



Upbeat[®] Leadership: 6-Month Development Journey



YOUR EMPOWERING SOLUTIONS

Developing Leaders & Company Culture for the Global Arena



YOUR EMPOWERING SOLUTIONS

Developing Leaders & Company Culture for the Global Arena

YES (Your Empowering Solutions) partners with clients to co-create organizational solutions that solve business challenges and transform performance to optimize and execute the people strategy. Centering on building trust, a collaborative culture and high performance, we develop effective leadership behaviours, collaborative high performing teams and a people-driven organization.

- **Design and co-create people strategies based on deeply understanding your organizational needs and business priorities.**
- **Develop people-focused solutions to drive collaboration, effective relationships and achieve business results.**
- **Applying the latest psychology and neuroscience to help leaders and teams enhance performance and behaviour.**
- **Have implemented solutions across Asia Pacific and the Middle East, as well as virtual solutions across 40 countries on 6 continents.**

Partnering with Marshall Goldsmith Stakeholder Centered Coaching, we transform a Leader's and Team's performance through Tailor-Made Executive Coaching.

What our Coachees say:

"I would like to say "thank you" Grant for these outstanding Executive Coaching sessions. It has been an honor to participate in your sessions. Also I really enjoyed this valuable experience. At the beginning of this course, I did not realize how much this coaching will impact me. As time passed, I started having "A-HA" moments in daily business. Hints, advice and suggestions that Grant gave me during the coaching sessions stay deeply in myself and create "A-HA" moments. What I have learned from these coaching sessions suddenly pops up and gives me hints and ideas to be a better leader. Even though the sessions are ended, the learning from this Executive Coaching will last and keep creating "A-HA" moments in me in the future as well."

Senior Vice President of Marketing, Pharmaceutical Industry

y e s

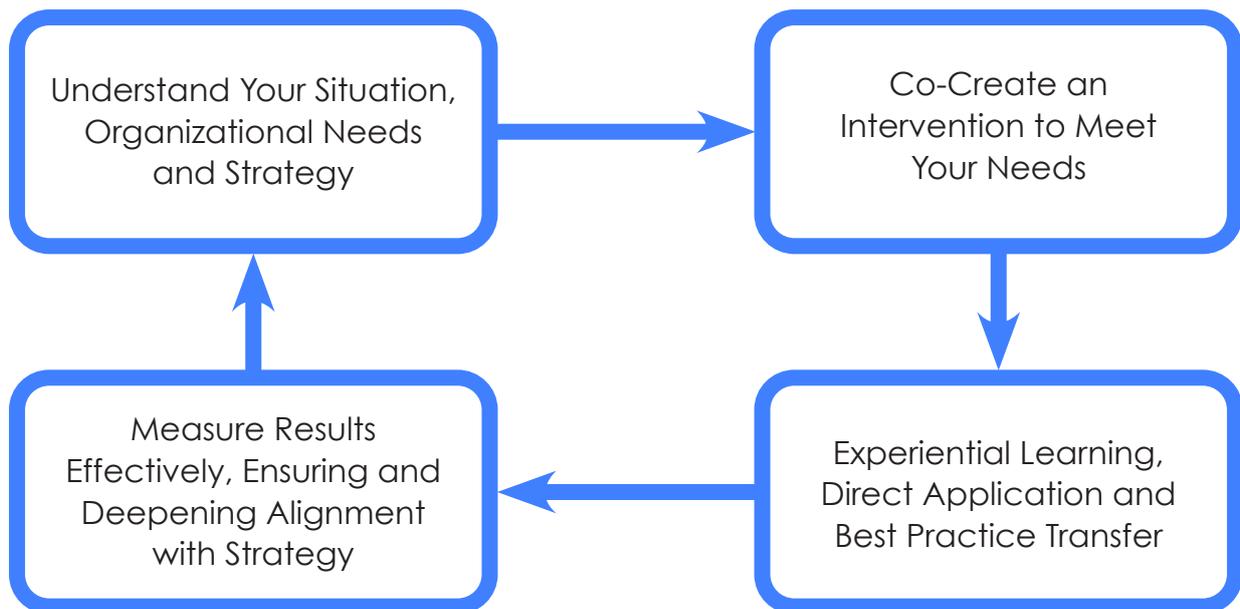
YES (Your Empowering Solutions)

