



MOBIUS
EXECUTIVE LEADERSHIP

MOBIUS EXECUTIVE LEADERSHIP EXECUTIVE COACHING

coaching tied to the business strategy ■ action learning
fostering accountability and engagement ■ sustainable behavioral change





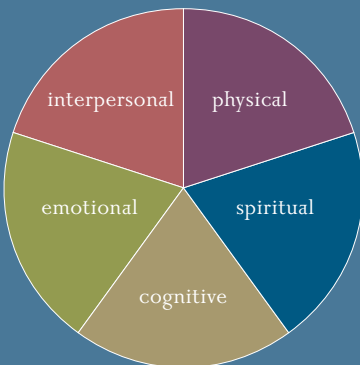
Mobius Executive Leadership is a premier training and leadership development company. Our Executive Coaches are senior experts in the field with strong business acumen and an action learning background. Mobius coaching is a rigorous process of mindset

and behavior work, carefully examining the everyday actions and interactions people take, while supporting a deeper inquiry into their underlying beliefs, thoughts, challenges and aspirations. Mobius coaches are drawn from the best trained and most experienced senior consultants, strategists, interventionists, psychologists, and executive coaches practicing globally.

Mobius Distinctive Approach and Quality Standards

Our coaching model focuses holistically on increasing self-awareness, changing mindsets and frameworks for action and fostering sustainable behavioral shifts. Our highly applied action learning model uses real-time client challenges to place the individual client in the specific systemic context in which they operate. Much of our coaching work teaches clients to become reflective practitioners, stepping outside the pressures of everyday business and looking at their work lives with fresh eyes.

Mobius's approach to coaching is based on two decades of learning and research in the field of organizational learning and executive development. It focuses on five interwoven domains of executive development: physical, cognitive, emotional, interpersonal and spiritual.



This increased personal fluency and self-management, combined with greater emotional intelligence and flexibility of action, produces enhanced possibilities for leadership and collaboration. The mindsets of adaptability, self-mastery and collaboration support the building of a high performance organizational culture and the achievement of powerful business results.

Our coaches are chosen for their seniority and maturity in the field of coaching and most enjoy a thriving individual practice working with C-suite executives. Many of our coaches have founding and/or leadership roles in the following bodies: The annual Executive Coaching Summit, an international think tank for senior executive coaches; the International Consortium of Coaching in Organizations and the International Coach Federation.

Mobius provides ongoing supervision groups for ongoing professional development, peer-led feedback and sharing of best practices. In addition, we sponsor a monthly global Master Class by telebridge to widen the breadth of expertise, approaches and methodology to which our coaching cadre has access.

Mobius Coaches Qualify for Specific Client Engagement by Completing an Intensive Three-Level Screening Process

Level I

The potential coach must apply and be accepted by the leaders of the Mobius Coaching Practice based on an interview, an evidence based assessment process with master coach evaluators and ICF accreditation. Priority is given to those coaches with operational leadership experience in a large company and master coach certification (PCC or MCC) from the ICF.

Level II

From a wide global pool of several hundred Mobius coaches, with an array of backgrounds and experience, a group of candidate coaches are selected to meet the sponsor organization's coaching needs and requirements. This becomes the dedicated pool of coaches who then familiarize themselves extensively with the organization's culture and its goals for the coaching initiative.

Level III

A final matching process occurs, in partnership with the sponsoring organization, when individual clients select or are matched with particular Mobius coaches. This match is based on the client's needs and preferences, the organization's perceived needs of the individual, and the knowledge the Mobius coaching practice has about the unique attributes of each coach. Once assigned a client, Mobius coaches confer throughout a coaching engagement to share insights that arise from the coaching relationships within a particular organization.

