

# BEFORE THE FIRST SESSION STUDIO



Prospectus | Coaching & Consulting



EXECUTIVE SUPPORT SERVICES  
PROFESSIONAL SERVICES | RW WEST, PH.D.



Greetings Colleague:

I want you to have this before we meet in the coming days.

This prospectus, "Before the First Session," outlines my approach to executive decision support. It offers insights into my professional background. It outlines what you can expect (and not expect). Feel free to review and prepare questions you may have for me.

If you are new to coaching or unsure where we might begin, take a look at a few of the conversation starters that may shape our first conversations. No need to complete any of these, nor "turn in." Instead, these offer a few entry points to accelerate the "get to know you" (trust) phase we both will begin.

Most importantly in this prospectus, it includes my ethics pledge. As a member of the International Coaching Federation, I am pledged to the highest standards of professional ethics, confidentiality and service. I will discuss my ethical commitment in our first session.

I'm eager to meet and discuss how our collaboration can support your professional journey. Please feel free to reach out to schedule a meeting.

Looking forward to the opportunity.

Warm regards,

Best,  
Russ 



He's Been Steadily Preparing for Years -- Certified Executive Performance Coach, Strategist, Professor, Story-Keeper, Mentor -- to Ask you a *Question*..

Russell W. West, Ph.D.  
Certified, Executive Performance & OD Coach

# KEEPING A QUIET STUDIO FOR THE EXECUTIVE MIND.

## From Coaching Cynic to Reflective Practitioner

In 2015, I shifted from a 30+ year career in leadership and business education to one of C-suite-based leadership support. To do so, I had to resolve a valuation question.

**When a colleague suggested my career trajectory might be suited for executive coaching, I bawked.** To me, coaching was a cross between shiny personality-driven image management and pyramid marketing schemes. Popular examples (I thought) I had seen were “sages on stages” with expensive hair. I didn’t like manipulative gimmicks nor games with people’s lives or trust. Leadership had always been a serious business to me, so conjuring a bag of tricks was out of the question.

My exposure to leader-shaping came early: I was a U.S. Marine Corps Drill Instructor, or “DI,” for Officer Candidates, (Think: Lou Gossett in *“Officer and a Gentleman.”*) Marine executive training at Quantico transforms unlikely college-age candidates into disciplined military professionals in a matter of weeks. Decisiveness, fortitude, world-renown battlefield fitness and tactics combined to prepare young lieutenants to assume command responsibility for hundreds of troops, expensive complex equipment and consequential national security priorities. From my first platoon with Marines to more than 600 doctoral dissertations in grad schools, I brought an ethically serious mastery mindset to each leadership education encounter and career post.

**But how to translate that mastery mindset into decision support with executives in real time?**

“What fascinates me is that people interrupted themselves almost as much as they were interrupted by external sources”

## The Executive Mastery Mindset

Can coaching support translate into serious “business?” Can it drive business results? What is the business case for executive coaching? After considerable study and testing with early clients, I happened upon two confident assumptions that led me to my answers:

- **First, the executive is fragmented.** Executives experience interruptions every 10 minutes, across 10-12 different work spheres. Most self-interrupt every 11 seconds if their devices are within reach. It takes nearly 23 minutes to get back on task. Given this norm, many executives live on the surface, with little time for deep or strategic thought. The best executives live torn lives of competing demands, superficial scanning and high pressure expectations. Many report low satisfaction, threatened well-being and sometimes quiet desperation. Whole days go by without advancing any of their own projects.
- **Second, the executive craves a quiet mind.** Our brains are calorie misers, saving up for burst when high stakes decision-making calls for fight/flight reflexes. Given the fragmentation, beleaguered minds can miss things. Integrated decision-making requires focused time and mind.

These insights converge into a **decision support** model foundational to my approach to executive performance coaching. I help leaders embody and model healthy enterprise-leading mindsets and practices. I help executives take a whole-life (and long-life!) view of their executive opportunity. I call it **a mastery mindset**.

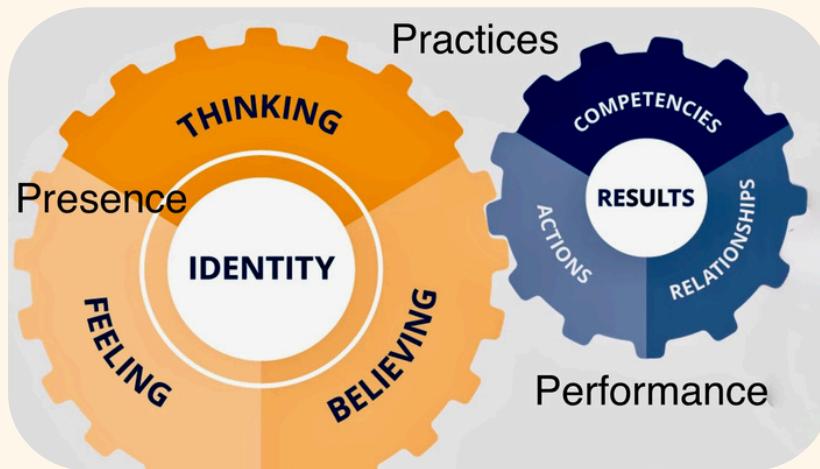
**My Conclusion: Executives Needed a “Studio,” A Quiet Place for Mastery.** I work with each client to co-create conditions for a mastery approach to leadership.

