



## Leadership and Organization Development Programs



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YOUR EMPOWERING SOLUTIONS

Developing Leaders & Company Culture for the Global Arena



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**YES (Your Empowering Solutions) partners with clients to co-create organizational solutions that solve business challenges and transform performance to optimize and execute the people strategy. Centering on building trust, a collaborative culture and high performance, we develop effective leadership behaviours, collaborative high performing teams and a people-driven organization.**

- **Design and co-create people strategies based on deeply understanding your organizational needs and business priorities**
- **Develop people-focused solutions to drive collaboration, effective relationships and achieve business results**
- **Applying the latest psychology and neuroscience to help people and leaders enhance performance and behaviour**
- **Have implemented solutions across Asia Pacific and the Middle East, as well as virtual solutions across APAC, Europe, Middle East and Africa.**

#### Testimonials

***"The insights from this program stay deeply in myself and create "A-HA" moments. What I learned suddenly pops up and gives me hints and ideas to be a better manager."***

Senior Vice President Marketing, Pharmaceutical Industry

***"I liked that we walked away with a commitment to ourselves on how we can improve our engagement, which I think is crucial for leaders to always keep in mind."***

Director Human Resources, Luxury Brand

***"The coach did a fabulous facilitation on leadership behaviours. I learnt a lot during the session and was impressed with his energy and delivery style."***

Head of People Development, Financial Services



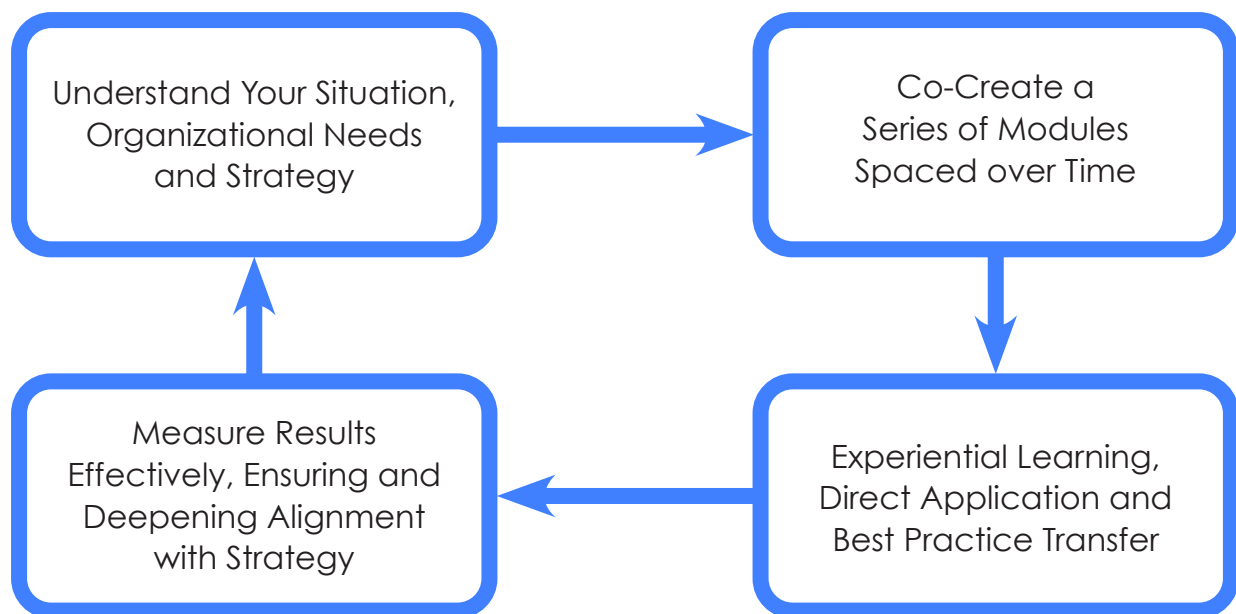
**YES (Your Empowering Solutions)**

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# Our Approach

**Bespoke program design is tailored to the client's organizational needs and strategic initiatives, weaving and integrating the client's own competency models and organizational processes into the program.**

**Results are measured effectively to ensure objectives have been met, to ensure execution and transfer of learning, and deepen the alignment with strategic initiatives and organizational needs.**



# Needs and Organizational Challenges

## Needs & Organizational Challenges

**The needs and organizational challenges that we are solving are:**

- Enhancing employee well-being
- Creating agile, resilient leaders and organizations
- Building trust and empathy in co-located and remote teams
- A leader having visibility of who their team members are
- Having purpose and organizational alignment
- The need to innovate and value innovation
- Improving performance and productivity
- The need for growth and long-term thinking
- The need for a more inclusive society
- Developing leaders and a workforce that is future ready

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# Leadership and Organization Development Programs

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2. Future-Back Thinking
3. Design Thinking and Innovation
4. Leading Remotely
5. *Drum Circle*: Diversity, Inclusion & Equity

# Co-Create & Co-Design

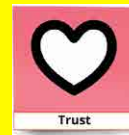
## Co-Created, Co-Designed, Co-Journeyed Solutions

We co-create, co-design and co-journey with our clients. By asking and listening to their issues, we then work together on content and design - asking what works for their people and culture. The outcome is real collaboration and taking all issues and stakeholder requirements into account.

