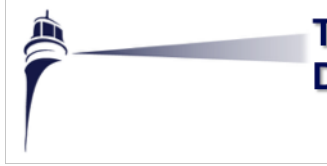


David Craig Utts



**Twenty Years
Developing Great Leaders**

EXECUTIVE ADVISORY PROGRAM

Applying a Proven Approach to Leadership Development That Leverages 20 Years of Experience and Results Achieved After Working With Hundreds of Executives From the Public, Nonprofit and Public Sectors.



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A DAY IN THE LIFE OF A SENIOR LEADER

The typical day for most senior executives involves:

The Rising Pressure to Consistently Generate Greater Value

As you rise in an organization, so do the expectations. While you thrive under pressure, at times, it can feel as if the whole world is on your shoulders. Consistent success becomes far more challenging in today's increasingly ambiguous and complex organizational climate. But it becomes far easier to achieve once you shift into a leadership mindset. This shift starts with discovering and trusting your authentic expression as a leader.

Dealing With Days Not Going According to Plan

You start most days with a plan yet more times than not your day finishes looking nothing like the plan. The key to being effective in today's fast-paced environment requires you to remain present, go with the flow while also making sure you are forwarding your core mission, objectives, and priorities.

Managing Up

You likely have to have regular conversations with the board or at the senior leader level in your organization. Being able to manage their expectations is central to your success. To do so requires you to understand deeply what they care most about so you can ensure you and your team are forwarding action in a way that aligns.

Inspiring Others

You also likely have a steady stream of staffers coming to you throughout the day to discuss projects, budgets, problems, opportunities and other issues. The key to forwarding action well involves orienting your team well to your expectations, inspiring them to take productive initiative and providing the necessary feedback that ensures momentum forward will continue.

Making Lots of Solid Decisions, Quickly!

Today's executive is responsible for making many decisions a day quickly. Doing so well requires that you can quickly find your center, are confident in yourself, trust your instincts and ability to forward momentum moment-by-moment.

Building Alignment in the Face of Competing Priorities

Dealing with conflict is part of managing many expectations. There will always be times when agendas are in conflict. For example, your team might have put in tons of effort to move an initiative forward when all of a sudden those above you decide to change the strategy. In such cases, you must serve the highest and best by learning how to traverse these waters. Dealing effectively with such conflict and competing agendas requires real savvy to ensure you maintain inspiration and collaboration as you generate outcomes that everyone can celebrate.

To succeed in all these areas requires that you:

- ♣ **Remain present and centered** in your confidence
- ♣ **Stay connected to and act from a vision that inspires you**
- ♣ **Focus on building a culture** that collaborates in order to create maximum value
- ♣ **Forward action** through your inspiration and influence
- ♣ **Build and sustain high value relationships** that deepen commitment and generate momentum
- ♣ **Get things done** in a way more effortlessly and that maximizes time.
- ♣ **Maintain the focus, energy and vitality required** to ensure your best performance

THE LEADERSHIP DEVELOPMENT DILEMMA:

Unfortunately, by the time most who are promoted into a senior position they have not embodied all of these skills. This is because most start their career with a single area of focus or expertise. And most executives are promoted because of their success applying some core competency. However, the emphasis on knowledge and the achievement one has had as an individual contributor does not necessarily prepare them for what they face as managers and leaders. The adage – ‘what got me here, will not get me there’ – applies.

You may have also had the good fortune of obtaining an MBA or advanced degree, and while such programs are strong at teaching strong business acumen and other technical knowledge, they typically do not prepare you to facilitate the leadership challenges above. You may have attended management training and executive seminars of all kinds to say nothing of webinars, boot camps, and other executive forums. You may be an avid reader, reading several business books each year or may listen to audio books. While all these learning experiences have merit and can produce powerful ah-ha moments – you have likely found it challenging to demonstrate the lessons learned from those resources while in the line of fire.

This is because you likely feel you do not have the luxury of time to integrate these lessons into a unified model that you can readily apply “on the ground” to move forward your key results. Engaging me through my executive advisory program will change this, allowing you to achieve a higher quality of results with greater ease.

WIDENING THE PATH TO LEADERSHIP

The truth is the development of strong leadership is not helped much by understanding concepts. The real foundation of an ever-deepening development of leadership involves:

- ♣ Gaining a clear understanding of what drives meaning and decision-making in human beings.
- ♣ Working to deepen your executive presence built on an ever-expanding self-awareness.
- ♣ Having a clear vision for your leadership and the value you most desire to create.
- ♣ Becoming active in building contexts that foster strong alignment and shared ownership with key stakeholders.
- ♣ Becoming masterful in leading and engaging authentic-courageous conversations so that you continuously build forward momentum and maintain accountability.
- ♣ Honestly reviewing your impact on others along with a willingness to try new approaches.

Again, it would be wonderful if we could merely read a book or take a workshop to be the answer, the change necessary to embody leadership does not happen by adding new information. The transformation one requires unfolds only when we become more self-aware, understand ourselves better, have a clarity of direction, are willing to let go of the things that get in our way and are prepared to act in integrity with our vision. The growth of a leader requires one to engage from purpose, to understand how they uniquely make decisions, take actions and accept feedback to improve continually. And all of this activates once we embrace an inner journey of discovery in which one gets clear on the kind of leader they desire to be as well as consciously articulating the kind of impact they wish to have.