Developing Leaders and Company Culture for the Global Arena

Our Approach

Bespoke solution design is tailored to the client's organizational needs and strategic initiatives, weaving and integrating the client's own competency models and organizational processes into the intervention.

Results are measured effectively to ensure objectives have been met, to ensure execution and transfer of learning, and to deepen the alignment with strategic initiatives and organizational needs.



Target

- Next level leaders down from Executives (the HODs) (30-35 leaders).
- Or maybe just focus on the highest potentials.

Benchmarks to Measure Their Leadership Against

1. **Overarching “Must-Win” 3-Year Plan** – decided at Executive offsite; will refine in July; then craft the communications to be sent out to the leaders in August.
2. **Gallop Strengths Finder** – the Executives have done it, but this next level of leaders has not; very easy for them to do and not expensive.
3. **Client Xxx Leadership DNA** – introduced last year; soft launch only, not “shout out;” has 3 competencies; so far leaders are not measured on this; how can leaders bring this to life?
 - So, then, the question is:
 - How can these leaders use their strengths to bring the Client Xxx Leadership DNA to life and align what they do to achieve the Overarching “Must-Win” 3-Year Plan?

Objectives

1. To have the right mindset:
 - a. To have a growth mindset.
 - b. To have a questioning, inquisitive and “kaizen” (continuous improvement) mindset.
2. To be a good leader:
 - a. To stop doing “the work” and lead more (need to lead 30%, now only leading 10%).
 - b. To be uplifted to the next level and, in turn, uplift their teams.
 - c. To be inspiring and inspire their teams for synergistic collaboration.
 - d. To be excited about being a leader.

Solution/Intervention

- 6 months of group coaching and mastermind discussion to tap into the collective wisdom of the group to change behaviour and shift mindsets through increased self-awareness to form lasting new habits.
- Layering 3 approaches to coaching and development:
 1. **PQ (Positive Intelligence Quotient) Coaching** – to build *mental muscle*.
 2. **NeuroLeadership Institute Brain-Based Coaching** – to form *insights* (new connections in their brain).
 3. **Marshall Goldsmith Stakeholder Centered Coaching** – to have *impact* on their team and other stakeholders.

Process

1. Gallop Strengths Finder Assessment.
2. 1-Day Upbeat® Leadership Workshop (to initiate the process) (in cohorts of 8 leaders).
3. Monthly Group Coaching Sessions:
 - Monthly Action Planning (MAP) to implement leadership growth. (90 minutes in cohorts of 4, grouped by similar role or function) x2.
 - Leadership Mindset, Behaviour and Skills Development Focus (based on the group leadership focus areas determined at the outset). (90 minutes to half a day with the full cohort of 8).
4. Stakeholder Engagement:
 - After each Monthly Group Coaching Session, each leader elicits ideas and feedforward from their chosen stakeholders to help them with the leadership mindsets and behaviours they have chosen to develop.
5. Accountability Partners:
 - At the 2-week midpoint between Monthly Group Coaching Sessions, in pairs, leaders meet to check in with each other: what's working, what challenges, how to troubleshoot and help each other – holding each other accountable.
 - After this, in the same pairs, 30-minute Zoom/Teams call with me to check in with them to enhance growth and implement new leadership mindsets and behaviours.
6. Measurement to Quantify ROI and Leadership Development:
 - Leadership Growth Progress Review (tailored for each leader, as seen through the eyes of their stakeholders):
 - Conducted at the beginning of the intervention.
 - After 3 months (midpoint)
 - And at the end of the 6-month intervention.

