



**“Does coaching work? Yes. Good coaches provide a truly important service. They tell you the truth when no one else will.”**

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Jack Welch





# **Executive Coaching At The Painted Sky**

**Comprehensive | Critical | Catalytic**

*"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable."*

- John Russell,  
Managing Director, Harley-Davidson Europe

# Executive Coaching: Unleashing Potentials

**Executive coaching is an experiential and individualized leader development process that builds a manager's capability to achieve short- and long-term organizational goals.**

- Since executive coaching addresses specific performance or behavioral gaps, it gives high-performing busy managers an opportunity to reflect on feedback, focus on developing goals, and have someone to hold them accountable for executing their goals. The confidential coaching relationship creates a safe space for managers to share their concerns.
- Recent studies have validated the power of the Executive Coaching process. According to research, executives identified five significant benefits of Executive Coaching as a leadership strategy:
  1. Continuous one-on-one attention
  2. Expanded thinking through dialogue with a curious outsider
  3. Self-awareness, including of blind spots
  4. Personal accountability for development
  5. Just-in-time learning
- Responses to an Executive Coaching Survey conducted by PWC had 99% of respondents mentioning that they were Very or Adequately satisfied with overall Coaching experience.
- And 83% awarded the Coaching process Top Rating in terms of goals achieved.

***“What’s really driving the boom in coaching, is this: as we move from 30 miles an hour to 70 to 120 to 180.....as we go from driving straight down the road to making right turns and left turns to abandoning cars and getting motorcycles...the whole game changes, and a lot of people are trying to keep up, learn how not to fall.”***

**- John Kotter, Professor of Leadership, Harvard Business School**

# **Executive Coaching: Unleashing Potentials**

**Dialogue, fueled through powerful questions, is at the heart of the coaching process...**

- In coaching conversations, Coachees think aloud, become more reflective, and gain access to their own tacit knowledge and unexplored ideas. The coach's role is to act as a sounding board, confidant, partner, challenger, and catalyst for change.
- The emphasis in coaching is on building the Coachee’s ability to deal with the issues using his or her own decision-making skills, as against telling him or her specific actions to undertake.
- The confidential coaching relationship creates a safe space for Coachees to share their concerns.
- Coachees can expect to experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision-making skills, enhanced interpersonal effectiveness, and increased confidence in carrying out their chosen work and life roles.

***"The goal of coaching is the goal of good management: to make the most of an organization's valuable resources."***

- Harvard Business Review, 1996

# Executive Coaching: At The Painted Sky

**The Painted Sky is a Bangalore-based People Development organization, focusing on various high-end, differentiated Behavioral and Skill development programmes. At The Painted Sky, we leverage our 200+ years of combined global industry experience and professional expertise to deliver the best results for our clients.**

- Our approach, using the ICF "Eclectic" method, leverages research-based tools and techniques, which are tested and proven to bear better results. It is a powerful and structured process through which the client is helped to identify and address self-limiting beliefs and skill gaps that hinder progress towards goal achievement.
- We help lead transformation that a client aspires for, and this comes from our skill in asking right questions, rather than providing right answers.
- We employ the GROW model for structuring the overall process, among other tested approaches and methods. The coaching process follows tools and frameworks from ACT, NLP and TA to help Coachees develop awareness and insight and aid them through the development journey
- Led by Soni Bhattacharya, a PCC from ICF and a Psychotherapist, The Painted Sky's team of Executive Coaches work with CXO's and their direct reports across companies and functions.

*"I absolutely believe that people, unless coached, never reach their maximum capabilities."*

- Bob Nardelli  
Former CEO, Home Depot

# Executive Coaching: At The Painted Sky

## Select Coaching Clients\*



\* Complete list not presented due to confidentiality agreements with some clients.

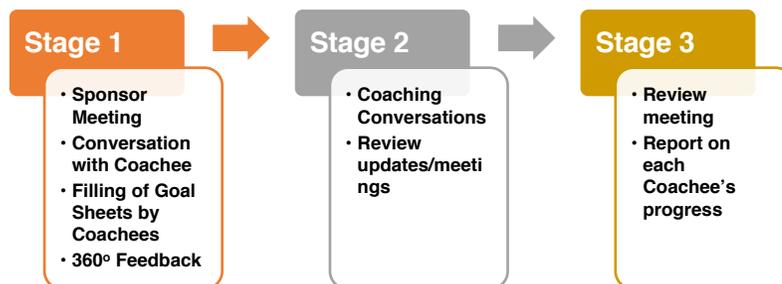
*“To create a high-performance team, we must replace typical management activities like supervising, checking, monitoring, and controlling with new behaviors like coaching and communicating.”*

- Ray Smith  
CEO, Bell-Atlantic

# Executive Coaching: The Process

Our approach to Executive Coaching is comprehensive and holistic and is run over 3 stages:

