

# Jonathan Hodge

## LEADERSHIP COACH

Jon partners with leaders who know they have more to offer. While experienced in working with all levels of leadership, his greatest value comes from coaching mid-level to senior leaders focused on the following growth edges:

- ♦ Accelerating success in new organizations
- ♦ Leading strategic and cultural transformation
- ♦ Navigating leadership and career transitions
- ♦ Building high-performing global teams
- ♦ Emerging leaders looking to expand their impact
- ♦ Strengthening sales leadership and strategy

## Coaching Philosophy

Jon helps leaders build the capacity to lead from within—especially when there is no playbook.

Leaders show up every day wanting to make an impact, often by seeking new strategies or skills. But real growth isn't always about adding something new; it's about recognizing and leveraging what's already there. In a world of constant change, the best leaders don't just manage uncertainty; they develop the confidence and adaptability to thrive in it. Jon helps leaders replace hesitation with intentional action, align their leadership approach with business goals, and turn everyday challenges into opportunities for growth. Through reflection and practical tools, he supports leaders in uncovering strengths, shifting perspectives, and building the capacity to lead with clarity—not just for what's next, but for whatever comes next.

## Background and Experience

With over 22 years in leadership—including 11 as a CEO—Jon has helped organizations navigate transformation, complexity, and high-stakes decision-making. His work spans industries, equipping leaders to accelerate performance, build high-impact teams, and align leadership strategies with business goals.

As a consultant, coach, and advisor, Jon has partnered with leaders in high-tech, pharmaceuticals, manufacturing, FMCG, and non-profits, helping them strengthen executive presence, lead change, and drive organizational growth. His coaching approach combines business expertise with self-awareness, leadership authenticity, and actionable strategies.

Jon holds an ICF certification through Georgetown University's Institute of Transformational Leadership and serves as an executive board member for several non-profits in the Western U.S. He has also been a strategic advisor to firms in the talent development space.

Outside of work, Jon can be found on a river casting his next line, exploring a museum or beach with his wife and two children, sharing a joyful moment with a friend, or—most likely—in the kitchen, making dinner.



## Contact



[jhodge@advantageperformance.com](mailto:jhodge@advantageperformance.com)



+1-801-243-5559



<https://www.linkedin.com/in/jonathanmhodge/>

# Executive Coaching

Jennifer Porter

Senior Vice President & Partner

Head of the Global Executive Coaching Center of Excellence



## THEBODAGROUP

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Boda was founded by Jennifer Porter, a trained and certified executive coach with 20 years of coaching experience, and a seasoned business executive, who spent a decade and a half in senior operating roles, typically as COO, before turning to executive coaching and leadership development.

As an executive coach, Jennifer was disappointed by the lack of quality in the industry—coaches with no training or ICF certification; coaching firms recruiting based on coaches' resumes and not actually listening to and assessing coaching skills; firms operating from databases of coaches, not intimate knowledge of coaches' capabilities; inconsistency in approaches; no credible assessment; and little accountability for results.

Jennifer was inspired to create an alternative—a coaching firm that sets the bar way beyond its peers and addresses each of the gaps above. In 2011, she founded The Boda Group.

Throughout the next decade, Boda focused on excellence and rigor, had an average NPS of 92%, served large global clients (Microsoft, Walmart, Kirkland & Ellis, pwc, and many others) and became one of the premier executive coaching firms in the world.

In 2023, Boda joined the BTS family.

