

Greene and Associates, Inc.
It's All About Your Future!
A Career Partners International Firm

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Executive Leadership Forum
Building Transformational Leaders
Through Leadership Coaching

*Barbara A.F. Greene – San Antonio, Texas
Phil Walker – Austin, Texas*

*Dec 8, 2020
9:00 – 10:30 a.m.*

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Hosts & CPI Partners



Barbara A. F. Greene
CEO & Founder of Greene and Associates, Inc.



Phil Walker – Managing Partner at
Career Partners International Austin

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Executive Leadership Forum

LEADERSHIP

- Help companies pivot
- Create resilient leaders
- Learn from each other
- Honoring non-profit at each session
- Complimentary quarterly sessions
- Invitation only

Featured Non-Profit



Who we served in 2020, by the numbers:

- Job seekers: **160,000** jobless claimants in Travis County
- Helped **464** individuals get skills training
- Childcare: Contracts with **385** childcare providers / **3,200** children
- Students: Reached over **23,000** students / **5** ISDs (Austin, Del Valle, Elgin, Manor and Pflugerville) and **25** campuses

Employers:

- Business Solutions team has served **2,144** unique employers.
- Outreach to **177** employers facing layoffs or closures to provide Rapid Response on outplacement and re-employment assistance.
- Hosted **382** employers and **3,653** job seekers through our hiring events.

Employee Skills Training Program (Upskilling):

- WFS has **15** companies participating in upskilling projects
- Committed **\$389,793** to Incumbent Worker Training funds

Poll

What is your experience with corporate **coaching**?

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Transactional vs. Transformational Leadership Coaching is the Differentiator

LEADERSHIP

- What does **transformational leadership** look like for the leader, the team members and the organization?
- What are **best practices** that can be integrated into the entire culture shaping of an organization?
- How do we sustain a culture of a learning organization that embraces the **leader-coach principle**?
- How does **Emotional Intelligence** impact our ability to lead?

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Brian Clapp

President

CCI Consulting – A Career Partners International Firm



As President of CCI Consulting, Brian plays a critical role in all day-to-day and strategic aspects of operations, business development/account management, and sales/marketing for the firm. Working very closely with the CCI owner, practice leaders and senior leadership team, he ensures the impeccable delivery of world-class service & solutions to our clients.

Brian's experience in organizational change is extensive, having consulted with hundreds of multi-national and national companies on project planning and communication strategies to orchestrate effective organizational change associated with restructurings, acquisitions and mergers. He also has broad experience in human capital consulting, working with organizations on the effective use of executive coaching, selections, leadership development initiatives, and talent management strategies for leaders, managers and individuals. Prior to joining CCI, Brian served as the Senior Vice President and Local Market Leader at Aon Consulting. He previously held the position of Executive Vice President, Produce Management at Right Management.

Brian graduated with a B.S. in Management Information Systems from Bowling Green State University and received an MBA in Economics from West Chester University of Pennsylvania.

Lynne Hardman

CEO Working Transitions

Board Member Career Partners International



Lynne has held multiple board and senior leadership positions in the UK and internationally, mostly in the human capital services sector where she has held board positions in two leading global organizations, leading teams to build high growth specialist businesses in new and established markets. Lynne is also a member of the global board of Career Partners International where she represents a portfolio of EMEA businesses.

Her leadership experience in global organizations, combined with her track record of delivering growth and innovation in large and start up business teams across the human capital services sector, gives her unique insights into the impact of transformational leadership. She understands the commercial imperatives that drive organizational people decisions, whilst retaining her focus on the people perspective and human touch so critical to success. As a business leader she espouses the concept of leader as coach and leads an expert team that has supported hundreds of clients to develop coaching programmes that embed transformational leadership behavior.

Lynne is also a respected public speaker and commentator and she regularly shares her specialist knowledge and perspective with a wide range of media, business groups and client forums both in the UK and internationally.



Lynne Hardman

CEO Working Transitions

Board Member Career Partners International

Case Study Driving Transformation

UK market leader supplying specialised products and services to higher education sector within a tightly regulated market

situation

- Legislation change
- New funding model
- New CEO
- 50% staff reductions
- Dysfunctional Leadership Team
- Loss of confidence

culture

- Stable
- Quality Focused
- Considered/Reflective
- Consultative
- Internally focused
- Uncommercial

goals

- More agile and commercially focused behaviours
- Win new business
- Drive Cultural change and new ways of working
- Lead effectively through uncertainty and ambiguity

the approach

- CEO endorsement and commitment
- Individual leader diagnostic sessions
- Group coaching session
- Individual coaching sessions
- Continuous evaluation and adjustment

results

- Won first major commercial contract within 6 months
- Created a differentiated technology offer
- Completely overhauled GTM strategy
- Line Manager effectiveness increased
- Employee satisfaction increased by 80%
- Leadership team began to embed a coaching culture

client

"The coaching programme created the catalyst that galvanised our leadership team and gave us the direction and focus - and courage - that we needed. We are now much more confident that we can face the challenges still ahead and achieve our transformation objectives"

participants

"I simply didn't appreciate how much was in my own control and I'm now energised by, rather than fearful of, the future.."

