



## Jim Shields

Executive Coach

### Executive Summary

Jim's work includes executive team development, executive coaching, board development, and customizing work that blends coaching and teaching. Prior to returning full-time to his leadership consulting practice, Jim was the Global Portfolio Lead for *Leadership at the Peak*, the Center for Creative Leadership's flagship program for C-Suite executives.

### Background and Experience

Jim has been working with senior executives "at the threshold" for over 25 years. These leaders find themselves at a place where the requirements of successful leadership have shifted, requiring not only new skills and new ways of operating, but also new ways of thinking. As leaders reshape the ways they develop networks, make decisions, communicate, repair trust, establish credibility, and forge a new equilibrium after disruption, Jim's approach is to understand the new context and expectations, assess the strengths and developmental needs given the current situation, make a plan to pragmatically shift what needs to be shifted, and then develop a structure that provides support and ensures accountability. The heart of the work, of course, is to help executives both respond to the external environment and maintain (or even clarify) their own internal authenticity.

Jim lives in Colorado, and as is obligatory, enjoys skiing, mountain biking, and has a golden retriever. He and his wife have 4 grown children.

### Coaching Approach

Jim begins by building an understanding of the person, of the organization, and of the interested stakeholders. The first questions are "Why are you thinking about doing this now? What needs to be navigated? What will success look like? Why do you care about this?" Then he gathers information from interviews, from 360 assessments, from individual assessments, or through observation. Jim partners with the learning leader to integrate this information into key themes, and to identify a few high leverage shifts. The ongoing support boosts results by concretely defining success, exploring the ways leaders get stuck or undermine their stated intention, and laying out concrete steps to success.

### Client Experience

Jim has coached and advised executives from around the world. A significant amount of his coaching work has been with teams in transition – new bosses, new members, new ways of working, new strategy, new organization, new culture. He has done extensive work in the pharmaceutical industry, with health care organizations, agricultural companies, energy companies, military organizations, fashion and retail businesses, and non-profit organizations. He has had long-term customized engagements with companies such as Fluor, Shell Canada, AltaGas, Medtronic, Roche/Genentech, Gilead Pharma, Syngenta, and Macys.

### Education

Jim graduated from Guilford College with a degree in Political Science, and earned a Masters of Divinity degree from McCormick Theological Seminary. He is certified in a wide variety of 360 and personality assessments.

