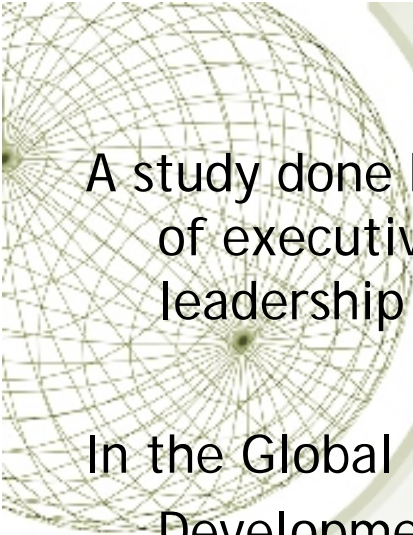




Introduction to

Global Coaches Network

**Positioning Leaders to Meet the Challenges
of Leading the Global Workforce
in the 21st Century**



A study done by The Economist Intelligence Unit in 2006 found that 90% of executives from more than 60 countries said that cross-cultural leadership was one of their top management challenges.

In the Global Leadership Forecast 2008-2009 Dimensions

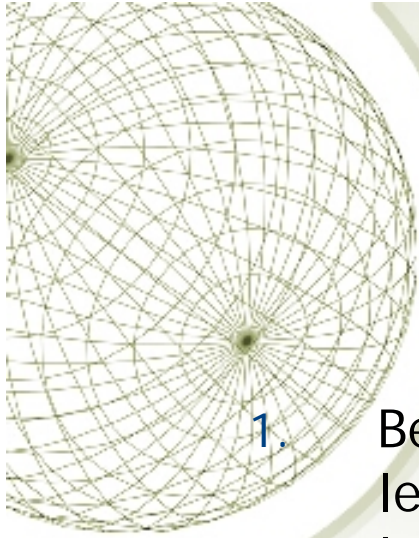
Development International found that 75% of leaders surveyed identified improving or leveraging talent as a top business priority. Despite this recognition, leadership development is going now where fast. Leaders are not satisfied with their organization's development offerings. Confidence in leaders has declined over the past 8 years.

**A new vision is needed
for global leadership development.**

A wireframe globe is positioned in the upper left corner of the slide. The globe is composed of a grid of thin, light-colored lines that form a spherical shape, with a central point where the lines converge. The background of the slide is a light green color with a subtle pattern of overlapping, semi-transparent rectangular shapes and lines, creating a modern, geometric aesthetic.

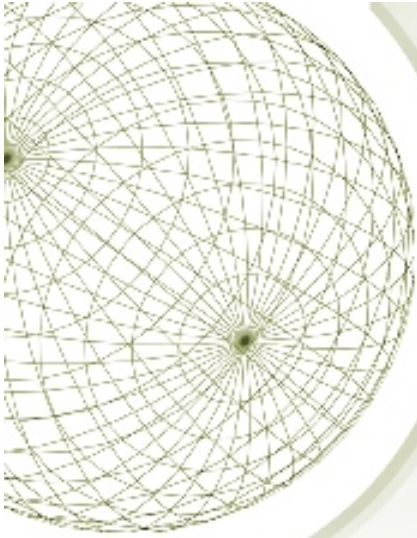
Global Coaches Network (GCN) Vision

Ethical global organizations powered by competent leaders who inspire and empower others with vision to excel and contribute positively to the wellbeing of the global community, and the sustainability of the planet.



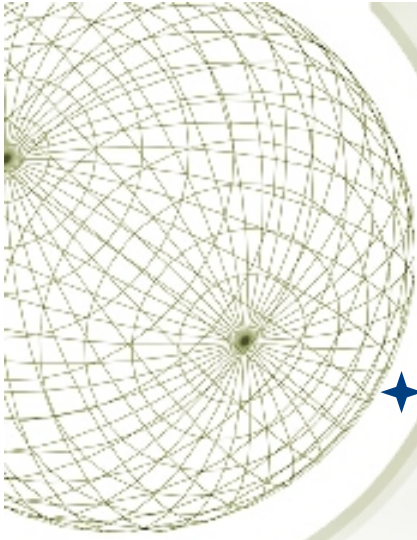
GCN Mission

1. Become the standard bearer for the service of global leadership coaching by provide cutting edge of global leadership development programs for organizations and governments, and global MBA programs.
2. Partner with organizations who maintain a mission to contribute to the peace, health, and wellbeing of human beings worldwide and to the global community.
3. Contribute to the development of talent in those global organizations regardless of nationality, race, creed, religion, or sexual preference.
4. Deliver excellent services with integrity, generosity, and spirit.



