

“GROWING LEADING MINDS”

Coaching Programs to develop, enhance and blossom leadership

Great professionals and subject experts are oftentimes required to lead teams within organizations. But being a leader requires a completely different set of skills than those required to individual contributors. And companies sometimes fail when it comes to train and develop their best professionals and subject experts in leading people effectively. Developing individual contributors into people leaders, capable of influencing, inspiring and guiding teams, the relationships within and across teams and the context within which teams reside, is not an easy challenge. Also those who have led people for a period of time may face new challenges at a different level, for example because of an enlargement of their area of responsibilities, the request of leading bigger and more composite teams which nowadays are often remotely-based and spread across borders. All these aspects add complexity, which requires the development of additional knowledge, skills and capabilities.

Coaching can be an efficient and effective support in these scenarios. Designing and implementing coaching programs to assist new leaders, and managers who transition to broader leadership roles and face new challenges, is proven to have a significant positive correlation with business performance and financial results. Such programs have also a positive impact on employee engagement and wellbeing and on teamwork effectiveness.

THE TARGET

1. ***Growing Leading Minds Rubin*** is intended to benefit new leaders during their transition from Individual Contributors to People Managers. Typically, the program is aimed to highly skilled professionals who are promoted into managerial positions involving people responsibilities. The program is designed to support the organization from the very beginning of the process: from assessing and identifying leadership readiness, to assisting in the transition of the newly promoted manager into her/his people leader role. The program follows through the path of the new manager to shift focus from mostly operational tasks to a more strategic level, from contributing primarily as a subject expert to influencing others to obtain results.

THE GOALS

Growing Leading Minds Rubin can be used at different stages of the transition. Ideally it should accompany the entire transition to be as effective as possible.

This Program is designed to help organizations and new leaders create, manage and monitor the transition experience by:

- raising self-awareness and leadership capabilities
- learning and appreciating differences in leadership styles
- instigating and supporting effective behavioral changes
- increasing the potential of career success for new people leaders
- increasing the potential of successful performance for new people leaders
- increasing overall organizational performance

2. ***Growing Leading Minds Emerald*** is intended to benefit leaders at all levels of the organization, not only those who face an increase of responsibilities, an enlargement and complexification of their teams, an ongoing change management process, but also leaders willing to go from good to great and enhance their leadership capability further. Typically the program is aimed to leaders who believe in investing in their continuous self-development, who look to heighten their leadership skills and behaviors further to get greater results and improve team performance.

THE GOALS

Growing Leading Minds Emerald is beneficial for leaders at all levels of responsibilities and seniority within the organization, and can be customized to suit any type of organizational and individual need.

EXITA

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This Program is designed to help organizations and leaders challenge the status quo, and it is particularly effective for those organizations and for leaders who never stay still, who are committed to a true continuous learning, development and improvement, and want to create sustainable high-performing teams. Starting by looking inward and raising self-awareness on their own leadership capabilities and blind spots, leaders will be spurred to commit to impactful behavioral changes to achieve greater results, increase their success potential and raise team performance, with the ultimate goal of achieving individual fulfillment while increasing overall organizational performance.

THE PROCESS

The program works on subsequent steps:

Needs and scope

- An initial intake session to discuss the needs and scope of the entire program in order to appropriately detect and analyze goals, opportunities and expected outcomes.

For the **Rubin Program**:

- **Support to the Line Manager**
 - if needed - help identify and select the right professional to promote into a people manager role: review past performance and any behavioral and/ or talent assessment taken by the identified potential candidates for the leadership role. If required by the organization, psychometrics/ personality and skills assessments can be administered by EXITA (OPQ32®, Extended DiSC, ED363®, and others);
 - a coaching session (between 60 and 120 minutes, depending on the number of potential assesses from the previous step) to help the Line Manager decide who to assign by reviewing the outcome of the assessments and the other data collected (performance reviews, talent assessments, etc.);
 - detail the scope of the program, the goals, the expected outcome, and clarify measures of success.
- **Assist the new leader to ensure success**
 - once the new leader has been identified, review goals and KPIs that the new leader is expected to achieve;
 - assess risks, obstacles and find potential solutions in case of need – this last part can be delivered either as consulting (suggesting solutions, tools and giving thorough advice directly) or coaching (asking thought-provoking questions and helping the client find solutions for her/himself) or a combination of the two depending on the client's need;
 - define a performance assessment system for the first 90-day of the new assignment;
 - a meeting (60/90 minutes) between the Coach, the Line Manager and the newly appointed Leader to agree on the program;
 - a full coaching path (at least 8 sessions) supports the new leader in all aspect of the transition process, from handing over tasks and responsibilities of her/his role as an individual contributor, to getting ready for the new experience both on a business and on a personal standpoint.

THE SCHEDULE

The **Rubin Program** can take from a minimum of 12/14 weeks to a maximum of 20 weeks to be completed, depending on the objectives and the number of people to be assessed. Each coaching session can last from a minimum of 30/45 minutes up to 60/90 minutes. Different timeframes can be agreed upon client's request.

DELIVERY

Apart from the initial intake session, the pool assessment (which have to be delivered in person), and the meeting between Coach, Line Manager and each Coachee, all the other steps can be delivered either virtually or in person, or a combination of the two. To improve the effectiveness of the program and build a stronger and more productive partnership with the Coach, at least the first session with the new leader should be held in person.

