

Experience the Challenge



executive support

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What We Do.

In Executive Support, our activities can be grouped into four main headings:



The Executive Support Principles and Approach

Our Principles

We work to three core principles, **Clarity** around your needs, **alignment** with your objectives and **performance improvement** through practical support and challenge of the status quo. Whether we work with you on a one to one basis or through facilitation of leadership teams, our aim is to clarify barriers to leadership performance and deliver challenging interventions that will help create noticeable performance improvement.

Our Commitment

Our commitment to you is based on an approach that is Challenging, Supportive, Practical and Confidential. We operate to the highest standards of integrity and professionalism and our approach with our clients, is based on partnership. We have a genuine interest in ensuring our clients success, so we like to stay in touch even after we have completed assignments. After all, your success is our success too.

Our Experience

With our associates, we work with clients in financial services, professional service firms, pharmaceuticals and within manufacturing environments. Most importantly we maintain links with Executive Business Schools and Leadership Research Institutions to ensure we ourselves maintain high levels of professional knowledge.

Some More Detail about our four key activities

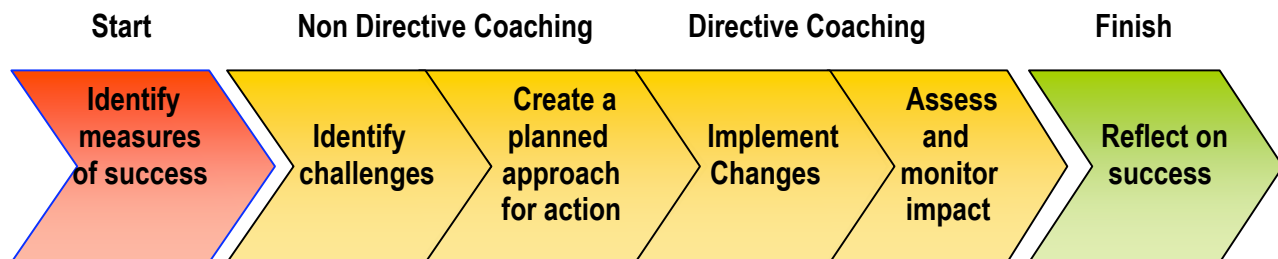
Coaching For Executives

Coaching and Mentoring is a confidential working arrangement which will allow you to test your thinking and also review your activities and progress, in a safe challenging and supportive environment. It is an opportunity for you to learn new skills in real time and with situations as they arise.

Our Coaching approach involves a combination of both non-directive and directive coaching techniques. Non-directive coaching provides you with a facilitative process to develop your own thinking and solutions. Directive coaching assists you in developing possible solutions to your dilemmas and is a more proactive problem solving intervention. Combining these two approaches allows you the benefit of learning through your own exploration of the issues but also provides you with the opportunity to learn through analysis and solution development through real situations you encounter.

Our programme is designed to be supportive, flexible and most important of all, a learning experience. It can be adjusted to meet particular needs or concerns which may arise in the course of your role.

The Executive Support Coaching Approach



Ongoing review support and challenge of Behaviours and Style

Is one to one coaching for you?

- Are you new to your role?
- Are you in a period of change in your business that requires you to develop a new approach?
- Do you need more time to reflect in a structured environment?
- Do you need to get more from your team?

- Are you expected to create a high impact in a short period of time?

Leadership Team Facilitation

It is essential that Leadership teams understand and demonstrate the need for change. Facilitation can provide a key route to creating buy-in to the need for change and associated change initiatives. The process of facilitation can provide your team with the challenge to define the criteria for success, examine their own role, and build an agenda for action.

Effective facilitation requires a number of criteria; these include knowledge of the key features of your business and market, skilful handling of the group in question, a flexible approach, credibility and a focus on an end result. Our key facilitators have an excellent track record in working with Leadership teams and if you would like to speak with clients who have experienced our facilitation we can supply you with contact reference points.

Would your team benefit from Executive Support Senior Team Facilitation?

- Do you need to create urgency for action and ownership of change?
- Does the senior team display inconsistent core values to the organisation?
- Do you need your team to create a common agenda, address the issues objectively and work in a collaborative environment to deliver the ambition?
- Is your team newly formed?

Building High Performing Teams

Corporate success depends on individual and collective performance. Leadership Teams can often operate at a sub optimal level for a number of reasons. Understanding the reasons and building effective ways of working are essential to ensure success. We work with teams to establish the reason for sub optimal performance, which may be due to collective or individual issues. Once the diagnosis has been completed we partner with you to build solutions to improve performance.

The solutions are not uniform for clients but are the result of carefully listening to what you want to achieve, carrying out thorough analysis and creating the most appropriate solution for your business situation.

Would teams in your business benefit from our High Performing Team Focus?

- Do you need to optimise cross functional expertise to deliver solutions?
- Are Leadership meetings unproductive?
- Are you concerned about the level of cross functional co operation?
- Would you like to see a greater level of productivity from the team?
- Does your team demonstrate visible leadership commitment?

Building HR Effectiveness

In periods of change the management of Human Resources is critical. The Human Resources function must provide the strategic and operational framework for successful use of Human Capital. However we believe that responsibility for people extends throughout the Leadership Team. It is not just the role of the Human Resources function.

We work with HR functions to ensure they are effective contributors at the top table who influence and challenge the status quo, who drive change and who lead by example. Through a process of self audit and challenge we help them to create a positive impact on their organisation and become key business enablers and valued partners.

Our Clients

- Leading companies in the Financial Services sector in Ireland and the UK
- Leading companies in the Financial Services sector in the UK and Ireland
- Industry representative bodies
- Manufacturing companies
- Professional Service Firms

Our team

Led by Shirley Kavanagh, our Executive Support team provides solutions to develop leadership capability, improve performance and deliver real change to Corporate clients in Ireland and the UK. Our Leadership experts are experienced in international environments and trained in the use of key diagnostics to support our clients.

More about Shirley Kavanagh

Shirley Kavanagh is Managing Director of Executive Support Limited a company she founded in 2000. Prior to this, she spent fifteen years in a number of senior Executive positions in one of Irelands leading Financial Institutions, AXA. She was appointed to the Board in 1998 and became Executive Director with overall responsibility for HR and Claims.

An alumnus from a number of Business Schools including, IMD in Lausanne Switzerland, the University of Michigan and Harvard University, Shirley is a recognized expert in the field coaching and the facilitation of senior teams. Through Executive Support, she works with clients on a team and individual basis to improve business performance, facilitate change and develop solutions.

Her experience in Business provides her with a complete understanding of the challenges facing business leaders. She regularly assists clients, through providing expert facilitation of senior teams. Her style is to focus on issues, develop solutions and clarify actions in order to achieve objectives.

She has facilitated senior teams across industries for a variety of different purposes including, strategy development, change imperatives and the creation of high performing teams

She has worked extensively with executive teams in Ireland and the UK. She has delivered client solutions in financial services, manufacturing and utilities and within professional industry bodies.

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