

Executive coaching is a field ripe with more wanna be's and pretenders than contenders. Chris Coffey is the real deal. Rarely do I meet someone as filled with energy, focus, competence and integrity as Chris Coffey all focused on getting results for his clients rather than on being right. His transparent approach is not for the faint of heart, but people who are truly ready *to* change rather than merely being ready *for* change, will improve beyond their expectations. His tying payment solely to improvement is a deal that's better than a money back guarantee.

-Mark Goulston, "Executive Edge" columnist, FAST COMPANY

**Mark Goulston**

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**My partner, Chris Coffey, is clearly one of the world's best speakers in the area of coaching. He provides a rare combination of being entertaining and dynamic while providing advise that is both practical and applicable. He is a person that I trust to lead the training process for our behavioral coaches!**

Marshall Goldsmith

CO author with Chris: "The Coach's PlayBook" and "The Leader as Coach"

To: [presidentceo@wabccoaches.com](mailto:presidentceo@wabccoaches.com)

Cc: [CBCOFFEY@aol.com](mailto:CBCOFFEY@aol.com)

Subject: Reference for Chris Coffey

Hi Wendy,

I've had the pleasure of working with Chris Coffey since the year 2000, when we brought the Marshall Goldsmith Coaching Process into one of the business groups in Agilent. I have known Chris as one of the most effective and high-demand coaches from Marshall's organization, based on feedback I've received from the executives who have worked with him and from the on-going meetings I've had with him over the course of about four years. My observations are as follows:

- Chris has a clear, systematic, proven coaching process that he uses with his clients. He sets clear expectations, draws on ALL experiences and resources to help his clients improve on the single development goal that matters, and builds the internal team interactions necessary for

his clients to receive on-going support and course correction. Chris is disciplined and focused on how he applies the process, works to continuously improve it, and is very generous in his willingness to share and teach others in applying it.

- Chris has a deep desire to help people be the best that they can be, holding a positive, can-do attitude that generates a safe environment so necessary for clients (with big egos) to acknowledge their "issues" AND work on them. He extends a helping hand, even to those who are not his clients, offering ideas and resources freely.

- Chris is a master coach, teaching courses to certify others in the process. I have seen the program design and reviewed participant feedback. Had we not been under tight financial straits, I would have actively brought Chris in to lead this program for my leadership team - it would certainly build / enhance their coaching skills - a priority development need for them.

Chris is one of the reasons that A4SL became one of Agilent's primary vendors for coaching; their services have extended across Agilent's five businesses and is now also available to our designated "high potential" employees. I feel fortunate to have worked with and learned from Chris.

Please feel free to let me know if you want additional comments.

Regards,  
Elizabeth Shen  
Human Resources Manager  
Instruments Business, Communications Solutions Group  
Agilent Technologies

To: 'presidentceo@wabccoaches.com'  
Subject: Chris Coffey

Dear Wendy,  
Chris contacted me about his good news of an offer of membership to WABC.  
He will be an asset to your group.  
I have worked with Chris as my coach for the past year in this very high  
-  
pressure drug development arena. His goal was to help me improve my leadership skills with my colleagues. His was a tough job; I am considered  
a process expert and have a tendency to plow ahead with little regard for  
other viewpoints.  
Through his frequent one-on-ones with me, the 360 degree surveys, and his  
exceptional ability to use real life analogies helped me to understand  
and

achieve what needed to be done.  
Chris has great skill in speaking directly to a person; he sets the stage for open dialogue; and he brings a healthy sense of humor and irony to every encounter. He helps a person to express a fault without feeling humiliated. He offers action options and plays through scenarios to help one understand the ramifications of the actions.

I feel I achieved a 180 degree change; more importantly, so do my colleagues - as reported in my last mini-survey. I owe it to Chris's informal, relaxed, yet to-the-point coaching in helping me understand my problem and work successfully to resolve it.

Please feel free to contact me should you have a need for further conversation.

Regards,

Eileen Logan

Clinical Scientist

Amgen Clinical Development

To: [presidentceo@wabccoaches.com](mailto:presidentceo@wabccoaches.com)

Subject: Chris Coffey

Dear Ms. Johnson,

I just wanted to convey a brief note of support for Mr. Chris Coffey in regards to membership in WABC.

I have been working with Chris in the Goldsmith year long coaching process for the past year much to my benefit and the delight of my team and coworkers.

I've struggled with treating peers and subordinates with respect. Through this coaching process, my coworkers have been delighted with the strides I've made in listening, soliciting their input, and managing my body language. Chris has made a wonderful impact on my career and I am delighted to commend him to you.

Please feel free to contact me for more details.

Best regards,

Sandeep

Sandeep Wadhwa, MD

Vice President, Government Programs

McKesson Health Solutions

Wendy,

Chris Coffey provided me a one year coaching/mentoring in 2002-2003 as part of Agilent's Executive Coaching program using the Goldsmith coaching process.

My specific coaching objectives were to delegate effectively by providing clear directions and pushing accountability and decision making down to my team and collaborating and communicating effectively with my leadership team. I managed to develop a strong team and could take on additional responsibilities as I could now effectively delegate to my team. I moved from a manger role into a more of a leadership role, Thanks to Chris's coaching. My relationship with my key stakeholders improved significantly and my team was empowered in a significant way which was confirmed by the 360 survey tool feedback tool that we used as part of the coaching program.

