



# Strategic Team Coaching

WJM's Strategic Team Coaching process offers a highly coordinated approach to developing the leadership capabilities of a team of senior executives that is tasked with a specific organizational objective or change. This pragmatic process facilitates both the execution of strategy and the development of leadership competencies in senior executives through an integrated approach to Executive Coaching.

Too often executive coaching is delivered in isolation. That is, an executive's developmental objectives are determined relative to that particular executive's personal strengths and opportunities for improvement, with little regard for any particular strategic, organizational objective, or for the development plans of fellow team members. Strategic Team Coaching aligns the entire team towards an outcome and links individual developmental goals to real strategic deliverables. The Coaching focuses on what really matters to achieve results. This powerful approach fosters coordination and cooperation across departmental and functional boundaries, and focuses Coaching on what really matters in accomplishing organizational goals.

WJM Associates offers a rigorously customized Team Coaching program designed to provide practical, long-term solutions to the specific business challenges faced by senior management teams.

## Strategic Team Coaching is used to:

- Improve team effectiveness and alignment
- Develop and motivate senior leaders
- Increase accountability among team members
- Facilitate successful restructurings or other organizational change
- Efficiently assimilate a new team leader
- Implement strategic alliances

## Client Success

Five of my functional heads and I went through WJM's Strategic Coaching process and found it to be very successful. Our company is undergoing a major strategic shift, and the coaching has been instrumental in bringing clarity and urgency to the change. In fact, we calculated a 12 times ROI on the investment we made in the team coaching, and are considering rolling out the same process in other parts of the company.

- President, international Pharmaceutical Company

A team of WJM Executive Coaches, including one consultant acting as Lead Coach, works with the team of executives responsible for one or more strategic initiatives. The coaches are selected for their diversity of practice, experience in business, and sensitivity to cultural requirements. In addition to one-on-one coaching sessions with their coachees, the coaches meet monthly for mentoring sessions with the Lead Coach. During these meetings, organizational issues common to each executive are raised and feedback is given to the organization's team leader along with suggestions for his or her review. Confidentiality of the individual coaching sessions is maintained throughout the engagement and the executives are encouraged to raise organizational issues that are discussed in the coaching sessions.

## How WJM Associates Brings Quality Control to Strategic Team Coaching

### Faculty

WJM's highly experienced faculty of over 100 professional organizational development consultants and executive coaches allows for greater adaptability in complementing the Strategic Team Coaching program objectives. We understand the drivers of individual and team performance and how those drivers produce real results.

### Experience

WJM puts 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. WJM has received consistent positive feedback from clients who appreciate that WJM's services are delivered from experience, rather than just theory.

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## Account Directorship

WJM offers experienced Account Directors (ADs) who serve as strategic partners to our clients. Our ADs collaborate closely with line managers and human resources executives to define requirements and success factors, while establishing the most comprehensive and strategically effective approach to team alignment. ADs serve as 'project managers' for all Strategic Team Coaching assignments. They ensure that the process is moving forward appropriately and that all deadlines and expectations are being met. They provide monthly "report cards" on each specific engagement, providing to HR and management an overview and status update against established goals and developmental action plans.

## Serving the Organization

While we aspire to address the individual and team development needs, we never lose sight of the fact that the executive and team functions within an organization that has commissioned our services. Our faculty are deeply committed to helping individuals lead better lives, but they are only successful when that benefit comes in addition to meeting specific organizational objectives and delivering significant bottom-line value.

## Measuring and Guaranteeing Results

WJM's Strategic Team Coaching is custom-designed to deliver observable bottom line value to the company in a short period of time. We monitor improvement using reliable, objective measures of change. Results are tracked against performance measures and are guaranteed by WJM.

## WJM Clients

- Bank of America
- Bank of NY Mellon
- Bristol-Myers Squibb
- Capital One Financial
- 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
- Pitney Bowes
- Schering-Plough
- Sprint Nextel
- Time
- UCB
- Western Union
- Xerox



WJM ASSOCIATES, INC.

Enhancing Executive & Organizational Effectiveness

## WJM's Strategic Coaching Approach

### Contracting

The team's strategic plan is translated into achievable strategic objectives for each of the executives undergoing coaching. These objectives describe in detail the role and responsibilities, including deliverables with deadlines, that each team member is responsible for vis-à-vis the team's strategic plan. These objectives will form the basis of measurement criteria used to later gauge the effectiveness of the Strategic Coaching program.

### Assessment

Each executive is assessed via a customized set of instruments designed to increase self-awareness and measure the team's collective ability to execute the strategy. Using this data, leadership competencies necessary to accomplish the team members' strategic objectives are determined for each team member. In addition, the Team Leader identifies particular skills based on corporate values that the coaches and their executives will also need to consider in their coaching contracts.

### Action Plan

The coach reviews all relevant data with the executive and then works with him or her and the Team Leader to create a developmental action plan, which leverages strengths and addresses the executive's developmental opportunities. The development plan will contain 2 - 3 actionable items to assist the executive in meeting his or her strategic objectives, and those of the team.

### Coaching

During six months of Coaching, the executive gains awareness of her/himself, leverages strengths, understands the impact he or she has on others, creates new alliances with the Leader, fellow team members and subordinates, applies new behaviors to see results in very specific business situations, and transfers coaching skills to subordinates.

### Coach Meetings

Each month while the individual coaching is being delivered, the coaches meet for mentoring sessions with the Lead Coach that raise organizational issues common to each executive and give feedback to the Team Leader along with suggestions for his review. Confidentiality of the individual coaching sessions is maintained throughout the engagement and the executives are encouraged to raise organizational issues that are discussed in the coaching sessions with other team members and the Leader.

### Measure

Measures of progress against the individual executive's strategic objectives are collected and reviewed by the coaches and consolidated in a report to HR and the Team Leader.

### Follow-Up

Each executive is given homework to reflect on what worked in their coaching and to try out techniques to accomplish follow-on goals. Several months later, a workshop is commenced, attended by both the Team and the coaches to review the coaching process, evaluate the homework results and practice new skills that would enhance the results of the program.

## 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.

For more information, please call 1-877-667-4647 or visit us at [www.wjmassoc.com](http://www.wjmassoc.com).