# STUDIO | YOUR EXECUTIVE PRACTICE DESERVES MASTERY.

A studio is a quiet place of mastery. Every time Dr. West begins a session with a client, he welcomes them (back) to “a quiet studio for their executive practice.”

Metaphorical perhaps, but excelling learners have relied on studios, salons, dojos, gymnasiums and rehearsal stages for centuries – to perfect their crafts, refine their art, hone their skills, condition their capacity, coordination and strength. West begins with the design assumption: *your executive practice deserves as much dedication to mastery as any other performance endeavor.*

His action-biased style of decision partnership generates deliberate movement in your executive presence, practice and performance. Consider the graphic below, asking: Which of these two “gears” get the most attention in your workplace, your executive priorities? The smaller of these two wheels signals West’s assumption that most executives are tasked and responsible for the **Performance Activities** that accelerate **Results -- Competencies, Relationships and Actions.**



Yet, these external activities are dependent on the leader's healthy inner workings, especially in internal matters that fortify the leader's **Presence and Practices**. West considers the less-visible (and unrewarded) features of our leadership to be as equally, if not more, important to the more visible ones that are usually rewarded with rank, status and title. Unless leaders operate in congruence from their core -- **Identity - Thinking, Believing and Feeling** -- leaders will be vulnerable.

This vulnerability will not only be reflected in their performance, but also in their ability to cultivate and sustain a healthy spiritual and personal core in their lives, relationships and workplaces. To this end, coaching from the perspective of executive mastery makes mentionable the executive's whole life as the focus of mastery, not only its minor, but often more insistent, “on the job” features. **Decisions Support Coaching**, in any given session employing this method, may routinely focus on such topics as:

- Aspirations, Next-Best Steps, Confidence, Fulfillment.
- Priorities, Postures, Practices and Projects.
- Self-Limiting Beliefs, Habits, Assumptions.
- “Stuck,” “Trapped,” “Torn Between” Feelings.
- Conflicts with Competing Demands, Co-Workers.
- Developing Leaders, Leading the Boss, Leading Without Power.
- Arrogance, Self-Deception, Derailment Threats.
- New Assignments, Expanded Responsibilities, Promotion.
- Home Life, Work Life, Happy Life, Unfulfilled Life, On-Purpose Life.



*Your Executive Practice  
Deserves Mastery. - RW*

# WEST'S INTENTIONALITY IN COACHING | PRESENCE, PRACTICE & PERFORMANCE.

**Executive Capacities | Presence, Practice & Performance** — Whether you believe leaders are 'born or made' hardly matters. Leaders are recognized, and unfortunately judged often, one leadership episode at a time. The mindsets through which leaders carry out their work makes all the difference. West's coaching support cultivates this mindset.

**The Executive Mastery Mindset.** McKinsey & Company was curious about how top-performing CEOs achieve results in the high-scrutiny environment of this peerless role within organizations. The answer comes down to MINDSET. McKinsey reviewed 25 years of data on 7800 CEOs from 3500 public companies, across 24 industries in 70 countries. This study produced an astonishing report that SIX MINDSETS accounted for success more than anything else. Consider the mastery implications:

Excellent CEOs approach the role's six elements with certain mindsets and adhere to 18 practices when fulfilling their unique responsibilities.



Most executives receive little training nor support in the achievement of their roles. Often, their technical success at lower levels qualified them for executive service at higher more complex rungs which seldom call upon their earlier technical expertise. Instead, they must master 10-12 new domains, multiple direct reports, unwieldy cultural and relationship dynamics, while delivering on high pressure results to impatient stakeholders. And if they succeed, they are rewarded with high standards, targets and expanded responsibilities. West considers executive decision support as a means of addressing these daily integration challenges facing most executives.

With more than 15,000 hours in transformation sectors of military, higher education, healthcare, small business and non-profits, West has invested his entire career, face to face with emerging and executive leaders in pursuit of deepened executive presence, practice and performance. **Methodologically, he is focused on a leader's embodiment of their own mastery mindset.** He signal executive mastery opportunities with three terms:

- **Presence | Embodying.** We cannot outpace our values. What we value shows in Presence.
- **Practice | Demonstrating.** We enact priorities with intention. How matches why through Practices.
- **Performance | Delivering.** We ensure union between word and deed. Promises kept through performance.

