



CREATING TRANSFORMATIONAL

*leaders*

AND HIGH-PERFORMANCE

*organizations*

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**40pillars**  
Leadership, Strategy & Growth

[WWW.40PILLARS.COM](http://WWW.40PILLARS.COM)

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# *Everybody*

NEEDS A COACH”

– *Eric Schmidt*  
*former CEO of Google.*

– *Ted Talk by Bill Gates*

*If everyone needs a coach,  
how about you? What makes  
you the exception?*

How can coaching help you and your  
business? Two case studies:





## CASE STUDY 1

# *Growing a Business*

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Coaching can be powerful for CEOs and entrepreneurs who are growing their businesses - to open up new perspectives and thinking about the challenges they face. We recently worked with a small business owner who wanted to grow her business.





## *Scenario*

This small business owner worked in the design industry and had a small team of employees. When she contacted us, she indicated that she struggled with time management and setting priorities. As a result, she also suffered from lack of strategy or business planning. She considered herself financially successful but did not think she was effective in running her business, and thought financially she could be delivering much better results if she had more time.

This is a common scenario in small business and in teams, when the leader believes that he/she must do most of the work in order for the work to be done correctly - and the business can't grow as a result.



## *Our Approach*

We started the engagement with a behavioral work style assessment to understand how she naturally works best. The assessment gave us some insight into her strengths as well as limiting behaviors. Specifically, our client was very strong in taking action to achieve results, challenging the status quo, and taking on a wide variety of challenging tasks. These strengths were meaningful as a small business owner. On the flip side, she did not always include her staff in her thinking, did not listen to their ideas, and "did not feel comfortable depending on them" to get the same results that she did. She often found herself micromanaging her staff. The assessment helped our client see more clearly her leadership style, and to understand that her time management issues were partly the result of her underutilization of her staff.

The business owner and coach designed a coaching engagement with the desired outcome of utilizing her staff's talents and their involvement in daily decision-making in order to have more time for her to engage in strategy and business planning. A secondary outcome was focused on better daily planning and scheduling of her own calendar.



## *Outcomes*

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By the end of the three month engagement, the client had implemented a new organizational chart in her business to elevate one staff member to take on more decision-making and daily management of the business. She was delegating more to her staff members, including responsibility for the initial design meetings with her customers (which previously had been done by both our client and a staff member), which freed up as much as 30% of her day - and did not negatively impact quality or results. Additionally she outsourced her business accounting, which she had been doing herself, giving her even more flexibility to focus more strategically on her business, and importantly, herself. Finally, better scheduling and planning habits improved her personal efficiency. Our client found herself less stressed, more clear on the direction she wanted her business to take, and with more time for herself, her business, and her family. Business revenues increased 20% within six months of putting her new process in place.

## CASE STUDY 2

# *Derailing Behaviors*

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Many coaching engagements focus on developing an executive's weaker leadership skills, which might be derailing behaviors or blind spots. When an executive is open to learning about him/herself and changing behaviors, coaching can be a very powerful way to accelerate leadership development.





## *Scenario*

Recently, we worked with a client in a multinational manufacturing company who was looking to develop his leadership skills in order to be able to move up in the organization and be a serious contender for a C-Suite opportunity that was coming within the year.

We started our engagement with a 360 assessment of our client, and surveyed his key stakeholders (superior, peers and direct reports), covering 20+ individuals. The results indicated that he was widely respected for his executive presence, strategic thinking and customer focus, particularly among his peers; it also indicated that his direct reports felt that he did not have management skills that fostered teamwork, collaboration or alignment to a shared vision. In the 360 review session, the coach uncovered a primary derailing issue: the belief that without his constant supervision and direction, his team would not be able to make sound decisions.



## *Our Approach*

We used both the 360 results, behavioral work styles assessment and an Emotional Intelligent assessment on the executive to provide a baseline of his current management and leadership competencies. We reviewed the results together, and put together a six month coaching plan, including desired behavioral outcomes in three different competencies. Specific goals and actions were established to start the active coaching process.