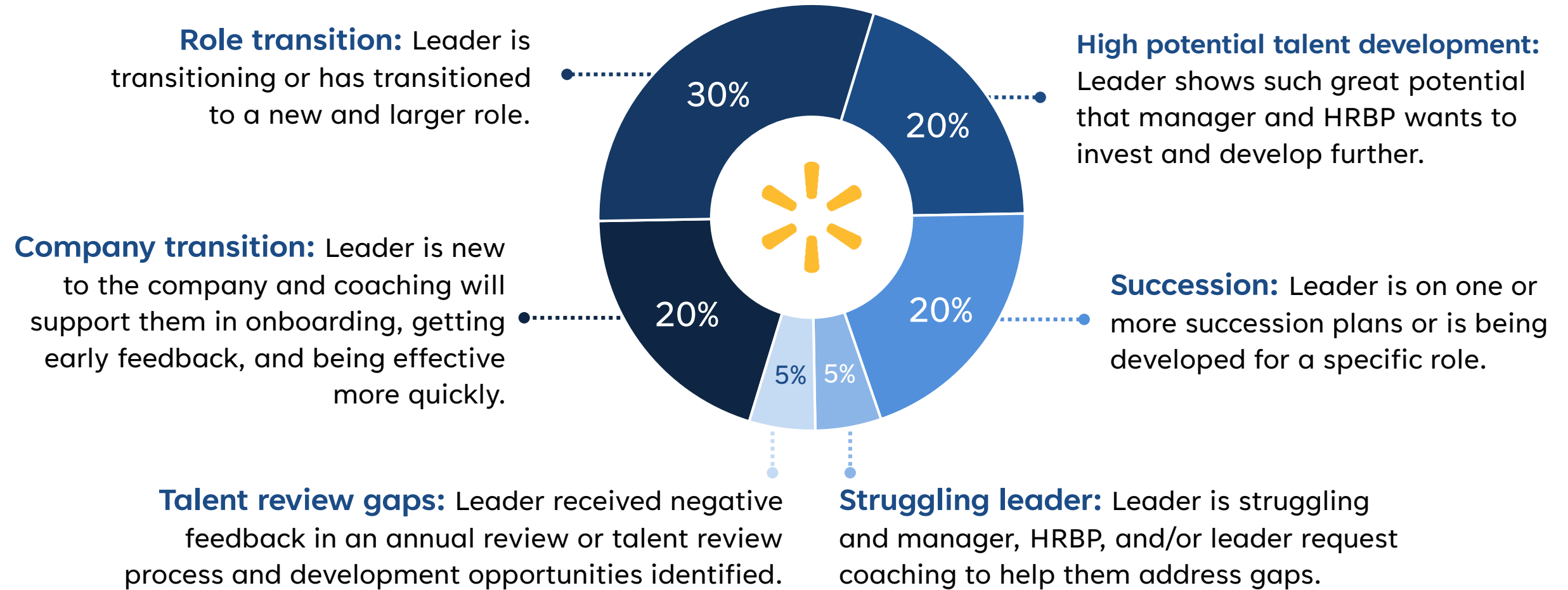
# What do we mean by executive coaching?

At its simplest, coaching helps a senior leader answer **five questions**:



It's **not mentoring**, where mentors share their experiences in similar situations to serve as an example to a mentee. And it's **not consulting/advising**, where an advisor collects a lot of data and then makes a recommendation on action.

# Typical executive coaching use cases—Walmart





# We're hearing demand for higher standards



“We won’t even consider a coaching firm that does not **have ICF credentialed coaches with extensive experience in coaching**. The coaches have to be knowledgeable about **the psychology and neuroscience** that goes into this important development work.”

Ives Vidal Oyarzun  
Senior Director, Talent Management, Medline



“I need to see a really **rigorous process for how the coaches are being assessed, selected, monitored, and developed**. I won’t work with individual coaches anymore. The firm needs to do all that vetting for me and be really focused on coaching capabilities, not just the coaches’ resumes.”

Rebecca Walker  
Chief Talent Officer, Audax Private Equity



“We know that the best fit between a leader and a coach is not about industry or functional expertise, but is really more about how the leader communicates, processes information, and their style. The firm’s **coach matching process has to capture all of that nuance and ensure we get the right fit. They can’t just say, ‘Hey this coach has worked in marketing before, so they’d be a good fit for your marketing leader.’**”

VP, Talent Development  
global strategy firm



“We have to have a **really diverse bench of coaches in terms of gender, ethnicity, backgrounds, experiences and coaching styles**. Too many of the firms have coaches who all look and sound like each other and that doesn’t align with our values.”

CHRO  
life sciences company



“The coaches need to help us build our brand internally. They have to **be so good that we get consistently strong feedback from our leaders about the quality of the coaches and the impact of the work.**”

Senior Director  
Talent Development, Microsoft



“We need a partner who is **extremely responsive** to us—who invests in getting to know us, supports us in thinking through challenging situations, and **helps us improve our program.**”

Paula Lee  
Head of Executive Coaching, Walmart

# What makes Boda unlike any other firm?

1

**The top  
0.1% of  
coaches.**

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We go to  
unprecedented lengths  
to ensure our coaches  
are best in class.

2

**Coach/leader  
dovetail  
process.**

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Our nuanced and  
precision pairing of  
leaders with coach  
options ensures high-  
impact outcomes

3

**Leadership  
Insights.**

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Our clients tell us our  
approach to a 360 is  
the most powerful  
feedback process  
they've had in their  
career.

4

**An obsession  
with quality.**

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We rigorously  
measure, understand,  
and respond to our  
quality data and  
trends.

5

**Partnership  
is more than  
a buzzword.**

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It's the foundation  
of our client  
relationships.

