



## WORKING RESOURCES

**Dr. Maynard Brusman**

Consulting Psychologist & Executive Coach  
Trusted Advisor to Senior Leadership

*Helping companies assess, select, coach  
and retain top talent*

- **Do your hiring managers need help selecting, assessing, and keeping high performing people who are a great fit with your company culture?**
- **Do you or your company's best and brightest need leadership coaching from an International Coach Federation certified coach focused on results?**
- **Are valued leaders lacking requisite emotional intelligence competencies?**

### Dr. Brusman Cited for Excellence in Coaching



The Society for Advancement of Consulting (SAC) has announced two rare "Board Approved" designations for Dr. Maynard Brusman in the specialties of **Executive/Leadership Coaching** and **Trusted Advisor to Attorneys and Law Firms**.

**Board Approvals are rare and are held by less than five percent of the membership of SAC, and that membership is less than five percent of all practicing consultants.**

### Professional Endorsement

"Maynard Brusman is one of the foremost coaches in the United States. He is continually sought by other executive coaches to provide counsel on important business and leadership issues.

As a senior leader in the executive coaching field, Dr. Brusman brings an exceptional level of wisdom, energy, and creativity to his work."

-Jeffrey E. Auerbach, Ph.D.

**President**

**College of Executive Coaching**

**Developing leadership competency models is the foundation of a strategic talent management program.** We can help you design and manage your succession management processes and leadership development programs to ensure a pipeline of high performing leaders to support business strategy.

**We provide psychological testing for pre-employment screening that can help you predict success on the job.** We can help you hire top performers that are a great fit with your company culture.

**We incorporate a wide variety of assessments in our leadership development and executive coaching work with senior executives and upper level managers.** Our clients develop higher levels of emotional intelligence, trust, creative and resilient leadership styles, and achieve breakthrough business results.

**We have over twenty years experience helping companies assess, select, coach, and retain top talent.**

**Everything we do is creatively tailored to the unique needs of each of our special clients including special programs developed for attorneys and law firms.**

**We invite you to preview the following information on how your people can become fully engaged and your company more profitable. We maximize your return on investment.**

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# Working Resources – The Company

## Strategic Talent Management Consulting

**Working Resources is a leadership and talent management consulting, training and executive/leadership coaching firm that specializes in:**

- Psychological Testing for Employment Screening
- Executive Selection
- Emotional Intelligence-Based Interviewing and Selection
- Succession Planning
- Competency Modeling
- Multi-Rater 360-Degree Feedback
- Leadership Development
- Change Management
- Executive/Leadership Coaching

**We offer customized individual and organizational consultation services and workshops in the areas of employee selection and assessment, developing and retaining top performers, emotional intelligence-based interviewing, multi-rater 360-degree feedback, corporate culture surveys, career coaching, change management, and executive/leadership coaching.** We can help you and your organization anticipate and respond quickly to the exciting challenges and opportunities of these turbulent times.

## VISION, MISSION and VALUES

**At Working Resources, our vision is to partner with people and organizations in their search to create meaning, involvement, and contribution in workplaces where people love to work.**

**At the heart of everything we do is the belief that an organization's most powerful and dynamic resource is its people.** The ability to attract, motivate and retain top people is critical for a company's success. If you want to build a flexible and fast company where people love to work, you have to know how to hire and keep great talent. Unfortunately, a bad hire can cost a company thousands of dollars and cause a great deal of distress for everyone involved.

**Great companies and managers start with optimistic, change resilient and committed people whose values fit the workplace culture.** Keeping great people involves creating a healthy work environment where people can contribute all of their knowledge, creativity, and skills. Toxic workplaces will drive your best and brightest to your nearest competitor.

**Our mission is to help our clients assess, select, coach and retain emotionally intelligent people.** What matters most to us is to develop workplaces where there is a great match between employees' interpersonal and technical competencies and the desired corporate culture. Everything we do is intended to support people and organizations in their search to create meaning, involvement, and contribution at work. We believe that Resiliency, Service, Innovation and Speed are the cornerstones for competitive organizations.