The executive and his coach met biweekly to review progress against objectives. The coach engaged the executive through inquiry-based coaching discussions to uncover new ways forward, including different ways he might lead effectively and action-focused goals to make change and make progress incrementally. The differences between leading and managing employees were a crucial focus of the engagement.





## *Outcomes*

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At the end of the six month engagement, another 360 assessment was given to stakeholders. The results showed measurable progress in the targeted competencies. The executive himself stated that his key learning was in "learning to coach and mentor his team, giving them space to come to their own conclusions" which positively impacted collaboration, motivation, and ultimately business results.





# *My Approach*

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*When we partner together, we will focus on five core components that will push you, your business and your career to new heights:*



## **RIGOR AND ACCOUNTABILITY**

to move things forward and execute against plans. We will set goals and keep score.



## **EMPATHY AND COMPASSION**

for what you have to confront and manage to reach your goals.



## **ENCOURAGEMENT AND ACKNOWLEDGEMENT**

to celebrate progress, lessons learned and success.



## **ADVICE AND COUNSEL**

Advice and Counsel on topical matters as a "thinking partner" to make smart decisions.



## **STRATEGIC AND FUTURE-FOCUSED PLANNING**

to keep you focused and working on the right things and steering clear of obstacles that distract you.

# About me

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JOE COHEN, JD, ACC

*Joe is President of 40 Pillars, has personally coached CEO's, leading entrepreneurs, government agency leaders, and owners of small and large businesses which include: Microsoft, Boeing, Navy Seals, At&t, Deloitte, All State insurance, Ulta Beauty, Paul Weiss LLP, and scores of others.*

*Joe's clients have one thing in common, they are already successful, but have a desire to become more influential, impactful, and inspirational to those they lead. Joe works with each of his coaching clients personally and helps them become more effective based on their desired outcomes and priorities... and their vision.*

Each coaching engagement is customized and tailored to the real-world needs of the client. Joe brings over 10 years of "best practices" and tools to help each client achieve superior results faster.

# Popular services

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1

## EMOTIONAL INTELLIGENCE (EI)

It accounts for nearly 90 percent of what sets high performers apart from peers with similar technical skills and knowledge.

*Soucre: Harvard Business Review*

2

## EMERGING LEADER

Empower your rising stars to become your next generation of senior leaders.

3

## LEADERSHIP DEVELOPMENT

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals.

4

## EMPLOYEE ONBOARDING

Four out of ten newly promoted managers and executives fail within 18 months of starting new jobs.

5

## HUMAN CAPITAL CONSULTING

Are you maximizing the value of your greatest asset? You need the right people in the right roles to take your business to the next level. Evaluate how you get, motivate and retain the people that drive your business and uncover new possibilities to maximize your people strategy.

6

## INDIVIDUAL COACHING

Analyze and identify where you are, where you want to go and what you need to get there. All agreements are based on specific, measurable outcomes that the client defines. Joe will hold you accountable and push you out of your comfort zone.

# Client Testimonials

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**Tom Stinelli**  
Medical Device  
Territory  
ManagerAlign  
Technology, Inc.

“When I had set out for a performance coach, I was not looking for someone who could simply motivate me as I was already a highly driven individual. I was looking to be steered in the right direction and find a deeper understanding of my “Whys” and “Hows” to become a top 1% performer. I had five introduction phone calls with various performance coaches but within ten minutes of speaking with Joe, I knew he was the exact person I was looking for. Joe has a unique talent to pull information, question current beliefs and thought patterns, and then guide people to a deeper understanding. After our first one hour session, Joe had such a phenomenal impact on my sales process that I doubled the amount of revenue closed when compared to the previous two weeks combined. He truly caters each session to a given agenda and I feel like mountains are moved in such a short amount of time. I am extremely grateful to work with Joe and will continue for the foreseeable future.”



**Nicole Peat**  
General  
ManagerUlta  
Beauty

“Within just a few sessions, Joe has given me tools and taken me through exercises that have begun to transform the way that I perceive myself and my circumstances. I have already begun to see positive results in my interactions with my boss, my direct reports, and my leadership development. I wish I had begun working with him years earlier, but I am grateful for the opportunity to do so now. I highly recommend his coaching. He can assist with tools to overcome a wide range of issues and challenges. It is a very worthwhile investment in oneself.”



