



A Leadership Coaching Program

For

Senior Executives & Mid-Level Managers

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I. OVERVIEW

In order for a company to achieve its strategic objectives, key senior executives and mid-level managers often take on significant levels of accountability and responsibility. A company's future success is highly linked to effective senior executive and mid-level manager performance. Understanding individual leadership competencies and what action is required to improve personal leadership is essential for a company's future success. Strengthening management leadership effectiveness will enable a company to perpetuate and enhance its short and long-term performance.

II. SCOPE AND OBJECTIVES

- Benchmark, evaluate/assess, and understand senior executive and mid-level manager leadership skills and competencies.
- Using this information, design and implement a Personal Leadership Development and Coaching Plan for each executive and manager.
- Enable each executive and manager to strengthen/improve their leadership and decision-making effectiveness.

III. EXPECTED BENEFITS

Tangible results are expected to include the following:

- A. Enable executives and managers to understand their interpersonal communication, leadership competencies, skill sets, and what action is required to make individual performance improvements.
- B. Improve execution, follow-through, and leadership at the senior executive and mid-manager level.
- C. Enable senior executives and mid-level managers to model and transition (to staff) leadership behaviors and competencies that contribute to high performance.

IV. PROGRAM COMPONENTS

A. Assessment Tools

Successful executives and managers are competent in a number of core competency areas (e.g. planning and executing, solving problems, and decision-making). Today, third-party assessment instruments are widely used to assess individual leadership skills. Utilization of these proven instruments; use of my personal assessment tools; one-on-one interviews with each executive and mid-level manager; plus my experience in working with senior executives and mid-level managers for over three decades are viable vehicles for assessing leadership skills and effectiveness.

B. Design Personal Leadership Development and Coaching Plan

The findings of the leadership assessments will be used to facilitate the creation and implementation of a personalized leadership development coaching plan for each senior executive and mid-level manager. They identify the leadership competencies selected for improvement and the actions to be taken for enabling them to improve their leadership effectiveness.

C. Individual Coaching Provided by Harvey Meier (HAM)

HAM will provide each executive and mid-level manager with coaching specifically designed to meet the needs of their Personal Leadership Development and Coaching Plan (PLDP).

Here is an illustration of how an action plan for coaching a senior executive and/or mid-level manager could proceed. This plan would be customized to fit each person's PLDP plus it would be responsive to input received from each executive and mid-level manager on their expectations of the coaching program, work schedules, and amount of time they are able to commit to it.

1. HAM meets in person with the executive and/or manager at least once per month on site (twice monthly preferred). **This can be adjusted to fit availability of the executive or manager.**
2. HAM prepares for on-site meetings; reviews bi-weekly coaching status reports; reviews executive's or manager's homework assignments.
3. Phone conferences with the executive or manager as needed when HAM not on-site. There is no limit on the number of phone consultations or duration other than for them to be scheduled at mutually convenient times.
4. Show the executive or manager how to apply and practice Level V Leadership and the "One for All, All for One Way of Leadership (see HAM's book – The D'Artagnan Way).
5. Reinforce "Doing the Right Things Right."
6. Executive and/or manager submits to HAM a bi-weekly coaching status report.
7. Confer with executive and manager on any topic and serve as confidential coach/advisor and confidant.
8. Encourage/motivate executive or manager to model, follow-through, and meet high performance leadership standards.
9. HAM to illustrate asking provocative questions and the impact this has on effective leadership.

10. Show executive and manager how to strengthen interpersonal skills and communication practices based on the findings and results of the assessment instruments and one-on-one coaching meetings with HAM. This includes showing how to effectively identify recipient personality styles and how to effectively receive, send, and process information.
11. Show executive or manager how to practice an Open Book/Open Door Leadership Style including how to be a teacher, trainer, and monitor as a leader.
12. Show how to move from the Parent-Child to the Adult-Adult Style of leadership and communication.
13. Introduce participant to self improvement opportunities (i.e. reading and discussing with HAM prominent leadership books and articles).
14. Work with executive and manager on strengthening their creation of meeting agendas; making formal presentations (i.e. board, shareholder, staff), and on leading team meetings.
15. Assist executive or manager in designing and completing multiple Leadership Development Breakthrough Projects. (This could include one project that involves mentoring/coaching a subordinate)
16. Celebrate completion of the Coaching Program (special event to be determined).

D. Time Commitment

Our experience is that executives and managers need to make at least a six month commitment to a coaching program like that described above in order to optimize its expected benefits. A 12 month commitment would be ideal.

E. Board Experience

Our specific experience in working with boards of directors on corporate governance issues may also be of additional value for a company's senior executives and managers that have frequent contact with directors.