1-Day Upbeat® Leadership Workshop (to initiate the process)

AM: Defining the Group Development & Leadership Journey

Introduction to Marshall Goldsmith Stakeholder Centered Coaching
Authentic Leadership Builds Leadership Brand
MY Leadership Journey
MY Strengths
OUR Group Development Journey
Consolidate learnings on coaching & leadership growth

PM: Leadership Development Involving Stakeholders

Leadership Development Involving Stakeholders – 7 step process
Developing Coaching Mindsets
Leveraging Team Members as Peer Coaches
Readiness for Leadership Growth
Leading Change Involving Stakeholders
Leveraging FeedForward
Monthly Action Planning (MAP) for Change
Measuring Change using the Leadership Growth Progress Review
Consolidate learnings on coaching & leadership growth

Monthly Group Coaching Sessions

Monthly Action Planning (MAP) to implement leadership growth

90 min
(2 cohorts of 4)

During the monthly coaching sessions each leader:

- Collates the ideas from team members (and other stakeholders) to gather feedforward suggestions
- Completes their personal review to assess what is working well & where their bottlenecks are in the leadership growth process.
- Coaches each other in pairs to enhance leadership growth. Pairs rotate monthly.
- Revises their Monthly Action Plan (MAP) for the next 30 days.

Leadership Mindset, Behaviour and Skills Development Focus

90 min -
half day
(full cohort of 8)

Each coaching session will also focus on a specific development target for the leaders as it relates to their areas of leadership growth as a group and as a leader. This helps the leaders apply new ideas and processes in the workplace and discuss its application during the coaching session. Typically leaders select development areas as:

Team alignment
Authentic leadership
Managing expectations
Collaborating better with others (incl. being more respectful)
Coaching skills
Communication (incl. listening)
Influencing
Managing inclusively
Building trust with stakeholders
Self-confidence
Becoming more assertive (incl. speaking up for own beliefs)
Building cross-functional relationships

Subjects will be selected based on the group and leadership growth foci determined at the outset.

30-Minute Phone or Video Call Mid-Month to Check In & Follow Up

Mid-Month Call to Enhance Leadership Growth and Implement Leadership Behaviours

During the call, in pairs (same as coaching partners), the leaders:

- Report on progress: new leadership behaviours tried, what is working well, where their bottlenecks are, and the impact on stakeholders.
- Have a rich coaching conversation with their Coach to enhance leadership growth in line with their leadership growth areas, and how to have even greater impact for themselves and on their stakeholders.
- Revise their Monthly Action Plan (MAP) to achieve this greater impact, and implement new leadership behaviours.

Executive Coaching

Partnering with Marshall Goldsmith Stakeholder Centered Coaching, we transform a Leader's and Team's performance through Executive Coaching.

Results for the Leader

11,000 business leaders on 4 continents concluded that 95% of leaders using the Stakeholder Centered Coaching process measurably improved their leadership effectiveness (this study is described in 'Leadership is a Contact Sport').

The Stakeholder Centered Coaching process is designed for successful executives and high potentials:

- It utilizes the psychology of successful people leveraging their high need for self-determination and learning agility.
- It moves rapidly from awareness to acceptance to action, focusing on leadership behaviors that drive change.
- It provides a powerful process for building leadership brand.

Results for the Organization

Stakeholder involvement produces a strong positive ripple effect on the team and organization as a whole. Systematically involving stakeholders drives a number of positively reinforcing factors:

1. They buy-in to the leader's change efforts and become supporters, not cynical bystanders.
2. They look out for and perceive leadership growth, boosting the leader's motivation to change.
3. As the leader progresses from new behaviors, into new habits and into micro-processes, these changes naturally become embedded in the surrounding eco-system.
4. Mentoring/coaching become part of the organization's culture.



