



## Helping Leaders Excel: ARC Leadership Associates is dedicated to helping leaders achieve their full potential and deliver superior business results.

At ARC, we personally understand the unique challenges and complexities facing executives. The principals at ARC have run businesses with bottom line accountability. We draw on our pragmatic, results-oriented business backgrounds, as well as expertise in psychology and executive coaching. Our goal is to help leaders and their teams reach new levels of accomplishment and success.

**Insight** *built on facts and feedback to highlight strengths and identify development areas for growth*

**Action** *through individual and team coaching against concrete objectives that drive improved performance*

**Results** *that are tangible, measurable and sustainable*

***“Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.”***

*Warren Bennis*

# Core Beliefs

At ARC Leadership Associates, we have five core beliefs...

1

## The best leaders grow and develop.

Continuous personal and professional growth is key for leaders to realize their full potential. A coaching relationship provides an objective and supportive environment that enables leaders to confidently translate new insights into action.

2

## Integrating leaders and their teams accelerates change.

When a leader grows but everything else in the system stays the same, change is especially challenging. Sustained change happens more readily and effectively when the entire team is integrated and engaged in the development process.

3

## Real change happens from the inside out.

Superficial change does not achieve lasting impact. We help leaders expand their understanding of their behaviors, values, and beliefs to create real and enduring change.

4

## Results matter.

Extraordinary leaders focus on results. Our approach is fact-based with an unwavering emphasis on practical business challenges and outcomes.

5

## Candor and confidentiality are essential.

Confidentiality empowers our clients to take risks, to challenge themselves, and to deepen their insight. A coaching relationship is one of the few places where leaders are told the truth. We are committed to being candid, direct, and empathic in service of our clients.

***“The thing always happens that you really believe in; and the belief in a thing makes it happen.”***

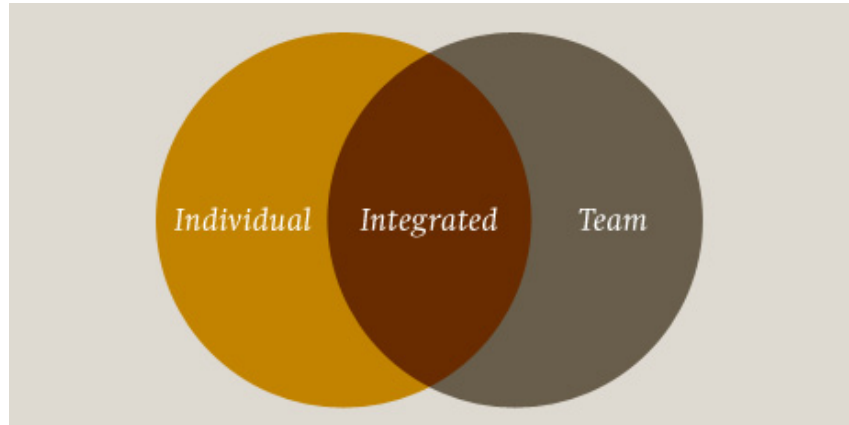
*Frank Lloyd Wright*

# Services

ARC Leadership Associates offers a variety of services to help increase leadership effectiveness and drive results. We work both on the individual and team levels. We also offer a powerful program that simultaneously integrates individual insights and group dynamics to accelerate and sustain positive change.

**“Great leaders are like the best conductors – they reach beyond the notes to reach the magic in the players.”**

*A. Glasgow*



## Individual

*Develops leadership skills and drives results*

## Integrated

*Creates accelerated change environment by integrating individual and team efforts*

## Team

*Maximizes team potential*

# Individual Executive Services

*Coaching: A focused relationship that sharpens an executive's leadership abilities and enhances performance*

**Personal Insight and Development**  
in a supportive confidential environment

**Resources, Tools  
and Short Cuts**  
to create and sustain  
positive change



**Objective  
Sounding Board**  
to clarify issues, brainstorm  
new solutions, and critically  
evaluate options

**Accountability**  
through identifying concrete goals and assessing progress

At ARC, we foster professional growth that delivers superior leadership, and in turn, superior performance. Depending on your needs, our process can be highly targeted or more comprehensive.