Always a witness and never a critic, Dr. West will partner with your latent capacities so that you leverage your gifts, master your gaps and invest in your own growth from the inside out.

# COACHING

## What Is Executive or Workplace Coaching?

Coaching in the workplace or with executives assumes the work, its results, are important enough as to invite or require decision support. Corporations, the world over, have realized the leveraging resource decision support can become to the workplace and work leaders. With a bias toward effectiveness and efficiency, organizations have invested upward to 2.8 billion on coaching, according to a Forbes-reported study by PriceWaters & Coopers global study in 2019.\*

In this setting, coaching is a professional helping relationship, focused on the goals of the client in the context of the workplace's performance goals. The organizations, often called the sponsor, has a stake in the assumptions and outcomes of the coaching process, even though its contents are confidential, privileged and legally protected. It is based on reciprocal actions between the two parties. The developmental conversation passes two ways: the coach responds to information about the client's needs, while the client probes their own assumption, relationships and options.

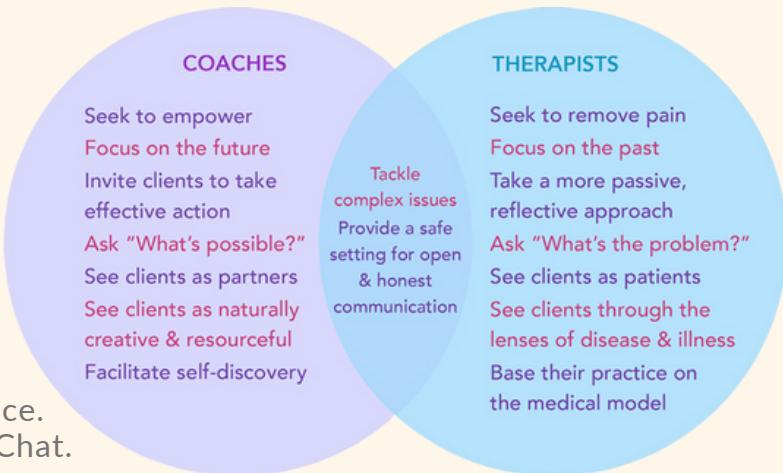
Many associate this kind of two-way reflective conversation with therapy, as both coach and therapeutic support take the forms of active listening, thoughtful questioning, or situation-specific guidance. However, coaches and therapists differ significantly in their respective areas of focus. Take a look:

## WHAT TO EXPECT FROM WEST

Dr. West will leverage competencies practiced by International Coaching Federation members -- [coachingfederation.org](https://coachingfederation.org) -- to co-create an experience that fortifies and accelerates your leadership mastery. Consider these expectations:

## WHAT NOT TO EXPECT

- Legal, Medical, Therapeutic, Chaplaincy Advice.
- Wandering, Pressured, Work-Avoiding Chit-Chat.
- Expert/Novice, Parent/Child, Broke/Fix Dependency. Manipulation Dynamics.



Comparison of Coaching & Therapy Priorities

## WHAT YOU MAY EXPECT

- A Capacity Building Spirituality | We Draw on YOUR Assets, Always.
- A Sounding Board with a Bias for Mastery | We Listen With and For Actionability.
- A Highly-Intuitive Decision Support Specialist | Systems Thinker, Impact Strategist.
- An Invitation to Leverage Your Clarity System | Your Congruence, Your Compass.
- A Quiet Studio Kept by an Incurable Storykeeper | Narrative Expectation, Method.
- An Ethically Serious, Trained & Certified Coach | Disciplined Practitioner / Educator.
- Business, Corporate Excellence | The Emergence Group, Established in 2004.

\*"Roi of Executive Coaching," <https://www.forbes.com/sites/forbescoachescouncil/2023/02/24/the-roi-of-executive-coaching-a-comprehensive-guide/?sh=52065e5a59e1>

# THE PROCESS

## 01 PRE-COACHING

The process begins with a mutual interview. Each assesses fit, rapport, resonance, timing and trustworthiness. Both must voice agreement on the end result expected from the engagement: Expectations. Boundaries. Ethics. Fees. Calendars. Admin. Contact/Preferences. Sponsor Organization Involvement, If Any. **Key Questions:** Is the coach/coaching approach the right fit for you, your team? Is it the right time? Is there readiness for collaboration and change? Are you assured of the value, your costs? Are others involved? Have We Defined 'Success'?

## 02 ASSESSMENTS

Establish a baseline through interviews and inventories. Key Questions: What external guidance can we rely on to know starting conditions? At what points will additional assessments be used? How will we know when results are achieved?