**Keaton Lynn**  
US Navy Technical  
Project Consultant |  
Real Estate Investor |  
Adventurer

“Within the first hour of speaking with Joe, I saw his ability to foster genuine relationships and connect on a personal level. Since, Joe and I have identified problems and found solutions around emotional intelligence, mindset, and goal setting. Joe has significantly help me focus and refine my goals to become a better self. I can't wait to see what the future holds.”



# Client Testimonials

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**Eisaiah Engel**  
Lead Manager  
Marketing  
Communications,  
AT&T

“Before I started coaching with Joe, I was struggling to improve my emotional intelligence and business network. Joe helped me identify action steps to move forward. I used self-improvement material for years, but having Joe as my business coach has transformed my efforts from reading 2D words on a page into a 3D view of myself that accelerates my learning. Joe is trained as a coach, marketing consultant, spiritual counselor and lawyer. At first, I was skeptical because it was not obvious how Joe’s experience connects. But it turned out to be a huge asset. His experiences are a unique framework. From that framework, he has provided valuable insights and action steps that my other advisors have missed. Most of all, he gives a damn! To get the value that Joe provides, you would need to hire a team of advisors. I am sticking with Joe.”



**Josh Steinharter**  
Chief Executive  
Officer at AEG  
Contracting, Inc.

“Our company engaged Joe to help us scale our business. Joe is an outstanding business strategist whose diverse knowledge in leadership and management consulting are key to any organization's success. Joe also provides support to attract, identify and develop high-potential talent. Joe is passionate about what he does. I would recommend him to any company that wants their business to thrive. I’m looking forward to continuing to work with Joe during 2019!”

# Results

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## ROI

**700%**

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Average return on investment for coaching within organizations.

Source: Forbes

## Engagement

**25%**

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Higher engagement in organizations with strong coaching cultures.

Source: Gallup

## Teamwork

**25%**

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Increase in collaboration and teamwork from coaching in organizations.

Source: Manchester Review

## Stress Reduction

**18-47%**

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Reduction in stress from coaching in organizations.

Source: Norwegian University of Life Sciences

## Productivity

**88%**

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Increase in productivity from coaching in organizations.

Source: Journal of Positive Psychology

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Source: [www.getguided.co](http://www.getguided.co)

# *How it works*

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## **01. GOAL SETTING:**

Our initial discussion will be a way for me to better understand you, your business or career. We will identify objectives and goals and work together to track actions and progress.

## **02. MEETINGS:**

We will schedule a recurring weekly meeting. Speaking frequently will be important to keeping on track and moving forward. In person meetings are highly effective and work well when possible. However, weekly discussions can also occur over conference calls and video chats.

## **03. CONFIDENTIALITY:**

To get the most out of working with me, it is helpful for me to know everything about your business. Thus, maintaining confidentiality is critical to a successful relationship. Our conversations are just that, ours.

## **04. CONTRACT:**

We will spell out deliverables, objectives and payment terms in a contract so our expectations are clear.

## **05. ON DEMAND:**

In-between our meetings, I'm available via phone and text to help you make decisions, stay calm and celebrate success.

## **06. DURATION:**

Best practice for business and executive coaching is a sustained relationship to grow the individual and organization over time. The first phase of a typical engagement is usually at least 6 months.

## **07. STAYING ORGANIZED:**

We will keep track of our conversations, notes, homework, etc. in Evernote, a tool that allows note sharing and collaboration.

## **08. WHAT WORKS**

In order to provide the maximum impact to you and your objectives, I have the following expectations of all of my clients:

- Schedule weekly appointments at mutually agreeable times and locations.
- Keep track of and execute all assigned homework and tasks I give you, without nagging or reminders, including procurement of various materials (e.g. books).
- Be coachable - come with a consistent openness to do things differently, think differently, and explore new ways to meet your stated objectives.
- Provide 24 hour notice of any appointments that need to be rescheduled or cancelled.

READY TO

*Get Started?*

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OR

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