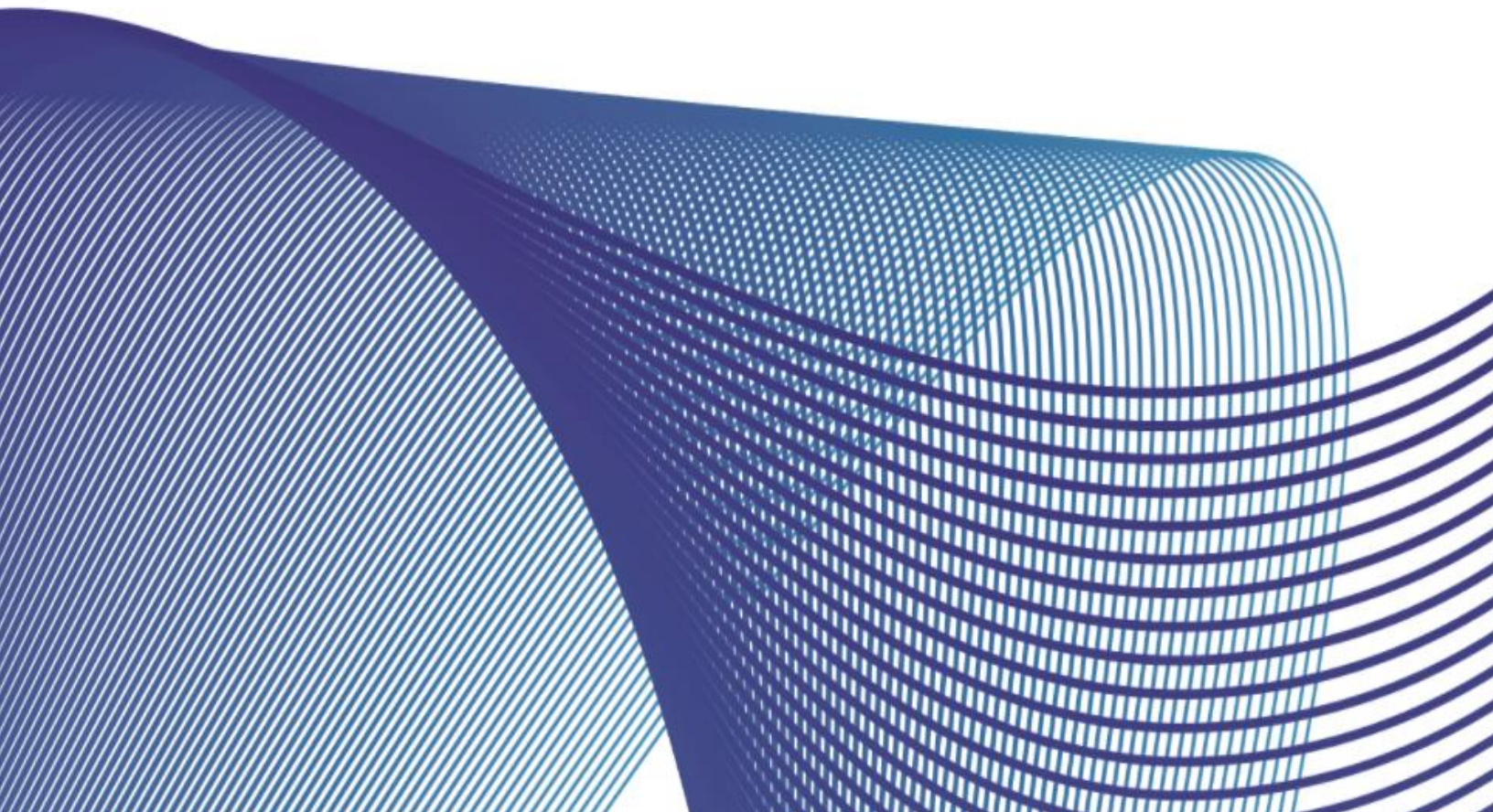




Executive Advisory Services

Purpose | Effectiveness | Leadership





Executive Advisory Services

EffectiveTalentOffice (ETO) supports the success of capable senior executives seeking to be more effective in their current roles, and promising talent aspiring to broader leadership. We help clients address organizational, situational, and motivational challenges and capitalize on opportunities, so they thrive in their careers. The client executive's needs, combined with the breadth of our experience, inform the advisory engagement and help establish the most effective working relationship.

Our employment, coaching, and consulting experience embraces general management, P&L accountability, and multiple C-level positions (Chief Executive Officer, Chief Financial Officer, Chief HR Officer, Chief Information Officer) as well as additional hands-on roles. ETO industry experience spans consumer goods, financial services, technology, health care, capital equipment, pharmaceuticals, and retail.

We advise both majority and minority clients and are uniquely accomplished at addressing the coaching needs of executives of color.

Our premise is that managers and employees are most effective when they align on purpose, priorities, performance, and potential. Nuances in what effective leadership looks like can challenge even the most highly-regarded talent. Alignment on these themes is fundamental to high performance and eventual advancement.

