CENTER FOR EXECUTIVE COACHING PRESENTS

HOW TO COACH TECHNOLOGY/ENGINEERING/SCIENTIFIC LEADERS TO BETTER RESULTS
Intent Today

- Gain insights about coaching technology/ engineering/ scientific leaders
- For those exploring training as an executive coach, discover why the Center for Executive Coaching might be a fit for you
- If you have already joined a coach training program, consider
  - Coach Master Toolkit and/or
  - Business Development Intensive
AGENDA

- Introductions
- How to coach technology/engineering/scientific leaders
  - The opportunity
  - Assumptions
  - Rules
  - “Nowhere to hide” assessment approach
  - 3-pronged coaching approach

(For those with interest): Quick overview of Center for Executive Coaching advantages and what you receive

- Next steps
INTRODUCTIONS

I have personally had a 400% ROI from the courses I've taken with The Center for Executive Coaching. The approach is straightforward, easy to comprehend, and rooted in deep understanding of what it takes to be successful.”

ERIC ANDERTON
QUICK BIO

“Andrew is the best Coaching teacher I have ever had, bar none, and I have had a few.”

HARJOT SINGH, MD

- Father (3 children) and husband, tennis player, avid reader and writer
- Founder and Director, Center for Executive Coaching, an ICF-accredited ACTP
- Coaching practice with emphasis on technology, healthcare, professional services, elite performers, and organizations going through significant change
- Author of: three Guerrilla Marketing books including Guerrilla Marketing for Coaches; The Way to Coach Executives; and Elegant Leadership;
- Developer, The Coach Master Toolkit, the Turnkey Leadership Coaching Academy, and the Business Development Intensive MBA, Harvard Business School
I cannot express how incredible the executive coaching program is at CEC. When I stumbled upon the page, I wanted to join immediately, but told myself to wait and try to find a reason why this was ‘too good to be true’. So, I searched and searched and everything that I looked at checked out, so I joined. Andrew has been so incredible and so accommodating. He avails himself to me when I need him and he never stops teaching. Now, I feel like I have the tools needed to start and grow my coaching business. If you are looking for ‘light coaching’, this isn’t the place. If you want to have everything that you need to start, run, and scale your business, then CEC is the place to be!

Temeca Richardson, Executive Coach

- Leading coach training company for coaching leaders, business owners, managers, up-and-coming talent, and professionals
- 1,000 graduates in 32 countries, from some of the top companies in the world
- For internal and external coaches, and leaders who want to coach
- ICF ACTP and also approved for BCC certification training in addition to our designation Certified Executive Coach
HOW TO COACH
TECHNOLOGY / ENGINEERING / SCIENTIFIC LEADERS
Many technology/ engineering/ scientific leaders have deep education about their technical field but not about communicating with impact, engaging teams, and applied leadership.

Big name technology companies are accepting the importance of soft skills and coaching:
- Uber: No room for “brilliant jerks”
- Google: Huge commitment to coaching and professional development
- Facebook: Founder coached to improve communication/impact

*Above borrowed from IBM’s conception of T-shaped employee*
WHY THEY SHOULD CARE

THE ORGANIZATION
- Improve engagement and loyalty on client’s team
- Keep a brilliant employee, but without the pain he sometimes causes
- Improve time to innovation and execution
- Reduce litigation risk

THE CLIENT
- Avoid career stagnation or even derailment
- Increase buy-in from team and get more done more quickly
- Spend more time on strategy, technology, and being a true leader -- with less “friction”
ASSUMPTIONS

- You can be on equal footing with a demanding client in a leadership role and dynamic company
  - You know how to hold your ground and you have been trained properly as a coach
- You have credibility to coach technology leaders
- You can stand for results, perhaps feeling initially that you care even more than the client does for improving
If client loves technology and doesn’t want to deal with leading people, why put him in a situation to lead people?

- Case: Founder and CEO of technology company didn’t like the “people side” of the business. Rather than struggle with it, he brought in a true CEO to run the company while he focused on his passion, developing new technology solutions to roll out.