For the first year after the program starts, every quarter the Coach meets the Line Manager (45/60 minutes), and then the Coachee separately (60/90 minutes), to assess the outcome of the program and verify if and what is necessary to be attuned to improve its efficacy. After the first year, every further intervention is agreed upon with the Line Manager.

For the **Emerald Program**

- **Support to the Line Manager**
 - an initial meeting with the Line Manager to explore the need of the coachee/ coachees from an organizational standpoint, review the past performance and any behavioral and/ or talent assessment taken by the leader to be coached;

- **Enhance leader's success**
 - an online leadership assessment (typically ED363° or LEA 360®, but others can be used to meet client's requirements – some organizations use their own assessment and 360° surveys) to identified strengths and areas of development, behavioral preferences and predominant leadership styles used by the coachee/ coachees;
 - a meeting (60/90 minutes) between the Coach, the Line Manager and the coachee (each coachee will meet the Coach and the Line Manager in a private meeting) to agree on the scope of the program, the goals, the expected outcome, and to clarify measures of success;
 - a full coaching path (at least 8 sessions) supports the leader in defining tangible and measurable goals, outlining the plan of action to get the expected results, considering resources and challenges, identifying priorities, determining measures of success and clearly narrowing down what the final outcome should look like.

THE SCHEDULE

The **Emerald program** can take from a minimum of 12 weeks to a maximum of 16/18 weeks to be completed, depending on the goals that the organization and the leader/ leaders aim to achieve. Each coaching session can last from a minimum of 30/45 minutes up to 60/90 minutes. Different timeframes can be agreed upon client's request.

DELIVERY

Apart from the initial intake session, the meeting between Coach, Line Manager and each Coachee, and ideally also the feedback session (to provide feedback on the leadership assessment report) which would be better to schedule as in-person meetings, all the other steps can be delivered both virtually and in person, or a combination of the two.

EXITA APPROACH

We base our approach on the **specific unique business need** of each organization partnering with us.

In our methodology we partner with the organization and with the leader, and tightly link the coaching to the business strategy and goals, without losing sight of the importance of aligning the coaching process with the leader's career goals and the organizational objectives.

While doing that, we do not compromise on our key values: human beings, ethics and acceptance are at the heart of our practice. We trust individuals' talents and potentials, respect people's worth and unique essence.

We are devoted to accomplish our vocation, which consists in helping organizations and individuals develop their talents, creating environments where people are empowered to unleash their full potentials and are healthy challenged and stretched to pursue their inner professional and personal fulfillment.

COACHING TOOLS

- Self-assessment grids and learning logs

- Gap analysis charts
- Psychometrics and behavioral competencies assessments
- 360° feedback scorecards
- Individual coaching sessions
- Real-time observation and analysis
- Team coaching as needed

EXITA FOUNDERS AND COACHES

Antonella and Federico are both trained ICF Professional Coach and senior OD and HR professionals, with 15 years of experience within the corporate environment – up to the Executive level – in Italy and in the UK, with a broader international exposure. Their people consulting and coaching approach is rooted in their diverse cultural background, deriving from the Italian origin twisted and mixed with their global experience within multinationals headquartered in different countries across the globe.

Antonella

Born in Milan, Italy, Antonella earned her Academic Degree in Social Sciences and began to focus on people development, optimization and the growth of human and professional competencies. Initially she worked within organizations providing Social Services to people with essential and urgent needs, and later on in her career, within multinationals in a variety of businesses. Evolving in her role as an organizational consultant, recruiter, trainer and development specialist in the Italian market, Antonella took on managerial and director roles both in Italy and in the UK. Here she deepened her knowledge of the HRM not only directly on the pitch, but also by completing with merit a Masters Degree in HRM at the London MET Business School. She completed her certification as a Chartered Member of the Chartered Institute of Personnel and Development (CIPD), qualifying as a Competency Framework Designer (ShL methodology Universal Competency Framework®) and as a registered Occupational & Personality Questionnaire (ShL OPQ32®) and Ability Tests User at the Register of Qualifications in Test Use (RQTU) of the British Psychological Society (BPS – UK).

Over the years, Antonella has refined her experience as a practitioner Coach and completed the advanced level of a Masters in Coaching with a Professional Coaching School accredited with the International Coach Federation (ICF), after which she got her credential as an Associate Certified Coach (ACC) with ICF.

She is currently based in the US and works globally.

Federico

Born and raised in Milan, Italy, Federico has been working for 15 years in multinational organizations being in charge of Organizational Development, Leadership Development, Performance Management, Reward & Recognition, HR Operations, Change Management and M&A. He has worked in Italy and in the UK, with a broad exposure over many other countries around the Globe where he had the opportunity to develop and strengthen his intercultural and communication skills.

Having developed his competencies in fast paced, high pressure environments, Federico is able to quickly translate corporate decisions into business operations while maintaining a highly effective communication flow. He has thoroughly demonstrated an ability to operate with Executives, MDs, CFOs, CEOs and COOs on a regular basis. Federico is mastered in Business Administration and HR at the Pavia University (Italy) and an ICF trained Coach now completing his ACC path. He is also an accredited Coach in Historical and Renaissance Fencing.

He is currently based in the US and works globally.