

**WEBSITE**

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**001 Home-Landing Page***[Landing Page]*

Achieve *Success* By Design  
Become the *Complete* Leader  
Build a *High-Performance* Team  
Embody Leadership *Inside & Out*

*[Body Copy]*

If you are committed to constant self-improvement in order to be more effective in producing measurable business results for your organization, **read on.**

If, on the other hand, you are not willing to engage in serious reflection and commit to change and growth as a leader, perhaps you are not yet ready for the success one can achieve with the guidance of E. Powers & Associates.

*[Home Page]*

E. Powers & Associates is a pioneering executive and leadership team coaching firm rich in experience at tailoring holistic engagements that address leadership, career, personal, stakeholders' and business objectives. Throughout her career, Dr. Esther Powers, aided by her team of experts, has been in demand by Fortune 500 companies to take recognized leadership acuity and potential and develop it into high-performance individuals and teams. The E. Powers process is Coaching for Results. It is a priceless tool for creating the *complete* leader. *Complete* leaders do not force their comfort style into every situation. They call on coaching to help them raise their deftness at all leadership styles so they can apply the appropriate style to the given situation. *Complete* leaders, who have been coached by E. Powers & Associates, understand that their accelerated growth has made them markedly more valuable to their organization.

Dr. Powers believes strongly that high-performance is a winning business strategy and it must be pursued with a plan. Dr. Powers designs your plan with you. She keeps you focused on your path. She asks powerful questions. She commits to you, pushes you, listens to you, counsels you, mentors you and energizes you. When she gives direction, it is based on a sound grasp of your unique business goals. Dr. Powers will unleash your best.

**002 The E. Powers Difference**

**Context is everything.** If executive coaching is to be truly valuable, it must address behavioral improvement within the context of producing bottom-line business results. Any leader or organization that expects a significant return on coaching investment must engage that rare, high caliber coach who comes equipped with a command of business strategy, interpersonal communication and organizational structure. Dr. Esther Powers is such a coach.

Because Dr. Powers has extensive business consulting experience that many coaches do not have, she...

- steers coachees in the direction of authentic leadership that can provide measurable solutions to business problems or opportunities.
- helps leaders focus and align their individual, team and organizational goals, and make the changes necessary to obtain both short- and long-term results.
- has the knowledge and wisdom to advise leaders on organizational matters.
- motivates leaders inside and out to become "Complete Leaders."
- builds "High-Performance" leadership teams that meet or exceed all key stakeholders' expectations.
- understands a leader's vision, thus creating a powerful target for full coaching engagement in the service of executing that vision.
- has great success in getting coachees and their teams to buy into implementation.

**Chemistry is essential.** Choose a coach with whom you feel you can have a productive rapport. That begins with respect of the coach's abilities and comfort with the coach's personality. Dr. Powers has long since earned the respect. Her personality has been described as centered and Zen-like, supplemented with a quiet intensity. She is insistent without being intimidating. Hers is a calming approach, but as soon as she sees something wrong - falling back into bad habits - she confronts it powerfully. This karate black belt will not let you get away with less than your best. You have to do the work, but she will empower you to do it. When a coachee puts their trust in Dr. Powers, she makes a commitment to always be there as a sounding board for advice and encouragement for life.

**Candor is critical.** Leaders will only discover their own path to completeness when they are made to take a hard look at themselves to see where improvement is required. Dr. Powers sees her role as one of an objective observer who must be very direct in giving on-the-spot feedback and guidance. She has often been told she was chosen because she is a "truth speaker." Expect the truth.

**Causality is the concern.** Any certified coach can patch up a symptom. Dr. Powers has the expertise to uncover and correct the root cause of the problem. Dr. Powers has a powerful tool kit to draw on to help reframe the way a coachee thinks about a situation thus causing them to feel and behave differently, rather than just mitigate the overlying gap. It is not enough, for example, to ask a coachee who overreacts to a situation to stop doing so. That person must first learn to think differently about the situation so as to prevent the nonproductive reaction in the first place. Typically, the multitude of adequately trained coaches are only taught to listen and ask probing questions that follow the "grow model" script: What are your goals? What is really happening? What are your opportunities? What are you going to do next? That may work well enough for personal coaching, but not for taking leaders to the next level.

**Credentials count.** Dr. Powers...

- earned a Ph.D. in Instructional Technology with a major in management from Georgia State University.

- served as president of the International Society for Performance Improvement (ISPI), a professional organization with over 13,000 members, and as a member of other executive boards.
- is a published author.
- uses The Birkman Method®

**Completeness calls for commitment.** Experience shows that the two most important ingredients needed to develop the “Complete Leader” are personal commitment to self-improvement and a determined coach. Dr. Powers will push you to leave your comfort zone and challenge you to take risks. She is committed to helping you grow during the engagement and then setting up mechanisms afterward to continue your growth into becoming an effective “Complete Leader.”

**Conversation with a colleague.** In a way, it truly is lonely at the top. Sometimes executives’ unique position leaves them with no one with whom to really talk. They feel like they can’t discuss certain concerns with managers, peers or direct reports. With Esther, they feel free to express their true thoughts and feelings. Those who bounce things off of Esther are helped by what comes back. She is a valued confidant who has been called a “jungle guide.”

**Consciousness is the journey’s end.** A desire to guide leaders to greater enlightenment inside and out is what drives all of Dr. Powers’ work. Dr. Powers will take you on a journey as far as you want to go towards becoming more fully evolved – what she refers to as fully conscious in her articles on Conscious Restructuring and Leadership. The impact of her holistic engagement is deep and lasting. It can be a life changing, career changing, team changing, even organization changing experience.