We begin by gathering facts on current performance and data on leadership style, motivations and values. The state-of-the-art assessment and feedback tools we use are tailored to your situation.

Our next step is to make this information meaningful and actionable. Going forward, we help you create and execute a concrete plan for positive change.

***“I always wanted to be somebody. I should have been more specific.”***

*Lily Tomlin*

(con't.)

## Individual Executive Services *(con't.)*

### Executive Coaching

Leaders who are established in their current roles and have a strong history of success are often striving for greater impact – a growth edge. We can work with leaders who are looking for that next level of performance to:

- *Provide them with 360 feedback and focused insight information*
- *Leverage their strengths*
- *Dial down overused strengths*
- *Develop underutilized talents*
- *Build capacity to handle a range of leadership situations*

Our coaching is conducted in a confidential one-to-one relationship. This confidentiality and support provides a safe space for our client to develop new skills and enhance performance.

### High Potential Coaching

High potential candidates slated for increased responsibility need to quickly expand their capabilities while achieving results. It is challenging to build skills while performing at the highest level. Our goal is to maximize our client's opportunity for success. We can accelerate a high potential leader's development by providing:

- *Feedback on performance in the current position*
- *A clear description of the future competencies needed*
- *A realistic and targeted action plan for development with milestones*
- *Focused support and a low risk setting to practice new skills and behaviors*

Our coaching helps a rising star address the many challenges accompanying a call for rapid growth. We serve as a thought partner to spark more robust and critical thinking as our client tackles new and more complex issues.

### Leadership Change Coaching

To excel in today's environment, leaders need to effectively drive large-scale transformation efforts. They also need to master their own ability to change. There is a unique set of stresses and challenges that leaders face in the throes of significant transitions. We can help executives who:

- *Enter a new cultural environment (e.g., a new division or functional area)*
- *Change job scope (e.g., an increase in number of employees or geography)*
- *Shift emphasis in focus (e.g., from operational to strategic)*
- *Lead merged cultures after an acquisition*

We work with our client to identify requirements for success and strategies for overcoming potential hurdles. Despite the inevitable roadblocks, we help our client stay grounded and focused on their goals.

*(con't.)*

## Individual Executive Services *(con't.)*

### Executive On-Boarding

Newly hired executives have a short ramp-up time to establish credibility, get results, and learn the business. An external ally can often speed the transition.

We are able to help leaders new to the organization:

- *Develop an objective view of the situation*
- *Identify cultural norms and the “unwritten rules”*
- *Align expectations up, down, and sideways*
- *Support shifts in behavior needed in the new environment*
- *Create an action plan with clear milestones for success*
- *Speed integration by working with their executive team*

We expedite our client’s ability to get early wins, understand the new landscape, and build confidence. We also serve as a personal sounding board for problem solving. Our goal is to help our client deliver greater value more quickly and thrive in their new setting.

# Assessments

ARC Leadership Associates uses “best-in-class” 360-degree feedback and leadership assessments. These assessments provide our clients with a fact-base that fosters insight and understanding around strengths, areas for development, work preferences, communication styles, values, potential stress responses, and interpersonal effectiveness. Below are some of our commonly used tools, although we are versed in working with a variety of others that clients might prefer.

## Team Management Systems®

This suite of tools is based upon the research of Dr. Charles Margerison and Dr. Dick McCann. Their studies identified and validated essential work functions that all high performance teams and individuals engage in to be successful. These instruments create a common language and focus that helps teams and individuals effectively discuss, plan, and execute against organizational, team, and individual goals.

## Leadership Versatility Index®

The Leadership Versatility Index (LVI) 360-degree feedback instrument is based upon the research of Robert Kaplan and Robert Kaiser. Effective leaders in today’s complex business environment must have the ability to wear many hats and play many roles, even contradictory ones. The LVI is uniquely designed to help leaders understand their repertoire of capabilities and how they can become more versatile leaders. By revealing how well rounded managers are and where they are out of balance, the LVI assessment clarifies the development path and the direction for expanded capability.

