



TOUCHSTONE EXECUTIVE DEVELOPMENT PROGRAM

*Unleashing Your Potential For
Leadership Excellence*

Touchstone: A fundamental or quintessential part or feature; a test or criterion for determining the quality or genuineness of a person, organization, place or thing.
Cutting edge leadership is a touchstone for sustainable success.





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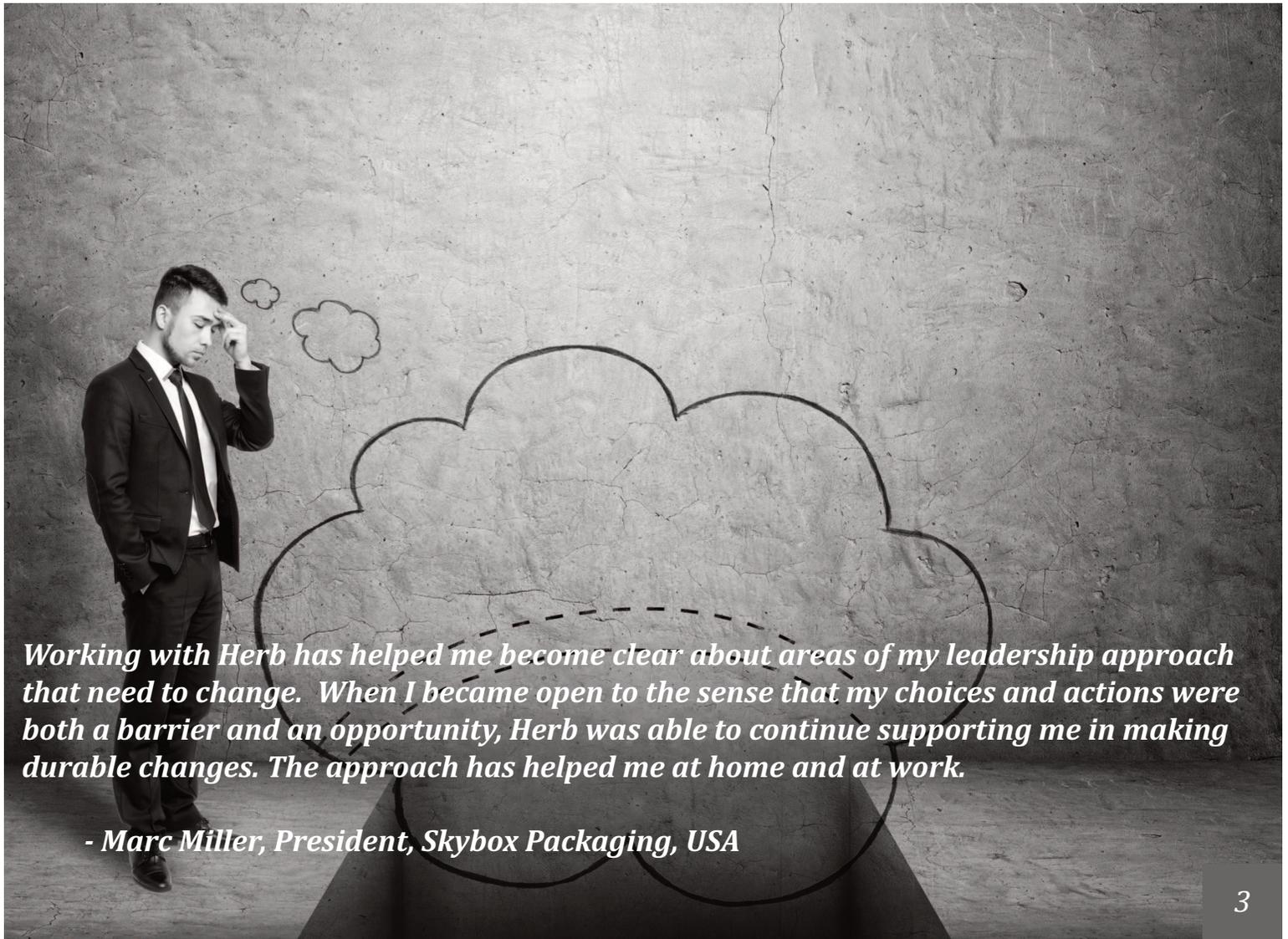
What was highly valuable was the recalibration of perspective, as the challenges that I thought were understood with technical depth, were in fact only ever known in that singular perspective. Herb's training provided the opportunity to understand that being technically right is never enough. For me, it was the exposure to the multitude of perspectives on leadership, vision and delivery of messaging. Phrases such as: "to go fast, slow down," or "if you want to grow big, think small," are now practiced in the business processes, producing real measurable results.

