



# Leadership Effectiveness

Are leaders born or made? At Aduro Consulting, we think of leadership, not as a set of innate characteristics, but as a way of being and acting that can be learned. Leadership is a process of influence, a process that mobilizes people to confront and shift their assumptions and beliefs so that they can tackle difficult challenges. In this sense, leadership is about change that is both deeply personal and inherently collective.

Effective leadership demands self-awareness and skill. We use a variety of methods to develop both, including executive coaching, leadership education, and leadership forums and conferences.

**EXECUTIVE COACHING:** We coach CEOs and other executives, managers, entrepreneurs, and specialists across all sectors to help them achieve their next level of performance. Our coaching practice goes well beyond the development of leadership skills, focusing on habits of thought and patterns of behavior that can derail effective leadership. People who work with our coaches gain valuable insights and new ways of thinking that enable them to define and then take action toward the impact they want to have in their careers and lives.

**LEADERSHIP EDUCATION:** Drawing on our knowledge of business-focused action learning, business leader involvement, interactive methodologies, experiential simulations, storytelling, and 360 feedback, we develop customized leadership programs that have a deep and lasting impact on participants. We get to know our client organizations and design programs that reflect their unique organizational challenges. Our objective is to create a powerful but safe learning experience that expands self-awareness and courage, and enables new thinking, behaviors, and outcomes.

**LEADERSHIP FORUMS:** Leadership is a collective process through which teams, organizations, and communities envision and co-create new realities. Change here is accelerated when whole communities of people come together for a specific purpose — to learn, to explore a challenge, or to define a new future. We have extensive experience in developing and delivering dynamic large-group forums and conferences for business teams and functions, ranging from 25 to 250-plus participants. Our leadership forums are always engaging, interactive, unique, and creative. Most of all, they are focused on achieving sustainable and meaningful change.

## CLIENT SKETCHES

- **Preparing a company president**

- *Challenge:* A global retail business initiated the process of replacing the recently retired president of its North American business lines. The interim president contacted us for coaching. She had two concerns: First, did she want the top job? And second, if she did, how should she prepare for the selection and interview process?
- *What we did:* We explored the client's personal vision, values, and motivations, and gave her in-depth feedback on her strengths and weaknesses. And when she decided to pursue the position, we used customized research on CEO recruitment to help prepare her for the rigorous interview process.
- *Payoff:* The client is now the company's president. Moreover, the transition from interim to permanent president was seamless, in part because the client had been thoroughly prepared for her new role during the coaching process.

- **Moving from managing to leading**

- *Challenge:* A fast-growing media company recognized that its silo mentality and underinvestment in leadership development could jeopardize its position in a dynamic market. In particular, it wanted to focus on middle managers, the people with frontline accountability for the company's creativity and productivity.
- *What we did:* After an extensive needs assessment, we designed an innovative cross-business "foundations of leadership" program incorporating 360 feedback and other state-of-the-art leadership development approaches. Then we followed up with four months of coaching.
- *Payoff:* Attendees and their managers reported a deep and lasting impact. The reason? Participants returned to the workplace more self-aware, more courageous, and better able to build the strong relationships necessary to engage in and inspire collaboration in others.

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*Martha Miser is founder and president of Aduro Consulting, LLC. Aduro Consulting, named for the Latin word meaning to "light" or "kindle," specializes in leadership and change for purpose-driven companies, organizations that want to have an impact beyond the bottom line.*

*By disrupting things in a way that helps people think differently about themselves and their relationships inside their companies, our clients are more awake, more passionate, more human, and more focused — all of which leads to better business results.*

*For more information, please visit our website at [www.aduroconsulting.com](http://www.aduroconsulting.com)*