



ABOUT COACHING

In today's competitive marketplace, finding new ways to increase individual and team performance is not an option – it's a necessity. A proven method that positively impacts performance is one-on-one coaching and group coaching. Coaching, in the business environment, is relatively new. In the last five years, many corporations have chosen to support their staff by using an outside coach. Every indication is that coaching is not just a trend but also a productive component of a successful development strategy.

Coaching is a critical element in developing leadership skills. Research indicates that coaching contributes to increased productivity and employee satisfaction. ***The research also shows that a return on investment for coaching is as high as 529%.***

The consortium of coaches working with The Center for Workforce Excellence have a passion for business coaching that helps others obtain their goals. We have developed a process that serves as a catalyst for lasting behavioral change.

Certifications:

- BrainStyles Assessment
- 360 Feedback Assessment
- Intercultural Development Inventory—IDI Assessment
- Birkman
- Myers Briggs
- DISC

ABOUT COACHING, CONT'D.

Areas of Focus:

Coaching provides a risk-free environment for learning and development. In broad terms, we emphasize personal effectiveness, leadership development, business acumen, and career development. The focus placed on these broad areas will naturally lead to coaching in one or more of the following specific skills:

BUSINESS:

- Strategic Account Management
- Collaborative Planning
- Collaborative Sales Engagement
- Silo-Breaking
- Innovation
- Collaborative Relationship Development

TEAM:

- Effective Communication
- Performance Improvement
- Conflict Resolution
- Succession Planning
- Style Flexing
- Breakthrough Best Practices
- Employee Engagement

PERSONAL LEADERSHIP:

- Change Agent Leadership
- Servant Leadership
- Business Acumen
- Leadership Principles
- Hybrid Leadership Style
- Leaders as Teachers
- Strategic Thinking



CWE's COACHING BENEFITS

The positive personal improvements and changes that result from coaching are of enormous benefit to the organization. These benefits are realized in the following areas:

- More effective leaders
- Greater individual and team performance
- Enhanced internal/external cross-functional business relationships
- More collaborative planning and strategy execution
- Improved communication effectiveness
- Enhanced efficiency gained through best practice sharing which translates into financial benefits
- Increased employee engagement
- Improved productivity leading to enhanced profitability

Additionally, *recent studies have demonstrated that employee retention is higher when coaching is utilized as a development tool.* In the knowledge economy, employee retention plays a critical role in an organization's effectiveness. In fact, coaching for retention reduces employee replacement costs, which are estimated at two to three times the annual salary of the employee.

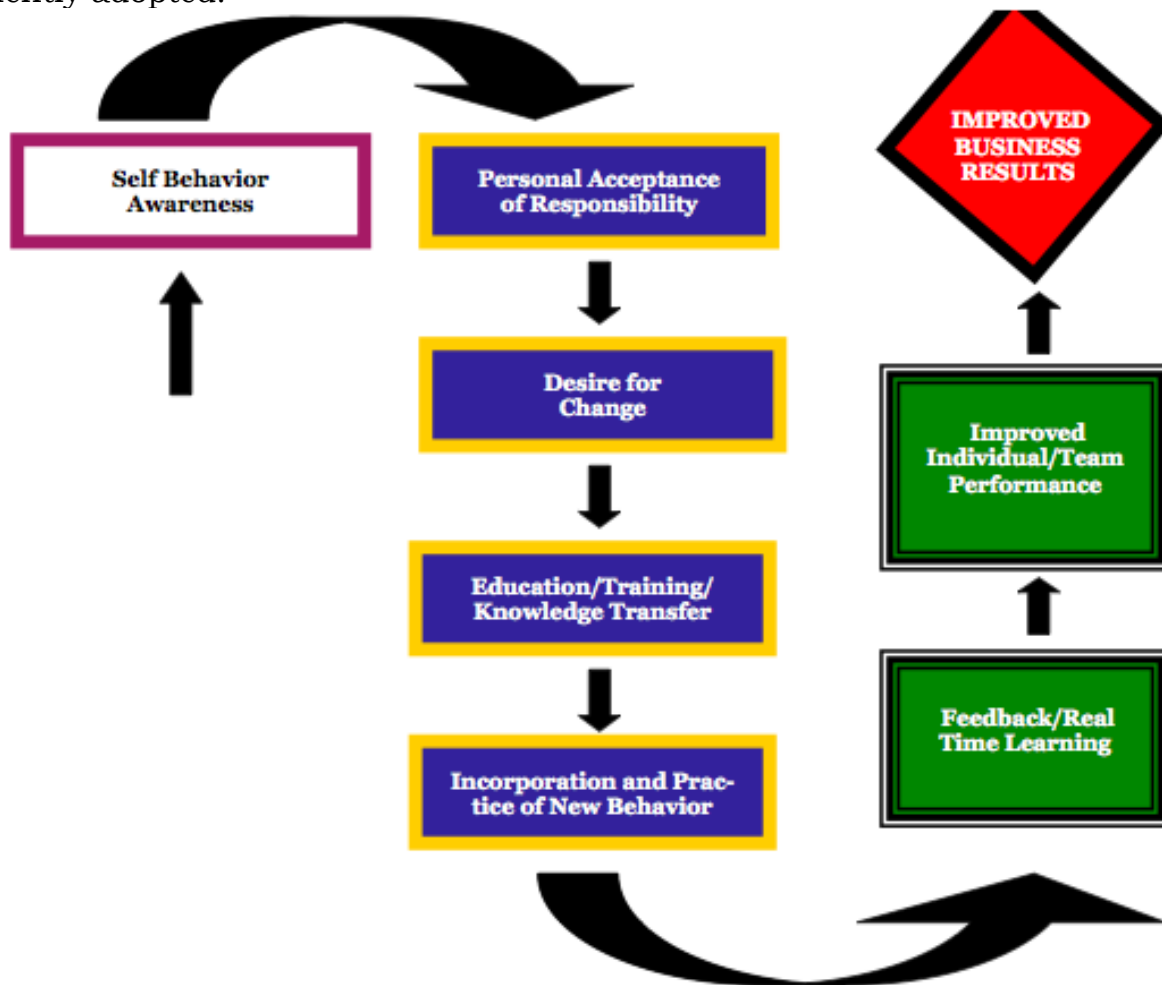
Coaching also maximizes your organization's training dollars by reinforcing concepts taught in more traditional training. In fact, according to a survey cited in a 2002 *Public Personnel Management Magazine*, employees who participated in training programs had a 22% increase in productivity. **When training was combined with coaching, that figure jumped to 88%!**



