



JANUARY 2010

## Leadership Coaching<sup>2</sup> (squared)



**Nick Boccolucci, Ph.D.**



**Tim Nolan**

*“Leaders are not measured on intentions ...*

*Leaders are measured on results.”*

We are very excited to have Nick and Tim as part of the CPI Buffalo | Niagara team. We welcome them and their **unique approach to leadership coaching**. During the fourth quarter of 2009, we undertook a strategic assessment of our business. The objective was to better understand our current position within the western NY marketplace and to determine how we can **improve those services** we offer. The assessment involved talking to many of our CPI partners, many of our valued customers and many of our valued clients. We appreciate everyone’s input and look forward to **rolling out exciting additions** to our CPI Buffalo | Niagara service portfolio. One of the areas identified in our assessment was ( cont’d page 2)

## We’re A Little Different

There is a long list of distinctions that CPI Buffalo | Niagara brings to the transition process. Much of this list is comprised of things our **clients told us were important to them** and that they found at our company. While we think these distinctions are impressive and speak for themselves, none of them truly captures what we believe is the uniqueness that sets us apart.

Our distinction lies in **your sense of belonging** while you are here, a feeling of being part of a family dedicated to one thing – your success. It is a sense of being with people who have **walked in your shoes** and are **willing to get inside your head** as we help you work your way through this most important life journey. It is a sense that you can trust us to guide you through this transition as much as we will trust you to embrace our unique process.

To experience the “CPIBN Connection” you will have to **trust your instincts and good judgment**. Poke around as much as you like. Ask us every question on your mind. Visit with our clients – past and present. Check our references. Validate our reputation. Talk with our staff. We welcome your scrutiny. We welcome your comparisons. We invite you to join us and become one of hundreds of satisfied clients. **We are in the business of helping people and we can help your people too!**



**Help your employees better understand their options when thinking about retirement. Learn how our certified pre-retirement specialists can work with your people in a group or individual meetings.**

### **Leadership Coaching<sup>2</sup>**

(cont'd from page 1)

Leadership Coaching. While we have offered this service in the past, we found from our study that in today's constantly changing business environment Talent Management has become one of the top strategic initiatives of senior management in successful companies. We also learned that because of this, the role of Leadership Coaching has changed. It is now looked upon as a **strategic investment in the future growth** of the company and as such, is required to drive measurable results for both **1)** the individual and **2)** the organization.

Our study also revealed that the top criterion for selecting a coach has changed. Today, the number one priority in selecting a Leadership Coach is the **coach's business experience**. Companies are looking for coaches that have hands on experience in **driving results** and coachees who are able to relate to someone who has been in similar business situations. And when **business and consulting experience** are the basis of selection decisions, companies are more likely to report success.

Nick and Tim, two highly experienced executive coaches who, with their combined **1)** depth of assessment coaching

expertise and **2)** breadth of P&L accountability across a variety of functional experiences, have designed a Leadership Coaching process that is "business centric". We call the program **Leadership Coaching<sup>2</sup>**

**With Leadership Coaching<sup>2</sup>** you get ...the breadth of experience brought to bear on: understanding the coaching candidate's **development issues**, the **business environment** that the coaching candidate operates in ("**been there; done that**"), and the assessment and developmental plan preparation processes.

**Two coaches involved in the data gathering** double the scope of experience brought to the engagement. Two sets of ears, better ensures the **identification of developmental** issues, and the **interpretation** of the candidate's leadership style.

**With Leadership Coaching<sup>2</sup>**, each engagement (assessment, development plan and coaching process) is designed by company and customized by function to ensure organizational alignment while **1) challenging** and **2)** then **positioning** leaders to more effectively drive measurable results for the company.



MaryEllen Carlo, PHR  
Director Search Services

*allow our team to*

*uncover and attract*

*talent for*

*the best fit*

## Look Who's Here!

### We Welcome MaryEllen to Lead our Search Team

MaryEllen provides full search services to both corporate and non-profit organizations across all job functions. She is certified as a **Professional in Human Resources**, and as a **WorkPlace Big 5 Assessment Consultant**. She has over 20 years of recruiting experience, on a local, national, and international level. MaryEllen attributes her success to her ability to use **creative and proactive methods** to fill jobs quickly, saving her clients both time and money. She brings a positive energy and enthusiasm to all of her recruiting projects, from the most senior level management position to the most junior.

