

CEO
T O D A Y

EXECUTIVE COACHING

AWARDS 2022

Dr. Yin
Haijiang

*Hai Jiang Peer Advisory
Board College*

Peter
Baloh
Thriverse

Borut
Jeglič
Thriverse

**Navid
Nazemian**

*CEO of
Navid Nazemian
Executive Coaching FZCO*

LEADERSHIP COACHING & TEAM
TRANSFORMATION SERVICE OF THE YEAR

Peter *Co-Founders of*
Baloh *Thriverse*
& Borut
Jeglič



CEO T O D A Y

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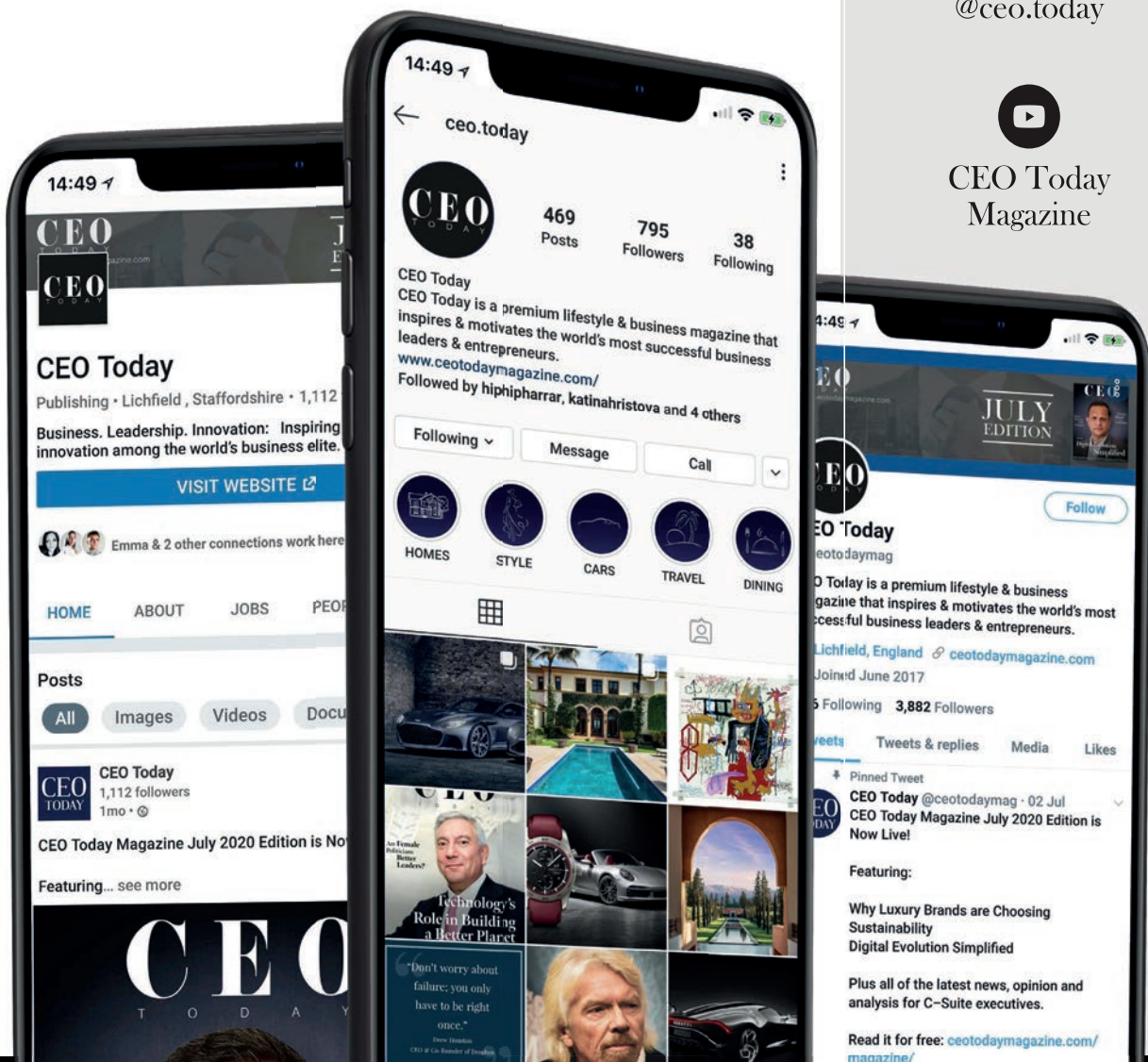
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- INTRODUCTION -

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The logo features the text 'CEO TODAY' on the left, with 'CEO' in a large, bold, serif font and 'TODAY' in a smaller, spaced-out, sans-serif font to its right. A vertical line separates this from the main title 'EXECUTIVE COACHING AWARDS 2022', which is rendered in a large, elegant, serif font.

Welcome to the 2022 edition of the CEO Today Executive Coaching Awards.

Every month, CEO Today Magazine features perspectives from business leaders at the top of their field. Though they may now be running S&P 500 and FTSE companies, they came from more humble beginnings. Often, their inspirational leadership and management skills were shaped by the expert training of an executive coach.

This new publication aims to celebrate these professionals whose work in the world of business is less visible, but no less crucial for it. Every great figure of the modern business world, from Jeff Bezos to Larry Page, has benefited from the work of a coach to sharpen their acumen and perfect their leadership style – an advantage that even SMEs the world over are now beginning to recognise.

The coaches featured in these pages include the likes of Navid Nazemian, Peter Baloh, Borut Jeglič, Tracy Clark, Mercy Situmbeko, Victoria Hepburn and many more beside. All are shining examples of leadership and emotional intelligence whose insights, shared in exclusive interviews, will fascinate any CEO with ambitions of industry-leading success.

We at CEO Today are proud to present this special publication. Congratulations to all of our winners and finalists.





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Navid Nazemian

CEO of
Navid Nazemian Executive Coaching FZCO

"My name is Navid Nazemian. My professional career started in sales, where I spent six years. I then moved to human resources, a function that I am deeply passionate about. I have spent the last two decades working for some of the world's most admired organisations at country, regional and global leadership level, in both emerging and developed markets. Most recently, I was the Global Head of HR at Vodafone, based in London and working in the company's global HQ. My recent recognition as HR's Most Influential Practitioner by the HR Magazine has been a humbling acknowledgement of my HR career and impact.

I have been fortunate enough to work for some of the world's most admired companies, such as Adidas, GE, BAT, Roche and Vodafone. As a Head of HR, I have been a buyer of coaching services throughout my career, and I have always been fascinated by the transformational results in leadership as a result of effective coaching. At some point, I felt ready to embark on a coaching journey myself. And after some consultation with coaches and coaching organisations, I chose a three-year coach training track that took me across three continents, and which is exclusively taught by Master Certified Coaches (MCCs). My employers have been supportive of my coaching on the side, as coaching senior executives is obviously very beneficial to the work that I do as a senior HR leader."



Q How have your previous roles and experiences, particularly in HR, informed your current work?

The remit of a Head of HR can be broad, so one starts to develop different muscles throughout the years. Personally, I have been fascinated by impactful leadership interventions. So, it is no surprise that the transition topic – which is one of my key focus areas as an executive coach – started to emerge early on. Having lived and successfully worked in five countries across six sectors and working with C-level leaders throughout, has helped me to walk the walk for many of my clients as an executive coach.

Q When did you decide it was time to branch into executive coaching, and why?

After spending 26 years in large MNCs and having had the privilege to coach many senior leaders and CEOs in various regional and global organisations, I felt ready to transition into full-time coaching. My 'why' is simple: there are simply too many executives failing during their career transition, although there are proven ways to de-risk and accelerate those transitions. So my key focus as a coach is to help executives and their leadership teams accelerate and successfully transition into new roles and maximise their leadership impact.

My passion lies in supporting executives during critical transitions. I am inspired by their courage to deliver value to their organisation whilst staying true to their authentic selves.

Q Next to being a successful corporate leader and an executive coach, you are also an international bestselling author. Tell us more about that and how the idea of writing a book came about.

The idea of writing a book came to me about ten years ago, at the same time when I started

to work as a professional coach next to my HR role. I thought it would be a year-long project, at maximum. Little did I know that it would take me seven years from start to finish to publish my book. In between, there were three jobs with two organisations in three countries, and about a year after starting to write my book, our son was born. As you can see, life can get in the way – and thoroughly researching, writing and publishing a book on thought leadership can take much longer than initially expected.

Q Please tell us more about your book and what it covers.

My book is titled '*Mastering Executive Transitions - The Definitive Guide*' and it is published by New Degree Press in New York City. My publisher and I were both surprised when the book was immediately a #1 new release on Amazon, before becoming a national and then international bestseller. Next to publishing the actual book, I also published the digital companion, which is the accompanying workbook. The workbook helps executives in transition, and coaches who work with executives in transition, to utilise the proven Double Diamond Framework® of Executive Transitions in a very practical and guided way.

Q Our magazine has a deep focus on CEOs. How would a CEO benefit from transition coaching?

First off, allow me to start with a recent study by Egon Zehnder that found that 70% of CEOs are either underwhelmed by their onboarding process or have had no structured onboarding process at all – so what would probably please about 99% of the employee population in a company is nowhere nearly sufficient for CEO-level onboarding.

A study from the Aberdeen Group looked into the onboarding processes of 282 organisations. They found that the difference between organisations that get onboarding right and the laggard companies (bottom 30%) is significant. Best-in-class companies (top 20%) were able to distinguish themselves across key performance criteria:

- UNITED KINGDOM -
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1. 96% of first-year employees were retained, as compared to 18% of employees at laggard organisations.

2. 82% of employees hired in the last 12 months met their first performance milestone on time, as compared to 3% at laggard organisations.

3. 18% year-on-year improvement in hiring manager satisfaction, compared to a 1% decrease among laggard organisations.

4. Improvement in customer satisfaction by 12% and customer retention by 10%, compared to a 2% improvement of each at laggard organisations.

As we can see, there are very tangible, commercial benefits from getting CEO onboarding and transitions right.

Q What are, in your view, the ripple effects of not getting CEO transitions right?

A study from the Corporate Executive Board (CEB) examines the ripple effect of high-impact leadership transitions. They examined over 30,000 executive leader transitions, enriched further by hundreds of executive leader interviews. They found that the direct reports of a struggling transitioning executive leader on average performed 15% worse than those who reported to a high-performing one, so there is a clear performance drag attached to failed transitions.

Furthermore, in comparing the likelihood of the direct reports of high performing versus struggling transitioning leaders to be highly engaged or remain in the organisation, they found a statistically significant difference of 20%. If we add to this the set of executive





peers whose productivity is enhanced because they depend on the executive leader and additional business opportunities that are generated, the ripple effects of executive transitions become truly magnified.

Lastly, CEB's rich database suggests that any large organisation has 70 senior executives on average. With about 12% being replaced annually, this results in eight senior executive transitions each year. Despite this predictable pattern, many organisations approach CEO transitions like mergers and acquisitions. We know one of the most commonly identified factors when it comes to failed deals is ineffective post-merger integration. Similarly, most executive transitions fail because of poor 'integration' of the CEO into the new role in an organisation.

Q Put differently, what would be the upside of getting CEO transitions right?

The best organisations truly understand the ripple effects (both positive and negative) and orchestrate a structured and externally supported CEO transition process. This process would mobilise internal resources and apply innovative tools and systemic approaches to assist the newly appointed CEO with a set of high-impact transition activities.

Significant research has been conducted to evaluate the benefits of successful onboarding and executive

transitions. Many studies have focused on benefits related to the CEO in transition. However, the benefits are threefold, benefitting at least three distinct groups of stakeholders. Allow me to elaborate on each stakeholder group further.

Benefits for the CEO

A successful transition has proven to reduce the likelihood of derailment by up to 50% (Wheeler 2009). A structured and supported CEO transition also mitigates key transition challenges and associated risks. In return, enhanced role satisfaction is a clear benefit for the CEO.

The other benefit that should not go unnoticed is that baseline productivity levels are reached in a shorter period. This has been measured in many studies and the results are an accelerated transition that is up to 50% faster than with the peer group who did not get the structured transition support.

Lastly, it becomes obvious how successful CEO transitions will pay a dividend in an area that has not been mentioned yet: the future trajectory of the CEO's career, such as a higher likelihood to be promoted externally after one or more successful transitions.

Benefits for the Organisation

The most obvious benefit is that successful CEO transitions reduce the risk of high-stakes placements and potential costs related to mishiring. Studies show that mishiring at the executive level is highly costly, with an estimate of somewhere between 10 to 30 times the salary cost of an executive.

Corporate Executive Board (CEB) research suggests that successful CEO transitions demonstrate that 90% of leadership teams whose CEO had a successful transition go on to achieve their three-year performance goals. In those teams, the attrition risk is 13% lower than the rest. A successful transition also suggests the organisation is making better—if not the best—use of the CEO's unique talents and potential. It is a strong and clear demonstration of the commitment to the executive and their professional development.

Furthermore, if part of the mandate of the new CEO is to change the organisational culture, then a structured

transition supported by an executive transition coach can facilitate the adoption of a new and supportive organisational culture and management style. Also, it helps to reduce organisational anxiety by sending signals of proactive and thoughtful leadership.

Benefits for the Stakeholders

The RBL Group, a human resources consulting firm, published their findings in 'The Leadership Gap', a study with 430 portfolio managers and institutional investors. They found that the top three criteria for an investment decision are: how the company performs (with 38.5%), industry favourableness with (33.1%) and quality of leadership (with 28.4%).

“In a nutshell, Peer Group Transition Coaching is a facilitated, structured conversation that leads to inspired actions in small peer groups that are led by me as an expert coach. Or in other words, it is the perfect combination of coaching and mentoring coupled with thought leadership.”

What is particularly interesting is that the RBL Group also measured the confidence levels these investors had in their ability to assess the three criteria. The lowest confidence intervals were shown at the quality of leadership with 3.75 or a standard deviation of 0.96, versus 0.58 for performing firms and 0.66 for industry favourableness. That means investors and portfolio managers have the lowest confidence level when it comes to being able to measure the quality of leadership. Part of what makes the quality of leadership is onboarding the CEO effectively and minimising their chances of derailment. With these findings, we are





now able to relate financial investment decisions to companies with their executive transition process. Another obvious benefit is the combined result of having a high-performing executive, their leadership team, and the organisation. It exudes confidence to the management board and to investors. We can see how greater alignment of an organisational strategy with cultural execution can increase employee engagement levels and the business performance of an organisation.

Successful CEO transitions also provide a platform for thoughtfully engaging external stakeholders. When we look at what the younger generations truly want from their organisation, it becomes obvious that some of the above are not 'nice-to-haves' but indeed 'must-haves'.

Q What does this award mean to you?

Firstly, let me say that I was not expecting it. But similar to the recent recognition as HR's Most Influential Practitioner, it is humbling and rewarding at the same time to see one's work being recognised like this. I am grateful for the award and will cherish it for years to come. The ultimate award for me, however, is seeing my coaching clients flourish and achieve the transformational results that they sometimes deemed impossible before starting to work with me.

Q How do you measure success when it comes to coaching your clients?

The way I was trained as a coach suggests that there is only one way that success can be truly measured. It is measured by the client's feedback and their immediate leaders' feedback. So it does not matter how we as coaches think of ourselves or how incredibly competently we think we have been performing.

Q What do you expect the remainder of 2022 and the coming year will hold for your executive coaching practice and your continuing professional growth?

I have recently decided to move with my family to Dubai, U.A.E. to dedicate myself full time to my coaching practice (Navid Nazemian Executive Coaching FZCO) and continue to serve clients globally.

In particular, I am very excited by a new product that I have developed, namely Peer Group Transition Coaching. I developed this innovative format as several 1:1 executive transition clients have shared the need to reflect with trusted peers about their transition challenges and encountered dilemmas. As you know, it can be incredibly lonely as an executive

in transition. Sometimes, for a variety of reasons, it might be difficult to share dilemmas with functional peers, line managers and team members and you do not necessarily wish to work with a transition coach on a fully-fledged year-long executive coaching programme in a 1:1 capacity.

The power of peer group coaching is proven and the format provides a unique opportunity to engage with fellow peers. Peer Group Transition Coaching is a facilitated, structured conversation that leads to inspired actions in small peer groups that are led by me as an expert coach. Or in other words, it is the perfect combination of coaching and mentoring coupled with thought leadership. In a peer group, each executive will reflect on personal dilemmas and challenges they encounter by gaining varied perspectives from transitioning peers, led by me.

Q That sounds rather intriguing – can you tell us more about this new format? What topics may executives bring to this format?

During Peer Group Transition Coaching for Executives, you can reflect with your peers on any transition related topics that are relevant to you professionally, such as:

1. Understanding and reflecting on what makes executive transitions both challenging and exciting.
2. Learning how to avoid the biggest mistakes made during executive transitions.
3. Reflecting upon your interactions with key stakeholders such as your line manager, peers and ExCo/board.
4. Learning and exploring proven interventions to transition most successfully.
5. How to break down organisational fragmentation and what are key outcomes of that.

There are multiple benefits to the executives, the organisation and the wider stakeholder group, but to name a few:

1. Trusted peers bring outside-in perspectives that provoke thinking;

2. Expert-led and shared learnings by observing fellow executives;

3. Upskilling the entire group on all angles of executive transitions;

4. Build powerful alliances that enable action outside of silos;

5. Expertly facilitated by a thought leader of executive transitions.

Q And how does this format work?

This is an exclusive, confidential and diverse group with like-minded peers. Each group consists of a minimum of three and a maximum of six members. Members get access to the executive transition video introduction series that I have created. Ideally, the group is carefully composed in terms of diversity and seniority to maximise impact.

There are a total of four Peer Group Transition Coaching sessions over six months (1.5 hours/session), and the dates will be set in advance and will accommodate critical company events. Each session is focused on the Double Diamond Framework® of Executive Transitions and will involve a dilemma or a transition challenge presented by one or two of the group member.

There is also one alignment call conducted with each participant ahead of the very first group session. Sessions are held face-to-face (virtual upon request only) and followed up with a social lunch or dinner to facilitate peer networking. They take place in the client's city of choice. One of the best parts is that there are four 1:1 mentor coaching sessions per member after each group session to embed learnings and master uniquely individual challenges.

Q How do you maintain confidentiality in such a setting?

Information sharing in the group is based on strict confidentiality (members will sign an NDA to maintain the integrity of peer coaching conversations).





“My passion lies in supporting executives during critical transitions. I am inspired by their courage to deliver value to their organisation whilst staying true to their authentic selves.”

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- SLOVENIA -

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LEADERSHIP COACHING & TEAM
TRANSFORMATION SERVICE OF THE YEAR

Peter *Co-Founders of*
Baloh *Thriverse*
& Borut
Jeglič



Q In your considerable experience as a team coach, what are the most common factors preventing organisational change from being realised? How do you ensure these are addressed during your work with clients?

First is lack of true dedication for a set goal. "What must be true in six months, or one year, or three years?" is a question we keep asking teams, team leaders and CEOs we work with. Yes, there is always some striving, but if persistence to achieve the goal wears off in the middle of the process, the team will be thrown back to the same old same old.

It is the curse of instant gratification that our brains strive for, and we must hack it. Acknowledging that we can only get to Mt Everest by climbing every single metre of it, we make the journey engaging and useful for everyone, every step of the way. All the activities we employ are combined and simplified enough to be digestible as we gradually but persistently help the team climb right to the top. Our Thriving Team and Thriving Leader programs take 4-6 months, and a year and upwards for a Thriving Organization.

Second, "leaving the client half naked" as we say in our team. You see, there are amazing leadership and team and individual development concepts out there. Yet when going through trainings, organisations and leaders do not get enough help in incepting them into everyday reality. It is like starting off from the basecamp and going to the next camp, and then looking back on the last stretch. "What was most useful for me, and us, in the last three weeks? What new behaviours and conversations worked for me? What has held me back? How will we do much more of what has worked in the next three weeks?"

Third, trying to adopt wrong behaviours. We are dealing with the most complex yet most important of all changes – behaviours and team dynamics – while at the same time knowing that 80% of attempts to change culture fail miserably. That is why we have based our methodology on leading insights and incorporating them into the client experience. You cannot really play a world-class game if you are not behaving like the world's best.

For us, nothing that is short of excellent works. We rely on Gallup and other great global analytical insights. We rely on the most effective habit-building approaches. We use the most effective mass movement principles. We use tacit experience built on the thousands of teams we have worked with to individualise the proven approach to the client's context. Every step of the way, every activity in the team session is carefully designed to deliver exceptional experience towards the thriving team destination.

Fourth, clients rely on consultants to bring the change. But we cannot do the climbing for them, nor we can support you after we are gone. And trust me, we do want to be gone and not support clients forever, as they must be capable of sustaining their thriving workplace.

Q What, to your mind, are the key pillars of successful corporate leadership?

Leadership is a well-researched phenomenon, but while there is a fair amount of consensus on what great leadership is, the devil is, as is often the case, in the details.

In real life, leadership is extremely complex and there is one main reason for this – people. To be a great leader means to be able to engage and inspire people to dedicate their time, energy and creativity to achieve or create something which did not exist before.

But people can only be engaged at work if they feel like it. That means that for me as a leader, my output is actually the right feelings in our people, and not the performance goals (which do result as a consequence).

In our work with leaders, we find it helpful to provide a framework on how to think about what leaders need to do to be successful. We found that it lies in the following four key pillars:

1. Manage self – a leader needs to understand themselves first so they can manage their own well-being, emotions, behaviours and reactions with the goal of having a positive influence on the team and themselves. Here, we build on positive psychology of innate strengths, as they provide a profound mirror of their qualities as a leader.

2. Create clarity – a leader needs to create, understand and communicate a compelling common purpose that aims the team in the same direction. Leaders must create fluent omnipresence of purpose and goals, as they are the backbone of meaning. Here, we embed that clarity into meaningful individual and team conversations that happen regularly, in the context of everyday work.

3. Support and coach – a leader recognises people's contributions, gives effective and regular feedback and regularly engages in meaningful and difficult conversations with individuals and the team as a whole. The hurdle we help leaders to overcome is going from full-time judges and auditors (that KPI reporting and corporate systems force them into) to being coaches and enablers of flow and great performance.

4. Build capacity for future success – a leader recognises that their key role is not only to achieve results today but to build a team that will be able to achieve even better results tomorrow. Performance development over performance management wins every time and it is one mantra we incept into the leaders' mindsets and train for according to behaviours.

“Thriving business comes from thriving people that come from intention and action.”

Q How do C-suite executives stand to benefit from your individual leadership coaching?

Individual leadership coaching is always an important part of our work. First, it enables executives to dive deep into their challenges so they can truly evolve their mindset, behaviours and habits. Leadership is complex and C-suite executives have especially limited options to discuss their biggest challenges with people around them. That is why having an experienced coach who can guide them and challenge them in their thinking is crucial for long-term success and growth.

Second, we align the individual coaching with the developmental journey of the wider team. There is a

lot of leadership coaching out there, and what we have seen is that results do not truly scale. Change cannot happen in isolation and if there is a disconnect between what the leaders think or do, and what their teams think or do, things get stuck.

In our case this means that we do not just do 'leadership coaching' in isolation, but also reflect through the point where their teams are on their journey to become one of the top 5% high-performing teams and how their actual daily leadership should change because of that.

We couple that with another reflection: "Where am I as a leader when comparing my behaviours to the top 5% of leaders in the world?" Using this, the actual steps leaders take are much more confident and get adopted quicker.

Because we are not just doing ordinary leadership coaching, but tying it to those golden reflection points, one could say that we provide 'Accelerated Leadership Coaching' for busy C-suite executives who are taking their companies to become the world's greatest.

Q Is there a particular creed or philosophy that informs your practices?

We are a values-driven organisation. These beliefs guide everything we do internally and with clients:

1. Business is people. A thriving business can only be created by thriving people.
2. We do not decide our future. We decide our habits and our habits decide our future. For different results we need different behaviours. In organisations of people, nothing changes if the everyday behaviours of people do not change.
3. We focus and build on what is right with people. Our strengths are the key to thriving.
4. High performance is a habit. The minute you stop doing what brought you high performance, it vanishes.
5. Business is an infinite game. You can never win business. The name of the game is to grow and improve every day and keep playing.
6. High performance should feel good. Achieving arbitrary, short-term wins on account of our health or relationships is not high performance at all. We do not rev our engine into the red zone. Rather, we find a way to shift into a higher gear.



Dr. Peter Baloh is an experienced consultant and coach who has worked with hundreds of global companies both before and after founding Thriverse in 2015. He has dedicated his career to building exceptional, people-first, high-performing teams and organisations. In his role of Chief Success Architect, he designs and delivers journeys that confidently take organisations from today's to tomorrow's behaviours.

Borut Jeglič started his career by managing the largest national project for raising digital literacy in Slovenia. It gave him first-hand experience of how to create an engaged team driven solely by a vision of a better tomorrow for a whole nation. He believes that if we want to change the world for the better, we need more people who thrive in their life, and is dedicating his life to creating work environments that not only enable but encourage thriving.