**Confidentiality is sacred.** You can count on complete discretion when working with E. Powers & Associates. No coaching discussions will ever be revealed, during the engagement or after, without express approval from the coachee.

### **003 Executive Coaching**

Everything in the business world is changing and changing fast. Leaders change or they get left behind. Breakthrough change leads to sustainable growth.

Growth reaps rewards. Always.

Change is a whole lot easier when you don’t have to do it alone. Having an experienced and objective coach to help elevate all your powers substantially increases your chances of being successful.

Dr. Esther Powers puts executives and managers on a focused path toward becoming fully conscious, complete leaders. She advises, instructs, trains, motivates and guides her coachees to a state of high performance where visions are fully realized.

Dr. Powers knows that every leader favors a particular style. Six main styles\* have been defined as: Coercive “Do what I tell you.”; Authoritative “Come with me.”; Affiliative “People come first.”; Democratic “What do you think?”; Pacesetter “Do as I do.”; and Coaching “Try this.” They all have their pros and cons depending on the situation. That is why great leaders, leaders who are complete, are proficient enough with all styles that they have evolved to a level of consciousness where they can intentionally select and adjust their behavior to the appropriate style. Dr. Powers fine tunes each leader’s comfort style and then strengthens his or her other situational-based approaches.

Dr. Powers also stresses the importance of being energized in all parts of your life. Consistent high-performance will not be achieved without personal and career satisfaction. The best leaders place themselves in the right environment or turn their environment into the right place. Dr. Powers possesses all the tools needed to help her coachee discover these where's and how's.

\*Daniel Goleman, Harvard Business Review, March 2000

## 004 Leadership Team Coaching

The goal of the many outweighs the goal of the one.

Your organizational success is predicated on effectively channeling individual team member's skills and goals into one unified specific business goal. Leadership team coaching establishes the collective vision and then optimizes the interdependent functioning of the combined diverse human elements. The team then becomes greater than the sum of each member individually and so too do the results. A team may have the needed skills in each of its members, but without behaving as a cohesive unit, they sub-optimize each member's strengths. The ultimate goal is to have a High Performance team, one that achieves its most critical goals and exceeds all stakeholders' expectations.

Any kind of team, whether it is senior management, sales or project-specific, benefits from coaching. Each team member also develops because they get individual feedback needed to grow as leaders. An E. Powers leadership team coaching engagement can be small or large, ranging from a Birkman Method® workshop to the Holy Grail – learning to become a High-Performance team.

E. Powers & Associates has decades of experience developing advanced techniques of building teams and customizing them for each organization's circumstances. Examples of situations that call for E. Powers & Associates' expertise include: periods of change, periods of crisis, leadership succession, new goal, merger and acquisition.

Through the process, E. Powers & Associates can help:

- clarify roles
- set accountability
- resolve conflict
- create the optimal mix of players and skills
- identify obstacles
- improve team communication and cooperation
- retain talent
- boost team satisfaction
- cultivate strategic thinking
- maximize resources
- raise confidence
- focus energy
- ensure cultural synergy and harmony

## 005 The E. Powers Team

*[Bios with pictures. Esther's bio is full on this page with links to associates full pages]*

When you engage the services of E. Powers & Associates, you are engaging the direct participation of Dr. Esther Powers herself through every phase of the process.

Dr. Powers has assembled an impressive team of internationally recognized coaching and consulting professionals to support her in providing the most productive engagement possible.

**ESTHER S. POWERS, PH.D.***Coach and Consultant*

Dr. Esther S. Powers truly loves her work. For more than 25 years, she has been defining what an executive coach can and should be. Her pioneering work in coaching leaders and teams to transform themselves and their businesses into high-performers made her an expert in change management and coaching before they were popular. Over the years, this industry thought leader has developed models for individual and organizational assessment, organizational change, human resource systems alignment, leader learning, business case methodology and evaluation, to move from an activities orientation to one of accountability and results. She continues to press the discipline's possibilities today.

Dr. Powers' clients range across industry sectors and demographics, from mid-sized companies to multiple Fortune 100 corporations. What they all have in common is improved financial performance, productivity, and customer and employee satisfaction. On aggregate, she has coached, consulted and managed organizational changes that increased bottom-line results by 20-50%.

Dr. Powers served as president of the International Society for Performance Improvement (ISPI), a professional organization with over 13,000 members. Before serving as president, she managed ISPI's international operations. She was a member of several other executive boards. Dr. Powers is a frequent contributor to business and professional journals.

Dr. Powers received her PH.D. in Instructional Technology with a major in management from Georgia State University. Her doctoral work focused on manager and leader assessment and organizational design. Her master's degree also came from Georgia State University. She earned her undergraduate degree at McGill University in Montreal. Dr. Powers is certified in The Birkman Method®.

A black belt in karate, Dr. Powers incorporates the skills she learned in martial arts into her programs to help her clients strategize, focus their energy and discipline themselves to consistently perform at their best.

**006 Clients**

The following sampling list of E. Powers & Associate's clients contains only those organizations that grant the use of their name.

E. Powers and Associates adheres to a strict zero-tolerance privacy policy. Confidentiality is paramount. No coaching discussions will ever be revealed, during the engagement or after, without express approval from the coachee.