Focused on driving organizational change and performance improvement, for 24 years Grant "The Beat" Bosnick has partnered with clients to design and deliver solutions and coaching, aligned with corporate strategy and organizational processes, that transform leaders' and team's behaviour, to become more global minded, have purpose and alignment, engage others, manage change, innovate and perform at a higher level. He started his career as a Senior Manager in the entertainment, professional fund-raising, and natural gas industries, leading diverse multicultural teams. With a background in psychology and neuroleadership, moreover, he engages leaders and teams to explore multiple perspectives, understand themselves deeply, drive change and transform behaviour – to achieve results and develop global leaders and teams for a rapidly changing and complex environment. He works with Fortune 500 and FTSE 100 companies all across Asia Pacific and the Middle East, in the finance, professional services, tech, retail, advertising, pharmaceutical and chemical industries, among others.



Grant "The Beat" Bosnick
Managing Director
Executive Coach

Executive Coaching can be conducted as follows:

- **1-on-1 Executive Coaching:** tailor-made for each Leader
- **Team or Group Coaching:** coach 2-10 Leaders together as a group
- **Executive Station:** dedicated coaching office hours for Leaders to book time

Measurement:

Quantifying Results, ROI &
Leadership Development

(through the eyes of those most affected -
the stakeholders)

Taylor Lee

Leadership Growth Progress Review

Production Date: 2018-02-26

Report generated by: Jordan Smith

* Excerpt from report, not full report

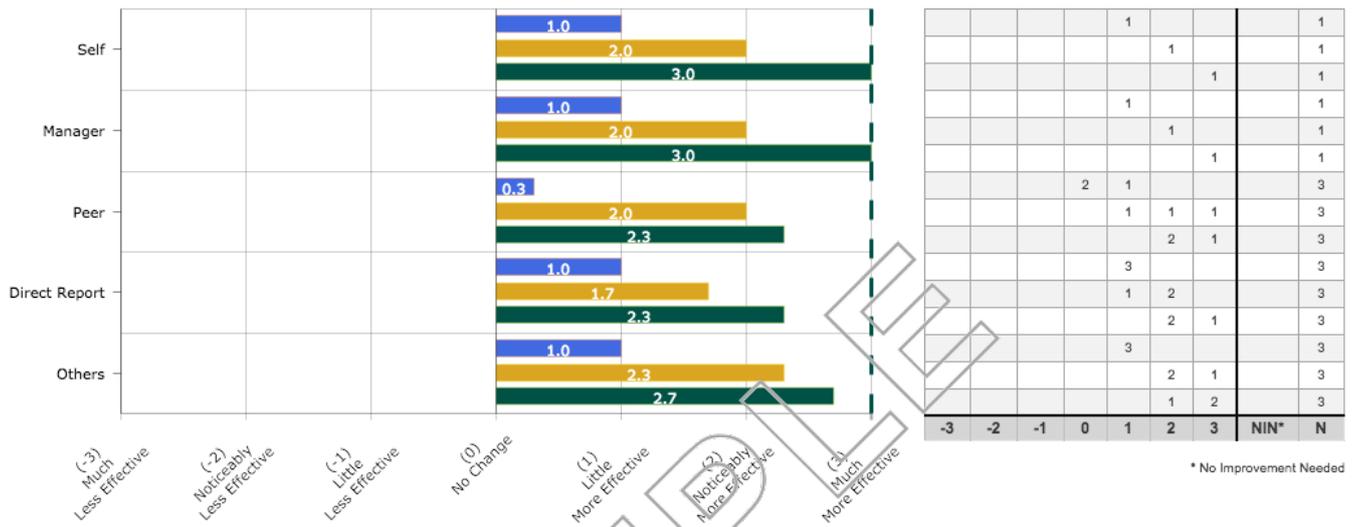
SAMPLE

1. Over the last 10-12 months do you believe Taylor Lee has become more (or less) effective in demonstrating the following leadership behaviors (do not consider environmental factors beyond their control)?