- Peter Tignini, CEO, TPH Group, Dubai, UAE

INTRODUCTION

In today's fast paced world, executives are being driven to **perform to the cutting edge** of their competency. But executive development has not kept pace with these demands. As a result, in this chaotic and evolving business environment, many executives are asked to perform beyond their capacity.

The Cleveland Consulting Group's individual executive development programs provide custom leadership development opportunities for senior managers and executives to identify the specialized skill sets they need to thrive, grow and expand their capacities. Executive development supports each individual client by **bridging the gap** and creating extended competence. Often necessary after a recent position change or the addition of job responsibilities, bridging the gap focuses on what is missing in the present level of performance. It builds on existing competencies, using them as pillars to build new competencies that are required to meet new demands. Our framework for executive development ensures a sound and constructive relationship with you. Our consultants build on this relationship, supervising the assessment, challenging the participant in a manner that encourages the stretch needed for development, and then supporting the participant to promote positive change.



Working with Herb has helped me become clear about areas of my leadership approach that need to change. When I became open to the sense that my choices and actions were both a barrier and an opportunity, Herb was able to continue supporting me in making durable changes. The approach has helped me at home and at work.

- Marc Miller, President, Skybox Packaging, USA

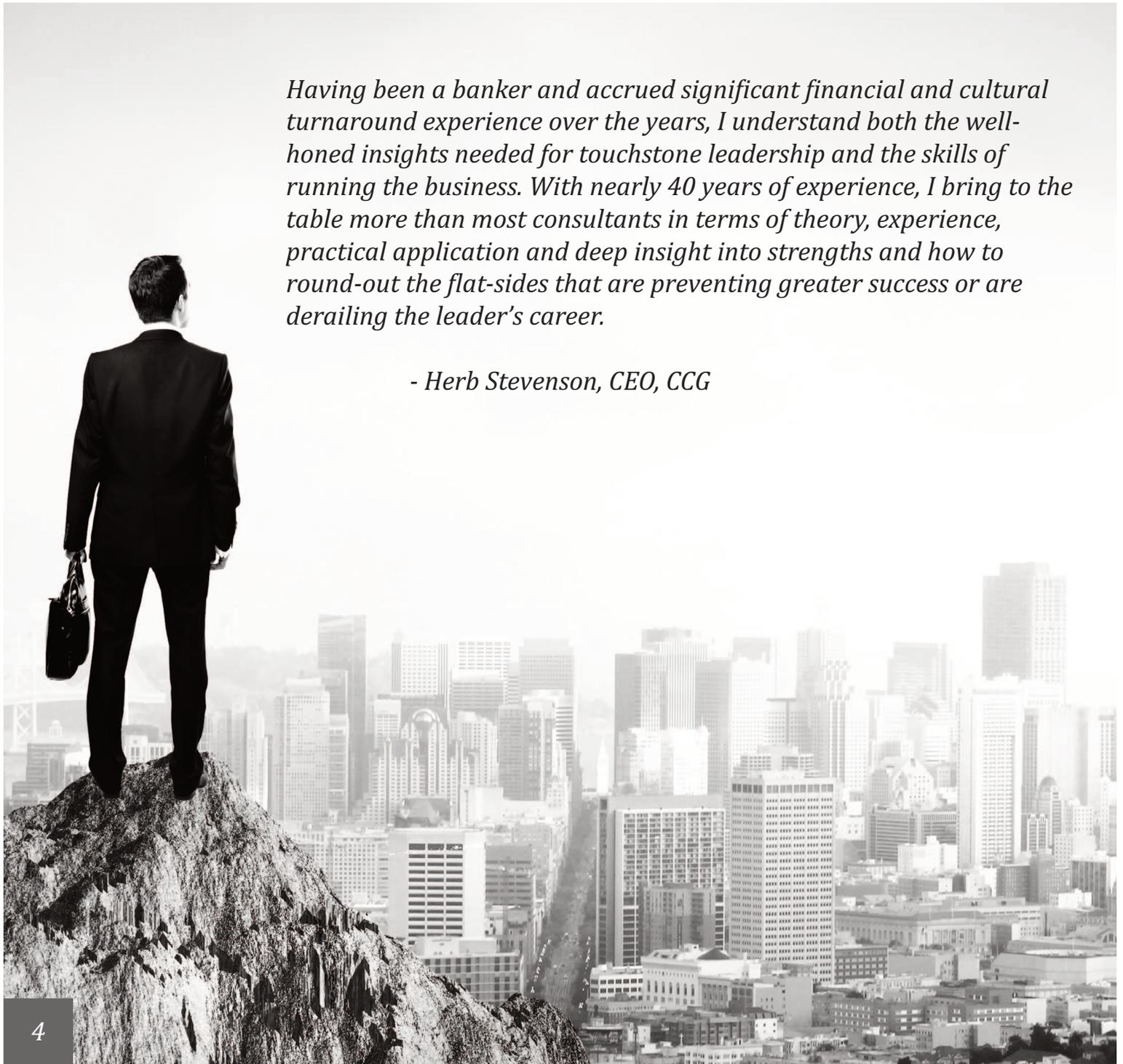
DEVELOPING YOUR NATURAL TALENT TO LEAD

Cleveland Consulting Group (CCG) founder and CEO, Herb Stevenson, believes it is possible to find and nurture personal qualities that fund the capacity to lead.