- Atlanta Gas Light
- BellSouth
- Bella Cucina
- Bowman Consulting Group
- Bristol Myers Squibb
- Canada Life
- Champion International Paper
- ChoicePoint
- CIBA Vision
- Citibank
- Colonial Pipeline

- Cox Enterprises and its operating companies
- Delta Air Lines
- FAA
- Federal Home Loan Banks
- Fernbank Museum of Natural History
- Hillcrest Labs
- Institute of Nuclear Power Operations (INPO)
- Johnson and Johnson
- L3 Communications Display Systems
- L'Oreal
- MCI
- Mirant
- NCR
- Newbridge Networks
- Northside Hospital
- Ortho Pharmaceutical
- PDL
- SALIX Technologies, Inc.
- Sage Software
- Search Financial
- Southern Company and its operating companies
- SouthernLINC
- Stonier Graduate School of Banking
- The Home Depot
- The Weather Channel
- Tricon International
- Unilever
- Unisource World Wide
- United Technologies
- U.S. Office of Personnel Management
- Winter Construction

## 007 Speeches & Workshops

Often the issues affecting performance do not warrant a full scale coaching engagement. After applying the Powers Performance Improvement model (PPI), Dr. Powers may determine that your goals could be fully met by customizing a one-time workshop or presentation specifically for your team.

Every client's needs are assessed up front by the PPI. E. Powers & Associates then tailors all workshops and speeches by building a solution session around a known topic (*see subjects below*) or finding teachable moments through action learning. Nothing is canned or off-the-shelf.

Exciting, topics-based events begin with groundbreaking thinking by Dr. Powers.

Action learning sessions begin with a challenge or opportunity your team faces. From there, Dr. Powers has numerous tools that most coaches never employ to get audiences to look at problem solving from different angles.

You can be assured that the knowledge and skills participants gain from an E. Powers & Associates workshop will translate into measurable, on-the-job results.

Workshops can be presented in half-day, one-day, or two-day frames and can be scheduled monthly, bi-monthly, or quarterly.

### Individual Focus

**Assessing Your Personal Style:**

Gain insight into your strengths and challenges

**Developing Your Leadership Style:**

An approach to becoming a more effective leader

**Leading Change – Obtaining Wholehearted Cooperation:**

Capture the hearts and minds of your people for change initiatives that last

**Improving the Performance of Others:**

Getting others to contribute more to your vision

**ReBranding and ReCareering:**

Be prepared for your next step up

**Becoming an Effective Coach and Mentor:**

Learn techniques to help others develop and grow

**Building Bridges and Scaling Walls:**

Your guide to effective interpersonal communication

**Creative Listening:**

Implement real-life improvements in business or personal relationships

**Negotiating for Win/Win:**

Create mutually beneficial situations

**Evaluating the CEO:**

Using objective assessments along with good intuition to assure quality leadership

**Using Martial Arts to Increase Your Personal Power:**

Defining power and how to use it

**The Transition from "Board Chair-Elect" to "Board Chair":**

Techniques for assuming full authority over organizations

**Organizational Focus****Success by Design: Creating the Right Organization:**

Learn how to design results into your organization

**Creating a Vision:** The Whys, Whats, and Hows of leading your organization into the future

**Employee Retention:** Find better ways to keep your employees without having to pay an arm and a leg to do so

**Thinking Strategically:** Getting out of the box to turn your vision into a viable reality

**Improving Services to Internal Customers:**

Creating great customer service while learning how to say "no" in a way that doesn't harm the relationship

**Reviving Organizational Energy:** what to do after restructuring

**Creating Competitive Advantage through People:** Generating profit through people

**Intervening in Organizations -- The Politics of Change:**

Using power and influence to make change happen

**Strategic Alignment -- A Winning Hand:**

From organizational vision to individual goals and results

**Telling the Truth about Leading Change:**

Fostering commitment to an evolving organization

**Building Learning Organizations:**

Creating growth through continuous learning

**Getting the Right People Doing the Right Things:**

You have the right organization design; now build it

**Restructuring for Results:**

How to restructure while maintaining commitment

**Accelerating Performance -- Getting New Executives on Board:**

Using assimilation to make your investment pay off

**Using Power Tools:**

Understanding and improving your business processes

**Building Effective Teams:**

Harnessing the energy of the group to get results

**How to Stay Competitive by Keeping the Best:**

Retaining employees by creating a place people want to work

**Developing Learning Strategies:**

Deploying appropriate methods for effective learning

**Organizing the Non-Profit Board of Directors:**

Providing key regulatory and best practice guidelines for starting new organizations and reconstituting existing boards

**Board and Administrative Duties:**

Helping organizations decide who does what at the governance and administrative level

**The CEO and the Board Chair:**

Assuring the best relationship for the most productive management

**Managing the Board Meeting Agenda:**

Techniques for productive meetings and decisions

**Dealing with Conflict between Board Members:**

Keeping peace in the board room while encouraging debate

**Finding New Leadership:**

Designing succession plans to assure institutional continuity and reinvigoration

**0031 Time For A Coach**

You will benefit from coaching.

E. Powers & Associates can make that declaration because even the most successful executives could use some help upping their game to stay on top of the game. In fact, the good times are the best time to get coached. There are numerous other times to call in the coach:

- You have been identified as a high-potential future leader but you need to sharpen your skills.
- You have been promoted to a management level position without receiving much guidance on how to manage. You were given the opportunity because of your inspired performance. Now you must inspire others.
- You could use some assistance in formulating your vision and getting your team to buy into it. "Leadership is getting others to want to do something you are convinced needs to be done."\*
- You need help discovering your own path and clarifying career goals.
- You're not sure how best to navigate the internal politics of your organization.
- You want to "fit in" better with the organization's culture.
- You have to find a better work/life balance.
- You need to hone your interpersonal communication skills.
- You feel your career has plateaued.
- You must learn to be both transactional and transformational.
- You are experiencing a period of dramatic change.
- You are looking for new ways to attack old problems.
- You do not connect with a new generation of employees whose work ethic and values are different from yours.
- You possess a fierce desire to learn and grow.
- You need to address behavioral issues (Coaching is not therapy. Dr. Powers is trained to recognize when an issue warrants bringing in one of her professional mental health colleagues.)