- **Stage 1:**
  - Sponsor Meeting to understand needs and expectations from the process as well as explain the same and the possible outcomes.
  - Conversation with Coachee to assess needs, to understand skill gaps and self-limiting behaviours that need to be addressed.
  - Filling of Goal Sheets by Coachees to capture Coachee’s background, roles and responsibilities, self-assessment of strengths and development areas, and expectations.
  - Confidential 360° Feedback collected from Coachee’s circle of stakeholders and others of influence.
- **Stage 2:**
  - Confidential Coaching conversations for 4-6 months, comprising 8-12 sessions of 60-90 minutes each.
  - Conversations are telephonic or face-to-face.
  - Regular progress updates can be provided to the organization, as per agreed schedule.
- **Stage 3:**
  - Review meeting with the Coachee, the coach and the organization sponsor, to review progress and plan further development steps
  - Report on each Coachee’s progress and further development areas (optional)



# Executive Coaching: Coach Profiles

*“As an Executive Coach, SONI is very passionate about the success of her clients. Her Transaction Analysis expertise combined with listening skills and reflections make her a great coach. I highly recommend Soni and her team's work.”*

- Sai Krishnan Mohan  
Director - Data Management & Digital Transformation Leader, Honeywell

## **SONI BHATTACHARYA, PCC, FOUNDER & CEO, THE PAINTED SKY.**

Soni is a Post-Graduate in Business Management from Calcutta University (IISWBM), with over 25+ years of experience in coaching, training & development, sales, marketing and art promotion. She started her career with ITC Ltd., before holding senior positions in the not-for-profit organization space in New Delhi. And then, after successfully running art galleries for contemporary Indian arts in New Delhi and Kolkata, Soni started her training and coaching career in Bangalore in 2006.

Soni is an Executive Coach and heads the Coaching Practice at The Painted Sky. She has a team of 5 certified Executive Coaches, each with decades of experience in Leadership Development and Executive Coaching. She and her team work with industry clients to harness their potential and support their professional and personal growth. She brings a strong focus to powerful coaching processes, and harnesses her strengths as a powerful communicator, to work with her coachees, helping them achieve individual and organizational goals. Her coaching assignments have been with clients across the country, and she has worked with a number of senior leaders of industries.

Soni has helped several coachees develop executive presence, work on powerful communication, articulate in groups, public speaking, understand stakeholders and speak up assertively. She has helped her clients develop and derive meaning in their communication based on their goals and context. These have included a business head in a US-based financial software giant, a group of technology leaders for a large Indian MNC, a vice president in enterprise development, among many others.

**Soni has over 2000 hours of coaching experience.**

Soni is certified in NLP (Neuro-Lingusitic Programming), and a keen practitioner of psychotherapy using Transaction Analysis, skills she brings to many of her training assignments. One of the primary tools she uses in coaching for skills and behaviour is NLP. Using the technique of Visual, Auditory and Kinesthetic, she helps her coaches develop into better versions of themselves. **She is a PCC from the International Coach Federation (ICF) and a member of the South Asian Transaction Analysis Association (SATAA) and International Transactional Analysis Association (ITAA). She also is a practising psychotherapist for the last 7 years.**



# **Executive Coaching: The Painted Sky Team**

**Piyush Dixit, PCC**

**Ranjini Rao, ACC**

**Smitha Rao, ACC**

**Anirban Bhattacharya, ACC**

# Executive Coaching: Success Stories

## Case 1: Coaching a CFO to improve his Executive Presence.

<b>COACHEE</b>	<b>PRESIDENT AND CHIEF FINANCE OFFICER</b>
<b>Client</b>	One of India's largest Biotechnology companies
<b>Duration</b>	9 Months
<b>Scope</b>	The coachee is one of the key senior leaders in the company and has been associated with its growth story for over a decade. An M&A expert and a finance whiz, he however felt that he needed to get better prepared, and develop his personality and executive presence required to move to the next level. His manager, who operated from Europe, suggested he work with us as his coaches, to help him build on his personality and communication, as he readied himself to take up a larger role within the organization.
<b>Outcome</b>	The Coachee identified and aligned his skill gaps with the expectations, and improved on his personality. He is now more respected and known for greater presence and authority. He also worked on his Communication skills, with the aim to working with global partners.

# Executive Coaching: Success Stories

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## Case 2: Preparing a new MD for the role.