# 1. Our executive coaches are in the top 0.1%



## We set a high bar for coach recruitment

- Coaching, training, and certification from a **top ICF accredited school**
- **Minimum of 5 years** full-time executive coaching **experience**
- Significant **business leadership experience**
- Knowledge of and experience with **evidence-based coaching methodologies** and **current research** in psychology, neuroscience, and adult development
- Demonstrated commitment to their own **ongoing learning and development**
- Preference for **advanced degrees**
- Preference for **diversity** (More than 50% of our team members self-identify as being from underrepresented communities.)

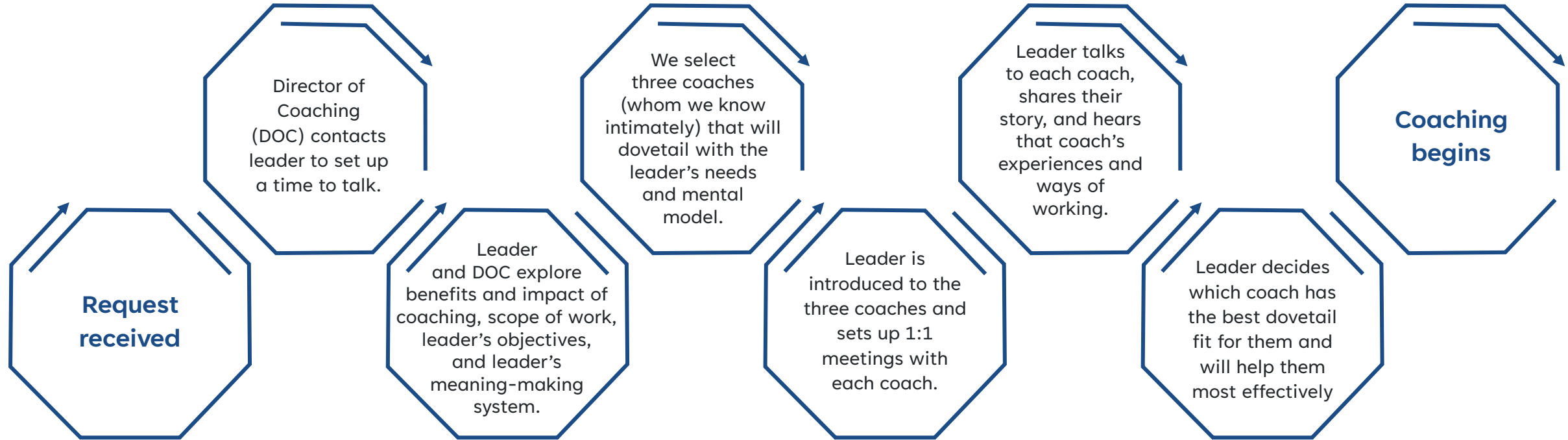


## We have the world's most rigorous selection process...

- Review of **qualifications**
- **Initial meeting** with one of our partners
- **Submission of a client coaching recording**, which is analyzed and graded, and must be at least a 3.0 on a 5-point scale (90%+ of initial coaching calls do not meet this bar)
- **Feedback meeting** with our coaching practice leader (If candidate is less than open and enthusiastic about the feedback, the process does not continue.)
- **Structured interviews with three team members**, following specific interview protocols (requirement to score a 3.0 or better on a 5-point scale)
- Submission of **two additional recorded coaching calls**, which are evaluated and graded, and also require a 3.0 or better on a 5-point scale
- **Final conversation with the head of our Center of Excellence** to review expectations and make a final decision



## 2. Our nuanced and precision pairing of leaders with coach options ensures high-impact outcomes



*Dovetail fit isn't about industry experience, functional expertise, or coaching focus.*

*It's about aligning the leader's mental model with a coach who will work most effectively with them.*

*99.4 percent of leaders we coach say that they and their coach are well matched.*

### 3. Leadership Insights is more than just a 360



**A deep exploration**  
**(45–55 pages)** of how  
the leader is being  
experienced



Built on our  
**proprietary**  
**Insights protocol**



Created by coaches who  
explore deeply to get to  
the **specific, behavioral**  
**patterns** that are highest  
impact



**Inspiring** the  
stakeholders being  
interviewed, and  
**helping them build**  
**their feedback skills**



**Focusing on the**  
**head:** specific,  
behavioral, unbiased  
and relevant data



**Focusing on the**  
**heart:** provocative  
metaphors and  
inspiring messages



**Meaningful results:**  
increased self awareness,  
deeper understanding of  
context, and commitment  
to grow and get better

## 4. We're obsessed with quality—92% NPS over the last five years



**Coaching surveys** focus on the coach's actions, the leader's commitment and engagement, and the results and impact that the leader is seeing.

**Data tracking.** Quality data is tracked by coach, by client, and by program, giving us great visibility into the quality of our work.



**Coach/leader co-creation.** Coach explores the data with the leader in the next coaching session and together they revise their approach to maximize impact.

