

Transitions

Newsletter for Coaching and Career Transition issues

November 2009

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The boat must sail through all winds

Welcome to the November edition of Transitions. This is the newsletter from the Coaching and Transition Management business of Talent2. We assist companies and individual executives of all sizes to maintain and improve business performance through change and transition.

Updates

- > Talent 2 now offers an executive coaching practice in response to increasing demand
- > Mergers and Acquisitions are on the rise and post integration work will start next year
- > Higher targets are back and senior executives are being asked to do more with less

Talent2
7 Temasek Boulevard
#33-01 Suntec Tower One
Singapore 038987
t: +65 6499 9225

Talent2
59/F The Center
99 Queens Road
Central
Hong Kong
t: +852 3473 3202

www.talent2.com

Executive Coaching supports and accelerates the development of senior executives

Executive Coaching

In a response to a growing demand from our clients we are pleased to announce that we have put in place an alliance to offer a suite of Executive Coaching Services to our clients in Asia. These services include

- > **On Boarding** of new senior executives. The first 90 days are the most critical time for a new senior executive. There is a high expectation for impact when hiring a new senior person. Onboard coaching works to establish positive performance and behavioural patterns and to reduce the time for executive impact. Coaching at a senior level cannot be done through "off the shelf" products. The complexity of matrix organizations and the unique systems and work flows at each organization, means an individual approach is required.
- > **Senior executive performance coaching.** These programs are targeted towards supporting and accelerating the development of the senior executives who are increasingly under pressure to deliver stronger results. Fulfilling executive potential is the key to over-performance and this is where a coach plays a critical role.
- > **Team coaching** is where small executive teams will benefit from greater harmony and effectiveness. Team facilitation will help high achieving senior executives to understand their role in collective behavior and how leverage through difference can be achieved. Exponential growth of corporate values will only be achieved through teams not through individual performance unless that individual is the most exceptional leader.
- > **Transitioning of executives both internally and externally.** This transition may be a new role in a new country OR a shift from a functional expert to a senior divisional manager OR a move externally where succession is important. Transitions bring significant change and this change whilst empowering to an individual can often mean setbacks and disruption to teams and organizations. A transitional coaching assignment will address these issues.

Special Coaching Offer

The end of the year is drawing closer and this is a time for both your own individual reflection and assessment as well as a time for team appraisals. This is also a good time to set your executive development course for the next 12 months. To assist in this process, we are pleased to be able to offer a comprehensive coaching package to our executive community. The package consists of an independent assessment of your leadership and management style, using the TalentQ diagnostic tool, together with four executive coaching sessions. These sessions may be used to launch your new development needs, help correct some "blind spots" that are currently limiting your success, or to facilitate a strategy for greater internal career advancement. Alternatively, you may use the sessions to facilitate a small team in aligning them with new targets for the year ahead. We respect that coaching is still a growing management practice and as such, not everyone has an understanding of how it works. For this reason we would be happy to make this offer at a significantly reduced fee. We want our executive community to have an opportunity to experience the strength that a coach can deliver to both an individual executive and to a team without having to justify the investment or worry about the cost.

If you would like more detail of this offer or our services, please contact Mark Powell for a confidential discussion. mark.powell@talent2.com

Maximising Your Impact

by Pdraig O' Sullivan, Praesta International



Earlier in my career as an executive Head Hunter, I was continually asked to find executive candidates that "had impact". They had to be able to positively influence others, make a certain impression, be definite in their answers and self belief. In some cases it felt like they had to be able to walk on water in order to be successful in achieving a job offer! What amazed me over the years I worked in that profession was those who did create an impact usually were the ones that were offered the positions. Sometimes it was obvious that they were less qualified than other candidates but 'won over' the organisation anyway. Curiosity about this led me to study leadership as a focus area in my MBA and ultimately brought me into this current field of work.

So what is Impact? Does it always relate to interviews or presentations? In our opinion impact *is the effect of what you do*. Impact can be both negative and positive of course. Clearly impact plays a role in interviewing or presenting but we believe it goes way beyond that. It occurs whenever there is a connection with another person or groups of people. Therefore there are a number of key areas that inform how impactful one can be. Successful executives do not just rely upon that fact that their results will speak for themselves. They understand that they personally need to also proactively act which will add a further positive dimension to their own results.

1. Owning your own space

Impactful executives appear confident within the first few seconds of meeting them, often before they even say a word. They stand tall, or sit straight, they shake your hand firmly but not aggressively or they stand still while presenting. In other words they hold their space. They understand their own physicality. This does not require in depth acting training or body coaching! But that sense of knowing your own physicality and owning your own space creates a sense of being in charge. It creates a positive impact immediately.

2. Preparation, preparation and even more preparation.

We have all heard that before but how many of us actually do take the time to prepare key opening statements, messages or even phrases that will be used regularly. One of the stories told about Jack Welsh from GE was about the inordinate amount of time he spent rehearsing all his main speeches, irrespective of whether they were for staff, colleagues or investors. He understood the relationship between preparation and positive impact. His stutter was not an impediment but another reason to prepare more. Doing this enabled him to grab attention and direct it to the issues and ideas that he thought were most pressing and of greatest interest to him. In other words preparation helps control the agenda, which in itself is impactful.

3. How clear are you?

My experience of coaching executives is the majority need help in distilling their key messages down to 1-3 points. The more clarity you have in your messages the easier they are to understand. Denzel Washington, playing a lawyer in the movie *Philadelphia* had a line that went, 'tell me as if I am a nine year old'. Make it simple. Cut out the noise. Be clear.

Maximising your
impact means
understanding
what you do
to create
that effect

4. Language is everything

Skilled orators, presenters, poets, sales professional's, even coaches all have something in common. They all understand the power of linguistics and how the skilled use of positive language can create very positive impacts. How many times have you heard in business updates one executive updating the worrying state of their particular market with language that sounds like they have given up on achieving success! Their colleague, in a similar market, tells the same story but uses words and phrases such as 'challenging', 'requiring further efforts', 'we are digging deep' etc. They are not necessarily being overly optimistic but are reassuring their colleagues as to they being on top of things inspiring confidence and thus creating positive impacts.

5. Use stories to fill in the details

Finally people like stories, metaphors and analogies. Conferences are full of motivational speakers who tell great stories. Why? Because we relate to them. Recent research into influential executives suggests that those who develop the habit of telling stories to illustrate their messages find that others listen more to their points of view, their messages have better recall and their credibility rises as a result. They also have fun along the way too! So, if creating impact is important what are you doing to maximise your own. What simple actions do you take every day to ensure you are being impactful? What preparation can you do? Do you come across with clarity to the extent a nine year old could understand you? Are there key words or phrases that you could develop to add to your repertoire? How good are your stories? Remember maximising your impact means understanding what you do to create that effect.