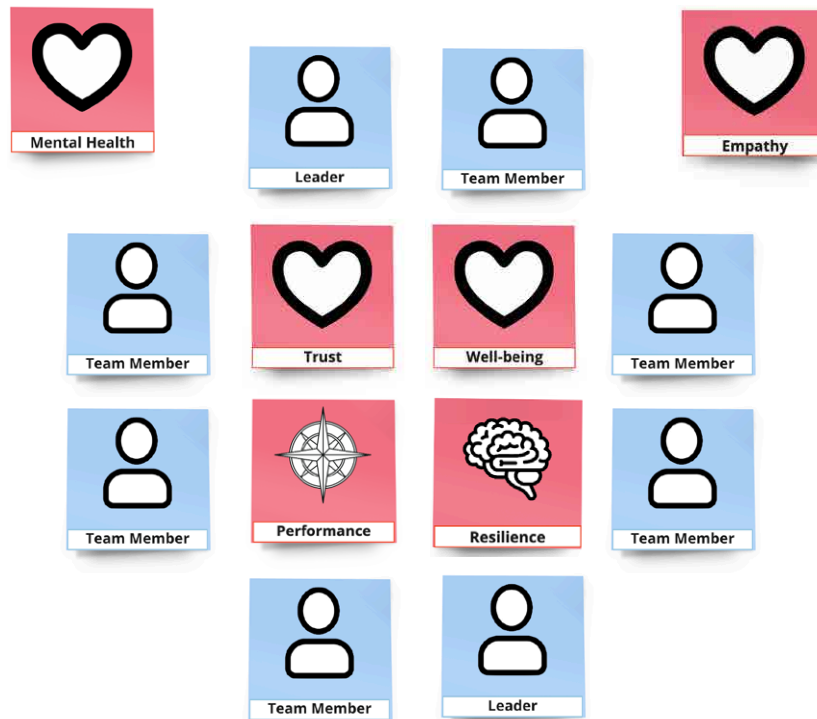
The blue tiles represent the people and the organizational elements.



The red tiles represent the value obtained as a result of the interventions.



# Emotion, Empathy and Resilience



This module, based on neuroscience, focuses on how to regulate our own emotions, show empathy for our teams and team members and build resilience.

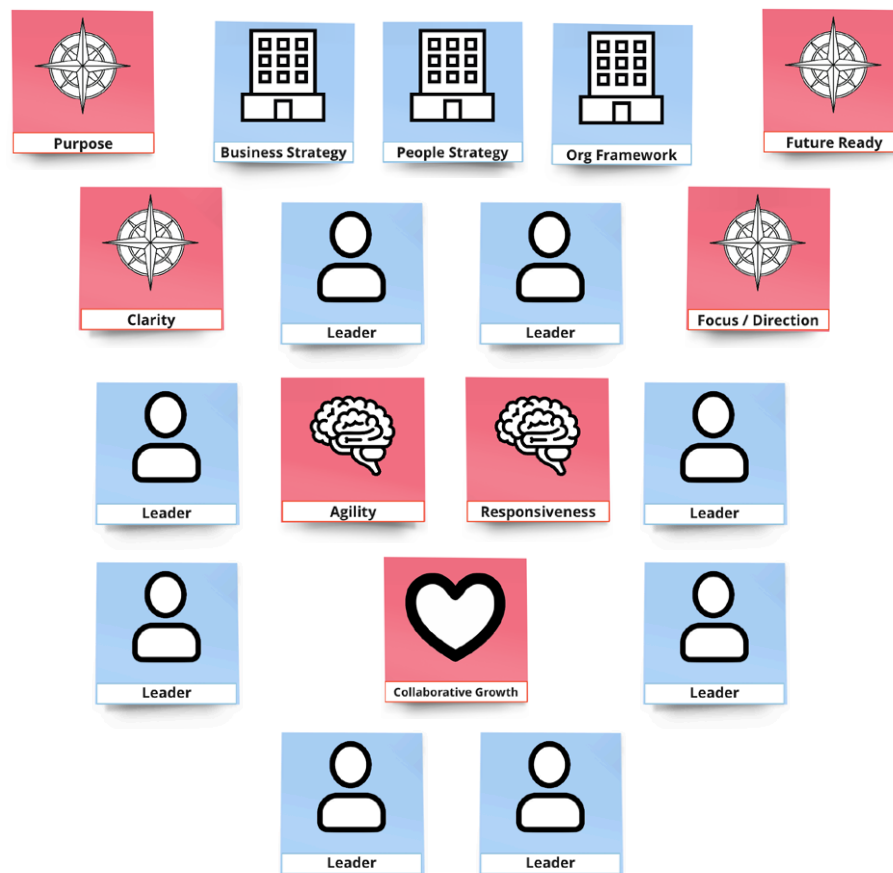
There is a 3-week learning intervention for Leaders and Team Members to:

- 1. Understand & Regulate Emotions**
- 2. Build Empathy**
- 3. Develop Resilience**

Each week consists of a 90-minute high-intensity virtual experience, plus application activities and peer coaching for accountability and practical application, to embed the learning immediately in their roles.

As a result of this module, Leaders and Team Members will have more trust, better well-being, emotional and mental health, empathy, resilience and function as a high performing team.

# Future-Back Thinking



This module focuses on helping Leaders have more clarity about the future and what they need to do now to shape it for better outcomes.