Q Can you relate some past success stories in implementing team and organisation-wide transformations?

Every single one is a shining star on its own.

In one insurance company of 5,400 people, we significantly shifted the culture towards collaborative and responsive work which, amongst other results, moved the team's net promoter score from 55 (where it was stuck for years) to 74, and it has been increasing since then.

Another company, an IT-health services provider, boosted their CAGR from 16% to 48%. A European telecom services company raised the success rate of their strategic projects from 20% to 100%. A European computer cooling manufacturer became a global #1 niche player and has now expanded to green mobility and the space industry.

While these are all 'business performance' metrics, what is most important is that they were all driven by a significant shift into thriving, people-first workplaces. How people feel, succeed and grow is where the true underlying success stories come from, and this is what we are most proud of.

Q Can you tell us why you have just changed your brand?

Our former name directly translated as "Catch the knowledge", which we felt did not accurately describe what we do. Our passion and promise to our clients is to bring lasting impact with tangible business and wellbeing benefits. So we are not about new knowledge, but much

more about new habits and mindsets that we help to create and sustain.

The new name, THRIVERSE, comes from our mission: to create a universe of thriving individuals and teams. Our world faces many challenges and we strongly believe that only people who thrive in what they do will ultimately lead us into a better future, which we want to see realised for our children.

“For us, nothing that is short of excellent works.”

Q Do you have any major projects in the works that you can share with us?

One of our core values and guiding principles is courage, which means we are always stretching outside our comfort zone and advancing client journeys.

We've spent 10 months on adding latest research findings and tools and are launching a revamped Thriving Leader program in early 2023. It is a hyper individualized journey creating leaders that incorporate all the areas of human wellbeing and the high performance in ongoing, mindful conversations.

Peter Baloh and Borut Jeglič are founders of Thriverse. More than a training or consulting company, their team combines the best in science and the art of leadership, team dynamics, positive psychology, experience design, habit building and change management to yield better behaviours. Thriverse has helped over 2,000 teams from global corporations, regional champions and SMEs to become exceptional in the way they perform and in the way their people feel.



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Dr. Yin Haijiang

Founder of Shenzhen Hai Jiang Peer Advisory Board College

"Hello everyone. My name is Yin Haijiang, I am 50 years old this year and I am from Shenzhen, China. I am an executive coach and also an entrepreneur – the founder of Shenzhen Hai Jiang Peer Advisory Board College. I studied my PhD in business administration at the University of Cote d'Azur (Nice) and passed ICF (International Coach Federation) PCC Certification. I am an expert of the Education and Examination Centre of the Ministry of Industry and Information Technology in China.

I have been engaged in coaching for 20 years up to the present, including eight years of experience in CEO coaching and executive coaching. Through the 'Running with Private Board' model I created, I have provided coaching services to enterprises with an annual operating revenue of more than RMB100 million to improve the leadership of their CEOs and help their executives to improve team performance, and thus help them achieve their strategic goals."

Q Was there a particular moment when you knew you wanted to be a business coach?

Yes. It was in 2000 when I learned about coaching by reading an article about it in a magazine. The article shared that a Europe-based branch of Shell improved its factory's efficiency and performance through coaching and achieved great results. That was the first time I had heard about coaching, so I got to know the topic, and eventually started learning and practicing it. Between the end of 2001 and the spring of 2002, to learn the fundamentals of coaching, I embarked on a journey of almost 4,000 kilometres. For every three-day lesson, I went to Shanghai by train and each journey took me three days and three nights. I travelled between Urumqi in Xinjiang and Shanghai for three consecutive months to learn the methodology of coaching, and thereby started the first step in my coaching career: understanding the 'why-what-how' in the field of coaching. Now 20 years have since elapsed.

- CHINA -

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Q Why did you choose a career in coaching?

When I learned the fundamentals of coaching in 2002, it was still a new field in China at that time, and the market was an initial market for both coaching practitioners and customers. 20 years ago, the overall development in the field of coaching was limited to individual coaches, and I was more interested in the sustainable development of the organisation. So when I found that coaches were solving only personal problems, I chose to engage in training and consultation. I preferred to becoming a trainer and consultant with only a small amount of personal coaching practice, and I spent most of my efforts and time on my role as a trainer and consultant.

After more than 20 years of professional growth experience, I found that coaches have completely different professional competencies compared to trainers and consultants. The trainer can only provide a solution to the customer's knowledge, ability and attitude; the consultant can only solve the problems related to the customer's business development strategy and solution; but the organization's strategy realisation problem still cannot be solved. So, what should they do? Faced with this situation, the client CEO is definitely not satisfied, and only hopes to solve the actual problem of his enterprise: how the enterprise realises its strategy!

To this end, in 2014, I started another business and founded Shenzhen Hai Jiang Peer Advisory Board College. I was engaged in the promotion and practice of private boards. I also started to use the coaching model to serve the entrepreneurs in my private board group, thus beginning the learning and practice of executive coaching. In this process, I found that the best way to solve the strategy realisation problem that the CEO is most concerned about is the Running with Private Board strategy. I first proposed the 'Running with Private Board' coaching concept in 2016. This concept helps an enterprise

to realise its strategy. It obtained the intellectual property certificate granted by China's National Intellectual Property Administration in March 2019. At present, it mainly serves Chinese entrepreneurs and enterprises whose size exceeds RMB100 million.

Q What major challenges have you had to overcome in your career to date?

There were great challenges for me to engage in CEO coaching and executive coaching. As the customers of a CEO coach are different from those of trainers and consultants, they must have different competencies. According to my experience, I think that there are various challenges:

First, in the past, the ability system of trainers was different from that of coaches. A Running with Private Board coach must have at least the PCC certificate, and the more important thing is that they must build a knowledge system, competency system and experience points of personal coaches, team coaches and organizational coaches.

Second, in the past, as a consultant I focused on solving problems at the organisational strategy level and was only responsible for submitting the solutions but not implementing them. So I only performed the responsibility of a consultant and did not need to be responsible for the results of an organisation's performance. However, today, the Running with Private Board coach must solve the problems related with an enterprise to realise its strategies, so they must solve the overall problems of an enterprise instead of only partial problems. The realisation of corporate strategy becomes their only goal.

To sum up, I myself have gone through a process of rebuilding my mentality, knowledge and skills. I practically started my CEO coaching and executive coaching career from scratch, so my challenges were undoubtedly great.

Q What is your proudest professional achievement so far?

My proudest professional achievement from 2019 to the present is that I helped a retail enterprise group with an annual revenue of RMB5 billion and a 25-year history to successfully complete its three-year strategic transformation. By applying the Running with Private Board Coaching model through our executive coach, team coach and organisational coach, this enterprise coped with all the challenges arising in its transformation process, and we were duly recognised by the customer, thus successfully completing a three-year contract. In July 2022, we started the fourth year of our Running with Private Board coaching journey.

During three years of the Running with Private Board coaching project, due to the COVID-19 outbreak and the fact that our customer was a retail enterprise, there were great difficulties and challenges. In addition, the customer, as an organisation with a 25-year history, faced huge organisational change challenges. For example, its market shares were invaded by eCommerce, and its executive team members did not have the transformation genes in the digital age because of their old age. There was fierce competition among peers, like hand-to-hand combat, etc. Faced with the above challenges, standing together with our customer's CEO, we completed the strategic transformation of the enterprise through the five-step process of our Running with Private Board Coaching:

Step 1: Identify the CEO mission and start a three-year Running with Private Board coaching journey. Through one-on-one coaching and team coaching, the CEO and the enterprise perfectly identified their new missions and outlined their new visions, and therefore a solid foundation was laid for the change with full driving power.

Step 2: Complete the three-year strategic plan with the customer's team through team coaching.

Step 3: Complete the breakdown of the key tasks for realising the strategy and create a three-year action plan with milestones based on that.

Step 4: Allocate the right team members according to the key tasks for realising the strategy, implement the Level-A talent system, and increase the talent density.

Finally, we and the customer's executive team reached a consensus and clarified and defined the work boundary. We provided the three technologies and eight models of the Running with Private Board coaching and thanks to our coaching, the customer successfully completed its strategic transformation in this instance.

The three-year Running with Private Board coaching was a complete 'encounter battle'. There is no other case available for reference. We and our customer's CEO and team coped with all the major challenges. During the past three years, we have initiated more than 30 reform projects, all of which have been completed with the help of our Running with Private Board coaching. Only I and the Running with Private Board coaching team felt the sorrow and joy in these reforms and changes. Now when I look back at the past, I am happy but also afraid. I am happy that all the coaching projects have been completed successfully, and I am afraid that in the course of the three-year coaching process, the challenges were relentless, occurring one after another. Some of these projects were completed thanks to good luck.

The reason why I take this case as our proudest achievement is because the customer felt very satisfied, and I was also very satisfied. We helped an old enterprise with annual revenue of RMB5 billion to succeed in its digital transformation and become rejuvenated once again. Of course that is our proudest achievement.

Q What changes have taken place in your practice during your career?

First, the greatest change was that I changed from focusing on things to focusing on people. I have worked as a trainer, consultant and coach since 2001. The customers changed from the improvement of their employees' knowledge, ability and attitude to the potential development and performance improvement of their CEOs and executives. The greatest change in my practice is changing from focusing on things to focusing on people (staying together with CEOs and executives).

Second, my work mentality has changed: it has now upgraded from career-oriented to mission-oriented. Before founding of Shenzhen Hai Jiang Peer Advisory Board College in 2014, I was proud of my profession as a trainer and consultant and was career-oriented. After starting my business again, I define the mission of the College as 'To let every CEO identify their mission and achieve their vision', so that I and my team have mission-oriented enthusiasm and drive.

Finally, after engaging in CEO coaching and executive coaching, my sense of achievement has changed dramatically, and I feel a high sense of value. In the past, I helped the employees improve their knowledge and ability, but now I help the enterprises realise its strategy, and I feel a great difference in my sense of achievement, influence and social value in this process.

Q If you can change one thing in your role, what would you change? Why?

If I can change only one thing, I should put improving my English proficiency on the agenda. I hope that in the coming year I will improve my English proficiency rapidly and let the Running with Private Board coaching model go to the international market to serve more

CEOs and executives in the world and enable more international companies to realize their corporate strategies.

Q How do you measure your success?

The real measure of my success is the customers, and customer's satisfaction is the best measure. From 2014 on, the annual expense for the coaches serving the customers has risen from RMB 19,800 to 39,800 per year, to RMB1.2 million per year, and then to RMB 2 million per year in 2022, which I think is the best example of measuring my success.

Q What does this award mean to you?

First of all, thank you for noticing me. It is wonderful to know that my efforts and practice as a CEO coach and an executive coach during the last eight years have been seen. During those eight years, my team and I have been standing committed to our customers. In fact, we conducted very little advertising and we are low-key, so thank you for seeking us out.

Second, the Running with Private Board coaching model is the boldest innovation and original IP from China in the field of coaching, and now it is going to the international market for the first time. The Running with Private Board coaching model considers the realisation of organisational strategy as its only goal, integrating the personal coach, team coach and organisational coach into one, and helps the organisation to realise its strategy. Now I share this coaching model with my colleagues around the world, hoping to gain feedback from them, so that we can all provide better services to customers and enable the CEOs and executives to grow and realise their corporate strategies.

Finally, there are many parts of the Running with Private Board coaching model that can be improved. I look

forward to better interaction with more coaches and colleagues globally and letting this model serve more companies and people.

Q Do you have any upcoming plans for the remaining months of 2022?

My new book, entitled 'Running with Private Board is the Way to Realise Corporate Strategies - Embark on the Road to Industry Champion' will be published very soon. It concerns the work of CEO coaches and executive coaches. Since it is the first book I have written, and its contents are also innovative, its publishing has taken a relatively long time. I expect that this book will be published in November. Now I am expecting its publish it just as I am expecting the birth of my child.

Q What advice do you have for aspiring executive coaches?

First: being driven by mission is the origin of executive coaching. There are huge challenges on the road to being an executive coach. It is completely different from being a personal coach. There are countless difficulties in the growth process. If there is no mission driving the executive coach to make progress, they cannot overcome these difficulties. Therefore, being driven by a mission is the cornerstone and driving force of an executive coach. Please look for your mission!

Second, learning ability is the foundation. To be an executive coach requires the necessary knowledge, ability and rich experience, and strong learning ability is required to satisfy these conditions. Therefore, to be an executive coach, it is necessary to consolidate competence through the ability of sustainable learning.

Finally, think digitally. The COVID-19 pandemic has accelerated the digital transformation of enterprises, and their executives have already made great progress on the road of digital

transformation. If the executive coaches want to dance with the executives in the digital age, as an executive coach, the executive coaches must have digital thinking and digital transformation capabilities, which is the key.

Q What drives you to achieve the best results for your clients?

With the help of the Running with Private Board model, I let the customers achieve the best results.

In the practice process of the Running with Private Board coaching model, the model is currently the best way to encourage the growth of CEOs, team and organisations, no matter the coaching of the CEO's leadership, the coaching of the executive's ability, the coaching of the corporate team, or the coaching for realising the corporate strategy. There is no other way better than Running with Private Board coaching.

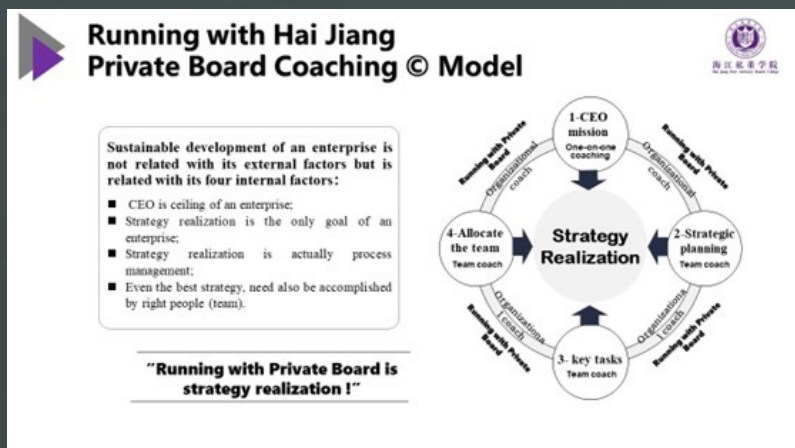
Q Can you tell us more about the Running with Private Board coaching model?

The model is indeed very important. I can say that it is the core of our practice. The Running with Private Board coaching model is not created out of nothing, but has three keys as shown below:

First of all, I would like to thank to the executive coaches around the world for their practices and efforts, which led to the creation of this model.

“My work mentality has changed: it has now upgraded from career-oriented to mission-oriented”

How is that? Because the Running with Private Board coaching model is based on the realisation of organisational (corporate) strategy as its goal, and it perfectly integrates personal coaches, team coaches and organisational coaches into one model. For example, in respect of personal coaches, both the ICF International Coaching Federation (ICF) and many Master Certified Coaches (MCC) have made great contributions to the Running with Private Board coaching model. Also, in respect of the team coaches, I would like to thank Mr Peter Hawkins for the contribution made by his systematic team coaching model. In respect of the organisational coaches, I would like to thank the



Centre for Creative Leadership (CCL) for its practice and summary. I must express my thanks to all of them.

Secondly, I would like to thank my customers, as I created the Running with Private Board coaching © model with their input driving me.

In 2014, I started to found a private board, but I discovered that personal coaches solved the CEO's problem. However, it was not sufficient to completely resolve the issues related with only the realisation of corporate strategy; the realisation of corporate strategy is a systematic project which requires the integration of multiple factors before it can be realised. I began to apply team coaches and organisational coaches to the enterprises. As I served more and more enterprises, the Running with Private Board coaching model that integrates personal coaches, team coaches and organisational coaches into one model naturally came into being.

Finally, when I created the Running with Private Board coaching model, I considered the strategic realisation of the enterprise from the perspective of the coach, and found and searched for the key factors for the realisation of the corporate strategy.

For example, if anything is done successfully by employees, then the corporate strategy cannot be realised without the CEO and the executive team. For example, the most important factor for the successful realisation of corporate strategy is that the strategic direction must be right. As another example, the factor affecting the success of a thing is that key factors must be identified and implemented well. Therefore, the Running with Private Board coaching model originates from practice but overrides that practice.

Q Are there any stories from your executive coaching practice that have had a profound impact on you?

Yes. One is the story about us and a customer's CEO's personal coach jointly creating 'Flow Leadership' in the Running with Private Board coaching project in 2020.

The CEO coach sub-project of this project adopted the Intelligent leadership model of the coach Mr John. Mattone. The core of the intelligent leadership model is that the inner core drives the outer core. That is to say, it is only if the inner-core mission, vision and values are found and clarified

that the outer core leadership can be improved and developed.

After interpreting the inner-core evaluation report with the customer's CEO, he was very conscientious. He referred to the books and literature at the library for three consecutive days, reading and thinking about the theories and methods about inner core driving. Then, he talked happily with me for six hours on the fourth day. He talked about psychology, management, organisational behavior and flow theory. Finally, he put forward the focus of innovation: the concept and model of Flow Leadership ©. We also agreed to jointly study and execute the Flow Leadership © model, and to have a book to be published.

At present, the Flow Leadership © Lab has been operating for more than a year. Together, we have explored and practiced the flow theory from personal flow to team flow, to the concept of organisational flow, and to the elements. We did a lot of basic work to prepare for the publication of the new book. I am very happy; we have grown together with our customers. This is a story about an executive coach that has far-reaching influence on me.

Hai Jiang

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for industrial champion

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- GERMANY -

CEO Today Executive Coaching Awards 2022

David Goldfarb is an organisational and transformation consultant with a focus on systemic change in companies. 20 years of professional experience in business transformation and leadership have sharpened his focus on holistic systemic processes. He was born in 1973 and lives in Düsseldorf with his wife and their two children.

David Goldfarb is managing director and founder of Goldfarb Consulting GmbH. Previously, he was responsible for leading functions in international DAX companies in the areas of change and leadership. One of his focal points was the development of necessary transformation capabilities by combining lean management with systemic change management. This experience flows into his consulting approach, in which resonance as a sociological phenomenon forms the basis of his work.

As a Certified Master Coach (MCC) of the International Coaching Federation and systemic solution-oriented transformation facilitator, the cultural and emotional challenges of his projects are close to his heart. For a successful transformation, he looks not only at processes and structures, but also at the relationship dynamics.

His keen sense for the quality of human interactions is helpful in this. His many years of work as a trainer for mindfulness in a corporate context have shaped his work in cultural transformation processes and the establishment of a new leadership culture.

In addition, as a graduate economist, the economic and organisational challenges of his clients are important and familiar to him. Here he has the clarity, rationality and determination needed to advise his clients' companies holistically and to clearly identify challenges and perspectives. Two decades of experience in business transformation and leadership make him an expert in complex change.



David Goldfarb

Founder of Goldfarb Consulting GmbH

Q As a coach with longstanding experience and expert in business transformation, what does coaching mean to you?

First of all, coaching is creating a safe space in which I discover and examine new perspectives with my clients. The aim is to feel the power of a change perspective and to gradually integrate it into action.

Q Do you work with a specific coaching approach?

With my clients, I try to look at the current challenges and understand the root causes and the patterns without persisting with the problems of the past. My background has shaped me to think systemically with a view to the whole. In addition, my work is characterised by a solution-focused approach where I work in a resource-oriented way with my clients. This means looking towards the client's future situation and using their existing skills, strategies and ideas to define steps in that direction rather than focusing too much on the problem.

Q How have your personal experiences informed this approach?

In a professional context, whether in my work with family businesses, small and medium-sized

enterprises or with international corporations, I have repeatedly found that looking at the desired future and working out the first small steps towards it has often been a real breakthrough. This helped me especially at decisive turning points in my life, such as when I left the corporate world and founded my own consulting company. Here, I experienced how an attractive vision of the future can release incredible personal resources.

For me very personally, the solution-focused view is a kind of superpower which often helps to find the turning point in everyday conflicts - for example as a father of two children, as a husband or in conflicting relationship constellations.

Q What characterises your work as a credentialled ICF Master Certified Coach?

I do not think any credential, no matter how high, automatically makes you a good coach. But of course, I was happy when I got my MCC credential because it not only reflects my professional experience as a coach but was also an intense learning opportunity where I got to know other wonderful coaches. A major distinction that sets MCCs apart is their ability to be curious beyond the first issue that the client brings up. But also, their discovery questions evoke awareness and facilitate the client's growth at the human level rather than the surface level of the problem. The MCC level is the highest standard you can achieve by the International Coaching Federation.

Q You mentioned your consulting company where you work as an organisational change consultant and leadership expert. What key success factors do you see for companies to master the future?

I believe that the future belongs to companies that are adaptable and changeable. A prerequisite for this is vitality in the company. This develops from the ability of employees and managers to approach each other and to relate to each other well. Communication and behaviour therefore do not take place in a vacuum but meet with resonance and reverberation.

Q Resonance seems to be a key element in your consulting approach. What does resonance have to do with business transformation?

Whether transformation succeeds is determined in particular by how people communicate with each other, act and commit to common goals. And resonance means emotional connection. If rationality and emotion are in good balance, a first step towards change has been taken: listening actively instead of passively, transparency instead of secrecy, openness instead of self-centeredness,

trust instead of reservation and curiosity instead of indifference form the basis for people to identify with their organisation and engage in change.

Q Is it possible to ensure resonance?

Resonance is not a sure-fire success. It can also not be created with a ready-made kit or a certificate of guarantee. Instead, at Goldfarb we create structures to transform the quality of cooperation. We design the context and conditions in which resonant relationships can develop and become established.

Q What difference becomes visible in an organisation when structures to transform the quality of cooperation have been created?

Resonance will be evident on four levels:

Firstly, such an organisation enables people to get in touch with themselves on an individual level. Self-efficacy can be experienced, which is meaningful. Potentials and abilities can unfold from there.

Secondly, their actions create a quality of relationship in the team and in the leadership context that is characterised by openness, clarity, appreciation and courage.





Moreover, their corporate architecture is characterised by connectable structures and processes. These provide a framework for meaningful action in which the corporate purpose can be experienced.

Finally, the purpose speaks to both members of the organisation and its customers, with marketable products and a visible contribution to society.

Q How can coaching support such a business transformation?

In my experience it is crucial to look always at the organisation, the team and the individual as a systemic whole with mutual interdependencies. Change must involve all levels. One key learning for me is that change starts with oneself. Here, coaching can have a huge impact and should always be an integral part of any business transformation – whether for the newly appointed board member in their 100-day programme, for those responsible for change projects reflecting on their own behaviour patterns or for those exploring their own personal questioning with a protected framework.

Goldfarb Consulting GmbH:

“We create structures to transform the quality of cooperation”

Goldfarb Consulting GmbH is a business consultancy focusing on organisational development, cultural change, leadership empowerment and coaching. With over 20 years of experience in business transformation and leadership, Goldfarb combines the high demands of leading in dynamic times with professional and emotional competence.

The Goldfarb team consists of long-standing partners and companions with operational management experience and an integrative approach: organisational and leadership experts, communication professionals, psychologists and specialists in agile working. They always work with a view to the whole – the individual, the team and the corporate level. In this way, they create the foundations for successful systems based on resonant structures – scientifically sound and proven in practice.

The team is united by a common attitude and common goals. High-quality standards characterise their working methods. Reliable and trustworthy cooperation forms the basis for professional support in business transformation.

Goldfarb Consulting GmbH

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“I have spent the last 33 years working passionately on first making coaching a legitimate profession, then experimenting with the application of coaching to improve large, complex systems.”



THE Ken Blanchard[®]
COMPANIES

www.kenblanchard.com

Madeleine Homan Blanchard

Chief Coaching Architect of The Ken Blanchard Companies

Q What are your prime focuses in your role as Chief Coaching Architect?

In my role as a subject matter expert in how companies can use coaching in all its forms, I:

- oversee the quality of our coaches, starting with ensuring we hire only the best;
- continually improve our coaching systems so that our coaching clients get the most out of their coaching and our client sponsors and stakeholders are delighted with the results of the coaching;
- help our international partners to develop their coaching strategy and avoid mistakes we have made;
- stay abreast of leadership, coaching and neuroscience research and developments in the coaching industry;
- support customisation of our Coaching Essentials® content, which equips managers and leaders with a coaching mindset, a coaching process and core coaching skills;

- write and speak on the topics of leadership, the coach approach for leaders, building a coaching culture and how the latest developments in social neuroscience can help coaches;

- coach senior leaders and the executive sponsor of the coaching engagement in organisations.

I am currently working on a Blanchard Leadership Coach Certification, which we are piloting with our coaches and will launch to the public in Q3 of 2023.

Q How do you work to achieve your goal of 'creating a coaching culture'?

Like any culture work, creating a coaching culture is always a work in progress. It requires behavioural role modelling as well as constant reinforcement from top leadership. Because every company must decide for themselves what they mean by a coaching culture, no two cultures will look the same. For most companies, simply defining what they mean by coaching is a first step that takes a lot of work.