GCN Values:

1. Purpose
2. Integrity
3. Adventure
4. Curiosity
5. Generosity
6. Continuous Improvement



Global Coaches Team

- ◆ 60 global executive coaches + 30 associates who are intercultural trainers, consultants, and counselors globally positioned in 35 countries and capable of working in 23 languages.

Global Coach Qualifications

- ◆ Recognized coach training (ICF accredited)
- ◆ Business focused
- ◆ Previous global leadership expatriate business experience
- ◆ Selected and trained by GCN to become competent global leadership coaches
- ◆ Experience coaching senior leaders



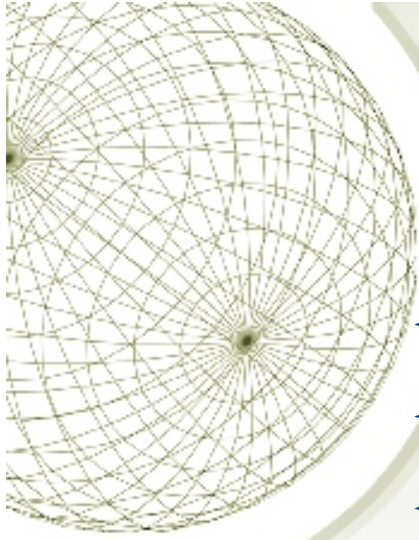
Coach Competencies

ICF Coaching Competencies

- ★ ***SETTING THE FOUNDATION***
- ★ 1. MEETING ETHICAL GUIDELINES AND PROFESSIONAL STANDARDS
- ★ 2. ESTABLISHING THE COACHING AGREEMENT
- ★ ***B. CO-CREATING THE RELATIONSHIP***
- ★ 3. ESTABLISHING TRUST AND INTIMACY WITH THE CLIENT
- ★ 4. COACHING PRESENCE
- ★ ***C. COMMUNICATING EFFECTIVELY***
- ★ 5. ACTIVE LISTENING
- ★ 6. POWERFUL QUESTIONING
- ★ 7. DIRECT COMMUNICATION
- ★ ***D. FACILITATING LEARNING AND RESULTS***
- ★ 8. CREATING AWARENESS
- ★ 9. DESIGNING ACTIONS
- ★ 10. PLANNING AND GOAL SETTING
- ★ 11. MANAGING PROGRESS AND ACCOUNTABILITY

Global Coaching Competencies

- ★ ICF Coaching Competencies +
- ★ Application of ICF coaching competencies in a multicultural global organizational setting.
- ★ Global Mindset
- ★ Social and emotional intelligence and ability to evoke this in leaders working globally
- ★ **Cultural competence and intelligence-the ability to raise awareness, sensitivity, and help global leaders execute business strategy with cultural intelligence**
- ★ Global Leadership Competence - knowledge and development of global leadership competencies while helping leaders to solve business challenges and make better decisions.



GCN Select Client list

- ◆ E-Trade Financial
- ◆ Merrill Lynch
- ◆ US Department of Agriculture Aphis
- ◆ US Department of Agriculture Bio Regulatory Services
- ◆ DOW
- ◆ Pfizer
- ◆ US Navy
- ◆ Intel
- ◆ University of Maryland University College



GCN Delivers Global Leadership Development Coaching Programs

What is coaching?

“The most powerful process for developing human potential.”

The London School of Business

“partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” the International Coach Federation

What is global leadership coaching?

An evocative process where a global coach works with a global leader(s) to maximize their potential to lead through inspiration and vision at the intersection of personal, business, and cultural competencies to execute and achieve their business objectives.

EAGLE

EXECUTIVE ASSESSMENT GLOBAL LEADERSHIP EXCELLENCE INTEGRATED LEARNING MODEL

PLANET SUSTAINABILITY
GLOBAL COMMUNITY

GLOBAL MINDSET

PERSONAL
COMPETENCE

GLOBAL LEADERSHIP
COMPETENCE

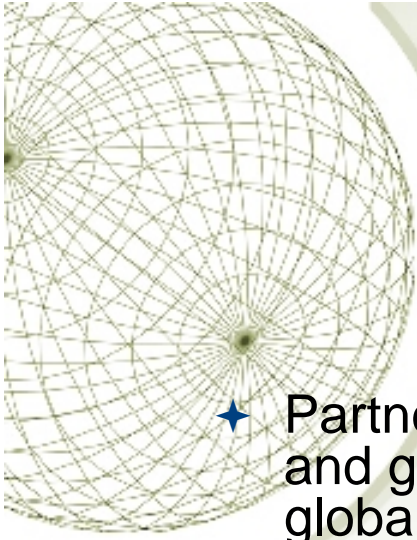
COACHING AT
THE
INTERSECTION

CULTURAL
COMPETENCE

GLOBAL ORGANIZATIONAL SUCCESS




GLOBAL COACHES, 2007



Global Coaches Network :

