



Executive Coaching

Turning untapped leadership potential into business performance

“The Quality of an Organization’s Performance Cannot Exceed the Quality of its Leadership”

Farr Associates

IMPROVING ORGANIZATIONAL PERFORMANCE THROUGH EXCEPTIONAL LEADERSHIP

From Texas Instruments to Merck & Co. (pharmaceuticals), senior executives turn to Farr Associates, as their coaching partner of choice. For executives at the top of an organization, there are few people that can provide the level of feedback and insight they need in order to continue their growth as a leader. Whether facing the challenges of tough times or unprecedented growth, Farr provides the advanced coaching that high level executives need to meet the demands of an ever changing organization and market place.

Through our intensive coaching process, executives acquire the leadership strategies that drive organizational performance. We do this by providing leaders with the unique insight gained through our Conscious Leadership model.

Conscious Leadership is the craft of effectively leading change and engagement from a self, other, and situationally aware perspective. With this keen insight, leaders are in a position to better manage their leadership strategies and make purposeful and highly effective business decisions, based on what needs to happen rather than reacting on “autopilot.”

EXECUTIVE AND ORGANIZATIONAL COACHING RESULTS

The Personal Executive Development process is the most comprehensive coaching process for those executives striving for the next level of performance. It is often used to support executives in the most senior roles in the organization, and/or to prepare leaders to move into higher-level roles most effectively.

THE EXECUTIVE WILL GAIN:

- A significant understanding of how their specific behavior(s) impact the engagement and productivity of those they lead. This insight allows them to then consistently identify and select new and more effective leadership actions, as required by each situation.
- Strategies to be highly purposeful in their decision making process; making decisions based on what needs to happen, rather than reacting on “autopilot.” This new focus permits the executive to be consistent in their leadership persona, regardless of the situation and its pressures.
- Strategies to improve the trust, engagement, and commitment of those they lead. By creating greater engagement leaders will create new dialogs, receive better and more balanced business information from which to make decisions. In effect the quality of business decision will improve significantly.

THE ORGANIZATION WILL GAIN:

- A more consistent and “in-touch” leader, that provides appropriate leadership behavior for each situation.
- Individuals and an organization that reacts positively to the new leadership styles and provides the support and commitment to achieving the goals and direction set forth.
- The culminating benefit of improved decisioning, collaboration and engagement will deliver greater organizational business and bottom-line results.

THE PERSONAL EXECUTIVE DEVELOPMENT PROCESS PROVIDES:

Planning and Coaching Session with the Executive and the Executive's Sponsor - This includes creating the development and coaching steps, process components, and agenda for the engagement.

Personality Evaluation - Using multiple assessment instruments, we help the executive understand his/her personality characteristics, and how they impact his/her leadership effectiveness. The critical areas we identify include: Personality traits, critical thinking, emotional make-up, social characteristics, and work habits.

Intensive Leadership Impact Study - *This critical component is at the heart of why Farr is able to help leaders quickly and effectively create new and effective leadership behaviors that significantly impact business outcomes.*

Farr's unique Leadership Impact Study goes deeper than typical 360s, which strictly collects perception data about broad subjects. Farr goes the extra distance to identify the *specific behaviors and practices* that are self-defeating. Without this detailed information, executives are left clueless as to what he/she needs to do differently to improve their effectiveness.

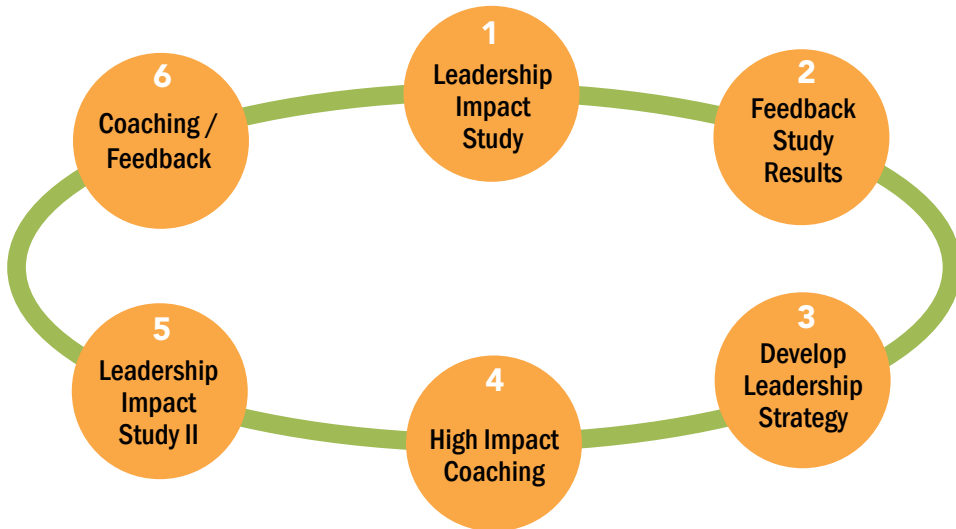
Leadership Action Planning - With their coach, the executive creates written goals and objectives that are identified during their initial planning session. The end result is a written bench mark, measurable goals, and action items.

Feedback, Evaluation and Strategic Planning Session - This full day confidential session, with their coach, the executive reviews the collected impact study feedback and assessments. Together, the coach and executive finalize the Leadership Action Plan and develop tactics and strategies for taking the data and plan back to the organization.

Feedback to Managers and Peers - This is a meeting, or series of meetings, where the executive delivers his/her PED process commitment by: meeting with the people interviewed, exploring and responding to their feedback, and enlisting their support in his/her continued leadership growth and development process.

This too is another critical component of the process, because it reinforces the change process by creating commitment not just from the executive, but also from those the executives works closely with, thus providing a support base to hold them accountable for implementing the changes.

Coaching Sessions - After the manager and peer feedback, the Farr consultant, either face-to-face or by telephone, provides continuing insights, counsel, and problem resolution, in support of the leadership action plan. Action steps are also put in place to maintain the momentum of the change process, until it becomes self-sustaining.



WHAT OUR CLIENTS SAY:

“Farr has made a significant bottom-line contribution to the success of BB&T. The work I’ve personally done with Farr Associates has clearly improved my performance.”

- *John A. Allison Chairman & CEO, BB&T Corporation*

“I recommend Farr Associates to anyone challenged with a leadership role... even if you have to travel 3,000 miles to get there.”

- *Brian Frenzel, President and CEO, Centaur Pharmaceuticals, Inc.*

“Truly an impactful experience. Turned this skeptic into a believer!”

- *Bob Venturi, Operations Manager, Pepsi-Cola*

“The results have been dramatic. People experience me very differently. I now know I can get much better followership by using different leadership approaches with different people, not assuming that they want to be led the way I want to lead.”

- *Process Manager, Fortune 100 pharmaceutical company*

“Farr helped us establish a program which unified our senior management team in terms of vision, corporate values, strategic plans and organizational objectives. We implemented it throughout the plant so that everyone understood their role. As a result, we have seen dramatic improvements in customer service and quality. This year we’ll achieve our collective goals with a 35% increase in profitability over last year.”

- *Dave Taylor - Senior Vice President, Sales and Marketing
US Marine - A division of Brunswick Corporation*

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