

Oestreich Associates

...unfolding leadership through self-knowledge

Daniel K. Oestreich, MA
Principal

Renton, WA USA
425-922-2859 (cell)
425-207-8034
dan@unfoldingleadership.com
www.unfoldingleadership.com
www.teamtrustsurvey.com

Leadership and Culture Change Practice

- Consulting for strategic culture change
- Leadership coaching and training
- Management development
- Team learning for improved trust and group performance
- Organizational assessment of human/system dynamics
- Keynotes and presentations
- "The Arc" leadership workshop
- Team Trust Survey

LeadersWork Coaching Program

A tool to enhance leadership effectiveness, credibility and personal satisfaction for executives, managers, and all other leaders.

The most essential *work* of any *leader* must be continuous personal growth and learning. Without that, ultimately all else fails. The challenge is finding the right process -- for yourself or for a colleague whose potentials you want to support.

Based on 20+ years of coaching experiences in a wide variety of industries, **LeadersWork** represents an integrated, empowering approach that helps people accomplish exactly the changes they *want* and *need* to make on their own. The process uses rich, personal feedback and coaching to foster insight, establish central leadership improvement goals, and facilitate new behavior. The program works by speeding up a natural learning process that without conscious attention and professional guidance often takes many years.

LeadersWork has advantages over other traditional growth tools:

- **A customized assessment** based on an individual's own most compelling questions about his or her leadership
- **Clear feedback** that links patterns of behavior and related perceptions to their actual impacts on work and working relationships.
- **Client insights** that are based on a depth understanding of the feedback, in turn supporting positive choices and ownership for genuine change
- **A highly personalized action plan** that gets at underlying or hard to verbalize issues, going far beyond general, one-size-fits-all or benchmarked leadership criteria

The program can be provided in person or by phone and email. The cost is \$4,000.

To learn more about **LeadersWork**, please call 425-922-2859 or email me at dan@unfoldingleadership.com. Additional overview information about the program is included in the following pages.

Best regards,



Daniel K. Oestreich

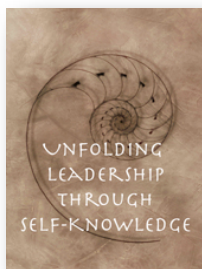
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Steps in the Program

1. An in-person or phone meeting to discuss the process. The person is asked to complete a brief, in-the-moment style assessment. The individual is then asked to begin designing about six leadership feedback questions in areas where the person would most like more personal information and consider who best can offer this feedback.
2. A session to review and refine the questions and the list of those with whom the coach will speak. Generally, about six to ten people are selected to provide feedback.
3. A three-way discussion with the person and his or her immediate executive or manager. This verifies the questions and list of people to speak with. It is also an opportunity for the immediate manager to provide guidance and expectations for the process and for the person.
4. Confidential interviews by the coach with each of the people providing feedback. These conversations are constructive, safe, and open, aiming to provide clear answers to each of the person's questions.
5. The coach prepares a 7-10 page written report consolidating information from the feedback interviews, organized by question. Additionally, interpretive materials, such as relevant models, research, tools, facts and observations are added to enhance learning. The feedback is reported anonymously as patterns so the focus stays on specific behaviors, perceptions, and impacts, not those who provided the input.
6. A one-on-one discussion of the findings with the person, offering perspective and support, moving into development by the person of targeted growth goals and specific actions to reach those goals. The person also decides at this point whether to share the report with his or her manager or executive or prefers to keep that report confidential.
7. A meeting to carefully review and refine the person's plan of action.
8. A three-way meeting with the person and his or her immediate manager or executive. The person presents his or her chief learnings and plan, collaborates on further refinements, and enlists the manager or executive's support in a continuing development partnership.

Following these core program steps, the person is encouraged to review the plan with those who provided feedback and with others who can verify that the plan is "on target" and provide additional support and feedback. If the client desires, the coach will be part of a later formal, follow-up discussion to help the person stay on track.



"Dan is a gifted coach who has inspired in me great confidence. Each time we meet, I come away with the sense that I can take meaningful steps to improve my work and achieve my dreams. I always know that I have a talented and committed champion "in my corner." He asks me to step up and do tough work. He helps to identify the real issues--from broken trust to tired old habits--that get in the way of meaningful progress. He always seems to know what will help. I have recommended him to a number of my most trusted friends and colleagues, and I do so without hesitation."

-- Krista Goldstine-Cole, CEO & Senior Thought Partner, Ken! Inc, Washington State

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Why would someone use this process?

There are many circumstances in which this program is appropriate but behind them all is the desire to actively **accelerate gains in self-knowledge** in order to release full leadership potentials. Experience over time facilitates this kind of learning naturally, but often it is a gradual process -- sometimes taking years. **LeadersWork** “spins the wheel” faster, so that learning keeps pace with the changing needs of a team, organization, and, most importantly, a person’s own evolving desire to lead in an exceptional way.

Additionally, because **LeadersWork** involves others openly and uses patterns of data from within real relationships, it builds credibility. When others see the leader take the risk to learn in a personal and sincere way, it often causes them to reflect on their own growth needs, breaks down interpersonal barriers, and fosters trust and respect.

Comparison of Methods

Many traditional feedback/coaching processes	LeadersWork
Canned questions based on general areas that may have little or no relevance to the person	Specific questions custom-developed with the person and his or her manager or executive to get at key areas of interest and need
Feelings of defensiveness related to the idea of a feedback and coaching program	Understanding of the person’s typical defensive style and how that connects to his or her implicit views of effective leadership
Difficult to understand numerical ratings	Concrete information focused on patterns of behavior and what they mean, not numbers or “scores”
General or ambiguous written comments without interpretation	Carefully designed feedback that emphasizes a balance of strengths and growth opportunities, placing behavior, perceptions, and impacts into context
Prescriptive answers that lead to a sense of powerlessness or cynicism about the process	The person empowered and in charge of his or her own personal leadership improvements and growth.
Little or no meaningful personal dialogue about the data	Expert coaching focused on trust-based, honest dialogue, shared insight, and positive advice.
Lingering negative emotions surrounding the feedback, including guilt, anxiety, or anger	Guidance on how best to understand the data, integrating and converting challenging data into positive, constructive action.
Improvement steps picked from laundry lists of “recommended actions”	Structured, customized roadmap made up of meaningful, doable action steps
No sense of partnership with the manager or executive to whom the person reports	Support and guidance to both parties in order to create a powerful “development alliance”
Little or no change; wasted time and money	Real shifts in effectiveness, credibility and satisfaction; a great investment



Dan Oestreich, MA is a nationally recognized consultant, coach, trainer, speaker, and author. With Kathleen Ryan and George Orr, he is the author of two books on building trust-based, high performance organizations: **Driving Fear Out of the Workplace** and **The Courageous Messenger**. For over twenty years, Dan has brought learning, growth, and change to individuals and teams in health care, research, manufacturing, financial services, government, education and other settings. He is creator of the *Team Trust Survey*, a widely used tool to assess trust levels in team interactions. He completed his undergraduate work at Yale University and holds a Masters degree in Guidance and Counseling from the University of Colorado.

Additional information about Dan and his work are available on his websites: www.unfoldingleadership.com and www.teamtrustsurvey.com.