Many companies never make it past that first step, or they skip it altogether, which is a common cause of

failure. Some companies focus more on the performance aspect of coaching while others are focused on the development and learning aspects of coaching. Research shows that a coaching culture is more likely to be achieved when organisational values, and the behaviours associated with them, align with a coach approach.

Finally, the organisation needs to put real investment into the quest. This means addressing the need for coaching at all levels by providing professional coaching from internal and external coaches, teaching coaching skills to managers and leaders, and incentivising and rewarding defined coaching behaviours. There must be a way to measure accountability. This can be done with engagement surveys and performance reviews. When an organisation receives high scores on questions such as “I feel like my manager cares about my development” and “I can use my strengths and skills in most of my work”, it is an indication that things are moving in the right direction.

Q Is there a particular creed or philosophy that informs your work?

Our vision for Blanchard Coaching Services is that we love our client sponsors and create an environment in which their leaders can leverage coaching to realise anything and everything possible for themselves and their organisations.

Our purpose is to help our clients be their best possible selves. To do this, we help them to:

- achieve clarity about what is most important right now and what is most important in the long term;
- set compelling goals and take steps toward achieving them;
- have more awareness of themselves, their impact on others and their environment, and what it will take to be effective and to achieve their goals;
- incorporate and integrate everything they learn as they move toward their goals and to use that knowledge to continually grow.

There is a lot more. Suffice to say we have a detailed credo and exhaustively detailed definitions of what coaching is and is not, and what a coach does and does not do.

Q How do you measure your success?

Measuring the success of coaching is a bit of a holy grail. The keys are setting a clear agenda and organisational objectives at the outset and gaining the commitment of the client sponsor to help us gather feedback at the end. Measures require a baseline starting point and feedback when finished. If we cannot get feedback from coaching recipients and from their boss and direct reports, we cannot provide reliable ROI information. If we do not have a clear picture of what the organisation is trying to achieve by offering coaching, it is impossible to measure — so clarity is key.

This is also true of setting goals with individual recipients of coaching: the clearer the goals are, the easier it is to assess the extent to which coaching helped clients reach those goals. We strive to ensure every client who receives coaching would recommend it to others; but, ultimately, “I loved my coach” or “I enjoyed my coaching experience” are worst-case scenarios.

Examples of organisational objectives on which clients can track progress are:

- increasing the quality and quantity of communication;
- learning new ways to accelerate their own and others’ performance;
- increasing objective metrics on business outcomes;
- strengthening buy-in to stated cultural norms.

Ideally, through online surveys and interviews, we learn that individuals can point to specific behaviour changes that have explicit results, e.g. a key employee who was planning to leave and take her best people with her decides to stay with the company. This kind of thing can be monetised because we know the cost of replacing one employee can be three to four times their salary.

Q How has your interest in neuroscience informed your attitude toward coaching?

The volume of research being done in the field of social neuroscience has essentially confirmed everything we have learned from the great leadership gurus — Warren Bennis, Peter Drucker and, if I may, Ken Blanchard. Of course, this is a perfect example of confirmation bias, so I work hard not to get too carried away.

Until we had all the research, it was too easy for bottom-line-focused businesspeople to dismiss what we teach as 'touchy-feely'. However, not a week goes by without a new paper being published that unequivocally demonstrates that managers who create a psychologically safe environment attract and retain the best people and get the best from them. Did we need research to tell us that when people feel appreciated and respected they will work harder, take more appropriate risks, have more and better ideas and collaborate more effectively with their teammates? Apparently, we did. I could go on all day about this stuff. It makes me gleeful.

Q Do you have any particular pieces of advice for less experienced coaches who may be able to learn from your success?

Not all coach certification programs focus as much as I believe they should on what I think of as Personal Foundation. This means having a deep awareness of oneself — strengths, frailties, values and core psychological needs. I think the best coaches have such clarity on those things that they can better put their own agendas aside and be 100% present to serve the client. The most overlooked skill that is the hallmark of mastery is self-regulation.

Q What does this award mean to you?

I am tickled pink. I have spent the last 33 years working passionately on first making coaching a legitimate profession, then experimenting with the application of coaching to improve large, complex systems. Scott Blanchard and I created the very first Coaching Management System and it took me decades to understand how revolutionary that was. We were also the first to champion the idea of democratising coaching. I tend to be laser-focused on continual improvement and serving clients and tend to be oblivious to publicity and awards. I do not know how you found me, but it means a lot to me that you did.

Q What can we expect to see from The Ken Blanchard Companies and your other ventures as we near the end of the year?

As a company, we work tirelessly to make our exquisitely useful content available to a wider audience using all available technologies. We will continue to offer the finest leadership coaching while searching for and finding new ways to leverage technology. I am keenly aware that coaches are competing with artificial intelligence. I love technology, so I see my job as taking the best of what AI has to offer and making the highest and best use of rare and special human-to-human contact.

About Madeleine Blanchard

Madeleine Homan Blanchard is the Chief Coaching Architect of The Ken Blanchard Companies® and a co-founder of Blanchard Coaching Services. She is also a co-creator of the Coaching Management System, Blanchard's proprietary software designed to help deliver coaching on a large scale in organisations. Blanchard strives to help companies all over the world take better care of their people with extraordinary leadership development content, consulting, training and coaching.

Madeleine has 30 years of coaching experience, during which she has often worked with organisations to leverage professional coaching, teach coaching skills to leaders and create a coaching culture. Her areas of coaching expertise are numerous and include personal purpose work, leadership presence and effectiveness, strategic focus, self-awareness and impact with others. Madeleine is also a co-author of Blanchard's programs Blanchard Management Essentials® and Coaching Essentials® and speaks frequently on the topics of coaching and neuroscience.

Madeleine has long been a pioneer in the coaching profession, serving as a senior trainer and founding advisory board member of Coach University and a founding board member of The International Coach Federation, where she served for six years. She developed The Manager as Coach for The Ariel Group and spent two years with Bregman Partners as the director for a coaching program taught to 2,100 people at Goldman Sachs. She is also a Certified Mentor Coach, a Certified Master Coach, and a graduate of Coach University. Madeleine received her Bachelor's degree in Theatre and Performance Studies from Georgetown University and her Master of Science degree in NeuroLeadership from the University of Middlesex.

Nadia Bothorel
Lugh & Co

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Rita Hausken
Shestainability

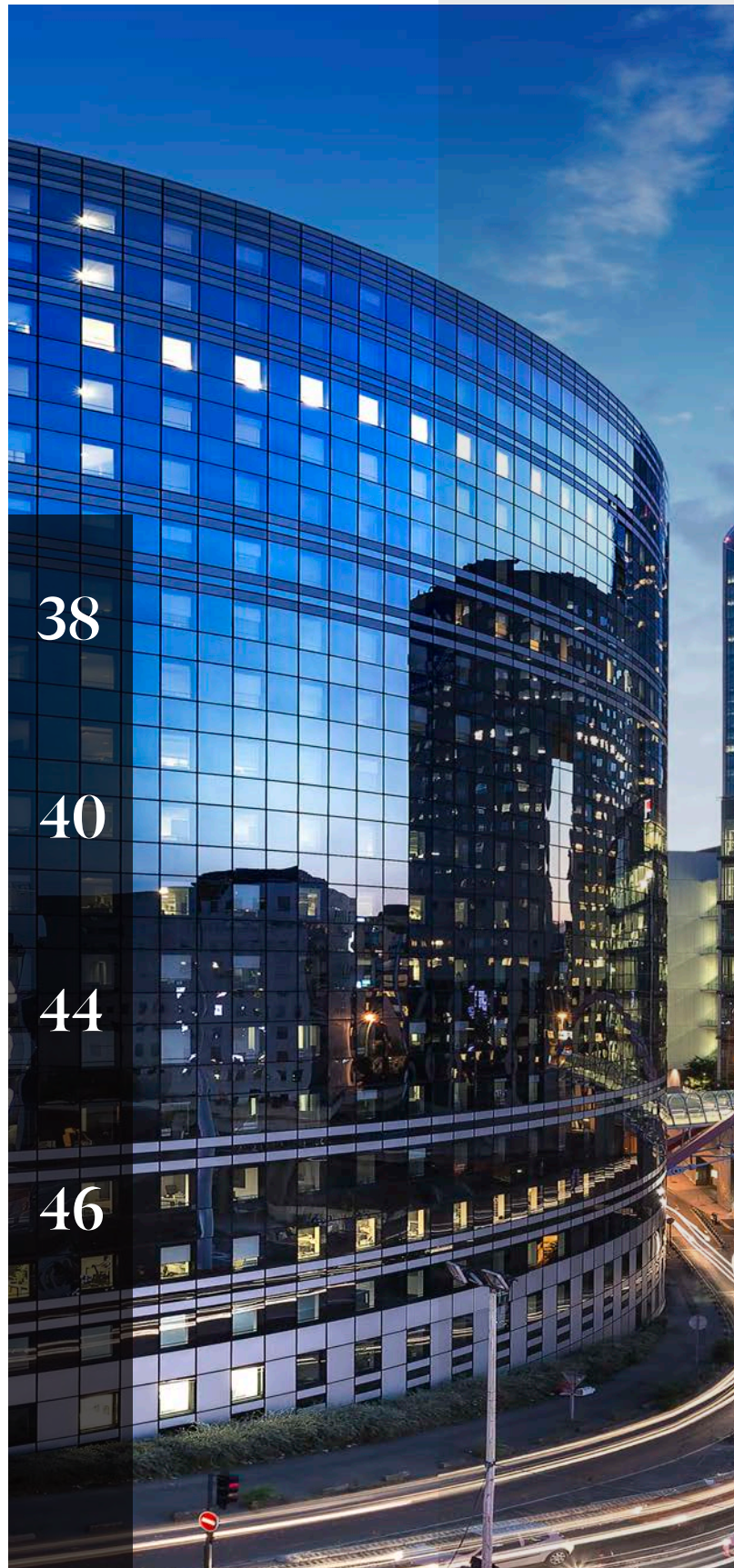
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Nadia Bothorel

Long-term support, the key success factor

It is not only a strong belief; it is also her own experience. She worked at IKEA for 21 years, starting from the bottom as a team leader. She graduated from a High Business school before starting her journey. But as she says "once on the field, it's another game". The turning point in her carrier is due to a long-term coaching. She was appointed deputy CEO IKEA France, one of the biggest companies in the world. And thanks to this long-term coaching, she was able to perform during 4 years in this position. She then had the privilege to apply for a very selective IKEA global program for innovation. Success was on point again.

Take the right decision at the right time is priceless

According to her, "this is basically THE key for success". She acts beside you, as a support to improve your decision-making process. This is her biggest learning from her own long-term coaching. When you run a business, step back and see the whole picture is not so easy.

Her signature sentence: "our brain is like a car without wing mirrors"

Our brain is not equipped to see blind spots. A sparring partner is thereby a strong need to bring more clarity. It is not easy to avoid cognitive biases for instance. And yet, each decision has to overcome this distortion of reality. The added value with a sparring partner here, is to bring wing mirrors to the brain. The picture is wider, you can drive faster and safer. Efficiency is on point.

Your business is growing. That's the deal.

She has a very wide knowledge of how a company works

With her expertise on how to run a company, and how to make it profitable, you improve at all levels. She worked during 21 years in the same company, and a very successful one. She had the chance to learn very deeply how to build a successful strategy and how to make it a living reality. How to analyze each business need, and how to market it. But also, how to optimize logistic supply chain, operational costs, marketing, sustainability, internal and external communication and all services. But the most important remains according to her, the people strategy. How to create a clear and inspiring vision, to engage and motivate your people. She insists: "people are not a cost; they are you most valuable investment". And her moto since ever: "with engaged and well-trained people, you can move mountains".

Your business strategy is sharper, with more accurate decisions.

Your plan is stronger, with "wing mirrors" for excellence in execution.

You evolve / grow / succeed

To complete her professional experience, she took time to learn how to become an expert in coaching. She's certified by ICF (International Coaching Federation) and Kahler Communication (Coaching with Process Communication Model®). She was also trained by experts in business coaching at Lugh & Co, who's flag is "leading is an art".

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intuition and
creativity is at
the crux of your
sustainability,
impact, and personal
wellbeing.”*



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Rita Hausken

CEO & Founder of SheSustainability

In a board room surrounded by global decision-makers in the Energy industry, Rita Hausken does not hesitate to share her thoughts and her heart. As the gender minority, she unapologetically directs the discussion.

“When you hear where I’ve been and the barriers I’ve overcome in my career, you can begin to understand the significance of not taking no for an answer,” Rita reflects with a palpable calmness in her storytelling.

As the CEO & Founder of SheSustainability, Rita is an industry disruptor and powerhouse by global standards. She is recognized in the Top 10 Entrepreneurs globally in Energy Transition. Her precision is as clear as her purpose. Rita empowers other women CEOs, SVPs, and Energy executives to think beyond society’s limitations.

SheSustainability is doing just that, redefining what it looks like to be a woman-led organization within an industry historically led by men. At its helm, Rita is making waves in the global shift toward Sustainable Development.

As an executive coach, Rita’s weekly influence is felt across countries. Her measurable commitment to presence and well-being are the innovative performance indicators that set her apart in spaces largely regulated by productivity.

Rita brings a consciousness to her business activities that models excellence by example. She manages to strike the perfect balance

between the needs of her clients and her many impact objectives: gender equality, climate action, reduced inequalities, good health and wellness.

While Rita’s confidence captures your attention, it is the substance of her remarks that evoke your imagination.

For our readers meeting you for the first time, how would you like to make their acquaintance?

First and foremost, it is a true pleasure to have the visibility of this platform to be able to connect with leaders from all over the world. I am exceptionally proud of the work that I do, and the women who I serve, and I see this opportunity as a powerful moment for all of us leading the SheSustainability movement.

Your track record precedes you. Could you share your most significant career accomplishment?

For 30+ years, I have advocated for diversity, equity, and inclusion in leadership. As Chair of Lean in Equity and Sustainability and Co-chair of Women Building a Sustainable Future, I’ve used my platform to facilitate global discussions amongst female leaders. My influence inspires women to use their voices to break through ceilings in their careers. I dedicate myself to elevating the voices of women leaders, knowing that our collective power is a force for good in the creation of a more equitable world.

What led you to leave your corporate role to found Shestainability?

Shestainability was born from a deep desire for top-down change. I realized that my holistic leadership philosophy was different from most of my colleagues. Neither I, nor my female peers, could expand to our full potential while hitting against the walls of existing corporate structures. I am a change-maker and recognized the power of a movement to go head-to-head with a patriarchal leadership paradigm.

Tell us about your current business model, what you do, and who you serve.

Shestainability has three branches for private executive leadership coaching, organizational leadership development, and executive community development. I predominantly serve female CEOs, SVPs, and EVPs in the Energy sector, supporting them in their personal and professional goals in diverse capacities.

How would you describe the impact you are creating across the business ecosystem and social sector?

I am a passionate believer in the impact of one conversation. While impact begins 1:1 within my intimate coaching conversations with rising women, our ripple effect is collective. The top-down leadership we are exercising across our organizations is reshaping the Energy sector. It is remarkable to witness the shift: how one conversation can have a transformative influence on the social dynamics within a large global organization.

What is the hardest barrier you've overcome in your life?

I've done everything in my career for my family, and my beloved son, Benjamin. Benjamin was born with a very rare genetic condition, one that the medical community gave a prognosis of 7 years. I knew that no one doctor or one institution could define the life expectancy for my son. While I never knew how much time we would have together, I did everything in my power to provide my son a joyous life. We challenged the odds for 27 years.

How has and will that experience influence you moving forward?

My son's life inspired people around the world. His legacy is one of happiness and hope, and I am the steward of his story. We've created Benjamin's ThinkTank to show other parents that any solution is possible to create when we put our minds and hearts to it. I feel this is true in every arena of our lives. Benjamin motivates me to bring my full voice to everything I do, especially in business.

Your transparency about your life is why your clients trust you implicitly. Can you share anything about your leadership agenda for 2022 and beyond?

Since returning to my regular travel schedule, I have dedicated myself to supporting my clients inside their organizations. Our immersive coaching experiences continue to unlock new energy and fresh ideas. Specifically, we are reimagining their leadership and how we can bring the functions of executive development and leadership coaching into their organizations.

Innovations in leadership approaches are essential to address industry-wide changes that have transpired since the pandemic disrupted our daily lives. I am very involved in partnering with my clients and their fellow executive leaders to launch innovative internal coaching programs for their global teams.

What is an example of an innovation you and your clients are spearheading in the Energy sector?

My clients and I explore what impact looks like internally. We are measuring the energy of their organization through utilizing an attitudinal benchmarking tool called the Energy Leadership Index Assessment. In the process, we are reconceptualizing traditional success benchmarks and co-creating new performance metrics.

If there were one message you could share with our global audience of executive decision-makers, what would it be?

The lesson is universal: Cultivating your self-awareness, intuition and creativity is at the crux of your sustainability, impact, and personal wellbeing.



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Vanessa Daswani

Founder of SeaCircular

Vanessa Daswani is an executive coach with a purpose - to raise the consciousness of organizational leaders on climate change, sustainability, and the planetary crisis. With the Anthropocene era, climate change presents unquestionable risks for the future of humanity. Vanessa wants to help business leaders and influencers widen their scope of vision, raise their consciousness, and accompany them into business action. She motivates them not only to mitigate their impacts in the environment, but to become active precursors of regenerative business action.

What Motivated SeaCircular?

Driven by deep values and purpose, Vanessa has founded SeaCircular, where she focuses her work in the development of the sustainable mindsets, skills and the inner space needed for the achievement of sustainable development. At SeaCircular, self-development for sustainability is the core stone of inner transformation.

Why Self-Development for Sustainable Development?

To attain the UN's 17 Sustainable Development Goals (SDGs), behavioural change and transformation is needed at all levels, from global to local, and in all organizations, businesses, political and educational areas. However, underlying all these levels, personal transformation is necessary, where core values and beliefs undergo a deep shift, where knowing that business-as-usual is no longer possible drives a deep shift in behaviour. It is only from this deep transformation that leaders can search for new, innovative, and creative solutions for environmental problems.

However, knowledge of the SDGs and climate science is not enough, and external solutions have reached their limit, with a constant struggle between the current state-of-affairs and sustainable innovation. Leaders need to personalise the systemic environmental issues at hand: what Vanessa calls "Bringing Sustainability to the Heart". Caring for the planet, for its social and environmental

problems, for the loss of biodiversity and destruction of planetary resources. Caring for the legacy we are leaving for our future generations and wanting to shift the values that have led us to this situation, towards values such as Authenticity, Integrity, Co-Creation, Collaboration, Courage, and Trust. With this focus inwards, leaders can then take responsibility into their own hands, asking themselves what their contribution towards sustainable goals is, and making the correct decisions to get there.

How does Vanessa work Inner Development at SeaCircular?

SeaCircular has developed a program based on the Inner Development Goals (IDGs) and the Sustainability Mindset Principles, which takes leaders through a deep transformational journey, with a framework that explores areas of Knowing, Thinking, Acting and Being Sustainable. The experiential program is foundational work, where Vanessa accompanies leaders through their inner transformation, while gaining the skills and mindsets needed to deploy sustainability strategies successfully in organizations. The program is based on one-to-one coaching sessions as well as collective team development and facilitation. People and organizations are more likely to act within a field of inspiration, of inner vision, where internal shift and human growth is achieved.

Who is Vanessa...

Vanessa, based in Barcelona combines business and corporate experience with executive coaching background, as well as wide knowledge on climate change, circular economy, sustainability, regenerative economics, and systems innovation. Through the wide scope of her knowledge, she is able to reach new depths in her work as a climate and sustainability leadership coach. Vanessa holds EMBA from ESADE Business School in Barcelona. She is also an ACC ICF accredited executive business coach. SeaCircular and Vanessa are leading a movement within the coaching sector, where leadership and self-development is a force for good, for the betterment of the society, the environment, and the planet.

- SPAIN -

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“I bring Sustainability to the heart of Leaders and Organizations. By working in the inner development of teams and organizations, we can collectively radically solve the social and environmental issues we face as humanity.”



SEACIRCULAR

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“My only goal is to take clients to the next level. Into full alignment with what they can achieve on this planet. Uncovering that and working with individuals who are going to influence the world, is my calling.”

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Alex Kergall

Co-Founder & CEO of Altior

Today, Alex Kergall is co-founder & CEO of the coaching agency Altior. Alex started to build Altior while working full-time as Director and Financial controller EMEA for the NBA (National Basketball Association).

Labelled one of London's top coaches by Influence Digest in 2021 & 2022 and recipient of the Innovative Executive Coach of the Year award for London in 2021, Alex also sits on the Forbes Coaches Council and is a Fellow of the Royal Society of Public Health.

His clients range from high velocity scale-up entrepreneurs to world-class athletes and his mission is to support changemakers in the world. In 2022, with his Performance coaching support, Alex's has seen one of his client become a 'unicorn,' securing more than \$150 million in series D funding and crossing the \$1 billion valuation threshold as a result.

The desire to realise high performance has always been alive in Alex's DNA. As a child, he ran cross-country at the level of National Championships. This taste of high performance awakened his calling to both realise his potential and help others do the same. This mindset saw him thrive through a 15+ years career with the NBA, where he contributed to set up Basketball Africa League – The fifth League of the NBA!

"Who are you?" This was the question Alex asked himself in September 2014 and this moment totally changed the course of his life.

Admitting to himself that he'd been "cruising" in his career, with years spent working at the top echelons of the finance industry for Ernst & Young and the NBA, the question caused the Cote D'Azur-born Performance Coach, to re-evaluate the direction his life was taking.

Mentored by former NBA player and renowned Psychologist John Amaechi, in a crowded world where the coaching industry has exploded, it is Alex's solid finance background which has shaped his commitment to the critical need for measuring the impact of coaching.

So much so that Alex developed the Global Performance Index (GPI) tool charting 50 markers of self-performance, to create a snapshot of potential and ensure his clients have clarity around the return on their coaching investment. A valuable tool for individuals, HR departments and leadership alike.

Passionate about playing a part in making the transformational power of coaching available where it can be truly life-changing, Alex is engaged with a charity to coach prisoners & support them to transition out of prison.

"The challenge for ex-offenders is that despite having served their time, in the eyes of society's employers they remain prisoners and therefore continually imprisoned by their offence."

Whether through coaching in corporations or prisons, it is this desire to influence culture for the collective good, which defines Alex sense of purpose.

An advocate of meditation technique Qigong, a mind-body-spirit practice that improves one's mental and physical health and restores energetic balance, Alex sees alignment and a state of true wellbeing as the ultimate objective.

"My only goal is to take clients to the next level. Into full alignment with what they can achieve on this planet. Uncovering that and working with individuals who are going to influence the world, is my calling."





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“

I feel in a privileged position to work with these clients at the very start of their career. They are undoubtedly the leaders of tomorrow and the coaching partnership I create with them is the catalyst for them to achieve so much more.

”

Linda Stephens
Founder of Cobalt Red Coaching
www.linkedin.com/in/linda-stephens



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Linda Stephens

Founder of Cobalt Red Coaching Ltd

What could I, as your coach, bring to you in a coaching partnership? After all you are in a senior leadership position already. One definition of coaching may reveal more; it is a joint endeavour to discover new thinking that energises the person to create the change they seek. My approach to coaching is one of enthusiasm, energy and action orientation. It is a journey of exploration and creativity in formulating the future that you envisage. I help my clients create momentum, attain clarity, address assumptions and challenge perceived barriers to construct the change and impact they want, to reach their desired outcomes and aspirations. My role is to create awareness of possible choices and help you take responsibility and ownership for the decisions made. As a reader of CEO Today, it would be pointless to list the attributes and skills that such senior roles require. They are well known to you. Perhaps what is more impactful and thought provoking is to reflect upon what aspect of developmental growth that would challenge and stretch you to be even more effective and successful in your chosen position.

My background, unlike many coaches who come from HR or L&D roles, has both a scientific - I am a pharmacist - and business perspective. I have more than 20 years' experience in senior positions in the NHS and latterly as a Global Director in GSK, where I led cross-functional, multinational teams. This gave me insight into business outcomes that can be achieved by engaging colleagues and finding the right balance of challenge, drive and support. I designed, managed, delivered and implemented innovative solutions in communications, interpersonal and professional development programmes, and business development initiatives. Facilitated by my MBA and business expertise, these were recognised as award winning, game changing and industry leading.

Over 3 years ago I left to establish my own coaching business, Cobalt Red Ltd. My background gives me a

wider perspective to the many issues senior leaders face. Now, I am an international executive coach, accredited by the ICF. My global clients come from a diverse range of industries including pharma, banking, consulting, media and entertainment, engineering, IT, mining and metals, data analytics and charities. Despite this wide range of businesses, what my clients have in common, is that they are all senior leaders, be they CEOs, MDs, SVPs, country GMs and senior directors.