## 03 AGREEMENT

Coach, client (or sponsoring organization) agree on desired outcomes in a contract. Payment and any Coach Portal registrations are completed. Coach confirms expectations and ICF-accredited standards. Key Questions: Are expectations clear? Is client and coach registered in any Coach Portals, schedule and contact plans? Are payments arranged? Is the path to results visible, accountable?

## 04 COACHING | CONDITIONING

Scheduled one-on-one conversations designed to generate decided movement from inertia to action. Co-created and action-focused, process repeats until results can be validated in client outcomes. Key Questions: What structure best advances client aims? How do session's calibrate with master results?

# THE PAPERWORK

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Ethics Pledge, Client  
Responsibilities, Contracting

# Your Coach's Ethical Pledge

As a Certified Executive Coach, I acknowledge and agree to honor my ethical obligations to my coaching clients and colleagues. I pledge to comply with the standards and ethics set forth by "Best Practices", to treat people with dignity and as independent and equal human beings, and to model these standards with those whom I coach. I understand that any breach of this code is subject to requirements of the International Coaching Federation, Certified Coaches Alliance (CCA), sponsoring organization and all requirements of the law.

## Coach's Ethical Pledge:

As a coach, I pledge to honor and support the beliefs, values, individuality, objectives and goals of my client(s) so that they can grow and expand the areas of their personal and/ or professional lives that they have chosen.

- I pledge to respect the individual requirements, limitations and personal boundaries of client(s).
- I pledge that I will remain constructive and instrumental within any feedback or exchange between us and will put first and only the well-being and expressed desires of my client(s) and at no time my own self interest or personal gain as it pertains to the coach/ client relationship.
- I pledge that I will not make false claims about what my client will receive from the coaching process, nor from me as their coach.
- I pledge to maintain the confidentiality of my client(s) and the coaching relationship. I will hold confidential the name(s) of my client(s), information about their personal and/or professional life, colleagues or related parties, without the express permission from the client.
- I pledge to follow the International Coaching Federation's documentation standards by gaining written consent to keep a log of our work together—your name, contact, dates, and hours (noting group hours separately)—solely for credentialing, handled responsibly and ethically. This consent may be in the form of an acknowledgement email or signed contract.
- I pledge I will not offer guidance, advice or council in any specialized area in which I am not qualified or licensed.
- I pledge to remain alert in recognizing when my client(s) may no longer be benefiting from our coaching relationship.
- I pledge to avoid conflicts between my interests and the interests of client(s).
- I pledge to honor all agreements I make in my coaching relationships, and construct clear agreements that may include confidentiality, progress reports and other particulars.
- I pledge to honor and respect the efforts and contribution of my client(s).
- I pledge to respect the creative power of my client(s).

Russell W. West, Ph.D., CEC, CPC



For More | [RussellWest.info](http://RussellWest.info)

Subheading

# Coaching Agreement

Name              Title              Organization              Date:

The coaching relationship is a co-created decision support relationship. The coach is a trained/certified executive support specialist. Your executive presence, practice and performance is the scope and focus of the support relationship. The coach partners with your capacities and process to engage life, leadership and work with patterns that are smarter, not harder. Your executive career deserves mastery. Together, each coaching session we undertake, becomes a “studio” for your executive mastery.

## Client Acknowledgement

1. As a client, I understand and agree that I am fully responsible for my physical, mental and emotional well-being during my coaching calls, including my choices and decisions. I am aware that I can choose to discontinue coaching at any time.
2. I understand that “coaching” is a professional client-centered, relationship I have with my coach that is designed to facilitate the creation/development of personal, professional or business goals and to develop and carry out a strategy/plan for achieving those goals.
3. I understand that coaching is a comprehensive process that may involve all areas of my life, including work, finances, health, relationships, education and recreation. I acknowledge that deciding how to handle these issues, incorporate coaching into those areas, and implement my choices is exclusively my responsibility.
4. I understand that coaching does not involve the diagnosis or treatment of mental disorders as defined by the American Psychiatric Association. I understand that coaching is not a substitute for counseling, psychotherapy, psychoanalysis, mental health care or substance abuse treatment and I will not use it in place of any form of diagnosis, treatment or therapy.
5. I promise that if I am currently in therapy or otherwise under the care of a mental health professional, that I have consulted with the mental health care provider regarding the advisability of working with a coach and that this person is aware of my decision to proceed with the coaching relationship.
6. I understand that information will be held as confidential unless I state otherwise, in writing, except as required by law. I understand the coach may provide my contact information in a coach log to support verification requirements with the International Coaching Federation. Used for verification only.

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Client Signature, Date\*

\*You may write an acknowledge email that indicated review and consent of this form.