As an executive development specialist with over 30 years of experience in **Global Executive and Organization Development**, Herb Stevenson states that leadership derives from traits of emotional maturity which may lie behind unexamined assumptions about oneself — assumptions that have never been tested and may have no basis in fact.

Having been a banker and accrued significant financial and cultural turnaround experience over the years, I understand both the well-honed insights needed for touchstone leadership and the skills of running the business. With nearly 40 years of experience, I bring to the table more than most consultants in terms of theory, experience, practical application and deep insight into strengths and how to round-out the flat-sides that are preventing greater success or are derailing the leader's career.

- Herb Stevenson, CEO, CCG



EXECUTIVE DEVELOPMENT: OVERVIEW

The Cleveland Consulting Group (CCG) was established to support clients that recognize that business is more than a problem to be solved. The keynote supporting this philosophy is that we **unleash personal and professional potential** by:

- Establishing a clear baseline from which to create executive and organization development.
- Supporting **systemic changes** at the individual, two-person, group, and organization levels of system.
- Supporting executive and organizational change using methodologies that are congruent with your executive's capacity and organization's culture.
- Providing support for constructive conflict, where the environment is too hostile to dialogue and the next step requires a dialogue.
- Supporting succession planning to **prepare the next generation** of leaders.
- Supporting executives needing multicultural understanding whether within the USA or in foreign assignments.
- Imparting understanding that global leadership begins with self-awareness that can be applied to local cultures in the pursuit of collaborative success.



Herb was instrumental in helping our executive team work together better and mature into a high-functioning leadership team. Herb provides helpful alternative perspectives that expands thinking and leads to better solutions to solving problems. He was instrumental in helping me to operate at higher levels of performance.

-Loree Connors, CFO, Vitamix, USA

EXECUTIVE DEVELOPMENT: METHODS

Our **success** in executive leadership development is grounded in methods that are highly customizable to the needs of each organization and to the needs of their leaders. Our offerings span from assessments, individual development and team development to executive trainings. We work globally, and our delivery can be **in-person or virtual**, via secure video conferencing.

Assessments

In order to create a baseline for executive development, there needs to be an in-depth self-awareness of what works and what does not work. This means an in-depth understanding of one's personality preferences that may no longer serve as leadership responsibility increases should be established. We use a variety of assessments and combine the information we obtain with information from a 360-degree feedback process. The total results are reviewed, and a developmental plan is created.

Our team is trained and certified in a variety of assessment tools:

Individual & Team Assessments	Meyers-Briggs Type Indicator Fundamental Interpersonal Relations Orientation-Behavior Team Dynamics Survey
Conflict Assessments	Thomas-Kilmann Conflict Mode Instrument Intercultural Conflict Instrument
Emotional Intelligence	Emotional Competencies Inventory The Emotional Quotient Inventory
Leadership Practices	Leadership Practices Inventory (LPI) Leadership Development Framework (LDF) Leadership Maturity Framework (LMF) Spectrum CPI 260 for Leadership
Center for Creative Leadership	Executive Dimensions Prospector Benchmarks 360 By Design

Application: Leadership Development & Maturity Framework (LDF/LMF)

Assessments do more than just support individual development. The Leadership Development Framework (LDF) and Leadership Maturity Framework (LMF) are field tested examples of multifunctional tools that offer a powerful interpretive framework for **use in the development of the whole organization**. These frameworks can be used to support:

Talent identification and development

International organizations have worked with the LDF and LMF to:

- help match capabilities to organizational demands
- create "real" development agendas for leaders
- shed light on why capable people have been underperforming
- support promotion processes into critical positions

Development of leaders

The LDF and LMF creates a baseline for how the leader makes meaning and orients the organization for the future. The assessments can act as a foundational personal development module, highlighting how individual leaders orient to their environment and their role. This input illuminates the trends in the organization through the lens of individual leaders. Profiling individuals has enriched many in-house leadership development programs.