A. To delegate more effectively to others

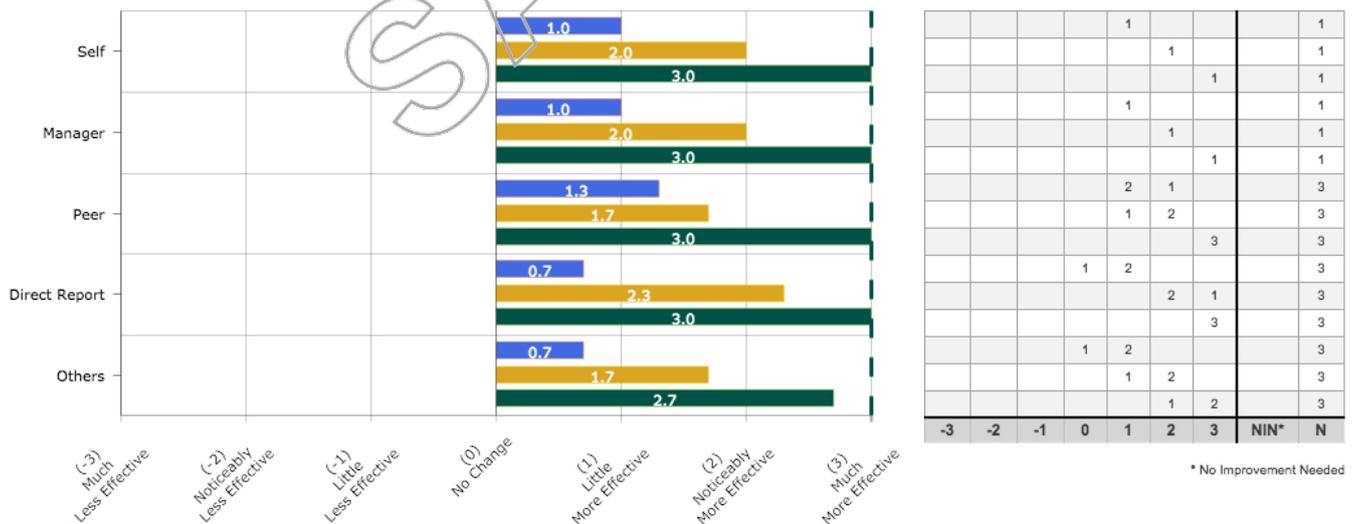
Leadership growth areas are tailored for each individual leader.