- ★ Partners with global business and government organizations and global university MBA programs to design and deliver global executive development programs to ensure:
 - ★ Personal/ interpersonal, cultural, and global leadership competencies in global leaders
 - ★ Success on the international assignment for leaders and their families
 - ★ Talent development for women and subcultures
 - ★ Thoughtful decision making
- ★ Coaches global leaders to anticipate and prepare for leadership challenges, and make better decisions.
- ★ Trains organizational leaders and internal and external coaches to use global coaching skills to develop talent who innovate and collaborate.



Case Study: 6 month Solution Focused Coaching for Global Organizational Leaders at Merrill Lynch

The issue: Merrill Lynch Talent and Development staff reported that Asian-American managers in NYC did not have leadership presence and were not seen as effective by their US American colleagues.

The solution: GCN partnered with ML's Talent and Development staff to design and deliver a coaching program to assist ML's Asian-American managers working in NYC to expand their leadership capacity to develop a leadership presence and style to compatible with the expectations of the US American staff. This program provided coaches with expertise in Asia and the US, a cultural preference assessment to allow the Asians to see their own cultural preferences and the gaps between their preferences and those of their US American managers and direct reports. The coaching was about bridging the gap through communication strategy, more direct communication, and more action oriented behavior.

Learning Methods: Outcomes driven, cultural profiles, global leadership coaching related to adapting and expanding leadership capacity by learning from locals, program evaluation.



Case Study: 6 Month Solution Focused Coaching Program to Transform Leaders at United States Department of Agriculture from Local to Global Leaders

The issue: Leaders in the US Bio Regulatory Service (BRS) assessed the need to become more aware of their own style of leadership and more sensitive to their impact on their counterparts worldwide while adapting their collaborative style to set bio-regulatory policy worldwide.

The solution: BRS called on GCN to design and deliver a coaching program for their leadership including the development of personal, cultural, and global leadership competencies. GCN designed and delivered a program including training, assessment and feedback, creation of individual development plans, and coaching to bridge the gap between the current performance of these leaders and their potential to represent the interests of the USA and collaborate effectively with their counterparts worldwide.

Learning methods: outcomes driven, global leadership assessment, cultural profiling, training, leadership development planning, coaching, and implementation, evaluations



Case Study: 1 year Group Coaching Program Designed and Delivered to University of Maryland University College Executive MBA Students

The issue: UMUC was beginning their global executive MBA program and wanted to include a coaching program as the leadership development component of the MBA program.

The solution: UMUC hired GCN to collaborate in the design and delivery of the unique **“group global coaching program”** for their global executive leader students, the training and development of the global program coaches including the ability to apply understanding of group dynamics and teach coaching skill development in the groups. GCN is also responsible for the design, content, and writing of the UMUC Coach’s Handbook, and ongoing consultation related to program improvement and staff development.

Learning methods for students: Outcomes driven, emotional intelligence, derail profiles, cultural profile assessments, SMART leadership goal planning based on assessments, teaching coaching skills during the group meetings, using work challenges and interpersonal group issues as drivers for developing SMART goals.

Learning methods for coaches: coach training on global coaching, developing global coaching materials, developing cultural competence in group coaching, using group dynamics in group coaching



GCN Global Coach Training includes:

- ★ Advanced coaching skills
- ★ Listening for global leadership challenges
- ★ 360 Global Leadership Competency Assessment
- ★ The Use of Country Navigator Cultural Profile by TMA World
- ★ Certification in the GCN EAGLE (Executive Assessment and Global Leadership Excellence) coaching program
- ★ Practice coaching leaders to develop personal, cultural, and global leadership competence while resolving current business challenges
- ★ Continuing Education

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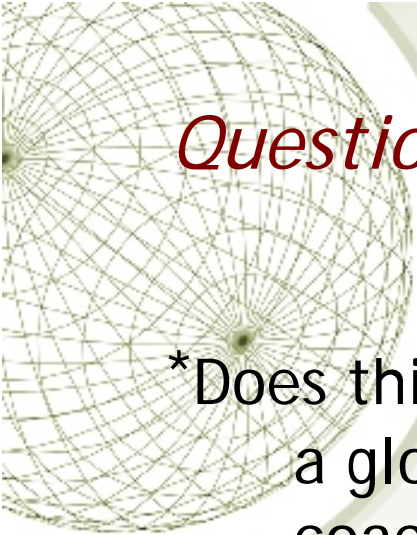
Expanded perspective and strengths applied to other global leadership challenges including better decision making. Level 4