Our mission is to help leaders achieve greater clarity and delivery on these themes, resulting in accelerated acclimation to new roles, enhanced mastery, and greater insight into what it means to excel in each executive's unique context.

The balance of this document addresses:

- ¶ How we help clients
- ¶ Our key differentiators
- ¶ The advisory engagement
- ¶ Client testimonials
- ¶ Our team.



How we help clients

We help client executives improve results in five specific areas:

¶ Perception

- Clearly see themselves as others see them
- Appreciate how their approach or behaviors impact others
- Understand the need for change

¶ Leadership

- Assess their leadership effectiveness
- Identify leadership strengths, opportunities, and barriers
- Build more effective relationships

¶ Communication

- Improve listening and communication skills
- Strengthen presentation, persuasion, and influence skills
- Enhance leadership presence

¶ Planning and execution

- Accurately diagnose and prioritize key issues
- Build well-defined objectives, strategies, timelines, and workplans
- Strengthen operating performance, delegation, tracking, and follow-through

¶ Personal efficiency

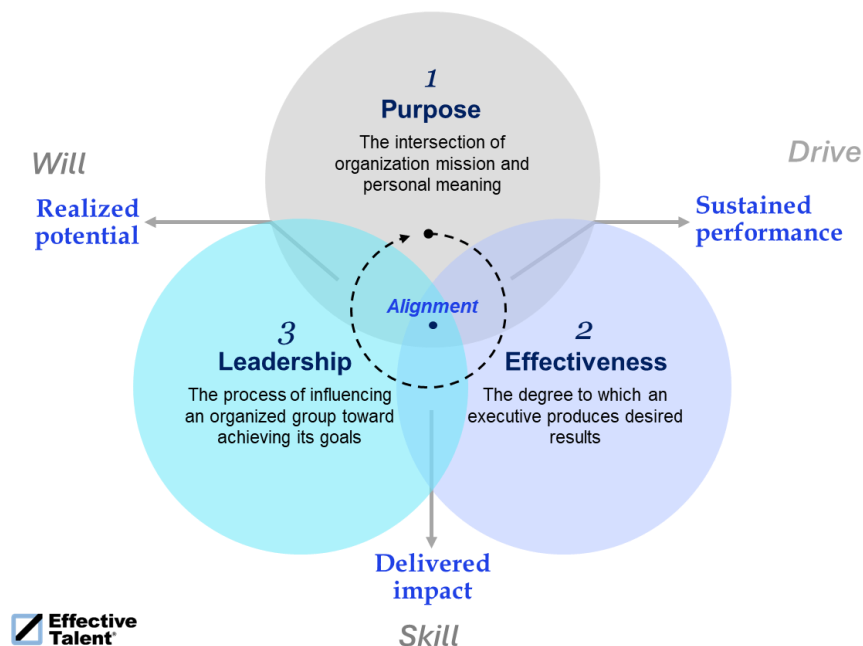
- Manage time more effectively
- Drive meetings with clarity, purpose, and progress
- Manage documents, messaging, scheduling, and collaboration efficiently.

Our key differentiators

The results we achieve for clients are rooted in four key differentiators:

- ¶ **Experience.** The breadth and depth of our experience at senior levels in distinct functions and industries provide a wellspring of pragmatic insights, solutions, and tools. Building on this foundation, we help clients prioritize issues, build relationships, solve problems, and deliver tactical and strategic results.
- ¶ **Expectations.** Starting with our own direct experience, we understand what high-performing organizations expect from effective executives. Additionally, we invest in understanding the specific expectations our clients face, and build on that understanding to frame the coaching engagement with specificity.
- ¶ **Purpose-Effectiveness-Leadership Model.** Our advisory services seek to align three domains of performance: (1) personal and organizational *purpose*, (2) what *effectiveness* requires in the client's specific context, and (3) the culminating *leadership* impact the organization needs. Intersections among these domains govern achievement of *sustained performance*, *delivered impact*, and *realized leadership and organizational potential*. On a personal level, performance in these domains flows directly from the executive's *drive to perform*, *skill at the work*, and *will to overcome* obstacles, resistance, challenge, and doubt.

Purpose-Effectiveness-Leadership (PEL) Model



- ¶ **Availability.** We charge a fixed monthly fee and plan to be available to our client executives for unlimited virtual, phone, and email interaction. Corporate calendars, key meetings, and unexpected events can vary the duration and intensity of support; we want clients focusing on results, not watching the clock.

The advisory engagement

Principles. Once supervisor and client executive align on advisory objectives, we emphasize the importance of personal chemistry, confidentiality, and trust. The overarching goal is confidence: in the plan, in our accountability, and in the client executive's willingness to do the work.