<b>COACHEE</b>	<b>SENIOR VICE PRESIDENT, TRANSITIONING TO TAKE OVER AS MANAGING DIRECTOR</b>
<b>Client</b>	<b>A Euro 10+ billion European software giant</b>
<b>Duration</b>	<b>9 months</b>
<b>Scope</b>	<b>The coachee is a leader and respected manager, very popular among his peers. He recently got promoted and took over his new role as Managing Director. He was coached to prepare himself for the role, in this critical stage of transition. He worked with his coach to explore the heavy demands of the new role, the nuances of managing critical relationships, motivating peers and driving results, managing media and visibility, and understanding own development needs.</b>
<b>Outcome</b>	<b>The Coachee worked to develop his interpersonal skills, with a focus on the ability to motivate and mobilize teams better. He also worked on developing better personal effectiveness and bigger picture vision, to help manage the enhanced responsibilities. The Coachee made strong, measurable progress over 9 months, and the contract was extended to carry on till he took over his new role.</b>

# Executive Coaching: Success Stories

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## Case 3: A Partner in a Big 4 firm working to improve her Personal Brand.

<b>COACHEE</b>	<b>PARTNER</b>
<b>Client</b>	A Top 4 Global Consultancy firm
<b>Duration</b>	6 months
<b>Scope</b>	The coachee was a trailblazer, a very high-performing leader in the technology practice of the firm. She was also among the youngest partners in the firm, and is well known for her drive, passion, determination and focus. However, she was also considered impatient and outspoken by her peers and senior partners, who felt that she can benefit from Coaching to work on her self-limiting behaviours and develop her personality. Her expected outcomes were to develop more patience, connect better with people across levels, understand the nuances of business relationships and become a calmer and balanced leader.
<b>Outcome</b>	The Coachee worked on understanding the expectations the firm has from its senior leaders, beyond work-related performance. This was done through the "Feedforward" process, which helped her identify such areas of improvement. She also worked towards building on the necessary areas, and was happy with the progress she made in the 6 months of the coaching engagement.

# Executive Coaching: Success Stories

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## Case 4: In China, helping a leader build credibility and deliver.

<b>COACHEE</b>	<b>MARKETING DIRECTOR, CHINA</b>
<b>Client</b>	<b>Among the largest computer manufacturers in the world</b>
<b>Duration</b>	<b>6 months</b>
<b>Scope</b>	<b>The coachee had taken over additional responsibility of a global hub at a relatively young age (his predecessors were both 20 years his senior). He was having to deal with legacy issues, a lack of credibility of his business among clients, as well as deep-rooted conflict and trust issues in the team. He needed to establish his control, showcase his leadership skills, adapt to Situational Leadership and improve delivery and ESAT scores.</b>
<b>Outcome</b>	<b>The Coachee worked with the Coach to identify key challenges and prioritize them to ensure best results. He worked through a GROW model approach, and also used SITLEAD to influence and impact people and business outcomes. His performance scores improved dramatically, and the business started showing strong results. His credibility and trust with peers became higher, and continues to grow to this day.</b>

# Executive Coaching: Success Stories

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## Case 5: Short Assignment: help a leader deliver a key presentation.

<b>COACHEE</b>	<b>DIRECTOR</b>
<b>Client</b>	A large tech firm
<b>Duration</b>	2 months
<b>Scope</b>	This was a specific mandate - the Coachee was required to deliver a key presentation at a global business summit, to an international audience. The Coachee was considered weak in the area of delivering presentations and executive presence and communication. The mandate was to coach him to develop deeper understanding of his barriers, audience expectations and outcomes, and handhold him on the process of presentation design and practice.
<b>Outcome</b>	The Coachee worked on identifying the specific skill gaps, especially in view of the audience. He worked on his delivery specifically, from body language to voice, and especially on his executive presence and confidence. He also took inputs on design of the presentation to make it more impactful and engaging. As a result, the presentation was a huge success, and he has been invited to deliver the same at two other Symposiums in Europe and Asia.

# Executive Coaching: Success Stories

## Case 6: Coaching a leader to communicate effectively.

<b>COACHEE</b>	<b>DEPARTMENT HEAD</b>
<b>Client</b>	<b>A German Manufacturing and Software Giant</b>
<b>Duration</b>	<b>6 months</b>
<b>Scope</b>	<b>The Coachee was a very respected leader with strong technical skills but poor communication skills. His sponsor felt that the coachees's communication with his team was aggressive which was leading to demotivation and attrition. The sponsor also felt that during presentations, or speaking to clients and stakeholders, the coachee got tongue-tied and could not get any point across. The mandate was to coach him to develop deeper understanding of his skill gaps, empathy for self and for others, work on outcome oriented and powerful communication to make an impact in a global audience on behalf of his organization.</b>
<b>Outcome</b>	<b>The Coachee worked on identifying his limitations in the area of communication, worked on practicing for different occasions and scenarios ranging from talking to team members to global stakeholders to speaking publicly. He worked on his delivery specifically, from body language to voice, and especially on his executive presence and confidence. He also practiced on his speech to make it clear, to develop flexibility, to increase vocabulary, use power words in his conversations to articulate appropriately.</b>

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helps  
people,  
helps  
business.”**

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**Leo Burnett**