

Resource Guide of Coaching Services For U.S. Geological Survey

(Updated January 2007)



*Personal Development Through Coaching
Can Help You Through the Maze of
Leadership and Management Issues
in Today's Changing World*

Contents

- Coaches recommended by USGS
- Coaches recommended by Eastern Management Development Center
 - David Borchard
 - M. Diane Fadley
 - Joseph Gray
 - Susan Green
 - Sarah Michel
 - David Schoof
 - Sharon Senecal
 - Johnna Champ
 - Leslie Williams
- Coaching opportunities through Federal Executive Institute (Need to work through OED Regional Liaison)
- Attachments

Coaches recommended by USGS:

(See attachments for biographies and business information)

- **Wayne Gerber**
Sungate Advisors
Greensboro, North Carolina
(336) 286-3677
Email: sungate@bellsouth.net
See attachment 1

- **Ann L. Clancy, Ph.D.**
Clancy Consultants, Inc.
Billings, Montana
(406) 252-6120
Website: www.clancyconsultants.net
See attachment 2

- **CI International Executive Coaching**
Robb Heaton, Coaching Contact
(303) 679-6335 ext. 101
Email: rheaton@ciinternational.com
See attachment 12

Coaches recommended by Eastern Management Development Center:
(See attachments for biographies)

- **David Borchard**
Shepherdstown, West Virginia
(304) 876-1949
See attachment 3

- **M. Diane Fadley**
Winchester, VA
(540) 665-0609
See attachment 4

- **Joseph Gray**
Williamsburg, VA
(757) 253-7844
See attachment 5

- **Susan Green**
Williamsburg, VA
(757) 564-8272
See attachment 6

- **Sarah Michel**
Colorado Springs, CO
(719) 576-2056
See attachment 7

- **David Schoof**
Shepherdstown, WV
(304) 876-3803
See attachment 8

- **Sharon Senecal**
Newbury Park, CA
(805) 499-4227
See attachment 9

Coaches recommended by Eastern Management Development Center (continued):

- **Johnna Shamp**
Charles Town, WV
(304) 724-5027
See attachment 10

- **Leslie Williams**
Shepherdstown, WV
(304) 876-6934
See attachment 11

Coaching Services Available Through the Federal Executive Institute

(Prepared September 2005)

Contact person for FEI coaching services:

Beverly R. Fletcher
Coaching Pool Coordinator
Federal Executive Institute
(434) 980-6360
Beverly.Fletcher@opm.gov

Target Audience:

Executive coaching (level GS-15, SES or equivalent, and in some cases GS-14s).

Screening Process for Coaches:

We procure our coaches through a competitive bidding process. Although we pay each coach the same hourly rate, the bidding process helps us to screen and select the most highly qualified coaches. They have a variety of certifications, however they all have extensive executive coaching experience, particularly focused in the federal sector.

Continued Development of Coaches:

We manage the continued development of our coaching pool through community of practice events and a community of practice website where they exchange best practices. We provide training opportunities such as day-long workshops. Some of our coaches serve as instructors and facilitators in our executive development programs.

Securing Services of Coaches:

The base cost for FEI executive coaching is \$315 per hour (as of Sept. 2005). You can access the services of our coaches through an interagency agreement with FEI, some form of Memorandum of Agreement, or a training form. We do not contract with one individual executive; we make our arrangement through agencies that support the development of a group or class of executives. It could be a stand alone coaching program or attached to an executive development program of some sort. Once the agreement/documentation is signed by the appropriate people at USGS and FEI, we can begin the process of matching FEI coaches with USGS executives.

Process For Selecting a Coach:

We believe that the coach-client relationship is important and we encourage clients to select their own coaches rather than assigning them a coach. Also, based on our experience, we try not to overwhelm executives with too many choices, so we give them 3 coach bios at a time and encourage them to interview all three coaches before they select one (see attachment 13 for suggested interview questions). Clients may have more bios upon request.

We also will give your agency administrator a designated "pool" of coaches so that you can give bios to your executives without first clearing it through us. However, FEI will need a Client Intake Form for each executive in your program (see attachment 14). The agency administrator is responsible for completing the Intake Form.

This form serves two purposes: First, it confirms to FEI that the executive is a qualified participant in your program, and secondly, it allows both FEI and the Agency to keep track of client-coach matches and corresponding dollars. The agency (you) will specify in our agreement how many hours of coaching you are making available to each of your qualified executives. We will need your permission to extend the hours beyond that amount.

Additional Information for Agency Administrator:

The process is flexible. You will designate the limits to your program as described, and we will bill you periodically for the actual amount of coaching that has taken place.

