

## Leadership Programs

### 1. Creating A “Coaching Culture”

*To create a coaching culture means that every leader and manager is trained on “Being a Coach”. What does your company need to insure improved performance management? What will it take for leaders to communicate with direct reports to win their commitment instead of their resistance? What will it mean to your bottom line to make sure that everyone can “pull” the best out of their peers and direct reports rather than “pushing” an agenda that is frequently misunderstood? Our programs are designed from a “whole systems” approach with improving key business processes, performance and making your organization a better place to work as the goal.*

#### *Examples of our work in “Creating a Coaching Culture”:*

- A mid-sized E-Commerce organization sought a program that would give them a model they could use cross-organizationally, with their clients, peers, and direct reports. They also wanted to support all of their business units in communicating better, their project teams in “coaching” each other, and support performance management and succession planning.
- The US Department of Labor needed a leadership program to support changes from hierarchical management to a more collaborative/team-oriented culture. Diane coached an internal team from their human resource organization through the design and delivery of a successful program there. Results in business units of the leader participants doubled in just six months’ time.

### 2. Multi-Rater Feedback/360 Degree Programs

*To truly change leadership behavior leaders frequently need to understand how others perceive them, particularly their boss, direct reports, and peers. Built on the critical competencies for your business, our tailored program gives them the information they need to change and continue to enhance their leadership strengths.*

#### *Examples of our work with multi-rater feedback:*

- A relatively new senior Director in a large biotech needed feedback on how she was perceived in her new role.
- A large aerospace manufacturer going through a merger needed a program to provide a development plan for a new kind of leadership. A 360 degree assessment and development planning program was designed and supported with follow-on profiling and coaching for the top 65 leaders.
- A city official needed to understand how to better lead her staff, her stakeholder groups and to work with her boss.

- An underwriting organization of a large insurance company needed feedback and coaching for all of its leaders about to go through a major change effort.
- An important city government agency needed a program for its top 35 managers who had never been given true leadership development support before.

### 3. The Emotionally Intelligent Leadership Culture:

*Emotional Intelligence has become the new yardstick for success for CEO's and junior hires alike. In-depth research documents an astonishing fact: in determining star performance in every field, emotional intelligence matters twice as much as cognitive abilities like IQ or technical expertise. The impact of emotional intelligence is even greater at the top of the leadership pyramid. As experts in EI, Diane Foster & Associates has supported the role-out of programs for developing this in organizations as large as the U.S. Department of Labor.*

#### *Example of our work with Emotional Intelligence:*

The US Department of Labor needed a leadership program to support changes from hierarchical management to a more collaborative/team-oriented culture. Diane coached an internal team from their human resource organization through the design and delivery of a “Coaching for High Performance with Emotional Intelligence” program. Results in business units of the leader participants doubled in just six months’ time.

