

gravity works

Executive Coaching Case Study

This presentation is an executive coaching case study

§ The purpose is to provide insight into coaching results and approaches used by Maris Jurevics

Agenda

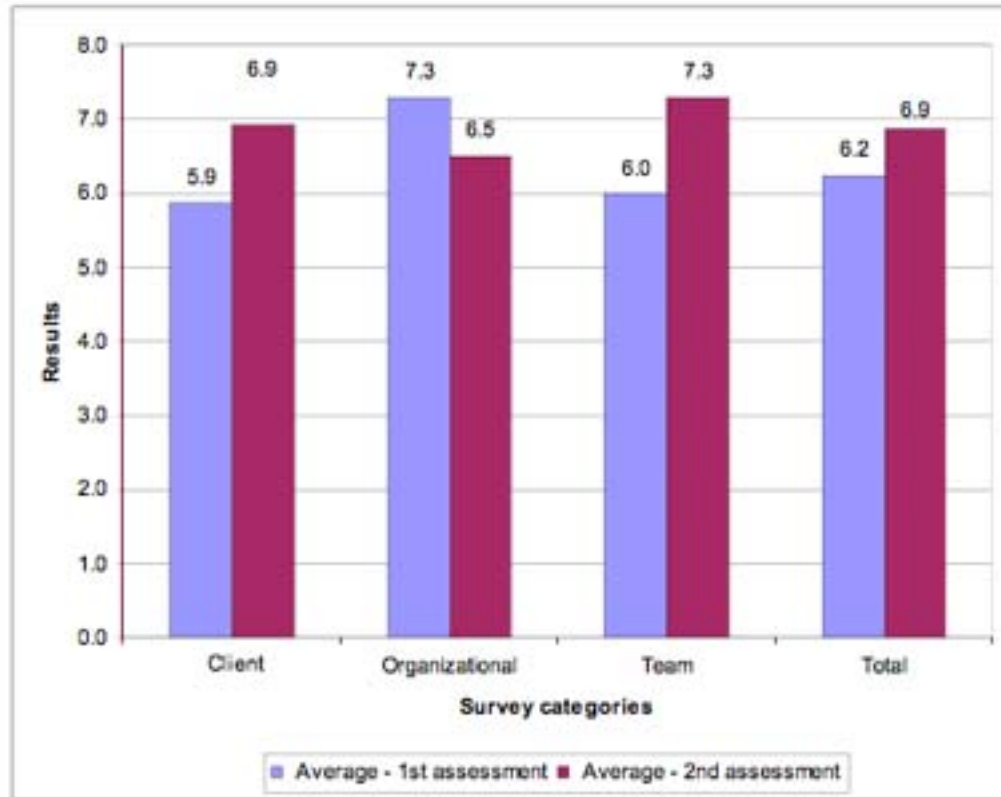
§ Coaching results

§ Assessment approach

§ Sample feedback report provided to client based on interviews with team (excerpt)

§ Coaching biography

Coaching improves executive's performance (as judged by his team) and has positive impact to his team's performance



§ Scores based on interviews with executive's team at start and end of engagement

§ Highest improvement shown in questions assessing the executive's performance

§ Team's self-assessment also shows significant improvement

§ Organizational issues appear to have become more pronounced

§ Scale: 1 – 10; 1= low, 10 = high

§ Survey categories:

- Executive – how team assesses executive's performance ("How effectively does the executive...")
- Organizational – how team assesses organizational capabilities ("Do you have the tools/team/...")
- Team – how team assesses own abilities ("How effectively do you...")

An assessment process provides quantitative measure of the value of coaching

The assessment measures performance improvements in focus areas identified by the sponsor and executive

§ Step 1 – Identify areas of focus for coaching

- How: Through discussion with sponsor and client
 - § Ensure alignment with organizational priorities
 - § Address confidentiality issues – who will see what data

§ Step 2 – Establish baseline at start of coaching contract

- How: Coach conducts interviews with 4-8 of client's direct reports
 - § Coach creates interview guide including quantitative assessment of performance for focus areas
 - § Coach conducts interviews and summarizes data
 - § Data is provided to client

§ Step 3 – Measure change at end of coaching contract

- How: Coach conducts interviews with 4-8 of client's direct reports
 - § Coach conducts interviews using interview guide created at start of contract and summarizes data
 - § Data is provided to client

Section 1 – How well Client delegates to his team

Overall, the team believes that Client delegates work to them effectively. The team would like Client to focus on:

- § Priorities – what are the relative priorities of work items?
- § Perspective – what is the big picture?
- § Roles & responsibilities – who owns what?