An example of how a funding agreement might be set up:

The base cost for FEI executive coaching is \$315 per hour. If you specify in the agreement that you are making the program available to 10 of your executives, for up to 6 hours each over a period of 6 months (you would designate the beginning and ending date of the contract), the total contract cost at $\$315 \times 6 \times 10 = \$18,900$. If one of your ten executives requests 2 additional hours over the designated 6 hours, we will need your written permission to OK that exception-an email request is sufficient. If we have not exceeded the \$18,900 contract cost, we will not need to revise our agreement, however, if this exception puts the total cost over the agreed total amount, we will need to process an amendment to our original agreement. If one of your executives wants additional coaching time beyond the ending date of the agreement, we would also need to process an amendment to the agreement.

Attachments:

Attachment 1 - Wayne Gerber

Attachment 2 - Ann L. Clancy, Ph.D.

Attachment 3 - David Borchard

Attachment 4 - M. Diane Fadley

Attachment 5 - Joseph Gray

Attachment 6 - Susan Green

Attachment 7 - Sarah Michel

Attachment 8 - David Schoof

Attachment 9 - Sharon Senecal

Attachment 10 - Johnna Shamp

Attachment 11 - Leslie Williams

Attachment 12 - CI International Executive Coaching

Attachment 13 – Factors to Consider When Selecting a Coach (from FEI)

Attachment 14 – Client Intake Form (from FEI)

Wayne S. Gerber

Executive Profile

Sungate Advisors
President

2002- present

Sungate Advisors is a business practice serving individuals and organizations striving for excellence by harnessing their untapped capacity to achieve strategic goals. The basis of this consultancy is focused on a human systems approach, which uses a wide range of proven, custom designed processes to attain measurable results.

Custom Processes:

- **Organizational assessments** conducted using both qualitative and quantitative assessment and research methodologies, including organizational climate studies and general market research.
- **Leadership development** processes that focus on creating company cultures that promote excellence and initiative.
- **Executive coaching initiatives** including Image Studies, mentoring and for executives and managers, focusing on personal mastery/development, skill development and systems based learning for improved organizational effectiveness.
- Organizational **crisis intervention** and **conflict resolution** among individuals, teams, departments and organizations.
- Professional **listener and confidant** for executives to promote issue resolution through reflective inquiry.
- **Organizational alignment processes** that include team building, department and organizational restructuring initiatives and the necessary support to sustain change initiatives.
- **Experiential learning initiatives** including indoor and outdoor experiential activities designed to facilitate interpersonal learning skills while building group cohesion.

Representative clients:

Wrangler Westernwear, LLP
Kay Chemical Company
Constellation Power Company

Coleman Resources
Staub Leadership Consultants
The US Geological Survey

“With other leadership programs you get the ‘leadership manual’, but no one gives you the inside. Wayne gives you the inside. He helped our department understand the dynamics beneath the dynamics of our situation. He captured the spirit of our organization and made that uniformly understood. He taught us to live our intentions and how to have integrity with ourselves, the team and, ultimately the company. He’s truly a professional people-reader, and knows how to stretch without breaking you.”

Mike Fellers
Vice President, Marketing
Kay Chemical Company

Past Professional Experience

Managing Partner & Senior Consultant

1994-2002

Staub Leadership Consultants

Designed and conducted custom tailored processes for organizations desiring to improve their effectiveness through the development of leadership, team building, effective feedback processes, executive coaching and organizational culture change. As lead chair, facilitated the company's High Impact Leadership Seminar (HILS). Developed and delivered train-the-trainer facilitation programs for expanding the implementation of leadership processes designed to create organization-wide culture changes. As managing partner, participated in the leadership, management and growth of the organization.

Earlier work history available on request.

Education

Masters of Science in Public Health, University of North Carolina, Chapel Hill

Bachelor of Arts with Honors in Psychology, University of North Carolina, Chapel Hill

Intensive Executive Development Workshop, Farr Associates

The FORUM, Landmark Education

Leadership Program, Landmark Education

FIRO-B Certification Program

Richard Moss Seminars Mentor Program

Strength Deployment Inventory Certification Program

Edward de Bono's Lateral Thinking Training Program

"I came from the traditional American business mindset: Win at all costs! Damn the torpedoes! Full steam ahead! Through a personal impact study, Wayne helped me realize that I was swinging a hammer and trashing people in the spirit of doing the right things for the company. Through Wayne's mentoring, I have learned how to consider the human aspect of the individuals on my team and place a higher value on their contributions. In addition, I no longer live dual roles – someone different at work than at home. My career has become more fulfilling."