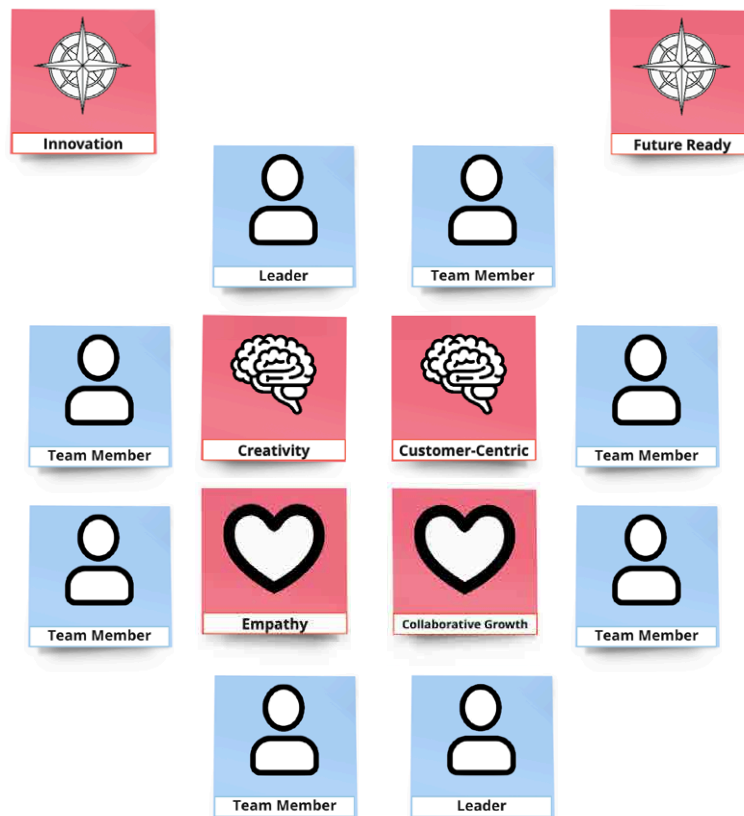
There is a 4-week learning intervention for Leaders to:

1. **Define Possible Future States**
2. **Find Insights and Synergies**
3. **Design Future-Back Plan**
4. **Create Final Plan and Follow Up**

Each week consists of a 90-minute high-intensity virtual experience, plus application activities, peer coaching and a Miro collaboration board for accountability, practical application and effective collaboration, to embed the learning immediately in their roles.

As a result of this module, Leaders will be more agile and responsive, have more clarity of purpose and direction and be more future-ready for real collaborative growth.

# Design Thinking & Innovation



This module focuses on helping Leaders and Teams have more human-centered problem solving to innovate and meet real unmet needs.

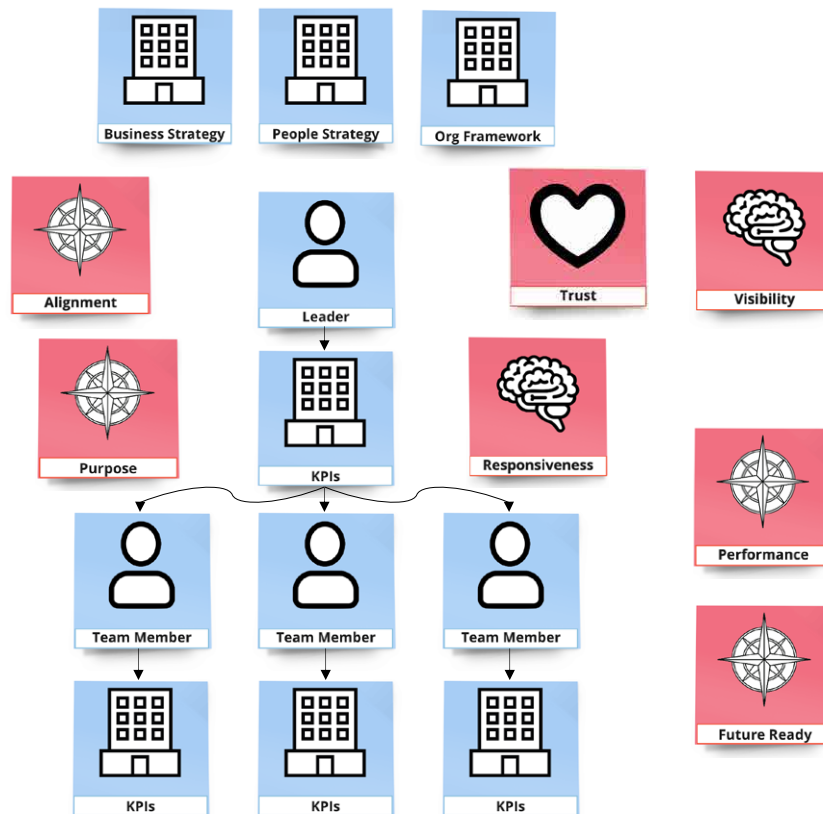
There is a 5-week learning intervention for Leaders and Teams to:

1. **Observe and Interview**
2. **Develop Empathy Experiences**
3. **Ideate**
4. **Prototype, Test and Iterate**
5. **Create Final Pitch**

Each week consists of a 90-minute high-intensity virtual experience, plus application activities, peer coaching and a Miro collaboration board for accountability, practical application and effective collaboration, to embed the learning immediately in their roles.

As a result of this module, Leaders and Teams will be more creative, empathic, customer-centric and be more future-ready for real collaborative growth and innovation.

# Leading Remote Teams



This module focuses on leading remote teams, aligned with the Business Strategy, People Strategy, and the Organizational Framework (the corporate values and leadership competencies/behaviours).