This inner journey also calls on one to let go of habits of thinking and doing that no longer serve us. In other words, leadership cannot be developed using a cookie cutter approach that asks everyone to follow the same model or set of techniques. Developing, as a leader requires you to engage your unique expression and to bring forward your particular genius in service to the mission you are serving.

One of the powers of my executive advisory approach is that it provides a highly customized, just-in-time approach that supports the senior executive to be more present, understand principles that support bringing out their expression of leadership through their unique genius. Also, the just-in-time focus of coaching teaches the executive a process of reflection that will serve them the rest of their careers across all situations.

THE POWER OF EXECUTIVE COACHING IS PROVEN

High return on investment (ROI) research has proven that executive coaching has a powerful positive impact on significant organizational results. According to one 2009 study conducted by PricewaterhouseCoopers and Association Resource Centre Inc., companies that use or have used professional coaching for business reasons have seen a median return on investment of seven times their initial investment. Another famous study that has stood the test of time shows a 529% return on investment for executive coaching.

And while the ROI research has been consistently impressive, executive coaching may have an even more powerful, longer-term impact on the executive's well-being as well as the engagement of the workforce. Specifically:

- ✦ When an executive works with a seasoned executive coach, they tend to develop improved relationships with their direct reports, resulting in better retention thus saving replacement costs.
- ✦ A better relationship with the executive coachee's manager, resulting in more open conversations that happen during the coaching process.
- ✦ An improved culture and environment in the coachee's department resulting in increased engagement of the employees and therefore increasing productivity for the whole team.
- ✦ An overall reduction in stress in the executive being coached that supports overall health and well-being.

THE CONSCIOUS BUSINESS EXECUTIVE SYSTEM – TAKING EXECUTIVE DEVELOPMENT TO THE NEXT LEVEL



Over 20 years of experience engaging senior executives in coaching has led to the development of a proven system. The application of this system consistently expands leadership in my clients, improves their business results with far greater ease.

This system supports an executive in developing their awareness, learning and applying key principles that support their expression of leadership, gaining confidence in their unique leadership style, and having a measurable impact on measures determined at the outset of the coaching engagement.

During the engagement, you will learn to:

- ✦ Tap into and more fully engage the core power that lies in wait within you. In this part of the coaching process, we will revisit places in your life and career where you have already engaged this power and develop a strategy for consciously engaging it moving forward.
- ✦ Sharpen your vision through deep reflection. Most executives have not made the link between their desired impact and that expected outcomes they are to produce. During this process, this connection will be made for you, and this will sharpen your focus moving forward.
- ✦ Grow steel in your backbone so that you deepen the trust you have in yourself, your instincts and your vision.
- ✦ Build high-value relationships which enable you to understand the underpinning of relationships that supports you in growing your overall influence. The capacity to engage others more efficiently and will also assist you in building the necessary alignment with senior leaders, their teams, and other stakeholders.
- ✦ Foster a collaborative culture by gaining a better understanding for how you build organizational ownership and alignment around the vision, mission and key objectives.

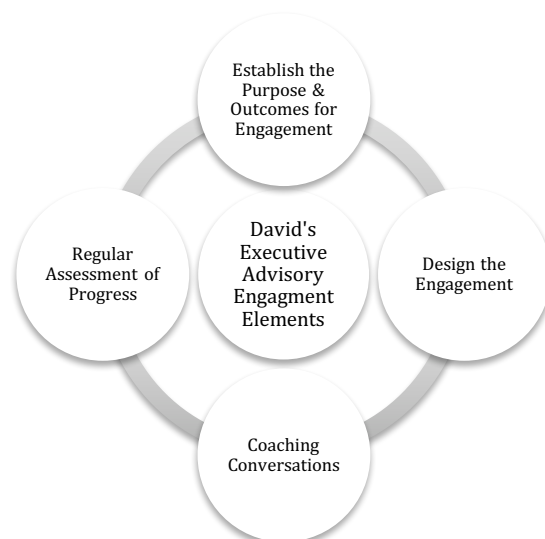
The Result of Combining Executive Coaching and The System is That You Will:

- ✦ Align your personal style with their role as a senior executive so that you can be both authentic and effective.
- ✦ Gain crystal clarity for both the vision for your organization and your vision for your leadership impact.
- ✦ Sharpen your focus and approach, so your energy forwards what is most important.
- ✦ Strengthen your team and the individual contributions of your direct reports.
- ✦ Enhance your ability to create alignment with others by broadening your influence skills and ability to have authentic, courageous conversations across various constituencies.
- ✦ Maximize your impact as a leader and ultimately generate new best practices that will deliver a whole new level of results.
- ✦ Find more space to live an integrated, fulfilling and well-rounded life.

We tailor each program around a clear purpose and set of objectives that are uniquely valuable to you and your organization. You will find Information about my results focused engagement process on the next page.