**We value integrity, collaboration, authenticity, respect for work/life balance and optimizing everyone's full potential.**

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**During the past twenty years, we have provided psychological testing for employment screening and employee skill assessment, leadership development, and executive coaching services to corporations, law firms, accountancies, government agencies, health care organizations, and educational institutions.** The goal: sustainable gains in bottom-line performance and interpersonal effectiveness.

**Our clients enjoy partnering with us because we value being strategic, creative, energetic, knowledgeable, collaborative, and extremely resourceful.** We are exceptionally skilled at helping companies select the right people for the job. We develop peak performing leaders with flexible leadership styles who demonstrate the characteristics of good leadership. As trusted advisors and executive management coaches, we help organizations to become great places to do business with and great places to work.

**As our client you will hire, develop and retain great people, and develop a self-managed organization that is flexible and inventive in times of constant change.**

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# Executive/Leadership Coaching

## Effective coaching is a major key to improving business performance.

Executive Coaching focuses on the qualities of good leadership and improved business results. It is comprised of a series of structured, one-on-one interactions between a coach and an executive, aimed at enhancing the executive's performance in two areas:

- Individual *personal* performance
- Individual *organizational* performance

## The Business Case for Executive Coaching

### Research

- **The research of Goleman and Boyatzis** shows that the key indicator of failure for young executives is their inability to develop empathy.
- **The research of the Gartner group** shows that the key factor in retaining high quality employees is having a favorable relationship with their supervisor where they experience the opportunity being treated like an adult and given the chance to grow and develop.
- **The research of Metrix Global** shows that coaching generated improvements in retention, cost savings, productivity, work output and sales and 69% of improvements were attributed to coaching.
- **From a study of 100 executives from Fortune 1000 companies conducted by the Manchester Group:**
  - 5.7 times the initial investment in coaching is recaptured through coaching
  - 53% improvements in productivity in execs receiving coaching
  - 48% improvements in quality from execs receiving coaching

## What are the Benefits?

- **Achieve** more business and personal goals?
- **Clarify** causes of behavior and create a strategy for long term change
- **Create** the best choices and decisions possible for you and your company?
- **Demonstrate** more effective interpersonal communication skills
- **Develop** emotional intelligence competencies
- **Enhance** leadership capability
- **Improve** job performance
- **Improve** interaction and influence skills
- **Learn** skills to manage conflict and change
- **Maximize** control over career path
- **Prevent** derailment
- **Realize** better communication between leaders and their teams
- **Resolve** problems that impede job performance
- **Support** succession planning
- **Unleash** high-potential capacity

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## Who We Work With

**We work with work with executives, corporate leaders, senior professionals, entrepreneurs, accountants, attorneys, and business owners in a broad range of industries to make you more valuable to yourself and your organization. We coach you to:**

- Become a leader who motivates, inspires and innovates
- Deal with difficult people and issues
- Make better informed decisions to lead your company
- Utilize your time and energy effectively

**If you're like many of our clients, you might benefit from coaching in one of these areas:**

- Leadership Development
- Communication Skills
- Emotional Intelligence
- Resilience

**We find that the clients who succeed the most:**

- Are highly motivated to maximize their full potential
- Are open and honest with themselves and the coach
- Realize that if they want different results they need to do things differently.
- Are open to learning a better way – often tapping into their own inner resources
- Are enthusiastic about making a commitment of time, money, and following through with actions

## Why Working Resources Executive Coaching?

Working Resources' executive management coaches provide confidential, independent feedback, based on individual assessment and analysis through a variety of methods. Working Resources executive coaching offers:

- Support for executives facing change and new leadership expectations
- Flexibility, involving activities that focus on priorities specific to the individual and the organization
- Solutions targeted to specific needs.