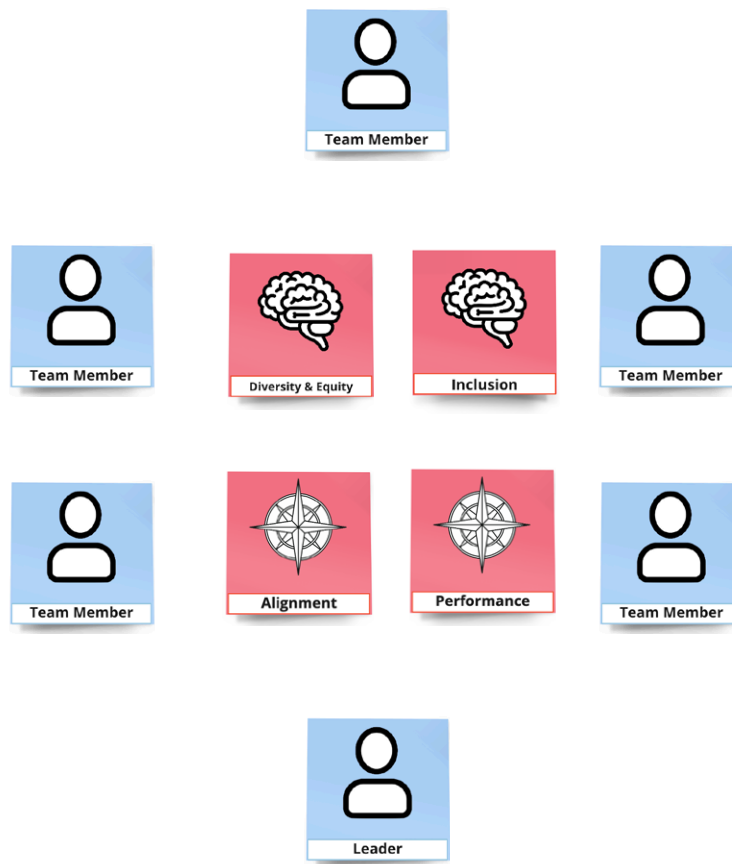
There is a 3-week learning intervention for Leaders to:

1. **Develop Trust**
2. **Manage & Coach Performance**
3. **Increase Productivity & Agility**

Each week consists of a 90-minute high-intensity virtual experience, plus application activities and peer coaching for accountability and practical application, to embed the learning immediately in their roles.

As a result of this module, Leaders will understand their people better, build trust, have more visibility on their team and be responsive to the team's needs. It will also develop Leaders and a workforce that is future ready and function as a high performing team.

# Drum Circle: Diversity, Inclusion & Equity



This module focuses on helping Leaders and Teams to be more inclusive and build a high functioning team.

We introduce drums from around the world, representing the diversity within our teams and organization, understanding the unique sounds and voices of each of them.

Then, through this drum circle intervention, we teach them some basic rhythms that go together as an ensemble, focusing on listening to each other and getting the right balance.

As a result of this module, Leaders and Teams will have a better understanding of diversity & equity, be more inclusive, have more alignment and function as a high performing team.

# 'IDEAL' Virtual Experience

As one of the pioneers of virtual delivery, over the past 8 years we have conducted over 800 virtual sessions, and developed our unique approach based on psychology, neuroscience and adult-learning theories.

## Our Unique Approach: 'IDEAL' Virtual Experience (backed by neuroscience)

**I**ntense   **D**ynamic   **E**ngaging   **A**ccountable   **L**earning

### **I**ntense

90-minute sessions  
Highly intense bite-size sessions to sustain 'flow'

### **D**ynamic

Apply neuroscience AGES model for learning:  
Attention, Generation, Emotions, Spacing  
(sustained attention, learner-generated, over time)

### **E**ngaging

Camera on to build connection with learners  
2-5-10 rule – 2 min facilitator talk time; every 5 min engage learners; every 10 min vary activities

### **A**ccountable

Verbal and      Visual      Kinesthetic  
Application accountability

# Executive Coaching

1. Tailor-Made 1-to-1 Executive Coaching
2. Leadership Team Coaching

# Executive Coaching

As Certified Executive Coaches with Marshall Goldsmith Stakeholder Centered Coaching, we transform Leaders' performance and behaviour through 1-to-1 and team coaching.



Guaranteed & Measurable  
Leadership Growth

## What Do the World's Top Leaders Want From Executive Coaching?

*"As in sports, it is now the mark of prestige  
to have a coach as companies invest  
increasingly in their top performers."*

### Just a Few of the World's Top Leaders Who Have Benefited From Marshall's Coaching Process



**Alan Mulally**  
CEO Ford Motor  
Company, former  
President and CEO  
Boeing Commercial



**Frances Hesselbein**  
Winner of the  
Presidential Medal of  
Freedom (the highest  
honor for a US civilian)



**JP Garnier**  
CEO GSK, one of  
the Best Practices  
Institute's top 20 CEOs



**Jim Young Kim**  
12th president of the  
World Bank

Marshall Goldsmith Stakeholder Centered Coaching is designed for successful executives who have been singled out by their organization as top leaders and high potentials.

With decades of experience coaching the world's top leaders, Marshall Goldsmith Stakeholder Centered Coaching has a clear picture of what leaders most want and need from executive coaching: essentially how to maximize both personal and business ROI.

yes

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# Executive Coaching



Guaranteed & Measurable  
Leadership Growth

## Results for the Leader

11,000 business leaders on 4 continents concluded that 95% of leaders using the Stakeholder Centered Coaching process measurably improved their leadership effectiveness (this study is described in 'Leadership is a Contact Sport').

The Stakeholder Centered Coaching process is designed for successful executives and high potentials:

- It utilizes the psychology of successful people leveraging their high need for self-determination and learning agility.
- It moves rapidly from awareness to acceptance to action, focusing on leadership behaviors that drive change.
- It provides a powerful process for building leadership brand.



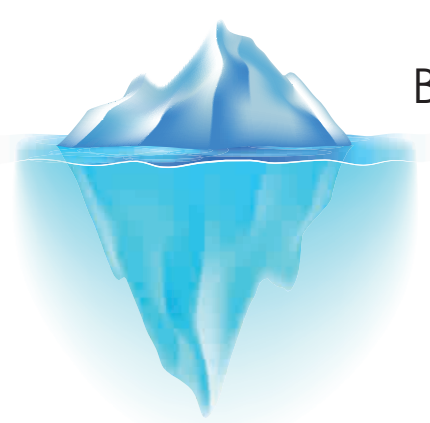
## Results for the Organization

Stakeholder involvement produces a strong positive ripple effect on the team and organization as a whole. Systematically involving stakeholders drives a number of positively reinforcing factors:

1. They buy-in to the leader's change efforts and become supporters, not cynical bystanders.
2. They look out for and perceive leadership growth, boosting the leader's motivation to change.
3. As the leader progresses from new behaviors, into new habits and into micro-processes, these changes naturally become embedded in the surrounding eco-system.
4. Mentoring/coaching become part of the organization's culture.