Richard Boone

Former CIO of PG&E Generating Company

A Pacific Gas & Electric Company

ANN L. CLANCY, Ph.D.

Guiding people and organizations in making artful choices to attain their desired results.



Ann. L. Clancy, president of **Clancy Consultants, Inc.** brings the best of two approaches to her work with clients: an extensive background in group/organizational change and individual expertise in evoking excellence in her coaching clients. This background uniquely qualifies Dr. Clancy for facilitating individuals and organizations to make the best choices possible in reaching their vision and goals. She brings many resources to her clients including an international background, writing and publishing experience, and involvement as a community activist.

- **Dr. Clancy** is an executive consultant, professional facilitator with expertise in cultural diversity and community planning, and researcher in qualitative studies. She partners with clients to help them envision, strategize and implement changes--from clear vision, strategies and goals to aligning individuals and multiple groups around a common purpose. Over the past 18 years, she has worked with a wide range of clients from community groups and non-profit organizations to corporations, retail businesses and local, state and federal government agencies.
- She is an accomplished coach working with executives, small business owners, professionals and teams in strategic and performance related issues. Her focus is on evoking the best in her coaching clients and to guide them in realizing their vision and dreams. **Dr. Clancy** is a member of International Coach Federation and supports the organization's coaching research program.
- Her interests extend from the international to her local community. She is a strong advocate for small business and works with the Business Expansion & Retention Program of the Big Sky Economic Development Authority in Billings, Montana. She assesses the needs of small businesses and provides resources in terms of organizational change and coaching. **Dr. Clancy** has also been involved in many community projects in the area of historic preservation, Neighborhood Task Forces and conducting numerous public meetings and Town Hall sessions around community issues.
- Her international background and interests include spending five years abroad living in Vienna, Austria; Hamburg, West Germany; and Barcelona, Spain. She remains involved in cultural and global issues as executive committee member with the International Organization Development Association (IODA), which meets in a different country each year. She is the IODA liaison with International Coach Federation.
- **Dr. Clancy** was a successful business writer for more than 10 years, working primarily in the health care field doing public relations, marketing, speeches, and community relations writing. She was author of Coach's Corner, a column providing coaching tools and structure for personal and professional development, published bi-weekly in Big Sky Business Journal in Billings, Montana, and author of a coaching column in the monthly newsletter of the Association of International Professional and Business Women in Oslo, Norway.

- Her doctorate is in Human and Organizational Systems from The Fielding Graduate Institute in Santa Barbara, California, USA. She has a M.A. in Organization Development. She makes her home in Billings, Montana.

Updated information: Dr. Clancy has been conducting a two-year coaching research project with two other colleagues in which they have applied the principles of Appreciative Inquiry, a highly successful organizational development change process, to the development of an Appreciative one-on-one coaching process. The results of this research have been presented internationally (Norway, May 2005; Mexico, September 2005) and have been accepted as the base of a new forthcoming book on Coaching from an Appreciative Perspective to be published by Jossey-Bass Publishers.

EXCELLENCE IN COACHING

Our company provides excellence in coaching services to individuals, groups, and teams in corporate settings and small businesses.

Executive Coaching

Executive coaching helps business owners and CEOs develop on their own terms as they learn new leadership skills and improve performance.

Small & Family Business Coaching

Small business owners, entrepreneurs and managers need support in developing and coping with all the things that need to be done to keep the company going - from hiring, selling and bookkeeping to developing a strategic direction, exit plan or succession plan.

Corporate Coaching

Managers and supervisors in larger companies can become better time managers, learn coaching skills with employees, and become skilled in setting priorities and successfully achieving significant company goals.

Life Coaching for Business Professionals

Coaching can provide the tools, structure and personal support to help professionals maximize their effectiveness and sustain peak performance in their personal and professional lives.

Clients and Fees

Ideal Clients

- CEOs & Executives
- Business Professionals
- Business Owners & Entrepreneurs
- Managers and Supervisors
- Professionals in the Financial Services Industry

Options and Fees:

Business and Professional Level:

For customized coaching, fees range from \$400-600 per month depending on what you as a client need and want, the nature of the contract and the amount of time the coaching will require. Please call for a complimentary session so that we can meet your particular needs.

Group or Team Coaching:

Custom-designed sessions for teams or groups of people in the same organization, professional or working towards a similar goal. From \$150-200 per month/person for 2 one-hour sessions.