Dr. Maynard Brusman has over 20 years experience in the field of coaching. Additionally, we offer a diverse suite of coaching and development tools, including: Myers-Briggs Type Indicator Step II Form Q (MBTI), Spectrum CPI-260 Coaching Report, Fundamental Interpersonal Relations Orientation (FIRO-B), and 360 Feedback Performance Appraisal - Leadership Practices Inventory (LPI).

## Strategic Executive Coaching Program

**Clients perform under pressure as team members, team leaders and as individual contributors.** The client works directly on his or unique challenges, which are aligned with business objectives.



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- What are the organization's key business challenges?
- What business goals need to be achieved?
- What are the business enterprise core values?
- What culture-specific leadership competencies define success?
- Does the organization have a proven system to select, develop, and retain top talent?

**The goals are Issue identification, clarification and resolution.** The executive coach observes the daily interactive process of the participant, and provides direct face-to face consultation. The executive coach brings fresh perspectives to problems, and helps remove hidden obstacles to performance. For example, the executive coach helps the participant look at the individual personalities and styles involved in work team dynamics to devise strategies for success. Executive coaching works on levels deeper than simple how-to techniques. The discovery and implementation of core values is one kind of organizational transformation that can subtly shift workforce attitudes from the top down. This can lead to an atmosphere of corporate enthusiasm and optimism that is ultimately reflected on the bottom line.

**As today's leaders find themselves increasingly challenged, they realize that they must find ways to transcend traditional limits.** The executive coach incorporates relevant examples from research, different cultures, successful sports franchises, and business best practices. These examples help to broaden the client's horizons and create a learning context that fosters creativity and innovation.

**With a coach as a committed and personal partner, participants utilize improved perspective to choose where to focus attention and resources.** They overcome obstacles that previously limited or frustrated them. They develop their ability to perform consistently at optimal levels focusing on improved results.

**Executive coaching helps participants transform stress into optimal performance, and use the kinetic energies inherent in change as a source of strength.** Continuous learning, change resiliency and enhanced performance is the response to challenge the executive coach promotes.

### **The Executive Coach:**

- Observes client behavior in the workplace, and helps clients learn to self-observe.
- Creates a partnership with clients engaging in a dialogue of mutual influence.
- Gives respectful, candid feedback to both client and company.
- Operates with the highest standards of honesty and integrity.

## Executive Coaching Process

**Executive coaching is designed for an individual's unique needs and circumstances.** The process, however, usually has five major steps.

### **1: Contracting**

**Initially, a contracting meeting for the purpose of clarifying expectations takes place.** Typically, the meeting may include a human resources manager, the executive coach, and the executive coaching client. The objectives of the contracting meeting include:

- Identification of desired competencies
- Agreement regarding confidentiality boundaries
- Identification of measurable outcomes
- Confirmation of good chemistry
- Clarity of roles and responsibilities

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- Agreement regarding milestones and timelines
- Conceptual agreement regarding fees

A mutual understanding of the coaching process, expected results, specific issues and time frame of the coaching is developed. The Executive Coaching process typically spans a minimum of six months.

### **2: Comprehensive Assessment**

**A structured interview, data collection and relevant assessment instruments to clarify emotional intelligence competencies, leadership skills, values, interests, work styles and other key factors are utilized.** Executive management coach and client engage in an in-depth dialogue of relevant issues focused on performance improvement. A 360 feedback performance appraisal informs the process.

### **3: Feedback and Action Planning**

**The first order of business is a feedback dialogue between coach and client.** The focus is on relevant data from instrument assessments and 360 feedback performance appraisals. Executive management coach and client collaboratively create an Action Plan that includes strengths, developmental targets and effective strategies for change. The focus is on self- insight, motivation, problem solving, skill acquisition, and leadership development. Interventions are aligned with client's vision and the key objectives of the business. The Action Plan focuses on behaviors that contribute to specific business results. Weekly coaching meetings are one to three hours.

