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## Problems And Solutions

### Executive Coaching...

Nearly 70% of executives of fortune 500 companies engage the services of an executive coach; 50% of CEO's in the healthcare industry have professional coaches and 86% believe they should have one.<sup>i</sup>

Why do these leaders have executive coaching? What do they know to be true about the power of executive coaching? They know that an executive coach makes all the difference.

- An executive coach provides perspective, clarity, confidentiality, and analysis<sup>ii</sup>.
- An executive coach gives a leader the edge on management, change<sup>iii</sup>, and career success.
- An executive coach helps keep things in perspective, provides new paradigms and solves basic and complex problems with a client.
- An executive coaching experience far outweighs any positive benefits of a management training program.<sup>iv</sup>

Confidence Connections is an executive coaching firm designed to meet the myriad needs of high-achieving executives. The founding principle of Confidence Connection is every executive has his or her own management and leadership style and a strong match between coach and client is critical for success<sup>v</sup>. Behavior, attitudes, and actions either enhance or diminish a brand. The work of Confidence Connections is to enhance an executive's brand to maximize success and fulfillment.

If you work with Confidence Connections, this is what you can expect: A review of your life, your goals, your problems, and your opportunities. After the review, we work together so that –

- YOU improve your effectiveness and performance<sup>vi</sup>
- YOUR communication skills improve significantly
- YOUR ability to act, connect, and succeed increases exponentially
- YOU manage your time and activities better
- YOU decrease the gap between your values and your behavior, and
- YOU achieve greater success AND greater fulfillment.



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*Here are some coaching scenarios The Confidence Connections Coaching Company has managed:*

**The problem:** An over-sized company needs a Turn-Around  
A newly hired CEO is charged with transforming an organization from overgrown to streamlined. The existing team of directors and chiefs needs to be evaluated so that we can decide who stays and who goes.

**The solution:** Using Kathleen's approach to coaching, the CEO can evaluate each team members' strengths and weaknesses, determine how each solves problems, uncover who can work with others and who has a commitment to the primary goal of the organization. Through in-house training for the executive team and individual CEO coaching, Kathleen serves as a shadow Chief of Staff and operations consultant until the organization is aligned with appropriate overall goals and strategic outcomes.

**The result:** The organization turned itself around with a minimum of firings and a maximum of savings.

**The problem:** Managing Up  
A CEO with 7 years on the job has been overwhelmed with job 'bleed'. It is no longer clear who does what and her team has started to 'delegate up'. The more this Chief steps into the fray the less responsibility the team takes.

**The solution:** As coach and consultant, it was Kathleen's work to assess the strengths of the team, determine who might be undermining the authority of the Chief, and realign responsibilities with job descriptions.

**The result:** In the process of the work, one position was added, 2 team members moved on, and the CEO was able to disconnect from her other responsibilities and focus on what was most important-the big picture growth of the organization.

**The problem:** Handling a Merger  
A company was positioned to absorb a competitor and struggled with determining who would merge into the existing company and who would be released upon absorption.

**The solution:** Using key tools including the Kolbe Index and the trademarked Confidence Conversation Tool, as well as team functioning models, the Confidence Connections Coaching Company pulled together the emerging



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leadership team and helped the company retire those who would not fit the key goal of the organization.

**The result:** The Corporation gained major revenue opportunities and eliminated long-term employee mismatches and outdated goals and objectives.

**The problem:** Team Dysfunction

A small company was having problems with team cohesion and thus with meeting commitments and moving the business forward.

**The solution:** By assessing the native problem-solving styles of the team members, the Confidence Connections Coaching Company was able to reassign tasks so that each member of the team was working with their strengths.

**The result:** Creating a foundation of trust increased everyone's willingness to have productive conflict that was focused on solutions instead of name-calling. Office gossip and frustration decreased and the bottom line increased. One member who could not tolerate the pressure created by the increased accountability was replaced with someone better suited to the team mindset.

**The problem:** Old Sales Strategies

A mid-size company had a solid team of executives but declining sales. The sales manager had an old-world style of linear, high-pressure selling that no longer matched their target market. Therefore the team was seeing decreasing returns on their marketing and selling activities.

**The solution:** As the developer of *Professional Selling for the 21<sup>st</sup> Century* Training Program, the Confidence Connections Coaching Company trained the team in new methods of relationship building selling and tweaked some of their phone scripts and presentation content.

**The result:** Close rates increased and the sales force found renewed focus and enthusiasm.

**The problem:** Poor Communication styles lead to Sexual Harassment allegations

An academic organization was struggling with misunderstandings and communication breakdowns that could have been construed as sexual harassment or just poor management training.



