

Using Assessments in Executive Coaching to Engineer Career Transformation

As a Strategic Leadership and Career Management Consultant, I advise senior executives on:

- how to manage their careers
- how to transform their careers and design a five-year plan
- how to transition from one position to another
- how to implement a reputation enhancement plan
- the need for assessing the impact of their leadership style
- what to look for when identifying their needs for developing a broader set of leadership competencies
- how to assess their leadership style in comparison to the leadership culture of their organization
- how to assess their organizational bench strength, etc.

I utilize a variety of assessment tools to help identify development needs and identify options for consideration in designing a five-year plan.

Using Assessment Instruments

One of the best assessment instruments I have used provides the individual with feedback on 22 Leadership Practices that provide a go-forward roadmap for developing a more strategic approach to leading their organizations. This is a self-report assessment that also has a 360 degree application.

I used this assessment in working with my client John. We used only the self-report assessment to help us identify why, in the previous 18 months, he had been passed over as the internal candidate of choice on 4 different promotional job postings. John was at a cross roads in his Fortune 200, \$13B corporation. He had achieved the senior director title, but had been stagnant at the same level job for more than three years.

What John found most intriguing was not the self assessment feedback information, but I also asked him to think about and to plot on a graph, where he thought the senior leadership team as a group would fall on each of the 22 Leadership Practices. As we talked about each practice, it became obvious that John's results and his 'guestimate' of where the senior leadership team would rank – were at almost polar opposites.

The identification of the gap between John's ranking and the senior leadership team's ranking provided the information we needed to make some decisions as to whether this would be an opportunity for a major turnaround in how John was perceived, or whether this was a sign to leave the organization.

Engineering a Career Turnaround

Our first step was to develop an external [Reputation Enhancement Matrix](#) strategy to repair John's image. Whether he decided to stay or to leave, this was a necessary step. Next we designed an [Influencer Contact Management Process](#) to ensure that John was

making substantive contact with key influencers. Concurrently, we implemented an external [Reputation Enhancement Matrix](#) strategy to capitalize on his “street creds” with industry influencers; we instituted a Boss/Peer/Subordinate Leadership Matrix to build on critical “get the job done” daily relationships and we designed a five-year career transformation plan.

The Career Transformation Strategy Results

As a result of attacking his career management needs on a number of fronts employing an aggressive strategic program, John received a promotion within the first three months of working with me. He received another promotion after one year and is identified as a mover and shaker by members of the senior leadership team. He is also identified as a recognized expert by external industry influencers and by his company’s major Fortune 20 customers.

John now has options to continue to move up in his current company or to consider another opportunity.

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