



EXECUTIVE COACHING SERVICES

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COACHING TOP EXECUTIVES AND THEIR TEAMS TO DRIVE PERFORMANCE

Coaching helps top executives improve performance, create change and recognize opportunities for innovation. By offering them new paths to leverage strengths and address derailing behaviors, the right coach offers executives a tailored leadership development approach and a trusted sounding board.

Like star athletes, our client executives need to flex and adapt to new conditions, and cross-train to broaden their skills. Recruiting top talent is only the first step – it's about how each executive responds when challenged by change in the market. We believe top managers do best when offered a safe space to analyze their feedback, try new approaches and create personal strategies to maximize their leadership.

At Blue Star Partners, we provide an intensive, high quality approach to coaching that is always business-focused. We help clients discover their personal challenges, develop their range of interpersonal skill and deliver change to their teams. By setting a virtuous cycle of self-assessment in motion, we generate sustainable performance improvement for the individual executive and better results for their entire team.



The Coach-Client Relationship

Our mission at Blue Star Partners is to earn clients' trust by bringing a team of insightful, caring and qualified coaches to help your leaders grow.

As helping professionals, our coaches partner with clients to support their development, offer objective feedback and facilitate discussion in teams.

Blue Star coaches are members of the International Coach Federation and support the ICF core values.

The ICF Philosophy of Coaching

The ICF principles honor the client as the expert in his/her life and work and believes that every client is creative, resourceful, and whole. Coaches should:

- ✦ Discover and clarify what the client wants to achieve
- ✦ Encourage client self-discovery
- ✦ Elicit client-generated solutions and strategies
- ✦ Hold the client accountable

The ICF Definition of Coaching

Coaching is an ongoing professional relationship that helps people produce extraordinary results. Through the process of coaching, clients deepen their learning and improve their performance.

The client chooses the focus of each conversation, while the coach listens and contributes observations and questions. Coaching accelerates the client's progress by providing greater focus and awareness of choices. Our coaches recognize that results are driven by a client's intentions, choices and actions, supported by the coach's efforts and process.

The ICF Standards of Ethical Conduct

ICF defines specific expected behaviors in four areas:

- ✦ Professional Conduct at Large
- ✦ Professional Conduct with Clients
- ✦ Confidentiality / Privacy
- ✦ Conflicts of Interest

You can find the ICF code of ethics on our Web site

www.bluestarpartners.com



Identifying Opportunities for Coaching

Opportunities for coaching arise throughout the course of a career, from early professionals finding their path to leaders seeking to define their succession plans.

Below are areas where clients frequently reach out for coaching support. Blue Star tailors both one-on-one coaching programs and team or group programs based on client priorities.

Path to Leadership / Path to Promotion

- ◆ Supporting an emerging leader in identifying strengths, building a professional program, addressing “derailing” behaviors and reinforcing their network

Interpersonal Communication and Team Effectiveness

- ◆ Building awareness of differences in work styles and communication styles; helping experts and technical leaders to build teams that perform and grow together

Diversity and Women’s Initiatives

- ◆ Engaging groups of employees to surface issues; helping firms retain diverse talent

Client Development and Goal Setting

- ◆ Sharpening focus on practice goals; building confidence in client communication

Innovation and Change Leadership

- ◆ Building creativity and resiliency for leaders in high tech or high change industries

Outplacement

- ◆ Structuring positive and efficient role transitions and career changes

Succession Planning / Career Legacy

- ◆ Enabling the most senior leaders to build successor teams and define their legacy



Selecting the Right Coach

Coaching clients and their managers may benefit from having a choice of coaches with different styles before committing to an engagement.

Recent research has shown that follow through and satisfaction are higher when the client has a choice of coach.

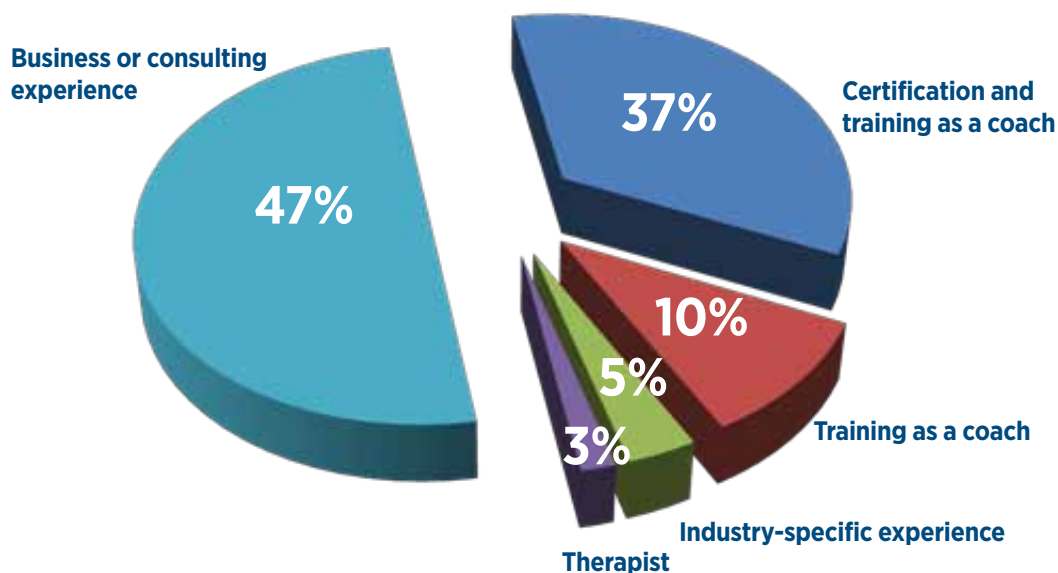
Almost half of respondents to a recent industry survey indicated that business or consulting experience was the top credential for a coach; the next was formal certification.