\* Vance Packard, *The Pyramid Climbers*



You can use your coach as:

- A confidant for unburdening fears, frustrations and feelings
- An advisor in specific situations
- A fresh perspective on your business
- A mirror
- An objective sounding board
- A participant in problem solving
- A source of models and processes
- An aid in accountability and achieving timelines
- A tough questioner
- An empathetic listener
- A guide to being open to seeing things differently
- An equal with whom to talk about what really matters

### **0032 The E. Powers Process**

The E. Powers Process is a proven methodology that has been refined over decades of pioneering work in the field of individual and team leadership development. It provides leaders with the support they need to make the changes required for their individual and organizational success. After following the E. Powers Process, they can implement the process with others and multiply its effects, creating an organization that models behaviors and produces results.

#### **Assessment**

The E. Powers Process begins by determining where you are and where you want to be in the context of your business imperatives and the critical competencies you need to sustain business growth and achieve a competitive advantage in your market. Your interpretations of problems or opportunities are identified, as are your desired outcomes. Time is spent building the foundation of a trusting coaching relationship. The roles of all those involved in the coaching process – coach, coachee, manager, direct reports, sponsor, and peers – are laid out. Specific measures are agreed upon at this time.

This phase of the process entails conducting an extensive battery of individual assessment instruments, including measures of behaviors, decision-making, communication, leadership skills, management style and their impact on performance. These assessments highlight leadership strengths to build on and identify areas for improvement. When the data from the assessments is incorporated into current metrics for your organization, a plan targeted at specific needs can be developed.

Key assessments typically include:

- The Birkman Method® – a multi-dimensional and comprehensive analysis that gives unique insights into five major perspectives: usual behavior, underlying needs, stress behaviors, interests and professional strengths. It provides critical answers to how and why people lead, learn, think, decide, and relate to others.
- Interviews and/or focus groups with sponsor, managers, peers, direct reports, team members, HR representatives, customers, and suppliers as appropriate (some of them will be enlisted to help monitor progress and provide suggestions both during and after the coaching engagement)
- 360 degree leadership surveys
- An in-depth interview with you to establish motivation and commitment to improve performance, as well as meeting individual objectives and contributions to business results
- Observation

- ▲ At the end of this phase, you will begin to have a sense of self-awareness about your feelings, behaviors and drivers and those of the people with whom you interact. You will understand your strengths and shortcomings, your leadership style and how you are perceived by stakeholders. These findings will determine what environmental support is needed. Original goals may be adjusted. You will begin to accept the need, limits and possibilities for change.

## **Coaching**

Personalized plans are executed based on strengths, development opportunities, and personality preferences revealed by analysis of the assessments. You will be guided to focus on those critical behaviors that will provide the most improvement in performance. Out of that focus, a personal action plan takes shape. The personal action plan links individual goals and performance with organizational objectives and results. Highly interactive sessions utilize a variety of tools such as 360° feedback and "teachable moments" that come up during action learning.

Coaching activities include:

- Regularly scheduled one-on-one coaching sessions
- Participating in related workshops and other educational and awareness building experiences
- Implementing new leadership strategies and tactics
- Getting facilitated feedback from those you trust
- Creating a vision
- Practicing new skills and behaviors
- Working with your team(s) to help them provide support during behavior change
- Video taping to provide a mirror of performance
- Educational assignments to provide a context for behavior change
- Observation at selected key meetings and presentations

## **Measurement and Monitoring**

Throughout the coaching process, there is continuous monitoring of progress in the coaching objectives and your business objectives. The feedback team enlisted in the assessment phase provides feedback on a regular basis. This benefits peers in the organization, too. Coaching is infectious and can change the organization's culture for the better. Depending on the feedback and suggestions, you will adjust your personal action plan. After a period of time, you'll repeat some of the activities performed in the first assessment to measure the change in behavior. The success of your action plan will be measured against hard business metrics.

At a predetermined time, coach/coachee interaction will wind down and coaching will be transferred to coaches within your organization. They will continue to support you. E. Powers & Associates will provide a final report, which includes a plan for your continuous improvement. If requested, E. Powers & Associates can continue to provide support through telephone or occasional face-to-face meetings.

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## **Focus & The E. Powers Process**

You are busy. You think you can't afford to take the time for coaching. The reality is, however, busy executives become much more efficient after coaching because of the increased focus they gain.

The E. Powers Process places a great deal of focus on focus. Coaching within the process focuses on the future, not the past. ("What can you do going forward to improve?" rather than "What did you do wrong before?") You can learn to harness and focus energy.

Dr. Powers is a black belt in karate. She practices Chi Gong, Yoga and many other forms of meditation. She applies techniques that work in these arts in her coaching practice. They play an integral part in her coaching success and the successful results her coaching brings to executives and organizations.