CWE's COACHING MODEL

CWE's Coaching Model for Performance Transformation

The CWE coaches utilize this learning model. This model has been tried, tested and proven successful in addressing lasting behavioral changes. Drawing on experiential and adult learning techniques, the coachee is guided through a process that allows him or her to choose to incorporate new behaviors and then acquire feedback to reinforce the changes. It is for this reason that prior to the close of each coaching session, the coach will ask for a commitment from the coachee to put into practice the new learning. At the beginning of the next call, before any other area of competency is addressed, the coach will ask the coachee for a progress update and will review any feedback provided by colleagues, co-workers, direct reports or supervisors. This activity is repeated until the new behavior is permanently adopted.





CWE's COACHING TOOLS

Business coaches utilize a number of tools and resources to support the coaching process. The coach will select the specific tools that are appropriate to the individual participant and situation. Some of the tools may include:

- Homework assignments (supported by written materials)
- Personal individual development plan
- Past performance appraisals
- Assigned reading (cutting edge books/articles)
- Assessment tools

BrainStyles

Strength Finders

- Customized 360 assessments
- Organizational psychologists
- Organizational human resources specialist
- Game developers
- Career development research



CWE's COACHING PROCESS

Research Phase

During this time, there is candid conversation with the individual and his/her manager to gain an understanding of the culture, the business challenges and coaching objectives. In addition, information on other internal training programs is gathered in order to maximize the coaching relationship and to develop an action plan.

Orientation

All new clients are required to participate in a new client 'Coaching For Success' orientation. The client and coach will meet at an agreed upon location. The purpose of this orientation is to provide sufficient time to frame-up the coaching experience, set goals and build a meaningful scorecard to measure progress.

Pre-Work: All clients are required to take the BrainStyles inventory. This inventory helps the coach better understand the best method of learning for each client. BrainStyles Inventories are priced at \$150.00 (pricing includes analysis and executive summary)

Assessment Process

The Center for Workforce Excellence has a team of assessors that are focused on measuring competencies deemed critical for the success of the department or organization. The assessment process can be extremely challenging for individuals, as it is often their first in-depth look in the mirror. The key findings from the assessment phase are usually shared with the manager to ensure support for the areas of development. When coaching a team of people, the coach will interview or conduct mini-focus groups to measure progress and behavioral change. This type of open feedback provides excellent data to the coach during the assessment process.

The entire coaching process is focused on growth and development to help the individual produce better results. Given that coaching is a partnership, goals are established and agreed upon upfront. Measurable outcomes are identified which facilitate the measurement of progress. ***The goal is to put learning into action.*** In order for this to happen, the coach has to create an environment where a participant can share concerns, issues and opportunities candidly. It is for this reason that coaching sessions are kept confidential. The only exception is if the coach perceives the coachee to be at risk of emotional or physical harm. All of these activities lead the participant to examine their current behavior and develop an action plan to adapt or change their behavior to support personal growth.



COACHING FEES

The coaching partnership can be designed to fit your schedule, your learning style and your specific performance development objectives. **Individual (One-on-One) Coaching Levels:**

Level One: Coaching Appointments by Phone

Coaching appointments by phone includes two scheduled coaching sessions of sixty minutes by phone, one hour of preparation for the coach (material review including special projects, performance appraisals, homework assignment notes) plus email communications between scheduled sessions. Also included in this level is one quarterly performance improvement discussion with the coachee's manager.

Cost—\$1,200.00 per month per person

Level Two: Coaching Appointments Face-to-Face

Face-to-face coaching sessions occur in Lewisville, TX, unless otherwise agreed upon. These programs are scheduled on a quarterly basis and include four hours of face-to-face coaching time, one hour of preparation for the coach (pre-work material review, homework assignment notes) plus email communication between scheduled sessions. Also included in this level is one quarterly performance review discussion with the coachee's manager.

Cost—\$2,200.00 per session

Level Three: Strategic Coaching Session

This level is for an intensive full day coaching session. Pre-work is required for this session. This level is designed to help manager's/leader's address a specific business problem or leadership development issue. Examples include but are not limited to: development of team performance plans, moving from a single contributor to a people leader, job transition strategies, etc. This type of coaching does not have to be ongoing and can be scheduled at any time depending upon schedules.

Cost—\$4,000.00 per day

Cancellation policy:

All attempts will be made to reschedule calls that are cancelled *prior to 24 hours* of scheduled coaching call. Calls cancelled *less than 24 hours* from scheduled call will not be rescheduled and will be charged for the time blocked.

Billing:

Coaching fees are billed at the beginning of each month. Payment is due upon receipt of the invoice. Past due invoices are subject to additional finance charges.