

BEESON CONSULTING, INC.

EXECUTIVE COACHING CAPABILITIES

Beeson Consulting has extensive experience in executive coaching falling into the following categories:

- Individual work with senior executives; coaching executive teams
- High potential development coaching
- New executive integration coaching, i.e., early coaching to help an executive new to an organization assimilate quickly into the new organization's culture.

In addition to our work as coaches, we have worked with companies such as Colgate-Palmolive, Dow Chemical, Dell, and Principal Financial Group to design organization-wide coaching programs. We have also assisted companies such as General Electric and International Paper to introduce ways to increase internal capability in development planning and coaching.

Our approach to coaching is distinguished by a desire to achieve tangible and demonstrable results against defined developmental objectives. Our executive coaching is aided by our work in succession planning, executive assessment and development, and organization design/development. Our coaches are characterized by the following:

- A combination of consulting and corporate experience – leading to a thorough understanding of the environment in which executives work.
- A combination of academic background and real-world experience.
- A deep understanding of adult learning and development.
- An understanding of the organization forces surrounding executive effectiveness.
- Outstanding listening and communication skills.

We pride ourselves on working with clients to tailor our coaching approach to their needs and culture. For example, we will adapt our approach to the organization's defined leadership competencies or philosophy regarding assessment. While the timeframe of any coaching engagement can vary based on organizational level and development need of the individual, we strive to build independent capability on the part of the person being coached (as opposed to creating an open-ended, dependency relationship). Also, while we believe that formal training can, in the right circumstances, be an effective developmental activity, we believe that job-related experiences and the application of new tools and techniques to on-the-job responsibilities lie at the heart of development for most executives.

Executive Coaching Capabilities Continued

The details of each coaching engagement are determined up front. As indicated, the specific steps may vary, but a typical engagement often includes the following:

- Initial meeting of coach with individual and manager. Review of process, roles, and expected outcomes.
- Conduct data gathering and prepare detailed feedback report (coach) based on
 - In-depth career interview with individual
 - Confidential interviews with a selection of manager, peers and direct reports
 - Formal assessment instruments (optional)
 - 360° feedback survey (optional)
- Review assessment results (coach and individual). Create draft development plan including success measures.
- “Contracting meeting” of coach, manager, and individual
 - Individual reviews highlights of feedback and draft development plan – including measures of success
 - Manager provides feedback and contributes to the plan
 - Manager and individual finalize and sign-off on plan
- On-going coaching activities (individual and coach) for 4-6 months
 - Coach provides tools and techniques
 - Coach and individual identify application opportunities, i.e., opportunities to apply tools and techniques / demonstrate new capabilities on the job
 - De-brief of individual’s efforts and key learnings
- Follow-up evaluation (coach)
 - Confidential interviews with a selection of manager, peers and direct reports to gauge progress
- Review of results of follow-up evaluation (coach, manager, individual)
 - Identification of areas of progress, areas requiring continued attention