

CREATIVE LEADERSHIP DEVELOPMENT BLUEPRINT

BRIDGING UP™ TO THE YOUR NEXT LEADERSHIP LEVEL

Coaching Program Manual

Thank you for your interest in learning more about the Leadership Development and Executive Coaching Programs offered by Butler Communication. This packet gives you an overview of the leadership development and coaching programs that are available for your consideration.

Anticipated Outcomes

Leadership Coaching will enable you to generate and achieve the following:

- An increased capacity to self-observe and self-correct undesired behavior that is detrimental to effective leadership.
 - Identification of the key behaviors to start or keep doing or start to increase leadership and business development effectiveness.
 - Increased involvement and commitment of all stakeholders for higher resilience and creative problem solving at all levels of the organization.
 - Ability to create a strong culture of accountability and trust for effective internal and external communication and coordination of action.
- ⇒ **You will be able to improve long-term team engagement and commitment, create a highly collaborative work environment, and leverage differing perspectives to reduce risks and improve the quality of work and effectively manage your own stress level by creating a reliable support network built on accountability and trust that reduces the pressure you experience in your leadership position.**

HOW DOES COACHING WORK?

Leadership coaching supports leaders, rising corporate stars, and high-performing professionals to align behavior and mindset with achieving the results that are most important to long-term professional success. The coaching practice provides a safe place for noticing, learning, practicing, and cultivating impactful behaviors and effective relationship building skills. As we work together, our coaching engagement uncovers new paths and releases creative forces in a world full of possibilities and choice, thus offering opportunities for personal, professional and organizational growth and transformation. Leadership coaching is an avenue to your next level in authentic leadership and self-actualization.

Approach and Philosophy of Coaching

As your coach, I begin with the assumption that you are whole, wise, and deeply knowledgeable about the nature of your own personal and professional development and the industry in which you work. Therefore, my primary role as your coach is to draw out your intrinsic knowledge and wisdom through inquiry, curiosity, respectful provocations, to identify blind spots, and to support you as you stretch into your highest-potential capacities. In addition to coaching conversations, I will offer and we will co-create personalized self-observation exercises and social experiments to implement what you are discovering.

Together, we will approach the coaching engagement from a holistic lens, attentive to your interior life (physical, emotional, cognitive, and spiritual) as well as how the interior reality is expressed through physical presence and behaviors. We will seek mutual understanding regarding the dynamics of the organizational culture and systems (including policies and practices) within which you lead and operate. The coach's role is distinct from consulting, advising, therapy, or counseling. While improved professional effectiveness and a heightened sense of well-being and personal fulfillment are common outcomes of the coaching process and a sense of improved well-being is likely to take place, coaching will not incorporate therapeutic measures. However, coaching does inquire about and addresses personal experiences or life conditions in terms of how they impact your professional effectiveness.

You will set your own agenda based on your aspirations and choose the areas you wish to improve in your professional life. As your coach, I will encourage and support your exploration and present effective tools to see new perspectives, promote self-discovery, activate creative problem solving skills, foster resilience, and expand on your professional and personal development and growth.

Coaching Engagement

Specifically, this is what I will do during a coaching session...

- **LISTEN:** I listen deeply to you say, what you are trying to say, and what you're not saying. I listen for what is true for you without attachment to any specific result.
- **OFFER:** After you have fully communicated, I reflect back to you what I have heard and I will shine a light on foggy areas by asking questions to allow you to gain clarity and insight into your own stories and motivation.
- **CHALLENGE:** Together we will co-create new practices and identify milestones that will support you in your effort to bridge from where you are now to where you want to be in the future. I will hold you accountable for what you agree to do and work with you to identify ways to remove obstacles.
- **SUPPORT:** I support your progress by providing resources to further reflect and learn about yourself and how your actions, words and interpretations of your environment impact the results you are in the process of creating.
- **CO-CREATE:** We will collaboratively design your road map to success through specific, measurable, observable actions you commit to take.
- **CELEBRATE:** I want the best for you. I want you to be an authentic and strong leader, who creates positive impacts in your organization and in your community. My wish for you is to enjoy your family, friends and lifestyle and be an inspiration to others and yourself. I want for you to be able to celebrate your accomplishments and bridge up to your definition of success and fulfillment.

You are free to explore or decline any suggestions offered by me and you are ultimately in control of the depth of the engagement.