All Blue Star Coaches have business, legal or consulting experience and are certified by top universities and training programs.

Clients may want to consider the following in selecting a coach:

- ◆ Are you seeking a sounding board on leadership issues, or a specialized coaching focus such as presentation skills?
- ◆ Would you expect a coach to work 1:1 with an individual, to facilitate group sessions / offsites, or both?
- ◆ How important is it for your coaches to have experience in your field or function?
- ◆ How comfortable are you with the coach's presence?
Do they ask powerful, yet non-judgmental questions?

WHAT BACKGROUND SHOULD A COACH HAVE?



Leveraging Assessments for Insight

Coaching is a reflective process, whether for an individual working on her leadership or for team members seeking to work together more effectively.

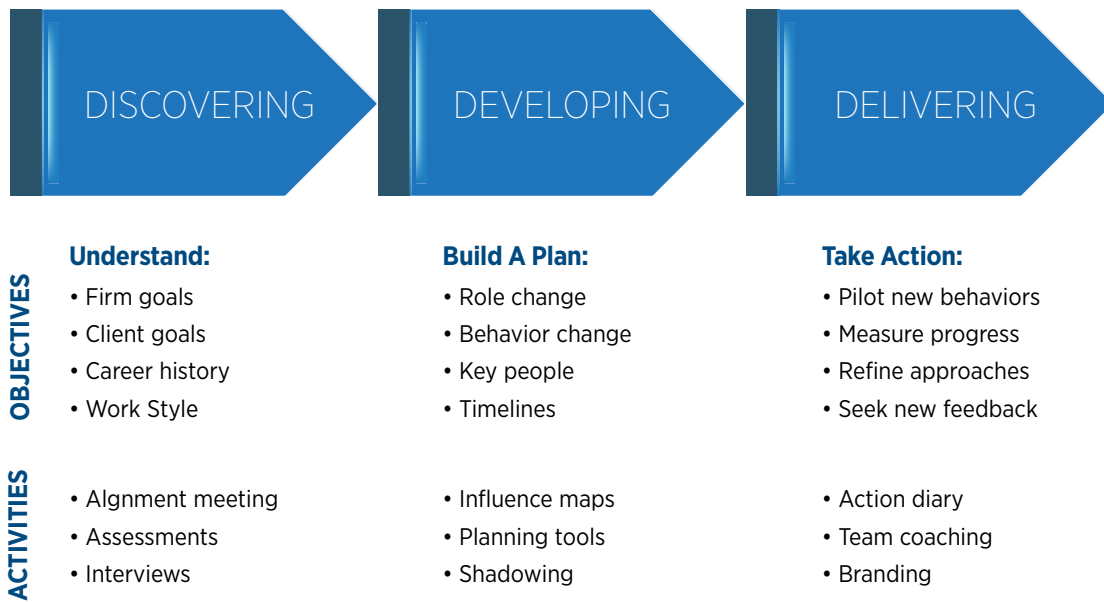
Assessment tools can offer rich frameworks for reflective discussion.

At Blue Star, we utilize one or more assessments in 1:1 and group situations, and also work with clients' own custom tools.

FOLLOWING ARE EXAMPLES OF HOW WE MAY USE ASSESSMENTS IN A COACHING CONTEXT:

Assessment Tool	Example Use Cases
Myers-Briggs Type Indicator (MBTI Type I & II)	<ul style="list-style-type: none">• Team formation and team dynamics• Early and mid-career development• Career changing / Outplacement
VIA StrengthsFinder	<ul style="list-style-type: none">• Path to promotion• Team learning / Team building
Hogan and/or Lominger 360	<ul style="list-style-type: none">• Senior executive role transitions• Professional service partners and experts
Emotional Intelligence 360	<ul style="list-style-type: none">• Client leaders• Internal staff group heads (general counsels, heads of marketing, heads of technology)
Culture in the Workplace (CWQ)	<ul style="list-style-type: none">• International assignments• Global or matrixed teams
Neethling Brain Inventory (NBI)	<ul style="list-style-type: none">• Team dynamics / Cross-functional teams• Communications issues

Following a Coaching Process



While each client’s personal and professional journey is different, we all benefit from having a roadmap. The Blue Star coaching process provides a clear pace for each engagement. Unlike traditional therapy or life coaching, our approach helps the client frame specific changes in a business context. We provide the deep support that clients need, while investing time up front to identify goals and staying engaged later to help implement them.

