

The Corporate Coach: *Personal, Managerial, and Executive Coaching*

Jim Bagnola is one of the best in 'one-on-one' executive management building. I have used him several times to help develop and work with key executives to strengthen their skills.

– Jon Flora, President, The Kroger Co. of Michigan

Everyone needs continuing development, but opportunities are rare for most managers. Top managers in particular do not have the time, nor do they in some cases have the inclination to spend time in the classroom. For formal training they need a personal trainer, or what we call the Corporate Coach.

The Coaching Process:

Jim's Coaching Process is a campaign to assist you in improving or changing your influence process. The goal is the transformation of associates into committed followers by transforming you, the manager, into a leader. Because leaders have a profound effect on their organizations, their personal development has an increasingly positive impact on the entire system.

Personal development requires significant "self awareness." Unfortunately, the higher one moves up in an organization, the more isolated one becomes from meaningful feedback. Associates are afraid to sit down and tell you the truth.

The process begins by gathering pertinent information through interviews and questionnaires from key associates, direct reports, family members, customers, and other stakeholders who interact directly with you. This anonymous data is then analyzed and applied in a customized manner to facilitate your growth. As one of our clients said, "You need to be ready to hear some things you may not want to hear. The feedback can be blunt – direct feedback that you would not hear anywhere else. All your blind spots are brought to light. If you are not open to receiving feedback, you are wasting your time."

What eases this process is the fact that an external coach can offer you something you will not find internally: a safe, unbiased, objective, non-political sounding board, one not blinded by the corporate culture. Against this sounding board you can hone your business skills and unload outdated beliefs and behaviors.

The associates giving the feedback are afforded absolute anonymity and your feedback always remains confidential, shared only with your permission.

Anticipated Results:

- Heightened sense of self-awareness and self-esteem
- Superior communication with peers and direct reports
- Leadership/management style adjusted to keep career on track
- Blind spots corrected
- Increased morale, productivity, and improvement in bottom line



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Jim Bagnola is a skilled, knowledgeable, veteran coach who has coached Fortune 500 executives and managers for over fifteen years.

1. Initial Meeting

Establishes the coaching relationship. Sets up clear boundaries. Agreement on whether information will be kept confidential or shared with employer.

2. Data Gathering

Answers questions in depth; manager completes some assessment tools while coach watches you in action. The coach will interview peers, boss, direct reports, and sometimes family and friends.

3. Issue Identification

Review of the feedback with the coach to identify key areas of strength and key areas for improvement. Together you glean from this information what are called 'points of focus.'

4. Action Plan

Develop an action plan. The coach meets with you in regular strategy sessions for eighteen months to two years, generally one day per month. You will develop an action plan for incorporating the 'points of focus.' Periodically, the coach will re-interview your colleagues to gauge progress.

5. Final Stage

Meet your goals and graduate. The coach is typically available for periodic follow-up, consultation, and fine-tuning.