"I am astounded at the value of the group sessions in surfacing the previously hidden tensions and barriers between us. We've been able to address issues that I never thought would be resolved and as a result we can move forward – its so transformative..."

"I understand much more clearly now how my behaviour is holding back the performance of my own direct reports and how I can change this..."

"Coaching has helped me to become much more self aware and clarified how I can share my vision in a way that brings people with me instead of terrifying them!"



Case Study

Strengthening Leadership capability and succession planning

Long established **UK housebuilding and urban regeneration company** going through a period of market growth and transformation

situation

- Leader Capability was inconsistent and not at required level to support ambition
- Succession planning was weak
- Ways of working were outdated
- Risk of failing to maximise market opportunities

culture

- Leaders worked in silos
- Protective of remit
- Quality Focused
- Technically competent
- Acceptance of poor behaviours
- Lack of diversity

goals

- Develop quality Leaders/potential Leaders
- Leadership behaviours aligned to values
- Succession planning
- Improve inclusivity, openness and communication
- Create culture for future success

the approach

- Individual Leader Coaching programme for 20 leaders
- 360 focused on strengths, leadership habits and outcomes
- Lead Coach conducted structured diagnostic sessions
- Clear measures and milestones were agreed at a group and individual level
- Individual coaching sessions
- Complete resource library for self learning between sessions
- Group tasks and assignments to drive collaboration
- Continuous evaluation and adjustment

results

- Over 50% achieved promotion with 12 months of coaching programme
- Noticeable acceleration across organisation of transformation activities
- First female board member from operational business appointed
- Significant improvements in Leadership presence and behaviour
- Leaders own coaching skills enabled them to develop successors
- Organisation EBITDA grew by 30% YOY

client

"The coaching is having a major impact on our business and influencing business decisions and our culture. It has exceeded our expectations."

participants

"I find the sessions extremely valuable. The Coach is insightful and allows me to challenge myself in a constructive way."

"I have found the sessions extremely helpful and feel that I have got lots out of them as well as finding them enjoyable and stimulating. Thanks again for helping me think so differently about things"

"My sessions have helped me to realise my strengths and to recognise those things which are holding me back. My clarity of thought has improved because of the sessions and I now have a clear idea of where I want to be and how I am going to get there"

"Working with my Coach has been a revelation. I spent years not considering my career, but just doing the job at hand. She gave me a fresh perspective that allowed me to focus on my journey to becoming MD. My horizons have expanded and I'm really enjoying the new opportunities that brings."



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Brian Clapp

President

CCI Consulting – A Career Partners International Firm



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Transformational Coaching For Mid-Level Leaders

- A medical supply company wanted to support the development of mid-level leaders through a democratized approach to coaching for approximately 50 front-line and mid-level managers who had not historically been considered eligible for “executive coaching” due to their level.
- Coaching was designed to build skills related to:
 - Communication
 - Building self-awareness and creating personalized goals
 - Emotional Intelligence
 - Balancing work priorities
- Fully-remote sessions with coachee-directed conversation, pace, and frequency
- Participants valued the ability to focus and reflect on their personal style and take part in a formal process to build the competencies that are needed to be more effective in their roles.

Transactional to Transformational Leadership

- Director of Sales for a multi-national manufacturing company with a long track record of success recognized the current environment necessitated a more engaging leadership style. His direct and somewhat authoritarian leadership style generated results but it also limited his ability to effectively engage with his employees and managers.
- Working with his coach, first steps were to gather and synthesize self assessment insights along with 360 feedback that would help identify the behaviors that were causing friction and frustration with those he needed to lead.
- Primary goal of the coaching engagement was to help him work on developing a more approachable and inclusive leadership style.
- Formal program ended a few weeks ago.

“My coach helped change my leadership style so that I can still get the best results without the harsh approach I used in the past. My employees appreciate this very much! I listen and ask questions now, wow!”

“Biggest learning was to trust my team to find their own solutions. My coach and I discussed this, and then it really came to life when I tried it and saw it work. It was a very rewarding experience that gave me confidence to trust my team more.”

Questions...

Collaborating To Grow Together



CPI Partners Across the Globe

Career Partners International partners helps organizations drive sustainable business results by effectively aligning their people strategies to their current and future business needs.

