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Brief Background on Loeb Leadership Development Group

(Established in 1997)

www.loebleadership.com

As a company, we re-branded from Loeb Consulting Group to Loeb Leadership Development Group (LLDG) to reflect our commitment to and dedication to management and leadership development. We consider increased self-awareness, a solid understanding of successful leadership behaviors and effective communication practices to be non-negotiable skills of effective leaders. LLDG prides itself on offering a highly customized approach to leadership development to clients. We select practices, techniques and models from our tool box to build coaching programs to partner with our clients to help them achieve the leadership culture they are working to attain. With over 25 years in the talent development industry (legal and non-legal), we draw from our expertise, and lessons learned to share those learnings with our clients and participants. We believe in knowledge sharing and storytelling – two very effective practices of successful leaders. In addition, we hold ourselves accountable to practicing the five exemplary practices of leadership, beginning with “model the way” as we work to inspire our clients to create and fulfill their leadership vision or their firms.

In addition to our deep bench of facilitators and executive coaches, we have successfully built a web of strong strategic partnerships with top tier consulting firms, enabling us to bring highly effective research-based programs and tools to our clients. Our customized **Leadership Coaching** services and our award-winning **Managing for Impact** training series are examples of how we assist our clients. We also have an outstanding instructional design team available to work with you in fashioning the right mix of training and coaching, if requested.

Loeb Leadership Development Group was founded by and is led by Natalie Loeb (<https://www.linkedin.com/in/natalieloeb/>). Possessing over 25 years of experience in executive coaching and known as an innovative business leader and strategic partner to her clients, Natalie is recognized as a thought leader on leadership within the legal world and regularly approached for her developed expertise by a variety of organizations.

Natalie tirelessly partners with her clients to coach and train the next generation of highly-effective business leaders, managers, and teams through intuitive emotional intelligence and expansive business experience. Natalie is passionate about creating and customizing content for individual business needs and is eager to participate in endeavors where leaders are encouraged to become more diverse, open-minded, and inclusive. Ultimately, Natalie and her team help organizations transition managers into leadership roles, increase leadership effectiveness and building high-functioning collaborative teams.

Our Executive Coaching Services

- Our Coaching Model
- Does Coaching Work?

Our Coaching Model

We work with highly valued and intelligent *high achievers*. We understand that our coaching clients have risen to their roles because of their talent. We also recognize that when an investment is being considered for a client it is because the high achiever is required to move out of his/her comfort zone and the organization is supportive of that journey.

Our coaching clients are lawyers (associates and partners), administrative legal leaders (mid-level managers to chief level leaders) and corporate leaders (emerging leaders to CEO). We work with national and international clients.

Loeb's coaching services are always customized and based on the client's coaching needs and requirements. Some examples of our coaching engagements are:

- One hour debriefs on a specific assessment tool.
- Three to six "laser" coaching sessions focused on one specific behavior to be modified (i.e. time management).
- Ten coaching sessions for a new leader moving from an individual contributor to a manager of people.
- Three-month coaching engagement to increase self-awareness, assess the coachee's leadership development needs and build out a development plan.
- Six-month coaching engagement to increase self-awareness, assess the coachee's leadership development needs, orchestrate and conduct a 360 process, deliver feedback and be alongside the coachee for the remainder of the coaching engagement while competence and confidence is built to demonstrate the leadership skills and meet coaching goals.

Depending on the structure and goals of the coaching engagement, a typical coaching model includes:

1. Pre-coaching data gathering through a coaching survey prior to the first coaching session.
2. Initial contracting and information gathering: the coach and coachee work to understand shared expectations, coaching goals and agreements.
3. An Alignment Meeting with the coaching client's boss to seek feedback on established coaching goals. Coaching goals are refined as necessary.
4. Assessment and feedback: the coach uses selected validated assessment tools and a qualitative 360 interview process with stakeholders (6-8 interviews) to gather data about the coaching client, and then delivers the feedback to the coachee in the spirit of growth and development.

5. Development planning and implementation: the coach and coachee move from interpretations about data to enhancing specific behaviors and building a leadership development plan. The coachee might meet with his boss/sponsor(s) to discuss the development plan. Necessary adjustments are made to original coaching goals.
6. Coaching sessions continue for the coachee to share how he is owning and practicing new behaviors and implementing his development plan. Discussions center around what is working, what is not working and what adjustments still need to be made. The coachee takes leadership of the purpose for each coaching session and how his coach can hold him accountable for the next session.
 - Mid-point feedback is collected from the coaching client giving the coach the opportunity to model “seeking feedback” and to see how the coachee delivers feedback. In addition, the coach receives valuable feedback on how to make any necessary revisions to the coaching engagement from the coaching client’s perspective.
7. Coaching closure and follow-up: all parties review progress towards coaching goal, growth attained and lessons learned by the coaching client. Strategies for continued support and development and recommendations for next steps are provided to the coaching client.

Does Coaching work?

