

“THE LEADER COACH”

Mentoring program to develop Leaders’ coaching skills and enhance individual and team performance

The traditional model of Leaders who were used to relying upon their own unique strengths is not working anymore. People now are seeking engagement and not just guidance, recognition and not just reward, team awareness and not just self-fulfillment. People want to share their opinions, thoughts and beliefs, they are keen to play a significant part in the organization’s success.

THE TARGET

The **Leader Coach Mentoring Program** is intended to benefit Leaders and Team members at all levels of the organization. Typically, the program is aimed to help leaders and managers who are responsible for teams of 3 up to 20 members. For larger teams, the program can be applied with further customizations to be discussed with, and approved by, the Leaders involved in the program.

THE GOALS

The **Leader Coach Mentoring Program** is designed to educate Leaders on the practice of Coaching as a powerful tool to:

- enhance performance at all levels – personal, team, organization
- share goals effectively
- foster engagement and pursue empowerment
- increase sense of achievement and personal satisfaction
- improve Leader’s reputation
- save time and efforts
- reduce stress and boost effectiveness

Instead of giving orders, advice or recommendations, the Leader Coach makes thoughts-provoking questions to the Team members with the aim of getting a shared and effective action plan towards a given goal and timeframe. In this way, all agree and are aligned to the plan, conscious of hurdles and resources, have a clear path to achieve the target, and share how to measure success.

Differently from what a professional Coach does, the Leader Coach is also in charge of setting the goal and the timeframe towards the Team, and is responsible for the overall performance.

THE PROCESS

The program works on subsequent steps:

- An initial complimentary 2-hour session to discuss the Leadership needs and to fine tune the entire program in order to appropriately detect and analyze objectives, requirements, constraints, risks and challenges
- A first operational phase consists of a traditional Coaching path for the Leader to:
 - help her/him get acquainted with Coaching
 - set the primary goals of the team and advice for future project / goals
 - understand how to take the most advantage out of coaching to deliver better results as an individual and as a team
 - develop coaching skills and self-awareness, unleash the potential and natural abilities, discover and integrate blind spots and areas of development
- A second mentoring phase provides full assistance when the Leader starts coaching the Team members. Tailored on the business scenario, the Mentor will follow the Leader Coach over the first few sessions, will review the logs of the whole coaching paths involving each Team member, and will give recommendations for improvement
- A third phase is a short team coaching path where the Leader Coach and the Team meet with the Mentor and assess the entire program and the Team performance, and build experience for the next Team goals

The program first and second phases can be delivered both virtually and in person, or a combination of the two. To improve the effectiveness of the program and to build a stronger and more productive partnership between the whole team and the Mentor, at least one out of the third phase's meetings should be held in person.

For the first year after the program starts, every quarter the Mentor meets the whole Team (2 hours), and then the Leader Coach 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 Leader and is complimentary up to 2 hours of service.

Throughout the entire program, the Company's Sponsor will be kept regularly aligned on how the program is progressing, the partial and final outcomes, the activities carried out and any other update that the Sponsor requires. This will be performed on a weekly basis as a regular update, and on request every time the Sponsor wishes. The Consultants and the Company shall constantly share changes in schedule, changes in people attending the program, any issue arising from the program development and implementation, and any other unforeseen.

THE SCHEDULE

The program usually takes from 10 to 15 weeks to be completed, depending on the objectives and the number of people and teams involved:

- The first phase takes 4 weeks for each Leader, up to 6 concurrent coaching paths (6 Leaders to be coached). Each session typically lasts 1 and a half hour
- The second phase goes up to 6 weeks depending on the assistance the Leader requires. A minimum of 3 weeks of assistance is suggested. Meetings last from 1 to 2 hours depending on the organization's needs
- The third phase takes 3 weeks for each Team, up to 6 concurrent coaching paths, similarly to the first phase. Each session lasts up to 2 hours, depending on the Team's size

OTHER TOOLS TO FOSTER THE EXPERIENCE AND ENHANCE ITS OUTCOME

- The Performance Round – a Performance Management Process which enables the Team to set and review goals, plan actions, assess performance and get results. If required the Performance Round can be linked to Incentives programs
- Extended DiSC® for Leaders - a registered assessment tool focused on the interpersonal aspects of Leadership, which gives a balanced, constructive feedback that the leader can actually use, and helps you build more effective working relationships based on an understanding of different behavioral styles
- Employee Engagement Survey – a 100% customizable tool to assess the workforce engagement and trust level, identify and analyze any potential issue and define possible areas of intervention
- Transition Lab – this is a tailored service aiming to design, share and evaluate, along with the Partner Company, an overall process to manage change and transition in cases such as Generational Turnover, M&A, organizational changes, strategic market repositioning

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 our practice to the business strategy and goals.

We do leverage 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 **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.

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 certified ICF Coach (ACC).

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 (by Accademia Manusardi, Milan, Italy) in Historical and Renaissance Fencing.