



## ***Why are some executives more effective leaders than others?***

***Because leadership is unique to each individual and each individual has to be viewed and supported based on his or her own specific style of leadership and effectiveness.***

***A Shadow Coach™ can assist you in identifying your areas of strength, areas needing improvement, and areas of which you may not even be aware that are impacting your effectiveness as a leader.***

### **Overview of Our Unique Model of Executive Shadow Coaching™**

- Observation and identification of significant dynamics, habits, assumptions, influential underlying issues, behavioural patterns, communication skills and stress triggers,
- Coaching that fosters sustainability – the emergence of the “Shadow Coach™” within the client (thereby teaching the client to self shadow and increase awareness),
- Working with client to translate awareness into practice,
- Coaching client even in the midst of a chaotic day to create freedom of space and thought, ways of inventing creative solutions, strategies and concepts to solve problems or make the most of an opportunity,
- The goal is to maximize human potential
- Coaching is tailored to the needs of the individual.

Shadow Coaching™ is one-on-one situational, observational coaching between a coach and an executive with mutually agreed upon objectives. Shadow Coaching™ can also take place in a group format where the coachee is observed within group dynamics to further strengthen organizational and team cohesiveness.

***This type of coaching is ideally suited to organizational leaders who must make decisions and act adaptively in intense work environments.***

Leaders understand that the key to meeting challenges lies in the development and empowerment of themselves and their staff in order to achieve results and meet the objectives of their department or organization. Shadow Coaching™ can be an essential element in growing effective leadership. It is a key tool in creating and renewing leadership and supporting cultural change within the organization.

Shadow Coaching™ can be described as a process designed to assist executives in improving their competence to attain results and contribute to the organization's success.

Shadow Coaching™ involves observing and intervening in the ways people act and to assist them to take full advantage of their talent and competencies in a given field. The Shadow Coach™ observes how individuals construct interpretations about their ways of being which are then reflected through their language and actions. The coach helps people improve self-awareness by giving personal performance feedback on a number of levels.

First, most clients aren't aware of what they do most of the time because they act out of habit and react to whatever comes up, even though they might want to exercise more precise control. A Shadow Coach™ reports what a client actually does, which is surprisingly often an eye-opener. The shadowing experience gives them an opportunity to exercise control rather than relying on old habits and reactive behaviours. Second, shadowed executives start to become more mindful of what they are doing on an ongoing basis, and they become more aggressive about noticing and reworking what they do on an ongoing basis. Adding the fast paced Laser Coaching™ model to the equation allows us to get to the core dynamics of a situation within minutes.

Shadow Coaching™ empowers people to accomplish more than they think possible and to take responsibility for their own actions. It is a self-generating and self-sustaining real time learning method that promotes and supports cultural change within the organization. Desired outcomes are helping individuals achieve their level of excellence, lead their staff and enable them to pull themselves forward. Group outcomes are effective interaction; strong, cohesive teams. The ultimate goal is that clients feel coached 24/7.

# The Shadow Coach™

**The Shadow Coach™ goes that one level deeper with clients; their habits, effectiveness and skills so they can create tangible change by choice.**

Clients are coming to expect a heightened level of sophistication from their Coach. The Shadow Coach™ helps the client identify not only the source of a problem but the core dynamic underneath the source.

The Shadow Coach™ knows there is yet another level where the ultimate drivers of a person's thinking, behavior and performance operates. The Shadow instinctively knows these underlying dynamics, therefore the client's situation and frustrations become crystal clear and very coachable.

**The Shadow Coach™ works from a solutions-based (client's) perspective. Busy executives want to make decisions now. They generally don't have time for 'later'.**

Clients are becoming more sophisticated in what they want and expect from Coaches and coaching. Clients want freedom of space and thought, ways of inventing creative solutions, strategies and concepts to solve problems or make the most of an opportunity. Clients want to become free of the chaos of their hectic days in order to make informed, effective decisions.

## **What is Shadow Coaching™?**

Shadow Coaching™ is a particular advanced application of reflective and observational coaching that provides one way for clients to go below the surface into the core dynamics of a situation, illuminating the truth of the moment and making decisions that move people forward.