Examples of benefits from Focusing techniques include:

- Disciplining your mind and habits by eliminating distractions
- Learning patience and how to be in the Zen zone
- Increasing your energy level
- Becoming mentally and emotionally stronger
- Being intentional about what you say and do
- Being a better team player
- Handling conflict
- Providing a release of emotions (like venting) so you can be more productive afterwards
- Becoming more adaptable to change
- Developing a stronger presence
- Communicating in a way that shows respect for others
- Learning to take more risks
- Learning to be humble

Coaching pays off.

- The monetized Return On Investment in executive coaching has been shown to average 570%.\*
- When training is combined with coaching, productivity increases 88% vs. only 22% without coaching.\*\*
- 93% of coached executives would recommend coaching.\*
- 74% of stakeholders were "very satisfied" or "extremely satisfied."\*

*\* Comprehensive study of 100 executives receiving executive coaching between 1996 and 2000 conducted by Manchester Inc., a career management consulting firm specializing in organizational effectiveness.*

*"Maximizing the Impact of Executive Coaching: Behavioral Change, Organizational Outcomes and Return on Investment." Joy McGovern, et al. The Manchester Review. Volume 6, Number 1, 2001.*

*\*\*International Personnel Management Association survey*

Coaching provides tangible business value.\*\*\*

Improved Productivity, Quality, Organizational Strength, Talent Retention, Customer Service, Customer Satisfaction, Cost Reductions, Bottom Line Profitability

*\*\*\* Controlled empirical trials cannot be devised to isolate coaching impact and completely eliminate all other business factors from source of bottom line increases in proving a direct correlation between coaching and financial results.*

Coaching provides intangible performance value.

Improved managerial and leadership effectiveness, teamwork, commitment to vision, communication, conflict resolution, self-awareness, self-management, self-confidence, job satisfaction, work/life balance, relationships with direct reports, supervisors, customers and peers

Dr. Powers always performs qualitative progress analysis from each coaching engagement. She is then able to apply quantifiable success metrics in order to extrapolate monetized

business results. E. Powers & Associates' case studies demonstrate coaching ROI that can reach into the millions of dollars.

E. Powers & Associates ROI measurement methodology incorporates:

- self-assessment by coachee or team regarding behavior change, increased motivation/satisfaction/energy etc, improved team work, and business results
- interviews, surveys and feedback before and during a coaching intervention
- subjective team measurement in light of improved leadership
- culture studies to verify improvement in trust and retention
- intermediate measurement processes like financial, operating, HR and IT

## **0034 Rebranding & ReCareering**

### **ReBranding**

There are a number of important questions that every executive and manager should periodically be asking of himself or herself: How am I perceived professionally? How do I want to be perceived professionally? What brand am I presenting?

That's right, you are a brand. Just like the product your company promotes, you have a unique identity and value proposition that you are constantly marketing. It is being communicated in everything you say and do. The moment you sense your brand becoming tired or stale is the time for rebranding.

Rebranding is E. Powers & Associates' holistic coaching process of keeping your story vital and compelling to those you work with and those with whom you wish to work. E. Powers rebranding primarily consists of a guided self-exploration of the authentic true you. The approach will reveal your passions, your strengths and your gaps as they really are. You will see where you are and where you want to be professionally and personally. It can be an exciting journey of discovering a dynamic new you.

You are too close to you to uncover the real you. For it to be an honest, objective inward evaluation, you will want the wise and comforting guidance of Dr. Powers to lead you to all the right answers. Her trusting bond and experience will prove invaluable.

### **ReCareering**

Another important question you should be asking yourself periodically is, "What next?"

Once your brand has been established, you are always prepared for any new opportunity.

Sometimes opportunity knocks when you plan it and sometimes it knocks at unanticipated or unwelcome times. ReCareering is transition coaching that helps you navigate the twists and turns that assuredly lie ahead for your professional life. E. Powers & Associates works with you to design and execute a concentrated campaign to proactively chart a new course for the next exciting phase of your career. That action plan could mean making your dream career a reality. Dr. Powers supports your entire transformation, from uncovering your deepest felt vision for your professional and personal future to strategizing to networking to setting up interviews to negotiating a contract. Along the way, Dr. Powers listens, provides inspiration, challenges your assumptions, eliminates self-doubts, removes obstacles and keeps you focused on your authentic vision.

## **0041 High-Performance Teambuilding**

*[include High-Performance Team graph on this page]*

Dr. Powers can sort out any coaching issue faced by leadership teams, but the greatest value of E. Powers & Associates' expertise is fully realized in turning teams into High-Performance Teams.

The High-Performance Team is E. Powers & Associates' model for the leadership team that meets or exceeds the return on investment targets of all shareholders. It produces products or services that win customers. It creates a culture that attracts and retains top talent.

Collective dedication to the organizational vision and the bottom-line is what separates the High-Performance Teams from ordinary teams. The functioning of High-Performance Teams is based on commitment as opposed to the functioning of traditional teams, which is based on compliance. Team members of traditional organizations rely on exact descriptions of tasks. They are rewarded for performance of these exact tasks and punished for non-compliance.

High-Performers elevate themselves by understanding the big picture of why results are important and being aware of the impact of those results on the organization's future.

