

Executive Coaching with Sharon Melnick, Ph.D.

Sharon Melnick, Ph.D. blends expertise in leadership development with a 10-year background as a behavior change psychologist affiliated with Harvard Medical School. She grooms high potentials for senior leadership, and works with senior leaders to remove career derailers.

In every organization she has been brought into, Sharon has become the 'go to' trusted coach for HR colleagues, consistently earning multiple assignments. She has a strong track record of completing coaching objectives with noticeable and sustained leadership behavior improvement (even with clients considered "difficult to work with" or in environments where there are people who are challenging).

Clients start by articulating the leader they want to be (intersecting with 360 feedback about who the organization needs them to be). The coaching then provides practical tools to 'show up as that person' across all situations. Clients learn a self-management toolkit to shift from "reactive" to "intentional" so they can carry out "in the heat of the moment" the behaviors designated by the coaching. This leads to broad-based impact and respect. They become role models of strong leadership under stress and during Change initiatives. Clients are frequently fast-tracked into greater responsibility and promotion.

Dr. Melnick's client list includes **Procter and Gamble, Tommy Hilfiger, Deutsche Bank, Oracle Corp., Freddie Mac, Merrill Lynch, Pitney Bowes, Deloitte Consulting, UBS, Korn/Ferry International, Northwestern Mutual Financial Network, MTV, Monster Worldwide, Visiting Nurse's Service NY, Carpenter Technology, Club Monaco, Calvin Klein** and many others. Her education is from Yale University, U.C. Berkeley, Harvard Medical School and Institute for Management Studies.

She is the best-selling author of *Success under Stress: Powerful Tools for Staying Calm, Confident, and Productive when the Pressure's On*, and *Confidence when it Counts: Rise Above Self Criticism to Make Your Mark*.

Ideal Assignments:

1) High-potentials preparing for greater leadership responsibilities:

- Build "executive presence" and solidify confidence
- Expand influence with senior management and peers
- Take "ownership" of their function by getting 'out of the weeds' and thinking strategically
- Solve business problems at root causes

Result: Greater responsibility and visibility; Innovation; Become the "Go to person"; Noticeably improved Leadership; Assigned more people to manage.

2) Hard-driving, results-oriented leaders ready to improve interpersonal collaboration:

- Sharpen listening skills and use an 'edit' button
- Communicate respectfully towards others
- Display more flexibility and openness
- Be less reactive, take emotionality out of situations
- Influence and motivate others to higher standards
- Bring others along into their thinking and vision
- Become a trusted team player and cross-functional leader

Result: A positive team culture and high morale; Reduced turnover; Improved collaboration

Representative Assignments

1) Coached a Director into Managing Director role: A high-potential Director in a Fortune 100 financial services organization was coached to prepare him for a Managing Director position (after he was twice passed over for promotion.) Responding to a customized 360-assessment process, he developed stronger self-confidence and greater execution, strategic thinking, and leverage of his relationship building skills. As a result of his improved focus, results, and influence —within 6 months he was chosen as one of 8 “future leaders” of the Bank, and within a year promoted to a Managing Director position. He was promoted again a year later.

“Sharon’s success with my Director are the benchmark by which we evaluate the effectiveness of coaching at the Bank” – Ed Rubin, Managing Director, Deutsche Bank

2) Coached a Vice President to be an Effective Cross-Functional Team Player and Reduce Turnover on her team. A female executive in a fashion company was valued for her results orientation yet was experienced as difficult to work for and untrustworthy as a cross functional partner. 360° feedback suggested that her behavior had a negative impact in both downwards and peer relationships, including high turnover on her team. Within weeks, she developed an ‘edit button’ and used more empowering communication with her direct reports. Complaints about her behavior desisted, and retention in her group improved. She became viewed as a great and sought-after collaborative partner. With reduced stress levels, she slept more at night, and came to work with less transparent moods. She was the acknowledged engine behind 3 and 6-month revenue results that were the highest in the company’s history; she was singled out for recognition by the company’s CEO.

“Our women leaders raved about their experience with you” – Lori Bradley, Leadership Development, PVH