



808 - Who's Watching Your In-house Career? How a Professional Coach Can Help You Gain the Edge

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Faculty Biographies

Jean Fuller

Jean Fuller, CEO and founder of Fuller Coaching in Woodhite, California, has been working with senior executives and teams facing major change for several years. Clients engage Fuller Coaching to bring together an innovative combination of management consulting, executive leadership development, and organizational design to help with critical change initiatives. Ms. Fuller facilitates board and senior team off sites for building more agile and resilient teams while working on real business problems and building productive team dynamics. She also works with individual executives who want a confidential partner for their own self directed executive and career development. Clients include GC'S, C-Level execs, and emerging leaders.

Ms. Fuller's was vice president of Search Operations for HPR, a retained executive search firm, a national account executive with ARC, where she was responsible for Fortune 100 national recruiting, and a wide range of operational technology leadership roles.

Ms. Fuller co-teaches "In The Boardroom" case based seminars helping executives manage the human dynamics for excellent governance. She is also the executive coach and facilitator for the Stanford University Graduate School of Business Founders Forum and co-chair for Emerging Officers Forum for the Forum for Women Entrepreneurs & Executives. Ms. Fuller is certified in leading-edge coaching methods, including certified facilitator by Center for Creative Leadership and professional certified coach by the International Coach Federation (ICF).

She has a B.A. from the University of Massachusetts, attended Columbia University and the Advanced Business Institute at Harvard University, and completed the certificate of director education from the National Association of Corporate Directors (NACD).

Richard Manso

Richard Manso is vice president, general counsel, and secretary at Zoove Corporation in Palo Alto, California. He advises technology companies, their boards of directors, and their investors on legal and business matters. He also manages the legal, financial, and human resource matters of the company. The company is a VC-funded startup in the telecommunications industry, offering software as a service for expediting and simplifying the download of digital content to mobile phones.

Prior to joining Zoove, Mr. Manso was vice president, general counsel, and secretary of Bytemobile, Inc. and was instrumental in growing their customer list from three wireless carriers to well over 50 wireless carriers located in the US, Latin America, EMEA, and Asia; enabling the company to progress from no revenues to profitable operations with annualized revenue of over \$20 million. Mr. Manso also lead negotiations for several acquisitions, private equity financings, and equipment loans/credit line financings, allowing the company to expand its business. Previously, Mr. Manso was in private practice providing advice to Silicon Valley companies on intellectual property, private financing, acquisition, securities,

corporate, employment, office leasing, and commercial transaction matters. He also spent time as the associate general counsel at VeriFone, Inc., an associate at Baker & McKenzie, the senior counsel at Sony Corporation in Tokyo Japan, and an associate at Brobeck, Phleger & Harrison.

Mr. Manso holds a B.A. from the University of Notre Dame and a J.D. from the University of San Francisco, where he was on Law Review.

Kristie Prinz

Kristie Prinz is the founder and owner of the intellectual property boutique firm, The Prinz Law Office, in Los Gatos, California. Her practice includes the drafting and negotiation of intellectual property licenses and related agreements in the high technology and life sciences industries, as well as advising clients across a range of issues in the e-commerce area.

Prior to founding The Prinz Law Office, Ms. Prinz was a member of the licensing department in the Palo Alto office of the New York-based intellectual property law firm of Pennie & Edmonds, LLP.

Ms. Prinz is an active member of the ABA, where she serves as the vice-chair of both the programs and VOIP committees of the science and technology section. She is also active in the cyberspace committee of the business section for both the ABA and the State Bar of California. She currently serves as the life sciences and biotechnology director for the Silicon Valley chapter of the National Association of Women Business Owners. Additionally, Ms. Prinz writes a weekly "Ask the Lawyer" column on intellectual property law for Lawyers.com; is the author of The California Biotech Law Blog; and is a frequent speaker on intellectual property and e-commerce issues. Ms. Prinz's media interviews and appearances include Dow Jones, CNN Radio, American Public Radio's "Marketplace," and Sky Radio.

Ms. Prinz graduated summa cum laude with a B.A. from Furman University, and she is a graduate of Vanderbilt University School of Law.

Session #808

**Who's Watching Your In-House Career?
How a Professional Coach
Can Help you Gain the Edge**

*Jean Fuller Richard Manso Kristie Prinz
Fuller Coaching GC, Zaove Corp. The Prinz Law Office*

ACC's 2007 Annual Meeting: Enjoying the Ride on the Track to Success October 29-31, Hyatt Regency Chicago

Agenda

- Who Hires a Professional Coach?
- What is Executive Coaching?
- When Should You Hire a Coach?
- What are Five Common Coaching Scenarios?
- How Do You Get Started?
- How Do You Get the Most Out of Your Coaching Experience?

