

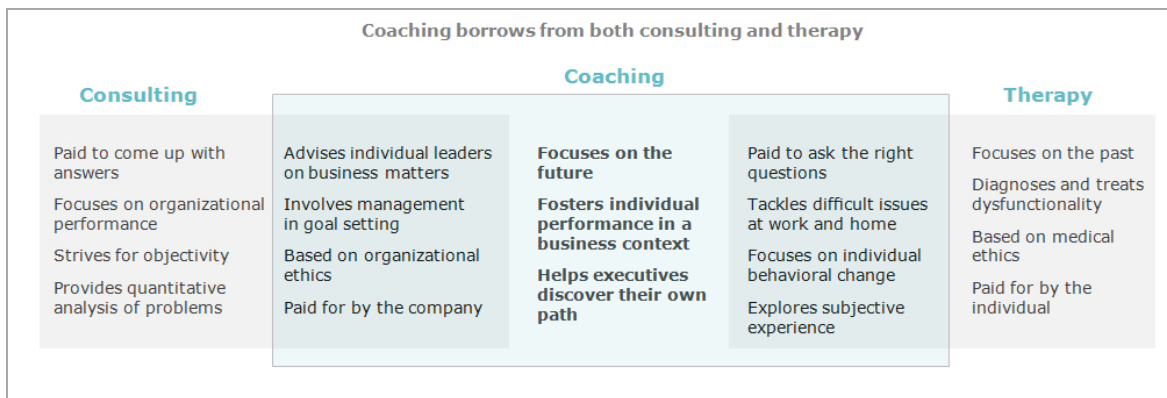
## FAQ

### What is coaching, and how is it different from consulting or therapy?

As coaches we are in the business of unlocking human potential, resulting in positive, measurable change for our clients, one that stands the test of time.

Organizations offer coaching to high potentials and leaders they believe in and value. They are making an important investment in the leader's development and future impact.

Once a client has set an agenda that carries meaning and impact, the coach offers concrete strategies and tactics for change. Milestones offer regular check-ins on progress made and accountability mechanisms ensure forward movement.



**At North of Neutral, we further maximize the impact of our coaching through...**

**Challenge and support.** Offering a compassionate coaching partnership is part of the equation. We also give our clients the candid and essential feedback they don't get elsewhere.

**Balance.** Together with our clients, we map out best practice on managing energy as they focus on reaching their goals.

**Laughter.** Life is too short not to have fun. We help our clients uncover their natural playfulness, fostering creativity and innovation.

## **What forms of coaching does North of Neutral offer?**

We offer individual coaching, group coaching as well as a mix of both variations.

### **Individual coaching**

We are in the business of creating tipping points, not band-aids. Together with the executive and sponsoring stakeholders, we customize a one-to-one coaching program tailored to an individual's development goals. As sounding boards and thought partners, we help executives develop new competencies:

#### **Personal leadership**

- Leverage signature strengths
- Transition with impact into a new role
- Navigate conflict
- Influence without authority
- Build an authentic leadership brand
- Turn around troubled relationships
- Exploit failure
- Prioritize and close doors

#### **Team leadership**

- Build a winning team
- Foster trust, open dialog, commitment, accountability, and results
- Lead virtually and cross-culturally
- Delegate and empower
- Give feedback to champion performance
- Mentor and develop the next generation of leaders

### **Group coaching**

We know what it takes to leverage the power of the group and have courageous conversations. Different from traditional group facilitation, over the course of several months clients get the unique opportunity to be coached, observe peers being coached and build their competence of coaching others, all under the guidance of North of Neutral.

## Real impact for participants as they...

- Get what team dynamics are about
- Learn to build and support trust
- Listen deeply
- Discover opportunity in conflict
- Transfer knowledge
- Understand the virtual reality of global organizations
- Commit and hold each other accountable

What's more: our coaching of **teams** has raised energy levels and performance. Our coaching of **distant peers from across the organization** has led to a broader organizational awareness, busting silo thinking.

## What is the process for individual coaching?

You can find an overview [here](#).

## What is your coaching methodology?

Our coaching model is holistic and evidence-based. Each of our mandates is customized to our clients' unique needs. We bring our experience as coaches and borrow from a range of disciplines, including: leadership research, psychology, philosophy and neuroscience. We use a mix of one-on-one coaching, action plans and between-session support to facilitate learning and deliver measurable results.

The underlying philosophy of our coaching method is the science of positive psychology, built on more than a decade of published theory and research. Positive psychology represents the scientific study of optimal human functioning and is used with children in the classroom to the adults in the boardroom. Unlike "positive thinking" approaches, which rely on repetition of positive statements to change attitudes (and can be quite harmful), the concept of positive psychology uses empirical methods to systematically build competence, boost your resilience, and promote excellence.

This philosophy is rooted in the identification and cultivation of your core strengths: your assets and talents, and what you relish doing most. Using your strengths in concert with your values provides the basis to make long-lasting positive changes in your life. And it complements other strategies for change.

## What assessments do you use?

Structured assessments pave the road to a dependable understanding of 'self' and our potential. Insights champion effective self-management. They enhance social awareness and understanding of how organizations work, and foster knowledge of how to work with and through teams on accomplishing goals. As certified and trained professionals, we administer a wide variety of instruments that provide personalized analysis for individuals and teams. You can find a list [here](#).

## How do I go about picking the right coach for me?

North of Neutral has an inner circle of coaches featured on our web site as well as a wide network of 30 associates we selectively work with around the globe. As you consider working with a coach and wonder who is the right partner for you, these are some questions that may help you find the answer:

- Is it important for you that the coach has similar work or life experiences to you?
- Do you have a gender preference?
- Do you want to work in-person or virtually (phone or Skype)?
- How much structure is important for your coach to bring to the process?
- Will you need a coach who brings “tough love” or more “gentle” support?
- Do you need someone to challenge you? Be a thought partner if you find yourself in a lonely leadership position? Help you think out loud? Offer advice?

