



# SonomaLeadership

S Y S T E M S

*We Cultivate Talent.*

Preferred Provider, *The Leadership Challenge*<sup>®</sup>

**Sonoma Leadership Systems**

Global Training Partner,  
The Leadership Challenge<sup>®</sup>  
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## Sonoma Leadership Systems

- Committed to leadership development through assessment, application, support, follow-through, and reinforcement
- Partners with the authors and publishers of *The Leadership Challenge*® for over 18 years.
- Global clients and projects in strategic, enterprise-wide leadership development

## **Sonoma Leadership Systems' products and offerings**

- The Leadership Challenge Workshop implementation, in-company or in Sonoma as an open-enrollment offering, led by Certified and Master facilitators.
- LPI implementation and administration services, LPI workshops and facilitation.
- Full suite of The Leadership Challenge materials and courseware, books, assessments, and eLearning options; Leadership is Everyone's Business, and The Challenge Continues suites.
- The Five Dysfunctions of a Team for Executives, Managers, or individual leaders and teams. Courseware, assessments, facilitator-led interventions, and materials support.
- Coaching programs as follow-on to workshop, or individual or executive development. Featuring telephone, in person, online, email, or The Leadership Challenge Friday5s.
- Ongoing learning support: Webinars, Newsletters, "Leadership in the Moment" blog, social networking on Linked in, Facebook and Twitter.



## Jeni Nichols



Jeni Gomez Nichols has a diverse business background of sales, management, consulting, and teaching. She has over fifteen years of experience working with authors Jim Kouzes and Barry Posner bringing The Leadership Challenge™ to leaders throughout the world. In 2005 she founded Sonoma Leadership Systems with a vision of a “Well led world, one leader at a time.”

At Sonoma Leadership Systems she leads a team of creative experienced leadership development professionals and believes great leadership is at the core of any organization's success. With client partners she has conceived, designed, and implemented a wide range of events and training interventions for the express purpose of “lighting a fire” within the hearts and minds of leaders. She has published articles in Society of Human Resources Magazine, Sonoma Business Journal and is editor of The Leader's Almanac

## Holly Seaton



With over 25 years of experience in human development, management, education and healthcare, Holly Seaton is knowledgeable about the complexities of human dynamics, interests and interactions that impact the greatness of organizations. Skillful and practical in her approach, she not only adds a professional consultant perspective, but helps leaders and teams give voice to their goals and values in order to integrate these into their personal and organizational practice.

Using a variety of tools such as critical and active inquiry, assessments and interviewing, she offers customized and actionable strategies that can be put to use immediately for meaningful improvement. She is an executive and leadership coach for Sonoma Leadership Systems.



## Why do Companies provide coaching for leaders?

- Improved performance 79%
- Address leadership succession needs 63%
- It's no longer limited to toxic leaders

AMA Study

## How common is coaching?

- 50% of companies employ some kind of coaching

Hay Group Research

## **Benefits of offering leadership coaching with The Leadership Challenge workshop**

- Clarifies LPI questions
- Enables participants to integrate information
- Reveals barriers or roadblocks
- Deepens learning
- Encourages problem solving and strategies
- Aligns personal commitments and actions
- Facilitates next step
- Gets to actionable steps to practices and behaviors
- Provides accountability
- Sustains momentum

## Coaching Models

- Appreciative inquiry  
(focuses on strengths and resources, competencies and opportunities)
- Observational coaching  
(collect data, analyze and clarify, formulate strategies)
- Reflective coaching  
(Reflect on own issues, OK to be in "I don't know")



## Sample Questions for Coaching\*

### Getting Started

"What would you find of value to explore a little deeper?"

"What have you noticed about your LPI data?"

"What is drawing your attention now?"

"What is occupying your thoughts?"

"What questions do you have?"

### Past experiences/individual process

"What would you find of value to explore a little deeper?"

"What have you noticed about your LPI data?"

"What is drawing your attention now?"

"What is occupying your thoughts?"

"What questions do you have?"

### Uncovering roadblocks

"Are there any practices or behaviors that you question?"

"Is there something that doesn't ring true to you?"

### Leverage

"What current behaviors might you want to build upon?"

"Where do you want to go from here?"

"What do you predict might be difficult for you?"

"What might get in the way of your plans?"

"What resources do you have available for increasing frequency?"

### Facilitate vision and enhance motivation

"What can you imagine would result if you...."

"What might be a result of you \_\_\_\_\_"

"If you were to not \_\_\_\_\_ how would that affect you?"

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## Activity

How would you respond to these situations?

You are asked to comment on what *you* think LPI data means

You notice that there are some foundation behaviors that are consistently infrequent: Example: "dignity and respect"

You are told that these leadership behaviors do not fit in their workplace or culture

The coachee is very emotional

Coachee tries to draw you into dynamics of other team members present

The coachee frequently derails the discussion

You observe that there is a firm self limiting belief

Coachee focuses obsessively on remarks, data collection validity, or outliers

## Coaching for results

### Participant Testimonial

"Holly, Thank you for the final coaching. . . .If it's helpful, what I most appreciate are these email communications as a way to receive support. It's been validating and encouraging. The questions you ask back to me are always relevant, giving me new thoughts to apply in my day-to-day work. In reflection, I link the effectiveness to our first meeting at the Workshop. Having that personal interaction to start and build our relationship helped me with these emails. Honestly, I don't remember the content of our first conversation. I do remember how you listened and responded, which I feel you've carried over and into these messages. So for those thirty minutes, it's about connecting and building a relationship; listening and really understanding just 1 or 2 immediate needs of the participant; and a little bit of lifting of some spirits.

Best of luck,  
SF, Workshop Participant"

## Our Approach

Leadership Development is:

- Not an event
- A relationship
- Self-development
- Life changing

Coaching is:

- Coaching is a development process
- Starts with pre-work (webinar)
- 30 minute session in the workshop
- Follow up conference call with participants
- Optional one on one coaching continues



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