Shadow Coaching™ is a real time learning approach in developing a refined self-awareness and capabilities in the workplace as a result of reflection on practice. It enables people, not only to benefit from the continuous presence of an observing coach over an extended period of time in a typical set of workdays, but also develops their own role as self-observer for the long term. It aids clients in becoming *reflective practitioners*.

**Shadow Coaching™ is observational, situational, in 'real-time', fast-paced coaching--two minds working as one increasing awareness and implementing change on the spot.**

This type of coaching is ideally suited to organizational leaders who must make decisions and act adaptively in intense work environments. Shadow Coaching™ involves partnering with clients in their work environments and brings another experienced and fresh perspective that helps to identify problematic dynamics, work habits and assumptions that impede effectiveness. Within Shadow Coaching™ is the competency of Laser Coaching™ which involves being able to provoke the leader's awareness of these problematic features in ways that they can be addressed immediately. It goes beyond support to problem solving. Shadow Coaching™ creates seismically altering change.

**The Shadow Coach™ speeds up to the life of the client while at the same time works with the client to slow down to the speed of thought.**

**Powerful... Immediate... Effective**



## What clients are saying:

"Donna has, in 3 days, changed my life. The suggestions and observations Donna made were provided by a credible, caring and well-informed person, witnessing the environment and dynamics in my workplace and then providing commentary which could be debated and discussed from a shared experience. The experience blew my mind and has moved me to a new plateau." - Natasha Alimohamed: Director, Cabinet, Portfolio & US Relations; Strategy & Coordination Branch; Canada Border Services Agency

"The idea of working with a coach was not initially mine, however my experiences with Donna have clearly shown me the usefulness and advantage of her Shadow Coaching. I honestly believe that the eight months we have worked together has brought me to at least 2 years worth of experience ahead of where I would have been had I not worked with her. Thank you Donna!" - Denis Kingsley, Vice-President, Human Resources and Corporate Services, Canadian International Development Agency and newly appointed Canadian High Commissioner to Jamaica.

"Donna helped me see myself as others see me. We are not always aware of what we project to others, particularly our body language. She also pointed out assumptions that I was making (unwittingly) in communicating with others. Donna helped me and my team to communicate better, to understand each other on different levels, both of which contributed to the dynamics of our interactions and to our collective productivity.

I have improved my relationships with each of my direct reports as a result of 2 team-building sessions that Donna facilitated. We all feel an increased ability to speak openly about work issues that need resolution and we have greater respect and understanding for varying points of view. People are less dismissive, more open, more collaborative and more willing to 'own' their issues.

The impact that Donna makes is amazing. She has such presence, such a positive outlook and energy, you can't help but be drawn to her. When you combine that with her deep knowledge of behaviour and keen observational skills, her impact is life changing." - Jennifer Benimadhu; Vice President, Canadian Partnership Branch, Canadian International Development Agency

"Donna Karlin is a living example of the attraction program she promotes. She leads by example. She is open, engaging, supportive, transparent yet discrete. She looks for the positive in people and helps them determine how to build on it. She taught me that responding rather than reacting is always more effective. She also caused me to reflect on what was sub-consciously motivating my behaviour that could be called sub-optimal.

I am more confident about the things I am doing well and I know where I need to improve. I think I view people differently. I consciously try to think of their strengths and we can collaborate using their strengths so we succeed together. The program re-enforced that there is no substitute for really caring about the people you work with and believing in what you do. I am more confident, upbeat, positive and open to new suggestions." - Anne La Salle - Director General, Information Management and Corporate Reporting, IMTB, Canadian International Development Agency.

"Donna not only works with the individual, but with the individual's context --- as she helps improve the environment (the whole team). Thus her influence can be quite widespread. Donna cares a lot about the people she works with. Her caring and hard work encourages us to do our best too." - Alex Volkoff; Chief Information Officer: Canadian International Development Agency

"Donna has shifted the way the coaching profession 'sees' what is possible for them, to broaden and deepen the impact of coaching to politicians and political bodies of the very highest order. Talk about striking at the heart of where change means most. As Donna leads the way for others, I'm sure we will see a sea change at the identity level in (1) these organizations and (2) in coaches hearts and minds. If you're a politician without a shadow coach like Donna, get one. Now. And if you are a coach looking for a niche...get a hold of Donna. Yesterday." -Andrea J. Lee; Author, entrepreneur, mentor, coach and consultant to business owners on five continents, Calgary, Alberta, Canada.