For More | [RussellWest.info](http://RussellWest.info)

Subheading

# BEFORE THE FIRST SESSION

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## Conversation Starters Prepare to Unpack with Your Coach

# Clarity Map 720

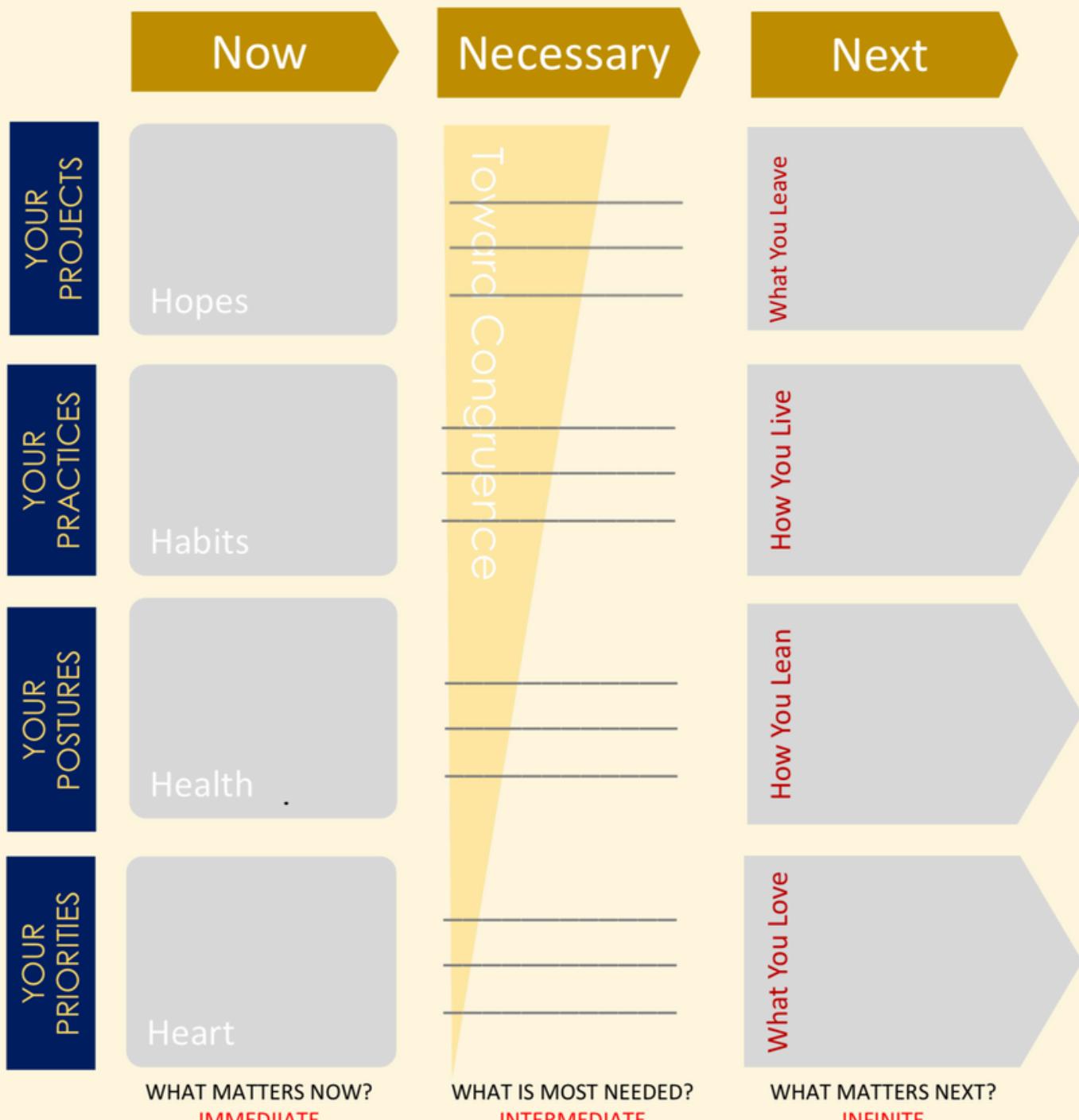
Name

2

Date

Your Mission: (One Sentence, One Word)

Your Measure: (One Observable Result)



# Executive Mindsets Inventory | ALL COACHING PRIORITIES BELOW

\*From "Mindsets of an Excellent CEO," McKinsey & Company, October 2019.: [www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-mindsets-and-practices-of-excellent-ceos#/](http://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-mindsets-and-practices-of-excellent-ceos/)

## CORPORATE STRATEGY

	Challenged	Able	Excellent
	<i>Let a thousand flowers bloom</i>	<i>Minimize uncertainty</i>	<i>Focus on beating the odds</i>
<b>Vision</b>	 Assert a generic statement of intent	 Strive for industry leadership on defined metrics	 Uniquely and ambitiously reframe what it means to win
<b>Strategy</b>	 Make many small bets with unclear paths to scale	 Make 1–2 bold moves and other moves on a "best efforts" basis	 Make multiple bold moves early and methodically
<b>Resource allocation</b>	 Largely maintain the status quo	 Reallocate resources during annual budgeting	 Reallocate frequently to focus resources on priorities