I have recently designed a programme for the successful integration of senior leaders into a new business. The HBR interviewed over 600 CEOs from many countries, to quiz them about their start in a new company. Most took 6 months to function at the expected, required level; for some it was as long as 9 months. I believe a structured and tailored coaching programme would accelerate the process to the benefit of the individual, their board and the company.

And what of the future? I do all my pro bono work with the alumni of the African Leadership Academy. This seminal organisation takes the crème de la crème of young people from across Africa. They are supported to complete their first degree, then move on to Oxford, Harvard, Stamford and other prestigious universities usually to complete a PhD. My work with them starts when they are in full time employment, for the first time. To date, I have coached approximately 40 ALA alumni clients from over 12 countries and given over 160 hours of my time, pro bono. I feel in a privileged position to work with these clients at the very start of their career. They are undoubtedly the leaders of tomorrow and the coaching partnership I create with them is the catalyst for them to achieve so much more.

If this makes you reflect, sparks new thoughts or sows the seeds of curiosity, please contact me.

*“We have lived
and worked
in various
countries which
makes us aware
and sensitive to
differences and
diversity beyond
culture.”*



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Dr. Maria Katsarou-Makin

CPsychol, HCPC Registered, PCC, FInstLM

Founder of The Leadership Psychology Institute

About The Leadership Psychology Institute

The Leadership Psychology Institute was founded in 2007 and specializes in Leadership and Management Development Programmes, Group Dynamics for Senior Teams and Boards, Diagnosing and Changing Organizational Culture, HR Outsourcing Solutions, Development Centres, as well as Coaching Interventions at an Individual and Team level.

Based in the UK, we operate internationally in various countries: Luxemburg, Denmark, France, USA, Greece and others.

Indicative Clients include:

Nike, PWC, Marks & Spencer, AstraZeneca, Coca-Cola HBC (Preferred Supplier), Novartis, GlaxoSmithKline, Takeda (Preferred Supplier), Gilead, WIND, Chiesi, AMGEN, Leaseplan, KORREΣ, Rokas Group, Mediamarkt, Kotsovolos-Dixons, Qualco, Ericsson, Alcatel-Lucent, Chartis, Japan Tobacco International (JTI), British American Tobacco (BAT), S&B Imerys, Foodlink, CSL Behring, Vodafone, Printec, ELVAL (Viohalco), EverythingEverywhere (EE), Swarovski, and others.

- We are Leadership Psychologists and hence experts in human behaviour. This allows us to go beyond the obvious and under the surface of organisations. We can diagnose the roots of an issue and not just the symptoms and therefore intervene and produce sustainable change.

- We combine real business experience and psychology. Most of our associates have many years of experience working in organisations in management positions, leading teams and hence understanding the realities of business daily life. This allows us to be hands-on and practical.

- Our interdisciplinary approach, i.e. using knowledge from Leadership, Psychology, and Neuroscience provides businesses with a multi-dimensional lens on challenges.

- We have lived and worked in various countries which makes us aware and sensitive to differences and diversity beyond culture.

- We have experience in most industries and sectors and a proven track record of successful assignments.

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About Dr Maria Katsarou-Makin

Maria grew up in Lagos Nigeria, has lived and worked in various countries, and while operating globally is based in the UK, where she is the founder of The Leadership Psychology Institute. She has 25 years of experience in partnering with senior teams (Middle-level Managers, Management Teams, Boards and CEOs) for several multi-national organizations.

As a Professional in the field of Organizational Development she specializes in providing Organizational Solutions that answer to today's ever increasing business needs around leadership, managing change and increasing both individuals' and teams' effectiveness through the implementation of bespoke Leadership Programmes, Group Dynamics workshops, Executive Coaching. Coming from a multi-cultural background herself and having to negotiate her own path in the corporate world for 13 years in organizations like SCA Hygiene, Johnson

& Johnson, Henkel-Ecolab and Diageo, allows her to provide an insight into an organization that is practical, pragmatic and challenging. Her achievements include the effective leading of various HR initiatives, the successful introduction of various HR & organisational initiatives and action as a catalyst for organizational change, as well as leading multi-cultural leadership programs in Greece, Germany, South Africa, Eastern Europe and Turkey.

She has a BA in Management and Organizational Behaviour, MA in Human Resources Management and an MSc in Psychology. Her Doctorate in Leadership Psychology at William James College (former Massachusetts School of Professional Psychology) in Boston gave her the opportunity to specialize further into Leadership Teams and to break new grounds in measuring trust. She holds the Henley Business School Certificate in Coaching and is an accredited (PCC) Coach by the International Coaching Federation (ICF). At the same time, she is



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accredited by The Kantor Institute (MA, USA). She is certified in various psychometric instruments (e.g. MBTI, FIRO-B, CPI, 16PF, etc.) by the British Psychology Society and has also been a tutor in Management courses at The American College of Greece and other Academic Institutions, and delivering workshops, seminars and training programmes to Executives since 2002. Her professional affiliations include the British Psychology Society (BPS) Chartered Psychologist, the International Coaching Federation (ICF) and the Institute of Leadership and Management (UK) – Fellow Member and the Health & Care Professions Council (HCPC) – Registered Member.

Maria has co-authored the book 'Under Pressure – understanding and managing pressure and stress at the workplace', published by Marshall Cavendish International (UK). The book has been released in English, Portuguese and Chinese - authored 'Factions of A Mind - Understanding the physical and psychological effects of caring' and 'Group Dyna-Mix - Investigating team dynamics, from leaders to corporate gatekeepers'.

For more information please visit our site
www.leadershippsychologyinstitute.com



Paul Excell

CEO of Excelerate on Staying Curious

Paul Excell is a multi award winning global executive coach with an established track record in accelerating sustainable growth in global executive leaders. His unique three pronged growth formula comes from:-

- ✓ unleashing a coaching mindset uniquely fused
- ✓ with 30+ years experience as a successful entrepreneurial Global CxO in companies large & small plus
- ✓ an authentic curiosity for how to help leaders be “exceptional”.

As CEO, Excelerate, Paul provides proven Board advisory & Executive Coaching services focused on sustainable growth, innovation and transforming leadership performance at several major (\$Bns) global organisations and at high growth technology Scale-Ups and Start-Up leaders, e.g. Healthtech, FinTech, FoodTech, DeepTech ... His unique insights on the challenges and opportunities of companies large and small accelerates the delivery of sustained competitive advantage for his clients at global scale.

Paul started work in the family store/bakery business followed by an Apprenticeship and a 30 year+ CxO career as Chief Customer Innovation Officer, Group Technology Officer, Senior Vice President Global Platforms and Services at BT where he launched many new global services and businesses - growing profitable revenues to >\$4bn, with customers in 170+ countries and 3000+ people in 85 countries.

He pioneered the use of Internet Services and was finalist in the Sunday Telegraph National Management Award for his pioneering leadership on UK Broadband.

He served on BT Group Board committees on Technology, Risk and Diversity and acted as advisor to UN ITU Secretary General on sustainability, technology and innovation.

Recognising the coaching he received from teachers and throughout his successful career, Paul is passionate about coaching. Where appropriate

he deploys his unique 7C's™ leadership framework of Cause, Curiosity, Communication, Collaboration, Courage, Customer, Consistency - formed from working with and studying what differentiates the “great from good” entrepreneurial leaders around the world for the last 30 years.

More importantly, Paul believes a coaching mindset, combined with an innovative, entrepreneurial approach is key to enabling:- inclusive opportunity and addressing society's existential challenges - Climate Change, inclusive healthcare, inclusive education .. but crucially at the scale and speed required to make the biggest impact.

He is also Partner, ScaleUp Group - providing tech ScaleUps with: unique insights, coaching, mentoring from its membership who have successfully grown over \$4bn in economic value plus help with growth funding - over £40m+ raised by clients to date.

Strongly believing in giving back, his pro bono activities include being a Mentor for Royal Academy of Engineering ScaleUp Leaders programme - coaching entrepreneurial engineering leaders from all backgrounds and a Judge and Mentor at the Technation Rising Stars programme. He is Chair of AI4C (AI for Charities) a leading, not for profit, collaborative AI/ML learning exchange helping 25+ charities gain the benefit from AI/ML technology to improve the vital support they provide to their communities. He is Non Executive Director (NED) at Knowledge Gateway at University of Essex - creating a growth ecosystem for 200+ companies and has run 5 marathons for Breast Cancer, MS and Stroke charities.

Professional accreditations include being an International Coaching Federation (ICF) Accredited Coach, Certified Agile Leader, Fellow of the Chartered Institute for IT, Fellow of the Institution of Engineering & Technology (FIET) and Chartered Engineer. He is an alumnus of London Business School, IMD plus holds a Masters degree in IT systems from University of Essex and an Honours degree in Electronic Engineering from the University of York.



“A coaching mindset, combined with an innovative, entrepreneurial approach is key to enabling:- inclusive opportunity and addressing society’s existential challenges”



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Sarah Hayes, a certified Gallup CliftonStrengths® coach specialises in Strengths based coaching and development for executives, teams and individual contributors in the pharma industry.

Sarah is passionate about maximising human potential. Her approach is to build self-awareness and develop engagement strategies that unlock team and individual performance to improve individual, team and overall results for the pharma clients she works with. Changing the way managers inspire & develop their teams, improving communication and collaboration so their teams feel valued & connected to the company mission.

Sarah has extensive experience leading and developing large and complex teams, cross functional and multi-cultural stakeholder management especially in medium and large pharma organisations. Sarah brings a wealth of industry expertise.

As Partner for KCStrengthsHUB, an award winning talent strategy and engagement company focussed on helping improve the performance of pharma companies, Sarah has designed and run programmes globally to deliver cultural transformation to improve organisational engagement, productivity and performance.



www.strengthshub.co.uk



Sarah Hayes

Partner of KCStrengthsHUB

Partnered with Gallup, the world's number one research-based global performance-management consulting company, and e2Grow, a digital enabling platform company, KCStrengthsHUB has aligned itself with industry leaders in the pharmaceutical industry sector, cultivating workplaces that truly engage with their employees, in turn, boosting output and performance.

The company's overarching goal is to co-create inspiring workplace cultures that maximize the potential and wellbeing of every employee in the global pharmaceutical industry.

Through the use of CliftonStrengths' impactful workplace solutions, KCStrengthsHUB has a proven strategy that aids pharma businesses to develop its people, retain its talent by improving employee engagement and driving performance.

In essence, KCStrengthsHUB builds better workplaces which drives performance.

Additionally, it coach's businesses leaders and managers to practically apply the best engagement practices to business outcomes, how to create thriving workplace where employees want to show up, work hard, and stay.

KCStrengthsHUB practices drive efficiencies and effectiveness in pharma organisations, which drive productivity and bring joy to work.

As you've seen, it's never been a more challenging time for pharma companies to retain talent and optimise individual and team performance. KCStrengthsHUB supports

organisations and their leaders make the shift to create a coaching culture enabling changes in behaviour that lead to increased performance

Whilst the company primarily takes an agnostic approach, its core client and market base stems from the global pharmaceutical and biotechnology industries. Attracting Country Leaders, Commercial Leaders, Managers, and Senior Marketing Directors, the company takes an indiscriminate view when taking on clients. It is simply focused on its mission for the Global Workplace.

The future is set to be exceptionally bright for the company.

The past 12 months have been filled with abundance and success, with multiple awards coming into its possession. KCStrengthsHUB Founder & Director, Keith Webster was recognised by Finance Monthly Global Awards 2021 as Executive Coach of the Year and the company was recognised as one of the 50 Fastest Growing Companies of the Year 2022 and awarded Best Pharma Talent Strategy & Engagement specialist 2022.

KCStrengthsHUB now employs seven coaches that research, prepare and deliver high performance programs around the world.

Their new FREE report is a must read for any pharmaceutical company looking to maximise the performance of their teams, individuals, and the organisation as a whole. The report, entitled, 'How Do Pharma Companies Win the Battle for Talent and Create a Company-Wide Culture of High Performance?' can be downloaded for FREE here: www.strengthshub.net

"As a leadership and mindset coach with over 20 years in commercial business, I was the managing director and board member of an international oil and gas events business that won two Queen's Awards for International Trade. Within a period of five years, profits increased by over 450%. Recently, the company was sold in an eight-figure deal.

In a nutshell, I empower founders all around the world, from start-ups to 'exits', to unlock untapped potential, become Multipliers and transform their leadership and results. My clients say that my hands-on commercial and leadership experience, coupled with my extensive mindset, psychology, leadership and coaching expertise sets me apart.

One of the most exciting things about the work I do as a coach is that my clients are innovators. They are making a disrupting impact on industries such as events, merchandise, AI, technology, software, recruitment and many more."



Tracy Clark

Tracy Clark Coaching & Consulting

Q You have described yourself as having a fascination with potential. Can you tell us more about this?

As I have deepened my exploration of the power of the mind, people's psychology and why achievements are so varied and extreme, I have become increasingly fascinated by potential. I see potential as an incredible reservoir of skills, strengths, talents, insights, qualities and sheer brilliance that we have not yet explored, but that is bursting to come out.

I am always wondering what else might be possible if we can unlock these. My view is that the more founders can tap into these unknown elements, the more they will be able to access mind-blowing levels of potential that create more impact and more profit, whilst also harnessing an innovating and thriving culture for their teams! In simple terms, the more potential we can unlock, the further and quicker we are going to go.

In my work with high-achieving founders I focus on unlocking potential at all levels – those of the CEO, the team and the organisation. Experts say we typically use only 10% of our potential. Through my work with them, I get founders to see that despite the fact that they are using maybe three or four times more potential than

others, there is still so much they are leaving on the table. I get them to imagine what impact and results they could create if they unlocked 60%, 70%, or even 80% of their potential. They find this so exciting, as it means there is so much room for growth, positive impact, innovation and bigger results!

I focus on empowering these people to become incredible leaders by developing a unique and highly effective 'Multiplier' Mindset and Identity. This is the catalyst for them to:

- Inspire their organisations to multiply their profits, margins and their impact ;
- Become an impactful, inspirational leader;
- Develop high-performance teams;
- Attract and retain "A" players;
- Boost levels of innovation and create new streams of revenue.

Q Can you explain a bit about 'Multiplier Leadership' and what it means?

Of course. Multiplier Leadership is at the heart of my work with founders – because unlocking potential comes from being a Multiplier.

This approach is based on developing a unique and powerful Multiplier Mindset and Identity, which drive new empowering, intentional and

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impactful behaviours. By applying a Multiplier approach, it is possible to unlock a further 120% of your (and your team's) potential, which is double the potential average leaders tap into!

Unsurprisingly, this approach starts with an intentional shift within the leader; it is about deliberately choosing how you show up and lead yourself first before leading others. As a result, leaders find themselves interacting with teams and clients in more powerful ways, which leads to more business, bolder results and 'A Players' joining their companies. All of this drives higher levels of innovation, engagement and productivity. Teams feel accountable and in ownership of their own work and their performance skyrockets. Embracing the Multiplier Leadership model fully enables founders and CEOs to create the results that they really want, including higher sustainable margins and profits, highly functional teams and a thriving customer base.

So far, my clients have experienced a range of exceptional results, ranging from 600% growth in revenues, to 150% growth in profit whilst working half the time, to creating pre-product launches of millions of euros in recurring annual revenue. Next to professional results, many have also seen impactful results in their personal lives, naturally finding a better work-life balance, becoming more present with their families and friends and feeling happier and healthier.

Overall, we can say that Multiplier Leadership truly is a transformational approach on every level.

“
In my work with high-achieving founders I focus on unlocking potential at all levels – those of the CEO, the team and the organisation.
”

Q What are the most common issues that your clients have come to you for help in solving?

Clients come to me for various reasons. Very often they have had enough of the cyclical nature of their business and they want to achieve higher and more sustainable growth in profits and margins. Others are highly stressed and tired and they feel like they are pulling the business along. Their work-life balance has completely gone out of the window and they feel an incredible burden and sense of responsibility. They want to get 'out of the trenches', but do not know how to develop a high-performance team that will allow them to work on the high-value areas of the business where they can make a real impact.

Other times, it is simply that they are doing well and want to explore what the 'next level' could look like for them and the business. Sometimes this is to prepare for an exit or it involves thinking



bigger, becoming re-energised and evaluating what else they want to achieve.

I also get lots of referrals from clients who see fellow founders who can benefit from my work. Founders do not always understand the power of coaching until they experience it; in fact, one of the referred founders was initially sceptical, but he said he valued his friend's advice so much he eventually decided to have a conversation with me. Now, having worked with me for three months, he said: "Tracy, thank you for so delicately and professionally encouraging me to talk to you. I can't thank you enough, as our work together is transforming the way I lead, how my team is showing up and the rate that business is coming into our business. I never understood that coaching could be this powerful."

Q How have your years in corporate and entrepreneurial leadership informed your practice as an executive coach?

My leadership and business experience has had a massive impact on my coaching, as my clients know I have been in their shoes and experienced their struggles and successes. I understand what founders need as they scale their business and take their company through an exit; I have felt first-hand the impact that I can have on the team and how shifts in my approach ripple through the company. I have seen how important it is to build a high-trust organisation that is highly aligned, energised and driven.

In the build up to our 'exit', I personally discovered how transformational it is to have someone challenge and stretch my thinking. I also saw that this was key for my team to keep them challenged and engaged. It all gave me a glimpse into the real power and impact of understanding my psychology and that of my team.

This transformational work really helped me understand the importance of blending the 'soft' and 'hard' skills to really gain the profits we wanted, whilst building an engaged team and creating a dynamic and powerful culture that attracted top talent.



Q What does this award mean to you?

It means the world to me. It is a wonderful recognition of the passion I have for my work, the excellence I aim for, the commitment to my own growth and that of my clients.

Q In what ways has your work as an executive coach developed since 2016 and what plans do you have for the future?

My fascination with unlocking potential at all levels has led me to deepen my knowledge and application of mindset, psychology and identity. Over time, I have added more and more powerful tools to my (already large) toolkit, such as the mind-blowing Enneagram, which helps my clients increase their self-awareness and go on a much faster journey of growth and transformation.

While my initial work focused on founders, I am increasingly working alongside senior leadership teams, too, to create deeper levels of change and results throughout their companies. In the next few years, I plan on further focusing on this area to support the growth of my business and make a bigger impact on my clients.

Alison Geskin
The Art of Strategy

Jenn Lofgren
Incito

Bill Koch
Koch Leadership Coaching

Blake Baumann
ASPIE-R

Brenda Lawrence
Brenda D. Lawrence

J. Brian Pearson
Brian Pearson Enterprises *LLC*

Catherine Finger
Loving the Leading, LLC

Dr. Christopher P. Meade
Leadership Alive, Inc.®

Ebere Azumah
Azumah Solutions LLC

Evelyn Campos-Diaz
Evelyn Campos-Diaz

Jeff Kaplan
Leading With Heart

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Victoria Hepburn

Hepburn Coaching

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THE ART
OF STRATEGY



Alison Geskin

Founder and CEO of
The Art of Strategy

Alison Geskin, Founder and CEO of The Art of Strategy, is widely recognized as a transformative force for good, bringing a mission-driven focus to organizations across sectors, cultures, and countries. A highly sought-after trainer, coach, strategic advisor, lecturer and facilitator, Alison has led organizations and counseled leadership of foundations, not-for-profits, start-ups, scale ups and enterprise, around the globe. Her work with individuals and teams is often credited with their achievement of sustainable and measurable success, including healthy thriving cultures.

Leading global impact through The Art of Strategy, whose mission it is to advance understanding and practice of leadership development through world-class experiences that inspire, shape and develop rising leaders and executives, Alison and her team drive powerful performance and help build better outcomes through world class training and coaching. Together, they have earned the trust of organizations world-wide to develop effective leaders. Her distinct approach has helped transform top talent into resourceful, adaptive and inspiring leaders, anchored in the methodology that blends expertise in business, organizational dynamics, communications, philosophy and psychology

of human performance to guide organizational transformation.

Alison holds the second highest globally recognized coaching designation, PCC through the International Coaching Federation as well as the Certified Coaches Alliance, and is a Certified Organizational Development Coach, Certified Executive Coach, Certified Life Coach, as well as Certified Leadership Coach from Harvard University. Alison has the unique ability to broach both the personal and professional side of success.

In 2018 Alison joined Symbiosis Coaching as a Senior Faculty Instructor and teaches the ICF Organizational Development, Executive Coach and Life Coach Certification programs.

In 2019, Alison was recognized as a leading Business Coach by Forbes and sits on the Forbes Coaches Council. Played in over 56 countries and counting, Alison is also the host of Live. Learn. Lead, an award-winning podcast that focuses on the good, bad and ugly of Leadership.

Area of Expertise

Leadership Development & Executive Coaching

Jenn Lofgren

*Managing Partner of
Incito*

“Incito actively works to inspire executives on every level. Join us in our journey to pass on knowledge, inspire others and renew passion for leadership.”

Specializing in leadership and executive coaching, Jenn Lofgren is a Master Certified Coach who becomes a thought-partner for evolving leaders. While leadership coaching is her specialty, the truth is that Jenn doesn't believe in one-size fits all coaching. Real people simply don't work that way. Jenn wants leaders to have a positive impact on those around them, which is why she leads from a place of curiosity and choice. With this, she supports you in uncovering what is holding you back so you can create shifts to become a bold, inspiring, and magnetic leader.

Particularly, leaders who want to lead differently tend to see the greatest results as you are ready to be fearless in your growth, inciting your team to become more effective, engaged, and happier in the workplace. This takes being vulnerable and honest as you and Jenn work together, looking inwards to make positive and tangible changes in both your professional and personal environments.

As a Master Certified Coach, Jenn is one of only 5% with this certification in Worldwide. With over 15 years' experience in coaching, mentoring, gap analysis, and strategic development, Jenn has an insatiable drive to learn new concepts, allowing her to understand the bigger picture of leadership, becoming a more impactful and confidential thought partner for your needs.



- CANADA -

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Jenn Lofgren and her
Business Partner, Shawn Gibson

ABOUT INCITO:

Incito is the premier executive development firm to uniquely elevate executive and leadership team mindsets creating the foundation for the highest and most meaningful outcomes in their business and personal lives.

Our clients experience a choiceful evolution of mindset that shifts their strengths and skills, finding new ways of thinking and allowing them to grow from reactive experts to strategic, future-focused leaders.

This is achieved through a highly custom, personalized and choice focused approach that focuses on the leader as a whole so they can rethink ineffective, learned mindset and behavior patterns first, and then effectively evolve the best leadership skills and tactics second.

Incito's goal is to create leaders who have the confidence and mindset to create their highest and best outcomes, not only for themselves, but for their employees, teams and businesses.

WHY INCITO:

Most development programs are systemized and attempt to measure an executive's existing skills and the specific growth skills needed for high-level executive leadership. These systems lack a fundamental and incredibly important focus point – a choiceful growth.

Most of the skills that got an executive to this point are no longer best serving them in their new role and they need to grow away from certain skills that got them to the executive level. Some reactive skills are a boat anchor holding them back from strategic leadership. There is nothing wrong with reactive skills, but they are highly correlated with being a front-line expert and inversely correlated with effective strategic leadership.

We look at not only what you need to grow into, but what you need to grow away from. Some of these boat anchors need to be dropped – choicefully dropped – so the development journey can move forward. This is the heart of our approach and exactly why leaders will get a more impactful outcome from Incito.



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www.incito.ca

Bill Koch

Founder of Koch Leadership Coaching

Bill Koch is an executive coach and advisor known for his rare combination of business acumen, CEO experience, and his impactful coaching that gets results for executive leaders and the organizations they serve.

Bill coaches with executive leaders in the Fortune 500, private enterprise, and academia. His primary objective is to inspire and guide high performers to become highly effective organizational leaders. Bill connects with executives experiencing the challenges of growth and organizational change.

For more than 25 years, Bill has served in the CEO role in leading organizations (public, private and PE backed businesses) including CEO of a Fortune 500 subsidiary. He has a hard-earned reputation for guiding businesses to peak performance, and he can relate with the challenges and levels of executive stress that go with the job. Bill is often characterized as “a coach who’s done the work.”

Utilizing powerful assessment instruments and interviews, Bill gets to the essential issues that deserve attention. By helping leaders see more clearly and honestly, Bill helps them pinpoint areas for focused attention so they may develop their ability to act decisively for maximum

impact. The result is greatly enhanced leadership effectiveness and reputation for the client.

Bill connects with executives who have a desire for more performance in their business and more meaning in personal and professional life. He helps leaders discover and develop the key behaviors that will have the greatest positive impact in the client’s environment.

Bill coaches with methods and systems that lead to peak performance and balance. He specializes in C-Suite executives, C-Suite succession candidates, Boards, and High Potential individuals. He has extensive experience with successful onboarding coaching engagements for clients new to organizations and newly-promoted executives.