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Who Hires a Professional Coach?

- Athletes, why not lawyers?
- Teams, why not individuals?
- Business professionals, why not you?

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What is Executive Coaching?

- It IS
 - Tailored professional development
 - Practical, diagnostic
 - Trusted confidential resource
 - Experience on your side
 - Suggested courses of action

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What is Executive Coaching?

- It's NOT
 - Managing
 - Therapy
 - Life-only coaching

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When Should You Hire a Coach?

- When career is going well
- When facing challenges or problems
- When planning for the future

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What are Five Common Coaching Scenarios?

- Career planning and advancement
- Professional skills development
- Professional reputation development
- Executive development
- Management of group dynamics

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Career Planning and Advancement

- Evaluate prior roles
- Conduct inventory of career needs
- Collect 360 feedback
- Reconcile feedback with inventory
- Design next job steps
- Develop key skills
- Fine tune & maintain

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Professional Skills Development

- Communications skills
- Presentation skills
- Writing skills
- Skills for dealing with the media
- Professional relationships - network

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Professional Reputation Development

- Involvement in professional organizations
- Public speaking
- Publication in professional journals
- Media interviews
- Involvement in professional organizations
- Personal branding

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Executive Development

- Understand dynamics/agendas in room
- Recognize different personalities & styles
- Realize that delivery affects receptiveness
- Distinguish stress points-individual & team
- Anticipate responses

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Management of Group Dynamics

Developing better skills:

- Applied communication strategies
- Critical conversations
- Situation management
- Negotiation and mediation approaches

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Management of Group Dynamics

● **Applying skills in real life situations:**

- Dealing with difficult people
- Earning and keeping the respect of colleagues
- Building good relationships
- Managing office politics
- Recovering from miscommunications

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How Do You Get Started?

- Prioritizing your goals
- Finding an executive coach
- Selecting the right coach

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How Do You Get the Most Out of Your Coaching Experience?

- Managing the relationship
- Financing a coaching relationship
- Knowing when it is time to move on

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Unlocking the Secrets to Executive Coaching

By Kristie D. Prinz

Have you ever watched another attorney with envy and wished you could be as successful as he or she was at a particular skill such as rainmaking, public speaking, or writing? Did you then brush the thought aside, thinking that you would just never be able to do that particular skill so effectively, perhaps because you just weren't by nature a rainmaker, a public speaker, or a writer?

If so, it may never have occurred to you that the attorney you admired wasn't naturally gifted in the particular skill you envied, either. In fact, he or she may have shared your feelings of inadequacy at one point in time, before hiring an executive coach to assist in developing the very skills you would like to be able to emulate.

Executive coaches are a resource available to professionals in a variety of fields; nevertheless, the use of executive coaches remains a well-kept secret in the legal profession. Yet, in an increasingly competitive legal marketplace where effective mentoring can be difficult or even impossible to find inside the workplace, many attorneys are finding that building a solid relationship with an executive coach is exactly what they need to get ahead in their careers and to take their practices to the next level. Particularly in the case of women attorneys, who continue to find themselves bumping up against the glass ceiling at many law firms, hiring an executive coach may prove to be the essential step to breaking through and fulfilling the career aspirations which had initially motivated them to enter law school.

The decision to hire an executive coach, however, should not be taken lightly. While hiring an executive coach can jump-start a career, it can also be a drain of time, money, and other resources, particularly where the executive coach's background is not a good fit with his or her client's needs. Moreover, not every attorney will work well with an executive coach, and some may just not be in the right place in their personal or professional lives to fully take advantage of what an executive coach has to offer.

In the following article, I will unlock some of the principal secrets to executive coaching, examining not only what an executive coach can do for you and your career but also some of the potential pitfalls of the relationship. I will also provide some strategies for getting the most out of the relationship.

I. What is an Executive Coach, and Why or When Should You Hire One?

If you are not already working with an executive coach, you may be asking yourself: what is it that an executive coach does and why should I ever consider hiring one.

While it is difficult to assign a single definition to an "executive coach" simply because there are so many different types of executive coaches, the role of a coach is consistent—to provide advice and guidance that empowers a professional to achieve his or her goals.

Executive coaches can come from a variety of backgrounds: a few of the more common examples are marketing, business, public speaking or speech therapy, and even psychology. While some lawyers have gone on to become executive coaches, it is most common to find coaches with backgrounds in other professions.