# “Brain-Based” Coaching

Often we focus on what we can see: the behaviour and the results. However, behaviour and results are driven by feelings and thinking. “Brain-Based” Coaching, with its roots in neuroscience and neuroleadership, focuses at the level of thinking, and helping coachees regulate their emotions. This then drives change in leadership behaviour, achieving greater positive impact and results.



Results  
Behaviour

Feeling  
Thinking



“Brain-Based” Coaching starts by creating a state in the brain that helps the coachee be open to learning and change. We call this a toward state. Through rich conversation with the coach, the coachee then makes new connections and sees things in a new way - facilitating insights. Once an insight has occurred, the coachee then sets specific actions that will take them towards their desired goals. Over many conversations with the coach about these actions, and generating further insights, the coachee becomes more aware of existing habits and develops new habits that supports them to achieve their goals.

# Tailor-Made 1-to-1 Executive Coaching

## 1:1 Coaching Sessions – 90 minutes, once a month

### **Monthly Action Planning (MAP) to Implement Leadership Growth**

During the coaching sessions the leader:

- Collates feedforward suggestions from team members (and other stakeholders).
- Has a rich coaching conversation with their Coach to assess what is working well & where their bottlenecks are in the leadership growth process.
- Revises their Monthly Action Plan (MAP) in line with their leadership growth areas to have greater impact on their stakeholders.

### **Leadership Behaviour/Skills Development Focus**

Each coaching session will also focus on a specific behaviour or skill development for the leader as it relates to their areas of leadership growth. This helps the leader apply new ideas and processes in the workplace and discuss its application during the coaching session.

Typically leaders select leadership skills areas as:

- Team alignment
- Authentic leadership
- Managing expectations
- Collaborating better with others (incl. being more respectful)
- Coaching skills
- Communication (incl. listening)
- Influencing
- Managing diversity and being inclusive
- Building trust with stakeholders
- Self-confidence
- Becoming more assertive (incl. speaking up for own beliefs)
- Building cross-functional relationships

Subjects will be selected based on the leadership growth foci determined at the outset.

## 30-Minute Phone or Video Call Mid-Month to Check In & Follow Up

### ***Mid-Month Call to Enhance Leadership Growth and Implement Leadership Behaviours***

During the call the leader:

- Reports on progress: new leadership behaviours tried, what is working well, where their bottlenecks are, and the impact on stakeholders.
- Has a rich coaching conversation with their Coach to enhance leadership growth in line with their leadership growth areas, and how to have even greater impact for themselves and on their stakeholders.
- Revises their Monthly Action Plan (MAP) to achieve this greater impact, and implement new leadership behaviours.

# Leadership Team Coaching

## 2-Day Team Coaching Workshop (to initiate the process)

### ***Day 1: Defining the Team Development & Leadership Journey***

Introduction to Marshall Goldsmith Stakeholder Centered Coaching  
Authentic Leadership Builds Leadership Brand  
MY Leadership Journey  
OUR Team Development Journey  
Consolidate learnings on coaching & leadership growth

### ***Day 2: Leading Team Development Involving Stakeholders***

Leading TEAM Development Involving Stakeholders – 7 step process  
Developing Coaching Mindsets  
Leveraging Team Members as Peer Coaches  
Readiness for Leadership Growth  
Leading Change Involving Team Stakeholders  
Leveraging FeedForward  
Monthly Action Planning (MAP) for Change  
Managing TRIGGERS to Accelerate Leadership Growth  
Leading Change to Change Perception  
Measuring Change using the Leadership Growth Progress Review  
Consolidate learnings on coaching & leadership growth

# Leadership Team Coaching

## Monthly Team Coaching Sessions – 3 hours

### **Monthly Action Planning (MAP) to Implement Leadership Growth**

During the monthly coaching sessions each leader:

- Follows up with team members (and other stakeholders) to gather feedforward suggestions.
- Completes their personal review to assess what is working well & where their bottlenecks are in the leadership growth process.
- Revises their Monthly Action Plan (MAP) for the next 30 days.

### **Leadership Behaviour/Skills Development Focus**

Each coaching session will also focus on a specific behaviour or skill development for the leaders as it relates to their areas of leadership growth as a team and as a leader. This helps the leaders apply new ideas and processes in the workplace and discuss its application during the coaching session. Typically leaders select leadership skills areas as:

- Team alignment
- Authentic leadership
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- Collaborating better with others (incl. being more respectful)
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- Communication (incl. listening)
- Influencing
- Managing diversity
- Building trust with stakeholders
- Self-confidence
- Becoming more assertive (incl. speaking up for own beliefs)
- Building cross-functional relationships

Subjects will be selected based on the team and leadership growth foci determined at the outset.