Spread of Opinion



B. To coach and support others in the achievement of their objectives

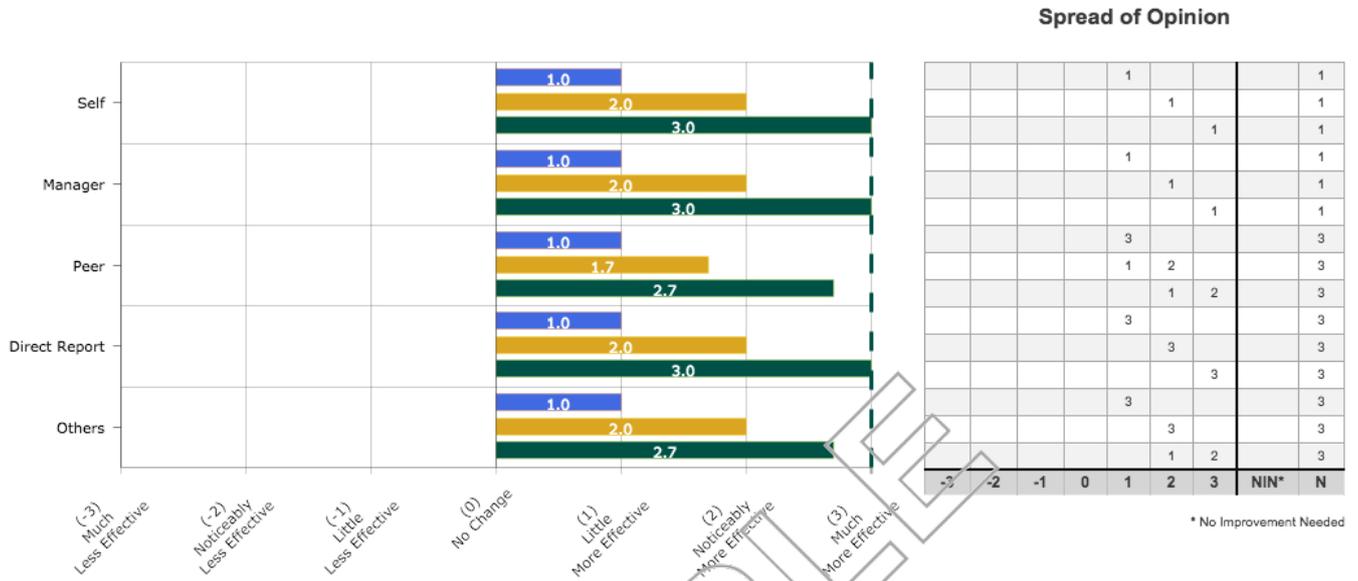
Spread of Opinion



- : LGPR #1 March 2017
- : LGPR #2 June 2017
- : LGPR #3 December 2017

--- Self Score Line
(Based on most recent LGPR data)

9. Did Taylor Lee change their overall leadership effectiveness over the last 10-12 months (Do not consider environmental factors beyond their control)?



█ : LGPR #1 March 2017
█ : LGPR #2 June 2017
█ : LGPR #3 December 2017

- - - Self Score Line
 (Based on most recent LGPR data)

Grant ‘The Beat’ Bosnick Managing Director and Executive Coach

Focused on driving organizational change and performance improvement, for 24 years Grant ‘The Beat’ Bosnick has partnered with clients to design and deliver solutions, aligned with corporate strategy and organizational processes, that transform leaders’ and team’s behaviour, to become more global minded, have purpose and alignment, engage others, manage change, innovate and perform at a higher level. He started his career as a Senior Manager in the entertainment, professional fund-raising, and natural gas industries, leading diverse multicultural teams. With a background in psychology and neuroleadership, moreover, he engages leaders and teams to explore multiple perspectives, understand themselves deeply, drive change and transform behaviour – to achieve results and develop global leaders and teams for a rapidly changing and complex environment. Clients include Allianz, American Express, AXA, Barclays Capital, Bank of America Merrill Lynch, BlackRock, Citadel, Citigroup, DBS, Deutsche Bank, Dow Jones, Ernst and Young, Fidelity, First Gulf Bank, FIS, Goldman Sachs, JP Morgan, Manulife, Mastercard, MetLife, Morgan Stanley, NatWest Group, Northern Trust, PGIM, Pramerica, QBE, Sage, Schrodgers, Thomson Reuters, Tower Research Capital, Wellington Management, among others.



Using assessments and research-based content, Grant works with senior managers and executives in the areas of communication, executive presence, authentic leadership, team alignment, people leadership, trust building, interpersonal relationships, collaboration, influencing, change management, coaching, mindfulness, diversity & inclusion, creativity, storytelling and personal effectiveness. He is a well sought after keynote speaker for offsites, annual conventions and executive conferences, for hundreds of people, on such topics as Inspire, Motivate and Change. He has lived in Asia Pacific for 24 years; and has worked all across Asia Pacific and the Middle East. And has delivered virtual leadership sessions with over 30 countries on 6 continents.

Grant sees L&D and Coaching as a helping process focused specifically on improving work performance, and is a link between an individual’s development needs and the organization’s strategic goals. And by providing behavioural know-how & tips to enhance improved performance, participants’ and Coachees’ change in behaviour will not only achieve their own objectives, it will also help motivate their colleagues & subordinates to cooperate in harmony for positive team building towards common goals.