MaryEllen has been involved in **leadership** and **volunteer roles** in several local non-profit organizations, and she is currently an active member of the Buffalo Niagara Human Resources Association and the National Society for Human Resources Management. MaryEllen received her BS degree from SUNY Brockport, and has a certificate in Human Resources Management from the University at Buffalo.

The competition for recruiting high potential talent has never been more challenging. Employment trends, employee retention strategies, and compensation issues have made it difficult to attract high potentials from targeted organizations. At CPI Buffalo | Niagara we offer a **global reach** and **national prominence** that supports the research intensive requirements for recruiting top talent in today's markets.

As Director of Search Services she will have the opportunity to apply her **recruiting expertise**, utilizing a **highly refined search process** that allows our team to uncover and attract talent for the **best fit for our clients**. We take into consideration those factors that are unique to an organization and to the specific positions that need to be filled. CPI Buffalo | Niagara's process is built around **up-front preparation, broad-ranging research efforts** and **highly accurate selection methods**. Most importantly our process is **logically and strategically aligned to organizational priorities**.

Some of the many benefits of utilizing the services of CPI Buffalo | Niagara for your recruiting needs include:

A structured process and strategic approach that will **take your recruiting to the next level**

**Customized recruiting solutions** designed to take the legwork out of the recruitment process including: sourcing candidates, screening candidates, reference checking and other HR solutions

The use of **on-line assessment tools** to determine **personality fit** for the job and your organization

Access to a **network of thousands of resumes and contacts**

Measurable results which include reduced time-to-fill and cost-per-hire as well as **improved hiring manager** and **candidate satisfaction**

Regardless of your company size or budget, our experienced team is prepared to **deliver consistent, high quality recruitment solutions** for our clients. You are welcome to call MaryEllen directly at 716.631.2994 to discuss your recruiting needs.



## Talent Management Cycle

**Recruit**

**Retain**

**Develop**

**Transition**

## Staff and Associates

**Dottie Austin**

*Principal*

**Nick Boccolucci**

*Leadership Coach*

**MaryEllen Carlo**

*Search Services*

**Diane Denton**

*Administrative Associate*

**Carol Merrill**

*Bookkeeper*

**Todd Nicholas**

*Senior Counselor*

**Tim Nolan**

*Leadership Coach*

**Diane Robinson**

*Business Development*

**Mark Weigel**

*Principal*



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

**716.632.7662**

# Assess, Repair, Win!

Why do organizations invest in team development only after the dysfunctions result in serious failures? Many organizations believe that if you pick strong players, you'll have a strong team. The reality is that **strong individuals often create operational silos** by placing higher priority on their own individual responsibilities than the broader interest of team and organizational performance.

It's analogous to a **basketball team that doesn't run plays**. The player who gets the ball takes the shot with an **individual goal** of scoring as many points as possible. That player doesn't look ahead to find the teammate open for the better shot. As long as the team wins, who's to say there's an issue? Only when the team starts losing does the organization realize that the individuals are not playing as a team. In the corporate world, this situation becomes **more problematic the higher the team** is in the organization.

## Is Mandating Teamwork the Answer?

Some organizations think stating the expectation is enough. But that would be like handing a basketball team the playbook as they trot onto the court for the game. Without a great deal of practice and coaching, they're not going to **behave like a team**. Individual-centric behaviors must be traded in for team-centric ones. Why wouldn't you **coach and develop your team upfront to prevent a loss** – or simply to get a more powerful performance from your collection of corporate superstars?

There are many reasons that teams can be mildly to extremely dysfunctional. **CPI's Team Development program** can help you understand where the issues lie, and more importantly how to address them. Based in part on Patrick Lencioni's *Five Dysfunctions of a Team*, CPI's program includes **assessments that guide the creation and maintenance of teams** that use five essential operating principles to ensure success. Instead of "labeling" the five dysfunctions, our program focuses on the five (positive) operating principles that serve as building blocks for teams:

## ***Building Trust, Mastering Conflict, Achieving Commitment, Embracing Accountability, Focusing on Results.***

If it's not clear already, each building block is dependent on the integrity of the one before it in developing high-functioning teams. For example, you won't succeed with establishing team accountability if trust, healthy conflict, and commitment don't exist. It's no surprise that trust is the foundation. These five building blocks are only one component of the framework that CPI consultants use in the Team Development program. Establishing the **purpose and membership of the team** is a core and first component. And appointing (and possibly training) **a good team leader** is also critical to the team's success.

**What's in your 2010 playbook?** Will your team run those plays well enough to beat the competition?