High-Performance Teams can be identified by:

- Superior unity
- Clear, yet flexible grasp of members' roles
- Shared accountability
- Unwavering trust
- Keen decision making and problem solving
- Information sharing
- Satisfaction derived from work
- Eliminated steps
- Eliminated delays and bottlenecks
- Eliminated redundancies
- Added customer value
- Innovation
- Initiative
- Adaptation
- Action, not reaction
- Urgency
- High energy and motivation
- Healthy, reliable communication
- Continuous training and development

## **0051 Kathleen Mercker**

### **KATHLEEN MERCKER, M.A., M.C.C.**

*Master Certified Coach and ICF Credentialing*

Kathleen Mercker is considered a coach's coach. In addition to being a Master Certified Coach herself for more than 15 years, Kathleen participates in numerous professional coaching associations. She is the founding Director of the *Strategic Executive Coaching Alliance (SECA)* - an accredited coach-training program for the *International Coach Federation (ICF)*. She sits on the *ICF Credentialing Committee*, engaging in corporate and global coach certification initiatives. She is the founder of the *Atlanta Coaching Alliance*. Beyond Atlanta, Kathleen has coached or trained other coaches in Brazil, Portugal, Germany, Netherlands, Sweden, Belgium and Italy.

In 1999, Kathleen was honored as one of Georgia's 100 Most Powerful Women in Women Looking Ahead Magazine.

Prior to becoming a master coach, Kathleen developed her vision of complete leadership over 26 years as an executive in the United States Air Force, attaining rank of Colonel. Her international assignment highlights include: Europe during Gulf War 1991-92, with a key NATO logistics role for the US and prior assignments in Japan and the Philippines. She was a Professor of Strategic Leadership and Economic Defense at the Air War College.

Kathleen has graduate degrees in management and strategic leadership from the Industrial College of the Armed Forces. She has an undergraduate degree in psychology from State University of New York and an MA in Business from Webster College. Her many assessment tool certifications include The Birkman Method® and Personnel Decisions International 360 Instruments.

**0052 Jerry Dibble****JERRY DIBBLE, MBA, PH.D.***Consultant*

Dr. Jerry Dibble has over 20 years of consulting experience with technology- and engineering-driven corporations, professional services firms and manufacturers of consumer products. Jerry specializes in strategy formation and strategic alignment, team building, organizational and interpersonal communication, organizational design, conflict management and workforce productivity. Jerry represents E. Powers & Associates as the consultant lead on the west coast. A detail oriented professional, Jerry leads the organization redesign projects. He also facilitates and prepares a great deal of the materials used in E. Powers & Associates workshops.

Business periodicals including Fortune and The Wall Street Journal often turn to Jerry for quotes on areas of his expertise. He is a frequent guest on radio talk shows and is in demand as a speaker at conferences and seminars. He has published a book entitled *Communication Skills and Strategies: Guidelines for Managers at Work*.

In 1990, the Atlanta Chapter of the International Association of Business Communicators named Jerry "Communicator of the Year." Jerry is a member of the American Management Association and the Association for Business Communication.

Jerry's consulting work at E. Powers & Associates has been built on a solid foundation of experience as a vice president with a nationally recognized change management consulting firm, an Associate Professor of Business Administration at Georgia State University and a product manager with a multinational industrial equipment firm.

Jerry holds a Ph.D. from Stanford University, an MBA from Georgia State University and a degree in electrical engineering from Purdue University.

**0043 Michelle Matthews****MICHELLE L. MATTHEWS***Consultant and Coach*

Michelle L. Matthews is a creative, results-oriented, business consultant and executive coach with over 20 years of experience with Fortune 500, educational and nonprofit organizations. Michelle has an established reputation for helping organizations and individuals implement strategic change to improve performance. She is a strong communicator and thorough planner with a successful track record developing effective executive leaders and management teams.

Michelle's principal competencies include:

- Organizational design and development
- Organization change strategy and implementation
- Assessing and improving leadership performance

- Process and project consultation and facilitation
- Strategic formulation and implementation
- HR systems design

As a leading authority on adapting to changing environments, Michelle has been featured in *The Wall Street Journal*, *Black Enterprise*, *Emerging Business*, and *Smart Money*. She was also the author of a monthly column for the *Atlanta Tribune* magazine titled, "Performance Zone" that provides leadership strategies for success. She also appeared as a guest on the *CNNfn* program, "Your Money" as an expert on leadership and change.

Prior to working with E. Powers & Associates, Michelle's superior performance at IBM, KPMG, and Accenture garnered her countless awards and recognitions. In addition to increasing the productivity of several companies, her leadership helped to earn over \$2 million in profits for a major beverage distributor.

Michelle is a member of the American Society for Training and Development (ASTD). She is also a board member for the Georgia Partnership for Excellence in Education (GPEE).

Michelle is a Summa Cum Laude graduate of Spelman College with a degree in Economics.

## **0054 Tom Redman**

**Dr. THOMAS REDMON, ED.D., CAE**  
*Consultant and Coach*

Dr. Thomas Redmon specializes in non-profit governance training, assessment and evaluation; executive and board chair mentoring; and analyzing and interpreting assessment results to help match executive strengths with organizational styles.

A frequently quoted contributor to professional journals, Tom is a sought after speaker on certification, governance boards and organizational ethics. He has a varied and extensive background that includes over 35 years of experience with educational research organizations and associations.

Tom began his professional career with the College Entrance Exam Board and the Southern Regional Education Board in Atlanta and New York. Tom went on to serve for 21 years as President and CEO of the Southern Association of Independent Schools, providing training and professional development for CEOs and trustees at independent private schools across 11 southern states and Latin America. He holds the status of Certified Association Executive with the American Society of Association Executives and serves on governance boards in Atlanta and nationally.

Following academic preparation at Duke, Boston University, and the University of Georgia, his post-doctoral work at Harvard University in the field of adult education and life-long learning for professionals focused on executive management styles in not-for-profit organizations. Tom is certified in The Birkman Method®.