If there is any additional information that I can share with you, please contact me at 408-553-7945 or email with your specific request that you may have.

Vipul Chitalia  
Agilent Technologies

**To:** 'presidentceo@wabccoaches.com'

**Subject:** Chris Coffey

I wanted to let you know that I have worked with Chris Coffey in the Goldsmith year-long coaching process in the past year. I have found the process to be very beneficial. His support has been invaluable to me in my efforts to continue to grow my management skills and career. His candor and practical advice for how to best communicate with senior management has been particularly helpful. My goal was to use the situational leadership model with an eye towards delegating more to my staff.

Feel free to contact me should you have any questions.

Kind regards,

[Daniel Mudgett](#)

[Associate Director CDM](#)

[Early Development, RPM and Strategic Technologies](#)

Amgen, Inc.

-----Original Message-----

**From:** Parsons, John [mailto:jparsons@rsasecurity.com]

**Sent:** 03 August 2004 15:06

**To:** presidentceo@wabccoaches.com

**Subject:** reference

Wendy,

This email serves as a reference from me on Chris Coffey, who I have worked with personally and engaged for a couple of members of my team.

Found Chris to be extremely helpful in focusing on a few issues that would make significant differences in the perceptions of targeted individuals. He brought some useful frameworks to facilitate the dialogue across distributed groups in a manner that people were willing to work with, particularly the short-burst phone calls and mini-surveys. He also served as a great sounding board when considering how to deal with delicate or politically charged situations.

He'll make a fine addition to your Association.

In the interest of time, I'll leave this reference short but hope this is sufficient. If you are in need of further detail, please call me directly.

Best regards,

**John Parsons**

**Vice President, Finance**

**RSA Security Inc.**

[www.rsasecurity.com](http://www.rsasecurity.com)

Chris,

Congratulations on your acceptance! After much life experience, you've found your calling.

As I replot myself into RSA, and find so many ways to add value that will really help the company - -- particularly in transitioning from good to great ---- you've been one of the people on my journey who has made a difference.

Let's keep in touch,

John

.      **date of coaching;**

**From Greg**

**Chris.**

**He began with me in the early part of 2003 and still is coaching.**

**the type of experiences you had in your coaching sessions with Chris**

**Chris was always helpful during the coaching sessions. His insight and experience, and most of all, forgiving, looking forward approach always took me out of my concerns and looking towards what I could do. The coaching sessions not only helped me gain better insight into my behaviors at work (which was at times a gut wrenching experience for me) they also helped me to better understand my relationships with my children.**

**Thanks so much Greg, we so appreciate your time.**

**Thanks so much Greg, we so appreciate your time.**

Chris, 4-8-04

I have already had several opportunities this week to utilize the skills you taught last week. Just yesterday I was speaking with one of my physicists regarding some questionable test data, when the program technology director came in and started asking questions about the exact same issue I was discussing. In an effort to "see for himself" he (Tech Dir) then proceeded to set up a small optical experiment on my physicist's bench. First of all this would be akin to me kicking you out of your workshop in your garage and taking over your tools. The tech director is my peer and I have made several comments in the past regarding his very bold take charge demeanor, in an attempt to get him to recognize his obnoxious behavior and back off. But this time I just stepped back to observe the situation. What was most fascinating was the reaction of my laser physicist. As soon as the tech dir pushed him aside, he almost literally threw his hands up in defeat. The tech dir became increasingly agitated as the simple experiment that he was trying to set up was taking him much longer than expected. But he continued to press on - bull in a china shop is a perfect analogy. Any way, I continued to observe his increasingly irrational behavior for about 45-minutes when I finally called time out and asked for a team caucus.

It was perfect. I pointed out everyone's role, as they each acted out their part and I stated my discomfort with the tension as the time passed

without any tangible results, plus the clear negative feelings in the air. Since I had stated the problem which was acknowledged by everybody, I then put on my coaches hat. I asked the question of everyone, "If the previous experience could have been improved, and how?" My physicist had his two technicians in the room at the time plus the technical director and myself were in the lab. One of the techs pointed out that if he had known in advance of the tech director's arrival he could have set up the experiment. My physicist, stated that if the tech director had better explained what he wanted to see, he could have easily obtained the requested measurement. I then suggested that we all leave the lab and go to a conference room to discuss this possible new course of action. As we went around the table to identify possible experiments that could answer the tech director's questions, the exchange turned into a real positive meeting. The technical director apologized for his behavior and admitted to all of us that his wife had complained about similar behavior at home - a shockingly honest admission. He then proceeded to thank everyone for their combined efforts and even thanked me for helping him to recognize his idiosyncrasy.

Later when alone with my laser physicist, he stated that obviously, the previous week's charm school had worked. He was very appreciative of my involvement and how I backed him up.

Chris, it was great to see. I know that if I had challenged the tech dir about his perceived bad behavior, he would have taken the defensive and the

whole exchange would have been terrible. Instead it was a turning point for not only my team, but for the technical director as well.

Wow, I didn't think I was going to write a novel when I started, but I thought you would be interested in hearing this success story.

My personal thanks for sharing your thoughts and wisdom,

Sincerely,

Matt Cox

Raytheon Space and Airborne Systems