Bill currently coaches and mentors executive leaders (primarily in the Fortune 500) and advises on board effectiveness. Bill serves in an innovative leader development program at the Doerr Institute for New Leaders at Rice University. He is a graduate of Southern Methodist University. He is an ICF-certified coach, a member of the Harvard Institute of Coaching, and serves on the Forbes® Coaches Council. He is also a Master Professional Board Director certified by the American College of Corporate Directors.

Clients include:

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Nationwide Insurance • Aflac • Jacobs • Del Monte • CBRE • Christie’s

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“
**Bill is
known as an
accomplished
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coach who’s
done the
work.**
”

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LEADERSHIP
COACHING

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*“As someone
with autism
himself, he
understands
the challenges
of being autistic
and excelling in
the workplace.”*

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Blake Baumann

Founder of ASPIE-R

Blake Baumann is a leading professional neurodiversity coach that specializes in working with individuals with autism spectrum disorder. He has coached individuals from across the world ranging from 15 to 50 years of age. As someone with autism himself, he understands the challenges of being autistic and excelling in the workplace.

In working with professionals with autism, he has been able to help them learn how to work with their strengths and weaknesses to boost productivity, meet deadlines, increase confidence, manage sensory overload, communicate more efficiently, and improve their relationships amongst their colleagues. Blake has an incredible gift that allows him to get inside his client's mind to understand how they operate so that he can help customize the right strategy and guide them to achieve their goals. Because of this he has been able to help people to change their career and life trajectory leaving a lasting impact.

Blake unofficially began his coaching career in 2014 when his eldest son was diagnosed with Asperger's, a form of high functioning autism. He knew that he needed to have a strategy to help his son navigate the same challenges he faced as he launched into life. He developed a 5-year plan for his son which resulted in his son learning to drive, graduate high school, gain a part-time job, attend college, elevate his career into full-time employment, and live independently. He had never thought of it as anything special until many parents whose young adults faced similar challenges reached out to him for help.

With such impactful results, in 2019 he decided to go all in with coaching. He started his business ASPIE-R which is pronounced like the word aspire and is a play on the words of Aspie, a term used for individuals with Asperger's, and aspire which means to rise higher. Blake also pursued becoming a certified coach and

attended the Institute for Professional Excellence in Coaching where he gained his Certified Professional Coach certification in September of 2019. He later pursued his ICF credentials and obtained the certification of Professional Certified Coach credential in September of 2021.

Prior to coaching, Blake held several executive leadership roles, and he attributes his professional success to 3 key things that he works to incorporate in his coaching:

(1) He uses his autistic gift of pattern recognition. In his career he was able to replicate successful business models that increased sales, client retention, and operational efficiency. In coaching he can see similar patterns in clients that impact them and so he works to optimize them resulting in achieving their desired outcomes.

(2) Improving his autistic deficit around social communication. Blake realized that that people he interacted with wouldn't change how to communicate with him. He decided to invest countless hours in reading, researching, and attending seminars so that he could learn how to communicate with individuals in their style. In coaching this has allowed him to connect deeply with his clients to build the trust needed for an incredible working relationship.

(3) Realizing how crucial it was to have someone to mentor him, he sought out individuals who already achieved what he wanted and asked them if they would coach and mentor him. This helped him to learn to set the right goals and continue stepping outside of his comfort zone which led to him to short cutting his path to success. This was a big driver in him becoming a coach.

Now as a professional coach, Blake feels his goal is to use his experience to help neurodiverse individuals to unleash their genius so they can live an extraordinary life.

Brenda Lawrence

Vistage Chair

Brenda has been coaching leaders and executives for about 13 years, the vast majority of that time overlapping with her own career as a business leader in the technological services industry.

After graduating in 1989, Brenda returned to her birthplace of Washington, D.C. where she began working in the hospitality industry, a field seemingly unrelated to her degree and career aspirations, but her work at a pair of 5-star hotels actually ended up helping her chart the course of her professional journey for the decades to come.

"The hotel industry placed a huge emphasis on exceptional customer service and was actually my start into technology. We used point-of-sale systems from this company called Micros. I reached out to them one day, sent my resume and said, 'Hey, I've got a technology degree. This is what I'm interested in.' And they called me. I was excited. I went and interviewed, got the job and started working with Micros Systems. That was the start for me."

After five years at the Columbia, Maryland-based company, Brenda moved on to a Project Manager role at Conquest Systems in which she worked primarily on a contract with the United States Postal Service. It was at Conquest where Brenda's passion for engaged, effective leadership began to emerge. She describes the company as the first place she worked where mentorship and leadership training were prioritized. Eventually, her experience at Conquest would become the inspiration for Brenda to found her own company.

Once Brenda discovered the intersection of her talents and her purpose in coaching, she dove in

head first in the growth process and wanted to help more people find the same joy that she had found. John Maxwell's leadership training methods closely aligned with her own philosophy, so she became certified to teach his methods and began to share them. She has traveled with John Maxwell and the Equip organization to teach values based leadership and serve in countries Guatemala, Paraguay, and Costa Rica. She serves on the Presidents Advisory Council and is an Executive Director. She has since earned prestigious executive coaching certifications from Coach Training Institute and Coaching and Positive Psychology Institute.

She also mentors Social entrepreneurs and organizations to help them align Social Impact and Organizational Purpose. She has served on Non-Profit Boards as an advisor in Africa and India. She has earned a Social Impact certification from University of Pennsylvania and an Entrepreneurship and Innovation certification from Harvard Business School along with credentials from the International Coaching Federation. Additionally, Brenda joined the Institute of Coaching Harvard Mclean Affiliate as a Fellow, to stay up-to-date on the latest research and its practical applications within the coaching field.

"I've always been an infinite learner," Brenda says. "I'm always curious, always, always looking to see, 'What else?' You can't give what you don't have, so you have to always make sure that you're pouring into yourself so that you're in front of how to help and serve others."

Brenda encourages young people she encounters today to take a similar approach — never stop learning, and never put limits on your potential.





“I’m always curious, always, always looking to see, ‘What else?’ You can’t give what you don’t have, so you have to always make sure that you’re pouring into yourself so that you’re in front of how to help and serve others.”


Brenda D. Lawrence
Helping leaders Thrive

www.brendadlawrence.com

J. Brian Pearson

CEO of
Brian Pearson Enterprises *LLC*

Brian is called “The Results Coach” for a reason. He is a leadership expert, a change agent, and a coach with a proven track record of success in the most demanding situations, while serving some of the most elite clients in the world.

When working with clients, he skillfully combines his experience and qualifications in leadership, behavioral training, process optimization, industrial engineering, and LEAN manufacturing techniques to help clients gain clarity and focus. Brian works closely with his coaching clients to help them achieve and exceed their goals and objectives.

Brian consistently leads positive change with his clients and their organizations through skillful coaching, strong work ethic and high energy.

Brian's experience and his ability to quickly understand issues, allows him to clearly

communicate and connect from the top of the organization to the lowest levels. The ability to see from the perspective of the client allows Brian to come beside his clients as a trusted advisor.

As a coach, Brian is a sounding board for his clients, while at the same time challenging his clients to achieve excellent results. This collaboration and strategic planning approach, allows Brian to partner with his clients to build solutions that deliver viable and sustainable results.

Brian has over 46 years of experience working in a Fortune 500 corporate world and is an Executive Director with the John Maxwell Team. He is a certified Maxwell Leadership Program Coach, Speaker, and Trainer.

Brian's approach is straight forward and no nonsense. This makes him one of the most sought-after coaches in the industry.



Firm Profile

Brian Pearson Enterprises LLC is an Executive Coaching and Strategic Planning Firm which was founded in January 2020. Located in Irmo, South Carolina, USA, the company's mission is to help elite owners and leaders of mid to large size organizations gain clarity, focus, and action to achieve and exceed their goals and objectives at world class levels.

Specialties Include:

- Executive coaching for C-Suite Executives, Leadership Teams
- Strategic planning
- Leadership coaching and training,
- LEAN implementation, process evaluation and assessment, waste elimination and simplification, solution implementation
- Major project risk assessment and mitigation planning processes
- Leadership behavioral impact assessment and strategies
- Maxwell Methods of Leadership, Coaching, Speaking, Selling

Client Services Include

- Executive Individual and Group Coaching Strategic planning
- Project risk assessment and mitigation management
- Consulting
- LEAN Manufacturing implementation and SIX SIGMA
- Leadership Development and Training
- Business performance assessment
- Process improvement
- Communication and interpersonal skills
- Team development

Examples of current client base served

- International Fortune 500 corporations
- Private Equity Firms
- Banking
- Construction Services
- Sales Groups
- Entrepreneurial Financial Advisory Firms
- National Non-Profit Organizations
- High end media companies



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CEO
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Catherine Finger

Ed.D/PCC

Owner of
Loving the Leading, LLC

Award-winning author Catherine Finger contributes to the well-being of others by offering executive, personal and author coaching services. Throughout her career as a public-school leader, mentoring current and emerging leaders was one of her greatest joys. This experience, coupled with her passion to instill hope for leadership, love, and life led her to launch an executive coaching business in 2020.

Retiring from her academic career in 2017, Catherine then completed over 250 hours of graduate-level coursework in preparation for her transition into professional coaching and the launch of Loving the Leading. Her coaching-related education and certifications include the following:

- Advanced Certified Personal and Executive Coach Certification
- Associate Certified Coach credential from the International Coach Federation
- Professional Certified Coach credential from the International Coach Federation
- Positive Psychology-Based Health and Well-Being Coach Certification
- Emotional Intelligence Coaching and Assessment (EQi 2.0 and EQ360) Certification
- Certified Writing and Speaking Coach

Her years of successful experience as an educational leader, board member, adjunct professor, award-winning author, law enforcement chaplain and community leader equip her with unique insights and deep intuition on both organizations and individuals. During her educational career, she served on several state and national boards and received numerous leadership and service awards. Her vast experience in leadership and community work serves her well in her professional coaching role.

Catherine is an active member of the International Coach Federation and was elected to serve on the governing board of ICF Wisconsin. A licensed Chaplain through the International Fellowship of Chaplains, she is also an active member of the Wisconsin IFOC. Her Chaplain work has led her to pursue additional educational experiences and certifications, particularly related to crisis intervention and stress management as well as trauma-informed research and practices.

When she's not coaching, engaged as a Chaplain, or writing, you can find Catherine riding her horse, traveling, or enjoying a wide variety of family and friends.

Firm Profile

Dr. Catherine Finger offers executive, personal, and author coaching services designed to support and contribute to the well-being of others through research-based practices and tools. Her work is grounded in positive psychology, integrating both Emotional Intelligence and Appreciative Inquiry practices and perspectives. Loving the Leading serves executive clients from the US and abroad, chiefly in areas relating to education, government, military, energy, and technology leadership sectors.

Catherine comes alongside clients as a "thought partner," providing executive coaching services, including:

- Assessment Services
- Career Development
- Enhancing Emotional Intelligence
- Enhancing Interpersonal Skills
- Maintaining Positive Health Habits
- Strengthening Communication Skills
- Strengthening Executive Presence
- Strengthening Resilience & Increasing Well-Being

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Dr. Christopher P. Meade brings more than 25 years of entrepreneurship, business ownership, management, and leadership experience to his role as president and chief training officer at Leadership Alive, Inc.,® a leader-building organization. A former business school dean and award-winning MBA instructor, Christopher has coached and trained over 10,000+ leaders and led and facilitated team trainings for 500+ teams and organizations. He also holds a Ph.D. in Organizational Learning and Leadership, two master's degrees, and a certificate in Disruptive Strategy from Harvard Business School HBX. He is an accomplished author and has published five successful books.

He is an engaging speaker, leadership author, certified Gallup StrengthsFinder® coach, corporate educator, executive leadership coach, Emotional Intelligence (EI) trainer, business professor, and award-winning partner for several programs through Wiley Publishing. Chris speaks regularly at leadership events and team training events throughout the United States. He has been a guest lecturer in 15 cities throughout China, and has worked with renowned clients such as Apple, Nike, Google, NFL teams, Starbucks, Facebook, and Microsoft.

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Dr. Christopher P. Meade

Founder of Leadership Alive, Inc.®

Dr. Chris Meade founded Leadership Alive, Inc.® in 2005. Leadership Alive, Inc.® helps inspire, coach, and resource leaders, managers, teams, and organizations. The organization helps accelerate workforce engagement, galvanize groups into high-performing teams, develop trusted leaders, and create organizational cultures that achieve exceptional business outcomes.

"Transformed leaders leverage strengths and manage limitations in both themselves and others more effectively," says Dr. Chris Meade. Leadership Alive, Inc.® believes that personal transformation has a profound effect on how business transformation takes place. When leaders (or teams) experience personal transformation there is a ripple effect on all who are in their wake. Transformed people lead differently because they are different. Transformed leaders produce different results in people and business outcomes.

Leadership Alive, Inc.® values embody the spirit and personality of the organization which translates into specific actions and decisions they make that ultimately serve and deliver value to their clients. Chris brings hope to teams and organizations that feel stuck. One client says, "Today was another step on the path to making this team really hum! I thought you did a fantastic job of making our team training tangible, relatable, and actionable."

They provide corporate facilitated trainings, keynote speaking, and digital resources to leaders, managers, and teams. They specialize in workforce development, talent acceleration, servant leadership training, management effectiveness, and creating cultures of organizational health and excellence.

Leadership Alive, Inc.® works with its clients as strategic partners in providing value by developing their talent base, strengthening their teams, and increasing their leadership impact. They help companies grow and change their business outcomes by serving the whole organization, beginning with leaders and teams. One client speaks highly about Dr. Meade's work, "Leadership development is critical to any organization that would like to improve and Chris Meade is the foremost expert in helping it get there." This client's testimonial is consistent across all of the feedback that Chris receives and is indicative of his work with all of his clients.

Chris Meade's passion for transforming leadership through this organization is evident throughout his workshops, writing, and interactions with clients. He describes his passion and expertise powerfully: "I inspire leaders to be extraordinary. Everything I do is designed to catalyze growth in others and propel them toward a better version of themselves, so they can more meaningfully touch the lives of others in the work they do each day."

“Dr. Azumah has many interests but one mission, to empower and to motivate people, especially people of color, to flourish and to live their best lives no matter the struggles and challenges of life that they face.”



AZUMAH
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Ebere Azumah

MD, MPH, ACC, FACOG

Founder & CEO of
Azumah Solutions LLC

Ebere Azumah, MD, MPH, ACC, FACOG is a Certified International Coaching Federation Life Coach, board-certified Obstetrician and Gynecologist, trained Doula, Public Health Professional, Community Health Educator, Social Entrepreneur, Non-Profit organization founder and leader, she is also the Chair of the Association of Nigerian Physicians in the Americas DC-MD-VA chapter.

She is also a trained Project Manager, trained Media Public Relations Personnel, Organizational Consultant, an International Professional Speaker, Bestselling Author, and Blogger. She is the Co-Founder and President of Love your Menses, Inc a global Non-Profit that provides Menstrual Equity to underserved communities. She is also the Founder and Chief Executive Officer of Azumah Solutions LLC. Dr. Azumah is the Founder and Executive

Director of Healthy and Uplifted, Inc a nonprofit that provides evidence based education to professional women to help them focus on the triad of Life: Physical Wellbeing, Balanced Nutrition and Emotional Stability.

Dr. Azumah is a three-time author of the following books: The Warrior Women Project: A sisterhood of immigrant women and a Barnes and Noble Bestseller; Mya Learns about Menstruation a menstrual education book for young menstruators and Jonathan and the Hole in his Shoes a book that discourages bullying in schools.

Dr. Azumah has many interests but one mission, to empower and to motivate people, especially people of color (including herself), to flourish and to live their best lives no matter the struggles and challenges of life that they face.



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Evelyn Campos-Diaz



Evelyn Campos Diaz is a Personal Development Expert that has had the good fortune of experiencing inspirational leaders throughout her formative years. This may explain her passion with leadership development that inevitably led her to become one of the preeminent Human Resources Executives in the healthcare industry. She has served in many roles in Human Resources for the last twenty years, but feels that it pales in comparison to the joy she had found as a wife and mother.

Evelyn holds a Juris Doctor degree and an MBA degree with a concentration in Organizational Leadership along with a number of specialty certifications in her field, including being a certified MBTI® practitioner. Her accomplishments include winning the 2014 HRLA Leadership Award of Greater Washington, DC and various speaking engagements including at SHRM's annual conference in 2015.

Evelyn has extensive experience strategizing, designing and developing effective leadership development programs for executives and leaders, but can also be found painting, hiking and being a sci-fi geek. She welcomes connections via her LinkedIn profile, especially from that next generation of Human Resources leaders

Evelyn teamed up with other leading entrepreneurs and professionals to release the book *The One Big Thing* which offers advice on how to succeed, which ranked on the Amazon Best Sellers List.

Please visit www.evelyncamposdiaz.theonebigthingbook.com for more information



Jeff Kaplan Ph.D., MBA, MCC

CEO & President of Leading with Heart

Dr. Jeff Kaplan is the CEO & President of Leading with Heart, an executive coaching and organizational consulting firm that helps leaders lead with purpose, empathy, understanding, engagement, and humility. He both supports and challenges his clients in stretching beyond their current comfort level to achieve extraordinary results. Jeff's style is coactive, creating the most flexible approach to working with each individual's unique learning and personality style. Jeff is one of only 1,327 coaches worldwide with the designation Master Certified Coach (MCC) by the International Coach Federation (ICF).

Jeff is successful with senior executives due to his 21 years as an executive coach and his background in cofounding and running a behavioral healthcare company as its Chief Operating Officer. Through this experience, Jeff learned firsthand about strategy and execution, forming partnerships, managing stakeholder relationships, building and motivating teams, resource management, and raising capital.

Jeff has coaching experience across many industries, including healthcare, biotech, finance, banking, retail, manufacturing, technology, automotive, education pharmaceuticals, defense, and government. Specific areas of expertise include heart-based leadership, crucial conversations, team development, executive presence, influencing others, psychological safety, and performance improvement.

Previous professional roles include President and COO of Habit Change Company, during which time he created and oversaw an ICF-accredited coach training school; Founder and President of IGW, a coaching and consulting company; and President of ICF Philadelphia, where he led

the largest public event in its history, moved the organization to a cloud-based infrastructure, tripled the bottom line, and increased membership by 30 percent.

He also created a coaching program for Penn State's Smeal College of Business EMBA students, coaches Wharton Executive Education and Executive MBA students, cofounded Breakthrough Coaching, a company focused on teaching advanced coaching skills to experienced coaches, helped spearhead a three-year leadership development program for a healthcare system located in Philadelphia, PA, and has managed and supervised thousands of coaching engagements for several organizations.

Jeff holds the following degrees: PhD and MEd in psychology and education, Temple University; MBA, Penn State University; MA in counseling psychology, Boston College; and a BS in psychology, with a minor in computer science, University of Maryland. He received his Master Certified Coach credential through International Coach Federation. Jeff has an extensive background in assessment design and delivery, including several 360° tools, DISC®, Hogan, and MBTI®.

Jeff has authored two books and several articles, including, Health Management Policy & Innovation's 2018 article, A Blueprint for Developing Leadership in Physicians and Non-Physicians, written by Dr. Greg Shea, Dr. Jeff Kaplan, and Dr. Steve Klasko. Jeff has been featured in publications such as SmartCEO, Philadelphia Inquirer, Philadelphia Business Journal, and The Hospitalist. He has also done several podcasts and has been a keynote speaker for international audiences. In his spare time, he enjoys playing chess but admits that his game is a bit rusty.

- USA -

CEO Today Executive Coaching Awards 2022



Q To you, what does it mean to 'lead with heart'?

To many, leading with heart means leading with empathy or compassion. When we talk about leading with heart, we are talking about leaders who consistently demonstrate five specific characteristics or tenets that, when combined, can be powerfully successful at leading others. These are: purpose, empathy, understanding, engagement and humility.

Q What is your response to those who say that this approach encourages underperformance?

What leads to underperformance is treating your employees like human doers rather than human beings. Remember, people join companies but leave managers. Being a heart-based leader is not contrary to holding others accountable. If an employee is underperforming, heart-based leaders first check in with that employee, then work with them to ensure they can meet expectations. Your brain helps you make decisions based on what is best for the organisation; your heart guides you on how best to carry out those decisions.

Q Why is leading with heart important?

When my firm was incorporated in 1996, I would have had the door shut on me if my opening pitch was that I could help leaders and their organisations become more heart-based. Today, people are coming out of the woodwork to figure out how to do this.

The reason? Because companies have become more matrixed, global, complex, diverse and technologically advanced. The 'command and control' type of leadership is unsustainable except during a crisis (such as in response to the COVID-19

pandemic). Leaders must motivate others through influence, not the power of their position. Leaders who have not figured out how to drive results using a heart-based approach are failing and their organisations are suffering as a result.

Q Can you really teach leaders to become more heart-based in a sustainable way?

Yes! We do this by first creating awareness, but doing so with compassion. Anybody can deliver the hard truth of 360-degree feedback or the results of a personality assessment, but doing so with compassion and understanding creates a safe space for the leader to hear the feedback. We then use various tools and strategies to help them think, speak and act differently. I not only hear expressions of gratitude from clients, their managers and human resources, but I have literally had spouses thank me for the changes they have seen!

Q In what ways have you seen your own practice as an executive coach develop as you assist your clients?

I started my career as a psychologist in the mid-1990s. In 1995, I discovered my passion – bringing emotional intelligence into the workplace. Over the years, I have coached all kinds of organisations across industries and have personally grown along the way, meeting all types of incredible leaders. In the last decade, the need for EQ has grown exponentially, and yet leaders have less time to invest in themselves. Twenty-five years ago, I would proudly tell others, "I have gotten CEOs to meditate." Today, this is not enough... not to mention they are already doing it.

Today, I would say that I have been able to help leaders by cutting through the BS, telling leaders what others will not or are simply too scared to say. But of course, I do it with love!! And I bring with it tools to help them create sustainable change.



Dr. Jeff Kaplan,
President & CEO, Leading with Heart,
400 Brown St, Philadelphia, PA 19123-2106.

T: 610.279.4805 | M: 267-278.1486

To learn more about
Leading with Heart, go to:
www.leadingwithheart.com



John V. McShane

Prominent Attorney and
Transformational Coach

John V. McShane is an elite personal and organizational coach (certified by the Hudson Coaching Institute, Santa Barbara, California). He is also one of the top divorce lawyers in Texas and has represented numerous celebrities, sports figures (including a number of Dallas Cowboys) and entrepreneurs. As stated by his client of 25 years, Dallas oil titan and billionaire T. Boone Pickens – “You can’t do any better than John McShane. He has fought many battles for me, and we have never had a loss. We have a long history of winning together.”

Recognitions include being named as a Texas Super Lawyer from 2003 through 2022 by Texas Monthly Magazine (the top 5% of Texas lawyers) and named as one of the top six divorce lawyers in Dallas by D Magazine. John is a co-founding partner at CrossMcShane PLLC in Dallas, Texas.

John has a parallel career as a highly effective coach with a national and international clientele. During the past 40 years, John has successfully coached hundreds of clients into achieving richer, more fulfilling, and more productive lives. John’s coaching specialties include quality of life enhancement, top performance, goal setting and achievement, resilience, substance abuse recovery, depression and/or anxiety recovery, suicide prevention, spirituality and successfully navigating high-conflict divorces. Hudson Coaching Institute founder, Dr. Frederic Hudson, called John “an inspiring mentor to the legal profession. A masterful coach!”



**Cross
McShane**

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W: www.crossmcshane.com

“The day I met you ranks high on the list of luckiest days of my life.”

- T. Boone Pickens

Dallas Oil Titan, Billionaire and Client

“I went on to do five national TV shows thanks to John.”

- Paula McClure

Emmy Award Winning TV Journalist and Client

“As my attorney, confidante, trusted advisor and friend for over 40 years, John McShane has been a major transformational force in my life and my career.”

- Iola Johnson

former Channel 8 News Anchor.
Award Winning TV Journalist and Client

“John McShane changed my life. I walk taller today.”

- William C. Meili

Attorney and Client

“Just knowing him saved me.”

- Garry Weber

Prominent Dallas Philanthropist,
Investor and Client

Dr. Katharina Schmidt PsyD

Founder of Inspiration & Discipline

Katharina has worked as executive and leadership team coach for over 20 years. Next to her role as coach she is a dedicated and regularly challenged mother of two teenage boys and happily married to her husband for more than 20 years. She takes care of her body as if she will live to over 100. She has lived in 6 countries and speaks 5 languages. She has explored the concept of leadership, influence and power since building sand castles as a toddler. She is in awe with leadership potential in people and she loves to push people to maximize that potential. She is a learning and growth junkie: ICF certified Master Coach, ex- CEO, Kellogg MBA, doctorate in leadership psychology and certified in numerous methods and frameworks. She loves them all and follows when relevant. She always looks for gorillas in the room of her senior and C-suite executive coachees. She cares for her coachees and she kicks their butts around their (sometimes limiting) beliefs. She wants to change the face of leadership and overcome addictions to (white male) charisma. She supports her coachees in designing and developing their own authentic executive presence. She deeply enjoys to witness people reflect, experiment, embrace and grow.