Application and implementation of learning to global performance management of oneself and others. Level 3

Increased awareness of global leadership competencies: personal, cultural and global business . Level 2

Increased awareness of the opportunity presented in the global business challenge. Level 1

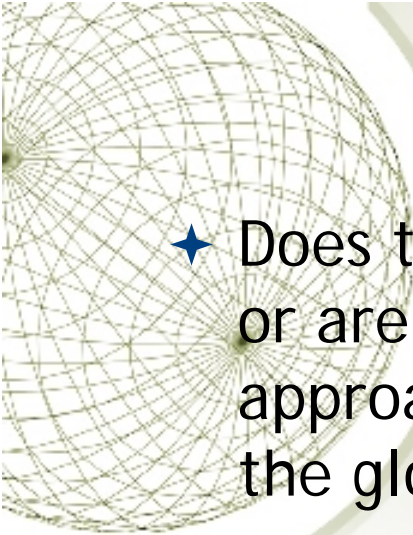
Levels of Learning



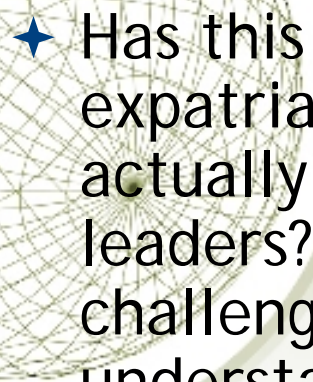
Questions to ask before hiring a coach for your global leader(s):

*Does this coach have the education and experience as a global leader, and as a global executive coach to coach our leaders to resolve business challenges while developing them as global leaders? Can this coach guide our leader to engage and lead our diverse workforce to accomplish our business objectives?

GCN Coaches Can! They all have advanced degrees, coach training, experience as expatriate global leaders, and they have been trained as global coaches by GCN.


- 
- ★ Does this coach have global executive coach training or are they simply applying their general coach approach to the complex multicultural context of the global business leader?

GCN coaches do have global executive coach training specifically designed by GCN to transform executive coaches into global coaches who have the advanced coaching capability to work with global leaders!



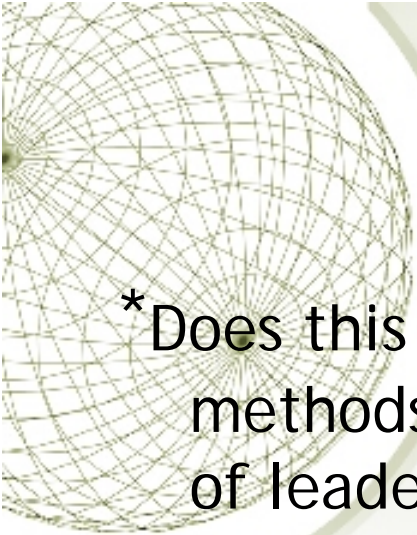
★ Has this coach been an expatriate? Without an expatriate experience as a global leader, can this coach actually understand the complex world of our global leaders? Can they coach our leaders to articulate the challenges they face, give them the context for understanding the challenges, and ask the questions relevant to the global as opposed to local business issues if the coach has never had these experiences themselves?

GCN coaches have all had expatriate experience and are fully prepared to coach to the personal, global leadership, and cultural challenges a global leader will predictably encounter.




*Is this coach trained to coach at the intersection of personal, cultural, and global leadership competency development packing a three for the price of one value for the leader and saving time and energy for the leader to use in application and implementation of new learning?

GCN Coaches are trained to coach at this intersection to provide a development in three areas of competencies at one time to save the time and energy of the global leader.

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*Does this coach have “global” assessments, tools, and methods at their fingertips to support the development of leaders working globally rather than locally?

GCN Coaches Do! GCN has spent years searching out the best assessments and is constantly developing new cutting edge materials to use in the global leadership coaching process.



“Leaders in the business world should aspire to be true planetary citizens. They have global responsibilities since their decisions affect not just the world of business, but world problems of poverty, national security, and the environment.”

Anita Roddick,
founder of The Body Shop.



Thank You.

Barrie Zucal

President/CEO

Global Coaches Network

**Positioning Leaders to Meet the Challenges
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