



*A coaching and development process designed to help mid-, senior- and C-Suite level women reach their full potential.*

Leadership excellence

## Women at the Top™

### Why companies invest in coaching and development for high-potential Women

- ✔ Develop high potential talent for succession planning.
- ✔ Help capable individuals achieve a higher level of performance.
- ✔ Accelerate the ramp-up time for leadership transitions.
- ✔ Help leaders overcome unproductive or derailing behaviors.
- ✔ Enhance the effectiveness of leadership teams.
- ✔ Provide support for short-term, targeted situations.
- ✔ Guide career decisions.

In many respects, women are still pioneering their way into more senior-level positions in today's organizations and face a series of unique challenges and opportunities.

Attain International's customized Women at the Top™ coaching and development process helps mid-, senior- and C-Suite level women to accelerate their development, become effective leaders, meet their business objectives and personal goals and reach their full potential.

### Women at the Top™ Leadership Challenges

Using our results-focused coaching and development process, high-potential women address key leadership topics and challenges such as:

- Making a successful transition into a new role
- Building and maintaining strategic, operational and personal networks
- Positioning and preparing for a step up to a bigger or more strategic role
- Assessing and developing leadership style and skills
- Developing influence and conflict management skills
- Building a high performance global team
- Defining authenticity and developing presence
- Understanding the dynamics of diversity and avoiding pitfalls
- Influencing up: dealing with Senior Management and Members of the Board
- Working across generations, cultures, countries and continents
- Increasing communication skills, visibility and impact
- Recovering from a failed effort
- Managing change and doing more with less
- Changing or overcoming negative perceptions
- Managing workload, work / life balance and choices
- Establishing effective coaching and mentoring relationships

Organizational

Development

Specialists

# Women at the Top™

## Benefits for the Individual and Organization

- **Enhanced individual and organizational performance**
- **Small investment... substantial ROI**
- **Operational excellence and bottom line improvements:**
  - ◆ **higher output**
  - ◆ **productivity and quality improvements**
  - ◆ **cost savings**
  - ◆ **lower turnover**
- **Makes a company's best people better**
- **Builds the talent pipeline**
- **Leads to competitive advantage in the marketplace**



## Women at the Top™ Coaching and Development Process

Attain International's Women at the Top™ coaching and development process is designed to address the differing needs of each person, business situation, and intercultural setting.

Each Women at the Top™ engagement includes the following activities:

### 1. Upfront Coaching Agreement

The individual and Attain coach do a chemistry and fit check to ensure that there is a good match between the individual's needs and the coach's expertise, skills and style. Then, the individual, the organization – typically the HR partner and the individual's manager -- and the coach forge a partnership built around common understanding of the most important needs, opportunities and challenges, expectations and roles and responsibilities.

### 2. Assessment, Goal Setting and Development Plan

Using interviews and various formal assessment tools, the Attain coach then helps the individual to gain key insight into behaviors, strengths and development opportunities. The coach assists the individual to create S.M.A.R.T. goals that are based on valid and reliable data and exemplify how the individual should learn new skills, change a behavior, address organizational priorities or achieve specific business results. A result-focused development plan is created that includes agreed-upon goals, targeted outcomes, action steps, timeframes and measures.

### 3. Reflection, Discovery and Practice

The Attain coach provides a safe and confidential environment for reflection, discovery and practice. The coach acts as a catalyst, but not the driver, for the change process and has the role of an experienced thought partner and educator to help the individual think through and apply strategies, techniques and actions to address challenges, leverage strengths and develop and practice new skills and behaviors. Customized skill building modules and ongoing progress reviews occur throughout this phase of the engagement.

### 4. Reviewing and Sustaining Success

At the end of the engagement a final progress review is done and a sustainability plan is created to ensure sustained performance improvement and identify any longer-term development plans. Results measurement, ongoing feedback sources, forward actions and the use of role models and mentoring relationships are important elements of this final phase.

### Timeframe

Behavioral change takes time and occurs as an iterative process. Regular practice of new behaviors in different business situations, assessment of results, adjustment and reinforcement are critical to altering ingrained behavioral patterns. We find that a typical coaching engagement occurs over a six-month period. Some individuals facing complex business challenges request a longer period of support.

### Venue

Work sessions are typically a mix of face-to-face meetings and teleconferences that occur at the business location or at off-site conference centers.

# Women at the Top™

## 7 Things to look for in an Executive Coach

- ❖ Business experience
- ❖ Behavioral change and coaching skills
- ❖ Credentials and certifications
- ❖ Coaching philosophy and results-focused process
- ❖ Chemistry, rapport and trust
- ❖ Interpersonal skills
- ❖ Results

### Recent Women at the Top™ assignments...

#### We...

- are experts in organizational development, executive coaching and leadership transition and development. We have worked in diverse industries, across all organizational functions and in all sizes of organizations around the world.
- are certified practitioners of numerous assessment instruments including: Profilor®, Executive Profilor®, Benchmarks®, Skillscope®, Hogan®, Myers-Briggs Type Indicator® (MBTI®), Cultural Orientations Indicator® (COI®) and Thomas-Kilmann Conflict Mode (TKI®).
- know the opportunities, challenges, common mistakes and pitfalls facing women in today's organizations and draw on 20+ years of our own first-hand experiences as fast-track, female senior executives.
- have broad experience in addressing client challenges. Here are some of our

#### recent coaching and development assignments...

- Director of Emerging Markets for a global sporting goods company to develop executive presence, work across cultures, establish trust and credibility with key relationships and institute sustainable business processes
- Vice President of Academic Affairs of a large university to rebrand herself, strengthen influence skills and position for a step up to the role of president
- Lead Engineer for a technology firm to address a career that was stalled by her reputation for being aggressive, impatient and insensitive toward others
- National Sales Director in a consumer goods company to transition to a new company, build her new team and successfully manage a series of rapid promotions that brought significantly increased scope and responsibilities
- General Manager in a telecommunications company to make an industry change and transition to the role of GM in a health care company and deal with work / life balance challenges
- Manager of Human Resources in a high tech company to integrate into a new manufacturing environment, understand the plant's culture and discover her authentic leadership style
- General Manager in a broadcasting company to plan, anticipate and manage the issues and challenges of her new role, to create an effective communication strategy and plan and to influence Board members
- High-potential managers in an international leadership development program as they apply their learning to real-time issues in their jobs
- General Manager of Canadian operations for a leading sports retailer to work through her critical challenges of the first 100 days which included a restructuring, workforce reduction and creation of a new business plan
- Team Leader in a startup venture to design and manage a strategic planning retreat with key stakeholders, deal with a domineering boss and define and shape her leadership style

