

THEBODAGROUP

The Boda Group is a leadership and team development firm. We coach, teach, and advise leaders and teams to help them be more aware, skillful, and effective, leading to better results for their organization.

Bottom line: better leaders, more effective teams, and stronger business outcomes.

With offices in Boston, New York, Austin, Los Angeles, San Francisco, Seattle, and Vancouver, our work focuses on individual leaders, groups of leaders, and intact teams.

- For individual leaders, we offer executive coaching, communication and presentation coaching, and executive coaching within leadership programs.
- For groups of leaders, our services include Leader Forums, *A Coaching Approach for Leaders*, individual workshops, and keynotes.
- For intact teams, we help with team assessments, customized team coaching, and programs that help teams build trust, cultivate candor, and leverage differences in styles.

We partner with clients across a broad range of industries, including technology, software and services, pharma and biotech, financial services and investment management, professional services, consumer products, and media. We work with leaders who are smart, successful, driven, and committed to improving.

The Boda approach

We support leaders and teams when they want to be better. We work with leaders in new roles, when they take on expanded responsibilities, as a part of a high potential development program, as they seek to improve skills, and as part of succession planning efforts. We coach teams when they are newly formed or their composition has changed, in times of turbulence, when they are not achieving their desired results, and when they want to take their work to the next level.

We combine the head and the heart: intellectual rigor, strong and trusting relationships, and a practical approach to improving skills and building leadership and team capabilities. Our clients tell us that they count on us to be rigorous, reliable, research-based, unbiased, deeply experienced, and challenging thought partners. We hold the bar high. We believe our clients are capable of greatness, and we challenge them to live up to that potential. We have the same high standards for ourselves.

Our work is informed by the leading thinkers and practitioners in leadership and team development and effectiveness, including Robert Kegan (adult development theory and change, Harvard), Mihaly Csikszentmihalyi (flow, Drucker School of Management), Carol Dweck (growth mindset, Stanford), Ron Heifetz (adaptive leadership, Harvard Kennedy School), Barbara Fredrickson (resilience, UNC Chapel Hill), Martin Seligman (positive psychology, University of Pennsylvania), Manfred Kets de Vries (high-performing teams, INSEAD), and many others.

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The Boda team

The Boda team brings strong academic backgrounds, significant business leadership experience, extensive training, and a commitment to continuing development. We're leaders ourselves, and we know our clients' challenges and pressures first hand.

Our team member selection process is rigorous and extensive, and our ongoing evaluation of our skills and quality is a vital part of our culture. We routinely review, assess, and give and receive feedback on our approach and results.

Our world-class Board of Advisors provides different perspectives, shares new insights, provides guidance, helps us address challenges, and supports our work. Our Board includes Tom DeLong, Professor of Management Practice, Harvard Business School; Dave Matheson, Senior Advisor, The Boston Consulting Group; Bruce Stangle, Chairman, Analysis Group; Elizabeth Florent-Treacy, Global Leadership Center, INSEAD; and Joshua Macht, Executive Vice President and Group Publisher, Harvard Business Review.

Learn more at www.bodagroup.com or contact us at connect@bodagroup.com.

"Over the last three years, The Boda Group has grown from being a provider of coaching to a trusted partner in our overall talent development strategy. They have a seat at our table as they continue to **demonstrate deep expertise, a high standard of professionalism, and thought partnership**. Bottom line—they are simply great professionals who set the bar for the rest of the field in how to develop leaders."

Rebecca Walker, Managing Director of Learning & Development, investment management company

"The Coaching Approach for Leaders program has enhanced our awareness of our relationships with clients, partners, and, most importantly, with each other. It has equipped us with the tools and skills to have the conversations that are critical to our success."

Rikin Gandhi, CEO, Digital Green

"Working with my Boda coach has been an absolutely essential part of my work at Microsoft. The impact involves not only my personal development but also the important work of building a cohesive and high-functioning team."

*Peter Lee,
Corporate Vice President, Microsoft*

"Boda was instrumental in assisting my team during a critical time of transition. They helped us work more effectively as a team and as individual leaders. I have continued to use many of the skills and techniques that we learned in our work with Boda. The impact has been tremendous."

*Richard Russell, CEO,
Ares Allergy Holdings Inc.*

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Creating a Culture of Feedback

Facilitated by:

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When Should You Give Feedback?

- When someone asks you for your opinion
- When problems persist or errors occur repeatedly
- When someone complains/compliments
- When you anticipate that someone may complain/compliment
- When someone *should* complain/compliment, but doesn't
- When performance meets/exceeds expectations
- When performance doesn't meet expectations
- When someone's work habits bother you
- When you notice someone doing something well
- When you'd like to encourage someone to *give you* more feedback
- When you notice someone has made a change based on prior feedback
- When you think to yourself, "I really, really don't want to deal with this."

When Should You Reconsider Giving Feedback?

- When you can't articulate a constructive reason for giving it
- When you're overly emotional
- When you're looking to place blame rather than seek solutions
- When you're not a credible source from that person's perspective
- When you've observed something happen only once (depending on what that behavior was)
- When you've given lots of other feedback recently

Four Step Feedback Model

Pre-Steps:

- a. Ask for permission to give feedback.
- b. Share your intention in giving the feedback.

1. What

2. What vs. What

3. So What

4. Now What

Bonus Step:

What I Know About You