You may hire an executive coach to work with you on developing a personal brand or a nationwide marketing strategy, building or increasing the size of a book of business, creating a national or international reputation in a particular area of practice, or even on becoming a well-regarded public speaker. You can also hire an executive coach to assist you in transitioning into a different line of work or different area of practice, or to make other types of life or career changes. You can even hire an executive coach to assist you in managing difficult relationships with clients or employees, or in developing a particular style of leadership.

You might wonder how an executive coach's role differs from that of a mentor. As you might suspect, the roles of mentor and executive coach can overlap at times. The key distinction, of course, is that you employ an

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executive coach to be your outside advisor and to take the time to work with you in order to make you successful. In contrast, the mentor will often be an internal advisor who will spend whatever time he or she has to try to counsel you on how to make the firm successful, which may or may not in return result in your own success.

Another important distinction between the two roles is that an executive coach is likely to have a much broader perspective than will a mentor. Executive coaches often work with attorneys or businesspeople at numerous firms or organizations, often in different cities and states, and so they have experience and insights to offer that go beyond those of a mentor, whose perspective is likely to be much more limited to the particular firm or firms where he or she has worked.

Thus, an executive coach's guidance can complement the guidance of a mentor.

If, however, as in the case of many younger attorneys—and particularly in the case of women—you have never had an effective mentor, an executive coach can fill in the gaps, and then give you guidance above and beyond what you would otherwise have access to, thereby leveling the playing field with the peers who had effective mentors and potentially even enabling you to develop skills that exceed them.

At what point in your career should you consider hiring an executive coach? My advice would be to start thinking about hiring one as early in your career as possible.

In my case, I hired executive coaches to work with me after the sudden collapse of the large firm where I had been working, during my sixth year of practice. I realized that I had both clients and a number of contacts but no office to work in, and I needed help to move forward with my career and to develop the kind of practice and reputation I needed that would sustain me, regardless of what happened to the organization where I was working. Hiring and working with executive coaches has opened the doors to a whole new set of opportunities for me that never seemed possible before. If I could go back and do one thing differently, I would have begun working with executive coaches at a much earlier stage in my career.

Developing a relationship with an executive coach can be beneficial, even if you end up waiting until you are at a senior associate or partnership level to initiate the relationship. Now that I am privy to the use of executive

coaches in our profession, I know partners at a variety of different stages of their careers—all very successful—who work with and maintain a relationship with executive coaches. I plan to do the same as I progress in my career.

Now that you understand what an executive coach is, I will reveal to you some of the potential benefits of developing an executive coaching relationship.

II. Potential Benefits of Working with an Executive Coach

You might be asking yourself how anyone has the time or energy to work with an executive coach, given the increasing demands of firm billing requirements and other firm commitments, not to mention the outside demands of personal or family lives. More importantly, you may question the real value of working with such a coach if you are basically satisfied with where you are in your career and you aren't trying to make any significant personal or professional changes at this point in time.

In fact, you can benefit from working with an executive coach, regardless of your current personal or professional circumstances.

First and foremost, working with an executive coach can enable you to shave years off the normal learning process by tapping into the coach's accumulated knowledge and expertise regarding which strategies, methods, and actions have worked and which have failed for other attorneys who have had the same or similar professional goals. Likewise, an executive coach may be very knowledgeable about some of the latest thinking in the industry or some of the strategies and methods being employed in other professions, and may be able to offer fresh ideas and suggestions that are not already being implemented by other attorneys. Clearly, tapping into such expertise can dramatically reduce the learning curve, and provide access to resources to build and grow your practice and career far beyond what you would otherwise have had access to within the confines of your own firm or legal organization.

Second, working with an executive coach can provide you with the tools and resources to accomplish your objectives. Perhaps you are looking to become a strong public speaker at a national or even international level, but you have stage fright every time you get up in front of an audience. An executive coach can work with you on your presentation skills to become a better speaker and get over your stage fright, assist you in lining up speaking engagements,

help you to choose venues and presentation topics, and meet with you to prepare for the presentation. Alternatively, perhaps you are looking to develop expertise and a national reputation on an area of practice for which your firm is not known. The executive coach can work with you to create a plan on how you will make your goal a reality on everything from developing the expertise and clients for the practice, getting publicity and recognition for the group, and setting up presentations in the right venues and getting articles in the right publications in order to develop your reputation in the practice area.

Third, working with an executive coach can help you to maintain your focus on working toward your objectives. Regular meetings with an executive coach can keep you on track for implementing your goals, when you might otherwise lose sight of them—because they get lost in the hustle and bustle of your daily life or because you just get discouraged and start feeling that they were overly ambitious goals in the first place. An executive coach can keep you motivated even when you are buried under stacks of work and are struggling to find time for some sort of personal life outside of the office, or when you just start feeling like you will never accomplish your objectives. Most importantly, an executive coach can help you to break your objectives down into manageable steps and to help you see all that you've accomplished when you are most in need of the support and encouragement to continue working toward your goals.