## Hogan Assessment Systems

Hogan’s portfolio of personality-based instruments developed by Dr. Robert Hogan provides insight into an individual’s competencies, motivators and drivers, leadership characteristics, and potential responses to high stress situations. These instruments help clients identify strengths they might leverage more effectively, blind spots or interpersonal strategies that might be counterproductive, and the type of work environment they might create for their teams (or the work environment they find most satisfying). Founded in 1987, Hogan is viewed as an innovative leader in the field with assessments that are extensively researched and validated.

*(con’t.)*

## Myers-Briggs Type Indicator® Step I and Step II

The Myers-Briggs Type Indicator (MBTI) has been researched and developed for more than 50 years and is translated into more than 30 languages. Based on the theories of Carl G. Jung and authored by Katherine Briggs and Isabel Myers, the MBTI helps clients understand their natural preferences in terms of directing their energy, gathering information, making decisions, and structuring their environment. This information enhances an individual's awareness about strengths and potential areas for growth as well as how to expand their style flexibility. The MBTI Step II adds richness and depth to the original model by providing more detailed nuances and individual differences within the 16 original types. MBTI Step II is also mapped to Lominger® competencies to facilitate focus for development and action planning.

## FIRO – B™

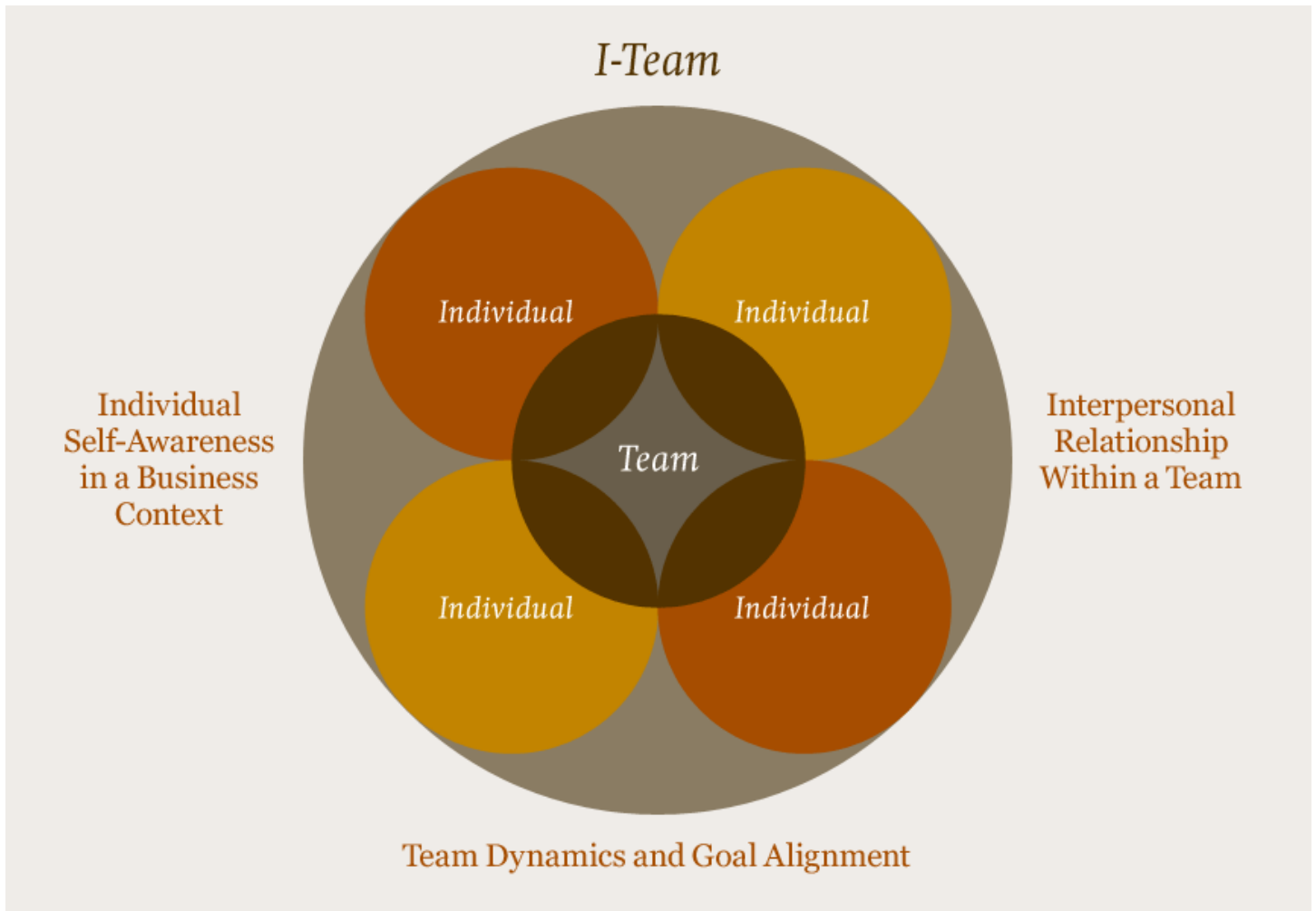
The Fundamental Interpersonal Relations Orientation-Behavior™ (FIRO-B™) is based on theories developed by William Schultz that focuses on how individuals are oriented to interpersonal relations. It looks at a snapshot of time and measures how much interaction a person wants in the areas of socializing, leadership and responsibilities, and close personal relations. It can help clients increase their understanding of how they handle interpersonal relationships, how others perceive them, and how they perceive others.