Some clients are comfortable with choosing their coach based on profile. We recommend that you have a “chemistry” meeting first, be it with one or two to three coaches to make sure that the partnership you are about to commit to feels right.

## Does a coach have to be an industry expert to be effective?

Coaches are experts on developing leaders, helping them build their emotional intelligence (self-awareness and self-management) and interpersonal effectiveness at work. Across industries, organizations and their leaders typically face very similar challenges when it comes to effective self-leadership and the ability to lead and inspire others. In fact, we often purposely pair an executive with a coach with a different industry experience to avoid “business-as-usual” blind spots and to offer unique perspectives.

As for information that is useful to have in the context of the particular organization’s dynamics, based on our experience this can easily be provided by the client.

## What is the return on investment (ROI) for coaching?

We believe the benefit from investing in coaching and boosting the emotional intelligence at work is significant. IQ is overrated when it comes to success and well-being<sup>1</sup>. And to measure true coaching success, we need to take a more holistic approach that extends beyond the financial viability of coaching engagements. Leaders cast a long shadow. As they walk their talk, others listen and are likely inspired to follow suit, raising the level of trust, engagement and effectiveness throughout the team and organization.

Having said this, here are sources that offer data on why coaching is a viable investment:

- As Benjamin Franklin said, “Tell me and I forget. Train me and I may remember. Involve me and I learn.” Training alone increases productivity by 28%; follow-up coaching to the training increases productivity by 88%. (Source: Baruch College, Olivero, Bane & Kopelman).

---

<sup>1</sup> Carnegie Institute of Technology: 85 % of financial success is due to skills in “human engineering”: our ability to communicate, negotiate and lead effectively. Psychologist Daniel Kahneman found that people would rather do business with someone they trust and like than someone they don’t, even if the likeable person is offering a lower quality product or service at a higher price.

- The mean ROI for companies investing in coaching has been reported 7 times the initial investment. (Source: PriceWaterhouseCoopers & the Association Resource Center, 2010)
- [Life Coaches for the Entrepreneurial Set, New York Times, Feb 10, 2014](#)

Upon request, we do offer new clients the option to reference our previous work. You may also want to check out our public [testimonials](#) or read about a coaching experience with North of Neutral, as described in [Elle Magazine](#).

## What is the typical length and fee structure?

The length of coaching assignments can vary greatly and depends on the unique needs of the client. There is no silver bullet and there is no quick fix. Typically these assignments are anywhere between 6 and 12 months.

At North of Neutral we determine our fees based on a project's scope. This ensures that our clients will know what to expect and that we never have the meter running. As a ballpark, a 6-month engagement with a senior leader that includes twice a month 90-minute sessions, unlimited email and phone check ins in-between, all resources (articles, exercises, books), a 360-degree qualitative assessment with 8-10 stakeholders as well as a comprehensive written report, three alignment meetings between coachee, supervisor and HR lead as well as check ins with the supervisor and additional coaching interventions as appropriate (i.e. shadow coaching/attending meetings of the client) runs a range, with a midpoint between \$35 – 50k.

## What are key ingredients of a successful coaching relationship?

- An experienced coach who uses a clear methodology.
- A coach with a quality client list.
- An executive with a fierce desire to learn and grow.
- Good chemistry between coach and executive.
- Commitment by top management to retain & develop the coached executive.

## What makes North of Neutral different from everybody else out there?

You deserve to partner with the best. That we are [highly experienced and certified coaches](#) who deliver results is table stakes. We draw on proven frameworks and our coaching is customized to your needs.

That's why our clients choose us. But they stay clients and become our promoters because:

**Our focus on strengths *drives excellence.***

As one of our clients commented, "you don't try teaching penguins how to fly, you coach them how to catch the biggest fish." Clients learn how to manage around weaknesses yet focus on marshaling their [strengths](#). This is where clients feel energized, see the steepest learning curves, and are on top of their game.

**Our global experience *adds unique perspective.***

All of our coaches have lived abroad, worked in global organizations, and speak multiple languages. Whether clients move cross-culturally, are new to an organization or advance into a new role from within, we get what it takes to transition and lead globally with “oomph”.

**Our holistic approach delivers *results that stand the test of time*.**

No one is an island. Our one-to-one coaching process ensures that individual behavior is also addressed in the context of the team and the organization as a whole.

We are thought leaders in group coaching, accelerating organizational awareness and change. Under our experienced guidance, clients get the unique opportunity to be coached, observe peers being coached, and build their muscle of coaching others.

## Who do you work best with?

Our clients are already successful. They are motivated to grow and develop as people and leaders.

**They work in fast-paced environments.**

Our clients juggle plenty of competing priorities. Stakes are high. To thrive, they know that resilience to stress and the ability to focus are key.

**They are wicked smart.**

Our clients are quick studies. They raise their hand when it comes to uncovering their blind spots, overcoming personal blockages and building strong relationships at work. And they love to learn.

**They want purpose.**

Our clients are seekers. Not only of meaning for themselves, but also of alignment of their values with the mission of their organization.

## Who do you *not* work with?

Successful change takes time and practice. We do not partner with organizations that seek a 'quick fix' as this fails to stand the test of time. We do not engage in penalty box coaching for leaders who have been written off by their organization.

Finally, leaders who engage in any form of integrity violations will not make it onto our client list.

## Where do you meet your clients?

We frequently travel to where our clients work and live and complement local presence with virtual coaching sessions. And we are always happy to welcome clients to our space.