Butler Communication's 10 "I's Approach to Bridging Up™

Inward Journey

1. Increase Self-Awareness
2. Identify Your Own Gaps and Barriers
3. Investigate Your Mindset and Aspirations
4. Initiate A Reframing of Your Interpretation of Events

Outward Journey

5. Inquire into Systems **Strengths Inventory (S)**
6. Imagine **Opportunities (O)**
7. Innovate as You Unlock **Aspirations (A)**
8. Inspire to Achieve **Results (R)**
9. Illuminate Bridge to Success
10. Implement Action Plan

Proven Process of Executive Coaching

The personalized coaching process builds on and integrates aspects of SOAR (Chalmers Brothers and Vinay Kumar), Appreciative Inquiry (Dr. David Cooperrider), Adult Development Theory (Dr. Barbara Bramble), The Leadership Circle (Bob Anderson, Bill Adams), Positive Psychology (Dr. Martin Seligman) and other reputable researchers. The content I will offer to you for consideration is based entirely on your needs and will be customized to your pace. I will meet you exactly where you are and will follow your lead on where you want to go.

Executive Coaching

In our one-on-one sessions, depending on the chosen engagement level, as your coach I will:

1. Activate your commitment to the coaching process by presenting challenging questions, expect truthful and thoughtful answers and assess the results of the behavior change efforts.
2. Suggest relevant assessment tools to you for the sake of gaining further insight into your strengths, blind spots, and dominant personality traits and/or behavioral patterns.
3. Identify with you high leverage behaviors that will provide the most strategic benefit for you and the organization in which you work.
4. Co-create exercises and new behavioral practices to develop and internalize more effective behavioral approaches.
5. Conduct regularly scheduled coaching sessions in person or by phone (frequency to be determined by the chosen level of coaching engagement).
6. Be available to you via email for needed coaching and check-ins between regularly scheduled meetings.
7. Hold confidential interviews with stakeholders to determine behaviors the Client should keep, start, and stop doing to be a more effective leader (optional).
8. Report to you on the results of stakeholder interviews.
9. Support you in engaging more productively with stakeholders.
10. Partner with you in understanding, responding to as well as giving feedback.
11. Follow-up assessments with key stakeholders to measure your improvement (optional).
12. Suggest additional resources such as articles, books, video clips, etc. for reflection and further insight into relevant issues.

HO CAN BENEFIT MOST FROM WORKING WITH A COACH?

Butler Communication Coaching Programs are a great fit for you if:

- ... **You are an executive** and you feel the pressure to perform at your best but you know you are not bringing your A-game to work every day
- ... **You are a new or emerging leader** and are feeling the daily stress of constant uncertainty and rapidly changing corporate circumstances and you are eager to being a more effective leader
- ... **You are a high achiever** and you are looking for an accelerated learning path to shift from managing projects to motivating and leading others
- ... **You are ready** to initiate improved staff engagement for your organization to stay competitive
- ... **You are ready** to increase your circle of influence and step into more prominent leadership roles and being a change agent in your organization
- ... **You are a leader ready to create a new level of accountability and trust in your corporate culture**
- ... **You are willing and eager to learn how to increase engagement, active collaboration and team-orienting innovation, resulting in high performance, breakthrough results and best staff retention.**



WHY ME FOR YOU?

"My coaching business was born from the desire to help leaders turn challenging situations in businesses and organizations into opportunities to create thriving, agile and innovative places of work where people are valued and encouraged to bring forth their best ideas. I help leaders to harness their strengths and turn visions into successful action. If you desire to lead a creative, collaborative, mission-driven team, doing work you love, true to your values, with courage and authenticity, you will find my coaching approach and support invaluable."

I have personally experienced what is possible when you courageously step into your authentic leadership style, when you accept and embrace vulnerability and when you stretch into big challenges. In that capacity, I have built and sold two businesses and followed my personal calling as a leadership coach doing work that I love and that allows me to be part of brilliantly re-envisioned organizational and personal successes.

Business failure is part of success

In my first high-profile leadership position in my late twenties, I opened the U.S. sales office for a Germany luxury cruise line and built a high-performing team of 14 full-time staff generating an annual revenue of \$9 million after only 5 years. I left the company in 1999 to focus on my growing family. As a result of poorly executed and unsupported succession management at headquarters, unfortunately, the company fell into disarray in 2009 and ended in bankruptcy - a very tragic and wholly preventable loss of a beautiful vision, hundreds of jobs, and irreplaceable treasures.

