

Don't try this alone.

Guiding executives through their most ambiguous challenges was already difficult and now, like a tsunami on top of a tidal wave, executives are being upended amid circumstances unlike any they have seen before, or may ever see again. But not all executives are similarly challenged. Seasoned veterans will draw from their experiences in prior crises to navigate this one. Others are less prepared.

These leaders face particularly high risk, and their performance right now is defining your organization's business and cultural viability. Sadly, DDI research shows that these leaders also happen to be the ones least likely to receive the support they need. For a host of reasons, they "go it alone" and attempt to lead through dizzying challenges with little to no guidance, putting your business, your culture, and your people at risk.

Identify At-Risk Assets:

Executives will be asked to balance a multitude of urgent issues that must be addressed in a thoughtful and expedient manner. Your most vulnerable executives may be required to:

- Stretch beyond the scope of their stated role
- Quickly transition into a new role
- Step into their first real executive position
- Lead a business-critical function through turmoil
- Sort through the ambiguity of a crisis

One or more of the above underscores your leaders' need for experienced feedback and development.



High-speed development to build strength amid ambiguity

Expert guidance during crisis moments can lead to lasting learning that permanently enhances executives' ability to:

- Respond shrewdly to complex dilemmas
- Maintain focus and operate with speed
- Build resilience – self, team, organization
- Avoid common leadership pitfalls
- Strengthen the leadership team
- Increase self-awareness at all executive levels



Pressure Point Development Rapid process including 3 segments, 2 hours each (5-8 weeks)

Pre-Coaching Executive Context Scan

- Summarize and synthesize background
- Discuss role expectations, challenges, personal motivations, and aspirations

Segment 1: You as an Executive

- What makes a Leader an Executive?
- Exploring Executive Challenges – the 4 Forces of Executive Pressure in your role

Segment 2: Establishing Pitfall Awareness

- Assessing primary risks, symptoms, frequent causes and remedies
- Implications for capabilities and potential over-use of strengths

Segment 3: Sustaining Your Effectiveness

- Avoiding Pitfalls through Executive Transition Catalysts
- Develop LEAF Plan - strategies to anticipate and mitigate likely challenges



L.E.A.F. Performance Plan

- Personalized action plan created by Participant and Coach
- Built around Learning targets, Experience needs, Application plans, and critical Feedback needed to sustain progress

Confronting the 4 Forces of Executive Pressure

- Sorting through the decision making pressures (e.g., competing signals, complex inputs, strategic focus) to simplify the field and crystallize business priorities.



- Taking stock of escalating people and team pressures (e.g., managing accountabilities, larger span of influence) to target leadership efforts at maximizing team effectiveness and engagement.

- Efficiently stepping back to identify ways to manage the individual pressures (e.g., confidence, stress, time to think) that can drain energy and erode personal effectiveness if not confronted.



- Scanning the organizational landscape to understand new network pressures (e.g., more stakeholders, politics, competing priorities) and how to strengthen one's alliances while executing on strategic priorities.

Anticipating the Common (and Avoidable) Executive Pitfalls



Tactical Obsession*

Remaining overly involved in operational or tactical activities

Symptoms:

- Involvement in "everything"
- Lack of initiative from team players
- Private frustration among strongest players
- Erosion of team capability
- Overload; fatigue



Passive Politics*

Accepting partnerships at face value, without effort to anticipate and positively influence stakeholders

Symptoms:

- Unexpected stakeholder resistance
- Difficulty overcoming performance obstacles
- Lack of advocacy for proposed plans or changes
- Superficial relationships with other executives

**Examples only. Development sessions include a review of the comprehensive list of Executive Pitfalls.*

FOR MORE INFORMATION ON EXECUTIVE SERVICES VISIT: www.ddiworld.com/solutions/executive-coaching

CONTACT: info@ddiworld.com or your DDI representative for next steps

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