Contact information:

Ann L. Clancy, Ph.D.
Clancy Consultants, Inc.
111 Wyoming Avenue
Billings, MT 59101
406-252-6120
aclancy@clancyconsultants.net
www.clancyconsultants.net

David C. Borchard, Ed.D.

Dr. David Borchard is a professional counselor and career management consultant with over 20 years of experience as manager, a college professor, a career counselor, a writer, and an organizational consultant. David is a frequent presenter and workshop leader specializing in career management, organizational team-building, creative problem solving, executive coaching, and designing careers and lifestyles for the 21st century reality. He has taught graduate level career development courses at The Johns Hopkins University, consulted with government organizations such as SSA, OPM, VA, Department of Education, and Maryland's Departments of Employment and Education, AARP, AT & T, Drake Beam Morin, the International Monetary Fund (IMP) and the Public Broadcasting System (PBS). Over the past four years his consulting activity has concentrated at the World Bank in assisting the employees of this large and rapidly changing organization readjust and manage their careers in paradigm shifting conditions and providing coaching consultation to executives confronting change management and re-engineering issues such as downsizing and skill upgrading.

Dr. David Borchard co-authored a popular career/life planning book--Your Career: Choices and Changes (now in its 7th edition). He writes on the changing world of careers such as "Planning for Career and Life: Job Surfing on the Tidal Waves of Change," The Futurist Jan.-Feb. 1995 (re-published in the 1996 issue of the Future Society's book Careers Tomorrow). Having conducted over 300 workshops and presentations for businesses, colleges, and professional associations, his recent presentations include topics such as:

- Employing Your Passion in the New Workplace
- Managing the Stresses Associated with Career Change & Uncertainty
- Career Transitions and the New Job Market
- Developing Resumes to reflect Your Career Vision
- Delivering Feedback for Performance Enhancement
- Career Resilience in Paradigm Shifting Times
- Tapping Your Creative Brain
- Career Shifts: Navigating Today's World of Work
- Coping With Change
- Understanding the results of your 360 feedback

David has directed the Prince George's Community College Career Assessment and Planning (CAP) Center for fifteen years. Implemented courses and counseling services that helped thousands of individuals discover and develop career directions suited to their talents and interests.

He is the past president of the Middle Atlantic Career Counseling Association (MACCA). Awarded "Life Time MACCA Membership" for continuing professional contributions in career development.

He also developed the Passion Revealer and Skills Profiler, a career assessment process used by organizations such as Kaiser-Permanente, Hewlett Packard, The Career Resource Center of Rochester NY, U.S. Bureau of Printing and Engraving, the World Bank, the IMF and professionals in private practice.

David obtained an Ed.D. in Counselor Education with support fields of Psychological Assessment, and Human Growth & Development from the George Washington University in 1972.

He earned two masters: an M.A. in College Student Development in 1972 from George Washington University, and an M.A.T. in Political Science from Brown University in 1967.

David is a National Certified Counselor (N.C.C.), Certified professional Counselor in the State of Maryland and a Licensed Professional Counselor in West Virginia. He is a member of The American Counseling Association, The Middle Atlantic Career Counseling Association and the World Future Society.

M. Diane Wingard Fadley

FADLEY ASSOCIATES

107 Sharon Drive * Winchester, Virginia 22602 * (540) 665-0609

Diane Fadley is director of Fadley Associates; a Virginia based consulting firm specializing in train-the-trainer, communication and human relations training since 1983. She has been actively involved in training and human resource development in government agencies and private corporations since 1975. She designed, developed, and delivered training programs; performed needs assessments; prepared, justified and managed budgets for an entire region; and evaluated the impact of training on individuals and organizations. She has also personally taught a wide variety of training programs to thousands of supervisors, managers and support staff and has been responsible for the successful delivery of training programs to countless others.

Her education, professional training and work experience have provided her with a solid foundation in management theory and practice. As Director of Training for the Western Region of the U.S. Immigration and Naturalization Service in San Pedro, California, she managed the total training operation, with responsibility for training more than 3,000 employees in the Western U.S., Hawaii and Guam; prepared and executed a discretionary training budget of more than \$760,000; authorized commitment of training funds; managed resources; identified and selected appropriate training alternatives to meet the needs of the agency and its employees.

As the Associate Director for Management and Communication Skills for the U.S. Office of Personnel Management, San Francisco Regional Training Center in San Francisco, California, she designed, developed, delivered and evaluated training programs in the areas of management, supervision, leadership, problem solving and decision making and employee development. She revitalized out dated curricula to insure currency of course materials. Diane facilitated training groups ranging in size from three to 500. She recruited, trained and monitored the performance of consultants. Diane provided technical counsel, assistance and leadership on employee development concerns to country, state and federal agencies.