# Integrated Individual/Team Program

Real change happens most readily and powerfully when the leader and the team engage in the development process together. ARC's Integrated Individual/Team Program (I-Team) interlocks individual leadership coaching with team development to drive business results. This approach reinforces growth and reduces resistance to change.

***“All is connected...  
no one thing can  
change by itself.”***

*Paul Hawken*



We begin the I-Team program by gathering facts with assessments and interviews. The data is our foundation. It creates a snapshot at three levels: individual performance and insight, relationships between team members, and overall team effectiveness. We work with each individual to translate insights into goals and areas of opportunity. These goals drive individual action plans. We then integrate action plans at the team level to accelerate change and improve team performance. As the program concludes, we provide structures and tools that ensure ongoing accountability and sustained change.

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## Integrated Individual/Team Program *(con't.)*

The I-Team program includes:

- *Collection, analysis and summarization of all individual and team assessments*
- *Facilitation in individual and group sessions using feedback*
- *Individual and group action planning*
- *Tools and support for accountability*
- *Post program individual and group check-in at 3 months*
- *Pre and post evaluation metrics to evaluate success against stated goals*
- *Optional on-going team and individual coaching beyond initial program*

# Team Services

ARC Leadership Associates helps teams reach new levels of performance. Our approach is designed to fit your unique situation and needs. With a focus on the qualities that make great teams successful, we promote your team's ability to communicate openly and directly. We work with them to develop operating rules, clarify roles and responsibilities, align individual and team goals, and build trust. We also enable them to manage conflict productively. Our goal is to increase your team's effectiveness and improve results.

***“None of us is as smart as all of us.”***

*Ken Blanchard*

*Team Coaching: A group process that increases team effectiveness and improves results*

## **Roles & Responsibilities**

are clear, and enable both accountability and collaboration

## **Aligned Goals**

are defined, shared, and focused on results

## **Trust & Open Communication**

are well developed and practiced by all team members

## **Accountability & Process**

are owned by each individual and the team

## Team Performance Evaluation and Coaching

Team members often don't have a good sense of each other's style, strengths, and blind spots. We help your team understand these differences and collectively use this perspective to improve performance. We can work with your team to:

*(con't.)*

## Team Services *(con't.)*

- *Assess individual work styles and communication preferences*
- *Identify key benchmarks of high performance teams*
- *Map the group strengths and development opportunities*
- *Create an action plan that capitalizes on strengths, addresses gaps, and improves processes*
- *Establish accountability structures to support real change*
- *Determine metrics to evaluate performance*

