



## JOHN MCKAY | LEADERSHIP and TEAM COACH

John is an executive coach drawing on deep experience partnering with executives and emerging leaders and their teams. John engages clients authentically in an open, direct, and collaborative style. With a clear focus on their desired shift, he enables clients to achieve for themselves and their stakeholders.

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John brings his clients a well-honed skill of discovering what leaders and their teams need to move forward. His ability to ask penetrating and thought-provoking questions gets at the heart of issues. From strategy to operational capability, John's seasoning, built from experience and deep listening – including what has not been said – provides his clients with new insights that enable shifts toward desired outcomes. He has been privileged to work with world class executives, witnessing significant client growth and success achieved through their joint collaboration.

He has supported executive leaders and their teams through the daily rigors of self-management, consistent team alignment, and management of stakeholder relationships – all in the face of increasing demand for results. Decades of gathering and sharing stakeholder feedback that directly supports clients' objectives, John holds a mirror for his clients to see their situations clearly. It is only through assessing this "reality on the ground" that his clients can choose the actions that most assuredly will move them forward with the clarity and the energy to affect the changes they desire.

John's 45+ years of business experience include sales and general management in the global energy industry. He spent 36 years in executive search tapping into his clients' corporate cultures and team dynamics to identify and bring high level talent to senior leadership teams and Boards of Directors. As co-owner, John built a 20-person boutique executive search firm which was acquired by a leading global search firm. Here, John became the Global Leader of the Energy Practice and a core member in the CEO and Board of Directors practice.

John earned his B.A. in Marketing at Gonzaga University. John continues to lean into his community providing Pro Bono coaching to newly graduated University students. He co-locates between Calgary, Alberta and Palm Desert, California.

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### SPECIALTIES

- Executive and Team Coaching
- Board Assessment
- Succession Strategy
- Leader Transition
- Executive Search

### REPRESENTATIVE CLIENT ROLES

- President-COO-CFO
- Boards of Directors
- EVP/SVP/VP-Director
- Partner
- Functional / Mid-Level Leader

### COACH ACCREDITATIONS

- Hudson Institute of Coaching, Certified Coach
- AoEC, Certificate in Systemic Team Coaching
- Team Coaching Certificate, Team Coaching Studio, UK
- Narrative Coach Practitioner
- Somatic Coach, Strozzi Institute

### EDUCATION

- BBA., Marketing, Gonzaga University, Spokane Washington
- Team Coaching Diploma, Team Coaching Studio, UK (in process)

### PROFESSIONAL AFFILIATIONS

- Professional Certified Coach (PCC), International Coach Federation (ICF)
- Coaching Supervision: Peter Hawkins and Georgina Woudstra (team); Hudson Institute of Coaching (executive)

### REPRESENTATIVE COMPANIES

Ovintiv, Keyera, NorthRiver Midstream, Plains Midstream, Micron, Asurion, Gap Inc., Northern Explorers, Checkpoint, EDF Trading, Dropbox, EY, TransCanada Energy, Shell-LNG, Gartner, Adobe, Gran Tierra, Sephora, Capital One, Nutrien, Uber, Brookfield Residential, BioMarin, The Lornell Group

# LEADERSHIP COACHING

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In the fast-moving business world where change is constant, leaders are increasingly challenged – both internally and through external influences. Coaching creates a whole new world of awareness and possibility. The resulting learning is the impetus for change.

Partnership is critical in coaching. Leaders bring the agenda that's important and we work together in a process of discovery and insight. The trust we build creates a safe space for real learning to happen and real change to begin. It's never dull and usually enlightening because we get to the heart of the matter. Together, we design the strategies and actions to propel leaders forward.

Each person and each situation are unique. One size does not fit all in leadership coaching so we will focus together to clarify goals and outcomes. Insights can be freeing – an opportunity to see the situation more clearly through a different lens. In these moments, we help leaders discover the small shifts that affect the bigger changes desired.

A new mindset, a new action, or even a small adjustment has the power to transform. Practice creates new habits that sustain the change desired for the leader and the people around the leader too. It's the personal resourcefulness that enables leadership potential and our coaching helps tap into it.

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## OUTCOMES OF LEADERSHIP COACHING

- Creates awareness of others' perceptions
- Aligns natural strengths with contribution in role
- Shifts silo mentality to collaborative thinking
- Prioritizes development focus for results

## OPPORTUNITIES FOR LEADERSHIP COACHING

- Leadership pipeline development
- Accelerated development for high potentials
- Performance improvement
- Leadership transitions to new team or company

# TEAM COACHING

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Individual leaders can achieve much within their own command, leading multiple functions or domains of expertise. However, a group of these individual leaders, when part of a team, do not necessarily function cohesively and effectively together. Team coaching enables the team to function at a level greater than the sum of its parts. It ignites a collective leadership power within the team.

In partnership with the team, we identify the right conditions for the team to accomplish its work. With internal alignment and clarity of purpose and objectives, team members develop the strategies for doing the work well. The team improves its norms for working together and garners the organizational support to get the work done. Ultimately, team members learn together and achieve more through their collective leadership.

Improving how the team learns enables the team to improve its effectiveness over time and achieve more. Team coaches support the team leader, individual team members, and the team as a whole. The team members start to also coach within the team and the collective leadership increases... leadership greater than the sum of its parts. These same leaders take their new team coaching skills to their own teams, creating a groundswell of improved teamwork that drives results and accelerates real change throughout the organization.