In addition to facilitating public workshops, Diane conducted hundreds of custom designed in-house training programs for a wide range of private and public sector clients. She traveled throughout the United States, Canada, Europe and the Orient conducting workshops and training seminars in such varied topics as: management development, the full range of supervisory training, meeting management, customer service, professional development for support personnel, interpersonal and communications skills, goal setting, managing multiple priorities, time management; with special emphasis in the areas of public speaking, briefing techniques and train-the-trainer.

JOSEPH G. GRAY

Joe Gray is a consultant to public and private organizations in providing leadership development and organizational clarity. He has held responsible positions in federal civil service, military, business, civic, non-profit and ministry organizations.

Joe has served in a Senior Executive Service (SES) position in the Veterans Health Administration (VHA) in the Department of Veterans Affairs. As the principal advisor for external relations to the Under Secretary of Health, he was responsible for the federal and private medical resource sharing programs, communications, liaison to Veterans Service Organizations, consumer and community relations, legislative programs and emergency medical preparedness.

He represented VHA on the Policy Committee and Directorate of the National Disaster Medical System, the Armed Forces Retirement Home Board, DOD/VA joint sharing committee and the Federal Emergency Management Agency's Catastrophic Response Group.

He has served on VHA's Executive Board, budget and policy review committee, performance review board, national data reports committee and the National Leadership Board.

He began his forty years in the military as a Private First Class, promoted to Sergeant, commissioned as an Infantry Second Lieutenant and retired as a Major General.

General Gray has had an extensive military career in the U.S. Army – Active, Reserve, National Guard, that included command of three infantry companies, a battalion, a group, a brigade, and a division size organization (ARCOM.)

He served in numerous staff positions as the Operations and Plans Officer of a brigade, training command, and a division. He was Chief of Staff of a Theater Army Area Command. His last assignment was Assistant Deputy Chief of Staff for Operations and Plans (G-3) Mobilization and Reserve Affairs, Department of the Army. He served on the Department of Defense Reserve Forces Policy Board.

In the private sector he has been a real estate specialist, corporate government relations consultant and a regional manager for public affairs in the General Electric Company. He was a Vice President for Public Affairs of the Christian Broadcasting Network, Vice President for Economic Development for two large Chambers of Commerce; and most recently as the National Director of Military Ministry of Campus Crusade for Christ, International.

Joe is a graduate of the U.S. Army Command and General Staff College; Army War College; George Washington University Institute for Federal Health Care Executives; University of Houston Institute on Organizational Management and Harvard University Executive Program in National and International Security. He received a Bachelor of Arts Degree from Northwestern State University of Louisiana.

Joe is an ordained Minister. He has been married to his wife and best friend, Betty, for over forty years. They have three children and five grandchildren. They reside in Williamsburg, Virginia.

GREEN & ASSOCIATES

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SUSAN P. GREEN

President

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Areas of Expertise

- 20 years experience at VP level in multi-billion dollar international corporations
- 5 years experience at the VP level in nationally recognized non-profit foundation
- Certified graduate of Coaching for Professional and Personal Mastery
- Frequent speaker/workshop leader on topics relating to human resource development, communications strategy, and business strategy maximization
- Author of book *You Are What You Believe, Believing to Achieving in Eight Easy Steps*

Level/Type of Consulting and Coaching Work

- Senior Executives, including CEO's and COO's
- High potential employees at all levels
- Goal achievement for both individuals and teams at the executive level
- Values-based leadership throughout the organization

Industry Experience

- All areas of the service industry – hospitality (resorts, hotels, restaurants), retail, professional services
- Government agencies and non-profit organizations
- Major international corporations and associations

Biographical

Sue Green has more than 25 years experience in organizations ranging from international conglomerates to major associations to nationally recognized non-profits. In each case her vision and leadership drove unprecedented growth, strategic repositioning, innovative human resources management, and nationally recognized excellence awards in service in the divisions for which she was responsible. Her work in employee motivation and the moving of individuals and organizations from understanding their core beliefs to achievement of major goals has helped corporations both large and small to achieve outstanding results.

Sue is president of her own consulting firm, *Green and Associates*, which specializes in leadership development and goal achievement. She is also adjunct staff with both Lee Hecht Harrison and TALinc. Previously, she was Executive Vice President of the Colonial Williamsburg Hotel Company, a corporate officer of Colonial Williamsburg Foundation and on

the board of several hotel associations including Preferred Hotels and Resorts International. Prior to those duties, she was Group Vice President for Hospitality and Real Estate for the world's largest plumbing manufacturer, Kohler Company. In these and other positions she dealt directly with corporate boards of directors and stockholders, developed major new business segments, and led successful turnaround situations.