## ORGANIZATIONAL ALIGNMENT

	Challenged	Able	Excellent
	<i>Diplomatically avoid social issues</i>	<i>Tend to the 'soft stuff'</i>	<i>Manage performance and health</i>
<b>Talent</b>	 Accept lesser performers and mediocre succession plans	 Act on low performers; elevate strong performers	 Rigorously match high-value roles with best-fit talent
<b>Culture</b>	 Assume desired values and behaviors will be followed	 Manage engagement or satisfaction measures	 Explicitly manage all aspects of organizational effectiveness
<b>Organizational design</b>	 Put others' feelings ahead of efficiency and effectiveness	 Define the primary axis of organization; clarify roles	 Specify and enable where you expect stability and agility

## TEAM AND PROCESSES

	Challenged	Able	Excellent
	<i>Give to someone else to manage</i>	<i>Coordinate and drive execution</i>	<i>Put dynamics ahead of mechanics</i>
<b>Teamwork</b>	 Allow silos, discord, and "outside the room" meetings	 Instill effective working-team norms	 Resolutely strengthen the team and its teamwork continuously
<b>Decision making</b>	 Avoid debate; don't declare when a decision is final	 Consider multiple scenarios before deciding and acting	 Defend explicitly against cognitive and social biases
<b>Management processes</b>	 Accept legacy bureaucratic processes	 See that individual management processes are effective	 Ensure coherence across processes

## BOARD ENGAGEMENT

	Challenged	Able	Excellent
	<i>Stay 'hands off'</i>	<i>Support fiduciary duties</i>	<i>Help directors help the business</i>
<b>Effectiveness</b>	 Leave the board agenda to the chair; accept what comes	 Tap board members' expertise as helpful on fiduciary matters	 Promote a forward-looking agenda (beyond fiduciary)
<b>Relationships</b>	 Keep the board at arm's length; minimize interactions	 Nurture working relationships with board members	 Proactively foster relationships beyond the meeting
<b>Capabilities</b>	 Leave composition to chance; indulge uninformed views	 Take opportunities to educate the board about the business	 Develop board capabilities and inform its composition

## EXTERNAL STAKEHOLDERS

	Challenged	Able	Excellent
	<i>Minimize time spent externally</i>	<i>Tactically triage and target</i>	<i>Center on the long-term 'Why?'</i>
<b>Social purpose</b>	 Focus solely on shareholder value	 Take and communicate actions to "do no harm"	 Commit to making a positive big-picture impact
<b>Interactions</b>	 Engage in an ad hoc, reactive manner	 Prepare well for all stakeholder interactions	 Prioritize stakeholders and proactively shape their views
<b>Moments of truth</b>	 Assume crises won't occur; improvise if one does	 Establish protocols to mobilize quickly when crises emerge	 Build corporate resilience ahead of a crisis

## PERSONAL WORKING NORMS

	Challenged	Able	Excellent
	<i>Focus on what's in front of you</i>	<i>Stay organized and efficient</i>	<i>Do what only you can do</i>
<b>Office</b>	 Build your schedule around others' priorities	 Establish a support structure that helps prioritize your time	 Get high-quality support to help manage time and energy
<b>Leadership model</b>	 Adopt a "I am who I am, take it or leave it" posture	 Model the behaviors that you believe the company needs	 Authentically connect personal purpose to leadership needed
<b>Perspective</b>	 Cultivate an air of superiority; seek adulation not advice	 Adopt a balanced, elder statesperson perspective	 Counter hubris with candid advice and personal practices

# Priorities Worksheet

For each of the priorities below, capture your positive progress and emerging priorities. Take the time to reflect on these. Lastly, write action step actions for 1-3 priorities.