## Issue Facilitation

Teams often disagree over issues or future direction. We focus on converting these challenging situations into a productive growth experience that moves your team forward. We can work with your team to:

- *Create an open and constructive forum to discuss issues*
- *Ensure all viewpoints are aired and fully understood*
- *Facilitate constructive evaluation of alternatives against goals*
- *Gain group buy-in for the decision/solution to ensure progress*

## Team Innovation

Teams can get stuck when charged with creating something new, expanding the range of options for a significant challenge, or creatively solving a tough problem. We serve as a kick-start to get your team “unstuck.” We can help your team:

- *Understand and clearly frame the problem or task*
- *Use developmental thinking techniques to approach the challenge from multiple angles*
- *Create a broad set of potential solutions*
- *Select and refine the best ideas*
- *Overcome possible obstacles and objections*
- *Build commitment around the idea/solution*

# Approach

ARC Leadership Associates customizes each individual or team engagement to meet your specific needs. The bedrock of our approach is a process that ensures client confidentiality and a focus on positive change. This process combines fact-based assessment, action planning, coaching to sustain change, and metrics to measure progress.

*“The first thing to do in life is to do with purpose what one proposes to do.”*

*Pablo Casals*

1

## Client Alignment

**Goal:**

An understanding of your company’s values, culture, our client’s role, and the business issues vital to the engagement’s success.

**Deliverable:**

An agreement among the key people involved – coach, client, boss, and other sponsors—as to goals, process, and expectations.

2

## Fact-Based Assessment

**Goal:**

A thorough understanding of our client’s strengths, blind spots, and development needs through leadership assessments and 360 feedback.

**Deliverable:**

A comprehensive “Current State” Summary that highlights strengths our client can leverage as well as opportunities for growth and improved performance.

3

## Feedback and Action Plan

**Goal:**

A collaborative process that creates insight and commitment to development.

**Deliverable:**

A personalized action plan for change built around “Desired State” goals that our client finds meaningful and relevant.

4

## Coaching and Support

**Goal:**

An ongoing coaching partnership to reinforce learning, foster accountability, and help our client stay focused on their “Desired State” goals.

**Deliverable:**

A noticeable change in our client’s performance and leadership.

5

## Progress Measurement

**Goal:**

An assessment of the engagement’s impact based on desired outcomes.

**Deliverable:**

A qualitative progress review and quantitative post-engagement measurement against stated goals

# About Us

Our success in helping leaders excel is grounded in our extensive line management experience, both in Fortune 100 companies and entrepreneurial start-ups. We blend this practical perspective with executive coaching and psychology expertise. Our approach to executive and team development is both business focused and insight based. We draw on our diverse and multi-disciplinary capabilities to match your particular needs. Our goal – real results and real change for you and your organization.

***“A good head  
and a good heart  
are always a  
formidable  
combination.”***

*Nelson Mandela*



## Mary Nelson

Mary Nelson offers her clients a unique blend of management experience and insight into executive development and behavioral change. She specializes in helping senior executives, high-potential managers and their teams create positive, sustainable change in performance.

With more than 20 years of experience in major corporations such as Kraft, Inc., Mobil Chemical Company and S.C. Johnson & Son, Inc., Mary has seen firsthand the profound impact of leadership on business success and employee engagement. Her informed and pragmatic approach to coaching clients grows out of her work as a marketing director in the United States and in Latin America. In addition, Mary has experience in entrepreneurial ventures, having served as owner and operator of her family’s specialty manufacturing company and as a board member for entrepreneurial firms.

Mary has a Master of Business Administration from the University of Chicago as well as a Master of Arts in Counseling Psychology from Northwestern University. She is a Licensed Clinical Professional Counselor. She has delivered workshops and training presentations on leadership development and the benefits of diversity to The Conference Board, The Society for Industrial Organizational Psychologists and numerous corporate audiences.