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**The solution:** The Confidence Connections Company has a complete sexual harassment module that it brings to companies which is coupled with core communication strategies that take judgment, contempt, criticism, and stonewalling OUT of the conversations.

**The result:** Miscommunications decreased, sexual harassment complaints decreased, investigations of complaints were streamlined and findings were more acceptable to all involved.

**The problem:** Presentations that Don't Work  
Solo-practitioner must make substantive presentations in order to sell his services but he's bogged down in the details and easily derailed when developing presentations. So, while the product is outstanding and delivered on time and below cost, it's hard for the consumer to see the benefits for the features.

**The solution:** Working with the Confidence Connections Coaching Company helped this client develop a structure that allowed him to accept any presentation opportunity with a mere 5 minutes notice.

**The result:** Opportunities to present increased, as did his business.

Some of the key Services offered by the Confidence Connections Company:

- Assisting the executives in creating and managing their own career trajectory
- Guiding the CEO to lead the key team to adopt the goal and develop strategic actions to support that goal
- Evaluation or creating teams for optimal success<sup>vii</sup>
- Uncovering the strengths and weaknesses of individual team members and the team as a whole
- Training teams for high-functionality through building trust, learning to make conflict productive, keeping members accountable, and delivering the results expected
- Teaching sales teams or fund-raisers in a more progressive, relationship-building style of business development
- Meeting mandatory training requirements on sexual harassment
- Assisting professionals who are in career transition to determine their next steps



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- Working with executives who have 'lost their way' and are experiencing the gap between their goals and their behavior

Kathleen Schulweis is the founder of Confidence Connections. As a Certified Co-Active Coach and a Professional Certified Coach, and a seasoned professional who worked in such august institutions as UCLA (go Bruins), U of So Cal (go Trojans) and the California Institute of Technology (go USGS), Kathleen Schulweis brings decades of practical wisdom and training to her clients.

Working with C-level executives from organizations including The Episcopal Home Community, Loyola Law School Disability Rights Legal Center, Progressive Jewish Alliance, and Jewish Federation of San Francisco as well as professionals including physicians, surgeons, dentists, psychologists, and other executive coaches, Kathleen has developed a unique coaching perspective grounded in her years of professional experience.

According to a recent report presented by Harvard Business Review, the more overarching and deep the experience of a professional coach the better the coaching experience for the professional<sup>viii</sup>. By applying her experiences with scientists and engineers, her primary research, and her coaches training her clients receive a unique growth experience unlike any other coaching out there today.

For more information about Confidence Connections coaching and how you can benefit from our services complete this application. If your situation is aligned with our mission, you will hear back from us to arrange a conference call.

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<sup>i</sup> According to a recent report by MetrixGlobal for a Fortune 500 company, executive coaching provided a 529% return on investment. Smither, James; London, Manuel; Flautt, Raymond; Vargas, Yvette & Kucine, Ivy (Spring 2003). "Can working with an executive coach improve multisource feedback ratings over time? A Quasi-experimental field study." *Personnel Psychology*, Vol. 56, (1), pp. 23 - 44.

<sup>ii</sup> Elsdon, Ronald & Iyer, Seema (1999). "Creating value and enhancing retention through employee development: The Sun



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Microsystems experience." Human Resource Planning, Vol. 22, No. 2, pp. 39 - 47.

<sup>iii</sup> Bernthal, Paul; Cook, Kevin & Smith, Audrey (December 2001). "Needs and outcomes in an executive development program, a matter of perspective," Journal of Applied Behavioral Science, Vol. 37, No. 4, pp. 488 - 512.

<sup>iv</sup> Olivero, Gerald; Bane, Denise & Kopelman, Richard (Winter 1997). "Executive coaching as a transfer of training tool: effects on productivity in a public agency." Public Personnel Management, Vol. 26, No. 4, pp. 461 - 469

<sup>v</sup> Orenstein, Ruth (2002), "Executive coaching: it's not just about the executive." Journal of Applied Behavioral Science, Vol. 38 (3), pp. 355 - 374.

<sup>vi</sup> DBM, a global outplacement, coaching, and career management firm and the Human Capital Institute (HCI);  
<http://www.reuters.com/article/pressRelease/idUS154828+14-Aug-2008+PRN20080814>

<sup>vii</sup> Thach, Elizabeth (2002). "The impact of executive coaching and 360 feedback on leadership effectiveness." Leadership and Organization Development Journal, Vol. 23, No. 3 and 4, pp. 205 - 214.

<sup>viii</sup> Harvard Business Review on Executive Coaching  
<http://www.edbatista.com/2009/02/hbr.html>