The answer is Yes. When the coaching engagement is orchestrated by an experienced coaching firm who knows what is required to set executive coaching assignments up for success. Loeb’s coaching model requires a **trusting relationship** with our clients. **The client must trust in our experience, coaching skills and genuine desire to help their leaders and businesses succeed.**

How do clients gain trust in Loeb Leadership Development Group?

1. We have been providing management and leadership development services since 1997. Our business has grown significantly over the years due to exceptional results and long-term relationships leading to referrals and more long-term relationships over the years. Feedback from the coaching clients themselves provides a clear picture of the results of our coaching. Because of results like *“The coaching was a game changer for our organization”* to *“Very valuable conversation and I appreciate your challenges to my thinking, and willingness to hold me accountable”*, clients recommend us to other organizations, industries and personal friends and family members (probably the biggest compliment of all).

In return, we must trust that the client is willing to do the work required to set the coaching assignments up for success.

1. We will eagerly share our knowledge and experience to teach you what you need to do to set

- your leadership development efforts up for success. We expect a willingness and ability on your part to do the work that is required in house for the initiative to succeed.
2. We expect you will be honest and candid with us. Tell us what is working for you and what is not; giving us the opportunity to pivot for the assignment to be successful.
 3. We expect you will allow our coaches to be honest and candid. We promise to “tell the kind truth” all along the way, so you can evaluate and assess where we are at any given moment and make the best decisions for your leaders and organization.
 4. We expect you to share our enthusiasm for your success.

Clients ask for coaching to be provided in a variety of ways. Attached are examples of coaching programs developed to meet clients’ needs.

- Five Session Laser Coaching Engagement
- Three Month Coaching Engagement
- Six Month Coaching Engagement

Five Session Laser Coaching Engagement

Each session is 60 minutes

Prior to Engagement *Meet and Greet* to determine compatibility between coach and coachee.
Coaching questionnaire completed by coachee.

Session 1

- Trust building.
- Discovery of coachee's interests, skill levels, strengths, areas to focus on.

Session 2

- Continued trust building.
- Continued discovery of coachee's interests, skill levels, strengths, areas to focus on.
- Insights on coachee's day to day world.

Session 3

- Assessment Instrument* as determined by coach.
- Continued discovery of coachee.
- Update on coachee's day to day world.
- Commitment 1 explored.

Session 4

- If assessment tool was administered in previous session, feedback from assessment is shared with coachee.
- Update on coachee's day to day world.
- Commitment 1 debrief.
- Focus on other strategies and skills.
 - Practice, reflection, adaptation

Session 5

- Continued discussions and reflection on commitments and strategies practiced.
- Adjust strategies if necessary.
- Focus on how to maintain newly discovered behaviors.

*assessment instruments are selected based on needs of coachee.
(i.e. Bar-On EQi, MBTI, DiSC, TKI, LPI, Hogan)

Three Month Leadership Coaching Engagement (12-14 weeks)

Prior to Engagement *Meet and Greet* to determine compatibility between coach and coachee.
Coaching questionnaire completed by coachee.

Month 1

- Establishment of trust and goal setting for coaching engagement.
- Discovery of coachee's skill level, interests and areas to focus on/develop during coaching engagement.
- Establish goals for coaching engagement.
- Coordinate Development Planning Meeting with coachee's sponsor/boss.

Month 2

- Focus on behaviors to develop and new habits to build. Challenge coachee to explore additional options to move towards goal(s). Begin goal setting/action planning for future.
- Administration of assessment instruments if desired.
- Mini 360.

Month 3

- Reflection on what's helping coachee move towards goal(s) and what's not. Adjust strategies if necessary. Continued discussion and feedback.
- Focus on how to maintain newly discovered behaviors and or strategies. Support to coachee to execute action plan. Coachee identifies ways to hold oneself accountable.
- Closure of assignment. Final reflections and identification of progress towards goals. Identification of success with new skills, how to continue to practice them and strategies to continuously learn and develop with sponsor/boss.

*Self-assessment instruments are utilized based on needs and desire of coachee.
(i.e. Bar-On EQi, MBTI, DiSC, LPI, etc.) Fees for assessments are invoiced separately.

Length of sessions: Depends on coachee's desire/need. Sessions vary from 60 - 90 minutes.

Frequency of sessions: From weekly to bi-weekly depending on coachee's needs and schedule of coach/coachee.

Inter-session communication: Based on coachee's needs, coach is available for brief e-mail and phone conversations between sessions.

Six Month Coaching Engagement (24-28 weeks)

Prior to Engagement *Meet and Greet* to determine compatibility between coach and coachee.
Coaching questionnaire completed by coachee.

Weeks 1 -5

- Establishment of trust and goal setting for coaching engagement.

Weeks 5 – 7

- Alignment Meeting with Manager/Sponsors to clarify goals for coaching engagement.

Weeks 7 – 10

- Focus on 1 or 2 goals. Discovery of effective practices/skills. Continued discussion and feedback. Development Plan created.

Weeks 8 – 12

- Assessment Instruments*

Weeks 9 – 14

- Incorporate feedback from assessment instruments and continued skill building and self-awareness discussions. Bring practical everyday issues coachee is dealing with into the discussion and reflect on skills needed to successfully navigate those issues.