Among the key criteria used to select coaches are the following:

- Professional Accreditation as a Master Certified Coaches through the International Coaches Federation;
- Senior Level Experience as exemplified by five or more years of experience working in corporate organizations as an internal or external coach to managers, vice president and above and/or;
- Five or more years of experience in leadership development, transformational leadership development or human resources senior role in the arenas talent management, learning and development or organizational development;
- Business acumen and experience;
- Alignment with Mobius approach to transformational coaching and learning as expressed by a demonstrated depth of personal practice (personal mastery and quality of presence);
- Articulated alignment with Mobius values of service, integrity, and professionalism and impeccable reputation in the industry.

Mobius Coaching Philosophy

- A trusting, open, honest and mutually respectful relationship between client and coach provides the foundation for a successful coaching outcome.
- Both the client and the coach need to recognize that there is a gap between current reality and the client's full potential and align around a set of coaching outcomes.
- Viewing the client from a systemic perspective is key to understanding the client's situation and setting and achieving appropriate goals.
- The coach gathers peer feedback and offers input to the client to heighten interpersonal awareness and then plays a significant role in challenging the client to consider transformational outcomes of the coaching relationship which the client might not identify on their own.
- The coach can be of service by holding the client accountable for their choices and responsible for authoring an effective life.
- Learning, on the part of the client and coach, is fundamental to a meaningful coaching relationship, as well as to a successful outcome of the coaching process.



Our Approach

Coaching involves the transfer of sophisticated techniques and tools that can help clients conduct their business affairs more effectively. At the same time, there is a transmission of knowledge and skills and the cultivation of insight via the vehicle of a one on one coaching relationship. In addition to a wide body of professional experience and best in class interpersonal technology to draw from, Mobius coaches are also sophisticated synthesizers and improvisers, who are able to respond with a customized coaching process for each individual client. They are also helping advance the field itself by their innovative contributions to theory and application. The real master coach can walk into any situation and be able to clearly diagnose what is going on, know what interventions are needed, and choose the appropriate practices and tools to draw on in the moment. The unique alchemy between a seasoned coach and their client enables breakthrough insights on the part of the client and stretches the coach as well. These new self-understandings foster significantly enhanced business results. One final and significant hallmark of a master coach is their own quality of being: the authenticity, presence and power they bring to their interactions and coaching. For us, the congruence and personal integration along the domains of the coaching model (cognitive/mental acuity, emotional intelligence, physical well-being and renewal and spiritual or values based integrity) are vital attributes. This powerful way of being enables our coaches to use a *“self-as-instrument”* model of coaching in which the coach is modeling the very qualities of personal awareness and self-management being cultivated by the client.

Discrete Practice Elements of Transformational Coaching

ENTER the Coaching Relationship

- Establish contractual terms with sponsoring organization, where appropriate
- Pre-match client with coach to best fit their individual needs
- Clarify client's commitment and readiness to engage in a coaching relationship

1 Establish and Commit to or Renew the Coaching Relationship

- Test the "fit" between coach and client
- Build trust
- Discuss expectations, including parameters of the coaching relationship, such as ways of working (face-to-face, phone, email) and frequency and duration of sessions

2 Clarify Aspirations and Current Reality

- Establish overarching aspirations for personal development
- Position these aspirations within broad life purposes and organizational objectives
- Explore where client is in the system, how s/he sees the system and other players in it, how s/he is perceived by the system
- Share feedback, as available, from pre-coaching diagnostic assessments and stake holder interviews

3 Set Goals for Development in a Systems Context

- Obtain client commitment to specific areas of development
- Set appropriate balance between leveraging strengths and focusing on developmental needs
- Clarify desired outcomes and strategies to get there
- Align around measurable results

4 Support Learning in Action

- Select naturally occurring challenges ("practice fields") to serve as learning opportunities between sessions
- Explore what worked, what didn't, why, unintended consequences, and how this knowledge impacts future behavior
- Use the dynamics of coach/client interaction as data for mutual reflection
- Balance adaptive change with respect for individual pacing and integration