# Marshall Goldsmith Stakeholder Centered Coaching Guarantees Measurable Leadership Growth

## A. Determine Leadership Growth Areas

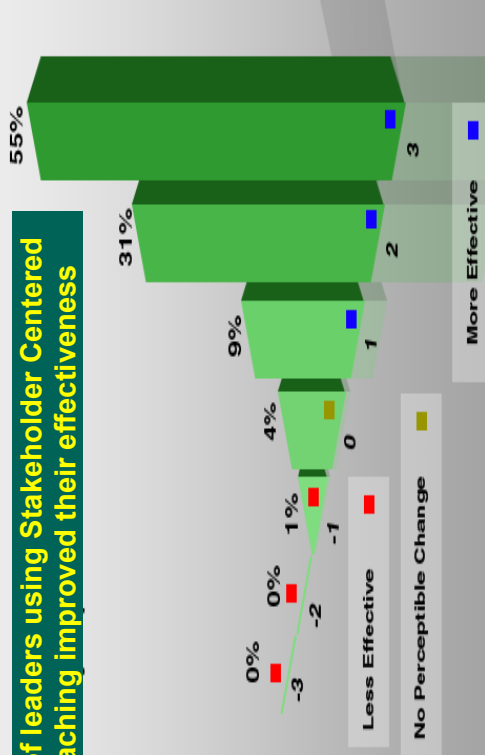
Select 1-2 leadership behaviors for growth important to the leader & the organization

A1. Assessment

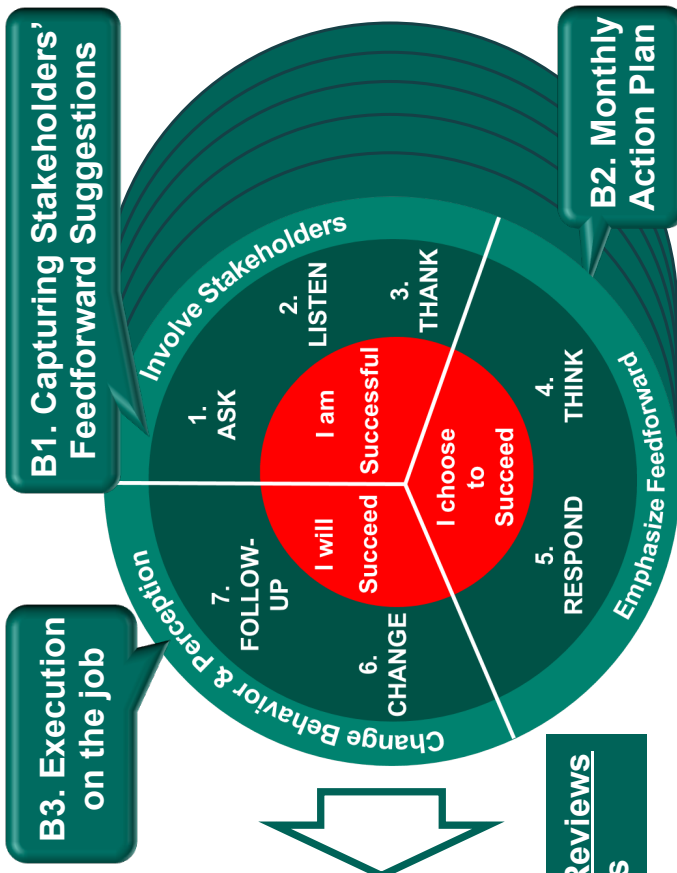
A2. Interviews

## B. Leading Change Involving Stakeholders (Monthly)

95% of leaders using Stakeholder Centered Coaching improved their effectiveness



C. Sustain Success → Leadership Growth Progress Reviews  
Measuring growth as perceived by stakeholders



Marshall Goldsmith  
Stakeholder Centered Coaching

Guaranteed & Measurable  
Leadership Growth

Measurement:

Quantifying Results, ROI &  
Leadership Development

(through the eyes of those most affected -  
the stakeholders)

# Taylor Lee

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## Leadership Growth Progress Review

Production Date: 2018-02-26

Report generated by: Jordan Smith

\* Excerpt from report, not full report

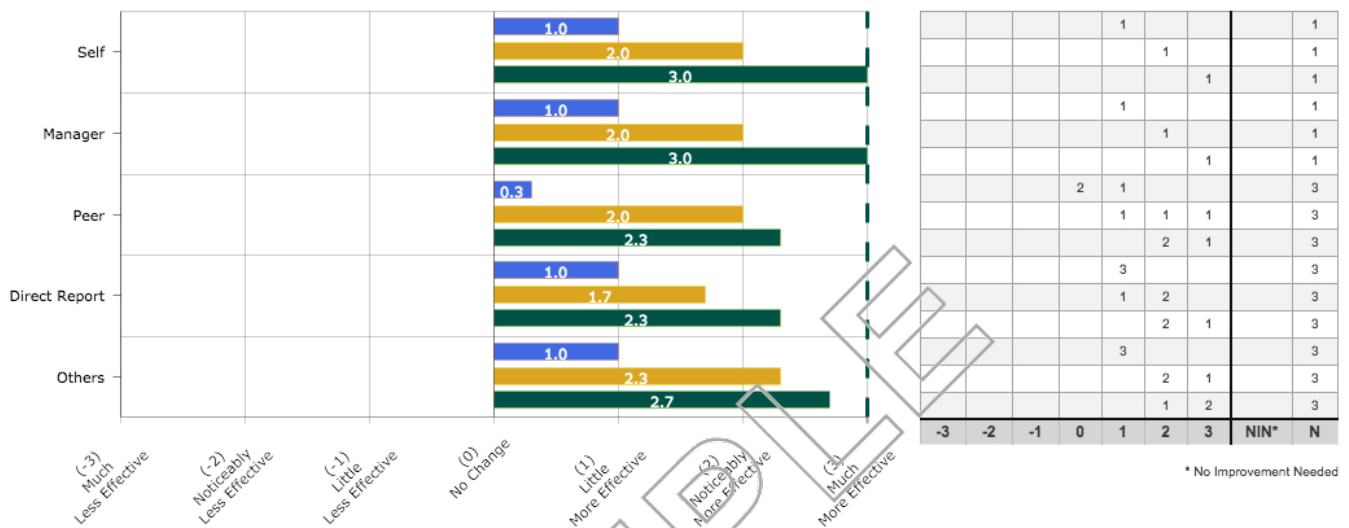
SAMPLE

1. Over the last 10-12 months do you believe Taylor Lee has become more (or less) effective in demonstrating the following leadership behaviors (do not consider environmental factors beyond their control)?