Sarah Michel



Sarah Michel is a connector and works with companies and organizations who want to improve their connections with people, opportunities and ideas. As a trainer, speaker and facilitator, Sarah helps people identify personality patterns such as career satisfiers, networking styles, innovative thinking and communication preferences to produce the “electric charge” experience that happens when we make a new connection.

As a certified practitioner of the Myers-Briggs Type Indicator (MBTI®) and the Temperament Self-Discovery Process®, Sarah is an internationally recognized expert on personality differences and how that impacts the workplace, especially when it comes to networking, creativity and innovation and career development.

Sarah’s clients describe her style as very high energy, interactive and engaging while delivering high content. Her clients include; **United States Olympic Committee, AstraZeneca, Lockheed Martin, Northrop Grumman, Charter Communications, US Government, Motorola, Raytheon, Nextel, United Way, TMP Worldwide, Sun Microsystems, Kinder Morgan, Tuscarora, US Army and Air Force.**

Sarah worked for over 12 years in healthcare and over 5 years for international career management firms in Texas and Colorado. She is currently the president of her own training, speaking and career coaching firm based in Colorado Springs since 1996. She has presented, coached and facilitated for audiences and teams from around the world representing all industries. Her weekly career advice column appears worldwide on over 100 Gannett owned newspapers and on careerbuilders.com.

Sarah’s programs include trainings, facilitations and keynotes focusing on networking, creativity and innovation, career development, team building, and communication styles.

Sarah is a graduate of Central Michigan University and is currently an adjunct faculty member presenting monthly at both the Eastern and Western Management Development Centers for the United States government, Office of Personnel Management in Colorado and West Virginia where she trains government managers on networking strategies, personality differences and creativity and innovation in the workplace.

She is a member of the International and National Speakers Associations and served as the 2003-2004 President for the NSA Colorado Chapter. Sarah is also a member of the Rocky Mountain Psychological Type Association and an active community volunteer with several nonprofits in Colorado Springs, Colorado where she lives.

Her book, *Perfecting Connecting, a Guide to Mastering Networking in the Workplace* was published in 2004 by Telos publications.

David Schoof
Phone: 304-876-3803
Email: dave@dsacoaching.com
www.dsacoaching.com

Mr. Schoof is a Washington D.C. based international consultant who helps managers and leaders communicate more effectively, build trust, evoke followership, work with cynicism and resistance, navigate transitions and improve personal effectiveness. He has over 19 years experience in the Federal government and 10 years experience in serving corporate and non-profit sectors. His clients include: Fannie Mae, NASA, Booz Allen Hamilton, The Central Intelligence Agency, The National Security Agency, The National Reconnaissance Office, Gettysburg College, NASD, NRTC, US Department of Veterans Affairs, OPM, the Department of Justice, and the US Department of Health & Human Services.

Mr. Schoof is recognized as a gifted coach. He is widely sought out, not only by senior executives who want to make significant changes in how they lead their organizations, but also by experienced coaches who want to deepen their coaching skills.

Mr. Schoof has developed organization-wide internal coaching programs for the Central Intelligence Agency, and Booz Allen and Hamilton. In that capacity, he has helped each organization articulate its business case for coaching, establish a curriculum for training internal coaches, and create a structure and protocol for the coaching relationship. He serves on the certification committees for two coaching schools: Integral Coaching Canada, Ottawa; and New Ventures West, San Francisco. He is certified as a Master Coach by the International Coach Confederation (ICF) and an Integral Coach by Integral Coaching Canada and New Ventures West.

SHARON SENECA



Sharon S. Senecal is currently a private business consultant after retiring from 32 years of Federal Government service. The majority of her career was spent in Washington, DC; however during her last four years, she had the honor of being the Director of the Western Management Development Center (WMDC) in Denver, Colorado. As part of the training arm for the U.S. Office of Personnel, the WMDC provides residential training programs for mid-to-senior-level managers and executives throughout the many Government agencies.

Since the majority of Ms. Senecal's career was spent in Washington, DC, she has an excellent knowledge of Capital Hill and the inner workings of Government and private industry. She began her career working for a senator and then moved to the Executive Branch of the Federal Government where she had the opportunity to work with political appointees and executive in major departments within the Government. While most of her Federal profession was spent with the U.S. Office of Personnel Management, many of her assignments throughout the years provided her with the opportunity to work with other Government agencies and executives from private industry.