**0061 Case Studies**

These case studies from the work of E. Powers & Associates have redacted any reference to the name, sex, or organization in order to ensure privacy.

E. Powers and Associates adheres to a strict zero-tolerance privacy policy. Confidentiality is paramount. No coaching discussions will ever be revealed, during the engagement or after, without express approval from the coachee.

**New Director Hire Adapting To Company Culture****Situation**

This Fortune 500 company hired a new *[Director]* who brought behaviors that were contrary to its culture. These behaviors were not only acceptable, but also desirable, at *[Director's]* previous company located in another part of the country. After being with the company for some time, *[Director]* continued to have difficulty fitting in. A team survey showed that *[Director]* was not collaborative, was hard to connect with, and had a communication style that needed polishing for presentations.

**Opportunity**

Fortunately, *[Director]* was self-aware of the difficulty in fitting in. *[Director]* was also motivated to work on performance management skills.

**Strengths**

- Candid, highly intelligent, strategic and creative
- Kind, empathetic, high moral values
- Business understanding, talented staff building, use of financial analysis

**Challenges**

- Strength of being introverted unrealized
- Outspoken, often disagreed even with manager
- Did not suffer fools well, high moral standards with unrealistic expectations of others' performance

**The Powers Process highlights**

- Conducted orientation session and background exploration
- Profiled *[Director]* with The Birkman Method® assessment
- Compared The Birkman Method® assessment with manager's to see the differences and work on understanding each other better
- Studied past assessments and reviews
- Interviewed manager, peers, some direct reports
- Wrote report of the interviews in such a way as to hold up a mirror to *[Director]* and motivate change
- Held eight sessions along with phone calls and emails
- Created a personal action plan and attended the meeting when *[Director]* presented it to the manager
- Measured the improvement through an online survey of the desired behavioral changes

**Results**

- *[Director]* built on the strengths of an introvert and used candor more productively.
- A survey showed that *[Director]* was more collaborative, more relevant in communications and able to build a broader and stronger network.
- *[Director]* improved performance management and career development skills.  
The results of the Internet survey showed that the manager and leadership team recognized *[Director]* had improved in all areas.
- *[Director]* improved managing up skills.
- The manager was able to rely on *[Director]* more heavily.
- *[Director]* extended the coaching engagement in order to maintain new behaviors.
- EPA worked with this team afterwards as well.

**VP Career Change****Situation**

*[Vice President]* had been with this global Fortune 500 company for twenty years. *[VP]* had an idea to start a business. It involved providing the same kind of services as *[VP's]* department did. *[VP]* wanted to keep the

company as a client. [VP] believed the “powers that be” had support for this idea. [VP] made a presentation to upper management, but was turned down. [VP] became demoralized and unmotivated. A major hurdle for starting the business was that [VP] was the only breadwinner for the family and could not afford to take a chance on the business without funding. EPA was hired with the understanding that VP would either reenergize in current role or had their full support in leaving.

**Goals**

- Re-engage and stay committed to the corporation while exploring next career step
- Create a career path
- Formulate a transition plan to make the change if [VP] choose to have another career (Other roles in the company were considered in the early stages of the career planning.)

**The Powers Process highlights**

- Conducted orientation session and background exploration
- Interviewed stakeholders including the manager to get the context, historical perspective and learn about the client's strengths and needs
- Administered and interpreted The Birkman Method® assessment
- Created a personal action plan
- Went through the Powers Recareering Process
- Created a re-careering vision board to visualize what the new business' success would look like
- Held eight (2-3 hour) coaching sessions along with phone calls and emails
- Arranged informational interviews in the two alternative careers [VP] determined would be best
- Strategized politically to remove corporate forces against the new business idea (force field analysis)

**Results**

- [VP] became more productive at work.
- [VP] obtained funding and acquired a partner. [VP] made the move without needing the current corporation as the first client.
- The corporation did become a client and [VP]'s business is thriving.

## **Leadership Team Coaching**

**Situation**

A global Fortune 500 company bought an underperforming, large-scale production plant with over 2000 employees. The buying corporation left the leadership team alone for the first year. A year-end internal assessment showed that the plant manager and at least half of the leadership team were ineffective. All performance indicators of the plant were unsatisfactory. The plant produced products that were recalled. A culture survey showed low morale and low scores in respect, dignity and trust. The organization operated in silos and if they had processes they did not adhere to them. Their metrics were not aligned to the corporate vision, strategy or objectives.

**Goals**

- Strengthen the leadership team so that they could create a vision/strategy/objectives, define metrics and manage the outcomes
- Strategically align plant operations to the corporate vision, direction, operation model, and culture
- Build their team to be one that is highly functioning – meaning it is committed, cooperative, accountable and motivational
- Build their individual leadership competencies to get results
- Develop, diagnose and measure systems

**The Powers Process highlights**

Before the assignment began, EPA and corporation leadership decided to move the plant manager and replace him with another. Additionally, many of the senior leadership team members who represented the old, suboptimal culture were replaced. This continued throughout the two years EPA worked with them until the team had the right talent in place. The coaching involved individual and team coaching for each of the members in the senior leadership team.