A key element of the Blue Star coaching process in the Discovering phase is to align the individual client’s expectations with those of their sponsoring firm. At times the client-sponsor conversation can be delicate or challenging. We bring mediation-based approaches to facilitate open, safe kickoff meetings to surface any concerns or barriers. Assessments and

qualitative feedback help provide the client with a personal “fact base” that they partner with the coach to interpret.

In the Developing phase, we follow the client “wherever they go”. Shadowing can provide clients, especially senior leaders, with an independent perspective on their interactions. In this phase, we help the client generate options for action and visualize a detailed picture of their desired outcome.

Finally, as the client moves toward delivering, an action diary helps capture personal snapshots of what is working best for them. Our follow-up approach enables even the busiest professionals to act on their coaching every day, and to share their learning with their teams and colleagues.

Measuring Personal Impact

Companies and individuals worldwide spend over \$100 billion per year on personal development and training, including \$2-3 billion on coaching. Yet often, an initial burst of motivation from training may dissipate under the pressure of daily responsibilities. Marshall Goldsmith found that 30% of direct reports believed that their leaders took no action on their feedback.

We can help to integrate coaching and training with your firm's ongoing people process, including long term measurement and reinforcement. Blue Star Partners often collaborates with internal coaches and professional development leaders to extend the impact of an engagement.

WHEN WORKING WITH CLIENTS TO MEASURE IMPACT, WE ASK:

- ◆ Can you leverage measurement tools already within your firm, such as employee survey results and talent management frameworks?
- ◆ Can the coach design a custom survey to obtain more information on the coachee's specific goals?
- ◆ Within what timeframe would you want to see impact? While true financial impact can take one to two years to show, often retention decisions may require faster action.



The International Coach Federation estimates that companies using executive coaching see a return of **7 times** their original investment

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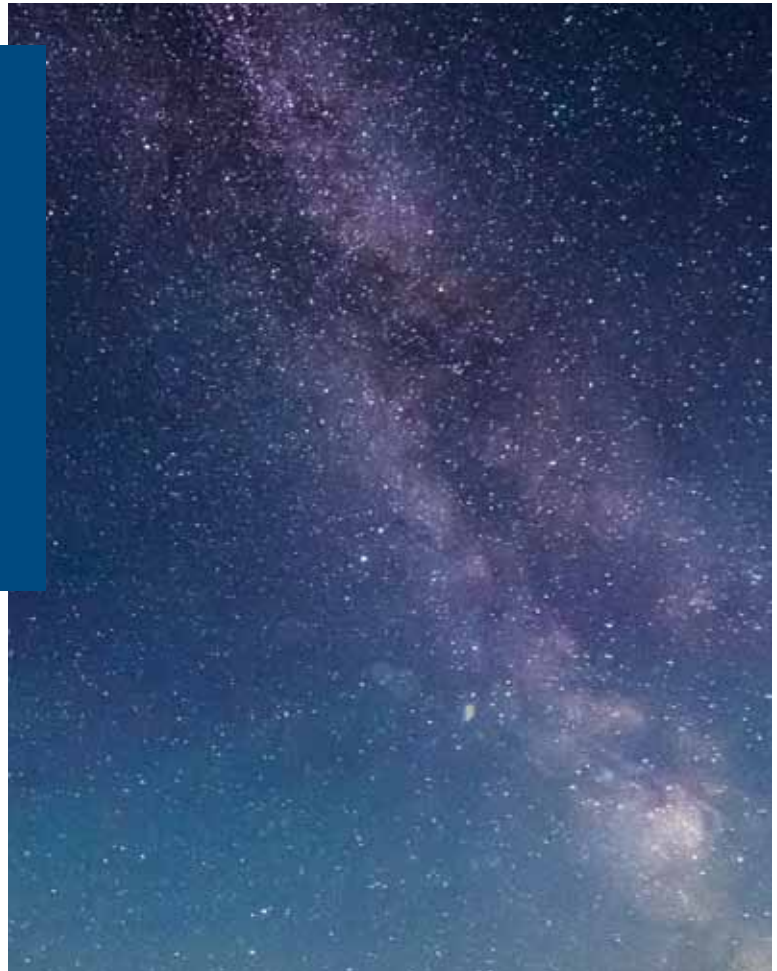
Blue Star Partners (“BSP”) is a management consulting firm focused on change leadership, executive coaching, and project management. Our clients include Fortune 200 firms, as well as leading regional private companies.

We deliver the best talent, advice and tools to help companies increase their performance.

Our core understanding of people, process and technology enables us to help clients realize their vision through a proven, disciplined methodology. Our coaches and consultants have top academic and consulting credentials and bring structured approaches and tools to an engagement.

Most importantly: We know and care about our clients. We help them lead successful change efforts, with great results for their financials and for their people.

Inc. magazine included Blue Star Partners on its 500/5000 list of fastest growing private companies in 2010.



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