**Ongoing coach quality review—**CPL reviews, scores, and gives feedback on at least one coaching call and one Leadership Insights report per coach each year.



**Additional support.** Survey data is also shared with the engagement manager and coaching practice leader (CPL) for any support or follow up.

**Performance management.** CPL tracks quality patterns, addresses any gaps, and removes coaches who don't meet our high standards.



## 5. Partnership is more than a buzzword—it's the foundation of our client relationships



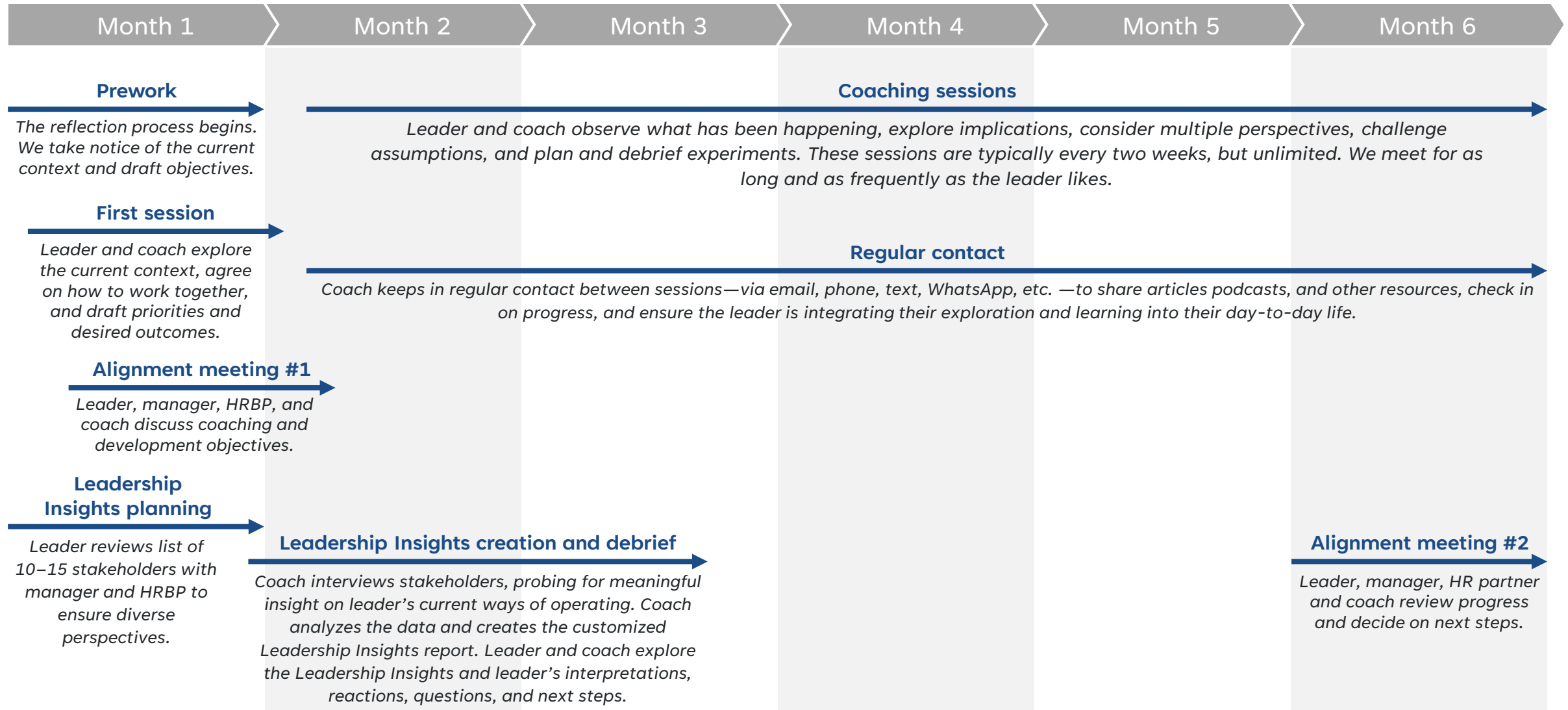
**Partnership really means something to us.**

We **get to know** and **genuinely care about** the clients we serve. We listen, ask questions, act as a thought partner, and try to help, even when we are not the right solution for a client's needs or the need isn't immediate.

We're **proactive, responsive, and committed**. We plan ahead, communicate clearly and often, and do whatever we need to do so our work together is successful.

**We are willing to do whatever it takes to help you succeed**

# A typical phase one engagement spans six months



# Coaching positively impacts the leader and their colleagues

## Leaders' perspectives



Working with my coach has been incredibly valuable, and much more customized to me and my development areas than any other leadership development program I've done. I'm really operating significantly more effectively today.

