

**MORAND  
McKAY**

improving teams through coaching



# Leadership and Team Coaching



# Our Story

**We are highly credentialed executive and team coaches working with senior leaders and their teams. Our custom approach to leadership and team coaching increases team effectiveness. Simple as that. It takes practice.**

We get people in dialogue with each other to get clear on what's to be achieved and how to work together to make it happen. With the whole team, we co-create the conditions for the team to accelerate its effectiveness in achieving shared goals.

We work together — live with the team. Our curious questions create opportunity for the team to re-think, re-create, and re-work. Coaching the whole team with in-the-moment feedback drives new learning. The team builds new muscle and generates next practices; today's best practices just aren't good enough for tomorrow's world.

Teams face constant change. Business needs shift. Team performance can drop. The organization reorganizes. Team members come and go. Customers require more and better. We need capable leaders and effective teams to step up to these challenges. Our purpose is to enable this.

**We model personal vulnerability and the constant contracting that builds trust, commitment, and partnership. Our team coaching unleashes this same potential in every team.**

# How We Work

Unique to the executive coaching space, we work together in real time with our clients so they can leverage the combined depth of our experiences: executive search enabling leadership team fit, executive development including leadership assessment, and leadership succession, coaching, and team performance.

- All of our engagements include a stakeholder-centered approach to create clarity around the issues, opportunities, and outcomes required of the leader and team.
- Clients build relationship with us quickly because we model, practice, and live the kind of vulnerability-based trust required of the best leaders and most effective team members. With trust in coaching conversations – a safe place to practice — leaders gain confidence for the conversations required with all stakeholders, including their teams and customers.
- Our coaching works and adds measurable value because leaders discover, practice, and embody the deep work that is a mandate for **sustained** change. Coaching that only creates awareness is just not enough. We co-create with clients the practices required to shift behaviors and sustain new habits.
- Our clients travel a Self-as-Leader development journey that improves capability and capacity. **Leaders learn to create the conditions that drive effective outcomes** by leaning into a new story and leveraging the collective leadership of the team and organization.

## REPRESENTATIVE COMPANIES



# Team Coaching

**Team Coaching ignites a collective leadership power within teams.**

Typically, senior leaders show up with top teams having achieved a lot of success by leading expert domains, departments, and multiple functions. These leadership experiences and behaviors do not always translate with a more senior team of equally successful leaders. Sometimes, senior leaders just do not naturally lead effectively together. Team Coaching enables the team to function at a level greater than the sum of its parts.

In partnership with the team, we work on the right conditions for the team to accomplish its work. With internal alignment and clarity of purpose and objectives, team members can develop strategies for doing the work well. As Team Coaches, we lead “team workouts” — coming alongside the team to practice new conversations and behaviors as well as develop the skills required to achieve the team’s goals.

**Throughout the Team Coaching process, team members practice and learn as a senior team, improving norms for working together and garnering organizational support for the work. The team achieves more when the collective leadership focuses on shared outcomes.**

## OPPORTUNITIES FOR TEAM COACHING

- New leader inheriting an existing team
- Accelerating “time to performance” in an organizational change
- Aligning critical and strategically focused teams
- Launching new teams and special project teams
- Leadership development for High Potentials

## OUTCOMES OF TEAM COACHING

- Improves the operational results required of the team by its stakeholders
- Creates “leader-coach” capability to launch and build teams, diagnose team problems, and facilitate changes to improve team effectiveness
- Increases the team’s effectiveness – how well the team works together to deliver results for its customers
- Builds collaborative leadership *capability* and *capacity* within teams and across teams
- Creates “team of teams” movement, driving a team performance groundswell across organization

## OPPORTUNITIES FOR LEADERSHIP COACHING

- Leadership transitions to new team or company
- Accelerated development of high potentials
- Onboarding of new leaders
- Performance improvement
- Leadership pipeline development

## OUTCOMES OF LEADERSHIP COACHING

- Aligns development focus with business priorities
- Shifts silo mentality to collaborative mindset
- Leverages natural strengths with contribution in role
- Builds capacity for personal growth and sustained change
- Creates awareness of others' perceptions

# Leadership Coaching

**Partnership is critical in coaching. Leaders bring the agenda that's important and we work together in a process of discovery and insight.**

The trust we build creates a safe space for real learning to happen and real change to begin. It's never dull and usually enlightening because we get to the heart of the matter. Together, we design the strategies and actions to propel leaders forward.

Each person and each situation is unique. One size does not fit all in leadership coaching so we will focus together to clarify goals and outcomes. Insights can be freeing – an opportunity to see the situation more clearly through a different lens. In these moments, we help leaders discover the small shifts that affect the bigger changes desired.

**A new mindset, a new action, or even a small adjustment has the power to transform. Practice creates new habits that sustain the change desired for the leader and the people around the leader too. It's the personal resourcefulness that enables leadership potential and our coaching taps into it.**



# Mary Morand

## LEADERSHIP AND TEAM COACH

Mary is an executive coach working with leaders and their teams. Her coaching creates awareness of the learning edges that enable clients to shift and lean into the changes that will bring new ways of being, doing, and achieving results.