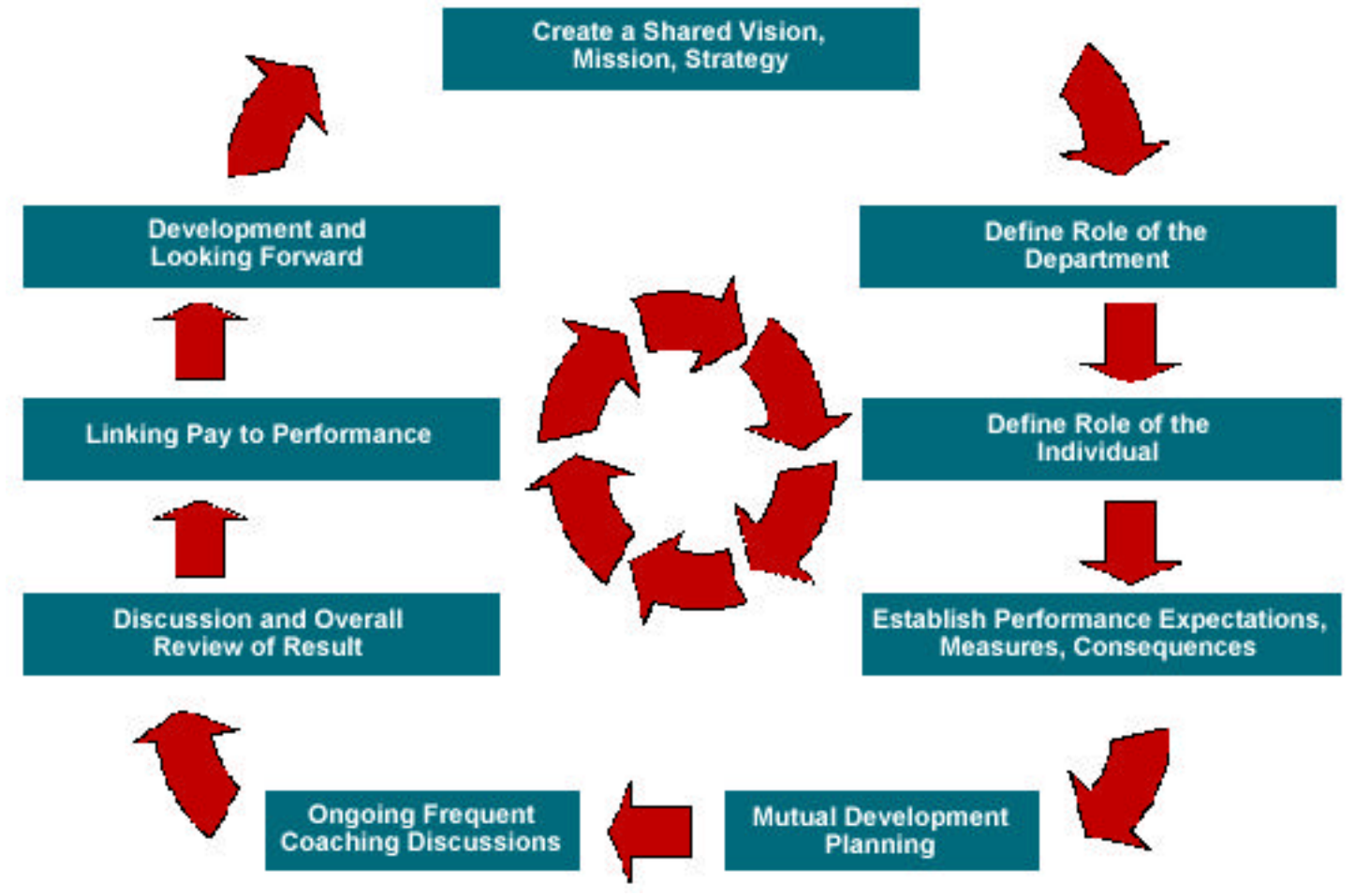
### 4. Performance Management Programs

*Best in class Performance Management includes setting orientation after hiring, setting performance standards, involvement of each employee in setting their performance goals, and insuring that each leader/manager can take a “coach-approach” to performance reviews. Diane Foster has supported the role-out of good performance management at Advanced Micro Devices, CSAA, AT&T Capital, and many smaller for profit and non-profit organizations.*

#### *Examples of our work in building Performance Management:*

- A semi-conductor organization needed a program to support all management in working on aligning individual development and performance goals with the mission.
- A tele-communications organization needed support for a cross-organizational task-force chartered with building a new performance management model and rolling it out
- A large insurance organization needed to roll out a new model for performance management that would include giving coaching feedback

## Performance Management Diagram



### 5. Succession-Planning/Career Development Programs

*We have supported Fortune 100 and a variety of industries in looking at what it takes to insure the organization has aligned the strengths of each employee with the work functions in which they will excel.*

#### *Examples of our work in Succession Planning:*

- A very large leasing organization needed a national program to train all its managers to organize their business units for succession planning
- A large semi-conductor organization needed a design and implementation for a career development program

## 6. Project Implementation

*It frequently takes an outside coach/consultant to be the “mirror”/strategic thinking partner required to look at the impact of any project or program on the business and organizational system. We have played this role with large organizations and with small business teams.*

### *Examples of our successful work in Project Implementation:*

- A Leadership team of a Telecommunications organization chartered with implementing a SAP program needed to learn how to work together quickly and to get buy-in from all stakeholders in the organization.
- A director of a research institute wanted to implement a “Learning Organization” culture to improve cross functioning and morale. We used “Appreciative Inquiry” on this 3 year project to achieve a true culture shift