## Linda Balkin

Linda Balkin has a practical and insight driven approach to helping leaders and teams improve overall effectiveness and performance. She helps her client’s gain self awareness and identify clear development goals that create positive, lasting change. When working with senior and high potential leaders, she focuses on building capacity to drive results with greater authenticity and leadership versatility. With teams, she emphasizes accountability, transparent communication, and trust.

Linda’s expertise is grounded in 20 years of experience working with senior business leaders across multiple industries. She worked as the Director of Consulting Services at a healthcare information start-up, now Thomson Reuters Healthcare. As a business partner to her clients, she developed growth strategies that identified new service lines and revenue streams. She also helped client organizations build their strategic planning capabilities. Additionally, Linda

*(con’t.)*

## About Us *(con't.)*

served as a principle in two retained executive search firms: Witt/Kieffer, a leading firm specializing in healthcare and a boutique, general industry firm that focuses on rapid growth entrepreneurial organizations. Placing executive talent and building leadership teams provided her with an in-depth understanding of the key characteristics and capabilities that drive performance and make senior leaders successful.

Linda has an MBA from the Kellogg School of Management at Northwestern University and a BA from the University of Michigan. She is certified as a coach through the International Coaching Federation and The Coaches Training Institute. As a strong advocate of continuous growth and learning for leaders, Linda has delivered workshops and presentations to numerous corporate and Kellogg School of Management audiences.



## Fraser Clark

Fraser Clark is positioned to help leaders and teams take their performance to the next level given his strong line management experience. He has earned a reputation in the corporate world for successfully developing people to achieve results. His focus is on sustained professional growth for executives and the achievement of goal alignment, accountability and effective communication among teams.

Fraser offers his clients powerful pragmatic feedback derived from his extensive knowledge of business tools, approaches to team success and the realities of the executive suite – knowledge gained from over more than 20 years in the business world. As vice president of strategy and development at Kraft, Inc., Fraser headed many flagship consumer businesses as well as new product initiatives. He successfully led teams in strategic analysis, increasing innovation, and change management. In addition, he was co-founder and owner of a successful high-end custom-furniture retailer, Sawbridge Studios.

Fraser has a business degree from the University of Michigan and is a candidate for a Masters in Counseling Psychology at the Adler School of Professional Psychology. He has been a speaker on innovation and entrepreneurship at Northwestern University's Kellogg School of Management and at the University of Chicago School of Business.



## Sam Manoogian

Sam Manoogian is an independent consultant located in Greensboro, North Carolina working in the areas of executive coaching and leadership development and training. He has multiple organizational affiliations including ARC Leadership Associates, LLC, Executive Development Group, Leadership Forum Inc., and Kaplan DeVries, Inc. In addition, he has had either a fulltime or adjunct relationship with the Center for Creative Leadership, also based in Greensboro, North Carolina, since 1981.

*(con't.)*

## About Us *(con't.)*

Sam's expertise is in the areas of executive assessment, feedback, and coaching, as well as leadership training and development. He was the Chief Assessor at the Center for Creative Leadership from 1996 through 1999, during which time he managed, monitored, and governed the feedback process and the specialists who provide feedback and coaching services for the organization. In 1997, Sam was given the additional role of Director of the Awareness Program for Executive Excellence (APEX) where he directed a team of senior professional staff who provided top level executives with extensive assessment and coaching services designed to enhance self—awareness and leadership effectiveness. While at the Center for Creative Leadership, Sam co authored "Ongoing feedback: How to get it, how to use it." He has a 25 plus year history delivering leadership development related coaching with senior executives.

Sam Manoogian holds a Ph.D. in Clinical Psychology from St. Louis University and is a licensed psychologist in North Carolina.

# Resources

Our clients are always looking for ideas that keep them ahead of the competition. In the work of leadership development, there are tools that we at ARC Leadership Associates find helpful and use consistently with our clients. We offer a selection of those here for you to consider. We also invite you to let us know if there is a book or article that you have found helpful. Send your thoughts to us at [mpn@arcleadership.com](mailto:mpn@arcleadership.com).