This has been a huge gift to me. I was skeptical at the start and not really sure how coaching could be helpful. Talking about weaknesses is hard and feels vulnerable and I'm not a fan of that. But the impact has been tremendous. I've learned a ton, and I'm much more effective than I was before.

As I have told several colleagues recently, working with a coach is invaluable at moments of transition. It is a significant time commitment and requires a lot of openness and receptivity, but if you do the work, the results are nothing short of astonishing.

## Colleagues' perspectives



I have seen an enormous change in our CEO since you started working with him. He's shifted from controlling and critical to empowering and inspirational. I like this version of him much better and I'm delivering better results now.

Chris rarely spoke up or disagreed before, which was disappointing because she's incredibly thoughtful and has so much to offer. We are hearing her voice so much more now and our leadership team discussions and decisions are higher quality as a result.

It's still early, but I'm already noticing how he works with me as his peer. He's more inclusive, more curious, and more open to others' perspectives, even when he disagrees.



We work with an incredible group of long-term clients.



# BTS Executive Coaching for Senior Leaders

Executive coaching is an ongoing partnership between a leader and a coach with the goal of supporting the leader to become the best version of themselves and achieve what matters most to them.

The leader brings expertise about themselves, their business, their past, their strengths and weaknesses, and their hopes, fears, and dreams. An experienced executive coach brings extensive training and certification, in addition to many years of helping executives understand themselves and the context in which they operate, identify, and achieve their objectives. The coach's role is to help the executive strengthen their self-awareness, accurately assess their current context, consider what's more and less effective about how they operate today, and navigate a path toward being most successful. Coaches leverage their knowledge of research in neuroscience, psychology, adult development, and other disciplines to help an executive succeed on their own terms.

Here are some frequently asked questions and answers.

## Q: Do a lot of senior leaders work with coaches?

A: Yes! [Marc Benioff at Salesforce](#), [Vas Narasimhan at Novartis](#), [Brian Cornell at Target](#), [Roger Enrico from PepsiCo](#), [Bill Gates from Microsoft](#), [Eric Schmidt from Google/Alphabet](#), and many others. Schmidt and Gates championed the approach through a [TED Talk](#) titled "Everyone Needs a Coach" and [Narasimhan has a thoughtful video interview with his coach](#) on how executive coaching has helped him.

## Q: What makes a senior leader decide to work with a coach?

A: Here are just a few examples of the opportunities and challenges that have prompted leaders to work with a BTS coach:

- "It's the first time I've been a CxO, and I want to think about what's required in this role and how I can be most effective."
- "My team has grown, and the business is scaling. What do I need to be thinking about in this new context?"
- "I don't get any feedback. I want to know how people around me experience me and what blind spots I have."
- "I'm a successor for the CxO job. I'm not sure how to think about and navigate that."
- "It's pretty lonely in this role and I want someone I can talk with confidentially who can help me think about the challenges I'm facing."
- "I have a difficult relationship with one of my peers/direct reports and need to think about how to work through that."
- "I just want to do this job as well as possible. I'm committed to the organization succeeding."

Executive coaching is a partnership that's designed to support and help a leader learn, grow, and improve. Coaching provides a confidential place and a set of resources for the leader to step back from their day-to-day responsibilities and explore what's happening. A coach helps them reflect, ask important questions, explore multiple perspectives, challenge beliefs, test assumptions, identify biases, experiment with new mindsets, try new behaviors, and learn throughout the process.

## Q: What makes an executive coach qualified to do this?

A: A great executive coach has rigorous training in coaching skills and approaches (based in psychology, neuroscience, adult development, theories of motivation and habit formation, and more), a coaching certification, and five or more years of experience using those skills to help leaders build self-awareness,

understand their context, explore how others experience them, set a leadership vision, understand barriers to that vision, and navigate a path to leading in a way that aligns with that vision and their organizations context and culture.

Because coaches are not mentoring (sharing their past experience in your industry or function), giving advice, or consulting, they don't need to understand or have experience as an executive in a particular industry or function. Of course, a coach will learn about their client's organization and business, but they don't need to know much of that to be extremely helpful.

**Q. What actually happens in a coaching session?**

A: An executive coach will be open, curious, supportive, and challenging. They'll help a leader consider different perspectives, explore assumptions, surface patterns, process feedback, and apply tools, frameworks, and ideas. While a coach will be supportive and a partner, they will also push back. Most executives tell us they don't have people around them who will challenge them without also having a personal agenda. A coach's only agenda is to help a leader be the best version of themselves.

The coach will help guide the process, but the leader does the hard work of reflecting, synthesizing, and looking for connections. A good metaphor for coaching is that the coach and leader are exploring together in a dark cave. The coach has the flashlight which they use to illuminate facts, questions, and perceptions, and the leader has the pick tool, which they use to uncover what's hidden below the surface.