Given so many potential benefits from working with an executive coach, it is evident that an executive coach can serve an important role in a successful attorney's career. Before going out and hiring such a coach, however, you should understand some of the potential pitfalls of the executive coaching relationship.

III. Potential Pitfalls of Working with an Executive Coach

While working with an executive coach can advance a career, it also has some potential drawbacks.

Without a doubt, the key disadvantage to working with an executive coach is the cost in terms of both time and money. Unless you happen to work at a firm that provides financial support to professional development efforts such as coaching, hiring an executive coach will be an added business expense that you will have to cover out of your own pocketbook, and working with an executive coach can be pricey. The hourly rate of an executive

coach can range anywhere from One Hundred Dollars (\$100.00) to Five Hundred Dollars (\$500.00), with the average rate falling somewhere in between. Moreover, you will have an obligation to attend whatever meetings you set up with this coach, either in person or by telephone, and you will have to find the time to complete whatever assignments he or she makes to you. So, the costs in terms of time and money are not insubstantial, and will require a significant investment of both.

A second disadvantage to working with an executive coach is that, by paying someone to keep you on track with your goals, you may be exacerbating the stress and pressures you already are under to be productive in terms of billable hours or to successfully balance your career and family life. If you already feel like you have too much on your plate or too many demands on your life, hiring an executive coach may leave you feeling even more stressed or out-of-balance—perhaps achieving the opposite result of pulling you farther away from achieving your goals instead of closer to accomplishing them.

Along the same lines, a third pitfall to working with an executive coach is that, by working with someone to map out your goals and objectives and work towards them, you may end up feeling discouraged and dissatisfied or like you just cannot measure up to the goals that you and your executive coach had set for your career and life.

Finally, a fourth pitfall to working with an executive coach is that you have to be motivated and maintain that same level of motivation throughout the relationship to get anything out of it. So, if you lack the time or energy or enthusiasm to put into the relationship, or you simply lack the level of commitment that will be necessary to accomplish your objectives, then you will most likely find the experience to be a complete waste of time and money. Working with an executive coach requires effort above and beyond what might otherwise be required of you, and without the motivation to expend such effort, the relationship is unlikely to be successful or productive.

If you are not dissuaded from hiring an executive coach by these potential pitfalls and you are contemplating such a relationship, you should consider two issues. First, are you the type of person who will be able to work with an executive coach? Second, if you answered "yes" to the first question, what type of executive coach should you hire and

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how do you find him or her?

IV. Will you be able to Work with an Executive Coach?

Even if you decide that your career and practice would benefit from working with an executive coach, and that the positives to working with a coach would outweigh the negatives, it is important to consider whether or not you are the kind of attorney who will be able to work well with an executive coach and take advantage of the relationship. Making this type of determination about yourself obviously requires some soul-searching and honest self-reflection.

A few questions you should ask yourself are as follows:

- Am I the kind of person that can receive and learn from suggestions, feedback, and constructive criticism about my practice and career?
- Am I the type of person who is open to developing a partnership with someone other than a practicing attorney, and to listening and implementing his or her suggestions and ideas, and performing the tasks which he or she assigns me?
- Am I the type of attorney who will make the relationship a high priority, and attend scheduled meetings and perform the assigned tasks, even when there is other billable work to be done?
- Am I the type of attorney who thinks that there can be value in obtaining an outside perspective on what will work or not work in my practice and career?

If the answer to each of these questions is "yes," then working with an executive coach may be for you; however, if you are one of the many attorneys out there who answers one or more of these questions with a "no" or a "maybe," then working with an executive coach may not be a good fit.

Making the decision to hire an executive coach can be a very positive career move, but it is not the right answer for every attorney. It makes sense to evaluate whether you will really benefit from such a relationship before you take the step of investing in one.

V. Finding the Right Executive Coach

A key consideration to make when considering whether to hire an executive coach is defining what type of coach will best meet your needs. To make this determination, you need to first understand what kind of help you are looking for, and then decide what type of

executive coach would be most suited to provide this type of advice.

Also, you may need to consider whether you need to work with several different coaches to obtain the full spectrum of advice you are seeking.

It should come as no surprise, then, that the first step in finding the right coach is to define your objectives. You have to decide what you are looking to accomplish in hiring such a coach. Are you looking to develop your own client base? Are you looking to develop a reputation as an expert in your field? Are you looking to transition into a new area of practice? Or are you hoping to simply conquer your public speaking fear so you can stand in front of an audience? Without a clear sense of the goals you are trying to accomplish with the relationship, it will be difficult to know what to look for in a coach.

