



Sherwood's Coaching Services

Sherwood Learning Solutions L.L.C. is a mid-sized consulting company; unlike larger firms, we focus on understanding the business goals and the national and global marketplaces in which each of our clients competes. Our reputation means everything to us and we build relationships that last many years.

Unlike smaller firms and independents, we provide a team approach and can leverage our services in across the U.S. and globally; this saves the client time in assimilating new coaches for each engagement. Our varied and very capable coaches are a carefully vetted talent pool with diverse backgrounds.

Our depth of knowledge about each client provides a seamless internal on-boarding program. Each coach brings a thorough understanding of the client's needs, and can draw on our network of talented professionals for a more-comprehensive solution.

Internal Section Process and Requirements

The effectiveness of each coaching assignment depends on the background, experience and expertise of individuals and their commitment to excellence. Sherwood has a reputation for excellence and our selection of the most qualified coaches is essential to maintaining that reputation.

Our internal selection process is rigorous and ongoing to ensure we have a wide depth of skills and expertise to propose to each client. Our selection criteria for executive coaches include:

- Advanced degree with certification in the field
- A solid methodology aligned with best practices in coaching
- Ten or more years of practical experience coaching within and external to large companies in the industries in which Sherwood specializes (pharmaceutical, consumer products, professional services, energy/utilities, healthcare and manufacturing)
- Full participation in ongoing learning with professional organizations (coaching networking organizations, HRPS, SHRM, ASTD, OD Network, alumni associations, etc.)
- The ability to:
 - Develop clear and measurable goals at the beginning of an engagement and work together with Sherwood and the client to track and measure results
 - Stay truly objective in the work with the individuals and team so that the client's and coachee's needs are at the forefront at all times
 - Meet regularly with Sherwood's management team and other coaches to ensure shared learnings and best practices
 - While keeping the coachee's and team's confidentiality, share overall organizational trends and needs to add value to our clients

Executive Coaching –Specific Sherwood Services

- One-on-one executive coaching for the director level and above to help manage a transition to a new role/function/country; strengthen leadership capabilities, political savvy and organizational effectiveness within the context of current business strategies, challenges and cultures
- Functional and cross-functional leadership development to assimilate leaders (both new to the company and those new to a role)
- Strategic planning by coaching leaders and facilitating team interventions to create long- and short-term company strategies and action plans
- Development strategies for both start-up and mature teams to establish charters, gain agreement on rules of engagement, improve processes and manage interpersonal conflict
- Skills-based coaching for leaders and managers in small groups or one-on-one in such areas as presentation skills, business planning, business writing and speech writing
- Small-group coaching forums to provide ongoing development and mentoring with peers

Executive Coaching - Examples of Sherwood Client Assignments

1. Coached the SVP of HR and her team to develop their strategy and organization for a newly merged company. (The HR team has led the integration of three cultures, creating a unified culture and engaged workforce poised to be a leader in its field.)
2. Developed a company-wide leadership development process through aggregating data from individual coaching, 360-degree feedback and focus group data. (The process helped integrate previously separate business units to leverage senior management capabilities across the global organization.)
3. For executives charged with managing multi-million-dollar contracts, developed leadership, strategic planning and business development competencies via a standardized client-focused business planning process. (With double-digit growth over five years, the firm found this template to be a cornerstone of business planning productivity and client retention.)

Types of Sherwood Coaching

There are several types of coaching assignments; their duration and process can be adapted to fit the needs and requirements of each client:

- **Executive Coaching** – generally a six-month process (described in detail below) for director level and above to support the transition to a new role/function/leadership position and strengthen leadership capabilities
- **On-boarding** – options include:
 - Full one-on-one coaching for six months, generally for the higher-level executives
 - Team leadership assimilation – in-depth interviews with team members and a one/two-day session to set and fine-tune team roles, responsibilities and objectives
- **Mid-level Coaching Forums** – small-group coaching for two/three months
- **Rapid Business Results Coaching** – targeted short-term coaching focused on a narrow objective, such as business planning, resiliency due to a major change, strategic thinking, etc.
- **Skills-based Coaching** – five/six short sessions over one/two months to strengthen presentation or communication skills

Sherwood's Best Practices and Client Promise

A summary of current literature finds that business today requires a leadership capability to manage complexity, foster innovation and reinvent customer relationships to stay competitive. (IBM Study – Capitalizing on Complexity)

The role of the executive coach and consultant to work with teams and individuals at all levels of the company is a more urgent need than ever. While trends such as globalization and competition have been evident over the past several decades, the most recent fundamental changes have led more than 50 percent of CEOs surveyed to recognize their own inability to apply old models to effective leadership.

This ongoing complexity has created a further emphasis in consulting and coaching and companies need to find partners that are capable of putting into place standards of excellence in their selection and measurement process.

Key best practices that are important to every coaching and consulting assignment we undertake can be summarized by these standards that we apply:

- **Every coach and consultant from Sherwood** is carefully vetted (see our selection process) and has the credentials as outlined in best practices.* All are committed to ongoing learning and continual collaboration with other professionals in the industry to provide excellence in their field.
- Every coaching and consulting engagement **starts with a written scope of the broad objectives** with envisioned outcomes tied to individual and business success. This written scope ensures clarity about the assignment and desired outcomes by the coachee or team, the client and other key stakeholders including the senior leader or human resources.
- **A confidential plan** is then **documented and tracked** with adjustments based on business realities with measureable results tied to individual and business outcomes recognized and celebrated. Broad outcomes are shared with the coachee's manager and team, and all discussions and **results of the feedback and other assessments are strictly confidential.**
- Coaching and consulting assignments need to **begin with the "end in mind"** and our coaches and consultants **hold one another accountable** for strengthening the coachee and team's ability to self-manage and continuously learn (rather than being dependent on the external provider).
- Leadership coaching **includes some form of 360 data** with in-depth interviews and/or assessment tools. Other instruments as applicable to the company culture and the situation are applied as required by the needs of the individual (rather than a one-size-fits-all approach).
- **Milestone meetings** are scheduled at **six-month intervals** (minimum) that include confidential documentation of progress against the plan with key components shared with the coachee's manager and other key stakeholders. These milestone meetings are critical to **determining progress, next steps and augment the initial plan as the roles/ responsibilities and the business climate change.**

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