Leadership is a team sport

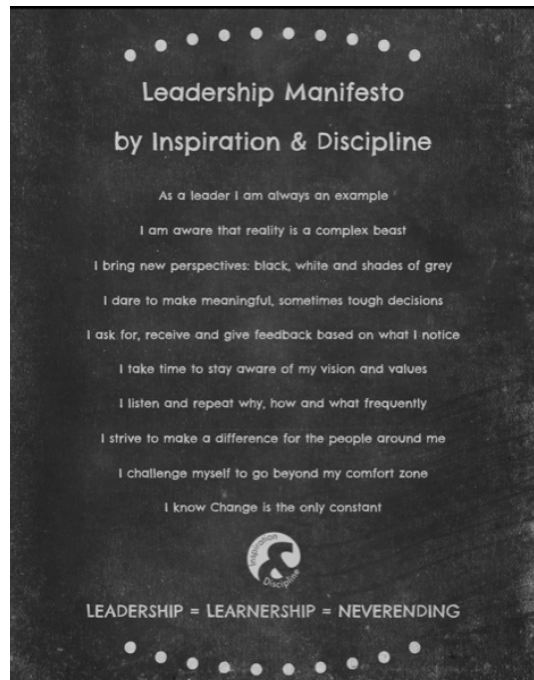
In her years as professional volleyball player in the Spanish Superleague, she discovered that leadership is a team sport. It is not about a person, it is about the collaborative process that co-creates in a team. She has supported numerous leaders to navigate and find their dynamic equilibriums in engaging, directing and committing people towards a shared vision.

Compassion versus performance

One of the struggles her coachees come up with in their coaching sessions is the paradox between people and results, relationships and tasks. By exploring, expanding and reframing their thinking around their roles, coachees become more conscious and ambidextrous in switching modes and enabling their people to follow the switches.

Listening - forgotten half of Leadership

We learn to give presentations but nobody has listening as a subject at school. Listening, including being fully present and guiding thinking with the right questions is a key leadership skill. Most of her clients need to be reminded of the magic of listening.



Thinking versus Doing

In hyperchange mode, most of her executive clients tend to go in the weeds too much and don't create enough time and space to think. Thinking deeply is a universal human struggle; she supports leaders to get into a space of deep thinking.



“ROI of self-reflection: Knowing and owning your history, talents, natural gifts, and weaknesses enables more effective leadership. Research shows a correlation between self-aware leaders within an organization and its profitability.”

You can learn more about Katharina's background and personal recommendations by visiting her LinkedIn page: [linkedin.com/in/katharinaschmidt-343612](https://www.linkedin.com/in/katharinaschmidt-343612).

Her Forbes publications are full of research-based and practical solutions to develop leadership, culture and engagement: www.forbes.com/sites/forbescoachescouncil/people/katharinaschmidt1/?sh=6558fe794cba



www.inspirationanddiscipline.com

Kyle Moses PhD, MBA, PPC

Founder and President of Revolution Solutions

Kyle works developmentally with clients to:

- Enable leaders to make lasting positive changes.
- Support C-suite leaders in development of organizational design (i.e. strategy, structure, processes, people, and rewards).
- Support transitioning leaders at various organizational levels.
- Identify and leverage natural talent (Strengths) to accelerate a leader's impact through greater authenticity.
- Identification of negative patterns and support changing to more positive patterns.
- Enable leaders to identify their leadership brand by increasing authenticity and their ability to leverage their "value proposition."
- Help leaders understand and articulate their "value proposition."
- Bring greater emotional intelligence to lead others effectively.
- Increase team effectiveness by building trust, managing conflict, strong commitment, and accountability.
- Aligning a leaders' work efforts to what they value.
- Assessing and aligning an organization's culture.
- Increasing leader resilience by identifying and reducing stress, both at work and in their personal life.



Optimize your energy, focus, and time by understanding where your values may be out of alignment with your day-to-day: Kyle works with motivated leaders who are ready to optimize themselves by making the changes that are important to them. His coaching philosophy is holistic, focused on positive psychology, and includes a systems-based framework built around the core belief that “the revolution starts from within.” As the client develops a new understanding of how the world is presenting itself while their own cognitive framing of roles and responsibilities evolves, lasting change is created.

It starts with an empathic approach: Kyle's extensive professional experience pivots on empathy, synergy, and the spirit of partnership with executives at all levels, enabling an atmosphere of mutual trust and respect that facilitates effective coaching. Having experienced many of the same challenges as his clients, Kyle has a full appreciation of the importance of the coaching work they take on. Clients appreciate Kyle's sincerity, his integrity, his insightful questions, and the humor and energy he brings to the work.

Goal-setting with clarity: In working with clients, Kyle seeks to facilitate (1) a deep understanding of what the individual wants to gain from the coaching process – and how success will be measured; (2) a high level of self-awareness – including values and strengths; (3) a clear perspective of what he or she wants to change; (4) a plan to put the change

in place; and (5) practice to make it part of the individual's enduring capabilities.

It takes courage to exit autopilot, but your wisdom lies within: Whatever your goals, Kyle will tap into your own experience and wisdom and, notably, will help provide critical analyses that challenge your default thought settings. He will offer support, guidance, and resources where needed and will promote timely action. The most significant factor differentiating top leaders from average performers is understanding that what got them here will not continue to support success in future challenges. This alchemy must invariably change as we look to rise into our best selves.

Bespoke coaching for clients in every industry: Kyle's extensive experience working over three decades in both the public and private sectors, coupled with his two business degrees and PhD in organizational psychology, provide the sage dexterity to successfully tailor his coaching approaches. Whether a C-suite Executive, a Board Member, or a high-performing individual looking to optimize their potential, Kyle works with his clients to cultivate and co-create awareness and intention. This focused path to action can include ways to address communication challenges within organizations, bring clarity to leader blind spots, dislodge and resolve limiting beliefs, and reformulate operational and leadership strategies to match an increasingly shifting and complex business environment. Your revolution starts from within, and Kyle will help you find the key to access that.



Kyle Moses, PhD - Executive Coach - Revolution Solutions
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www.revolutionsolutionsllc.com

"I am Lesley A. Perkins, the CEO and founder of People Matters Consulting and Coaching in the Washington, DC metropolitan area. We are a boutique firm focused on providing leaders and their teams with executive coaching and tailored inclusion strategies designed to target their personal and organisational needs. Diversity, inclusion and belonging are the foundation of our work. We utilise best practices, behavioural science, practical knowledge and experience to improve the lives of all leaders and their workforces."



Lesley A. Perkins

Founder of
People Matters Consulting and Coaching

Q What was it that prompted your start in executive coaching?

Being a management consultant trained in business psychology, I started my career working with organisations looking to diversify their workforce and create inclusive cultures. Often, I was working with organisations embarking on momentous change. I noticed early on that a significant and often unspoken part of that work was coaching leaders responsible for moving the organisation forward. It was a peripheral part of my work. Over time, however, I began to see the powerful impact of a leader's vision and appreciate the opportunity to work with leaders to truly effect meaningful change. Today, it is the central focus on my work.

Q What are the greatest lessons that you have learned since beginning your career as a coach?

Coaching has taught me several lessons over the years. However, one of the more poignant lessons has been to provide my clients with space for growth and learning. When you allow time for reflection that is cultivated through curiosity – and without judgement – leaders are

empowered with far greater insight. This type of insight paves the way for powerful and positive change. I love witnessing the shifts in my clients that arise from their growing awareness and perspectives.

Q What does this award mean to you?

I am honoured to be acknowledged for my coaching work. I love coaching leaders and having a direct impact on their lives and those that they lead.

Q Can you share anything about your plans for 2023 and beyond?

In 2023, we will be adding to our coaching offerings. Specifically, we will be rolling out a coaching program designed for Chief Diversity Officers and those responsible for their organisations' diversity and inclusion strategies. The program is a series of one-on-one coaching sessions focused on addressing the unique challenges these leaders often face in their roles. In this series, leaders will work on outlining their individual strategies to enhance their reach and impact, fortify their resilience and increase their emotional agility.



www.lesleyperkins.com

“Many of my clients tell me that coaching is magic. Maybe they are right because it is truly about finding your own magic and then sharing it with the world”.

Lisa Kaplin, Psy.D, PCC

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Lisa Kaplin Psy.D, PCC

People often ask me why I think executive coaching works. Although there are some nuances, tools, and techniques for coaching executives, what underlies a coaching relationship is a true deep listening and hearing of the client. Really hearing someone without judging them or without trying to change their perspective is truly a priceless gift. How often are you able to talk to people in your life and know that they are listening completely to you? How often do they hear you without judgment or give advice to you? Most of us would answer that question with, "Not very often."

What could you learn about yourself if you had the space to talk about your goals, fears, motivations, and obstacles to someone who isn't attached to one outcome but rather to helping you find your best outcome? What if you could talk through your leadership and relationship challenges with someone who won't tell you if you are wrong or right but rather to help you empower yourself and figure out what exactly is right for you?

Many of my clients tell me that coaching is magic. Maybe they are right because it is truly about finding your own magic and then sharing it with the world. It's about showing up to work and life as your truly best self and watching the magic that happens when you do. It's so common to get stuck in our own heads and to get in our own way. Finding a good listener who will hold space for you to unravel your struggles and problems, is a true gift.

It's a bit self-serving to sing the praises of coaching since I am one. Yet when you find something that empowers people, helps them grow and live big, joyful lives, why wouldn't you brag about it? Coaching might not solve all of your problems; it might not make being an executive any easier. Though I'm confident that it will make you a calmer, happier executive and that is a win in itself.

Wendy's (the fast-food hamburger place) was where I got my start in business. I started as a sandwich maker and moved up to cashier. That job taught me how to really listen to people, how to calmly respond when people were angry and upset, and how to honor unusual requests without judgment. That illustrious start led to a finance major/economics minor in college and then a master's and doctoral degrees in psychology. Each piece of my life, each career, each person, led me to the executive coach I am today.

I work with c-suite and senior leaders in a variety of industries. I'm often told that I'm their secret weapon as I help them make confident, well thought out decisions without the distractions and opinions of so many others that surround executives. The higher one rises in an organization, the harder it is to find unbiased listeners and an agenda free support system. I'm proud to offer that to the executives I work with as their partner in personal and professional development.


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MIA,
RDU,
BOS,
DFW.
EVERY DAY,
PDQ.

Most people tend not to speak in code, so to translate, that's New York, Los Angeles, Chicago, Miami, Raleigh-Durham, Boston and Dallas-Fort Worth. But it really doesn't matter what the IATA, sorry, the International Air Transport Association calls them, does it? It's the fact that you have to get there that's important. And because none of these cities is less than three thousand miles from London, you'll probably want the airline that takes you there to provide the highest standards of comfort and service possible. In that case you'll be pleased to hear that American Airlines flies to all of them, non-stop from London, every day. As you might expect, being American ourselves we're very proud of the reputation Americans have for their level of service and hospitality, and nowhere will you find this reputation more deserved than on an American Airlines flight. We think we have a good idea what you want from an airline and our aim is simple, to provide the most comfortable, relaxing, stress-free environment you're ever likely to experience on board an aircraft. We have a highly experienced and attentive cabin crew, a varied selection of wines, a team of nationally acclaimed chefs designing innovative, mouth-watering menus, and we offer great in-flight entertainment. So, if you're

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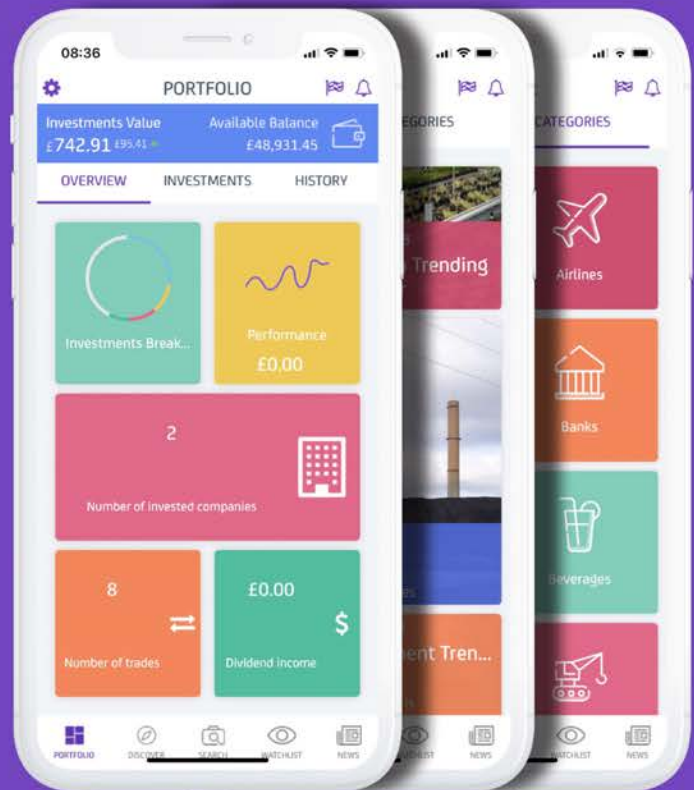
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“I help my clients be creative to connect the dots in life and business, to promote their genius, and eliminate some of their stress. I am the coach in their ear, and I take the success journey with them.”



Dr. Tina Frizzell-Jenkins, PCC
Chief Servant - JTI, LLC

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Dr. Tina Frizzell-Jenkins

CEO of JTI, LLC

I am Dr. Tina Frizzell-Jenkins. I am a Professional Credentialed Coach (PCC) with the International Coaching Federation and a former (retired after 31 years of service to the space program) NASA Coaching Program Manager. I am the chief executive officer of Just Traders International, LLC doing business as JTI Coaching & Seminars, which I incorporated in 2002. My team and I take AIM with our clients to build their Authority, Influence, and Marketing so clients can do what they love and do it accurately and precisely using Coaching as a tool.

Our **ABC** business approach for our clients:

Assist our clients in building authority by creating an asset (book) through authorship;

Build influence by implementing high-level coaching skills with group coaching formats;

Contribute marketing guidance for our clients to promote and sell their products/services using marketing funnels

I realized that business coaching was my calling when I was working for NASA as an engineer, yet, I found incredible joy in my side hustle, assisting entrepreneurs in excelling in their business endeavors. However, I was not calling "it" coaching. The actual awaking to coaching came when I received a professional coach in a NASA leadership program. That's when I realized what I was already doing was called executive/business coaching, then I knew that I wanted to coach with

high-level skills, so I pursued coaching formally with the Institute for Professional Excellence in Coaching (IPEC).

I am motivated to help my clients achieve their best; I remember what it was like trying to achieve my best growing up, struggling to read and write because I am dyslexic. I remember having to be creative and spending endless hours inventing ways to make learning work for me. The struggle was real; however, I had my coaches in my ear encouraging me, cheering me on, and believing in me when I had trouble believing in myself. My coaches were my mom and dad. They got me across the finish line mainly because I gave them permission to be in my ear and to help change and elevate my mindset. I know the value of having a coach. Therefore, I help my clients be creative to connect the dots in life and business, to promote their genius, and eliminate some of their stress. I am the coach in their ear, and I take the success journey with them.

With my business executives, I am privileged to assist them with expanding their business model from One to One coaching to One to Many coaching to buy back their time and scale their business. This is accomplished as they utilize coaching tools to coach like a pro and build influence in their business communities without going to coaching school.

Having great coaching tools is one thing; however, getting permission to be the voice in a client's ear is another thing altogether. To get the best coaching results with a client, the client has to grant permission to the coach to speak into their

life truths, and thought-provoking in-sights for considerations in a non-judgmental manner that can lead to a harvest in their personal and professional growth. Therefore, the chemistry between the client and the coach can make or break a coaching relationship; much like every man is not suitable for every woman, every coach is not ideal for every client. The first coaching session should be like courting in a relationship to see if the match is made in coaching heaven. Coaching by design can alter a client's actions and transform their thinking. Below is an acronym that coaching clients should understand and be committed to when entering into a coach-client relationship:

C: Chemistry & Confidentiality

O: Open & Honest Communication

A: Aha, Moments that Cause Shifts

C: Completing Assignments

H: Having Faith in the Process

I: Intentionally Playing Full Out

N: Not therapy (healing);

Not Mentoring (showing someone the way)

G: Get Excited, Get Excited, Get Excited. If you don't get excited about what you are doing, who will (remember the first law of energy)

<https://coachinglikeapro.com>

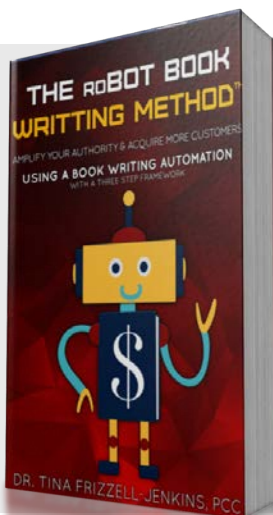
The first law of energy is the fundamental principle I stick to when coaching a business leader. Energy is neither created nor destroyed; it just changes form. Therefore, the first thing I must get my clients to buy into is the energy they exert in their business or on their job must be uplifting, action-oriented, and results driven. These are positive movements that will attract promotions on jobs and customers to businesses because everybody wants to be on a winning team, and winning is contagious, especially to other winners. Therefore, it is crucial for clients

to use their strengths to strengthen the folks they are serving and the missions they desire to see fulfilled.

The CEO Executive Coaching award means success in another dimension, an external dimension. The fact that an entity that is NOT directly related to my coaching results has taken notice of my coaching is humbling. That says to me my business coaching skill's light is shining brighter. It shows that the JTI team is working well together. Lastly, I am grateful to be recognized for the work that I genuinely love and enjoy.

I am the author of five books and a contributor to a sixth book, *The Coaches Journey*. My books are *Real Savings*, *Real Deduction*, *Coaching Conversations*, *Foundations of Business from Home*, *The Mathematics of Marriage* (co-authored with my husband, Willis), and *The roBot Book Writing Method*. Writing a book is not as scary as it is made out to be, especially when you have a coach that knows the secrets to book writing, a system, and a template process that simplifies the process. I am convinced I can help anybody with something significant to say that solves a problem for someone else, and the person is coachable that I can help them write a book. I am convinced because I have already helped numerous folks fulfill their dream of authorship. This includes my mom twice. She wrote her first book at 82 years old and the second at 86 years old. How? She used my system and templates, and she was coachable. I created my system to beat the odds of someone like me (still struggling with reading as an adult) becoming an author. The templates I created are to make the process faster and easier. My book coaching is available to make the dream a reality as quickly as possible.

Here is a hint. The first task to accomplish is the outline. Once the outline domino is knocked down, the rest of the book-writing process has no choice but to fall onto the done list, too. So, I offer a 5-day challenge to get the outline done called, *Outline Your Next Book Challenge*. Check out <https://outlineyournextbookchallenge.com>



My latest book *The roBot Book Writing Method*, is an effective method for growing an audience, getting recognized, and selling more offers and services fast for three reasons:

1. You can use my writing method at "roBOTthebook.com" to write an impactful book SUPER fast (even if you're not a writer)...
2. You can pre-sell your book, so it can bring in revenue to cover expenses before it's out in the world (this is a game-changer because it costs NOTHING to get your book published... it's selling BEFORE you're done writing!)...
3. Your book then turns people who don't know you into clients or customers (so if you have an offer to sell... like a coaching offer or premium digital course... your book sells it for you!)



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Tonya Echols,
Managing Principal
Executive Coach &
Leadership Consultant

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VIGERE



Tonya Echols

Founder/ Managing Principal of Vigere

Tonya Echols is an award-winning international Executive Coach, Leadership Development Consultant, Educator, and Founder/Managing Principal of Vigere, which was selected as one of the Top 20 Leadership Development Training and Coaching companies for 2022.

Tonya has almost 30 years of experience in corporate management, digital and traditional media, technology, finance, coaching, leadership development, and Diversity, Equity, and Inclusion. She works with numerous organizations across various industries, including Fortune 500 companies. Tonya applies her diverse professional background to connect with her clients by drawing on her real-world experience of successfully leading large teams and addressing various management challenges. She helps her clients move forward to find actionable human-centric solutions that will allow them to accomplish their goals and become impactful transformational leaders and organizations.

Tonya holds a master's degree in Organizational Leadership from Gonzaga University and is a summa cum laude graduate of the University of Tennessee in Business Administration-Accounting. Tonya is also a doctoral candidate in Leadership Psychology from William James College. She is a Professional Certified Coach (PCC) credentialed by the International Coach Federation (ICF), of which she is a Director of the Professional Coaches Global Board and Past President of the ICF Georgia Chapter. Tonya is an adjunct faculty member at William & Mary, a contributing member of the Forbes Coaches Council, and an Executive/Leadership Coach for the TED Fellows Coaching and Mentoring Initiative. Her writing has also been featured in several publications, including Forbes and HuffPost.

In founding Vigere, Tonya wanted to take the world of leadership development beyond just helping individuals become stronger leaders. She focuses on helping the entire system develop in a way that supports an organization's overall vision. Tonya focuses on individual and collective values, beliefs, and motivations alongside operational processes. Transformational and sustainable change happens at a deeper level that goes beyond development courses. Through the coaching relationship, Tonya helps leaders and teams explore deeper levels of awareness, allowing them to become more powerful and adaptive partners within their organizations.

An area of distinction is the company's focus on Diversity, Equity, Inclusion, Belonging, and Justice (DEIBJ) as an integral aspect of Leadership Development. Inclusive leadership is not an add-on skill; it is a mindset and consistent commitment to ensuring that people from all backgrounds and experiences are respected, valued, and engaged members of an organization. The world has never been more globally connected than it is right now, and that connection will only continue to expand, which means leaders must create diverse and inclusive environments that reflect the world we live in to remain effective and relevant. Diversity is no longer optional – it is a requirement.

Tonya is passionate about raising awareness about the impact coaching has on individual and collective development. She believes that meaningful change starts with one new insight and that anyone courageous enough to explore their beliefs, values, and behaviors with a willingness to learn can positively impact the world.

About Victoria Hepburn

I am Victoria Hepburn, remote work strategist, bestselling author, speaker and certified business transitions coach. My mission is to show professionals how to create efficiencies in their life and business to stay visible and valued while working remotely, on virtual teams and in hybrid offices. Prior to coaching, I enjoyed an award-winning engineering and sales career at Merck, GE Healthcare and BD and spent nearly 20 years in Fortune 500 companies working with on-site, remote, hybrid and global virtual teams.

I started Hepburn Coaching in 2014 with a focus on providing purpose-driven career development and modern productivity strategies for busy professionals. Hepburn Coaching shares proven tools for building a rewarding career journey without completely sacrificing your home life and health.

In my role, I ensure all of our programs and resources are designed to help hard-working professionals confidently navigate the world of remote and hybrid work, including building trusted relationships, preventing burnout and unlocking new career opportunities. Whether it is books, courses, coaching, training programs or social media, we give tactical and practical steps for professionals to enjoy their lives while reaching towards personal and professional goals.

Victoria Hepburn. PCC

www.victoriahepburn.com



Victoria Hepburn

Founder of Hepburn Coaching

Q When did you decide the time was right to found Hepburn Coaching?

Hepburn Coaching grew out of my need to help myself and other professionals who struggled with work/life balance and big career goals. I was able to break my own cycle of work-related burnout by making time for my interests and values. As colleagues and clients saw the positive change in my mood and health, they would ask what I was doing. I ended up sharing my story to help others heal their burnout behaviours. In those conversations, people would often share their work challenges and goals and ask me for help. Since I did not feel comfortable just giving advice, I enrolled in a coaching certification program. I did this while I was in a fast-paced sales role, traveling around the country and flying thousands of miles each month. I could not 'wait for the right time' because it felt like people were waiting on me to get better at asking curious questions and creating a space for them to find their own solutions.

Once I earned my coaching certificate, I couldn't wait to start Hepburn Coaching as a side business with a limited client roster and a free conference call line. With my first two years, I learned that my corporate

experience and mindfulness training set me apart from most business coaches.

Now, several years later, the business has grown to a full-time organisation that reaches professionals all over the world. As a public speaker, bestselling author and business coach, I have found so many more ways to continue to support professionals working to solve some of the planet's most complex challenges. These professionals work with gracious tenacity, honour and dignity and increasingly do not feel that their work is aligned with their values. It is a gift to share tools and space for them to transform their lives and work without quitting or taking massive breaks.

Q What was it that initially drew you to business coaching?

I knew I had to try business coaching when I saw friends achieve amazing results without needing to spend lots of extra time at work or getting more formal education. When I first worked with a business coach during my sales career, I shifted my perspective on my challenges and won the President's Club Award (the highest sales award in the company) and a free luxury island vacation. Now that I have become a certified business transitions coach, I am still inspired by the massive transformation that our clients achieve.

