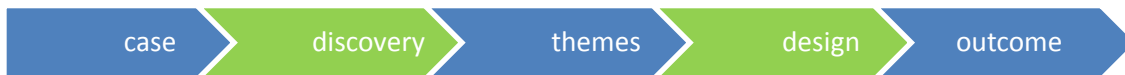


NetPhish

CEO Development: *Coaching*



Assessment

Case

NetPhish is a high technology firm that provides online business solutions to a broad segment of customers. Two years ago, the company promoted a manager from within to the position of CEO. The manager had not served in the CEO role before and had spent most of his career working in the trenches developing solutions that have garnered high praise in the industry. Mindshift Consulting was engaged to coach him in his new role and get him up to speed.

Discovery

Initial interviews with the CEO revealed a highly intelligent man who loves his work. He typically spent long hours working with his team members developing solutions. He described good relations with his current team, but had a limited understanding of the CEO role.

During his first two years in office, he continued his relations with the technical teams he knew well. He continued spending significant time in the trenches where he felt comfortable and appreciated. Unfortunately, the board of directors and management team had now developed concerns about his ability to lead the company. We assessed his insights and skills related to the role of CEO. We conducted interviews with management team members, board members, analysts, and others. The results indicated the following themes:

Themes

Insight

- improve insights around role of CEO
- improve insights separation among key roles
- change the nature of technical team relationships

Skills

- relationship building skills
- media-analyst relations skills
- CEO spokesperson role, external/internal

Motivation

- creating a shared company vision that motivates employees
- creating a strong and motivated management team
- modeling authentic, positive leadership

Critical Success Factors

- Commitment to a year of coaching minimum
- Commitment to acceptance of feedback
- Selection of one thing to improve, by the client

Engagement

Design

We began by co-creating *design principles*, statements that describe key requirements. Design principles serve to guide our work toward outcome goals. They include behavioral strategies*.

Design Principles

- determine personal motivation to change
- determine desire to do something differently
- instill trust in the process and commitment to the future*
- develop skills to inspire and motivate others and bring out their leadership qualities

Activities

After discussion of our assessment with the CEO and an agreement to move forward, we challenged his beliefs about what it means to be a CEO. We defined the elements of this key role and gained his buy-in on a personal development plan. We conducted interviews with the management team members, board members, analysts, and others. Plan elements:

- skills based assessment of insights, motivation and capabilities
- feed forward assessment and skills building
- management team building
- spokesperson, speaker training
- media and analyst relations training

Post Implementation

Outcome

The CEO of NetPhish committed substantial time and effort to his development as a CEO, effort that paid off. We helped to reinvent his image in the CEO role and to develop his management team as well. The board renewed its faith in him as the right choice for leading NetPhish in its next phase of development. The company is doing well.

Follow-Through & Next Steps

We are working with individual members of the management team to assess their development needs and ensure that they, and the CEO, have the capabilities to meet future leadership needs.