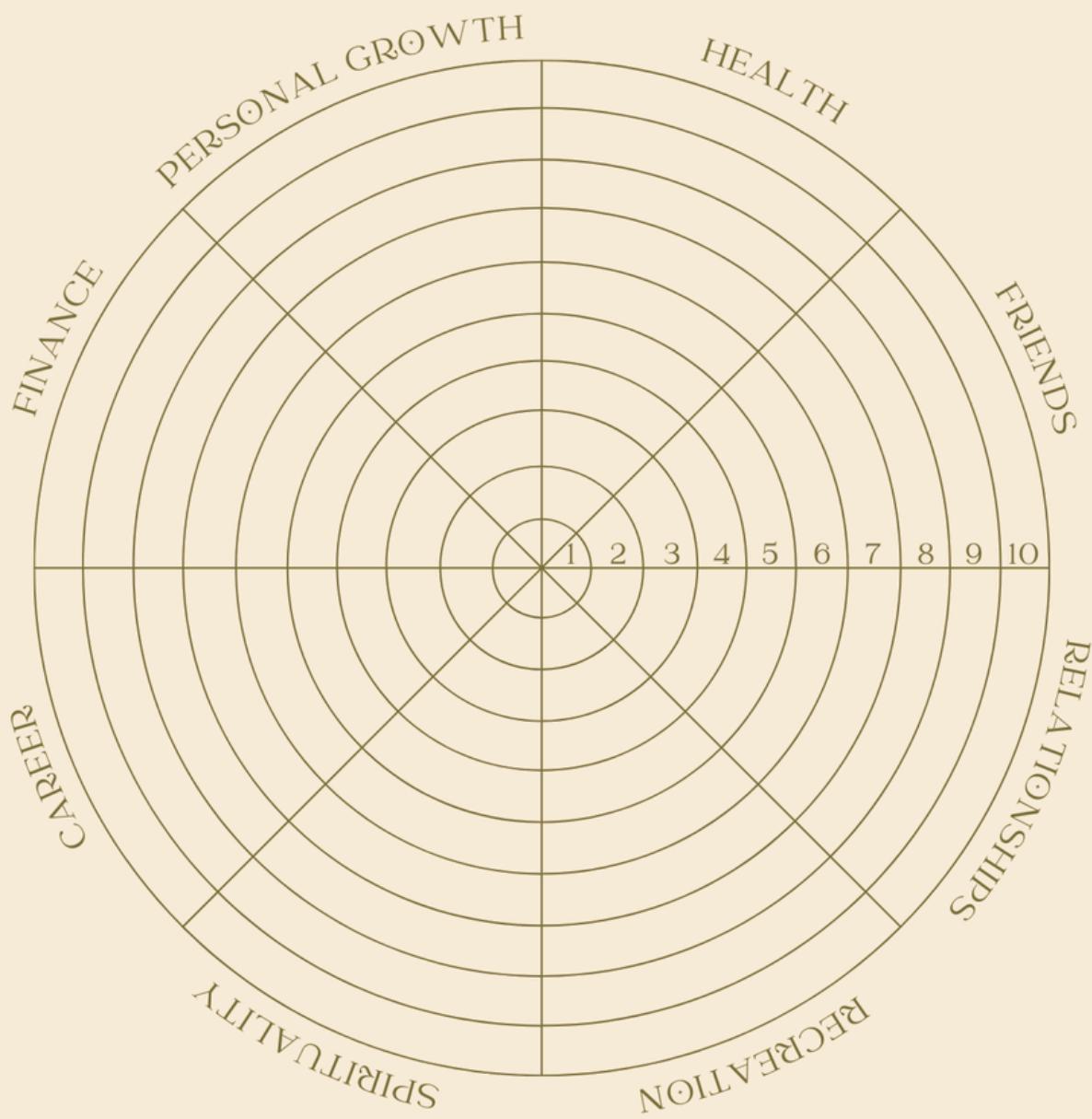
FOCUS	POSITIVE PROGRESS LIST LAST 90 DAYS	EMERGING PRIORITIES NEXT 90 DAYS	NEXT-STEP ACTIONS 90 / 365
Personal			
Health			
Relationships			
Recreation			
Spirituality			
Career			
Finances			

Name

Date

# LIFE WHEEL

The Life Wheel helps you assess your current life shape. Different seasons require different priorities, resulting in different shapes. Focus, not balance is the goal. Briefly review the 8 life categories below, and rate them from 1 - 10.



# TURNING POINTS

## Tell Your Coach a Story...



Name

Date

\*Adapted, The Hero's Journey.J. Campbell

## ADDITIONAL SERVICES

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Organizational Development,  
Leadership Capacity Building

# OD & LD CONSULTING

Dr. West is a Certified Organizational Development Coach. Over the last 25 years of consulting, he has demonstrated with dozens of clients that not only is your organization perfectly shaped to get the results its getting now (for better or worse). West believes your organization can be reshaped to deliver the results you intend. Interventions to bring about differering results will generate from this evidence-based starting place.

Client and consultant will consider the underlying theory of change your organization proposes, and a process will be developed to shift the organization toward intended impact. Change processes like these may require 6-36 months.

## STRATEGY IMPACT | STRATEGY REVIEW & PLANNING

### Strategy Impact | Strategy Review & Planning

- Leaving a promised result to the people you care about - clients, staff, stakeholders -- in the hands of a flawed fulfillment system is a recipe for a pain at work. Your organization's Impact has a logic. Your organization's fulfillment system is aligned to deliver based on that logic. If your results are not what you expect, West will conduct a series of appreciative interviews and assessments to discover how your system is operating.