After you have defined your objectives, the second step is to examine what type of coach or coaches will best fit the criteria you have established.

As previously mentioned, executive coaches come from a variety of backgrounds, and they each bring a different set of skills and expertise to the table. For example, an executive coach with a marketing background may be able to best advise you on how to most effectively market your legal skills, distinguish yourself from other legal professionals, develop a brand for your services, and build your reputation in that profession. In contrast, an executive coach with a business or law background may be able to best advise you on how to most effectively develop a book of business, sell your skills to potential clients, or become a rainmaker.

On the other hand, an executive coach with a background in public speaking or speech therapy may be particularly adept at advising you on how to become a more effective public speaker, whereas a coach with a psychology background may be most effective at providing you leadership or management guidance, advice on balancing work and life, or assistance in planning a career change or transitioning into a different area of practice.

So, in selecting the right coach, you need to understand the scope of his or her expertise, and then to decide whether tapping into his or her skills is going to help you to accomplish your objectives. Or, in the event that working with one coach only partially accomplishes your objectives, you will have to decide if a combi-

nation of coaches would help you achieve them all. In my case, I decided that working with two coaches was the best approach.

The third step in finding the right coach is to actually locate the coach you are seeking. If you are not already working with a coach, you are probably asking yourself where in the world you find such a person. Surprisingly enough, executive coaches are not that hard to find when you start looking for them.

As with most things, a good first place to start is to ask for a referral. Talk to colleagues at your firm and other firms, and perhaps even with businesspeople you know, and ask for suggestions. Also, depending on the type of coach you are seeking, you may be able to work with a coach who is based outside of your own geographic area, so you shouldn't be afraid to expand your request for referrals to include attorneys or businesspeople in other parts of the country, either that you met through conferences or perhaps that you have become acquainted with by way of a list serve. I found my coaches through such referrals—one came through a local representative of a legal publishing company and the other came from a female attorney working in another city who I met through the American Bar Association. Neither coach is from my own immediate geographic area, although one is within driving distance of my office. I work with the other coach by regularly scheduled conference calls.

If finding a coach by way of a referral is unsuccessful, you may want to seek out organizations that may have connections with executive coaches. For example, an organization that is geared for entrepreneurs may have executive coaches as members or, in the alternative, may have members who have worked with executive coaches and can make referrals. Likewise, a marketing organization—perhaps even an organization geared toward marketing or business development for legal professionals—may have members who are executive coaches or who can make executive coach referrals. Similarly, an organization that teaches or trains businesspeople in public speaking is likely to have members or teachers who are executive coaches or, alternatively, members who can make referrals, and the same is true about organizations geared toward psychologists, who may be able to refer former colleagues who have become executive coaches. I recently discovered, for example, an organization that can provide public speaking and vocal coach referrals, after taking a semi-

nar through that organization, which trained executives in effective public speaking techniques. I have considered hiring one of these coaches at a future date to assist me in further developing my public speaking skills.

Of course, if all else fails, you can likely open the phonebook or search the Internet for potential executive coaches. You should just do your homework ahead of time, and if possible, obtain background information on the coach and get references from past clients, so that you can ascertain his or her expertise and level of skill before you commence the relationship.

Regardless of how you find your coach, you should ask for a phone or in-person consultation prior to commencing the working relationship to establish a comfort level with that person and confirm for yourself that there is a good fit. If you discover in that consultation that the person has no expertise in the skills you are looking for, or that you simply would not want to work with that person, then you will have saved yourself time, money, and energy before investing anything further in the relationship.

VI. Strategies for Managing the Executive Coaching Relationship

In the event you decide to take the plunge and hire an executive coach, you may discover that the new challenge lies not with finding objectives to meet with the coach, but instead with keeping some sense of perspective regarding the relationship.

Indeed, I have found myself in working with coaches that it is easy to start feeling overwhelmed as the tasks to accomplish pile up, and the list grows longer and longer of ideas and suggestions that I need to implement. Even though I am highly motivated, I sometimes get frustrated with my own progress as I find myself making repeated excuses as to why I still have not been able to get around to accomplishing a particular task that I was supposed to accomplish months earlier.

Ironically, I have discovered that my coaches have a very different perspective on my progress, and actually are quite amazed by how I am doing, despite the fact I am unable to get around to accomplishing everything I set out to do.

Given this dichotomy in perceptions, it is evident that maintaining a sense of perspective is an essential element to effective management of the executive coaching relationship.

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Working with an executive coach is a process, and you are not going to be able to accomplish your objectives overnight.

