

# Executive Coaching

I work with high-potential, high-achieving employees who fall into one of two categories:

- They have been targeted to move to the next level, and management would like them to hone already strong skills.
- They have not moved to the next level because of problems in one or more of the following areas:

## Self-Awareness

- Openness to feedback
  - Ability to self-assess
  - Awareness of how decisions impact others
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## Self-Regulation

- Take responsibility for actions and reactions.
  - Communicate confidence.
  - Manage emotions:
    - Anger
    - Defensiveness
    - Aggression
    - Blaming
    - Withdrawing
    - Fear
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## Influencing Skills

Effective leaders share the ability to

- Create a culture of interdependence.
  - Practice open, timely, and continuous communication.
  - Know when to “make the decision” and when to invite others into the decision-making process.
  - Make thinking process transparent to others.
  - Listen openly.
  - Invite feedback from reports, peers, and supervisors.
  - Field tough questions and feedback without defensiveness.
  - Persuade rather than mandate.
  - Resolve disagreements while preserving the integrity of others.
  - Prepare people for change.
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## Motivation Skills

Effective leaders

- Communicate clear, measurable goals.
- Coach employees to success.
- Develop people to reach their highest potential.
- Communicate trust and confidence.
- Give timely and effective feedback without issuing threats or making people wrong.
- Provide appropriate rewards and incentives.
- Stay optimistic in the face of adversity.
- View problems as opportunities.

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