our shared background as clinical psychologists, we bring a profound understanding of people, a scientifically rigorous, yet human approach to the business of assessing leaders.

The people we work with have brilliant minds and strong personalities. They expect more than the standard interview questions and familiar tests.

Our assessment process has a reputation for being stretching, engaging and developmental.

Our findings are shared in an in-depth coaching session with the individual and summarized in a carefully written, personalized report.

This assessment process can be a powerful part of tailoring executive coaching, thus helping to fast-track learning and development and maximizing the return on its investment in the development program.

The following are areas that ORConsulting can provide leadership assessment:

- Leadership style
- Communication style
- Problem-solving ability
- Approach to conflict
- Emotional intelligence
- Career motivators

About Us

Our Approach

How would you look in your most effective state? That's where we want you to be!

Most coaches come from two discrete types of backgrounds. Either they are former therapists, or they are former business executives. Unfortunately, the therapists often don't know enough about business to truly align coaching goals to business objectives. The former business executive coaches may excel at understanding the business, but lack the capability to

truly go to the needed depth regarding behaviors and working relationships. Our coaches are all doctoral level psychologists who also have extensive business experience. We bring expertise in both behavior change and business outcomes. When depth and business acumen combine, leadership transformation occurs.

Our Clients Believe in Us

What have you heard? Our clients continue to provide positive input, as well as strong referrals for our business.

We asked an independent organization to interview many of our key client contacts. That solicited feedback included these comments:

- *Yes, as a brand you are expensive but we will pay for quality.*
- *You are rigorous, professional, flexible, and ethical.*
- *You do also change things - don't undersell what you do.*
- *You are not like "consultants," and this is your niche in the market.*

We plan to continue to do our research and perform due diligence so that we can always be well-informed and at the top of our game.

We believe that no individual can leave an ORConsulting experience without learning about him or herself.

References

McGovern, J., Lindemann, M., Vergara, M., Murphy, S., Barker, I. & Warrenfeltz, R. (2001). Maximizing the impact of executive coaching: Behavioural change, organizational outcomes, and return on investment. *The Manchester Review* 6, 1–9.

Vernita Parker-Wilkins, (2006) "Business impact of executive coaching: demonstrating monetary value", *Industrial and Commercial Training*, Vol. 38 Iss: 3, pp.122 – 127.

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