I have found that one helpful strategy for dealing with this issue is to keep a journal on both what you discuss with your executive coach and what you have accomplished each month in furtherance of your objectives. It is helpful to review both before a meeting, and to reflect on what you have accomplished since the last meeting. I regularly find that, regardless of how busy I have been since the last meeting, I always have accomplished more than I initially remember, even if those listed accomplishments were not on my to-do list from the previous meeting.

Another challenge to managing the relationship is keeping the focus on your objectives. Since coaches often work with multiple clients, it is important to remind them of your objectives at each meeting, and to keep those objectives fresh in your mind as well. Listing those objectives in a journal can be helpful again in accomplishing this purpose.

Of course, objectives are unlikely to stay completely static. As you grow as an attorney and continue working with the executive coach, your goals will probably change and evolve as well. So, it is important to reflect regularly on your objectives and update them as appropriate. Also, you need to convey them to your coach and keep him or her apprised of your evolving objectives.

Along the same lines, you should periodically reflect on your current goals and where you are in the process of meeting them in order to evaluate whether or not your coach continues to fit your needs. It is logical that as you continue to grow in your career, you may outgrow your coach or discover that you require new expertise that cannot be provided by your current coach. Thus, to effectively manage the relationship, you need to periodically evaluate whether you continue to work with the right person.

Ultimately, what you should keep in mind is that the "real" secret to executive coaching is to understand where you are going and what you want to accomplish in life. Without a firm grasp on that knowledge, the best executive coach in the world will be unable to assist you. Making the most of the executive coaching relationship requires having a clear sense of self and your own goals and ambitions—with those tools and the help of the right executive coach, anything is possible.



Kristie Prinz is the owner and founder of The Prinz Law Office in Los Gatos, California, where her practice focuses on

representing high tech and life sciences companies in a variety of domestic and international transactional matters. Prior to opening her own firm, Kristie was in the licensing group of the New York-based intellectual property firm of Pennie & Edmonds LLP in Palo Alto, CA, which closed its doors in December 2003.

Kristie is licensed to practice law in the states of California and Georgia.

Kristie is a graduate of Vanderbilt University School of Law in Nashville, Tennessee, where she received her J.D. in 1998, and a graduate of Furman University in Greenville, South Carolina, where she received a B.A. *summa cum laude* in Political Science and Spanish in 1995. She also studied as an undergraduate student at the Universidad de Nebrissensis in Madrid, Spain in 1993.

Kristie chairs the Copyright Licensing Subcommittee of the American Bar Association's Intellectual Property Section, and was appointed to serve on the U.S. Copyright Law Committee of the Intellectual Property Owners Association and the Cyberspace Committee of the California State Bar's Business Section.

In addition, Kristie is a member of the Cyberspace and Intellectual Property Committees of the American Bar Association's Business Law Section; the Georgia State Bar Association; the Public Relations Committee of the Computer Law Association; the Journal Editorial Board of the National Association of Women Lawyers; the High Tech Committee of the Licensing Executives Society; Churchill Club; Forum for Women Entrepreneurs; SD Forum; and Bay Bio.

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How to Build a Personal Brand for Success

Personal Branding – What & Why?

- 1) What is a Personal Brand?
 - a. Your reputation is your "unspoken promise" to your clients and colleagues.
 - b. Everyone is a composite of strengths and weaknesses, but often one theme describes how people think of you first.
 - c. Are you
 - i. A trusted legal mind that can spot fact patterns and issues faster than anyone else in the room?
 - ii. A multi-domain business partner who quickly understands the business side of CEO concerns and leads solutions with a rigorous balance of the right legal direction and practical business compromises?
 - iii. A brilliantly organized task master who holds precisely the right legal course of action, though others might not delight in working with you?
 - iv. A tough negotiator who makes sure the company gets their fair share, despite the odds?
- 2) Why Care about your Personal Brand?
 - a. You have a brand now, even if you're not aware.
 - b. People see and hear through a screen of "brand expectation".
 - c. Current and future decisions and trust are based on that expectation.
 - d. Setting expectations is often the biggest part of success.