Getting coached helped me to shift my view of my challenges and once I saw the high-level view, I was inspired. The power to rise above the office politics,

interpersonal conflicts and limited resources is priceless when you work in a fast-paced business. Coaching showed me that it was a skill that can be developed and strengthened with practice and commitment. I did not have to wait on anyone else but me to change my whole world. It was a game changer for me.

Q How do you plan to build on your practice in 2023?

In 2023, I will be launching new books and online courses offering practical solutions and strategies to deal with modern work challenges like burnout, remote work productivity, employee retention, time management, hybrid work team leadership and career changes. We will also be scaling up the YouTube Channel 'Visible and Valued with Victoria' with a Q&A show to highlight simple ways professionals can uplift their spirits and grow their careers at the same time.

In the first half of 2023, my quick reading book series 'The Future is Now' will be released on Amazon and Audible. This series is all about giving leaders the tools for navigating the modern workplace without sacrificing success, health and relationships.

After coaching so many professionals who felt thrown into remote and hybrid work over the last few years, I saw that many did not have any mentorship or best practices for working and leading remotely. To paraphrase one of my clients, "Isn't it great that people assume everyone to be super adaptable and skilled to handle anything and everything?"

The book series provides remote and hybrid work best practices and leadership tips in short how-to books for busy leaders of remote hybrid office teams who know they need to work differently in the digital age. Today, success comes to those who know how to support their teams' human needs and align business processes with the new, more flexible remote and hybrid workplaces. This book series gives simple, proven ways to improve individual and team productivity, communication and engagement while working remotely and in hybrid offices.

Q In your view, what is the foundation of executive success?

To me, the foundation of executive success is being able to communicate their vision and show the team how it aligns with the organisation's mission and values.

Q What is the most crucial lesson that you try to instil in each of your clients?

The recurring theme in my coaching is creating the connections with other people that make you

unstoppable in business – real human connections that have trust, caring and honour. Each Hepburn Coaching client learns that they do not have to have all the answers; they just need to share their dreams and help others to reach their own. Also, many clients find ways to give themselves and others more empathy and compassion as they navigate challenges, which makes work better for all.

Q What does this award mean to you?

I am flattered and grateful to be recognised as one of the award winners this year. I strive to offer best-in-class coaching and consulting services. It is an honour to be acknowledged for the impact we are making in the world, even when there are so many more people to serve.

Q Tell us a little about your book, 'Pressure Makes Diamonds: Simple Habits for Busy Professionals to Break the Burnout Cycle'. What does it cover?

My best-selling book, 'Pressure Makes Diamonds: Simple Habits for Busy Professionals to Break the Burnout Cycle', gives clear and simple actions to boost productivity and resilience without quitting. By telling the story of how I ended my own burnout cycle while working in a fast-paced environment, I hope to provide others with a blueprint to save them years of research and trial and error.

Q How have you applied these lessons in your own professional life?

I am still applying the tools in 'Pressure Makes Diamonds' to maintain work/life balance as a founder, wife, and mother to a pre-schooler and large rescue dog who refuses to play fetch. It is critical to be intentional with my time and ensure that both my work and personal life reflects my values and goals.

In the book, I share the BOOST system: five simple steps that helped me break the burnout cycles that limited my life and career satisfaction without quitting. I do not promise an overnight quick fix. I am offering what has worked for me and other busy professionals working to solve complex challenges in business and still have a fulfilling personal life. I share them freely because I know they have helped me a great deal and I am eager to help others live well at work and at home.


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Cdr (Retd) Ravi Krishnaswamy

Cdr Ravi Krishnaswamy (Retd), is a defence veteran having served the Indian Navy with distinction in both operations and training for over two decades. Thereafter, in his second innings, during the last two decades plus years, he is pursuing his passion of "Helping people help themselves" through people development programs. Interacting with people through coaching, mentoring, facilitating and training, to help them bring about transformation in their lives has been his forte throughout his 44 years of experience so far. His dream is to reach out to as many people as possible in his lifetime to fulfil this passion. Knowing "Coaching" is the best available skill to achieve this, he has undergone coach training to become an International Coach Federation (ICF) certified Leadership and Executive Coach and also got credentialed by them as a Professional Certified Coach (PCC).

As an external coach, both, on his own and by associating with reputed coaching organizations, in a span of over six plus years and 750 plus hours of Leadership and Executive coaching, he has helped people at all management levels to help them become better in their lives by bringing about necessary changes in their approach. Instead of changing how they act, he works with his clients on changing the way they see themselves. He follows a systemic approach in his coaching style by thinking, being and doing systemically. Some of the clients he has coached are from organizations such as Deloitte, American Express, Accenture, Indian School of Business to name a few,

He has helped his clients to see deep within themselves, to reflect and discover a new them, which has helped them discover solutions for their requirements. He keeps his questioning technique simple by asking powerful and simple questions, and using appropriate tools whenever required to help them raise their personal performance levels and value add to their organizations requirements. His work is not only confined to corporates but also to

NGO's and students in campus to corporate programs. Certified in "Applied Neuroscience for Coaching", Team Coaching Foundations Certified Coach, EI Practitioner and a Master Practitioner in NLP, he uses his learnings extensively while helping people to bring out transformations optimally and effectively.

He believes that, to coach people to help them transform themselves, he has to not only achieve a high level of excellence in the field of coaching but also grow and sustain that level. The mantra for him is he sharpens the saw continuously through constantly learning, updating and honing his skills. He believes that, there is no end to learning something new in one's life time. He is now focusing on team coaching, first by completing his certification as a Team Coaching Foundations Certified Coach early this year, and following it up by currently undergoing the next level certification program as Practitioner in team coaching, both of which are recognized by the ICF and the European Mentoring and Coaching Council (EMCC).

As a part of the Practitioner program, he is undergoing a separate Coaching Supervision program also, to pause and learn from his reflections as a coach. Recommended by the ICF and mandated by the EMCC, through the Supervision program, he hopes to gain from the expertise of fellow coaches and experienced supervisors.

He was presented with the 101 Most Fabulous Coaching Leaders (India) award by CHRO, Asia which is endorsed by the World Federation of Human Resources Professionals (WHRP) at the 28th World HRD Congress on 16 Feb 2020.

His strengths are discipline, commitment, patience, honesty of purpose and capacity to sustain long hours of work, mindfulness and self-compassion. He challenges himself to become better by constantly raising the bar, and competing with himself. While coaching is his primary passion, he facilitates and mentors also, by customizing in people development programs.

- INDIA -

CEO Today Executive Coaching Awards 2022



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- INDIA -

CEO Today Executive Coaching Awards 2022

*“KS is
passionate
about making a
difference in the
lives of people by
leading them to
grow from good
to great through
an ‘orbit shift’
in thinking,
leading to an
orbit shift growth,
overall..”*

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Saravananavasan KS

The recent paradigm shift has set the world on a new era of transformation, and such times also demand a personal transformation. As skills, competencies, and processes are being redefined, there is a growing need for this transformation to be facilitated in organizations and people.

KS is one such facilitator, who, in his 35 years of professional experience across both national and international organizations, has held leadership positions in job roles within Sales & Marketing, Franchising, P&L, Human Resources, Organization Development, Learning & Development, Consulting, Workforce Management, and Public Relations spanning Education, BFSI, Telecom, IT/ITES, KPO/BPO, Government Sectors.

KS is passionate about making a difference in the lives of people, leading people to grow from good to great through an "orbit shift" in "thinking", leading to an orbit shift growth overall. He has multiple credentials to his merit - Happiness Coach, Certified Life Coach/ Success Coach & Master SPIRIT Life Coach, Certified Directive Communication Business Psychology, Master Hypnotist, Fellowship in Organizational HR, Registered Medical Practitioner, Certified Behavioural Analyst, DISC Certified, Coaching EQ Certification – SEI EQ Assessor Certification from 6Seconds, Certified Board of Directors, ICF PCC, Stress Coach, Certified Human Potential Coach and OD.

KS's holistic and intuitive coaching style is backed by neuroscience and is grounded in awareness. He has designed a unique model of coaching called the 'Holistic Coaching Model' to help clients succeed using behavioural, human, energy, and medical coupled with the science of coaching.

His unique coaching style enlightens his clients and allows them to consciously explore and choose the most effective response rather than reacting out of old patterns. As a result, clients develop a customized and creative practice that enhances their self-awareness.

KS has designed numerous programs that develop and inculcate a culture of coaching and mentoring within the organization with a focus on empowering leaders to achieve dramatic transformation through authentic leadership and enabling them to bring the best version of themselves to their colleagues, customers, and communities. Based on his experience, KS has also developed various frameworks and models that accelerate the client's awareness.

He has coached leaders in the fields of Client Engagement, Relationship Management, Conflict Management, Consulting, Process Improvement, People Engagement, Business, and Growth Strategy. In addition, he has been associated with leaders from various domains and geographies, coaching them to scale greater heights in their professional careers and personal goals – helping them climb up their career ladder.

His simple coaching approach has helped his clients visualize multiple possibilities that otherwise would have never been considered. They claim that it helped them overcome their stress with a renewed and positive outlook on life. They also observed that it helped them unleash their leadership potential – with respect to team management, increased productivity, and improved relationships with their teams and stakeholders. This allowed them to expand their business by adding different offerings and geographies and helped their organization visualize its future by enabling growth.

About Dr. Gilbert

Dr Gilbert is the author of 'The Indubitable Leadership Principles' and a John Maxwell Certified Coach, Teacher and Speaker with wide exposure across diverse industries in the Asia-Pacific region for more than a decade. He has a Doctorate in Human Resource Management and has been invited to be an Ambassador with LIGS University. He is also credentialled as a Professional Certified Coach (PCC) by the International Coach Federation (ICF), a Certified Training Professional (CTP) by ARTDO International, a professional member of The Institute of Leadership & Management (ILM) and a member of the Chartered Institute of Marketing (CIM) UK and the Malaysian Institute of Management (MIM).

Dr Gilbert has also gained vast experienced in leadership during his corporate tenure with the financial, investment, corporate training and auto sectors for several decades locally and overseas. Awards he has gained during his corporate and professional learning journey include the Best Regional Manager, First Runner-up Big Branch, Best Large Branch and Merit for Kids' Savings Accounts Awards, and he is also an Emeritus Leadership Scholar award recipient. Dr Gilbert has been recognised as the top Innovative Leader for the year 2020-2021 by the Leadership Excellence Awards and has been listed by the British Publishing House Ltd's 'Successful People in Malaysia 2022' shortlist.

Since founding GMCC Coaching Management in 2009, Dr Gilbert has transformed more than one thousand leaders' behaviours and practices through experiential workshops with follow-up executive coaching throughout the Asia-Pacific region. When interviewed on his company's vision, he shared that he has witnessed many great training programs could create high improvement but not sustain their momentum. Thus, he strongly believes that leaders themselves know what to do; he helps them to see what they have not done. His approach is to trigger leaders' motivation, passion and intuition through his executive coaching. When a leader gains the 'insight', Dr Gilbert says, they will know what to do with the 'outside'.

Most leadership programs teach their recipients the 'What'. Dr Gilbert aims to provide clients with "Why, When and How" from his program and executive coaching courses.

Dr. Gilbert NG

Certified Coach, Teacher and Speaker
John C Maxwell Group, PCC, ICF

Q Your unique coaching approach involves triggering leaders' 'motivation, passion and intuition'. What are your techniques for accomplishing this?

Through my past decade of training and coaching leaders in Asia, I noticed that most leaders already knew what to do, and I played the role to tell them what they did not do by triggering their self-awareness, motivation, passion and intuition. My unique coaching style is a holistic approach that accounts for the complete growth of the leader, which I personally find is most effective.

The holistic theory says that all events are related and an individual is a sum of all their parts. Therefore, in order to trigger a leader's thoughts, I would have to pay attention to their complete growth and encourage balance in all aspects of their work and life. This will provide a better perspective pertaining to their place in the world (in both their work and their life), help them to feel more connected, balanced and purposeful, and give them a new understanding of how they matter.

Q How many companies and executives have you coached and trained in the Asia-Pacific region?

I have coached and trained more than 100 companies and more than 1,000 executives in the region. Many companies have engaged me on a yearly contract to coach and train their managers as they have witnessed the effectiveness of my coaching and training programs over the years. As a certified coach and trainer with the John Maxwell Team, this is greatly satisfying and my greatest personal achievement.

Q Tell us a little about your book, 'The Indubitable Leadership Principles'. What does it cover?

My book explores different aspects of leadership by citing real-life cases of leaders who have portrayed specific aspects of leadership. Specifically, this book concentrates on major traits of leadership, including the love of challenges, attitude and how it impacts a leader's success, sincerity in leadership, trust in leadership, innovation in leadership, perseverance and gratitude in leadership and many other areas. For the purposes of investigating such traits of effective and successful leaders, research on different literature is conducted to ensure that all factors affecting leadership are explored.

Q What does this award mean to you?

This award is something that is conferred on the basis of merit. Therefore, it is important to my image as a coach, and also important for garnering respect within the coaching profession. This will translate into allowing me to develop deeper relationship with my clients and the media.

However, it also triggers my self-reflection on how I can continue to do better so that my activities, achievements and approach could be more impressive than those of the other contenders. The ultimate meaning of this award is the impetus for me to continue learning to be more competent in my coaching!



Ben Koh

Founder of Coach Masters Academy

Dr Ben Koh is a Certified Master Coach (MCC) – the highest accreditation for professional coaching in the International Coaching Federation (ICF). He believes there is no greater reward than to help others realize their potential and live fuller lives. His unique contribution is to make a good leader, Great.

With more than 20 years of delivering C-Suite coaching services globally, Ben has brought the benefits of coaching to organizations helping leaders raise the bar on their performance and managing their success. His understanding of the dynamic relationship between individual contributors’ needs and the organisation’s objectives allows him to deliver high-stakes coaching delivering behaviour change that directly impacts business performance.

Dr Ben is considered among the most influential thought leader in transformative coaching. He has created his proprietary coaching framework, Awareness-Clarity-Choice Conversation™, which encapsulates the reflective learning process to help people experience a positive, lasting change. He is the Founder of Coach Masters Academy – a coaching academy with a global presence on five continents.

Coach Masters Academy was established with a mission to inspire positive change through the mastery coaching. Our proprietary programmes are geared towards success with empirically-based models for coaching. We use a unique combination of theoretical understanding and actual skill to effect transformational change. It has been delivered globally and is recognized as one of the most rigorous in the industry. Your journey towards mastering coaching begins with us.



www.coachmastersacademy.com



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“With the current climate of quiet quitting and disengagement, we believe that in most cases, people can find ways of developing or recognizing growth opportunities that appeal to their core values. We strive to help reawaken their zest for life and for work to be a supportive and useful part of their lives, not just a means to earn money.”



Founding careers on Values

www.thebedrockprogram.com



Audrey Hametner

CEO & Founder of The Bedrock Program

The Bedrock Program is focused on helping people create career development goals based on the discovery and understanding of their core values. We provide coaching and workshops for people of all ages, their companies, and educational organizations to tackle the issue of increased anxiety around identifying one's ability to feel purpose in the work they do. Our approach is unique as everything we do is brought back to how the individuals' core values are aligned with decision-making.

Our method teaches people to create a deeper motivation to drive personal action. We help our clients identify their core values and create success criteria based on that. This approach increases motivation and engagement in their studies and careers. In our practice, we work with people from the age of 13 until retirement, thereby identifying trends, concerns, and issues from all areas of the career cycle.

On the executive level, our coaching is focused on supporting your personal and professional development. Values guide how you show up, but they also play out differently depending on where you are, and expressing deep values and purpose at the board level, looks and feels very different than on the C-suite. At Board level management, we work with leaders to find a way to work as an effective board and focus on their individual growth in doing so. Joining an established board can be tough, and learning how to navigate the challenges to begin providing impact from day one is key to feeling confident and establishing one's confidence.

For our C-suite clients, the focus has been primarily on learning how to effectively manage up and down the chain of command, while staying true to what they want from their role and developing the leadership skills that change as seniority increases. The skills to succeed at this level are less technical and more about personal beliefs, leadership, and learning how to make space for growth- both yours and your team's. This is a tough place to maneuver, and our clients find that our approach opens the right space to find their path. One that works for them and is effective within the culture of their organization.

With our Professional clients, the focus of our work is on identifying how far off from their core values, their life has ventured. We help them recognize 'why' they feel disconnected from meaningful work. Many of these clients have achieved some status-based success and yet they do not feel the joy and purpose in their lives. Our work helps these clients redesign their focus, and understand what beliefs they hold, that once adjusted, can make meaningful changes to achieve success. With the current climate of quiet quitting and disengagement, we believe that in most cases, people can find ways of developing or recognizing growth opportunities that appeal to their core values. We strive to help reawaken their zest for life and for work to be a supportive and useful part of their lives, not just a means to earn money.

As career development coaches, we focus on bringing everything back to what matters- Core values. We believe that our values are the bedrock of who we are as individuals. Yet sadly, so many people have not had the chance to truly understand what that could mean for them on a deeper level. The Bedrock Program has a unique structure that allows itself to provide deep transformation for individuals, regardless of age. This is highlighted by the 92% success rate for clients across the board. Clients leave with a clear and validated understanding of their core values, how to use them to evaluate opportunities, and have a clearly defined plan of action to begin their journey.

We are humbled and honoured by the referrals and the growing support from corporations, government partners, schools, universities, and organizations that support disengaged people, that have asked us to motivate and support their students and employees to develop deeper engagement within their organizations. The past few years have been tough, but the support we have received to help us grow and spread our voice and influence shows us that we are on the right track and serving the communities well. We plan to continue to serve and support and do our part in creating communities across the globe filled with motivated and engaged participants. We have plans for further use of technology in our services such as virtual reality, and 3D gaming. For us, It starts with youth, but it never ends.

Senem Anataca

Founder of 180UTC

Q Tell us about your 'Positive Intelligence Program'. When did you first decide to launch them, and how do they help your clients to excel?

180UTC's first Mental Fitness Boot Camp was launched in January 2021. It is based on the Positive Intelligence program created by Shirzad Chamine, CEO of Positive Intelligence Inc, Stanford Lecturer and author of the New York Times best-selling book 'Positive Intelligence'. Mental fitness is a measure of the strength of your positive mental muscles (Sage) versus negative (Saboteur). This measure of your mental fitness is called PQ (Positive Intelligence Quotient). Studies with 500,000 participants have shown PQ to be the best predictor of how happy you are and how well you perform relative to your potential. This work is a synthesis of the latest breakthroughs in neuroscience, cognitive and positive psychology and performance science.

Positive Intelligence Program helps participants to build foundation of mental fitness by strengthening three critical mental muscles to shift the balance of power from Saboteur to Sage. Results are dramatically improved performance and productivity and a calm, clear and happier mind.

Q What does this award mean to you?

It was a mixture of happiness, achievement, excitement and surprise, because I have never categorised my coaching practice as an executive, business, entrepreneurship, wellness or leadership coach. From my perspective, I am the founder of 180UTC and a highly qualified coach who builds a safe and trusted space for coachees, so they discover their authentic potential and live it fully by taking bold actions with full accountability. The categories always came from either the clients nominating me for certain recognitions or from business development experts on different projects.

Considering that the majority of my clients are expat corporate leaders and expat businesswomen – although I have wide range of clients coming from different backgrounds – I assume my name came to the list as a winning executive coach because of the expat corporate leaders I have partnered with. I am glad to see that what they achieved in the sessions made them talk about 180UTC.

Q Do you have a particular philosophy when it comes to executive coaching?


180UTC is not only a company name, but also a philosophy towards self-actualisation. We keep humans at the centre of it; it is not important if this human is a C-level executive, a business owner, an entrepreneur or currently focusing on their life priorities rather than their business or career.

Everybody has a road map for survival that they have developed through the years. In our fast-paced lives, most of us are not even aware of it. We make choices in accordance with this road map by default and maintain status quo. This road map builds layers between the human mind and soul, causing disconnection and imbalance that mostly reflects to the body as well. In more simple terminology, if you are operating from that road map, you are not living purposefully. I build safe and trusted places for leaders. I have no agenda, judgement, or assumptions towards them in the sessions so that a powerful coaching relationship is built. This allows them to drop all the layers, visit different inner ranges and dive as deep as possible. It is a thought-provoking, inspiring experience for them to access their authentic potential and feel 100% accountable to take bold actions, living authentic potentials as an actual reality here and now. The topic may be anything chosen by the leader, such as (but not limited to) building or maintaining a balanced life, discovering or strengthening an authentic leadership style, reaching personal or business targets, getting ready for higher career roles, or increasing self-confidence or effectiveness.

Q Can you share anything about your plans for the future of 180UTC?

What 180UTC has accomplished in as short a time as three years is a great sign as to what the future is holding. One thing will never change: 180UTC will never give up on walking the walk and will partner with more and more people, co-creating a better place than we found for ourselves and for new generations.

180UTC
LIVE YOUR AUTHENTIC POTENTIAL BOLDLY



“180UTC is not only a company name, but also a philosophy towards self-actualisation.”

Senem Anataca is the founder of 180UTC and one of the most successful coaches in the Middle East region. Her leadership style, which focuses on business ethics and social impact, earned her the title of 'Best Life Coach' for 2022 by the Global Women Leadership Forum. She was also recently nominated by the Coach Awards as 'Best Coach' in three categories: Executive, Wellness and Career. She was then chosen as the silver winner of EMEA Coach 2022 by CoachAwards.

In addition to her other achievements, Senem has continued to entrench her contributions to the coaching profession as a board member and coaching café project leader of the International Coaching Federation's UAE Chapter as well as a technical host for the online coaching programs of Coactive Training Institute Dubai on top of her own coaching practice.

Senem has worked with expat corporate leaders and businesswomen around the world and has achieved a 100% coachee satisfaction rate.

Dr. Moe T. El Kassar

Founder of Kassar International Coaching & Consulting Ltd

Coach Kassar is an experienced business professional with over 28 years in sales, channel sales management, product management, marketing and training in the EEMEA region. He also has many years of experience in leadership coaching, executive coaching, team coaching, career coaching, and mentoring.

A professional hybrid combining science and management, he has a passion for applied business research in Learning & Development, Organizational Learning, Organizational Leadership, Organizational Development, and Organizational Performance.

Moe holds a Ph.D. in Business, an MBA, an MA Ed. (Coaching & Mentoring), and a BS in Science in addition to multiple professional certifications. He is an ICF Certified Coach, and a Certified Marshall Goldsmith & GCG executive, leadership, and team coach.

Besides 1-on-1 consultations and group sessions, he regularly hosts workshops, training, and seminars for managers who are interested in developing their own coaching techniques.

Coach Kassar's mission is to help successful individuals bring about positive, long-term changes in their behavior; for themselves, their people, and their teams to achieve even greater success.

His driving purpose is to influence positive and sustainable outcomes for people and organizations.



Q Coach Kassar, thanks a lot for your time. How did you get into coaching?

The way I got into coaching was largely accidental. I came across coaching when I was reading an educational advertisement for a professional executive coaching program at the American University of Sharjah (AUS) in 2015. It was a unique program, and a new concept in the GCC region. AUS was the first university in the UAE to introduce a professional coach development program for experienced executives, HR professionals, and aspiring professional coaches.

The program gave me the opportunity to experience, explore, learn, and be trained under the supervision of Mrs. Linda McLoughlin, the Program Director, and a credentialed ICF Professionally Certified Coach with extensive experience in leadership coaching with executives worldwide; and in training coaches.

The program was a rich source of personal development. Nowadays, companies are striving to build coaching cultures to boost performance and coaching is a stepping stone in this process.

My interest and passion for coaching grew. So, I embarked on a formal educational journey in coaching and mentoring. I graduated in 2019 with an MA Ed. (Coaching & Mentoring) degree with Distinction from Middlesex University (U.K). I was also awarded the "Top Graduate Award" on November, 2019 during the graduation ceremony. Since then, I've been on a continuous learning journey. I have acquired various professional certifications such as: Emotional Intelligence (EI), Neuro Linguistic Programming (NLP), Executive Coaching, and Team Coaching to name a few.

As a leadership coach, I put the learning into practice as a manager, a coach, mentor, and trainer.

Q What type of coaching do you do?

There are many different types of coaching, each with its own focus. I specialize in behavioural coaching for successful executives. This type of coaching helps leaders change their behavior in order to achieve their goals.

Q Please explain behavioral coaching?

We initially come to an agreement with our coaching clients and their managers on two key variables:

- 1) Which key behaviors will make the most significant positive change in increased leadership effectiveness?
- 2) Who are the key stakeholders who can (six to eighteen months later) assess if this change has actually occurred?

Q Do executives have the ability to change their behaviour?

The answer is a resounding yes. Without the capacity for change, We would never get paid. Even a small positive shift in behaviour from executives at the top of major organizations can have a big impact. From an organizational perspective, the fact that the executive is trying to change anything - and is being a role model for personal development - may be even more important than what the executive is trying to change.

Q Do you have any advice for young people?