- Case: Brilliant technology consultant consistently demonstrated issues building relationships with clients, and wouldn’t change. Company moved her to internal role away from clients.
CLIENT MUST WANT COACHING

- Type One: Already excited to have a sounding board, confidante, and coach
- Type Two: Unfortunately needs a “stick” to be coachable
  - Often not aware that there is a problem with their impact
  - Must be presented with data about behaviors
  - Organization must be willing to apply consequences if behavior doesn’t change
YOU MUST BE SET UP FOR SUCCESS

- Client, sponsor and you are on same page and on board about the value of getting results
- Clear, measurable outcomes for success
  - 5-10x return for client and sponsoring organization
- Agreement about confidentiality and how results are reported
Technology/Engineering/Scientific leaders respond well to data

“Nowhere to hide coaching” provides data from enough angles that clients can’t avoid the truth about their impact

You need a highly reliable, validated, normative assessment in addition to a 360 verbal feedback process
THE PROCESS

- Assess
- Behavioral Change
- Current Issues & Challenges
- Leadership Curriculum (optional)
- Track Results

6-12 months
ASSESS: DATA-DRIVEN, VALID, RELIABLE ASSESSMENT TOOL

- Example: ProfileXT puts client on a bell curve compared to other similar professionals
- Quick way to develop insights that are not perceived as “good” or “bad”
- Can later be used to show differences among team members
# Sample Data - Individual Executive (Thinking Styles)

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# SAMPLE DATA – INDIVIDUAL EXECUTIVE (BEHAVIORAL TRAITS)

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### SAMPLE DATA – EXECUTIVE TEAM (THINKING STYLES)

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L = Executive Team Leader
### Sample Data - Executive Team (Behavioral Traits)

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Confidential!

Often hits the technology-oriented client like a ton of bricks if they are not self-aware

Find the one thing that will have maximum impact vs. overwhelming them with a long list

Can supplement with online leadership competency survey like Profiles Checkpoint360
ASSESS: LEADER’S DASHBOARD

- Vision
- Mission
- Values
- 3 top initiatives

- 3 top metrics for success
- Key relationships up, down, and across
- Up to 3 professional development needs
3- PRONGED COACHING PLAN

Behavior Changes  Current Issues  Leadership Curriculum (15%)
# PRONG 1: BEHAVIOR CHANGE

## Examples
- Let people finish
- Give positive feedback
- Give frequent feedback about how employees are doing
- Show up on time
- Acknowledge people for their contributions

## Process I - AAA
- Take notes to find patterns
- Use the 80/20 rule and pre-plan the most common issues
- Add other tactics to make the new behavior a habit
- Notice and reframe false assumptions and limiting perceptions where applicable

## Process II - Support loop
- Build support
- Ask for numerical score on frequency of behavior
- Ask for feedback about what they are doing well and what they could do better
- Get coaching on receiving feedback and advice
PRONG 2: CURRENT ISSUES

- Tie back to goals of the engagement
- Use active inquiry to help client resolve
- Help A LOT to have a set of coaching toolkits for the most common issues that come up

- How to engage people
- How to resolve conflict
- Create high-performing teams
- Manage up
- Communicate with impact
- Collaborate effectively
- Increase leadership presence

- Influence/navigating politics
- Set and communicating strategy
- Overwhelm and too many priorities in too little time
- New manager/CEO/Board chair
- Create a high-performing culture
- Lead change
3

PRONG 3: LEADERSHIP CURRICULUM AS TIME PERMITS

- If you have a coaching toolkit of methodologies, this gives you great content to bring up when appropriate.
- Ask a provocative question based on your intuition about a gap in client awareness, or theme that keeps showing up:
  - “How’s your powerbase?”
  - “What kind of culture are you trying to create?”
  - “How do you resolve conflict?”
- If client has interest, coach on current issues related to the topic and/or present best practices:
  - Helps A LOT to have coaching frameworks and methods in hand.
- Tie back to initial engagement goals.
## TRACK PROGRESS: BEHAVIORAL CHANGE

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![Bar chart showing progress for each person across different time points.](chart.png)
As applicable

- Quarterly goals
- Team milestones
- Increase in innovative ideas that get executed
- Time study to see changes in focus and use of time
- Interview with CEO or client’s manager
- Mid-term 360-degree feedback
  - Remember that client is already asking for monthly advice/feedback from a select group of supporters
CASE STUDY #1: FROM MICROMANAGER TO LEADER

**Presenting issues**

- 360-degree feedback revealed that this leader wouldn’t get out of the weeds
- Exposed limiting perception, “I can’t trust people to get the job done as well as I can”
- ProfileXT noted possible issues with assertiveness

**Approach for results**

- Developed strategies to lead each member of executive team
- Preplanned and practiced new conversations to lead vs. micromanage; developed skills to assert appropriately
- Asked what ideal team would look like and challenged client to make tough decisions about people who didn’t meet expectations
- Reframed belief once best team in place: “If I give my employees resources and clear goals, they are likely to get the job done”
- Ongoing feedback from team to reinforce what was working
CASE STUDY #2: “THIS GUY LOOKS LIKE A MESS AND I CAN’T PUT HIM IN FRONT OF INVESTORS”