Questions	Average	High	Low
Does Client delegate work effectively to you?	7	8	5
Does Client give you enough latitude to do the work that he delegates to you?	8.5	9	8

Scale = 1 – 10; 1= low, 10 = high

Question: What should Client do to delegate work to you more effectively?

Theme	Comments
Priorities	Some things are left open ended. What is the timeframe? Where do requests fit with other priorities? Priority is confusing to me. If everything is a priority one, then nothing is priority. It makes it hard for me to delegate to my team – they see it all as priority 1.
Perspective	Would be helpful to have a higher level perspective. What does the SVP think? Higher management? Why are we doing certain things that make little sense. It would be easier if it were more understandable. As much as he can share would be helpful.
Roles & responsibilities	Can delegate all day long, but don't have responsibility to execute on it. Need to know how to get other teams to participate. A lack of ownership of certain elements. Believe that Client has recognized this and is working on it

Section 2 – How well Client’s direct reports delegate to their teams

Client’s directs give themselves lower marks than Client on delegation of work to their teams. Items that impact their ability to delegate effectively include:

- § Learning –the directors are new in their roles and are leading green teams
- § Priorities – what are the relative priorities of work items

Questions	Average	High	Low
How effectively do you delegate your work to your team?	6	7	5.5
Do you have the tools and/or support needed to be able to delegate work effectively?	8.3	10	7
Do you have the team needed to be able to delegate work effectively?	6.25	8	3

Question: What else do you need to be able to delegate work effectively?

Scale = 1 – 10; 1= low, 10 = high

Theme	Comments
Learning	I just need to keep learning and pushing myself. Before taking on work myself, think about whether or not I can delegate it. My team is new – we need more time and they need exposure to how I handle these requests (mentoring)
Priorities	Would be good to get more clear direction from Client more frequently – what are the priorities and what are the items that can slip. If everything is a priority...
Other	Need tools to keep everyone on the same page across projects I don't want to overwhelm my resources. Sometimes I don't delegate work because I know their workload. We need more time on planning in our projects rather than getting it done on the fly. It bites us, but often it's the only way to meet deadlines.

Maris Jurevics

- § Maris Jurevics is an experienced executive coach and business consultant. Maris works with both corporate and individual clients, helping clients clarify their goals, identify barriers and achieve results.
- § With corporate clients, Maris works with recently promoted executives that seek to operate at a more senior level. Focus areas are identified through 360° feedback assessments. In addition to working toward goals that align with overall corporate direction, Maris works with clients to maintain or improve work/life balance and to position themselves for their next role.
- § Maris coaches individual clients on career transition issues and goals. Working with clients that often find themselves at a plateau in their careers, Maris helps these clients assess their strengths, interests and needs so that they can develop and execute action plans to realize their goals.
- § Prior to founding Gravity Works, Maris was a management consultant with IBM's Strategy & Change team. Maris worked with clients from Fortune 100 companies to help them transform their organizations through the design and implementation of strategy, process, organization, and management systems. Maris started his consulting career at Citibank where he worked in the Cash Management business, developing and deploying a Sales Force Automation system and leading other process improvement efforts.
- § Maris earned an MBA in Finance and Management and a certificate in Executive and Organizational Coaching at New York University. While an MBA candidate, Maris worked as a research assistant in the Management department and was president of the student government. Maris earned his bachelor's degree in Mechanical Engineering at Rensselaer Polytechnic Institute.
- § Maris is a Professional Ski Instructors of America (PSIA) certified ski instructor teaching at Windham Mountain in the Catskill Mountains and an avid cyclist.