

An Investment in Success

Leadership Coaching offers guidance on an individual level which, in turn, reinforces the organization's strategies, expectations, performance goals and value systems. It is a highly effective way to optimize individual executive's leadership knowledge, skills and performance. It is an investment in success for both the organization and the leader.

RW Cuddy's Leadership Coaching is a practical results-based approach to enhance leadership skills and optimize performance. It is a "calibration" process intended to add and refine skills. It provides one-on-one confidential assistance for highly successful individuals and is typically offered to key leaders who have a substantial impact on the organization.

Coaching assignments typically encompass four areas: **Consultation**, **Development**, **Transition** and **Modification**. These areas may be exclusive coaching topics, or integrated themes within an assignment.

Consultation: RW Cuddy acts as a sounding board. Subjects are strategic and transactional covering real time organization issues, business strategies, goal planning, decision making, communication and personnel issues.

Development: Development coaching integrates a spectrum of leadership and behavior skills which are tailored to the executive's role, needs and circumstances. (See: "Common Coaching Themes")

Transition: Assists a leader in acclimating into a new organization, a new culture, a new or expanded role, working with a new team, working within a new environment, taking on a greater leadership role or presence.

Modification: Assists a leader in modifying detractive behavior and impact. The coaching focus is on acquiring behaviors valued by the organization and important to the leader's success.

Coaching Topics

Leadership Coaching is available for most facets of a Leader's behavior and performance. Common themes addressed by RW Cuddy either as discrete behaviors/skills or in combination are:

- **The Roles of a Leader**
understanding and balancing the multi-requirements of delivering today and planning for tomorrow, enhancing vision, strategic and execution skills, building and sustaining relationships, leveraging performance, managing and motivating people, enhancing personal impact and style, raising leadership skills and presence.
- **Emotional Intelligence**
enhancing self-awareness and personal impact, valuing other styles, controlling personal behaviors.
- **Managing Relationships**
up, down, across, outward,
- **Control and Delegation**
leveraging, empowering, facilitating
- **Alliance Building**
among colleagues, the Board, external constituencies
- **Matrix Management**
understanding and operating effectively within the paradigm
- **Communication**
style, content, presentation, impact
- **Influence Skills**
direct and indirect
- **Motivating People**
directly, indirectly, distant locations, different time zones and cultures
- **Leading Change**
roles, behaviors, planning, implementing, facilitating
- **Effective Team Building**
local, global
- **Time and Energy Management**
priorities, scheduling, organizing, leveraging
- **Performance Management**
structure, communication, assessment
- **Strategy vs. Tactics** (or the converse)
the roles of macro and micro thinking as they apply to leadership
- **Value Systems**
identification, concordant behaviors, changing
- **Diversity**
valuing, working with and leading different cultures and genders

The Coaching Process

The Leadership Coaching process depends upon the needs and interests of the organization and the executive. Coaching sessions provide knowledge, ideas, actions and action reinforcement for real time work situations. In most instances, coaching addresses particular skills or performance enhancements and, therefore, a fixed time frame is established for each assignment; typically 3 or 6 months.

The Leadership Coaching process begins meeting with the executive and, if appropriate, the executive's manager and/or HR to concur on coaching needs and outcome expectations. The ongoing coaching meetings are held weekly or every other week in the executive's office or other convenient location, and typically last one to one-and-one-half hours. Distant coaching assignments are often a combination of face-to-face and phone.

Information such as performance appraisals, business plans and goals, and other internal data along with the Myers Briggs Type Indicator® instrument are typically utilized to provide the coach with a broad background spectrum and to ensure the leader receives the most value out of the process. This accumulated database forms the foundation for an action oriented plan of behaviors and skills utilized during the assignment and carrying forward.

Other constituencies, as applicable, may be interviewed during the coaching process to provide additional data points. These interviews may be informal or become part of a structured "360" process that provides a confidential "360° Feedback Report" for the executive.

The Coaching process requires a commitment from both the leader and the coach; a commitment of time to meet on a regularly scheduled basis and a commitment to work to optimize the leader's capabilities. The coaching process also requires an environment of mutual trust and confidentiality.

The Coach

ROBERT W. CUDDY Leadership Coach

In the course of his forty years of corporate, consulting and coaching experiences, Bob Cuddy has worked with over 4000 executives in 200 organizations and 39 industries.

He has studied, taught and practiced the principles of leadership. His Coaching focus is on the practical concepts and applications of Leadership and he incorporates his extensive knowledge and experiences to advance the leadership capabilities of Senior Executives. Whether he is: acting as a sounding board, assisting in elevating a leader's style and impact, or assisting in understanding the complexity of leadership and managing change initiatives, critical relationships or transitioning into a new role, his coaching is directed toward developing skills that will benefit the Leader and the organization far beyond the tenure of the coaching assignment.