Organizational development

Profiling entire departments and functions of an organization can provide useful information about the current operating ethos of the organization, departments or specific management areas. This is particularly useful where the task of the organization is complex and a great deal is being demanded of managers and staff.

Recruitment

LDF and LMF profiles are added to other tests in providing a rounded psychometric profile of a candidate. Some consider the meaning-making implicit in these frameworks as "core or baseline traits," second only in importance to intelligence as a defining aspect of capability. This is a very important measure that is often neglected by those involved in recruitment.

Herb is a proven coach who successfully provide insights, context, tools and action plans for personal and team development. He uses a comprehensive set of tools to work with client partners to highlight strengths and round out flat spots. This leads to effective ongoing development plans that lead to increased executive and team success.

-Ale Williamson, CEO, Profusion Industries, USA

Individual Development

CCG's Competitive Edge

Executive Development is evolving at a brisk pace. Awareness of the value of providing developmental coaching as a learning tool for executive and leadership development is becoming common. A recent study reported in *Simply Business*, February/March, 2005 have shown that *94% of the individuals that earn more than \$1 million per year have a personal or executive coach support their development and their thinking processes.* To say the least, executive coaching and development is a **competitive edge for senior executives.**

CCG's individual development provides one-on-one custom leadership development opportunities for senior managers and executives. Our development framework ensures that the coach establish a sound and constructive relationship. The coach builds on this relationship, supervising the assessment, challenging the participant in a manner that encourages the stretch needed for development, and then supporting the participant to ensure positive change.

Development Principles

CCG business coaches act in accordance with the CCE Board Certified Development guidelines. Our Coaches assume the following time-tested Gestalt adult-learning principles and will enact them throughout the development relationship:

- Learning occurs through examination of here and now experience.
- Awareness is the precursor to effective action; awareness leads to choice.
- There is an inherent drive for people to behave as effectively as possible. The coach's task is to support the client to discover this drive.
- Growth is facilitated by the interaction of client and coach. The presence of the coach is a critical element.
- Growth occurs at the contact boundary, between what is known and that which is unknown or rejected.
- Change is the responsibility of the client, not the coach.
- Individual autonomy is crucial to healthy adjustment.

These traits are consistent with the development orientation. The business coach's orientation is prospective, **focusing on goals, untapped potential, and critical success factors** in a person who seeks to maximize his or her fulfillment at home and in work. A coach focuses on helping an individual "learn what it takes" for him or her to improve existing capabilities, set meaningful goals, and be accountable for his or her results. A coach helps an individual understand and eliminate barriers to more effective performance. These traits suggest the core of development is to support the emergence of an individual engaged in life-long learning.

Development Value

CCG's innovative coaching for a new executive serves a company by providing the guidance and stability that the company itself does not have the capacity to provide to a new executive. CCG provides a new executive roadmap to successfully meeting these goals with invaluable feedback and tremendous insights.

-Denise E. Hofelich, MS, MBA; Chief Operating Officer, Medical Organization, USA



Just as a professional athlete benefits greatly from a coach that is observing his/her performance, professional leaders also need fine tuning from an effective coaching resource. We do not always see our “blind spots” and a good coach can effectively help us become more aware of our style issues. Herb has a great deal of experience in coaching senior leadership and has developed some of his own theories about effective leadership. He is able to present both the experiences and his theories on an individual basis and make it relevant to the person he is coaching.

-Richard Seaman, Chairman, Seaman Corporation, Wooster, Ohio, USA

Team Development



The goal of team development is to help a group of people with a common purpose identify and meet business goals and simultaneously enjoy the journey as a team. Team development works in principle very much like individual development, the main difference being that the coach more visibly and explicitly manages the team's working process to ensure that the team members move forward together and that the team doesn't fragment. In doing this, the coach seeks to ensure that the team members attend to two key areas — **achieving team goals** and getting better at **working together effectively**.

Performance Orientation

Developmental coaching improves team performance because it:

- is **results-oriented**. The coach helps the team identify under supported and under-developed team dynamics.
- builds on the experience, skills and talents already present in the team.
- generates shared commitment to and accountability for the goals of the team as a whole, not just individual's own goals.
- sharpens communication and interpersonal skills.
- values and **builds on the diversity in the team**, rather than seeking uniformity.
- promotes an appreciative and challenging climate in which members are able to perform to their best.
- ensures that meetings are focused - and hence more effective and efficient.
- manages the group dynamics which can undermine team effectiveness and uses them to move the team to higher levels of performance.

Bottom Line Benefits

Participating in team development can assist your team to:

- align around a shared vision, purpose and goals.
- work with ease, confidence and trust in each other.
- cultivate shared leadership where all members contribute fully.
- create open, direct and powerful communications among members that forwards your team's vision, purpose and goals.
- develop and implement team operating principles.
- create and run highly effective meetings.

