



Inspiring Leaders to Achieve Extraordinary Results

SHEILA Q. COX

Overview:

Sheila Cox coaches executives in targeting, achieving, and sustaining new levels of performance. Her consulting approach begins with common vision and goals that capture the imagination and mobilize the spirit. These goals are realized through integrated plans with achievable milestones that simultaneously transform people and processes.

Sheila has over 30 years business experience in management consulting, leadership training, and executive coaching. She is highly valued for her expertise in guiding organizational change that crosses functional, national, and cultural boundaries. She combines a strong focus on business objectives with a light hand in facilitating executive teams. Clients appreciate her tenacity and humor, and often comment that her coaching has helped them achieve exceptional results.

Prior to forming Performance Horizons, Sheila Cox was a Senior Manager at Nolan, Norton & Co., an information technology firm of KPMG Peat Marwick (now Bearing Point). At Nolan Norton, she assisted Fortune 500 executives in developing and implementing strategies for performance improvement. Her work included business process reengineering and organizational change management. Sheila chaired two Vistage CEO peer advisory boards in the greater Baltimore area.

Sheila helps organizations build their only sustainable competitive advantage – their leaders and their culture.

Representative Client Engagements:

Strategic Planning

- Sheila led the executive board of a human services organization through a strategic planning process designed to gain input and commitment from a wide variety of stakeholders. The strategic planning team made their final presentation to over one hundred people. Three years later, 90% of the strategic objectives had been achieved, and Sheila was called in to help create a new plan.

Organizational change management:

- Sheila developed a change management program to enable a major international bank to implement its strategic vision. She led task forces aimed at defining goals and measuring attainment, providing reinforcing rewards and incentives, building core competencies, and managing careers within the emerging new environment.

Implementing a culture of accountability:

- Sheila designed and delivered an accountability program for 75 managers within a construction firm. The program included a series of interactive workshops, homework assignments, one-on-one executive coaching, and small team facilitation to reinforce learning.

Executive team coaching:

- Sheila coached the division presidents of a high tech company. Each executive had completed a 360 assessment of their leadership style. Sheila provided one-on-one feedback, and worked with the group to understand and appreciate each other's strengths and weaknesses. These executives represented a dozen different countries in Western Europe.

Leadership team development:

- Sheila conducted a series of management training workshops for 100 leaders within a non-profit organization. Between workshops, she coached individual managers one-on-one to ensure they implemented what they learned.



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Areas of Expertise:

- Business Strategy
 - Balanced Business Scorecard
- Team Facilitation
- Conflict Resolution
- Organizational Change
 - Mergers, Acquisitions, Downsizing
 - Multinational, Cross-Functional
- Organizational Culture
 - Building and Maintaining
 - Shifting and Aligning
- Executive Coaching
- Leadership Development
 - Management Training
 - Succession Planning

Client Types/Levels of Experience:

- Board of Directors
- C Suite – VP – Director

Industry/Functional Experience:

- Manufacturing and Distribution
- High Technology
- Professional Services
- Financial Services
- Not-for Profit
- Government
- Cross-Functional Project Leadership
- Multinational Matrixed Organizational Structures
- Information Technology Management

Representative Clients:

- Accenture
- American Red Cross
- Applied Materials
- Barclays Bank
- Becton Dickinson
- BearingPoint
- Center for Mental Health Services
- Center for Substance Abuse Treatment
- Deutsche Bank
- Helping Up Mission
- Hewlett Packard
- Intelsat
- Lucent Technologies
- Raytheon
- SAIC
- State of Michigan
- United Way National Headquarters
- Westat

Personal Mission:

To encourage individuals and teams

To learn and to laugh

To rediscover

Their purpose, passion, and priorities

To name and to claim

Their most impossible dreams

Cultural/Multi-National Experience:

- Experience working in US, Canada, Central America, South America, and Europe

Professional/Corporate Experience:

- Performance Horizons, Inc – President and CEO of business strategy and leadership development firm
- Vistage International – Business Coach and CEO Advisory Board Chair
- Nolan, Norton & Co. - Senior Manager with responsibility for selling and managing consulting projects with Fortune 500 firms
- IBM - Variety of positions in the large systems marketing including Systems Engineering Manager and Manufacturing Industry Specialist

Education:

- B.A., Psychology and Social Relations, Harvard University
- MBA, Behavioral Sciences, University of Chicago
- Certificate in Leadership Coaching, Georgetown University

Certifications:

- International Coaching Federation (ICF)
- Management Research Group LEA (Leadership 360)
- Human Insight AEM Cube (Agility and Stability)
- Personal Strengths Publishing SDI (Conflict Style)
- Human Synergistics LSI (Leadership) and OCI (Culture)
- Alta Analytics Netmap (Organizational Networks)
- Nolan Norton Balanced Business Scorecard

Teaching:

- Adjunct Faculty at University of Phoenix teaching Critical Thinking and Organizational Behavior to graduate and undergraduate students