A. To delegate more effectively to others

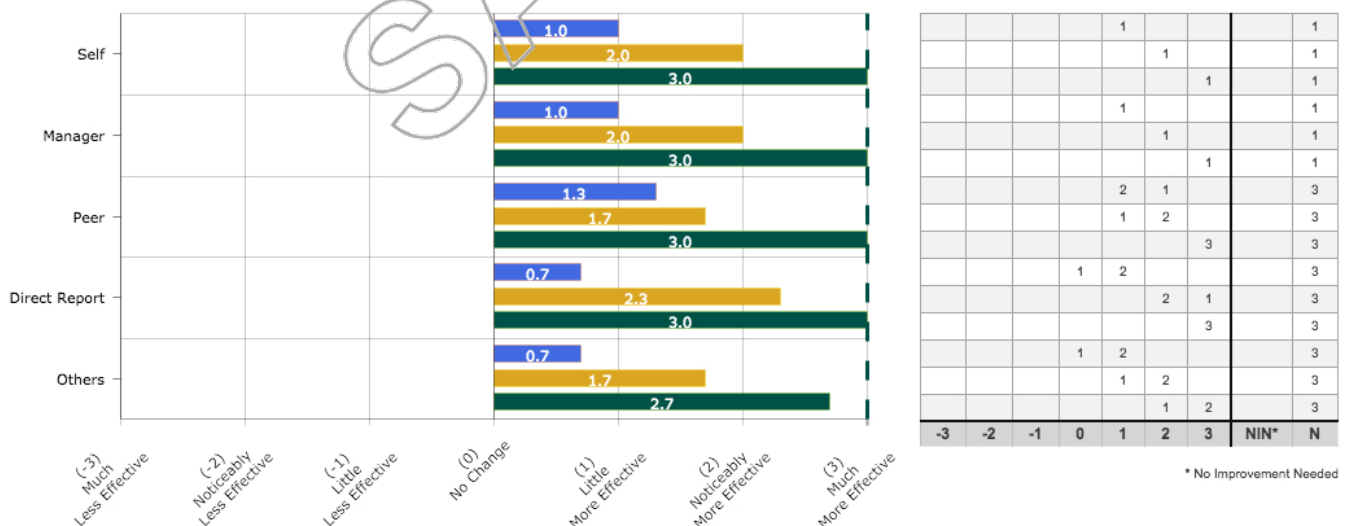
Leadership growth areas are tailored for each individual leader.

Spread of Opinion



B. To coach and support others in the achievement of their objectives

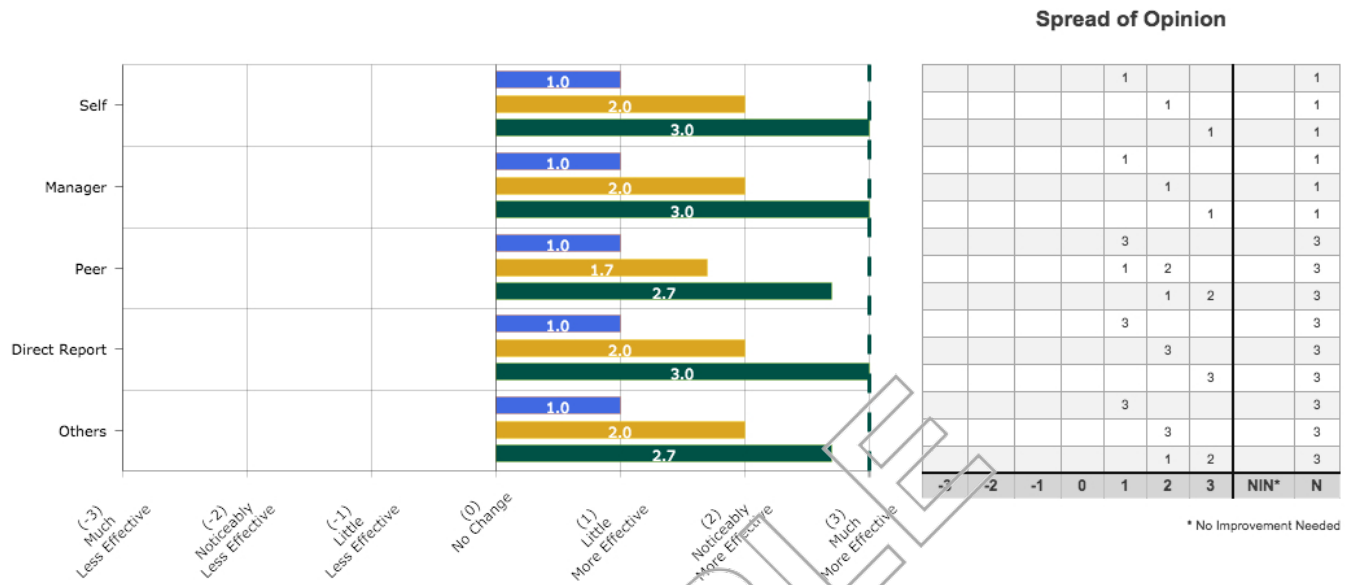
Spread of Opinion



LGPR #1 March 2017  
LGPR #2 June 2017  
LGPR #3 December 2017

Self Score Line  
(Based on most recent LGPR data)

9. Did Taylor Lee change their overall leadership effectiveness over the last 10-12 months (Do not consider environmental factors beyond their control)?