In the meantime, my husband and I turned a one-person consulting business into a successful boutique software development firm with 20 full-time employees and subcontractors around the world, priding ourselves in creating innovative solutions for challenges that larger companies were not able to solve. When the global recession hit in 2008, we lost our biggest client, and I experienced first-hand what it feels like to get caught in a downward spiral, fail in business and to spin into reactive survival mode in response to fear and perceived scarcity. After much agony, long hours and diversification of work and clients, we rebounded and sold an unprofitable division of the company in 2013. Merely a year later, only one of our transferred employees was still with the new owner, and under the new management our old client base shrank by 50% due to the stark difference in corporate culture. Another potentially preventable loss of investment, resources and trust for all stakeholders!

These heart-wrenching experiences taught me many important lessons and inspired me to take action, to learn more about leadership, co-active management, consulting, and coaching. Applying my own experiences, proven practices, and many hours of research, to support seasoned, emerging, and next-generation leaders as they face unique challenges. Successful clients, who chose to work with me, shifted their perspectives and focus on managing their responsibilities with acute awareness, intention and in service to the organizations, the communities, and the people they work with.

Education and professional development

In 2013, I completed my degree work for Intercultural Management and Communication studies at George Mason University. My personal leadership development focus and feedback from colleagues and clients led me to enroll in the highly-acclaimed Leadership Coaching certificate program at Georgetown University's School of Transformational

Leadership. What I learned and experienced in this program was nothing short of life-changing. I share and provide all my clients with the priceless insights and teaching techniques that turned my leadership visions into a full-time profession and that now enable me to walk with other leaders and support them as they grow through their challenges. All these rich experiences and tools will be available to you as part of our coaching journey.

In addition to creating the Bridging Up™ Leadership Coaching Program, I have successfully marketed and hosted several SOAR Leadership Learning Lab programs and founded a Mastermind Group of Women Entrepreneurs. It is my personal mission to help you identify, grow, and manifest your visions of a purposeful and fulfilling professional and personal life. ...and I do so with creative gusto and courage!

In addition to my work with my private coaching clients in the commercial sector spanning from financial services to national franchise businesses, I have provided one-to-one executive coaching services to executives at NASA, the Department of Justice, the Treasury Education Institute as well as local government bodies. I volunteer as the Chairperson on the Town/Business Liaison Committee for the Town of Vienna and serve on the Member Engagement Committee of the Dulles Regional Chamber of Commerce. In a global scale, I am a volunteer spokesperson of Five Talents International, a micro-finance non-profit with operations in the poorest countries of the world.

Between stimulus and response there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom.

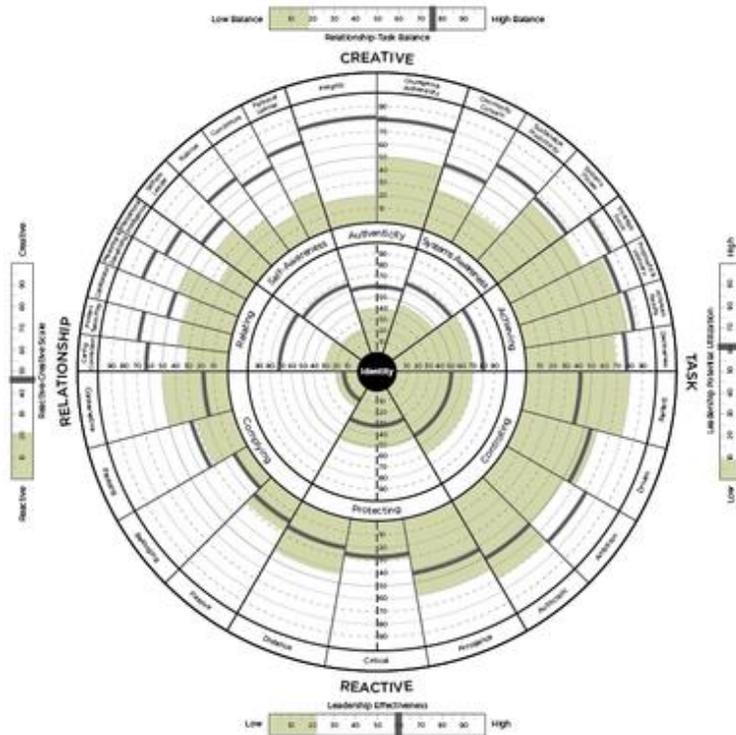
– Viktor E. Frankl, *Man's Search for Meaning*

