

Business Advising

In response to the growing needs of companies to strengthen their talent development and retention strategies, Jackson Hole Group has created its Executive Advising Practice. By aligning the advising process with business strategy, and by tailoring the process to each individual executive and their work environment, JHG offers a unique ability to support and partner with its clients. Our focus is on maximizing the contributions of our client's key executives.

Our approach: experience has taught us that effective advising should

- Be part of a comprehensive talent management strategy designed to increase organizational capability.
- Be provided within the context of business performance objectives.
- Must be real time & deal with current business challenges.
- Be a three-way partnership between the company, the person being coached, and the person providing the advising.
- Adhere to quality standards yet follow a flexible framework in order to obtain the best possible results.
- Be tailored to address the performance goals of the individual executive.
- Use mutually agreed upon metrics to determine success.

Our process draws on the combined experience of our seasoned business consultants to produce sustainable business results in partnering with our clients and client companies.

Step One: Business Context Assessment

Through a combination of brief interviews and reviewing relevant documentation, we clarify the business context for each client company in which all advising activities must be delivered.

Step Two: Introducing the Advising Process

Since advising depends on the quality of the relationship between the coach and the individual, the coach will meet with the executive (and the executive's boss) to overview the process, establish the ground rules regarding confidentiality and clarify expectations for the advising process.

Step Three: Individual Assessments

We develop the most comprehensive and accurate picture of the executive possible. We do this through a combination of individual interviews with colleagues, peers, direct reports and managers and carefully selected assessment instruments.

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Step Four: Individual Advising

Using our assessment results, the consultant partners with the executive to create a plan for his or her development; together, we then focus on the successful execution of the plan. Through our advising process, we can help executives identify and modify those behaviors and actions that diminish their overall impact and at the same time introduce new behavior models and tools/techniques to increase their contribution to the organization. At the beginning of the advising process, we work with executives to establish, where possible, measurable outcomes or metrics that will confirm progress against advising goals. We include regular progress status reviews with appropriate personnel from the company, all done within the limits of confidentiality agreements made with the executive.

Step Five: Skill Transfer and Sustainability

At the end of the advising session we conduct advising reviews with the executive and key stakeholders to ensure mutual agreement on achieving the objectives of the development plan. We communicate actions taken and models and tools used so they can be reinforced by the advising engagement sponsors on an ongoing basis. As an option, many companies ask for a plan that specifies recommendations to sustain the progress of the advising engagement. This might include either developing an individualized plan for continuing the momentum with the conclusion of the advising engagement or training of individuals within the company to become coaches, providing an executive continued internal advising support.

Our Tools

Based upon experience with a broad range of assessment tools, the Jackson Hole Group has selected a number of tools that we have found very valuable in executive advising engagements.

Lominger's Voices® - Leadership Assessment

This is a comprehensive individual 360 feedback assessment using the 67 Leadership Competencies and 19 Career Stallers and Stoppers identified through extensive research from the Center for Creative Leadership. The tool is customizable and lets you add competencies that might be unique to your organization. Gathering data from bosses, peers and subordinates, the tool aids the leader in identifying strengths and weaknesses and problems that might derail career progression. Data can be presented for an individual leader or can be used organizationally with a group of leaders and provide a group summary of leadership strengths and areas for development.

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5 Dynamics

In less than 5 minutes, 5 Dynamics reveals the ways in which team members naturally focus their energy and efforts as they work together in any process.

Because 5 Dynamics focuses on process rather than on personality, it is easy for teammates to recognize and capitalize on one another's strengths, and align their energies to work together. 5 Dynamics also helps teams recognize blind spots and imbalances.

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