- Provided a forum for building an understanding of the entire business and its systems
- Administered, interpreted, and summarized individual and team reports for The Birkman Method® assessment of the plant manager, Internal HR and the twelve team members
- Designed, planned and co-facilitated a team offsite with Internal HR to meet goals based on the needs assessment
- Conducted a team effectiveness survey as well as a 360 degree individual leadership competencies assessment
- Provided 360 results and helped them develop a personal action plan
- Held two (two hour) coaching sessions for each person plus follow up emails
- Observed and provided teachable moments to the team in their weekly staff meetings once a month
- Through a series of experiences created a vision of the ideal plant
- Helped Internal HR develop the leadership model and definition as well as the plan for success
- Gave feedback about strengths and needs according to the perspectives of managers, peers, customers, direct reports and others to align behaviors to the corporate vision and objectives
- Held individual coaching sessions to provide the leaders with their feedback and help them begin personal action planning

## Results

In less than two years, EPA helped build a high-performance leadership team aligned with the corporate vision and turned a poorly performing plant into the best plant in their division. It became the benchmark followed by other plants. According to surveys, results improved dramatically in all categories.

- Built a focused leadership team that communicated well, trusted each other and worked selflessly as one
- New feedback culture translated into quick and effective decision making
- Developed reliable, highly compliant processes
- Broke down silos – Engineering, Quality, Facilities and Manufacturing worked together
- Created a positive environment and improved morale
- Engaged employees

## 0062 Testimonials

This sampling of recommendations for E. Powers & Associates contains only those coachees that grant the use of their name and organization.

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"Sometimes a coach offers encouragement. Sometimes a coach helps brainstorm. Sometimes a coach gives you a kick in the pants. Esther knows how to do all of those extremely well, but especially the kick. She listens, takes notes and makes you feel heard. But if you're wallowing in helplessness, self-pity, ego or confusion, she will lob the difficult question over, turn silent and wait for your self-awareness to emerge. When it does, it's a wonderful epiphany. If that fails, she might kick a little harder, but she never leaves scars. I treasure my year with her."

### Mike Lupo

**Senior Director Digital Products [previously Managing News Editor]  
Atlanta Journal-Constitution / AJC.com**

"Not only is Esther extraordinarily bright, but she has the knack for balancing probing questions with insightful recommendations. Her style and methodology have led to tremendous personal growth and professional success."

### Ellen Dracos

**Director, Professional Marketing  
The Home Depot**

"What separates Esther from others in her field is her open, no-nonsense approach to management development and the follow-up she insists on pursuing during the course of the development plan. It sounds simple and to-be-expected, but it doesn't always happen this way. Esther gains the respect of those she works with by showing

good judgment and making strong recommendations and plans for action."

**Bob O'Leary**

**Cox Communications**

"Esther brought a rare balance of method, flexibility and determination with which she infected the whole team, and produced a result beyond expectations."

**Alan McKinnon**

**Director of Laboratory**

**Unilever Research**

"Esther Powers has been a critical part of my leadership development at Cox/Manheim. I loved working with Esther because of her listening skills. She listens to what you say, how you say it and then notices what you don't say. Her insights and determination for me to find work-life balance were probably the most important part of my journey. With it, I have been able to focus where I need to focus at work and be successful. I cannot thank Esther enough for her guidance and her support throughout the years. I consider her not only a coach but a mentor and friend."

**Susie Heinz**

**VP, Major Dealer**

**Manheim**

"What sets Esther apart from the rest is her ability to correctly identify organizational and people issues and facilitate their resolution. She helps executive teams set and achieve common goals."

**Trish Hollar**

**VP, Human Resources**

**Vista IT**

"Invaluable guidance through the acquisition of my company proved instrumental in its success, both professionally and personally. I highly encourage entrepreneurs to seek her coaching expertise and insight."

**Dan Simpkins**

**President, CEO & Founder**

**SALIX Technologies, Inc.**

"I have had the pleasure of working with Esther Powers on a variety of issues. She is able to help the organization's leader define a vision of success, identify gaps and create a practical change plan to move forward. A skillful facilitator, she quickly grasps the workings of the business and helps leaders discern and address cultural and people barriers to change. She consistently holds the team accountable for follow through on action plans, so momentum is maintained.

She masterfully uses assessments and direct observation to bring the client new insights on their behavior and its impact on others. She motivates, confronts, challenges and supports appropriately to enable the client to make the desired changes."

**Dianne Davenport**

**VP Support Services**

**Institute of Nuclear Power Operations**

"I have turned to E. Powers and Associates on several occasions to help improve team and individual effectiveness. When one of my highest potential leaders was achieving goals at the expense of peer relationships, Esther took on the role of personal coach. Greater self-awareness led to improved collaboration and improved results for all. When a reorganization resulted in many new functions and new players in key roles, E. Powers and Associates helped us revise our objectives and define a set of leadership principles to hold each other accountable. The result was a focused leadership team that significantly improved organizational performance. Whether you're looking to improve individual or team effectiveness, E. Powers and Associates can help you identify and resolve the underlying issues, creating a foundation for better business results."

**Dan Traynor**

**CIO**

"During our coaching sessions, Esther had an extraordinary ability to tie notable work developments back to the original behavior analysis that was performed at the program start. She was able to get at what sits beneath the surface."

**Jay Rolls**

**SVP, Technology**

**Cox Communications**

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10201 Chastain Drive Atlanta, GA 30342

*Waiting for:*

**Melissa Hungerford**

**Director, Talent Management and Coca-Cola University**

**The Coca Cola Company [formerly of Bristol Myers Squibb and The Home Depot]**

## **Contact Us**

Esther S. Powers Ph. D.

770.351.0083 Office

404.849.7630 Mobile

770. 512.0771 Fax

[epowers@powers.com](mailto:epowers@powers.com)

[www.epowers.com](http://www.epowers.com)

760 Spalding Heights Drive

Atlanta, GA 30350