

# SW&A Executive Coaching



**High-performing healthcare starts with compelling communication.**

*SW&A is healthcare's trusted partner for preparing your leaders for high-stakes conversations and coaching teams to create opportunities for influence and trust.*

# Executive Coaching



SW&A's coaching team allows leaders, from first time people managers to experienced C-Suite veterans, to maximize their leadership potential by improving their communication skills and accelerating their impact across an organization or industry. For each client we develop a personalized coaching plan to build on the fundamentals of effective spoken communications. Then, we tailor techniques that will help a leader establish confidence, commitment and connection with every audience.

At SW&A, our process of coaching is threefold:

- To increase awareness of personal style and impressions
- To identify the style choices and content structure that can impact impressions
- To provide coaching needed to create lasting impressions across all speaking situations

*SW&A provides coaching support in three key areas:*

## **Personal Presence & Style Skills**

Style coaching will cover all topics of concern, as well as issues such as personal presentation, personal appearance, voice energy and authority, physical involvement and posture, body language and stance, and listening skills.

## **Storyline & Message Development**

Content work will cover all topics of concern, as well as issues such as defining a clear objective, creating a compelling message, analyzing an audience, incorporating examples and stories, and answering questions.

## **Situational Support for Engagement & Influence**

Situational support will cover areas of concern that may be unique to the participant such as challenging team members, remote meetings, video conferencing, and senior level conversations.

## **Additional Option: Verbal Assessment**

Verbal Assessments provide additional context by capturing impressions and assumptions about a participant. This helps us understand the strengths and challenges of a participant beyond their self-perception and often identifies blind spots the individual may have with a specific group. The anecdotal examples from the conversations help us understand how an individual is perceived and the impact of their communication approach on different groups.

**Coaching Overview:** *Through our personalized coaching plans and tailored exercises, we help leaders maximize their potential through impactful communication.*

## **Coaching Options**

Coaching sessions can be schedule in-person or virtually over your preferred video conferencing platform.

## **General Coaching Goals**

- Personal Presence & Style Skills
- Storyline & Message Development
- Situational Support for Engagement & Influence
- Verbal Assessments



## SENIOR EXECUTIVE COACHING

Most leaders know that they can leverage the skills of others to strengthen impact across a company. But they realize that communication is a skill that can't be transferred or assigned to anyone else. It takes the confidence and commitment of a leader to set the direction for a company and to inspire and align every employee to that direction.

Leadership raises the bar on expectations of communication skills from pushing out information to pulling in people. Every leader can learn to feel confident and comfortable with their employee base; great leaders learn how to make that employee base feel comfortable.

SW&A helps leaders consider expectations, impact, and results of communication. We can set direction for an executive communication plan and create messaging that helps a leader establish thought leadership and visibility across an industry. We can also help leaders improve the impact of their style and learn to establish lasting impressions with personal stories and experiences.

## LEADERSHIP COACHING

From Senior Directors to Vice Presidents, sometimes the needs are more universal than specific. A leader takes on a new team or expands their focus, and things don't seem to work as well or as easily. Coaching can be a great reset button to shift from habits of managers to intentions of leaders. It may be prompted by a change within a company or repetition around feedback. It can be focused on goals that they can't master or habits that lead to the wrong impressions.

We help people reset and re-energize their brand and their approach. Coaching can raise the bar on communication skills and change the brand of a leader simultaneously.

## WRITING & KEYNOTE PRESENTATIONS

Some events feel more important than others with higher stakes and higher visibility. And when a communicator wants more durability from their content and more shelf life from their message, we invest in writing the storyline for them and helping them bring it to life with their delivery.

A compelling communicator uses both their words and their style to influence, and we think bringing the two together is what makes a communicator effective. So, we seldom take on the writing without the coaching.

But for a former client who's style we know, writing can be integrated into a coaching engagement or treated as a separate project.

We take on writing for an entire conference and multiple speakers or a single speaker who wants their content to stand out.

## HIGH-POTENTIAL COACHING

SW&A's coaching format can easily attach to existing high-potential programs. Our goal with high-potential coaching is to support the development of leadership candidates through the duration of a program to ensure that each participant is well prepared for an expanded opportunity after completing the program. In some instances, we are the sole provider of curriculum elements. In other instances, we are a segment of the program. We have the flexibility to work in either role.

## INVESTMENT PRESENTATIONS

Messaging is critical when your company wants capital to grow your business. And it isn't easy because the investor audience is looking for a different element of your story. Investors care less about where the company has been and more about where the company could go. SW&A builds storylines from the investor perspective and helps position market opportunity as well as product capability. And...we coach your top team to tell the story well!

## MICRO-COACHING

Our Micro-Coaching offering is a great way to upskill early to mid-tier people managers. Designed for those who may not normally have access to executive coaching, this coaching sprint focuses on one particular leadership trait that the client would like to improve, and our coaches will tailor our methodology to create a 30-day coaching plan.

This engagement is geared towards mid-tier people managers, but can be adapted for any client with a specific topic they need help with. Over the course of one month, our coaches will work through leadership gaps and set the course for long-term success.

## TRANSITION COACHING

SW&A helps managers and leaders develop a transition plan to introduce their brand to a team whether they're joining a new company or expanding their role within an existing one. It's true that most employees give a new leader about 90 days to settle in and set direction. The challenge is most leaders focus too much on what they plan to do and not enough on what they need to hear. And even the best message falls flat because it doesn't start with the right perspective. With an SW&A transition plan, leaders observe more, learn more and feel ready to communicate a plan that illustrates their learning and builds support for a new direction.

## MEDIA COACHING

Success in a media interview is based on preparation. Although most people are prepped for interviews with content overviews, desired outcomes, and some prepared messages, an interviewee still has to take time to think through the execution of those ideas. And it can be difficult to turn a list of questions and responses into a succinct way of getting a few key points across. We coach communicators to leverage an SW&A messaging document to turn any interview into a focused conversation of key messages and repeatable sound bites. And once the tools work for the communicator, we shift our work to the communicator themselves with coaching on how to stay calm and focused in order to appear confident and credible.

## CAREER COACHING

SW&A helps individuals prepare for interviews by linking their career path to a new opportunity. For most clients, the conversation shifts from what they know to what they say. While their resume and experiences may get them through the door, it will be their personal presence and their ability to prepare memorable examples that will best position them for a job offer. This format provides a client with a framework for developing key messages to support their resume and build interest in a conversation. Then, participants participate in mock interviews to gain insights on impressions and to build confidence in their personal style.

## VERBAL ASSESSMENTS

Verbal Assessments provide additional context by capturing impressions and assumptions about a participant. A coaching participant identifies 6-8 colleagues who work above them, below them or around them to be interviewed. This helps us understand the strengths and challenges of a participant beyond their self-perception and often identifies blind spots the individual may have with a specific group. The anecdotal examples from the conversations help us understand how an individual is perceived and begins our diagnosis of assumptions attached to their brand. The more we know about current impressions, the faster we can set intentional choices to strengthen some impressions and reduce others.