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## OUTCOMES OF TEAM COACHING

- Shifts silo mentality to collaborative mindset
- Prioritizes what might be useful to change about the team
- Improves the collective leadership of the team and its stakeholders to improve results
- Builds collaborative leadership **capability** and **capacity** within the team and across teams
- Grows “leader-coach” capability in individuals to be modeled and cascaded
- Creates “team of teams” movements, driving a team performance groundswell across organization

## OPPORTUNITIES FOR TEAM COACHING

- Enhancing team capability and capacity
- Leadership development for high potential leader(s)
- New leader inheriting an existing team
- Improving team effectiveness and performance
- Accelerating organizational change
- Launching new teams / project teams / reorg. teams

## TEAM COACHING EXAMPLES

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### **Executive Vice President / Corporate Services Team - Energy Company**

The team was lagging in its work together to deliver a timely and quality service for multiple stakeholders across the organization. The EVP sought to coordinate efforts in the team through multiple meetings, team development sessions, and one-to-one coaching. After some promising starts, each team member reverted to operating in his or her own silo. The individual leaders seemed to lack the “teaming” skills that would bring them together to work effectively for shared goals and organizational outcomes.

Team coaches gathered feedback from the team’s key stakeholders to understand what they needed from the team. They also spoke with each team member to understand their perspectives for how team coaching could be helpful. Starting from the collective perspectives of stakeholders, the team was able to see clearly how it was operating in the system. The team recognized they could not improve quality of service without changing operating structure and norms which created a catalyst for real change.

### **CEO / Executive Team – Midstream Oil and Gas Company**

The CEO and team had recently completed an integration of large assets and achieved Board support for the strategic goals and new budget. While team members operated well in their individual functional roles, the team now needed to operate cohesively in order to achieve operational goals and build the company.

Coaches completed a team assessment to reveal how the team perceived its purpose, working norms, organizational support, team member capabilities, and work processes. Together with the team, the coaches helped define the developmental goals for the collective team and co-created a consistent cadence for working with the whole team, the team leader, and the individual team members. Through individual and team coaching, the team practiced new ways of operating that supported each other in achieving strategic outcomes.

## LEADERSHIP COACHING EXAMPLES

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### **VP Operations, Energy Company**

The client had recently been promoted to VP with a first-time direct reporting relationship to the CEO. Along with significantly increased staff responsibility and larger operating and capital budgets, the client would now be interacting with the Board of Directors. The client’s desired shift was in moving from the day-to-day focus of a functional leader to the longer-term focus on corporate strategy. Partnering with other senior leaders and finding voice at the executive leadership table would also pave the way for a viable candidacy among peers in the company’s executive succession strategy.

John and the client worked closely together over the course of a year, beginning with a comprehensive stakeholder feedback process. Through this, the client defined the leadership shifts required to align with stakeholder needs and deliver results for the company. The journey continued with a clearly articulated leadership vision and a few specific behavioral shifts. A new pattern emerged and the client developed a style and approach that consistently drove value across the organization as recognized by peers, the direct report team, and the CEO.

### **President and CEO, Energy Services Company**

The company required the new CEO to turn around the organization in the face of consolidation and the financial setbacks of a most difficult market situation. The inherited team had been together for several years but never had experienced the tough market conditions. As a first-time CEO, the client had strong operational experience as an effective COO but no direct responsibility for strategy. Struggling with the strategic skills to truly lead with confidence in the new role, the client and John co-created an onboarding and development plan to achieve near-term objectives and align for future organizational growth.

The client gained a true perspective on the skills transferable from the COO role as well as the gaps to close in order to perform as CEO. Accepting full ownership of strategy and operations, the client made conscious choices on what to pull forward from past successes. The learning from those successes proved to be powerful with a recognition of where and how the client had been quite integral in strategy and execution of change. With defined shifts in leadership style, the client stepped into the CEO role to engage the team in developing a shared vision and alignment with each other. Through a series of acquisitions and a focus on efficiencies, the CEO led the company to a top-quartile performer in the industry.

## COACHING CIRCLES

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Learning together with others is powerful. We partner with clients to develop coaching circles that build leadership capability. Coaching Circles augment existing leadership development programs, HiPO development efforts, succession readiness preparations and other talent development strategies. Coming alongside you, we borrow the best aspects of individual, group, and team coaching to create bespoke designs that align with your objectives. In this way, we co-create the best approach and leverage your internal capabilities and our coaching expertise to further develop leaders and teams.

The design of any Coaching Circle is fit for purpose. For example, a Coaching Circle might focus on launching and leading effective teams which helps leaders design the right conditions for team effectiveness. Another design could focus on front-line leadership to help leaders navigate the bumpy roads of the role IRL - in real life. As well, Coaching Circles are very effective in creating a safe place to debrief between formal development sessions – keeping learning alive with other cohort members, checking in with self-directed project teams, or facilitating the specific learning needs of action learning teams. Coaching Circles are the “connective tissue” that bridges learning and application in the workplace.

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### OUTCOMES OF COACHING CIRCLES (fit for the purpose of Team Effectiveness)

- Creates leader capability to launch and build teams, diagnose team problems, and facilitate changes to improve team effectiveness
- Team members learn in the context of their real work which drives stronger leadership development
- Leaders develop together to achieve more than the sum of the parts
- Leaders practice these skills in their own teams, cascading the development to direct reports
- Reduced costs because structure and process keep individual needs and goals on par with collective needs and goals of the group in an efficient delivery

### OPPORTUNITIES FOR COACHING CIRCLES

- Leaders improving team effectiveness and performance
- Leadership development for high potential leader(s)
- Cohort groups: front-line leaders, new leaders, sales leaders, HiPO groups, etc.
- Thematic focus: creating effective develop plans