CASE: Request for Team Development

Managers from the NASA Glenn Research Center met with Herb Stevenson of the Cleveland Consulting Group, Inc. to discuss team coaching and development as a means to enhance their effectiveness. The team was aware that they had some rough edges as a team surrounding leadership and management behaviors. Immediate issues to address concerned how the team was dealing with conflict and individual differences, possibly created by the cultural differences within the team.

Within this development arrangement, feedback was requested by the managers to gather data on their leadership effectiveness. It was agreed that this information would be brought into the team as applicable to the effectiveness of the team. Each team member also agreed to complete the Thomas Kilmann Conflict Mode Instrument. The results were shared individually to address preferred styles of conflict management, and were then brought into team awareness to address the team dynamics of differing conflict styles. The team coaching further addressed the inherent team dynamics: communication, collaboration, conflict, differing behaviors, and cultural differences surrounding the leadership of their work area.

Working with Herb has helped me become more reflective and I have developed my ability to not only see the bigger picture better, but also to be able to look at it from different angles affording more approaches to addressing issues and developing my institution.

-Neal Dilk, Director; American International School of Rotterdam, Netherlands

SENIOR / EXECUTIVE LEADERSHIP TRAINING



The following pages provide a schematic of the various senior and executive leadership trainings provided by the Cleveland Consulting Group, Inc., called Touchstone™. Each session can be developed as a standalone for one day or as part of a larger three-week program.

Custom trainings can be organized:

In-Person. We work with multinational organizations based throughout the world. For onsite executive trainings outside the USA, we require a minimum offering of three day-long sessions.

Virtual. Just as many companies now manage globally dispersed teams via chats and web-based meeting software, we are also technologically current, and frequently provide trainings via web-conferencing software.

All individual sessions, as well as the full program, are formulated to teach and apply throughout the session. This process of "learn then do" overcomes Sutton's "Knowing-Doing Gap" that preempts the success of many executive programs.

Most of these sessions have been designed around specific levels of system, individual, group/team and organization. We will help you build your own program with these levels in mind to maximize the effectiveness of your development program for your organization.

The entire three-week program (three 5-day trainings) presented here has received accolades for its depth, application, and insight into executive development.

Touchstone Curriculum

Topics	Description
WEEK ONE: THE LEADER AWARENESS AND DEVELOPMENT	
<p style="text-align: center;">Leader Philosophies</p>	<p>Leader self-awareness and leadership development: Understanding one’s leadership philosophy and learning to communicate it is a key skill of a senior/executive leader. Among the benefits:</p> <ul style="list-style-type: none"> • Team members know what the leader wants and don't waste energy trying to guess • When the leader's intent is clear, it is easier to create policies and procedures • Clear priorities mean better use of resources • Leaders who are consistent and clear win employees' trust and confidence • Sharing a leadership philosophy starts a dialogue that says: we want to become better leaders, and we support each other along the way <p>Guided exercises are completed which results in a working draft of a leader philosophy with instructions on how to maximize its use through clear communication and implementation with all supervisors and direct reports.</p>
<p style="text-align: center;">Leadership Development</p>	<p>This training provides a foundation on how to build existing leadership strengths without turning an over-used strength into a weakness. Core leader competencies for middle managers, senior leaders, and executives are reviewed to indicate what leads to executive success.</p>
<p style="text-align: center;">Good Development Model</p>	<p>The GOOD development model involves four steps for every development session. (1) Goals and Purpose: Come to agreement on the purpose of the session and at least one goal. (2) Option: Various options/ opportunities are explored. (3) Obstacles: Most failures are the result of not clearly examining the obstacles. (4) Desired Action and Actionable Items: The final step is to come to agreement on next steps. This model is highly integrated in all sessions to deepen the learning of the participants and to further develop a development competency.</p>
<p style="text-align: center;">MBTI Step 2 Form Q</p>	<p>Leader self-awareness and leadership development is the focus of this training. MBTI Step 2, Form Q is the only version of the MBTI that includes leader flat sides—the preferred ways of engaging (introvert/extrovert), taking in information (sensing/intuition), making meaning of the information (thinking/feeling) and ways of dealing with the information (structured/ feeling). This tool supports individual development plans and leader philosophy statements. This is often used with GOOD model.</p>
<p style="text-align: center;">Thomas Kilmann Instrument (Conflict Styles)</p>	<p>The TKI describes the leader’s conflict style and includes the flat sides to the preferred ways of dealing with conflict. Using the relationship between level of assertiveness and cooperation, the preferred conflict style will be determined as competitive, compromising, collaborative, avoiding or accommodating. This tool supports individual development plans and leader philosophy statements. Often used with GOOD model. Can be combined with MBTI Step 2, Form Q and FIRO-Business.</p>
<p style="text-align: center;">FIRO-Business Interpersonal Relations Preferred Style</p>	<p>The FIRO-Business describes a leader’s interpersonal relations style and includes the flat sides to the preferred ways of dealing with people, so that interpersonal strategies can be created for more effectiveness. Using the expressed versus wanted needs surrounding connection (warmth, understanding, closeness, openness, and how one relates to individuals), influence (control, leadership, responsibility, and decision-making authority, and involvement (inclusion participation, recognition, belonging, and how one relates to groups), the assessment describes how the leader interpersonally orients to others in the organization.</p>