**Behavioral changes**
- Posture
- Eye contact
- Grooming
- Dress

**Presentation coaching**
- Ongoing video taped drills presenting, answering tough questions, presenting some more

**Communication and engagement strategies for each member of the executive team**
- Perceptual change to focus on being respected vs. being liked and having a nonchalant persona
- Skills to set expectations and hold people to outcomes
- Becoming aware of how to balance ego, results, relationships to engage them
CASE STUDY #3: THE ARCHETYPICAL “BRILLIANT JERK”

**Presenting Issue**
- “Rage face” when challenged
- No one wanted to work with him
- When provided with 360 data, had no idea of impact; also needed to know consequences

**Approach for results**
- Behavioral coaching
- Notes to identify when the old behavior came up
- Coaching to plan alternative responses
- Shifting false assumption “I’d rather be right than successful”
ABOUT THE CENTER FOR EXECUTIVE COACHING

“Having competed in four Olympic Games and experienced the best that coaching has to offer in the athletic arena, I know expert skills in this field when I see them. Andrew Neitlich’s Center For Executive Coaching is unmatched. It was obvious that every person in my cohort graduated armed and ready to implement our visions with the CEC's proven processes. It was a true pleasure, and beyond a worthy investment, to take part in the Coaching program.”

SHEILA TAORMINA FOUR-TIME OLYMPIAN, AUTHOR, AND SPEAKER
FIRST, NOTE THAT EVERY ICF ACTP OFFERS....

- ICF core competency training
- Cohort with whom to practice coaching
- Hours towards the ICF designation
- Required mentor coaching
Be in the top 5% of coaches worldwide

Deliver unmatched value and significant, measurable results for clients

Feel confident, energized, and passionate about what you do
1 ONE: REAL-LIFE COACHING CASES AND DATA

- Actual client 360 verbal reviews
- Real off-the-shelf assessments – shown in the context of the overall coaching assignment
- Executed coaching contracts
- True coaching plans
- Examples of coaching review documents
- We practice real coaching with our executive-level members and as case studies based on actual engagements
## BENEFITS

- Proven to get results and bring value
- Focused on the top challenges clients have
- Turnkey so that you can use them immediately
- Great source for you to give talks, write articles, and ultimately develop your own intellectual property

- Grounded in the best practices of psychology, neuroscience, emotional intelligence and leadership
- Covers the key conversations to have with clients for robust, deep, and thorough discussions
Engage and mobilize people
Create an effective team
Resolve conflict
Set strategic direction
Influence with impact
Communicate powerfully
Manage up, down, and across the organization

Succeed in a new role
Execute effectively
Handle overwhelm/manage multiple priorities
Plan for succession
Create a high-performance culture
....and 15 more methodologies addressing key issues that leaders face
# BEST MARKETING SUPPORT IN THE INDUSTRY

<table>
<thead>
<tr>
<th>Illustrative Topics</th>
<th>Features</th>
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<tbody>
<tr>
<td>Step-by-step process to set yourself apart and attract clients</td>
<td>One-on-one support whenever you wish</td>
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<td>Clinics on conversations to close engagements</td>
<td>Participation in our Business Development Intensive</td>
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<td>How to coach prospective clients through the buying process so that you don’t have to sell</td>
<td>Dozens of toolkits that walk you through the process and make it easy for you</td>
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<td>How to choose the right niche for you</td>
<td>Proven templates and examples of marketing materials</td>
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<td>Create a compelling marketing message</td>
<td>Review of your marketing materials and action plan</td>
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<td>The most effective ways to get visible</td>
<td>For internal coaches, review of your programs and how to establish greater credibility</td>
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<td>How to extend engagements</td>
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<td>Current or retired executives</td>
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<td>HR leaders</td>
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<td>Entrepreneurs</td>
<td>Kaiser-Permanente</td>
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<td>Successful consultants, speakers, writers</td>
<td>Army/Navy/Air Force/Marines</td>
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<td>Psychologists</td>
<td>Macy’s</td>
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<td>Physicians, attorneys and other highly educated professionals</td>
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<td>Returned military leaders</td>
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<td>Professional and elite athletes and sports coaches</td>
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Be a trusted, strategic advisor who addresses many challenges for your clients.

Get multiple openings to attract clients, based on your style and interests: coaching, assessments, facilitation, training, and more.

Create passive income if you want, for instance by writing books, speaking, or hiring other coaches under you.
You are always a member
You can always ask for support
You can always join our teleclasses
You always have access to your member area
We take pride in staying in touch with our graduates and helping them continue to succeed
The impact of the Center for Executive Coaching has been instrumental for growing my business. What was a one-year contract has been re-upped continuously to a three year contract and given me over $150,000.