## CULTURE SHIFTS | CULTURE & CLIENT MAPPING

- Culture can be viewed as "The Stage" upon which your corporate dramas unfold. It accounts for ways of making sense, ways of getting in trouble and ways to be known as a hero, villain or mere cast of thousands. To simplify things, culture lets us know who gets the inside jokes. Culture shows who's laughing and who isn't (at least, not any longer). Dr. West is a practicing social scientist and student of culture. He has taught, published and advocated culture shifts as executive practice for more than three decades in graduate business schools, liberal arts colleges and seminaries.

## TEAM CO|LAB | COLLABORATION ACCELERATOR

- You will never lead more than a team. Mastering team leadership essentials accelerants team results. West has developed Team Co|Lab as a method to both learn team essentials, and advance team results simultaneously. Team Co|Lab is where the team learns to collaborate in real-time. Supervisors learn supervisory practices, while members increase their citizenship profiles. The Co|Lab meets monthly, as a "munch and learn" incubator: one team, one project, one coach. A by-product, the the process generates new leadership execptations for all members. West believes your organization has more leadership beneath the surface. Team Co|Lab will help your team create conditions for it to emerge.

## BOARDROOM ESSENTIALS | 5 NECESSARY - CEO/CHAIR - CONVERSATIONS

- The quality of the CEO & Chair connection should not make a difference in culture, process and results, but it does. Weselect Five Board Essential Conversations, as a way to surface areas of executive collaboration which often trip up non-profit organizations.

# ASKING APPRECIATIVELY

## Asset-Based Capacity Building

Few things are as debilitating as the inability to get results. Disappointments, delays, excuses, and even hiring and firing doesn't seem to change things. This is costing you a lot of cash, time and energy.

This is not how you want to lead, nor live. You know there is a better way to work.

We go beyond the gaps, and seeking to understand what's beneath the result. We take an approach to diagnostics that affirms the assets and strengths in your situation, while making the gaps evident and actionable. This approach is called "**Appreciative Curiosity**."

Dr. West brings 35 years of organizational research design to bear when he shapes the discovery phase of your engagement. We will select the right questions, and the most fitting process the shape the intervention that most advances your executive presence, practice and performance. This is central to our **Capacity Building** approach to executive support.



### Discovering, Defining

We co-create a learning partnership through a series of 720° leader and organizational fitness diagnostics: interviews, focus groups, surveys and assessments.



### Dreaming, Deciding

An emergence gap shapes the initial coaching focus. As performance is reshaped to maximize capacity alignment against capacity drains, clients gain 360° confidence, and credibility feedback from performance group.



### Designing, Delivering

Because this need to make a difference you can see, our team facilitates and measures agreed-upon optimal emergence factors, with a commitment to delivered measurable return on your coaching consulting investment.

A Capacity Building Approach to Change

# Russell W. West, Ph.D.

Described by many of his clients as “thought provoking,” “inventive,” and even “wizardly,” Russell is an executive coach, business professor of leadership, organizational consultant, humanitarian and author. With more than 25 years in military, higher education, non-profit, university teaching and consulting work, West brings keen analytic and executive mentoring skills to the task of organizational change leadership.



He is especially skillful in helping groups realize dreams with their existing levels of resource. Executives who work with him comment on the tireless innovation he generates that turns strategic

insights into traction, and traction into profit in many forms. Friends who know him are often surprised to learn he is a former drill instructor for U.S. Marine officer candidates, at least until they see him coach excellence into existence where little might have existed before. West will use his knowledge of organizational and leadership fitness to get your team moving beyond status quo, overcoming systemic impairments, and executing toward measurable results. And he'll do so with humor, passion, and professionalism.

**On Method:** West is a communication scholar, organizational analyst and leadership developer. In each of these applications, one neutral assumption may explain his method more than any: ***that things are almost never as they appear to be.*** This assumption informs West's natural disposition toward situational, team and system observation and analysis.

In the discovery phase of an engagement, he is likely to ***ask lots, listen long and delay replies*** until he grasps your circumstance. You'll know when he has it: from that place of empathy, he will bring to bear organizational intelligence that makes your own situation even more concrete and mentionable. (He also understands, that if you have called him, it is likely, things have not been at their best for some time. He'll get right to work, mostly conducting interviews, collecting data and observations. He will prioritize intervention designs that may bear the most relief as quickly as your system dynamics allow – but not one second sooner. Yet, he will let “the system's wisdom” guide the shape, approach and pace of intervention. He'll generate curiosities about how your business or optimized to remove blockages and increase flows. West consistently relies on key experts in conversations, program design and facilitation. He does so in a way that doesn't sound like teaching, but as validation you are going through something that others have survived before you (and lived to theorize about it!). That's what the best scholarship is -- lessons humbly learned.

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# ANY QUESTIONS?

CONTACT DR. WEST  
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