**Q: How does the process work?**

A: A leader interested in coaching typically has a conversation with our Director of Coaching so we can understand who they are, what they want, and how they like to work. Based on that conversation, we suggest 2–3 BTS coaches who typically work with leaders at this level and would be a good fit. The leader talks with each of the coaches and then decides which coach they believe is the best fit. (In some cases, the process is a bit different.)

Phase one of the coaching spans six months. The leader typically speaks with their coach every two weeks, focusing on the overall objectives the leader has identified, as well as on day-to-day challenges and opportunities that arise. The coach and leader are also frequently in touch between sessions over email or text.

Often, an interview based 360 is included in phase one. In that case, the leader and coach debrief the 360 once it's completed and explore the data, as well as reactions, questions, interpretations, and next steps.

**Q: What about confidentiality?**

A: Anything a leader tells their coach is confidential. A coach won't share anything the leader says or does with the leader's manager, colleagues, or anyone else. The coaching relationship and conversations are completely separate from the organization's evaluation process.

**Q: When is the right time to work with an executive coach?**

A: Leaders are always busy, and the demands of the business are typically intense. It's a good time to work with a coach if a leader has one or more challenges or opportunities they would like help to think through, and if they are ready to reflect, consider their strengths and development areas, and learn and grow as a leader. The process takes some time, so the leader needs to be prepared to devote that time. In most cases, executives tell us the investment was well worth it, and they are more productive, effective, and happier during and after the coaching.

**Q: What kind of impact do you usually see?**

A: Every coaching relationship is different and, as a result, so are the outcomes of coaching. If a leader is engaged in the work, invested in learning and growing, and actively works on their own development, the results are typically extremely positive. Here are some examples:

- A VP of Finance clarified how they were seen by their peers, strengthened their relationship with their CEO, and found renewed energy and passion for the business.
- A Chief Growth Officer felt ready to succeed the CEO, having built confidence in their abilities and improved their communication and storytelling skills.
- An SVP of Marketing addressed and improved some challenging relationships with peers and built more trust with their directs.
- A VP of Technology gained clarity on how they were leading their org, changed some of their approaches, and improved the engagement, satisfaction, and retention of their key leaders.

But don't take our word for it, here are some quotes from a few of the leaders we have worked with:

- "Whether it's understanding style differences in your leadership team or getting one-on-one coaching on some important areas of focus, the coaches at The Boda Group/BTS have always delivered great value. They are intelligent and knowledgeable, and really good at what they do." — *Steve Kahane, MD, President, athenahealth*
- "Working with my Boda/BTS coach has been an absolutely essential part of my work at Microsoft. It's had a tremendous impact on my personal development." — *Peter Lee, Corporate Vice President, Microsoft*
- "My coach has been invaluable in helping me continue to grow personally and professionally. She's an outstanding listener and was very good at drawing out key insights in my 360. The coaching has had a huge impact on me." — *Petros Paranikas, Senior Partner, The Boston Consulting Group*
- "Of the dozen executive coaches my company works with, none are more credible than Boda/BTS. They aren't afraid of giving you the direct, straight truth, and can communicate with business executives in a way that gets their attention." — *Lori Stachelski, Chief Talent Officer, TA Associates*

## BTS Executive Coaching

Executive coaching provides an opportunity and learning environment for leaders to build self-awareness, understand how they are impacting the people and business around them, create a vision for how they want to lead and work with colleagues, and effectively navigate a path towards that vision.

We have over a decade of experience in working with leaders at top organizations, helping them to become more effective and, in turn, generate better business outcomes.

We work with an incredible set of clients –



We combine the head and the heart: intellectual rigor, strong relationships and connection, and a practical approach to improving skills and building leadership and team capabilities. We are leaders and a team ourselves and know the challenges and pressures of our clients first-hand.

## Our Approach to Executive Coaching

Effective leadership and management require skills that go significantly beyond subject-matter expertise. Leadership ability doesn't just happen. Leadership in complex organizations requires the ability to learn from and take advantage of the talents of others, engage multiple points of view, and build long-term, productive relationships. Leaders don't typically do the right thing because it's obvious—since it's rarely so obvious—but because they have observed other leaders, tried different approaches, reflected on their experience, and drawn conclusions about what is effective. While leaders may occasionally navigate this process on their own, they are far more likely to grow and develop if they engage in a process of deliberate and individual learning in an environment of trust and support. This is what happens in executive coaching.

Executive coaching provides an ongoing partnership between a leader and a coach with the goal of supporting the leader to become the best version of themselves and achieve what matters most to them and to their organization.

