

## “LEADERS IN TRANSITION”

### Intercultural coaching program to develop GLOBAL LEADERSHIP

Leading across borders requires an increase of responsibility to leaders, who are pivotal in formulating and executing strategy on a global scale. Developing leaders who are capable of working globally is a challenge for organizations: in addition to the knowledge and capabilities needed for domestic leaders, global leaders also need special attributes and skills to deal with unknown and often radically different cultures, environments and contexts.

Furthermore, expatriation is a costly and risky investment with many challenges for both the expatriate and the organization.

Coaching can be an efficient and effective intervention in the expatriate context. Directing coaching programs toward expatriates has a significant positive correlation with business and market performance.

#### THE TARGET

The **Leaders in Transition Program** is intended to benefit leaders at all levels of the organization. Typically, the program is aimed to help leaders, and managers and highly skilled professionals who are involved in a Change Management / Transition process which typically implies an assignment to a new location. The program is intended to support the organization from the very beginning of the process, when a manager acknowledges the need to assign someone from one place to another, up to the end of the assignment and the return to the homeland / the beginning of a new assignment. The program can be applied with further customizations to be discussed with, and approved by, the leaders involved in the program.

#### THE GOALS

Intercultural and expatriate coaching can be used at different stages of the international assignment process:

- to support managers in identifying the right assignee for a specific assignment
- once the assignee has been identified, to support her/him and the family members in getting ready for the change and facilitating a soft landing in the new location
- once the expatriation starts – to help the assignee have a positive and fruitful relocation experience, both professionally and personally, without losing focus on the performance objectives set by the organizations
- at repatriation – to help the assignee (and the family) relocate back to the homeland and to the original office, dealing with all the potential challenges that may arise, as well as to relocate to a new location to begin a new assignment

The **Leaders in Transition Program** is designed to help organizations design, manage and monitor the whole assignment experience by:

- raising self-awareness, intercultural expertise and multicultural awareness
- learning and appreciating cultural differences
- instigating and supporting effective behavioral changes
- increasing the potential of career success for global leaders
- increasing the potential of successful performance for global leaders
- increasing overall organizational performance

#### THE PROCESS

The program works on subsequent steps:

##### Needs and scope

- An initial 2-day session to discuss the needs and scope of the assignment and the entire program in order to appropriately detect and analyze objectives, requirements, constraints, risks and challenges

##### Intercultural Awareness

- A 2-day workshop (Intercultural Consciousness at work) to raise multicultural expertise and train on how to effectively communicate and interact in diverse environments

- Typically the target audience of this workshop is formed by Business, HR and OD executives, managers and practitioners who are, have been or will possibly be involved in assignment processes

#### **Support Manager**

- A first phase consisting of at least 3 meetings for the Manager to:
  - help choose a consistent and valuable pool of potential assignees
  - review goals and objectives of the assignment
  - define a performance assessment system for the overall assignment process
  - assess risks, obstacles and find potential solutions, fire exits, disaster recovery plans
- This phase can be delivered either as consulting (suggesting solutions, tools and giving thorough advice directly) or coaching, or a combination of the two depending on the client's need

#### **Define assignee**

- Assessment of candidates in the pool (2 days for up to 10 candidates) using assessment center and certified assessment tools
- A short coaching path (2 sessions) which provides full assistance to help the Manager decide who to assign, typically by reviewing the outcome of the assessment

#### **Assist assignee and inbound team**

- A full coaching path (at least 8 sessions) supports the assignee in all aspect of the assignment process, from leaving the homeland, the team and the family, to getting ready for the new experience both from a business and from a personal standpoint. If the family is relocating too, the same support can be provided to members of 18+ years (6 coaching sessions each)
- In parallel to the assignee's coaching phase, a further phase of coaching (3 sessions) is aimed to help the hosting team get acquainted with the new comer and overtake differences, misinterpretations, misconceptions and prejudices
- This phase can be further provided when the assignee (as well as the family) relocates back to homeland or moves to another assignment

Apart from the initial 2-day scope session, the workshop, and the pool assessment (which have to be delivered in person), all the other phases can be delivered both virtually and 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 one session of each phase should be held in person.

For the first year after the program starts, every quarter the Coach meets the Manager (2 hours), and then the assignee separately (2 additional hours), 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 Manager and is complimentary up to 2 hours of service.

### **THE SCHEDULE**

The program usually takes 15 weeks to be completed, depending on the objectives and the number of people and teams involved. Each coaching session typically lasts 1 and a half hour

- The **Needs and Scope** phase takes at least 1 week to be completed
- The **Intercultural Awareness** workshop is arranged for the following week
- The **Support Manager** lasts 3 weeks.
- The **Define Assignee** phase takes about 2 weeks to carry out both coaching and assessment
- The **Assist assignee and inbound team** lasts 8 weeks, or more depending on what the client requires to effectively support the process

### **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). Antonella is also a practitioner ICF Trained Coach next to completing her ACC path.

### **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.