Topics	Description
WEEK TWO: THE LEADER AWARENESS AND TEAM DEVELOPMENT	
The Abilene Paradox	The inability to manage agreement, not the inability to manage conflict, is the essential symptom that defines organizations caught in the web of the Abilene Paradox. Organization members fail to accurately communicate their desires and/or beliefs to one another. In fact, they do just the opposite and thereby lead one another into misperceiving the collective reality. Provides insights into how the Abilene paradox can seep into any organization and what to do to prevent it.
The Spiral of Silence	Originally proposed by German political scientist Noelle-Neumann in 1974, spiral of silence is the term meant to refer to the tendency of people to remain silent when they feel that their views are in opposition to the majority view on a subject. Positional power dynamics, politics, and unwritten rules of surviving can rock a team into oblivion. The spiral of silence occurs when we perceive that the prominent opinion is contrary to our own and that to make our countervailing opinion would be harmful in some form. In highly chaotic environments, understanding the spiral of silence can prove invaluable.
The JoHari Window	Developed by American psychologists Joseph Luft and Harry Ingham, the JoHari Window is a useful tool for illustrating and improving self-awareness, and mutual understanding between individuals within a group. It can also be used to assess and improve a group's relationship within and with other groups. Provides insights into the dynamic relationship between appropriate levels of disclosure and feedback that can ultimately lead to team trust and effectiveness. Leader understanding of this balance between disclosure and feedback can dramatically increase effectiveness.
Tuckman's Stages of Team Development	Looking at the behavior of small groups in a variety of environments, Bruce W. Tuckman recognized the distinct phases they go through, and suggested they need to experience all stages before they achieve maximum effectiveness. Understanding the team stages of forming, storming, norming, performing, and adjourning is a critical component of leadership effectiveness. Provides insights into the five stages as well as the leader's most effective leadership in each stage.
5 Dysfunctions of Teams	Patrick Lencioni developed a theory on the five dysfunctions of teams. This theory offers insights into why some teams never fully perform. This training provides deeper understanding into team dynamics (absence of trust, fear of conflict, failure to fully commit, avoids accountability, and individual results orientation) and the importance of creating the capacity for the team to develop the capacity for constructive conflict.
Influence	Influence is a core competency for all senior and executive leadership. Often confused or associated with persuasion and coercion, real influence isn't just about getting what you want. It's about making sure the people who matter to you get what they want. This full day training provides insights into the currencies of influence, the relational requirements, and the continued efforts require to be influential. It describes connected versus disconnected influence and the pitfalls of not knowing the difference. It clarifies internal and external barriers that impact the ability to influence. This is becoming a critical training in many organizations.
Team Dynamics	Using the Team Dynamics Survey developed by Hackman and Wageman, we review the team effectiveness using the Team Dynamics framework. We explore the six conditions for team effectiveness. As Richard Hackman indicated, I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary, a collective creation of previously unimagined quality or beauty. But don't count on it. The focus is on explaining the six conditions and applying it to your organization. To deepen the process, the Team Dynamics survey can be used for an assessment of the presence of the six conditions for effectiveness in the existing teams.