***“Knowledge has to be improved, challenged, and increased constantly, or it vanishes.”***

*Peter Drucker*

## **The Real Reason People Won't Change**

Robert Kegan, Lisa Laskow Lahey

[http://cb.hbsp.harvard.edu/cb/web/product\\_detail.seam;jsessionid=581E182091F8966AA43D9940EDB5DAEB?R=R0110E-PDF-ENG&conversationId=414123&E=71169](http://cb.hbsp.harvard.edu/cb/web/product_detail.seam;jsessionid=581E182091F8966AA43D9940EDB5DAEB?R=R0110E-PDF-ENG&conversationId=414123&E=71169)

## **Manage Your Energy, Not Your Time**

Tony Schwartz, Catherine McCarthy

[http://cb.hbsp.harvard.edu/cb/web/product\\_detail.seam?R=R0710B-PDF-ENG&conversationId=414192&E=72722](http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?R=R0710B-PDF-ENG&conversationId=414192&E=72722)

## **Managing Authenticity: The Paradox of Great Leadership**

Rob Goffee, Gareth Jones

[http://cb.hbsp.harvard.edu/cb/web/product\\_detail.seam?R=R0512E-PDF-ENG&conversationId=414198&E=72181](http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?R=R0512E-PDF-ENG&conversationId=414198&E=72181)

## **Developing Versatile Leadership**

Robert E. Kaplan and Robert B. Kaiser

<http://sloanreview.mit.edu/the-magazine/articles/2003/summer/4444/developing-versatile-leadership/>

## **What Makes a Leader?**

Daniel Goleman

[http://cb.hbsp.harvard.edu/cb/web/product\\_detail.seam?R=R0401H-PDF-ENG&conversationId=414224&E=71770](http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?R=R0401H-PDF-ENG&conversationId=414224&E=71770)

## **Primal Leadership: The Hidden Driver of Great Performance**

Daniel Goleman, Richard Boyatzis, Annie McKee

[http://cb.hbsp.harvard.edu/cb/web/product\\_detail.seam?R=R0111C-PDF-ENG&conversationId=414261&E=71240](http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?R=R0111C-PDF-ENG&conversationId=414261&E=71240)

# Engagements

ARC Leadership Associates provides a broad range of services for both individuals and teams. Individual services include in-depth coaching to C-level executives, development coaching for high potential leaders, and on-boarding for leaders who are newly hired or new to their role.

Our team programs are tailored to our client's situation and challenges. We help launch new teams and support established teams to reach higher levels of performance. We can also integrate individual leader coaching with the team development process.

***“Both the journey and the destination are important. Don’t choose between them.”***

*Peter Block*

## **Example engagements include:**

### **In-depth Executive Coaching**

Delivered a comprehensive coaching program to a global chain supply leader at a **large global consumer packaged goods company**.

### **On-boarding – New to Company**

Accelerated the successful transition of a newly hired chief marketing officer for a **mid-sized publishing company**.

### **Large-scale Assessment Program with Targeted Coaching**

Provided assessments, action planning, and focused executive coaching for senior sales leaders across the country at a **medical distribution company**.

### **On-boarding – New to Role**

Provided executive coaching to a senior financial leader transitioning to a chief operating officer role at a **mid-sized financial company**.

### **Executive Coaching**

Delivered a coaching program to a vice president with P&L responsibility for a **global professional services firm**.

### **High Potential Coaching**

Delivered coaching to a senior leader taking on new responsibilities for a **leading Chicago non-profit organization**.

### **Executive Coaching – Team Engagement**

Provided executive coaching to help a general manager re-engage their regional team at a **Fortune 100 technology and manufacturing company**.

### **Team Development**

Designed and delivered a team effectiveness program for a leadership team at a **major Chicago academic institution**.

### **Integrated Individual/Team Development Program**

Delivered an integrated individual coaching and team development program for the owner/CEO and executive team at a small family-held manufacturing company.

*(con't.)*

## Engagements *(con't.)*

### **Team On-boarding**

Expedited the ramp-up of a newly formed cross-functional product development team at a large global industrial manufacturing company.