Much of Ms. Senecal's Government career focused on training, integrating new office technologies for managerial applications, examining women and minority issues, and serving on several task forces. She provided leadership in exploring the concept of "Flexiplace" in the Federal workforce. During her career in the training field, she directed four training centers in the U.S. Office of Personnel Management's training and development programs. She also served for a number of years as the coordinator for international training programs and was instrumental in opening the European Training Program in Germany.

Ms. Senecal was the U.S. Government's worldwide Director of the Federal Women's Program. In this role she directed activities that aided the advancement of women throughout all ranks of Government. She worked diligently with White House and U.S. Congressional officials, as well as leaders from other Governmental agencies and corporate executives from the private sector.

Prior to her Federal career, Ms. Senecal taught at Brigham Young University and at Utah State University.

M. JOHNNA SHAMP, PH.D.



Dr. Johnna Shamp is an independent consultant with over twenty years experience assisting organizations and their leaders increase their effectiveness. As a licensed Organizational Psychologist, she provides a unique Organization Development perspective for achieving excellence in a rapidly changing business environment. She consults on a wide variety of areas, including strategic planning, organizational assessment and design, change management, total quality management (TQM), team and leadership effectiveness, and human resources development. Recent projects include executive coaching, design of training programs, competency modeling, strategic planning facilitation, and development of an extensive tool kit for creating high performance teams. She also has experience in the classified field in work with the Department of Defense. Johnna is an active adjunct faculty member at the Office of Personnel Management's Eastern Management Development Center where she delivers seminars in six areas of leadership development and is part of a team that conducts a one-week leadership assessment center six times a year. She provides customized training, facilitation, and coaching for various federal agencies, including EPA, FCC, NSA, NRC, FSIS, JWAC, NOAA, LoC, DoD DLAMP, and OASD. Dr. Shamp designs and delivers educational programs on Leadership Excellence, High Performance Teaming, Change Management, Conflict Management, Enhancing Interpersonal Relationships, Motivation, and The Balanced Scorecard. Johnna has been active on a national and international level, presenting programs in her areas of expertise and serving as judge for national quality/leadership awards.

Dr. Shamp previously served as Vice President of Quality Improvement for Voluntary Hospitals of America (VHA), Tri-State, Inc., where she was the TQM mentor for two regional systems of 38 hospitals. She provided leadership and consulting support to assist members develop, implement, and maintain TQM in their organizations. She also assisted VHA in the development and implementation of its internal TQM process at the national, divisional, and regional levels.

Before VHA Tri-State, Dr. Shamp was Director of Organization Development and Corporate Training at Harvard Community Health Plan (HCHP), where she provided various services to assist the organization in increasing its effectiveness and integration. At HCHP, Johnna created a new performance appraisal and development system, established a succession planning process, designed and implemented HCHP's Quality Improvement Program, and had responsibility for all levels of training and development.

Prior to HCHP, Johnna held various positions in the corporate, consulting, and academic arenas. She was a tenured professor and head of the Psychology Department at Oglethorpe University, then became Executive Vice President of an organizational consulting firm, and later started her own consulting business. She and her associates provided services in executive assessment and development, organizational analysis and design, training design and delivery, and process consultation. She then made the transition to corporate America when she became Director of Training for a Fortune 500 company, with special responsibility for designing and implementing a Service Excellence Program.

Johnna earned her Ph.D. and M.S. in Psychology from the Pennsylvania State University and her undergraduate degree from Georgia State University.

LESLIE WILLIAMS

Leslie Williams has been a consultant and leadership coach for fifteen years. The mission of her independent practice is to increase organizations' effectiveness by helping teams and leaders to excel. She has a Master's degree in Organization Development from American University and is a certified professional coach from the International Coach Federation.

While Leslie now lives in Shepherdstown, she lived for most of the past fifteen years in the Washington, DC area, where her practice is still based. Her federal government clients include the U.S. Departments of Agriculture, Defense, Education, Health and Human Services, Justice, Transportation, and Treasury, as well as the Central Intelligence Agency and U.S. Equal Employment Opportunity Commission.

Leslie's extensive knowledge of the federal government comes not only through her consulting experience, but also through her eight-year tenure as a federal employee with the Internal Revenue Service and Financial Management Service.

CI International Executive Coaching

CI International's executive coaching solution is aimed at helping managers and executives achieve their full potential and deal with the many changes facing USGS. CI executive coaching offers a superior technical approach to coaching, from coaches with unmatched experience, reputation, capabilities, and expertise in government service.