Coaching expertise includes:

- ✓ High Potentials
- ✓ Expanding Role
- ✓ Executive Presence
- ✓ Emotional Intelligence
- ✓ Global Leadership
- ✓ Performance Coaching
- ✓ Career Management
- ✓ Executive Onboarding
- ✓ New Leader Assimilation
- ✓ Team Development
- ✓ Millennial Coaching
- ✓ Diversity, Equity and Inclusion



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Evaluation



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Join Us!

PowerAmp™ Coaching

December 17, 2020
9 a.m. – 10 a.m. CST

**NEW COACHING
SOLUTION**

Register Here

<https://tinyurl.com/yy6bmtjw>

Resources

- Manager As Year-End Career Coach <https://www.cpiworld.com/manager-year-end-career-coach/>
- 5 Essential Adaptive Practices for Agile Leaders <https://www.cpiworld.com/agile-leadership/>
- A Methodical and Scientific Approach to Professional Development Coaching <https://www.cpiworld.com/scientific-coaching/>
- Targeted Professional Development and Coaching Excels Teams to Success <https://www.cpiworld.com/targeted-professional-development-and-coaching-excels-teams-to-success/>
- TLA – Creating a Culture of Learning <https://www.cpiworld.com/leading-advantage-creating-culture-learning/>
- TLA – Adapting to the Unknown <https://www.cpiworld.com/leading-advantage-adapting-unknown/>
- The Leading Advantage (Partnering with DE&I Consultants) <https://www.cpiworld.com/partnering-with-dei-consultants/>
- The Leading Advantage DE&I, An Organizational Journey) <https://www.cpiworld.com/the-leading-advantage-dei-an-organizational-journey/>

Thank you!

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Building Transformational Leaders Through Leadership Coaching

What if you could increase your company's bottom line by 30%?

It is well-known that the greatest influencers of an organization's culture are its leaders: studies show that leadership behavior impacts bottom-line performance by up to 30%. If, instead of only coaching an individual leader to improve their own performance, coaching skills are leveraged to create a transformational leadership style and taught to leaders, the organization will achieve a maximum return on their investment in coaching.

A "Transformational Leader" is a leader who can engage and inspire by using transformational soft skills that create high performance in themselves, their teams and the entire organization. Transformational Leaders are the leaders of tomorrow that will enable organizations to rise to the complexity and multiple challenges of today's business world.

On December 8th, Greene and Associates, Inc./CPI Firm and Career Partners International - Austin will host an exciting and insightful discussion on "Building Transformational Leaders through Leadership Coaching". This virtual program is part of our Executive Leadership Webinar Series that spotlights key executives discussing relevant and pressing topics that impact organizations.

Some of the questions we'll address are:

- * What does transformational leadership look like for the leader, the team member's and the organization?
- * What are best practices that can be integrated into the entire culture shaping of an organization?
- * How do we sustain a culture of a learning organization that embraces the leader-coach principle?
- * How does Emotional Intelligence impact our ability to lead?

Barbara A. F. Greene

CEO and Founder

Greene and Associates, Inc, A Career Partners International Firm

Barbara A. F. Greene is the Founder and CEO of Greene and Associates, Inc. She leads the company as the team partners with organizations globally as an equity partner in Career Partners International. Organizations engage Barbara and her team in providing executive coaching, leadership development, corporate mentoring, and career transition and management services. Barbara earned a master’s degree, is an International Coach Federation Master Certified Coach, and a Marshall Goldsmith Stakeholder Centered Certified Coach.

She is involved in the community. Being selected to serve on the LSA 300 Steering Committee was a huge honor in the tricentennial year for San Antonio. She has been involved in the Texas Diversity Council, Association of Talent Development, CFO Forum, THRU Project, International Coaching Federation, San Antonio Lighthouse for the Blind and Visually Impaired, City Year, United Way Master Leadership Program, BioMed SA and San Antonio Council for International Visitors. Barbara has hosted people from around the globe in her home. At any one time, her guests represented 14 different countries.



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Phil Walker

Managing Partner

Career Partners International – Austin

Phil Walker is the Managing Partner for Career Partners International - Austin, a global human capital management firm. He leads a team of talent experts that enable their corporate clients to drive sustainable business results by effectively aligning their people strategies to current and future needs.

His extraordinary career began as a member of the 1978 NBA World Champion Washington Bullets. He was able to leverage the leadership skills and winning attitude learned by playing at the highest sports level to become an accomplished senior-level business development executive, innovative market strategist and business owner/entrepreneur. Over the past 30+ years, he has worked and consulted for a number of major corporations including Xerox, Steelcase, Haworth, and Right Management.

Phil holds a Bachelor of Arts in Psychology from Millersville University of Pennsylvania, and a Master of Arts in Administration/Organizational Development from Antioch University.



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