"Donna shows personal integrity in her innovative Shadow Coaching. Some people do not really want honesty. These people will not last long with Donna. She is willing to risk rejection to wake a person up to their own self-sabotage. Until you get out of your own way, no coaching will create significant changes and, of course, results." - James Roswell Quinn; Trainer, Author and Speaker - Sleepy Hollow, Illinois, USA

"Donna shares her insights and strategies for success in a manner which is easily assimilated. Her ability to transform thought energy into reality rivals that of great philosophers and teachers. She has amalgamated conventional wisdom and her insightful agility to create a powerful benefit to mankind." - John Pistorius; Author, webmaster and advocate for persons with disabilities - Pittsburgh, Pennsylvania, USA.

"Donna gave me the tools and techniques to 'unclutter' my environment and maximize my time. I will definitely refer Donna on any occasions that present themselves.....it's one of the best investments any organization can make!" - Jean-Claude Brien; Director, EMC Analysis and Consultation: Spectrum Engineering Branch; Industry Canada.

"In this fast-paced world where the time to think and reflect has become a luxury, Shadow Coaching offers a tremendous benefit. It, in effect, out-sources the process of reflection until it can become second-nature enough for the executive to do on their own without disturbing the flow of the day. Its power to create an executive who approaches their world in a conscious, not reflexive, manner is critical to improving life both within the world of work and outside it. It is especially gratifying to see Donna establishing a school to "clone" her talents so that the benefits of this unique and important art isn't limited to the executives that Donna can coach directly. Bravo!" - L. Braun; Phi Beta Kappa scholar, Project Management Professional - East Windsor, NJ

"Donna is an amazing person - bright, intelligent, funny and human - but above all FAST. She can get to the heart of an issue in the blink of an eye. Her energy and humor are infectious to everyone around her. She's accomplished amazing things and has enabled her clients to do the same." - John Satta; Founder and Principal of JohnSatta.com and CoachingTechnology.com - Blairstown, New Jersey

"This program helped me learn how to alleviate the weight of the day, making my work more enjoyable. I no longer react to problems. I now facilitate solutions." - Réjean Poitras – Acting Director; Operations and Re-engineering Operations Branch; Systems; Social Development Canada.

"Donna is a very dangerous person. She has forced us to take a hard look at ourselves and pro-actively take action to overcome our own often self imposed constraints to more completely realizing our potential. We have participated in other programs and engaged other consultants to try to support change but none have been anywhere nearly as effective.

We have seen significant positive changes in the performance of all staff in this office and Branch as direct result of Donna's efforts. Even in cases of employees that had become marginalized we have seen major turn arounds." Adrian Poplawski; Director, Strategic Planning Division, Information Management Technology Branch; Canadian International Development Agency.

"Donna is an amazing woman who is changing the world for the better, one person at a time. The beauty of Donna's approach is that the people she's impacting and changing are people that directly impact us all and the direction of society." - Kimberly Sobie; Tax Attorney and Business Coach - Seattle, Washington

"Donna found a way to mirror what was inside of me so I could see how good I really was, boosting my self-confidence immeasurably." - François Montour - Director General Information Management and Corporate Reporting; Canadian International Development Agency.

"Donna has a wonderful gift of showing how 'weakness' can be worked on for improvement without making you feel 'not good enough' for having the weakness in the first place. She has encouraged me to face things I have ignored because I was uncomfortable about them -- and to realise that they can only improve if I pay attention to them." -Joy Scharf - Acting Director Strategic Planning / Chief Architect; Information Management Technology Branch; Canadian International Development Agency.

"I think the concept and the program is first class. Instead of simply preaching some well known principles, it works with the client to effect the changes required to get a new start. I have already begun to speak enthusiastically about this program and the coach to colleagues and workers." - Francis LeBlanc; Chief of Staff: Office of the Minister of International Trade; Hon. Pierre S. Pettigrew