Topics	Description
WEEK THREE: LEADERSHIP AND ORGANIZATIONAL DYNAMICS	
VUCA	<p>VUCA (Volatile, Uncertain, Complex, Ambiguous) was created by the United States military in the 1990's. It has been subsequently used in emerging ideas in strategic leadership that apply in a wide range of organizations. The deeper meaning of each element of VUCA serves to enhance the strategic significance of VUCA foresight and insight as well as the behavior of groups and individuals in organizations. VUCA elements:</p> <ul style="list-style-type: none"> • Reveal the context in which organizations view their current and future state. • Clarify the boundaries for planning and policy management. • Come together in ways that either confound decisions or sharpen the capacity to look ahead, plan ahead and move ahead. <p>Understanding the sense of constant white water that belies most organizations is becoming the difference between clear leadership and those that naively set a dangerous direction. It requires a new leadership competency that understands setting direction is a constant shift of course that creates a jagged albeit straight line to the desired result.</p>
8 Stages of Change	<p>The last 10 years have seen all organizations go through massive upheaval. Senior/executive leaders are being called to task to unify the organizations into a synergistic organization. Pulling on the life work of John Kotter, this training provides insights on how to manage an organizational change. Critical components such as understanding managing versus leading and the difference between real urgency and how it cannot be confused with priorities or massive breakdowns occur in the change process that can lead to the inability to sustain the change. From an organizational perspective, this training is imperative for system leaders and organizational leadership.</p>
Organizational Cycle of Change	<p>Gestalt theory provides a unique way to look at organization/system change. Called the organizational cycle of change, it pulls on organizational biologic theory to reveal the natural processes all organizational change moves through. This the tool reveals the stages of change including how to diagnose when a change process is stuck in one or more stages. Executives find this tool easy to use as well as easy to share with the rest of the organization when mapping a change and keeping it on track.</p>
Systems Thinking	<p>Most executive suffer from the lack of training for how to think strategically and in terms of larger systems. Zenger and Folkman have revealed that the inability to think strategically and at systems levels is a key career derailer at the executive level. Drawing on the work of Chris Argyris, Peter Senge, and others, the focus is on how to think in terms of systems and more importantly how to use the organization to create an ongoing evolving environment. This process is best taught in combination with the 8 stages of change, the Gestalt Cycle of Change and VUCA. Combined the executive is able to more fully under the 3-dimensional aspects of systems and organizations.</p>
Finding Balance	<p>The work/life balance has become an overused phrase to suggest that there must be a literal balance similar to a 50/50 relationship between work and life. In fact, there is no formula for an ideal balance. Most executives spend more time in work related functions than they do at home. However, successful executives at work and at home have negotiated the amount of time for each and how to ensure that both received high quality attention whether it relate to spouses, children, friends, and overall home life. This session is highly experiential as the attendees walk through a series of questions that provoke deep though and discussion that is carried over into the home after the session.</p>

TRAINING IMPACTS

I have a broader view of what is required to be an effective leader. Previous to Herb's course my perspective was rather narrow. I thought, "Well, I'm good at my job, I deliver for my bosses and our customers, I've been regularly awarded and promoted, I'm ready for my next promotion to senior executive." As a result of this course I learned, "No, not with that mindset you aren't." This was the "What Got You Here Won't Get You There" lesson; not necessarily the happiest lesson to learn, but a very important lesson.

-Tod Roy, US Department of Defense

What was most effective was that we experience improved collaboration amongst the team. There was a growth in respectfulness for each other and better listening. As a result the team became more trusting of each other.

-Denis Prior, Oil and Gas Industry, Ireland

I attended an intensive, three-week Leadership Development and Team Dynamics Program spanning three 'bootcamps' over the course of 18 months. The program was specifically designed for global project controls leadership, top performers, and graduates to meet, network, and focus on elements of leadership, coaching, personal and professional development. As a member of a global leadership team with representation from 10+ countries, our challenge was to learn techniques to establish synergies within the group, develop our relationships to foster trust, and create a cadence that would support our pursuit of a common set of objectives. The intensity of the program served as a catalyst for trust and encouragement within our team and solidified our collective pursuit of the common goals we set for our organization. I have a deeper understanding of myself and my purpose. I am more confident as a result.

-Ken Clevenger, Director, Project Information Management; Noble Energy; Houston, Texas, USA

Herb's excellent understanding of what the specific business needs of your current position and organization are, as well as his ability to adapt to and understand the challenges of a multicultural organization were most valuable in helping me to develop my personality accordingly, and last but not least build up trust and confidence in my own capabilities and competence.

*-Roolf Wessels, Managing Director HMI + Mobility, Pepperl+Fuchs Group
Mannheim, Germany*

Herb is very direct in his style and approach, so there is no guessing on what you need to work on to become a more effective leader and team player. It enabled our entire senior leadership team to work more effectively together to not only grow our business and meet our strategic objectives, but equally important, to be fully engaged while we were doing it.

-Rob Petit, Senior Vice President, Seaman Corporation, Wooster, Ohio, USA

The executive and leadership course was a journey of discovery that resulted in me being able to understand not only leadership but also people and behaviors to ensure I get the best from my team. I felt initially overwhelmed but soon began to understand and how interlocking segments really line up. It was a great experience and team dynamic for all that was on my course. The most effective was the ability to understand people's character and what their strengths and weaknesses are. Also the road to Abilene allowed me to understand you can always challenge and turn the decision around even if a decision has been made. Along with understanding about personal time management and how effective it can be, I have become a better leader.