The leader brings expertise about themselves, their business, their past, their strengths and weaknesses, and their hopes, fears, and dreams. Our experienced executive coaches bring extensive training and certification, in addition to many years of helping leaders grow and develop. The coach's role is to help the leader strengthen their self-awareness, accurately assess their current context, consider what's more and less effective about how they operate today, and navigate a path toward being most successful. Coaches leverage their knowledge of research in neuroscience, psychology, adult development, and other disciplines to help a leader succeed on their own terms.

In our experience, coaching is most successful with leaders who:

- **Have or are interested in building self-awareness and reflection skills:** They notice and reflect on their thoughts, feelings, and behaviors and care about how they come across to others.
- **Are strong learners:** They are eager to learn new things and see things from different perspectives.
- **Have demonstrated a willingness to experiment with new behaviors:** They are willing to try new things and have demonstrated the capacity to respond productively to feedback.
- **Are motivated:** They have reasons why they want to engage in their own development.
- **Have organizational support:** Key colleagues are willing to support them and are optimistic about their ability to change behaviors, grow, and develop.

Every executive coaching relationship is unique, and we tailor our approach for each leader. Phase one of the executive coaching engagement spans six months and typically includes the following:

- A **conversation with our director of coaching**, to understand the coaching objectives, styles, and preferences of the leader.
- **Dialogues with three potential coaches** to assess fit and select the coach they would like to work with.
- **Pre-work** before the first coaching session.
- **Initial meeting** to understand the context for the coaching, including goals, thoughts on the environment, and questions to address. The content of this meeting and all the individual coaching sessions is confidential.
- An alignment meeting between **the leader, their manager, and their HR partner**, to ensure a shared understanding on the objectives of the coaching and how communication will flow across the work.
- Review of any **assessments, reviews, and feedback** already collected.
- **Ongoing coaching meetings** – typically every two weeks to understand and reflect on how the individual's leadership is evolving, how day-to-day interactions are playing out, and questions/challenges that arise. During these sessions, the leader and coach assess progress, discuss current issues, brainstorm possibilities, build skills, share feedback, elucidate goals, and move toward action.
- **Regular contact** between the coach and leader between regular meetings – via email, text, etc. – to keep the work alive and support the leader in their ongoing reflection and progress.
- **360 feedback** via a series of interviews that the coach will conduct with 10-15 of the leader's peers, direct reports, and others in the organization that the coach, leader, and his/her manager and HR partner jointly agree represent a good mix of perspectives.
- **Analysis** of feedback and development of a **feedback report**.
- Meeting to **review and discuss the feedback**. During this session, the leader and coach explore the results of the 360 and come up with initial ideas for a development plan. The results of the feedback are typically used throughout the coaching cycle.
- Creation of a **development plan** that articulates the most critical priorities and actions to take.
- The development plan is usually **shared with the person the leader reports to and his/her HR partner**.



- **Follow up conversations between the leader and each stake holder** to say thank you, share learning, ask any follow up questions, and align on a path forward.
- Recommendations on **additional exercises, reading, or training** to support the coaching and ensure a comprehensive approach.

Each of these elements is designed to help the leader understand their unique approach to topics such as communication, conflict management, time management, priorities, values, their role, approach to information, and other important aspects of leadership behavior. These components all reveal the leader's natural preferences for managing energy, taking in external information, and making decisions. They can therefore give possible insights into how the leader and others approach and explain the world differently, the different ways that people communicate, and how relationships may thrive or break down, to name just a few. This awareness then leads to behavioral change. In essence, these conversations help the leader understand others and manage themselves.

*Note on the relational nature of our coaching engagements:* This work is a relationship and a partnership. Trust and engagement are what drive successful coaching outcomes. We typically meet every two weeks with our clients. That said, we work with each leader in the way that works best for them; leaders have access to us when they need us. Our suggested meeting frequency is a guideline, not a limit. The most powerful coaching often happens in the impromptu 10-minute call, text, or email exchange after an important meeting or a sudden insight.

## **Our team and what makes us different**

We have a team of exceptional executive coaches who:

- all have coaching training and certification from top International Coach Federation certified schools
- have an average of 8 years of full-time executive coaching experience, many with 10+ years of this experience
- have significant business leadership experience prior to becoming coaches
- are well educated, with 60% holding advanced degrees
- have knowledge of and experience with evidence-based coaching methodologies and current research in psychology, coaching, leadership, and team development
- are passionate about and committed to their own ongoing learning and development.
- have all demonstrated high impact coaching skills as part of our rigorous selection process. Since 2010, we have spoken with over 1500 coaches and only asked ~30 to join our team.
- are diverse: over 50% of our team members self-identify as being from underrepresented communities
- share a relentless focus on leaders, teams, and organizations achieving the outcomes that matter most

We are obsessed with quality. We not only rigorously select our coaches, we also measure their work and results on every engagement and periodically during the year, and then leverage this data to continuously assess their client work and impact. Our Net Promoter Score for our executive coaching for the past twelve months has been 93%.