60 Second Starter System Plan!

- 3) Overview - Steps to Build your Personal Brand:
 - a. What is your personal brand or 'reputation'? Get clear on where you are now – unique value, skills, and strengths/weaknesses? What are you proudest of?
 - b. Why did they hire you? Do you always deliver on that brand expectation?
 - c. In what groups are you known for that, and how might that differ across groups?
 - d. If you don't know where to start, consider the 360 brand self assessment interview attachment.
 - e. Does this personal brand fit with what you want to be known for in the future? Define your brand for future career track and brand you want to have.
 - f. If you don't have a career plan, consider career flow scenario planning, looking at 2-3 job steps in the future, looking out 1-3 years, 3-5 years and 5-10 years.
 - g. If you are starting a new job or are looking to improve in your current role, consider the 'new job fast start' mindset.
 - h. Define your 'gap' in political savvy, communication styles, expertise or skills. Prioritize steps to closing gap. If you don't know if you're politically savvy, consider the political savvy assessment attached.
 - i. Aggressively and appropriately allocate the time to build relationships and alliances. Calendar it: 1-3 conversations or lunches a week.
 - j. Learn and practice communication styles translation combined with crucial conversations skills. Utilize the model in #3 below if helpful.
 - k. Practice broadened range of negotiation styles.
 - l. Plan appropriate visibility initiatives based on Results & Trust Building.
 - m. Organize continual feedback and observation. Once a week, scan for the 2-3 lessons and observations you have on your brand and consider changes.

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How to Build a Personal Brand for Success

Personal Branding Pays Off – for You & Your Company

- 4) Planned Communication Style: (your brand will be largely influenced by your communication, listening and negotiation styles.)
 - a. Assess Gap: For a fast start in understanding and being understood, do an assessment of communication styles for your key stakeholders. Do an analysis of communication, decision and listening styles for your key contacts and observe and continue to refine your understanding of their style.
 - i. If you don't already have a model, use the simple quadrant model (Driver, Analytical, Relationship (Amiable), Expressive) and the book People Styles at Work by Robert and Dorothy Bolton.
 - b. Understand: Develop an understanding of how YOU should translate to those key contacts, both in steady state and stress situations. Understand both how to talk and listen with their styles, not just your normal style.
 - c. Prepare: Ensure you plan the time to prepare and use this understanding as part of your communication strategy and plan
 - d. Practice / Feedback: Utilize this understanding in negotiations with key contacts and maintain an understanding of lessons learned and 're-translate' as appropriate.
- 5) Appropriate Visibility and Self Promotion:
 - a. Create a communications plan for you and your team, your projects.
 - b. Understand the culture of self promotion and model appropriate level of communication, up and down the organization. If you don't have a good model of self promotion, consider the book Brag, the Art of Tooting Your Own Horn without Blowing It, by Peggy Klaus.
 - c. Position appropriate contributions related to impact on the business, bottom line.
 - d. Understand political lines, and ensure you link your value to each stakeholder's metrics of interest, objectively and subjectively.
- 6) Personal Branding Requires you to be Working on the Right Goals
 - a. Ensure you know the critical metrics of success for your role and they are current with changes in the organization: what will be measured and how it is assessed.
 - b. Know how your metrics link to your manager and upline executive key goals and interest areas. Don't forget relationships in your drive to results - goal is TRUST.
 - c. Develop your network, and ensure your results are worthy of interest at your manager's manager or board level.
 - d. Plan your activities related to that in a rigorous project plan:
 - i. Next 90 day, fast start success plan of action
 - ii. Next 6 months – 2 years if defined – plan of action
 - iii. Manage Overlap/Confusion of your goals, peers, manager's & up-line.
 - e. Monitor and ensure the right time management and priority tradeoffs to achieve your critical few.
 - f. Set expectations or reset expectations continually. Ensure that as things change you've updated your key contacts. Success is setting expectations correctly.
 - g. Future Think: Be clear about what scenarios look like for your next 2-3 jobs and what results and network will help you be the outstanding candidate.

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ATTACHMENTS:

Step 1: Personal Branding Self Assessment Interview Guidelines

1. What do you think your personal brand (reputation) is? Write one paragraph or 10 key words that you think others would say. What makes YOU DIFFERENT?
2. Decide what area of your business effectiveness you'd like to evaluate and where you would like visibility, from key stakeholders or people who would have a view of your effectiveness in that area. Consider this market research on your Personal Brand.
3. Develop a structured set of questions based on your goals, e.g., what am I known for; what is unique to me vs. others in the department or industry; what are my strengths and development areas or weaknesses; what unique value do I add to the company / department. What areas of specialization do I want to be known for?
4. Decide who to interview, when, and what might be the best setting for honest feedback.
5. Decide if you or your executive coach should do the interviewing.
6. Phone interviews can be effective, but where you can, do interviews in person so you can see the body language as well as hear the response.
7. Set up the conversation as collaboration, with your role to LISTEN. For example, level set the conversations as direct and honest, e.g., "I would like to understand honestly what people think of me and my value to the (project/company). My request is that you be direct, not just 'nice'. Don't worry about hurting my feelings; this honest feedback will be an incredibly valuable contribution to my executive development plan. I hope to prioritize where I spend my effort for my ongoing development."
8. Don't interrupt them. Question ONLY for understanding, not to explain. Explanations can have the impact of making the other person wrong and perhaps shutting down, rather than opening, the door for more honesty. If you need phrases to understand, use words like, - "could you give me an example so I can understand that more clearly?" or "When I did that, what was the impact or how did it affect the team?"
9. Keep notes on what people say, but listen during the discussion, with eye contact. This can be difficult information to hear, so make sure you repeat it, if you need to verify what you've heard. Write down the key phrases.
10. Range of Personal Brand Feedback Samples (+/-): a 'Just Get it Done (Nike)' kind of person; is a 'Do the Right Thing' kind of person; averts problems before they become crises; follows the letter of the law, but not in touch with the practical business issues; I never see them, I guess they must be doing ok, actually I don't know; doesn't think like a business executive; is the smartest legal mind in the room; has customer service in his/her soul; too harsh and critical in discussions; good but anal; I trust them with tough very senior level customer deal making.