The program has meat in a way that allows you to get in the room with serious businesspeople who are smart, and seasoned, and run in top circles. I am in the running now for a major project now that has me presenting to a well-known billionaire and his Board of Directors. I could not have done this without this program. There is a substance and a rigor to it.
Everyone says they coach right now, but many coaches are not talking about anything. Many of the businesspeople I know now would not talk to most of them; they would leave the room if they heard most coaches talk the way they talk. This program gets me in the room with top decision makers, because of the substance.

The CEC just put my practice in a completely different orbit. It has really primed me to run in executive-level circles and have them say to me, “You have helped me think better” and “You have helped me accomplish things I didn’t think I could accomplish.” It has taken my business to what feels like the stratosphere.

-- Kelley Black, Founder and CEO, Balancing the Executive Life
"I have to say [the CEC] is one of the best programs I have ever attended. And believe me, as an HR Professional, I have attended many! 1) Andrew understands that executives have very limited time to spare, and zero time for fluff coaching. The CEC program teaches value-focused, results-driven coaching; real results, real situations, real solutions. It's reality in today's world, and the CEC has proven methods and tools that are spot on & incredibly useful. 2) Andrew's personal style and approach is awesome! He provides the right mix of support while giving you the freedom and opportunity to push yourself to the next level and really groom and grow your coaching skills. Andrew’s wealth of experience is unbelievable, and he is very open in sharing his experiences as learning opportunities for his CEC Coaches. Once you go through this program, you are a member for life, and therefore the learning opportunities never end.

KELLY HAMM, HR
STRATEGIC BUSINESS PARTNER / CERTIFIED EXECUTIVE COACH /ORGANIZATIONAL DESIGN CONSULTANT / COMMUNICATIONS CONSULTANT
THE CEC PLEDGE

- Our primary goal is YOUR SUCCESS.
- Our program is designed to show you how to deliver extraordinary value and measurable results to your clients with confidence and competence. We want your clients to rave about you to others and continue to hire you over the long term.
- Whether you are an internal or external coach, building credibility to your clients and sponsors is essential. We provide industry-leading, in-depth guidance to do that.
- I will provide the highest level of personal support possible for you, including one-on-one discussions and a rapid turnaround time in responding to your requests and questions.
- You can rely on consistently high quality of instruction during your program. I personally teach the majority of the content, unlike other programs in which a mixed bag of instructors run classes.
- My team and I will go out of my way to help you achieve your specific goals and aspirations as a leading executive coach and advisor.
- Once you join our program, you are a member for life. We don't just cut you loose after you graduate.
YOU RECEIVE….

- 3 weekly one-hour teleclasses (Tuesday 1 pm ET, Thursday 12 noon, Friday 12 noon), all recorded in case you miss any
- Monthly webinars about different coaching situations
- Member area with hundreds of hours of teleclasses, demonstration videos, and toolkits
- 27 coaching methodologies in Word format with instructional webinar
- Coaching contracts and forms
- Actual assessments – including an industry leading assessment that you take and review
- Business development intensive program, including step-by-step toolkits to identify your niche, attract clients, close engagements, and keep clients for the long term
- One-on-one support anytime you need it
- Our online coaching question generator, with over 1,000 powerful coaching questions indexed for different situations
- Match up with fellow members
- Designation: Certified Executive Coach (along with BCC and ICF ACTP if those are your goals)
- Bonus added if you email us the code “Blue” after registering:
  - Career Coaching Certification
  - Business Coach Certification

New: Specialty designation with special project optional at no cost
FLEXIBLE OPTIONS AND PRICING

- Distance Learning for “Certified Executive Coach” designation – JOIN ANYTIME!
  - Complete by submitting six recordings of your coaching that we review together, one at a time
  - 90 total hours of content if you want to earn the ICF designation
- Full ICF ACTP for the ICF designations (ACC, PCC, MCC)
  - Adds the 10 hours of required mentor coaching
- In-Person Seminar for “Certified Executive Coach” designation
  - 3.5 days and accelerates the ACTP program
  - You leave with our designation, “Certified Executive Coach”
  - Professionals from around the world rave about the content, energy, and power of our seminar
- All programs include the BCC (a leading certification for those who have a Masters degree or higher)
- We can stretch out payments over 10 months – or a bit more to make sure that cash flow does not keep you from joining our programs
NEXT STEPS

Please review our website at http://centerforexecutivecoaching.com

Let’s set up a meeting to discuss your goals and the best program for you

If you want to test the water first, you can start with our Business Development Intensive and/or Coach Master Toolkit

Email me at: andrewneitlich@centerforexecutivecoaching.com or info@centerforexecutivecoaching.com
THANK YOU
PLEASE TAKE ACTION TO GET STARTED TODAY.

CenterForExecutiveCoaching.com

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