We're easy to work with. We're proactive, responsive, and care deeply about our clients' challenges and opportunities. We plan ahead, quickly solve problems when they arise, communicate clearly and often, and do whatever we need to do so the work is successful.

## **Results**

Potential clients often ask us how we measure impact. We think of impact and results as a joint responsibility between us and our clients. As coaches, we are clearly on point to listen carefully and understand our clients, and then design and lead the work that will help them achieve their objectives.

Here are a few examples of feedback we've gotten from some of the leaders and organizations we have worked with:

*"Whether it's understanding style differences in your leadership team or getting one-on-one coaching on some important areas of focus, the coaches at The Boda Group/BTS have always delivered great value. They are intelligent and knowledgeable, with excellent experience across a wide range of companies and leaders. Our work with them has been both productive and fun!"*

— Steve Kahane, MD, President, athenahealth

*"Working with my coach has been an absolutely essential part of my work at Microsoft. The impact involves not only my personal development but also the important work of building a cohesive and high-functioning team."*

— Peter Lee, Corporate Vice President, Microsoft

*"We talked with a handful of firms that I thought could help my leadership team become more effective, but none were as experienced, thoughtful, and responsive. That initial impression has been validated over and over again as they have worked with the team across the past year. The coaches have brought deep expertise, pragmatic frameworks, powerful exercises, great flexibility, and a true spirit of partnership to the work. My leadership team is operating at an entirely different level today, and I know a great deal of that is because of the work we've done with Boda/BTS."*

— Bob Lord, President, Aol (now Chief Digital Officer, IBM)

*"Boda/BTS has been a terrific partner in our executive coaching initiatives. They are flexible, bring a diverse team, skill set and set of perspectives to the table, and are highly professional and engaged. We have been delighted with them, and many of our senior lawyers have found their services invaluable to their professional development."*

— John D. Amorosi, Partner, Davis Polk

*"My coach has been invaluable in helping me continue to grow personally and professionally. She's an outstanding listener and was very good at drawing out key insights in my 360. The coaching has had a huge impact on me."*

— Petros Paraniakas, Senior Partner, The Boston Consulting Group

*"Of the dozen executive coaches my company works with, none are more credible than Boda/BTS. They aren't afraid of giving you the direct, straight truth, and can communicate with business executives in a way that gets their attention."*

— Lori Stachelski, Chief Talent Officer, TA Associates

To learn more about our experiences with other organizations and leaders, you can see some [case studies](#) on our website under Impact/Cases & Results.

## Executive Transition Coaching

Transition coaching supports senior leaders at a variety of transition moments—promotion, succession readiness, expansions in scale, scope, and/or geography, being new to the company, or anytime a leader needs to assess a new context, consider their approach, experiment with new behaviors, and adjust how they lead and operate to ensure successful business outcomes.

Our approach is grounded in these five questions:



- **Who am I today?** We work with transitioning executives to help them increase the depth and breadth of their self-awareness and to examine or re-examine their strengths, development areas, interpretations, expectations, aspirations, and concerns. This sets a solid foundation for the work ahead.
- **How am I impacting the people and organization around me?** We typically get at this through our proprietary *Leadership Insights* or *Feedback Highlights* 360s. The coach interviews key stakeholders using our researched and vetted interview protocol to discover what initial impressions the leader is giving to colleagues and the early impact they are having. This early data helps the leader understand what's working well, where they can improve, and what the business most needs from them.
- **What impact do I want to have?** Within the context of the organization's strategy and culture, what is the leader's vision for how they want to lead in this new role? Typically, this analysis examines how the leader has operated in the past, what parts of their ways of working they should continue, what needs to shift, and what new mindsets and behaviors they should learn and adopt. The leader and coach may also consider what the leader has experienced in others' effective and less effective leadership, to help the leader craft their vision of what good looks like for them—in this moment, in this context.
- **What are the barriers?** Every leader faces obstacles that can reduce their effectiveness. Together with their coach, the leader examines those obstacles, including a significant focus on the barriers within the leader. How do their beliefs, habits, apprehensions, and prior experiences at times become barriers to the leader's future success? Recognizing these helps the leader understand what to work on.
- **How do I navigate that path most effectively?** Moving from insight to action, the leader and coach look at what the leader wants to shift and design small experiments that give the leader the opportunity to try out some different ways of operating. Through experimentation, analysis, reflection, and iteration, the leader is able to clarify what will be most effective and build sustained new habits.