### **Team Development – Style and Communication Effectiveness**

Designed and delivered a work preference style and communication effectiveness program for a global pharmaceutical company.

# Case Study 1 : Individual Executive Coaching

## Organization

A manufacturing company generating \$1+ Billion in domestic and international sales

## The Situation

ARC Leadership Associates was engaged to help a recently hired VP Customer Care transform her 100+ employee organization, which was underperforming with respect to customer satisfaction and day-to-day operations.

In this fast paced and metric driven environment, the client had to work on multiple fronts to implement her strategy and deliver a culture shift. She first had to quickly determine the critical priorities. Our client then needed to gain buy-in from senior leaders and engage frontline employees. Additionally, her goal was to maintain her relationship oriented style while driving change—a challenging balancing act.

## Engagement Design and Objectives

ARC conducted a situation analysis consisting of 360° feedback interviews and a variety of leadership assessments, including the Hogan Leadership Forecast Series and MBTI Step II. We then collaborated with the client to develop goals and a twelve month action plan. Ongoing coaching continued over that timeframe to:

- *Provide a safe environment to think both strategically and tactically*
- *Leverage an objective sounding board to understand and navigate organizational challenges*
- *Support her ability to reframe problems and test out new ideas—evaluating risks and realities*
- *Build confidence in her decision-making and judgment*
- *Provide a guidepost for balancing her relationship-focused style with direct messaging when needed*
- *Track ongoing performance and accountability to the plan and make adjustments where appropriate*

(con't.)

## Case Study 1 *(con't.)*

### Results

- *After 18 months in her new role, the client successfully:*
- *Rebuilt the Customer Care organization through a new hiring process, staff training, and attracting strong management talent*
- *Established customer focused daily execution metrics to gain immediate actionable feedback on performance*
- *Improved the organization's rating from the worst in customer satisfaction to one of the top two in the industry*
- *Built relationships across the different business units*
- *Established credibility as a key strategic leader in the organization*

# Case Study 2 : Integrated Individual/Team Coaching (I-Team)

## Organization

A \$2+ billion division of an international industrial manufacturing company.

## The Situation

ARC Leadership Associates was engaged to work with two dedicated cross-functional teams and their new leaders. These teams were newly formed and for the first time, fully and jointly accountable for new product development. The teams were asked to:

- *Execute a new stage gate approach to product development*
- *Improve the overall product development process*
- *Ensure the timeliness of new product releases*
- *Tackle a new target market that had extensive and stringent testing protocols*

## Engagement Design and Objectives

ARC designed an integrated approach that addressed development for each individual team leader and for the freshly chartered new product teams.

For the team leaders, ARC's program incorporated individual assessments to foster insight on leadership style, motivation and values. Quantitative and qualitative 360° feedback provided additional performance information. The coach worked with the two team leaders to generate action plans. The plans focused on developing new leadership behaviors that would contribute to their success in the new role. Tools and resources for managing the team dynamics were also included.

For each team, ARC designed a full day offsite session to share the overall team profile and individual work style preferences within the team. In addition, the coach worked with the team to use this information to help establish operating guidelines, practice effective communication and information sharing, and structure a more rigorous approach to creative problem solving. Individual team members committed to specific areas of development in support of the team's overall goals during the session.

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## Case Study 2 *(con't.)*

# Results

While each team focused on slightly different objectives, both teams:

- *Increased their level of honesty and disclosure within the team*
- *Closed the gap on accountability problems by addressing critical communication issues*
- *Established mechanisms to provide systematic updates as to the team's progress*
- *Accelerated learning and avoided early, and potentially costly, pitfalls*
- *Created accountability structures to ensure the team delivered on its timelines and milestones*
- *Developed scorecards to consistently monitor progress*

# Contact Us



**Mary Nelson**  
mpn@arcleadership.com  
773.486.4328

**Linda Balkin**  
leb@arcleadership.com  
847.733.1811

**Fraser Clark**  
fsc@arcleadership.com  
773.549.5576

***“The most important thing a captain can do is to see the ship from the eyes of the crew.”***

*D. Michael Abrashoff*