Grant graduated from Queen’s University of Kingston, Canada with a degree in Philosophy and Behavioural Psychology, focusing on human behaviour and personal development, graduating top of his class. He is certified in several behavioural and 360 assessments, including the GDQ (Group Development Questionnaire) and Marshall Goldsmith’s Global Leadership 360; certified in the Foundations of NeuroLeadership from the NeuroLeadership Institute and the Foundations in Design Thinking from IDEO U; is a Marshall Goldsmith Stakeholder Centered Coaching Certified Executive Coach, NLI “Brain-Based” Coaching Certified Executive Coach; and a PQ (Positive Intelligence Quotient) Certified Executive Coach. He has also written a book on strategic thinking and problem solving, and published a video series on *Leadership Communication* with Kenichi Ohmae’s BBT Network. His new book, *Tailored Approaches to Self-Leadership: A Bite-Size Approach Using Psychology and Neuroscience*, will be published by Routledge Press in 2022.

Grant thrives on developing leaders around the world and helping organizations transfer best practices. He is based in Singapore, and travels extensively.

testimonials

"I would like to say "thank you" Grant for these outstanding Executive Coaching sessions. It has been an honor to participate in your sessions. Also I really enjoyed this valuable experience. At the beginning of this journey, I did not realize how much this coaching will impact me. As time passed, I started having "A-HA" moments in daily business. Hints, advice and suggestions that Grant gave me during the coaching sessions stay deeply in myself and create "A-HA" moments. What I have learned from these coaching sessions suddenly pops up and gives me hints and ideas to be a better leader. Even though the sessions are ended, the learning from this Executive Coaching will last and keep creating "A-HA" moments in me in the future as well."

Senior Vice President of Marketing, Pharmaceutical Industry

"First, let me say that the sessions with Grant have not only been enjoyable, but also have changed my life in a way that has already shown tangible returns to our organization. Thank you. Your energy, respect and humility makes your sessions easy to understand and easy to learn from, even when listening to critique of current practices. I have come to understand more clearly that there is no "perfect" management method; that the best one can do is to try to avoid major mistakes. And that the best way to do that is to: 1. always maintain one's composure; 2. ask questions, and more questions and yet more questions; and 3. truly listen to the answers. Employment of these practices has provided 3 of the most fulfilling meetings I have ever experienced in my adult career, in just this past week, each of which I believe will have a significant and tangible positive impact on our organization this year."

Executive Director of Sales, Financial Services Industry

"The sessions with Grant became an opportunity to learn leadership tricks, hear advice, get feedback and reflect on what my leadership style was and, more importantly, how it should evolve and develop. We discussed, for example, the concept of intervention and when is the right timing for a leader to step in. How to perceive the potential of subordinates and how to get them to achieve that potential. What are the absolute qualifications to being a true leader and What are my beliefs on leadership? How can I add and improve those beliefs? How to deal with complex situations, including careful analysis, determining resources and developing an action plan to come to solutions. All of these discussion topics forced me to first think about what my current opinions are – what did I think about those topics? Did I think about those topics? And then, through discussion and insights, I was able to enhance my appreciation and better hone and refine my own views. And best of all, because I am actively leading a team of leaders, I was able to immediately take the learnings from these sessions and apply them in my daily leadership life. I am now a better leader as a result of this initiative and am very thankful for the opportunity that was provided."

Director of Quality Assurance, Tech Industry

yes

YES (Your Empowering Solutions)

Developing Leaders and Company Culture for the Global Arena

Developing Leaders and Company Culture for the Global Arena

YES (Your Empowering Solutions) partners with clients to co-create organizational solutions that solve business challenges and transform performance to optimize and execute the people strategy. Centering on building trust, a collaborative culture and high performance, we develop effective leadership behaviours, collaborative high performing teams and a people-driven organization.

Contact

YES (Your Empowering Solutions) Pte Ltd

Robertson 100 #03-16, 100 Robertson Quay,
Singapore 238250

Tel: +65 9247 6270

Email: solutions@yes-sol.com

www.yes-sol.com