-David Jenkins, Kentz (SNC-Lavalin), Ireland

I gained a wider perspective on business strategy, management, leadership, and how to achieve personal goals and company goals working within complex and varying management structures. Applying the models taught by Herb in a conscious deliberate manner vastly improves the success of the company and you as an individual.

-James Dempsey, Commercial Manager, Construction Industry, Perth, Western Australia



ABOUT HERB STEVENSON

Herb Stevenson is CEO/Founder of the Cleveland Consulting Group, Inc., a Native American and USMC Veteran owned business. He has 35 years of experience in gestalt-based global consulting and coaching.

He began his career in banking where he completed his first turnaround at 30 years of age. Once completed, he left the bank and joined Young & Associates, a boutique bank consulting firm. He completed 9 more turnarounds during the S & L crisis, while developing a national training and product division for the firm.



Upon leaving Young & Associates, he created the Cleveland Consulting Group (CCG). His clients range from \$25 million family-owned businesses to multi-billion-dollar global organizations. He has worked in Europe, the Middle East and South Africa. His practice involves individual and team coaching for executives and C-suite officers. He has successfully developed succession plans for incoming executive officers and outgoing CEOs. He has supported executives in the transition from upper management into executive leadership positions. Herb has also developed executive development training programs for the federal government and global corporations.

Herb has served as an executive coach and leadership consultant in a variety of industries, with clients including: US based Exterran, E-Trade, First Merit Bank, National Cooperative Bank, the World Bank, Fannie Mae, Defense Intelligence Agency, NASA, Vitamix, and Seaman Corporation. Non- USA-based, global clients include Kentz (Ireland), SNC-Lavalin (Canada), Orascom Construction (Egypt), Pepperl + Fuchs (Germany), and AISR (Netherlands).

Herb was program chair for “Becoming an Effective Intervener,” a global program developed by the Gestalt Institute for coaches, consultants and leaders seeking more effective interventions. He is a Certified Professional Coach, Certified Executive Coach, and Certified Diversity Professional. He has taught at the College of Executive Coaches, Cleveland State University Graduate program in Psychology, and the post graduate Gestalt Institute of Cleveland.

He has published several coaching and consulting articles in *The OD Practitioner*, *Gestalt Review* and the *Cleveland Consulting Group Newsletter*. Herb is a member of the Organization Development Network (ODN), the CCE Board Certified Coach (BCC), Society for Organizational Learning (SOL), and the Academy of Management.

CCG REPRESENTATIVE ASSIGNMENTS

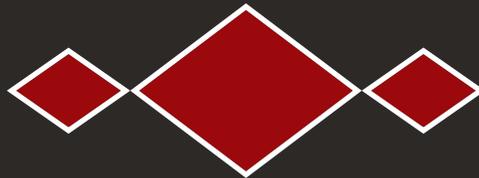
COO (Global Construction Company): Coached to support transition into new company and position. Provided consultation and coaching on assessment of existing culture that was struggling with massive losses and how to begin to shape into new more effective culture.

CEO & C-Suite Group (Global Consumer Products Company): Coached the CEO in transition from internal promotion. Supported building executive team while sustaining 30-40% organic growth for multiple years. Coached individual team members as well as the team dynamics.

Executives In-Transition program (Globe Organizations & Federal Government): Created intensive high potential executives in transition program to increase the success of leaders being promoted into executive leadership. Successful transitions increased dramatically.

Vice President (Global O & G Organization): Coached the VP of new functional area for a global organization to build a team of “gunslingers” (industry best) while booking \$1 billion work-in-process over a 12-month period. Coached the team and team members through the transitional turmoil of rapid growth, tumultuous team dynamics, and eventual success.

CEO (Manufacturing Company): Created succession plan for CEO's exist while grooming two internal candidates for co-CEO transitions. Coached CEO and the successors through the roller coaster of emotional transitions typically for departing CEOs and 1st time CEOs.



Herb Stevenson became my executive coach in 2009. I had recently left a 28-year career as a senior partner of a leading London law firm to become General Counsel of an international financial institution in the United States. The transition proved difficult. My law firm experience was both intense and intellectually rigorous. The work environment in my new position was far more relaxed but also more politically charged than I was accustomed to. I was viewed as a demanding leader who insisted on very high performance from staff and was impatient with substandard work. My staff reviews were very mixed, with people either loving or hating me. My employer decided I needed coaching to smooth out my rough edges. This was not uncommon for senior staff, particularly those coming from a private sector background. Herb is a phenomenally interesting man. He has a lot of business acumen. Working with Herb is an intense experience, but also an incredibly rewarding one.

-Peter Cleary, Senior Counsel; Orrick, Herrington & Sutcliffe; Hong Kong