

# Executive Coaching

*Options for Change*

*Deborah and Alan Slobodnik, Principals*

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# Options for Change Background

- Founded in 1980, specializing in organizational consulting, coaching, teambuilding and training
- Intellectual property based on the best of systems thinking, change management, family systems and organizational development
- Trained and coached other consultants and professionals on change, teams and coaching
- Developed over 600 pages of proprietary strategic and tactical tools and training on the web for
  - Culture change
  - Change management
  - Executive coaching
  - Team development
- OFC has worked with over 500 organizations and 1000 leaders and teams

# Sample Client List



GLOBAL KNOWLEDGE NETWORK



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# The Importance of Culture Fit

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“The manager who doesn’t share the values, but delivers the numbers...they have the power, by themselves, to destroy the open, informal, trust-based culture we need to win today and tomorrow.”

- Jack Welch

# Business Reasons for Coaching

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- High potential
- Leadership development
- Behavior issues
- Performance issues
- On boarding
- Merger or acquisition
- New CEO
- New strategy
- Changing competitive environment
- Expanded leadership responsibilities

# We Help Our Clients...

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- Fit the company culture and values
- Develop effective leadership presence
- Manage up, around and down
- Improve relationships with key stakeholders
- Make decisions, resolve conflicts, hold others accountable
- Prioritize, delegate and manage time
- Lead successful projects and teams
- Make effective presentations

# Key Principles

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- Agree on specific behavioral or performance goals to be reached, based on 360° interview data
- Focus on solutions to actual client business issues
- Challenge the client to think and act outside of his or her comfort zone
- Engage and excite the client to take personal responsibility for the change
- Expand the client's repertoire with our proprietary tools (conflict resolution, influencing, etc.)
- Shift seamlessly from individual to team coaching
- Monitor the change with key colleagues (business and HR)

# The S<sup>4</sup> Action Learning Method™

1. Systemically assess the business situation
2. Self-reflect on your part in the system
3. Strategize alternatives to achieve better results
  - Choose the best fit
  - Try it out
  - Evaluate the results
  - Modify as necessary
4. Sustain the new behavior with commitment, practice, support and feedback

# Recent Success Stories

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- Biotech Director who needed to communicate and present more effectively with peers and senior management
- Insurance SVP who needed to think more strategically and be more influential with colleagues
- Insurance VP who could get the projects done but needed rough edges with people smoothed out
- Hospital CEO who needed to build a more high-performing executive team
- Law firm senior partner who needed to adapt to the new culture after a merger
- IT Director who needed to improve team and internal customer relationships
- Utilities Director who need to delegate to direct reports and hold them accountable

# Example 1 – High Potential Business Partner

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- HR Director desired to be more effective business partner and have more influence on Executive Staff
- Identified performance goal – find a way to stay powerful on an all male staff
- Learned and practiced influence models – shifted to language they could “hear”
- Coached her to improve individual relationships with business partners and link her strategy to theirs
- **Six month feedback:** HR strategies integrated with business strategy, credibility of HR and Director significantly improved

## Example 2 – Vice President and Reports

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- Framed problem as “two different Donna’s – you either love her or hate her”
- Identified common goal – treat everyone like you treat your loyal “in-crowd”
- Blocked her from blaming others, built on her proven ability to treat people well
- Coached her to improve key relationships up, around and down
- **Six month feedback from a previous detractor:** “We’ve achieved a lot and Donna got us there”
- **One year results:** a significant promotion and bonus

## Example 3 – CEO and Senior Team

- Identified common goal – build a strong leadership team to run the company
- Framed problem as “vicious cycle” primarily between CEO and team
- Achieved necessary agreements – CEO loosens control, no firing for a year, VPs step up to the plate
- Coached CEO and strengthened VP group
  - Held center through crises
  - Each person committed to three behavior changes
  - Confronted problem behaviors and regression
- **Three month results:** significant changes in behavior, process and performance

# Our Specialty Is...

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- Reframing problems in solvable terms
- Building trust and encouraging risk-taking
- Overcoming resistance and achieving buy-in
- Confronting problem behavior and supporting change
- Intervening at critical developmental moments
- Optimizing the performance of individuals, teams and cultures

# Principals

- **Alan and Deborah Slobodnik** each have thirty-five years' expertise bringing about personal, interpersonal and organizational change
- They were pioneers in “marrying” state-of-the-art systems thinking from the family therapy field with current organizational development theory to create a dynamic new and practical method for intervening in human systems on the behavioral level
- Specialists in working at the “top of the house,” their forte is creating dramatic breakthroughs in executive behavior at the individual and team level that produce deep and lasting business results
- They have extensive experience working with financial, sales, marketing, legal, medical, operations, engineering and information system departments across a wide variety of industries.