5 Coach to Full Potential

- Challenge client to stretch beyond their comfort zone
- Assist client to deconstruct truths, assumptions, and beliefs about who they are and the world in which they live
- Challenge client to explore different and broader perspectives than what initially appear available or possible
- Encourage action experiments where client solicits feedback from the organization on newly adopted mindsets and behaviors

6 Create Sustainable Results

- Identify structures in client's environment that support their new perspective and new behaviors
- Identify strategies to incorporate reflection time and build self-awareness
- Identify and embed ongoing feedback mechanisms
- Develop social networks for continued growth

EXIT the Coaching Relationship

- Review outcomes against initial goals, baseline, and established measures of success
- Celebrate success!
- Action Plan for ongoing professional development

Recursive Practice Elements

Partnered Reflection for Learning and Results

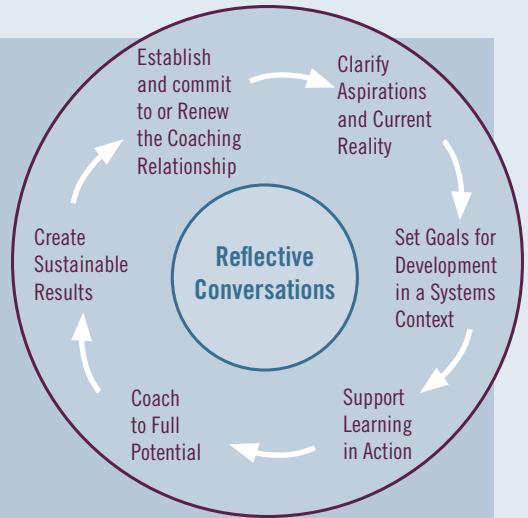
- Hold a coach/client reflection at end of each session to check on progress in session, clarify next steps and their link to developmental goals
- Create structures to support client reflection between sessions (e.g., client learning journals shared with coach, co-development groups for peer learning)
- Conduct periodic mutual “big picture” reflection throughout the engagement

Generative Conversations

- Coach by using listening, paraphrasing, requests, assessments, assertions, and other linguistic acts in support of development goals
- Create conversations that free clients from past constraints, support them in inventing new futures, and open new possibilities for being and doing
- Include cognitive, emotional, and somatic awareness and experiences in the conversation

Mobius Community of Practice

- Apply a rigorous learning process on three levels: what we learn about coaching, what we learn about the organization, what we learn about coaching within the organization
- Explore ways to leverage information gained through coaching to enhance the organizational system
- Partner with the organization so it benefits from knowledge gained through coaching, while also protecting the confidentiality of the coachee





Diagnostic and Assessment Services

In addition to building one on one coaching relationships with coaching clients, we are often asked to conduct targeted psychological and professional assessments of individual leaders or executive team functioning or whole organizational systems.

Mobius consultants are certified to offer and interpret the following assessment tools for executive development purposes. These diagnostic services can be offered in the context of an ongoing coaching relationship or provided independently as part of a professional development plan.

- Bar-On EQ-i
- The Hogan Instrument
- DISC Inventory
- Emotional Competency Instrument (ECI)
- Myers-Briggs Type Inventory
- Leadership Competencies for Managers
- Leadership Practices Inventory
- Center for Creative Leadership's 360° instrument
- Bob Kegan's Four Column Commitment Tool
- Richard Barrett's Cultural Transformation Tools and Assessments
- Mobius 360° core competency instrument for coaches
- The Firo-B
- Leadership Accelerator,™
- Deep Structured Interviews

Next Steps

Parties interested in Mobius Leadership's Executive Coaching should contact:

Karyn Saganic, Director of Client Services

Email: Info@Mobiusleadership.com

Phone: +1 (781) 237-1362

Fax: +1 (781) 489-5061

www.mobiusleadership.com



MOBIUS
EXECUTIVE LEADERSHIP

**177 Worcester Street, Suite 202
Wellesley Hills, MA 02481 USA**

**15a Saint Georges Mews
Primrose Hill, London NW1 8XE UK**