Scope and process. We ensure the right "chemistry" and convey understanding of the coaching process during an initial, informal meeting. If the mutual decision is to move forward, engagements typically unfold in four stages:

1. **In-depth interview.** Our in-depth, one-on-one interview generally lasts from two to three hours and provides a deeply-informed perspective on the executive's organization, career context, aspirations, performance, capabilities, and perceptions. This interview serves two purposes: First, it informs the engagement design that best supports growth objectives and performance opportunities. Second, it provides an occasion for reflection and self-awareness that executives rarely find time for in the normal course of their careers.
2. **Engagement Plan.** Following the interview, we will agree on the key steps, content, and cadence of the engagement. Specific discussion covers the level of commitment required from the client executive, and how our work together should contribute to the agreed results. While the plan provides guiding structure and coverage, we respond swiftly to changing situations, emerging opportunities, and unexpected events that always arise.
3. **Delivery.** The right delivery approach varies widely depending on objectives and desired results. Scheduled discussions are the norm, with more intensive frequency or involvement driven by business needs and corporate events. For example, we guided a manufacturing executive to more effective interaction with his leadership peers using role-play over a 6-month period. We prepared a financial manager to achieve leadership's goal of promotion to vice president using a comprehensive 12-month program we designed. We supported the effectiveness of a newly-promoted healthcare CEO amid industry change and organization transition using a combination of operating and implementation counsel, including bringing in a design thinking partner to drive a series of alignment workshops across the senior team, operating leadership, and the board.
4. **Results.** Once the engagement is underway, the advisor-client relationship is confidential. We assess progress through confirmation or course-correction check-ins with supervisors. However, results typically become evident through improved client executive behaviors, performance, and impact.

Duration. Our minimum engagement lasts six months with specific checkpoints on progress and on executive commitment. We offer program-specific engagements, annual standby retainers for executives we have worked with previously, and issue-driven workshops for teams of 8 to 15 participants.

Client testimonials

"You successfully coached me through a business crisis by continually focusing on key leadership perspectives and desired outcomes. You are an exceptional business coach; skillful, straight-forward, and detailed, while also being empathetic."

- Technical Leader, Fortune 200 company

"In my role as Chief Operating Officer, you were a trusted advisor who excelled at encouraging me to deepen my critical thinking, broaden my problem-solving skills, and enhance my professional brand."

- COO, Mid-size construction firm

"Broad-based and insightful coaching that directly supported my strategic and tactical effectiveness."

- President and CEO, national not-for-profit

"You helped me get my direct report to a point where I could promote him. I look forward to staying in touch as you continue to help me with his development."

- Division General Manager, Fortune 300 global industrial

"Your prescient and insightful counsel helped me to 'see around corners' and respond appropriately."

- CEO, national health care company

"Your approach to executive coaching is both innovative and effective. [The client I referred to you] is very pleased with the results so far; you've already made a difference."

- Senior executive coach serving Fortune 300 clients

"The guidance and support that you provided earlier this year were phenomenal and invaluable. I am excited for next year!"

- Newly-promoted Vice President-Strategy,
major financial institution

*"Thank you for always getting to the point.
I always learn valuable information from you."*

- Start-up advisory board member

"You bring integrity, insight, and vast working knowledge of the business landscape to our advisory relationships."

- Senior Executive, Large Federal Contractor

**Eleva Riley**

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Eleva Riley

Eleva Riley is a Senior Advisor with EffectiveTalent, bringing a track record of leadership in human resources, strategic planning, leadership development, and executive coaching. Her work reflects a passion for guiding business leaders to success, with a strong focus on supporting the effectiveness of executives of color, especially women in or aspiring to senior leadership. Eleva excels at building relationships and working with executives to manage complex leadership challenges. She credits her effectiveness with a broad range of executives to her insight into large-organization operations, and her compassionate and direct communication style.

Eleva was CHRO for Access Community Health Network, the nation's 6th largest provider of community health care, where she built an effective HR team from scratch, and later provided executive coaching to the CEO. She held senior HR roles in Sanofi, the \$47B, 90,000 employee global pharmaceutical company. Based in Frankfurt and Paris, Eleva built a global HR leadership team, and designed and implemented Sanofi's enterprise leadership development program for the Industrial Operations Division.

**Craig Watson**

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Craig Watson

Craig Watson is founder and CEO of EffectiveTalent Office, bringing successful executive and consulting experience in finance, transactions, international operations, and technology in Fortune 300 companies. Craig excels at supporting executives responding to demanding expectations, helping them to interpret and deliver effective performance. He credits his work in different functions and industries, and problem-solving skills honed in consulting, as central to helping capable executives overcome challenges and capitalize on opportunities.

Craig was Corporate Vice President and Chief Information Officer of FMC Corporation, a member of the Management Committee, and chair of the Corporate Purchasing Council. Earlier, he spent four years as FMC's CFO-Asia-Pacific, based in Tokyo, negotiating transactions, helping build businesses in Korea, India, and China, and turning around manufacturing operations in Australia. Prior to FMC, Craig was CFO of the Central Division of Pepsi-Cola Company, Director of Global Capital Projects for Merck & Co., and held a range of operating and strategy roles in Cummins Engine in the US, the UK, and Nigeria. Craig is the author of articles published in *Harvard Business Review*, *The McKinsey Quarterly*, and *MIT Sloan Management Review*. He has been a board member of Information Week, Laboratory Corporation of America, and the National Council of Compensation Insurers, and is currently an independent director of a \$20Bn healthcare company.