### **4: Action Learning**

**The coach guides and reinforces the development of leadership competencies outlined in the Action Plan.** Techniques include action learning, role play, and shadowing.

### **5: Follow-up and Sustaining Success**

**Approximately six months after the initial feedback session, an abridged version of the 360 feedback performance appraisal is conducted.** The results of the assessment assist in evaluating the effectiveness of the coaching process. Further development of the executive is determined and aligned with business goals.



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# Professional Biography



Dr. Maynard Brusman is the president of Working Resources – a strategic talent management, leadership consulting, training, and executive coaching firm. He is a full professor in counseling psychology in the Northern Arizona University Statewide Education Program where he has taught summer courses in self-management and career development. As an instructor in the U.C. Davis Extension Human Resource Development and Management Certificate Program, he taught interpersonal skills and techniques. While a post-doctoral fellow in Psychological Services at U.C. San Diego, he developed and directed the stress and wellness clinic. He is currently an instructor for The College of Executive Coaching, where he teaches “How to Use Assessments in Coaching”. He specializes in offering customized individual and organizational collaborative consultation services and workshops on hiring, coaching and retaining emotionally intelligent people; executive selection and assessment; psychological testing for employment screening; performance-based interviewing and selection; multi-rater 360-degree feedback; interpersonal skills; career development; change management; and executive/leadership coaching. He facilitates vision, mission, and values retreats. For over twenty years, Dr. Brusman has trained and coached hundreds of people in companies, law firms, health care organizations and educational institutions.

At Working Resources our mission is to help our clients assess, select, coach and retain top talent. We specialize in creating a great culture and values fit between individuals and organizations where high-level commitment and high performance thrive.

Among the organizations he has conducted workshops and training for are Accounting Solutions, Army Corp of Engineers, American Express, Chevron, CopTech West, Dolby, Executive Renaissance Forums, Faricy & Roen LLP, Fenwick and West LLP, Hitachi America, Internal Revenue Service, James River Corporation, Kaiser Aluminum, Kimpton Hotel and Restaurant Group, Marin General Hospital, McCutcheon, Doyle, Brown and Anderson LLP, Pacific Gas and Electric Company, RINA Accountancy, Skylonda Health Retreat, State Compensation Insurance Fund, Smith & Hawken, Sybase, and Zomax.

Dr. Brusman has been chosen as an expert to appear on KTVU FOX, Brian Banmiller "On the Money" discussing *Surviving And Thriving after Corporate Downsizing...* KGO ABC, "Bay Area Focus" discussing *Getting Fired...* KALW 91.7 Information Radio discussing *Workplace Problems and Solutions...* KFRC Radio Magic 61 "In the Medicine Cabinet" discussing *Stress and Your Heart...* K101 Radio, "Blue in the Morning" discussing *How to Cope with the Stress of the Gulf War...* and was quoted in the articles, "Surviving When You Get The Ax", in the San Francisco Chronicle, "Driven To Distraction - Are Your Bad Habits Driving People Crazy?", in Business Start Ups magazine, "Successful Strategies for Holiday Job Hunters", in The Wall Street Journal National Business Employment Weekly, "How To Cut Interruptions, Get Work Done" in Investor's Business Daily. "How to Get Job Stress Under Control" on MSNBC, "Downsizing at Work May Hurt Your Health" in CBS Health Watch, and "Betrayed at Work" in Fast Company.

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Dr. Brusman is a member of the American Psychological Association, American Society for Training and Development, Bay Area Association of Applied Psychologists, Bay Area Organization Development Network, California State Psychological Association, Institute of Management Consultants, the International Coach Federation, Marin Coaches Alliance, the Society of Industrial and Organizational Psychology, the Northern California Human Resources Association, the Professional Coaches & Mentors Association, and San Francisco Coaches.