

# Executive Coaching and Development

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Executive coaching is a highly effective process to rapidly develop an executive's leadership and management skills and increase their contribution to their organization. The executive gains greater self-knowledge of their strengths and development areas, engages in various development activities that increase their leadership competencies, and acquires new tools and resources to self-manage and adapt their behavior and style to more challenging situations and roles within the organization.

The Aligned Career Coaching process begins by identifying the critical knowledge, skills, competencies, and behaviors necessary for an executive to succeed in his or her current or future position. Various assessments are used to determine how well the executive's management style and competencies align with the requirements of the role, and areas of development are identified. The executive and coach identify development opportunities, design a realistic development plan and meet with the executive's manager to assure alignment of purpose.

Over the next several months, the executive engages in development activities and meets with the coach regularly to discuss progress, challenges, setbacks, and learnings from the development work. At the end of the engagement, an assessment is done to determine progress and determine next steps. Although the coaching process is structured, each coaching engagement is customized to meet the executive's specific needs and goals.

## **Components of the coaching engagement usually include some or all of these activities:**

- Initial discussions between the executive, their sponsoring manager, and the coach to clarify the executive's role, expected results and priorities, and identify goals of the coaching process;
- Review of previous assessments, including performance reviews, 360 feedback and other documents;
- Use of self-assessment instruments, including the Birkman Report, Myers-Briggs Type Indicator, Enneagram and/or Korn Ferry Leadership Architect;
- Interviews by the coach of selected key direct reports, peers and superiors to gain a greater understanding of how the manager is perceived and how the manager interacts with these key individuals;
- Review of assessment results and identification of key areas of development;
- Creation of development plan, and review with manager;
- Regular one-on-one coaching sessions. The frequency and duration of these sessions will be determined by the executive and coach. Meetings generally review progress towards development objectives, discussion of challenges and upcoming issues.
- Observation by the coach of the manager in routine group interactions with others.
- Review of current business challenges and how the manager is approaching these challenges;

The desired result is improved job performance, readiness for greater leadership roles and increased job satisfaction.



## Stuart Meyer

### EXECUTIVE CAREER COACH

As an executive career coach, I draw on 15 years of corporate experience and 18 years of coaching. I work with leaders at two critical stages in their career: accelerating their career transitions, and accelerating the development of their leadership and management skills, to succeed in their current role and prepare them for their next position.

### Executive Transitions

I've successfully coached hundreds of executives through career transitions, including CEOs, CFOs, VPs and Directors especially in marketing and technology fields. I wrote *The Aligned Career Workbook: A Step-by-Step Guide to Landing Your Next Great Position*. My coaching process includes assessing your strengths and interests, identifying your best-fit roles, preparing you for the job search, and assisting you with resume writing, networking, interviewing, negotiating and onboarding. I provide career transition services to organizations as well as working with leaders independently.

### Executive Coaching

In coaching leaders, my focus is on helping you accelerate the development of both your leadership and management skills. I help assess your strengths and areas for improvement, assist in creating a development plan, and provide on-going coaching, encouragement and accountability to help you become a more effective leader in your organization.

### Clients

Clients have included Apple, Google, Salesforce.com, the San Francisco Giants, Bentall Kennedy, Lithia Motors, Harry & David and many small to medium-sized companies and non-profit organizations.

### Corporate Experience

- **Co-Founder of the Workpath Group**, a leadership coaching organization, coaching executives and managing a network of over 100 coaches worldwide.
- **Vice President of Organizational Consulting** for Right Management Consultants, coaching hundreds of executives through career transitions.
- **Manager in Corporate Development** at Apple, working on corporate strategy, technology licensing and divestitures.
- **Director of Product Marketing** at Xiox Corporation, managing sales channels, marketing communication and telemarketing sales.
- **Accounting and Finance roles** at Genentech, Xiox Corporation and Fafco Solar Heating.

### Education and Training

- MBA in High Tech Marketing and Bachelor's in Political Economics from U.C. Berkeley.
- Advanced Coaching Program with the Coaches Training Institute.
- Certified to consult with the Birkman, Myers-Briggs, and Korn Ferry instruments.

Served on the boards of several private companies and non-profit organizations, including RidePal, Pacific Peninsula Group, MetricTest, Community Works and ScienceWorks Museum.

I divide my time between working in the Silicon Valley in California and living and working in the Rogue Valley in Southern Oregon. I also work with clients remotely throughout the United States.