Prior to starting his coaching practice in 1987, he was the Partner responsible for KPMG's New York Region Organization Analysis and Personnel Services Consulting Practice. Prior to that, he was a Consulting Principal with Watson Wyatt Worldwide, Director of Employee Relations with the Pepsi-Cola Company, Assistant Vice President Human Resources at Bache & Co. and Corporate Personnel Manager for Nabisco.

Bob was an adjunct faculty member for eleven years at Fairfield University's Graduate School of Financial Management and a past Board Member and New England Director for the Association of Career Management Professionals. He is a Master Practitioner in the Myers Briggs Type Indicator and is President of the Southern Connecticut Chapter of the Association of Psychological Type. Additionally, he is a current member of the Advisory Council for the Coaching Coalition. His undergraduate education was at New York University where he was a Founders' Scholar in Social Sciences.

He speaks extensively on The Elements for Leadership Success, Leadership Evolution and Team Effectiveness, Communication and Influence Skills. He also conducts introductory and advanced Myers Briggs training to enhance individual and team capabilities.

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Corporate Clients

Among The Clients RW Cuddy Has Been Proud To Serve...

Aetna
Amaranth
American Express
American Stock Exchange
Audubon Society
Avon
Bayer Pharma
BBR
Bear Stearns & Co. Inc.
Bear Stearns Asset Management
BlackRock
Blue Mountain Capital Management
Bristol Myers Squibb
Cablevision
Citadel
Citigroup Inc.
ClearBridge Advisors
Coca-Cola Bottling Company of New York
Conde Nast
Credit-Suisse
Credit-Suisse Asset Management
Davis Polk
Deloitte
D E Shaw & Co.
Endurance Holdings
Estee Lauder
ExecuNet
Fidelity Investments
Financial Risk Management
General Reinsurance
Goldentree
Gruner & Jahr
Hearst Corporation
The Hartford
Imcor
ING
International Herald Tribune
J.P. Morgan Chase
Lasair Capital
Lehman Brothers Inc.
Lincoln Financial Group
Lincoln Life
Lucent Technologies
Macquarie Bank
Marsh, Inc.
Medtronic
Merck Medco
Merrill Lynch
MetLife
Middlesex Healthcare Corp.
Moelis & Company
Morgan Stanley & Co.
Morrison & Foerster LLP
Navy Federal Credit Union
New York Times Company
New York Times Magazine Group
Northeast Utilities System
Nutri/System
PanAmSat
Paul, Weiss
Pepsico, Inc.
Pfizer Inc.
Phase2Media
Poly Prep
Practicing Law Institute
Proskauer Rose LLP
R.R. Donnelley & Sons
San Francisco Chronicle
Salomon Brothers, Inc.
Serono Laboratories
Sesame Workshop
Shearman Sterling
Siemens
Simpson, Thatcher & Bartlett
Sotheby's Holdings, Inc.
Swiss Re
Terra Lycos
Time Inc.
Time Magazine
Fortune
People
Sports Illustrated
TitanSports, Inc.
TPG-Axon Capital
Trading Edge, Inc.
UBS
United Dominion Realty Trust
William M. Mercer, Inc.
Young & Rubicam, Inc.

Training Programs

Over the last 3 decades, RW Cuddy's Executive Leadership Coaching has evolved a number of topics, approaches and techniques into self standing, concise training programs.

LEADER TRAINING

The program content may be used in concert with other corporate training initiatives or as an independent development opportunity. Each program can incorporate content to reflect your current culture and organizational issues. Depending upon topic and need, a combination of **Leader** bulleted topics usually runs 3 hours.

TRAINING ELEMENTS INCLUDE:

- Understanding the 5 Organization Roles
- Managing and Balancing Results & Relationships
- The Seven Steps of Leadership
- Evolution and Growth of Leader and Team
- Communicating Skills
- Direct and Indirect Leadership Influence
- People Motivation & Management
- Leadership Style and Skills
- Building an Effective Team
- Success Behaviors

These **Leader** topics are usually combined with the Myers Briggs Type Indicator® instrument - which assists people in becoming more aware of their behavior style; how they are perceived, how they communicate and how they can be more successful in their role and as part of a team.

MYERS BRIGGS TRAINING

The Myers Briggs (Form Q, Step II) training can be used as a totally separate program for Leaders (and non-leaders) and is typically 3 hours in length. This is a highly practical workshop with numerous handouts and behavior take-a-ways. It is often used as the lead off program for offsites and as a way to enhance Team Effectiveness.

TRAINING ELEMENTS INCLUDE:

- Self Awareness
- Emotional Intelligence
- Style & Your Role
- Style & Leadership
- Style & Stress
- Communication & Influencing
- Personal Growth & Performance Improvement
- Team Building
- Your Team Role

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