

## CUSTOMIZED DEVELOPMENTAL PATHWAYS



### 1. UNDER-PERFORMER/PROBLEM EXECUTIVE DEVELOPMENT

- Coach meets with CEO to assess the situation and formulate strategies.
- The CEO meets with the executive and is clear about the gravity of the situation. The CEO may advise that there will be serious consequences if the disruptive behavior continues.
- The executive commits to correcting the behaviors identified in the assessment process.
- A meeting of the CEO, executive and coach to discuss process, goals and consequences.
- The coach and the executive agree to coaching schedule and goals.
- The executive and the CEO agree on who will complete the 360 leadership assessment. The executive acknowledges that he values their input.
- The CEO and the executive agree on who to interview and the questions.
- The interviews responses are distilled into two to three developments needs. Only the themes are shared with the executive which insures confidentiality.
- The executive and the coach review the results; analyze gaps between the executive's perceptions and those of the teams.
- An action plan which includes: specific goals; a statement of old behaviors along side of desired new behaviors; ways getting instant feedback; ways to measure change.
- Those interviewed are the feedback loop. They are asked to provide "in the moment" feedback to the executive. They will be coached on how to do this.
- The CEO reviews the action plan and signs off on it.
- The coaching sessions examine the executives assumptions about job and leadership, they compare the executive's perception of himself to the 360 and interview results, they also encourage, provide tools, and roll-play opportunities.
- There are periodic interview check-ins with others to see how the executive is doing.
- There are also periodic meetings with the CEO, executive and coach to assess progress.

*(CONTINUED ON REVERSE SIDE)*

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## **CUSTOMIZED DEVELOPMENTAL PATHWAYS (CONTINUED)**

### **2. THE KICK-OFF FOR EXECUTIVE DEVELOPMENT ACROSS THE SENIOR TEAM**

- Driven by the CEO's interaction with the senior executives.
- The coach works with the CEO 30% of the time.
- The coach works with one other executive at a time, 70% of the time.
- The CEO's commitment sends an important message.
- He sets the right tone for involvements of other executives.

*Some of the process steps are similar to Example #1*

### **3. FOR THE UNDER-PERFORMER/PROBLEM EXECUTIVE (ABBREVIATED)**

- Coach meets with CEO and he is clear about the leadership development objectives the executive must achieve, therefore, a 360 or interviews are not necessary.

*Remainder of the process steps are similar to Example #1*

### **4. FOR THE HIGH-PERFORMANCE EXECUTIVE**

- Meet with the executive. Listen to the executives goals; provide structure, support and tools to achieve.

*Some steps are similar to the process in Example #1*

### **5. FOR THE EXECUTIVE TEAM**

- Meet with the CEO to discuss objectives and challenges.
- Use instruments to assess the team.
- Collaborate with CEO and team to create an action plan and team norms.
- Observe meetings and provide ways to improve the group process. Then meet individually with team members to coach them on more effective interactions.

## **PARTNERING FOR SUCCESS**

### **COST ESTIMATES FOR THREE MONTH PROGRAMS**

- Leadership Development Cost ranges are from \$5,000 to \$35,000.