■ : LGPR #1 March 2017  
■ : LGPR #2 June 2017  
■ : LGPR #3 December 2017

- - - - Self Score Line  
 (Based on most recent LGPR data)

## Grant Bosnick Managing Director and Executive Coach

Focused on driving organizational change and performance improvement, for 22 years Grant Bosnick has partnered with clients to design and deliver solutions, aligned with corporate strategy and organizational processes, that transform leaders' behaviour, to become more global minded, lead others, manage change, innovate and perform at a higher level. He started his career as a Senior Manager in the entertainment, professional fund-raising, and natural gas industries, leading diverse multicultural teams. With a background in psychology and NeuroLeadership, moreover, he engages leaders to explore multiple perspectives, understand themselves deeply, drive change and transform behaviour – to foster & develop global leaders for a rapidly changing and complex environment. Clients include Accenture, Adidas, Airbnb, Allianz, American Express, AXA, Barclays Capital, Bayer, BlackRock, Boston Consulting Group, Coach, Citigroup, Cisco, Coca Cola, Dairy Farm, Dentsu, Deutsche Bank, Deliveroo, Ericsson, Ernst and Young, Fuji Xerox, Goldman Sachs, Hewlett Packard Enterprise, Japan Ministry of Manpower, Jardine Matheson, Lexus, Louis Vuitton, Maersk, Mandarin Oriental, Merck, MetLife, Microsoft, Mitsubishi Corporation, Mitsui, Morgan Stanley, Nike, Pfizer, Procter & Gamble, Roche, Schneider Electric, Schroders, Sephora, Shell, Siemens, Thomson Reuters, Unilever, Viacom, Vodafone, Wunderman, WWL, YKK, among others.



Using assessments and research-based content, Grant works with mid-level and senior leaders in the areas of communication, executive presence, authentic leadership, team alignment, people leadership, trust building, interpersonal relationships, collaboration, influencing, change management, coaching, mindfulness, diversity & inclusion, creativity, storytelling and personal effectiveness. He is a well sought after keynote speaker for offsites, annual conventions and executive conferences, for hundreds of people, on such topics as Inspire, Motivate and Change. He has lived in Asia Pacific for 22 years; and has worked all across Asia Pacific and the Middle East. And has delivered virtual leadership training sessions with over 25 countries on 5 continents.

Grant sees L&D and Coaching as a helping process focused specifically on improving work performance, and is a link between an individual's development needs and the organization's strategic goals. And by providing behavioural know-how & tips to enhance improved performance, participants' and Coachees' change in behaviour will not only achieve their own objectives, it will also help motivate their colleagues & subordinates to cooperate in harmony for positive team building towards common goals.

Grant graduated from Queen's University of Kingston, Canada with a degree in Philosophy and Behavioural Psychology, focusing on human behaviour and personal development, graduating top of his class. He is certified in several behavioural and 360 assessments, including Marshall Goldsmith's Global Leadership 360; certified in the Foundations of NeuroLeadership from the NeuroLeadership Institute and the Foundations in Design Thinking from IDEO U; is a Marshall Goldsmith Stakeholder Centered Coaching Certified Executive Coach, NLI "Brain-Based" Coaching Certified Executive Coach; and a VILT certified facilitator. He has also written a book on strategic thinking and problem solving, and published a video series on *Leadership Communication* with Kenichi Ohmae's BBT Network. His new book, *Self-Leadership for Behavioural Change: A Bite-size Approach Using Psychology and Neuroscience*, will be published by Routledge Press in 2021.

Grant thrives on developing leaders around the world and helping organizations transfer best practices. He is based in Singapore, and travels extensively.

# testimonials

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*"I would like to say "thank you" Grant for these outstanding EC (Executive Coaching) sessions. It has been an honor to participate in your EC sessions. Also I really enjoyed this valuable experience. At the beginning of this course, I did not realize how much this coaching will impact me. As time passed, I started having "A-HA" moments in daily business. Hints, advice and suggestions that Grant gave me during the EC sessions stay deeply in myself and create "A-HA" moments. What I have learned from these coaching sessions suddenly pops up and gives me hints and ideas to be a better manager. Even though the sessions are ended, the learning from this Executive Coaching will last and keep creating "A-HA" moments in me in the future as well."*

Senior Vice President of Marketing, Pharmaceutical Industry

*"First, let me say that the sessions with Grant have not only been enjoyable, but also have changed my life in a way that has already shown tangible returns to our organization. Thank you. Your energy, respect and humility makes your sessions easy to understand and easy to learn from, even when listening to critique of current practices. I have come to understand more clearly that there is no "perfect" management method; that the best one can do is to try to avoid major mistakes. And that the best way to do that is to: 1. always maintain one's composure; 2. ask questions, and more questions and yet more questions; and 3. truly listen to the answers. Employment of these practices has provided 3 of the most fulfilling meetings I have ever experienced in my adult career, in just this past week, each of which I believe will have a significant and tangible positive impact on our organization this year."*

Executive Director of Sales, Financial Services Industry

*"The program with Grant became an opportunity to learn leadership tricks, hear advice, get feedback and reflect on what my leadership style was and, more importantly, how it should evolve and develop. We discussed, for example, the concept of intervention and when is the right timing for a leader to step in. How to perceive the potential of subordinates and how to get them to achieve that potential. What are the absolute qualifications to being a true leader and What are my beliefs on leadership? How can I add and improve those beliefs? How to deal with complex situations, including careful analysis, determining resources and developing an action plan to come to solutions. All of these discussion topics forced me to first think about what my current opinions are – what did I think about those topics? Did I think about those topics? And then, through discussion and insights, I was able to enhance my appreciation and better hone and refine my own views. And best of all, because I am actively leading a team of leaders, I was able to immediately take the learnings from these sessions and apply them in my daily leadership life. I am now a better leader as a result of this program and am very thankful for the opportunity that was provided."*

Director of Quality Assurance, Tech Industry

## Developing Leaders and Company Culture for the Global Arena

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