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Step 2: Political Savvy Assessment (Rate 0-10, best score 150)

- Do you notice relationships that affect decisions and political power lines?
- Do you listen for the subtle signs of trusted alliances and notice organization changes?
- What % of your stakeholders have told you they trust you? Trust all of your counsel?
- Do you easily understand others with different styles?
- Do you have a comfortable balance of business & personal conversations?
- How does your executive presence fit the next role?
- Would you hire you based on your current results?
- Do you understand key metrics of success for CEO?
- Do you deliver both subjective and objective measures of success?
- Do people listen to you and act on recommendations?
- Does the corporate culture fit you?
- Give yourself 3 examples of delivering bad news skillfully and rate effectiveness.
- Give yourself 3 examples of delicate alliance building and rate effectiveness.
- Is there any history that might be holding you back and rate impact?
- How likely are you to be promoted to your dream job?

Step 3: Communication Translation

(Driver, Analytical, Relationship (Amiable), Expressive)

TRANSLATION & LISTENING

<p style="text-align: center;">ANALYTIC</p> <p>Do: + Offer proof/research + Present logically</p> <p>Don't: -- Force quick decisions -- Demand action without logic</p>	<p style="text-align: center;">DRIVER</p> <p>Do: + Present in "bullet points" + Give <u>options</u> for their decision with YOUR Recommendation</p> <p>Don't: -- Be afraid to speak up/confront -- Waste their time (stories)</p>
<p style="text-align: center;">RELATIONSHIP (AMIABLE)</p> <p>Do: + Touch base personally + Work collaboratively</p> <p>Don't: -- Rush or interrupt -- Confront</p>	<p style="text-align: center;">EXPRESSIVE</p> <p>Do: + Be engaged, summarize in writing + Give recognition/allow spotlight</p> <p>Don't: -- Overdo details/facts/logic -- Eliminate creative atmosphere</p>

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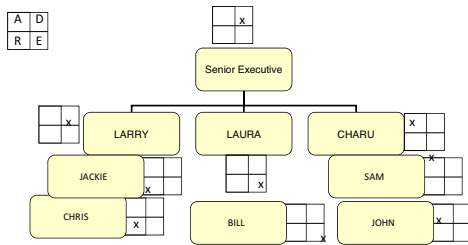
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Organizational Communication and Decision Style Assessments- Step 4:

Utilizing the simplest communication model, or one that you know well, assess your key stakeholders. Sample: D=Driver, A= Analytical, R=Relationship (Amiable), E=Expressive.

Profile Key Stakeholders

Sample: D=Driver, A= Analytical, R=Relationship (Amiable), E=Expressive.



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Branding Definitions

Wikipedia: Brands, "branding" and [brand equity](#) have become increasingly important components of [culture](#) and the [economy](#), now being described as "cultural accessories and personal philosophies". A brand image may be developed by attributing a "personality" to or associating an "image" with a product or service, whereby the personality or image is "branded" into the consciousness of consumers. A brand is therefore one of the most valuable elements in an [advertising](#) theme. The art of creating and maintaining a brand is called [brand management](#).

Personal branding is the process whereby people and their careers are marketed as brands. It has been noted that while previous self-help management techniques were about *self-improvement*, the personal branding concept suggests instead that success comes from *self-packaging*. The term is thought to have been first used and discussed in a 1997 article by Tom Peters. It is common to divide branding into tangible and intangible. Tangible branding involves associating an individual's name with some specific advantage that they are presumed to offer, while intangible branding involves creating a more general positive feeling about them. Tom Peters. "[The brand Called You](#)", *Fast Company*, Mansueto Ventures LLC., August 1997, pp. 83.