A PROCESS THAT FOCUSES ON RESULTS

I follow a rigorous process to ensure a return on investment as follows (described in more detail on the next page):



Process in more detail:

1. Setting the Outcomes

The first series of conversations are aimed at establishing a clear purpose and set of outcomes for your engagement. These outcomes will focus on building on strengths that support you and mitigating blind spots that get in the way of your most important results. The outcomes set for the engagement serves both as the anchor for the journey as well as provide the measures that determine the return on investment.

2. Designing the Engagement

Once we agree to results, I will design your engagement to ensure we will achieve them and this design will include some combination of:

- Regular coaching conversations that support and forward the engagement outcomes as well as share distinctions that will support you in upgrading your approach to leading.
- Scheduling opportunities for me to 'shadow' you during your day to get a better sense of your work, approach and team.
- Engaging in a 360° Leadership Assessment to provide feedback on the current state of your leadership effectiveness
- Using Style assessments to help you gain insights and further clarify your personal approach to leading
- Reflective practices and applications that support your learning, impact and the engagement outcomes.
- Pertinent reading and viewing of key videos that reinforce the principles I teach and you are applying.
- Providing practical consulting advice on specific business issues you may be facing.

3. The Engagement

This is heart of the process – the full engagement of the design. For the most part, this will occur through the coaching conversations mentioned above. It is suggested that these conversations happen, on average, once a week for about an hour. Learning assignments will also be given between conversations. These assignments will support you in either expanding your self-awareness or offer opportunities for you to try out new approaches to achieving your most important outcomes. As this flow of coaching and assignments unfolds the richness of the coaching conversations deepen and the executive takes on more ownership for directing his or her own growth.

4. Assessing Progress

If your coaching initiative has an internal sponsor, likely your manager, we will get together from time to time to assess progress. These conversations are also an opportunity to strengthen the relationship between your manager or sponsor and yourself.

MY PROMISES

- ♣ The engagement and the use of the Conscious Business Executive System will be fully tailored to support your key organizational and leadership development outcomes.
- ♣ The content of each conversation between us is private and confidential. Nothing will be shared outside of these conversations unless you authorize it.
- ♣ I value the responsibilities of an executive and their time. The design of their program will respect and maximize both. There will be a strong integration between the coaching conversations and the reality you are facing as an executive.
- ♣ I will always be respectful of your current approach to managing while being direct regarding any habits that are impeding your success. The goal is to build on your strengths and let go of anything that is hindering your greater success.
- ♣ If you fully engage in the process, I guarantee that the results will exceed your expectations as well of those of your organization.

THE EXECUTIVE'S RESPONSIBILITIES TO THE PROCESS

Learning and innovating is a central motivation for human beings. This central motivational force is often forgotten, as we grow older. One of the benefits our clients find as they engage in the coaching process is the rediscovery and appreciation for the learning process.

Given this, there are things you can do to maximize this opportunity and to ensure you will gain the most from the experience. These responsibilities include:

1. Communicating honestly about the situations you are facing as well as any concerns you have with your coach or the coaching process.
2. Being open to feedback and assistance from your coach as well as others in their organization.
3. Creating the time and energy to participate fully in the coaching program. This will involve making time for your coaching appointments as well as fully applying the suggested practices and assignments made by your coach to be completed between your coaching conversations.

CONCLUSION

This is a brief overview of the context, approach and shared responsibilities during an executive coaching engagement. The value for the engagement is generated through our initial conversations. These outcomes also drive the design for the engagement. The engagement happens mostly through a series of conversations and reflective practices that enable the executive to examine his or her mindset, approaches and habits to ensure they are fully supportive of their desired impact. The conversations are ultimately aimed at assisting the executive in making sound conscious choices about how to grow, forward and if necessary redesign your approach to managing your team and its outcomes.

PROFILE – DAVID CRAIG UTTS

EXPERIENCE AND PROFESSIONAL EXPERTISE



For over twenty years David Craig Utts has provided complete and proven systems for maximizing the success of CEOs, business owners, executive leaders and their teams (www.davidcraigutts.com). David combines 30 years of business background with knowledge in leadership, eastern philosophy, and recent breakthroughs in neuroscience to support his clients to:

- **Grow their impact as leaders.**
- **Sharpen and recover focus in a fast changing business environment.**
- **Strengthen their ability to influence.**
- **Build collaborative teams and work environments.**
- **Expand their capacity to innovate.**
- **Live a more integrated and well-rounded life.**

AMONG OTHER THINGS – DAVID’S BACKGROUND INCLUDES:

- Over 31 years of combine research and focus in business management, leadership development, eastern philosophy, and neuroscience.
- Over 26 years of experience in business working for a number of organizations in a cross section of industries.
- Over 18 Years of experience as business advisor and executive coach.
- Founder of *The Enlightened Leader Roundtable*, an executive advisory board that supports business leaders to grow their business as they expand their consciousness.
- Executive Director for Conscious Capitalism Central Maryland.
- Masters in Science in Organizational Development, *American University*.
- Master Certified Coach (MCC) through *the International Coach Federation* (ICF) since 1999.

Sampling of My Clients On The Next Page

Sampling of My Clients



ARTHUR ANDERSEN