Expertise and Experience in Government Service

CI International has made a deliberate investment over our thirty-five year history to focus specifically on federal government service. We bring a high level of understanding of the challenges facing federal managers and executives, and our coaches utilize this understanding to help coaching clients get to the heart of issues that prevent them from achieving their personal and professional best. We have provided our coaching and leadership training to thousands of federal managers and executives with exceptional results. CI's federal experience offers USGS the assurance that our coaching solutions are based on years of field-proven approaches with relevance across a wide spectrum of needs in the federal community.

Our Coaches

CI International has assembled a cadre of coaches who have extensive experience providing executive coaching support throughout government. Our team of certified coaches is uniquely familiar with the challenges facing federal managers and executives and will use this familiarity to utilize methodologies that most efficiently meet the specific needs of USGS personnel. Our coaches have the ability to "hit the ground running" to ensure that the time spent with USGS personnel is spent on actionable results.

Our Approach to Coaching

A CI International coach strives for full objectivity that only someone from outside the organization can offer. A CI International coach stays focused on the client's success in fulfilling the organization's expectations. A CI International coach does little advising, asks lots of questions, and is curious. Our coaches focus on the experiences and wisdom the client has built over time to arrive at customized solutions. This not only boosts client confidence, but it assumes the client, not the coach, has the best answers and solutions for the client's style, needs, and talents. Of course, a coach can offer advice and counsel in his area of expertise and based on his experience but the default position of a CI International coach is to assume the manager or executive possesses the knowledge to arrive at a solution. The coach's role is to walk the client down a path of discovery that reveals the solution.

The Process

CI International begins a coaching relationship by first establishing an agreement between the coach and the individual client. This agreement outlines the expectations of the coaching relationship and provides a framework for the interactions that take place over the term of the coaching relationship. The agreement outlines expectations related to follow-up and helps the coach and client understand the areas where each is accountable to the other. The coach and the client then establish a mutually agreeable schedule for ongoing coaching sessions. Coaching is customized to meet the needs of the individual but often will focus on leadership impact, professional impact, increasing personal and professional satisfaction, problem solving, handling difficult employees, communication skill development, strategic thinking, high-impact presentation skills, strategic relationship building, legacy planning, efficiency and organizational skills, utilizing power sources, confidence building, personal mission, vision, and values clarification, position planning, balance and burnout, and goal setting and action planning.

CI Executive Coaching Package: \$2,412.00 – Includes Eight (8) hours of executive coaching to be delivered in person or over the phone. Does not include travel expenses.

CI Executive Coaching Contact: Robb Heaton, rheaton@ciinternational.com, 303-679-6335 ext. 101

Coach Selection Procedure

Factors to Consider in Selecting a Coach

An executive coaching relationship is both professional and personal. Factors to consider include:

- Your professional and personal goals to be addressed during the coaching partnership
- The coach's professional credentials and work experience
- The degree to which the coach's approach meets your requirements for the partnership
- The personal connection you and the coach make during the interview process

Possible Questions to Ask When Selecting a Coach

The purpose of the coaching interview is for you the coaching client to select a coach who will be able to both challenge and support you to meet your developmental goals. Consider asking some of the following questions:

1. What do you believe are the key elements required for a successful coaching relationship?
2. What do you expect from a coaching client? What should I expect from you?
3. How many (what types) of other managers and executives have you coached?
4. What differences have you made in their effectiveness?
5. What direct experience do you have regarding the issues I am facing? Who else have you coached in a similar situation and what happened?
6. What is your general coaching philosophy or approach?
7. What is your coaching style? Assertive? Receptive? Supportive? Confronting?
8. What is your greatest strength? How will it help me?
9. What do you have difficulty with?
10. What are you hearing/observing in how I've presented my situation or how I am communicating with you?
11. What question should I have asked you that I did not?

SCREENING QUESTIONS FOR NEW EXECUTIVE COACHING CLIENTS

Date _____ Interviewer _____

Executive's Name _____ Title _____

Level _____ Agency _____ Organization _____

Phone _____ E-mail _____ **SS#** _____

FEI Program? Yes ___ No ___ What & when _____

Agency Contact (HR/OD/Training?) _____

Phone _____ E-mail _____

Contact Notes:

1. What made you decide to seek a coach?

2. Have you had a coach before? If so, what was your experience?

3. What is your understanding of the coaching relationship?

4. What are you looking for in a coach?

Names of Coaches Referred (Date):

-
-
-

*Coach Selected (Date):