



Leadership Discovery

Comprehensive & coordinated leadership development. Tailored for the individual, but impacting the entire organization.

WJM's **Leadership Discovery Process™** (LDP) is a proven and cost-effective approach to building leadership talent at any organization. Many companies rely on either generic, curriculum-based leadership courses, or expensive and un-coordinated "one-off" individual executive coaching interventions to develop their senior-level or high-potential executives. WJM offers the advantages of a highly-individualized assessment and coaching experience with the organizational leverage and cost advantages of en masse leadership development.

Individually-Tailored, Highly-Engaging Leadership Development...

Unlike conventional, classroom or software-based programs that some organizations use to teach leadership skills, the LDP is customized for each participating executive, focusing on the individual's strengths and opportunities for development as compared to the company's core leadership competencies. Differing from traditional group programs, the LDP assesses each leader's individual growth opportunities, and provides focused, one-on-one executive coaching that concentrates on 2 to 3 major potential-maximizing developmental objectives in a process that fully engages the executive.

...With the Coordination and Attractive Per-Participant Cost of a Group Program

At the same time and unlike one-off, individual executive coaching interventions, WJM's LDP offers a highly coordinated approach to uncovering and addressing prevailing leadership competency opportunities in an organization. Data regarding common developmental themes or potential "derailers" are provided to the company's Organizational Development or HR leaders.

In many cases, the LDP supplements the individual coaching sessions with either curriculum or Action Learning-based group development workshops that have been custom designed to reflect the organization's unique culture and the highest-priority developmental goals identified during the LDP. These sessions are applicable to real work challenges, highly interactive, and led by experienced WJM consultants with dynamic delivery.

Client Success

Our company was facing constraints on our developmental budgets. WJM's Leadership Discovery Process™ allowed us to continue to invest in our new and existing leaders and offer them critical development opportunities – which will enable our firm to meet business objectives in both today's market and in the future. WJM is a skilled and professional organization that I would recommend to anyone trying to attract, coach, or develop executive talent.

- Global Head of Talent Strategy, Major Financial Services Company

Measuring Results

The LDP is designed to deliver observable bottom line value to the company in a short period of time. Compared to traditional individual coaching, an advantage of a group development program like the LDP is that common and consistent benchmarks can be more easily applied when measuring progress. WJM's consultants are held accountable by monitoring improvement using reliable, objective measures of change against identified leadership competencies and individual action plans. WJM not only partners with the company to identify the appropriate means of tracking progress, but we guarantee the results.

How WJM Associates Brings Quality Control to The Leadership Discovery Process™

Experience

While WJM's Faculty of consultants have had rigorous training in organizational development and/or psychology, we also put great emphasis on choosing consultants with direct business experience and a strong, real world understanding of corporate dynamics. In fact, many of our Faculty members have proven track records in senior corporate positions in industries similar to those of WJM's clients. We have received consistent positive feedback from clients who appreciate that WJM's services are delivered from experience, rather than just theory.

Account Directorship

WJM offers experienced Account Directors (ADs) who serve as 'project managers' for all LDP initiatives. They ensure that the process is moving forward appropriately and that all deadlines and expectations are being met. They provide regular progress reports on each specific engagement, providing to HR and management an overview and status update against established goals and developmental action plans.

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WJM ASSOCIATES, INC.

The WJM Leadership Discovery Process

The components of WJM's Leadership Discovery Process are modular in design, providing the flexibility to accommodate nearly any executive development situation and budget. Your WJM Account Director is available to customize the LDP that is most effective for your organization.

1

Pre-Program

WJM coordinates with the appropriate organization personnel to define the overall content of the program, measures of success, communications strategy and material design.

2

Participant Leadership Assessment

WJM conducts an interview with the individual participating executive and his/her manager focusing on perceived strengths and developmental opportunities. Following the interview, WJM administers an online personality/leadership style assessment. WJM most often uses the 16PF®, MBTI®, or Hogan® depending on the organization and situation.

3

360° Assessment

WJM gathers 360° data from the executive's managers, peers, and direct reports. The goal of the 360° assessment is to understand how other colleagues perceive and experience the executive. The 360° assessment is fully customized to reflect the organization's identified core leadership competencies. WJM can partner with leadership to fully identify these competencies if necessary. Interviews can be done face-to-face, or by the telephone, with up to 8 individuals. For a broader audience, an online 360° survey can be utilized

4

Leadership Proficiency Evaluation™ & Developmental Planning

The result of the interviews and assessments are summarized in a Leadership Proficiency Evaluation™ and delivered to the executive in a feedback session with his/her manager, subject to previously agreed upon confidentiality guidelines. During this session, a development plan is agreed upon, focusing on the 2 to 3 major developmental opportunities resulting from the assessment and interviews. The executive going through this process better understands his or her natural tendencies as well as his or her leadership style, often for the first time.

5

Targeted Executive Coaching

A highly qualified and experienced WJM consultant will provide targeted coaching to the executive focusing on a few well defined developmental objectives over a two month period. The coaching will be delivered through a combination of face-to-face and phone sessions.

6

Organizational Themes & Group Development Sessions

WJM provides the company with high-priority organizational competency themes and developmental gaps identified among the participants of the LDP. If desired, WJM provides content experts to train executives on desired leadership capabilities during highly interactive, hands-on learning modules. These sessions can be curriculum and/or Action Learning-based.

7

Measurement & Follow-up

WJM partners with the organization to identify the most appropriate means for tracking progress against individual development goals and overall satisfaction with the LDP program. This often takes the form of mini-360 questionnaires and other post-LDP surveys. Some individuals may elect to receive continued coaching after program completion.

WJM Clients

- Atlantic Health System
- Bank of America
- Bank of NY Mellon
- Bristol-Myers Squibb
- Celgene
- Citigroup
- Cordis
- Cytec Industries
- Deloitte & Touche
- Diageo
- DuPont
- Eaton
- GMAC Financial
- Goldman Sachs
- Home Box Office
- The Interpublic Group
- Johnson & Johnson
- J.P. Morgan Chase
- LG Electronics
- Lockheed Martin
- MasterCard
- McGraw-Hill
- Merrill Lynch
- Montana State University
- Morgan Stanley
- MTV Networks
- Motorola
- NewPage
- Nielsen Media Research
- Panasonic
- Pepsico
- Pfizer
- Pitney Bowes
- Schering-Plough
- Sprint Nextel
- Time
- UCB
- Western Union
- Xerox

About WJM Associates

WJM was founded in 1996 by William J. Morin, a renowned authority in executive development and the former CEO of Drake Beam Morin, Inc., one of the world's largest organizational consulting and career management firms. Today WJM has an unsurpassed track record of successfully assisting both Fortune 500 and mid-sized companies in achieving continuous and measurable improvement in the performance of their executives, teams and organizations. Our services include assessment and coaching for individuals and teams, as well as large-scale change efforts, including post-merger integrations, succession management programs and many other initiatives. WJM has an extensive Faculty of over 100 professional executive coaches, organizational psychologists and other experienced consultants located around the world that are prepared to address the particular needs of an individual executive, his/her team or the entire organization, whatever the industry, location, corporate culture or language.



WJM ASSOCIATES, INC.

Enhancing Executive & Organizational Effectiveness

For more information, please call
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