Weeks 10 – 16

- Feedback seeking through 360 interviews (4-8 people). Continued meeting and discussions with coachee.

Weeks 11 – 17

- 360 Feedback delivered to client. Continued self-reflection and strategy building to work towards established goals. Mid-Point Development Plan (updated development plan).
- Check in with sponsors. Mid-Point feedback to Coach.

Weeks 12 – 20

- Focus on other goal(s). Continued discussions and skill building.
- Reflection on results of new skills. Fine tuning and enhancing of skills.

Weeks 13 – 24

- Focus on other goal(s). Continued discussions and skill building.
- Reflection on results of new skills. Fine tuning and enhancing of skills.

Weeks 24 – 28

- Closure of assignment. Check in with sponsors. Final reflections and identification of progress towards goals. Identification of new skills, how to support them and strategies to sustain new behaviors.

*Self-assessment instruments are utilized based on needs and desire of coachee.
(i.e. Bar-On EQi, MBTI, DiSC, LPI, etc.) Fees for assessments are invoiced separately.

Length of sessions:	Depends on coachee's desire/need. Sessions vary from 60 - 90 minutes.
Frequency of sessions:	From weekly to bi-weekly depending on coachee's needs and schedule of coach/coachee.
Inter-session communication:	Based on coachee's needs, coach is available for brief e-mail and phone conversations between sessions.

Sampling of Law Firm Clients

Brownstein Hyatt

Cleary Gottlieb

Clifford Chance

Dechert

Finnegan Henderson

Fragomen

Fried Frank

Goulstons

Hogan Lovells

Jones Day

Kelley Drye

Milbank Tweed

Parker Hudson

Schwabe, Williamson & Wyatt

Shearman & Sterling

Skadden, Arps, Slate, Meagher & Flom

Sullivan & Cromwell

Weil, Gotshal & Manges

Wilmer Hale

Winston & Strawn

Sampling of Feedback to Loeb Coaches

I. CEO

I am grateful that _____ has had the opportunity to work with you and undoubtedly this has equipped her to lead her team through an extremely difficult and stressful situation. I say this notwithstanding that you and (coachee) have only worked together for about 4 months. The fruits of your work with (coachee) are being put to test more quickly than we ever imagined and in a situation as volatile as one could ever face.

II. CIO

Thank you for your help Gordon. I wish I could take you along with me to every job.

III. Partner

Thanks for all your great assistance with (coachee). I know she really respected your guidance and I got the sense she really tried to absorb all she could from you. I am really pleased with the results and would recommend you highly.

IV. General Counsel

I truly appreciated everything and, though your counsel, I learned a lot about myself. I would definitely recommend your coaching services to my colleagues.

V. Chief Human Resources Office

Thanks again for all your fine work with (name). It is really a game-changer for the organization.

VI. Partner

The time we spent together was really helpful. I wasn't sure it would be effective. It certainly was.

VII. Partner

Today was a very helpful time together. Much appreciated it!!

VIII. Chief Level Executive

I was thinking about you, and our conversations, and just wanted to let you know I'm doing really well. Your guidance prompted me to look at what was really important to me vs. what is expected to be important to me. I can't tell you how valuable that is! I now focus on my very dear friends, family (including my dogs). My last two and next two business trips are planned to include extra time with family and friends, something I haven't done in the past. I still love my work and coworkers, but not just my work!! So thank you for opening my eyes and heart.

IX. Head of Practice Management

I really do appreciate all the time and resources you have provided me and feel like I am in a much better position to be a leader and better colleague to my peers. Thank you for that and you are **really** good at what you do!

X. Chief Operating Officer

Thanks. Very valuable conversation and I appreciate your challenges to my thinking, and willingness to hold me accountable.

XI. Chief Executive Officer

Having the pleasure of working with you at the start of my journey as CEO inspired a self- belief and confidence in my own ability that has undoubtedly added to the success that I and we have experienced over the last 3 years. Thank you.

XII. Senior Technology Executive

Thanks for the update. I am looking forward to our meeting. (Coachee) had a great half of the year and his growth in multiple areas was visible to everybody.

XIII. Office Administrator

Just wanted to say your time and efforts with (coachee) are still paying off; very much appreciate your assistance last year! Today (coachee) referenced a session he had with you whereby you provided an overview of how to organize yourself thru available features within Outlook.

XIV. Director

Again, wanted to thank you for the work you've done with _____, it really has made a positive impact and I am sure _____ will benefit greatly from the experience.

XV. Talent Development Officer

Phenomenal feedback from _____ today. I had a check in call with him to assess his perceptions of working with you and the coaching process. He was all thumbs up and truly appreciates your knowledge and technique.

XVI. Coachee

I wanted to take a few minutes to really thank you for your guidance and invaluable feedback. Being able to brainstorm and share my thoughts and ideas with you and know that I am on the right track in my thinking and approaches with so many of the various challenges that have come my way these past six months has been amazing. It really has built my confidence to trust in my instincts again and has given me comfort to know that while I may be a lone wolf at times, I'm not completely off base. So, thank you, thank you so much.