Optional Tools

Leadership Circle Profile

Effective leadership outperforms ineffective leadership, which is why I believe leadership is a primary competitive advantage and strategic priority. The Leadership Circle Profile™ was developed by Bob Anderson and Bill Adams (www.leadershipcircle.com). It is the only competency based 360° profile that measures two primary leadership domains - Creative leadership competencies and Reactive tendencies. It then integrates the information so that the key opportunities for development immediately rise to the surface. The application of self and third party assessments in the Leadership Circle Profile displays comparison of self-perceived behavioral tendencies and those reported by others in a graphic that invites reflection and creates self-awareness.

Unlike most assessments that measure only competencies, the Leadership Circle Profile™ reveals to leaders and managers what they are doing, why they are doing it, and what actions they can take to lift their leadership to a higher level. In other words, it reflects a leader's operating system - the internal assumptions or beliefs that guide behavior in both domains. Managers are able to see how their inner world translates into an effective or ineffective leadership style. Using this approach increases the inner awareness that correspondingly affects outward behavior and sustainably increases leadership effectiveness and performance.



Professional Strengths, Values and Story Survey (SVSS)

Based on the innovative model created by Dr. Carol S. Pearson, Cindy Atlee's proprietary story typing tool for individuals and teams illuminates workplace assets, values and gifts through a story-based lens. In large Fortune 500 companies, small non-profits or medium-size government agency settings alike, the Strengths, Values and Story Survey (SVSS) can be used a very accessible and intuitive way to identify, define and apply the “story type” that comes alive when people are at their best.

The SVSS is an invaluable tool to explore identity, meaning and motivation, define a personal or professional mission, vision or message, enhance communication skills and effectiveness, and align entrepreneurial and workplace success with intrinsic personal motivation. It allows people to translate and apply their most powerful strengths and values into a purposeful, passionate, vibrant and vital work life.

The SVSS lends itself very well to be incorporated into coaching work, built into team building exercises as well as leadership and professional development programs. It can also be used as an important foundational component of brand development processes for leaders, entrepreneurs and groups.

Human need (emotional, values-based)	Task orientation (rational, strengths-based)	Storyline (dynamic combination)
<ul style="list-style-type: none"> • Security/stability/safety 	<ul style="list-style-type: none"> • Systems/structures (making things work) 	<ul style="list-style-type: none"> • Imagining (Creator) • Developing (Caregiver) • Strategizing (Ruler)
<ul style="list-style-type: none"> • Mastery/achievement/self esteem 	<ul style="list-style-type: none"> • Production (getting results) 	<ul style="list-style-type: none"> • Performing (Hero) • Reforming (Revolutionary) • Transforming (Magician)
<ul style="list-style-type: none"> • Belonging/fitting in/ relating 	<ul style="list-style-type: none"> • People/community (working with others) 	<ul style="list-style-type: none"> • Playing (Jester) • Empathizing (Everyperson) • Appreciating (Lover)
<ul style="list-style-type: none"> • Self actualization/self determination/freedom 	<ul style="list-style-type: none"> • Learning (growing and adapting) 	<ul style="list-style-type: none"> • Valuing (Innocent) • Pioneering (Explorer) • Thinking (Sage)

VIP Day

A VIP Day is complete focus on you for matters that ask for a deeper dive, more intense reflection and more thorough observations than what is possible in a one-hour session. It is an opportunity to get real, to explore, to have fun, and to make big shifts. I will be fully prepared to step into the arena with you and make the day a game changer for you.

Shadowing

In lieu of an off-site VIP Day, you have the option to invite me into your organization for discreet observation of presentations, board room interaction, or staff meetings. The observations will inform subsequent coaching sessions and help to bright light to challenging situations

Team Coaching/ Training

Clients have the option to engage me for “in-the-moment” team coaching during active work sessions. This requires some prep work with the team in advance. Alternatively, I can provide specific communication tool training on-site for your team.