My advice to young people who are just entering the workforce is simple: In an era of uncertainty, nothing can be taken for granted. Young people are going to have to develop skills and talents that make them globally competitive. And they are going to need to keep upgrading, changing their skills, and talents to fit the needs of an ever changing marketplace.

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Gilbert Ang'ana

*CEO & Founder of
Accent Leadership
Group Ltd.*

Firm Profile

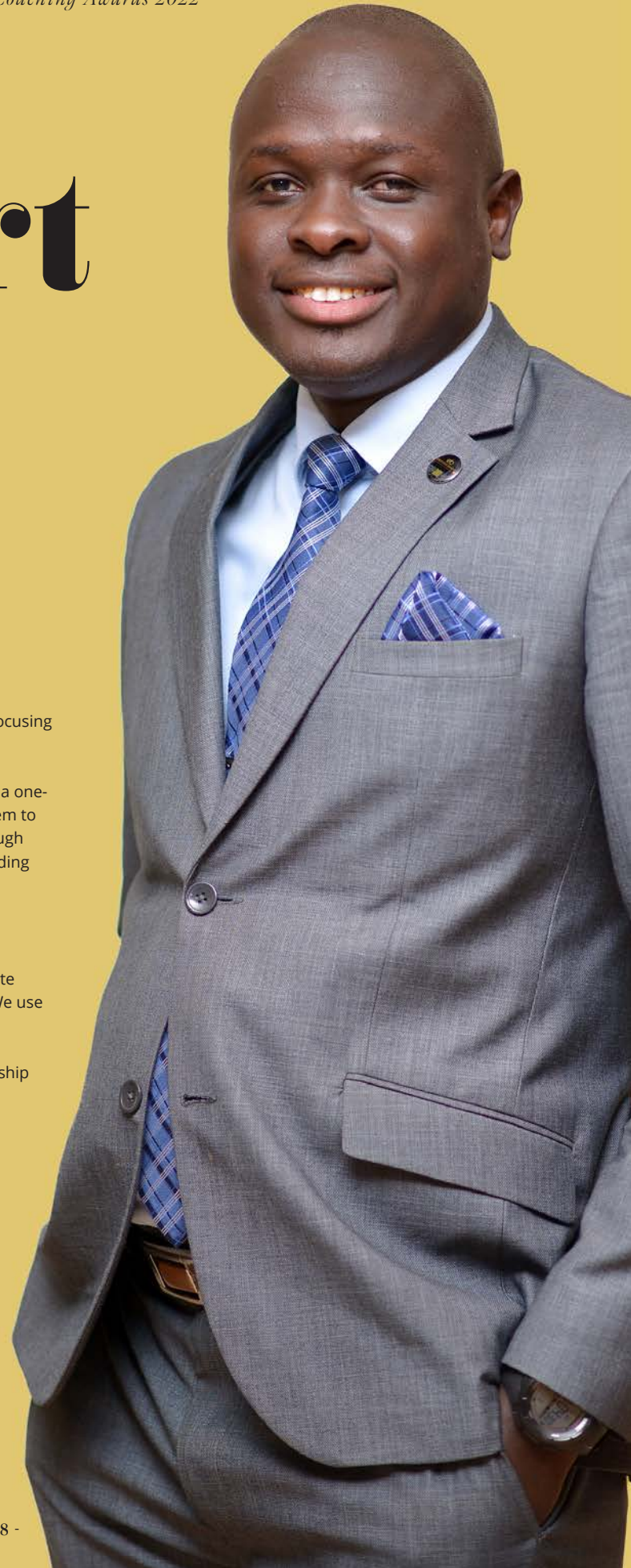
We pride ourselves as Leadership Disruptors & Growth Activists focusing on Redefining the Present & Future Leadership Culture in Africa.

Coaching: Our accredited coaching team partners with clients on a one-on-one and enterprise basis in a creative process that inspires them to maximize their personal and professional potential, working through real-life business challenges. Our experienced team act as a sounding board for new ideas and approaches to leadership. Our coaching programs are suited for individuals and groups.

Mastermind training: Our programs focus on the individual and organization's leadership challenges to address the gaps and create the capacity for the business to face the future with confidence. We use practical approaches that help clients develop and operationalize their leadership strategies based on lessons from case studies of companies that have demonstrated remarkable success in leadership development and execution and on the pitfalls to be avoided.

Consulting: Our Consulting focus on Change Leadership, Organization Design & Culture, Governance and Collaborative Leadership Development. As an organization, we use unique method-driven techniques and programs to Equip and Enable leaders to maximize the power of their influence beyond the authority of their positions.

Our programs are uniquely crafted and compared to none as we aim to develop an effective individual and organizational culture. Let's Engage!



Gilbert is a Strategic and Innovative Executive who translates business vision into initiatives that improve performance, profitability, growth, and leadership engagement & productivity. Gilbert Ang'ana is a Change Leadership Coach – Scholar – Practitioner – Author.

He is a Certified John Maxwell Leadership Coach & Trainer. A Certified International Coaching Federation – Engagement & Productivity Coach. He has Coached 1000+ leaders – Trained over 3,000 leaders across various parts of the world. His leadership coaching philosophy is based on the concept - of “The Mountain is You” and believes that once “You” are unlocked, your life will be different.

He is currently on the final leg of his PhD in Organizational Leadership. He has written numerous peer-reviewed academic publications on various leadership focuses on <https://www.researchgate.net/profile/Gilbert-Angana-2> & over 100 leadership articles on his company blog www.stepafrique.com/blogs.

He has authored four books on personal leadership development – Latest Book – Engaged & Productive, Leadership Purpose Handbook, BREAK OUT, & SPEED. He is an adjunct lecturer at ACT University in Rwanda, teaching Leadership Courses.

He is the CEO & Founder of Accent Leadership Group Ltd. Their vision is to build a movement of Leaders whose Power of Influence will far Exceed the Authority of their Position. His passion is Research – Teaching – Speaking about leadership in every space he engages.

He has 15+ years of first-hand commercial experience, including senior positions built on the foundation of a successful career in Telcos and banking. He has received various Global and Regional Accolades: Top 40 Global Change Management Gurus – 2022 by leadersHum. Top 50 Thought Leaders & Influencers in Change Management 2022 by Thinkers 360. Coaching Consultant of the year 2022 by abcccp.com. African Leader of the year 2022 by abcccp.com.

He is a Husband, Father of three, a friend to many and involved in various board advisory and leadership in the Rotary Club and Kenya Faith Writers Network, among others.

“Gilbert’s leadership coaching philosophy is based on the concept - of “*The Mountain is You*” and believes that once “You” are unlocked, your life will be different.”

Contact

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ACCENT LEADERSHIP GROUP
INFLUENCE BEYOND POSITION

- NAMIBIA -

CEO Today Executive Coaching Awards 2022

My name is Mercy M Situmbeko. I have a few roles that I play in several organisations, but the most important to me are the following:

I am the founder of Dimples Psychometrics & Management, an organisation where I focus on leadership and executive and personal coaching. I am part of the John Maxwell Team (JMT) as an Executive Director focusing on training, professional speaking and leadership coaching.

I am a Certified Performance Technologist with the International Society for Performance Improvement.

Being a performance Expert and JMT Coach, I am very cognisant of the following facts that I learnt from Myles Monroe: Nothing changes, develops, is improved without leadership!!! Therefore, I love working new leaders as well as seasoned leaders to help them recognise their full potential and the significance of their actions and decisions. A culture of a country, organisation or section is determined and created by a Leader.

I tend to use the R-S-V-P analogy in all my coaching sessions: R= results; S – systems/ resources to achieve intended results; V – Value added by the actual results – is it merely a goal or does the result add bring growth and P = partnership. People are everything.

I am currently the Head of the NamPower Vocational Training Centre and Manager of Education, Training & Development. NamPower is the national power utility in Namibia. I am responsible to ensure that employees and trainees/ students are STEAM focused and are constantly up-skilling, re-skilling and even help them un-learn old habits hindering their growth.

I am the Vice President of the Professional Speakers Association of Namibia, focusing on coaching people and businesses to launch and pitch their businesses by learning to speak professionally.



DIMPLES

PSYCHOMETRICS & MANAGEMENT

www.dimples.com.na



Mercy Situmbeko

Founder of Dimples Psychometrics & Management

Q You have a wide range of professional qualifications, including degrees in arts, business administration, psychology and psychometry. What led you to pursue a career in executive coaching?

My first degree was a Bachelor of Arts majoring in Psychology. I later specialised in Psychometrics. I also obtained a postgraduate certificate in Dispute Resolutions (Labour Law) and Outcome-Based Education and, yes, an MBA. As a graduate, I noticed how things in organisations were just not getting implemented according to most strategies and plans. Most people are appointed to leadership positions because of their technical and operational capabilities but fail as leaders, and some become good managers – but who merely enforce policies and maintain the status quo without enacting real change, so the organisation does not grow.

I learnt early on the great influence that leadership has on ensuring change, improvement, development

and growth in an organisation and its people. I made a decision to start helping new or first-time managers to lead with significance and getting things done-through their team members. Around 2015, I started getting requests from fellow managers within NamPower and external organisations to assist their leadership or coach them to ensure that their teams were thriving. I was thus thrown into leadership coaching.

Q How do your accreditations assist you in your current practice?

Dimples Psychometrics' catchphrase and logo states: "Know (yourself) To Grow". Therefore, as a psychometrist, I believe in assessing clients and leaders. This helps people to understand your thinking styles and behaviours, so you can develop those that add value and help you and those around you to grow and become your best selves. As this might show, I use a lot of psychometric assessments to help leaders and individuals discover their potential and understand themselves better.

After that, I help them to communicate better via professional speaking and helping them to start

developing new leaders within their teams through training and coaching, which I also help them do by training them to become coaches (which is a significant skill of a leader) who build high-performing teams.

Q You have spoken in the past about the need for women in traditionally male-dominated sectors to “know what their core values are”. Can you tell us a bit more about this?

Women must be self-aware and they must have non-negotiable values. This is what they should never compromise about in their operations or work or life in general. Like John Maxwell says, it is easy to do the right thing even in difficult situations when you know what your core values are and you do not compromise on them. This can be achieved by ensuring that you do the right thing always and consistently, even if it is not the popular thing to do. Who you are is defined by this!

In a male-dominated Industry, as a woman I have found myself needing to work three times as hard to prove myself, or for my opinion or decision to be trusted, or to be recognised for my efforts and performance. Everything

“I really want to encourage women to stick to their guns and never compromise on their values and integrity.”

is scrutinised and analysed, from my position to my industry. I have been called “too much” or “difficult” because I may disagree with my male colleagues or insist on being heard.

My male counterparts labelled me as too aggressive when I spoke my mind. Sometimes it was genuine unconscious biases against women, but one has to stand their ground and never compromise on their values.

I really want to encourage women to stick to their guns and never compromise on their values and integrity. Let





your work and actions speak for you. Do the right thing even when no one is looking – that is called integrity. Be consistent and intentional. Your goals must lead to growth!!

Q What, to you, are the key skills of a 'Coachpreneur'?

- First of all, it is important to ensure that you, as a coach, have your own coach or mentor to ensure intention and continuous growth.
- Secondly, a coach must always keep in mind that the coaching process is about the coachee and guiding them to navigate past obstacles that prevent them from getting to the better version of self they want to be.
- It is important for a coach to be curious and not judgemental in their questioning.
- In view of the aforementioned, it is important for a coach to master the three coaching methods of questioning: probing questioning, expansive questioning and action-evoking questioning. Remember that the idea is help the client grow.

- Coaches must have the ability to set up boundaries and set the rules of engagements during the coaching session. This includes times, locations and venues for meeting for coaching sessions, cancellations, etc.
- As a Coachpreneur, it is important to create 'Coaching Packages' because coaching tends to comprise multiple sessions. You should therefore provide hourly, weekly or monthly options that allow longer sessions to have some sort of discount.
- Set up a payment system (e.g. PayPal) for business.

Q What is it that drives you to achieve the best for your clients?

The good feeling of seeing a client grow personally or achieve their own goals as they become a better version of themselves. This really feels good to me. Knowing that someone is happier and living their best life just really gives me joy and a sense of significance.

Q What does this award mean to you?

This is just so mind-blowing and incredibly unexpected. With COVID-19, my contacts and sessions had expanded to the USA, South Africa, Canada, Poland and Spain, but I honestly did not expect to be recognised on an international platform. I am really humbled that my efforts to grow and develop leaders – and to make a difference in organisational cultures by changing how leaders lead – are felt and appreciated. It feels like I won an Oscar!

Q Can you tell us about your plans for your practice as we approach 2023?

I already have some organisations lined up and some clients already making bookings for 2023 for coaching training – executive coaching for leadership and psychometric assessments for team synergy. It is amazing that word of mouth travels and is such a powerful tool. But most importantly, I have such a great team working with me, especially my right hand person, Ms Hileni Frans – AKA Nuwanga. She is such a major driving force for the business.

We at Dimples plan to expand our business like never before as we continue changing lives and organisations one at a time. Leaders grow daily – and never in a day!





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- AUSTRALIA -

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www.criticalfactors.com.au



Timothy Kitching

Director at
Critical Factors

Tim is a successful business and high performance coach and practitioner based in Sydney, Australia. He works globally with a client based that is truly international and regards jet lag as the price he has to pay to work with such amazing people. He is a straight shooter with a pragmatic style that is refreshing and quickly cuts through to the heart of problems for organisations and individuals.

He has an incredibly interesting CV which makes him an exceptional source of knowledge and wisdom. With more than 30 years experience leading teams and businesses across the Corporate Sector, Government and Law Enforcement, Tim brings a unique perspective to his areas of expertise. Leadership, Executive and Organisational Coaching, People Analytics and Psychologically Safety are Tim's core activities.

Tim blends deep experience and technical knowledge with a pragmatism that acknowledges commercial realities and the fact that processes have to be brought to life by people. Combining this with a range of Board and Board Committee experience as both an executive member and as a Non Executive Director he is a firm believer that, "Culture eats strategy for breakfast" and, as such, must be the number one driver for organisational excellence. He is an expert in applying commercial acumen in a complex and ever-changing world. Tim is an exceptional communicator and influencer who tackles complex issues and problems with a simple, straightforward style and a "Call it how it is" philosophy. He is passionate about the link between psychologically safe environment and high performance.

Tim lives in Sydney with his partner of 20+ years and 2 teenage children.

Monica Leon is the heart of the Nurturing Choicefulness organisation. She is an experienced executive coach, facilitator and disruptor who believes in tapping into collective wisdom to co-create and raise awareness. Moving into executive coaching has been a natural evolution to Monica's 20+ years as an organisational development practitioner.

Her specialty is in complex systems, strategic thinking and innovative work practices that intertwine development and work with a focus on vertical development in organisations. She is always incorporating practices that expand the mindset capacity of individuals and organisations in having greater choice and outcome-focused flexibility.

People describe Monica as a curious, compassionate listener and life-long learner. You will always find her reading or joining different groups to enhance the way she understands the world. She loves to travel and takes the time to cultivate and nurture her circle of friends around the globe. Originally from Peru, Monica now calls New Zealand her home, where she lives in Auckland with her family. Monica holds a BS with honours in Economics and International Studies from Wilson College, USA; an MSOD from Pepperdine University and an MBA from UFSIA, Belgium, is a certified Senior and Global Professional in Human Resources (SPHR & GPHR) and is currently working on her ICF PCC credentials



www.nurturingchoicefulness.co.nz

Monica Leon

Founder of Nurturing Choicefulness

Q How would you describe your coaching?

Change is like a wave that keeps getting bigger and bigger. There is no way to avoid it but there are ways to surf it. I grew my own understanding of how to surf change by collaborating with some of the thought leaders of our time around navigating complex systems. Over the past five years, I have launched initiatives that introduced Keith McCandless and Liberating Structures to Latin America and Glenda Eoyang's work on Human Systems Dynamics to the Asia-Pacific Region. I have designed and facilitated cutting-edge coaching programs to help executive leaders learn to surf and thrive amidst challenges that emerge at all levels: organisational, personal and contextual.

Over time, as these leaders understand the implicit complexity of the systems that they operate in, they discover how to exercise leadership with greater purposefulness and curiosity. This increased awareness of self and system enables them to see, sometimes for the first time, the richness of a more nuanced world. With this shift of perspective, options for action become apparent that were never visible with the old habits of perceiving, thinking and acting.

My coaching methodology weaves strands of neurobiology, neuroscience, narrative coaching, adult stage development, complex adaptive systems, adaptive action, business conscious, somatic coaching and OD dialogic methods. I use several tools and processes such as Growth Edge Interview, Intercultural Development Inventory, The Leadership Circle 360, Hogan's and MBTI to name a few, to raise awareness. The strands of my practice continue to evolve as I pick up new practices to create richer encounters for my clients.

I am guided by compassionate action — an open-ended, fearless approach to be with what is rather than struggle against it. I coach in English and Spanish.

Q What do you understand 'choicefulness' to mean?

Choicefulness is the capacity that individuals can develop to see, sense and feel that there is more than one pathway to move forward. People sometimes confuse their own 'preferred way' as the only path. By developing a more nuanced understanding of the issue at hand, clients can see new possibilities. When they see new possibilities, they can try to learn new ways of seeing and being with what is. It creates

perspective at multiple levels of scale. Of course, we must be careful that we do not fall into the trap of the choice paradox — where having too much choice overwhelms the client and they feel confused.

I see choicefulness as a superpower. Everything continues to change, ourselves included; being aware of our environment, connections and relationships helps us sense what is changing around us. It allows us to consciously engage in the act of choosing.

Q How do you strive to promote this among your clients?

I do this by encouraging my clients to:

- Think about a pattern rather than goals that they want to create. A goal for me is like a single musical note; a pattern is more like a composition that has a richness to it and is more than just the string of a few notes.
- See their issues from multiple perspectives, at different levels of scale such as other people, organisations, etc. I set conditions where clients feel deeply listened to and share what is genuine and helpful.



- Understand that we are part of a complex adaptive system (CAS) where we are influenced by the environment around us, and that it continues to change – so rapidly or slowly that is hard to see without intention.
- Get a clear sense ‘in the moment’ of what may be most helpful and useful to them.
- Get to know what is happening with multiple senses to enhance their felt sense of what is.

At the end of the day, people make choices about the depth of the transformation that they want to undergo. The people who are drawn to coach with me are leaders who want to change the worlds they live in, not just perform a bit better. This requires a deeper dialogue than ‘the three steps to achieve this quarter’s financial goals’. I support executive leaders in creating conditions for their own innovative thinking breakthroughs so they can shape their future with every step they make. Complexity and uncertainty no longer need to be their enemies but become opportunities for a more engaged life.

Q You have mentioned that you believe in ‘embracing the messiness’ of organisations. What does this entail?

A lot of disappointment stems from the idea that the world is like a clock where things follow a precise order, or people should say and do as we say. So we set expectations that are carved in stone and take little notice of how our context or situations are changing. We judge our success by the degree of stability and certainty that this generates. Messiness tries to describe the countless ways in where the future is unknowable. As an example, we may steadily work towards building a successful portfolio of our work and become ready for promotion, and as we are ready to take that big step, our company is sold, our boss is transferred and our promotion is put on hold, the market changes and our skills are no longer needed, and we need to learn something new.

Through these sessions, clients learn how to develop their own capacity to notice, understand and act in



rapid cycles to increase their own sensitivity to what is happening inside themselves and around them. Over time, they start spotting and labelling new patterns as they emerge.

Q What is your favourite aspect of your work?

Seeing my clients enhance their capacity to be in the world. They have a sense of authenticity rooted in knowing that they will never know it all but have developed a curious mind that helps them ask a different set of questions to see possibility that others cannot. This becomes their superpower. In a world that is becoming more polarised, they find a way to engage with it and appreciate multiple perspectives without feeling defensive and find ways to continue to engage with it in supportive and helpful ways.

Q What does this award mean to you?

It is an honour and a privilege that encourages me even more to continue to support others in their growth as my clients support me grow as a practitioner. Ultimately, every client that I work with also has a ripple effect on others.

ABOUT NURTURING CHOICEFULNESS

Nurturing Choicefulness emerged from the need to replace counterproductive techniques used when dealing with the unknown (complexity and uncertainty) that stifle innovation, change, and promote people feeling irrelevant. Nurturing Choicefulness supports organisations, teams and individuals at all levels to enhance their adaptive capacity and flexibility to thrive in a more complex, polarised and changing world. The team does this by co-creating with their clients' bespoke responses to their challenges. At the core of their business is creating conditions for their clients to disrupt their mindsets. Their aim is to create a context that invites movement or change that is sustainable over time and delivers practical outcomes.





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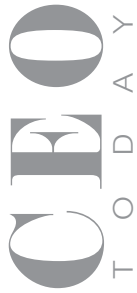
Each year, the CEO Today Business Women of the Year Awards recognise strong and innovative leadership amongst the most inspiring and innovative CEOs and business leaders across the globe.



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EXECUTIVE COACHING AWARDS 2022

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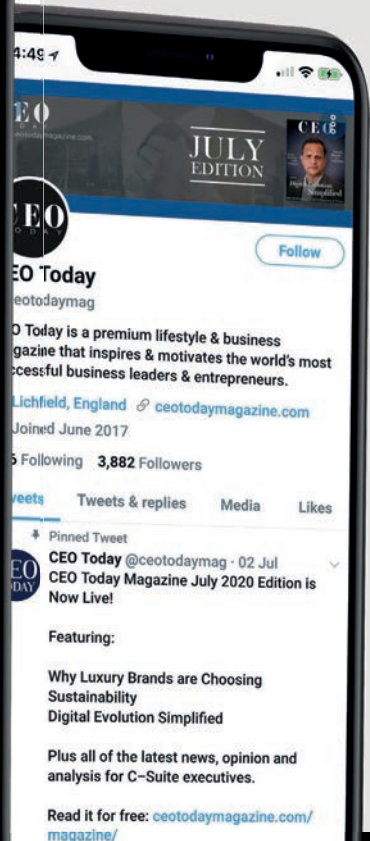
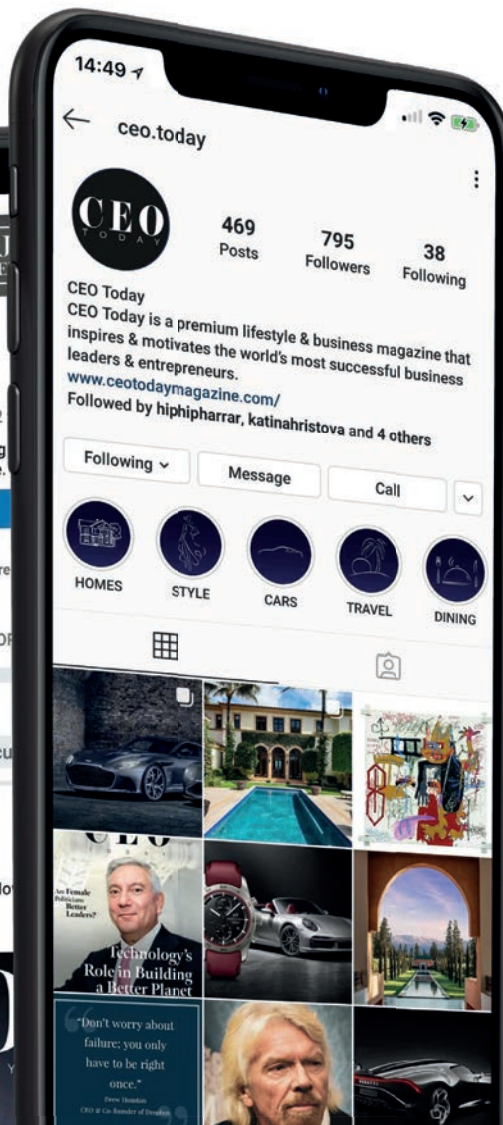
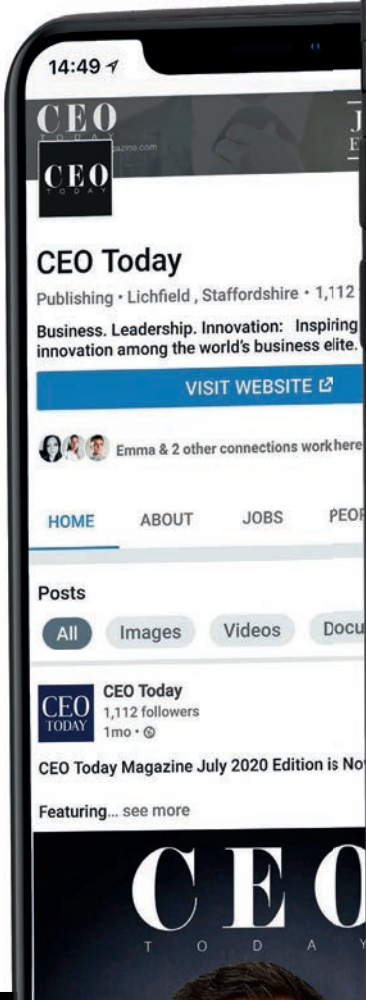
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