Clients describe Mary as very grounded, meeting leaders and teams where they are and flexing with what comes forward. Her use of story and metaphor creates learning and insight that pushes development edges and enables growth. She exercises a confident stance, elegantly holding the room and each person in it.

Mary believes that change occurs in organizations when we understand what our stakeholders need, align individual and team objectives to those expectations, and co-create the right conditions for success. She collaborates with leaders and their teams to build a strong collective leadership advantage for the organization. The leaders develop more quickly and teams get better, achieving outsized results together.

With thirty years of corporate leadership experience, Mary understands the leadership challenges of building high performing teams and navigating organizational change while delivering results. She was formerly a Director of Leadership Development and Talent Management, a Chief Learning Officer, and a Director of Marketing. She served in multiple VP/SVP leadership roles including practice leader of a start-up talent advisory business within executive search.

Mary earned her B.A. in Telecommunications at Indiana University and her M.Ed. in Executive Human Resource Development at Xavier University. She serves on philanthropic Boards to improve financial and health outcomes for families struggling in the systemic poverty of communities.

### EDUCATION

- M.Ed., Executive Development, Xavier University
- B.A., Telecommunications, Indiana University
- Systemic Team Coaching Diploma, AoEC, UK
- Team Coaching Diploma, Team Coaching Studio, UK

### PROFESSIONAL AFFILIATIONS

- Moderator, Harvard Business Publishing
- Professional Certified Coach (PCC), International Coach Federation (ICF)
- Coaching Supervision: Peter Hawkins and Georgina Woudstra (team); Hudson Institute of Coaching (executive)

### COACH ACCREDITATIONS

- Hudson Institute of Coaching, Certified Coach
- Lee Hecht Harrison, Certified Executive Coach
- AoEC, Certificate in Systemic Team Coaching
- Team Diagnostic Survey, Advanced Practitioner
- EQ-i, MBTI, DiSC, HOGAN, Caliper, MRG: LEA 360, IDI, Five Behaviors of a Cohesive Team, KF Leadership Transitions
- Narrative Coach Practitioner
- Somatic Coach, Strozzi Institute



# John McKay

## LEADERSHIP AND TEAM COACH

John is an executive coach drawing on deep experience partnering with executives and emerging leaders and their teams. John engages clients authentically in an open, direct, and collaborative style. With a clear focus on their desired shift, he enables clients to achieve for themselves and their stakeholders.

John brings his clients a well-honed skill of discovering what leaders and their teams need to move forward. His ability to ask penetrating and thought-provoking questions gets at the heart of issues. From strategy to operational capability, John's seasoning, built from experience and deep listening – including what has not been said – provides his clients with new insights that enable shifts toward desired outcomes. He has been privileged to work with world class executives, witnessing significant client growth and success achieved through their joint collaboration.

He has supported executive leaders and their teams through the daily rigors of self-management, consistent team alignment, and management of stakeholder relationships – all in the face of increasing demand for results. Decades of gathering and sharing stakeholder feedback that directly supports clients' objectives, John holds a mirror for his clients to see their situations clearly. It is only through assessing this “reality on the ground” that his clients can choose the actions that most assuredly will move them forward with the clarity and the energy to affect the changes they desire.

John's 45+ years of business experience include sales and general management in the global energy industry. He spent 36 years in executive search tapping into his clients' corporate cultures and team dynamics to identify and bring high level talent to senior leadership teams and Boards of Directors. As co-owner, John built a 20-person boutique executive search firm which was acquired by a leading global search firm. Here, John became the Global Leader of the Energy Practice and a core member in the CEO and Boards of Directors practice.



### EDUCATION

- BBA., Marketing, Gonzaga University
- Team Coaching Diploma, Team Coaching Studio, UK

### PROFESSIONAL AFFILIATIONS

- Professional Certified Coach (PCC), International Coach Federation (ICF)
- Coaching Supervision: Peter Hawkins and Georgina Woudstra (team); Hudson Institute of Coaching (executive)

### COACH ACCREDITATIONS

- Hudson Institute of Coaching, Certified Coach
- AoEC, Systemic Team Coaching Certificate
- Team Coaching Certificate, Team Coaching Studio, UK
- Narrative Coach Practitioner
- Somatic Coach, Strozzi Institute
- Coaches Rising, The Neuroscience of Change Certificate

# Areas of Expertise

## **SPECIALTIES**

- Executive and Team Coaching
- Leadership Assessment
- Executive and High Potential Development
- Board Assessment
- Succession Strategy
- Performance Consulting
- Leader Transition
- Executive Search

## **REPRESENTATIVE CLIENT ROLES**

- President-COO-CFO
- Board of Directors
- EVP/SVP/VP/Director
- Partner
- Functional Leader
- Mid-Level Leader

## **INDUSTRY / FUNCTION EXPERIENCE**

- Financial Services
- Sales
- Advertising
- Executive Search
- Talent Management
- Human Resources
- Non-Profit
- Consulting
- Training and Development
- North American and International Upstream Oil and Gas; Midstream Energy; Power
- Professional Services
- Private Family Enterprise
- High Tech

## Contact us Today

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