

Coaching Black American Executives---How Do You Like Your Coffee?

Description:

Executive coaching accelerates and elevates leadership effectiveness (Williams, and Lowman, 2018). It contributes to the career progression and effectiveness of leaders moving from management to senior and executive leadership roles. Differences make a difference in the representation of leaders, their career progression, and overall effectiveness. Black men and women account for a mere 4.7% of executive team members in the Fortune 100 with little progress since 2011. Even at smaller companies, African Americans hold an estimated 6.7% of the nation's 16.2 million 'management' jobs, according to the Bureau of Labor Statistics, though they make up twice that share of the population at large. Understanding the dynamics of differences enhances knowing when and how race and other categories impact career progress and effectiveness (Hays-Thomas, 2015). It also plays a critical role in identifying and developing the skills needed to coach Black Americans and leaders reflecting other differences. This session engages participants with interactive discussion and thought-provoking illustrations to highlight research.

Blending quantitative and qualitative research into practical applications, this session outlines an approach to recognizing and managing dynamics of differences in the process of coaching Black American executives. The presentation will include examples of coaching interactions in which dynamics of differences may have influenced outcomes. These will include reactions to specific "what do I do when..." questions submitted in advance. The presenter will use a process that illustrates Indicators, Implications, Interventions, Impact and Insights. The session will provide connections to how those dynamics apply across a range of diversity categories. A thematic analysis of interviews with Black American corporate leaders will also be presented that identifies five key dynamics to recognize and understand in coaching Black American executives and other categories of differences. The session includes coaching questions for each dynamic that contribute to increasing the leaders' effectiveness and the impact of coaching.

Learning Objectives:

1. Outline five key dynamics of differences impacting application of executive coaching to leaders representing categories of differences based on race and gender
2. Integrate five specific coaching questions into executive coaching approach to assess when differences make a difference.

Target Audience: Mid- and Advanced-Level Psychologists

How to Access:

- APA 2020 Portal
- At SCP OnDemand for 1.0* CE

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Presenter:



Greg Pennington, Ph.D.

Greg Pennington, Ph.D. is Managing Partner for Pennpoint Consulting Group (PC|G), a firm focused on increasing organization capacity and capability. PC|G provides executive coaching, team effectiveness, and leadership development programs and presentations to Fortune 500 companies and national professional associations. Greg works to link individual and organizational strengths and development areas to specific business outcomes. While establishing himself as a trusted advisor, he provides insight into how the organization, the team, and the individual interact that results in measurable changes in behavior.

Experienced with several assessment instruments and feedback tools, he focuses integrating input from a variety of sources to identify a few critical areas of focus for development. Always offered in context of the business, his success requires a partnership with several resources including senior business leaders and human resources professionals. It also requires realistic goals that can be demonstrated with measurable evidence of achievement. His coaching clients include partners, senior leaders, and high potentials in public accounting firms, financial services corporations, retail, consumer goods, communications and manufacturing organizations. His coaching engagements have focused on accelerating effectiveness and on new leader assimilations. PG|G's leadership development engagements include high potential and high performance programs, developing women leaders and increasing diversity and inclusion. His team effectiveness engagements include integrating senior teams post-mergers, driving sustainable high performing teams, and accelerating supervisor skills. Greg holds a Ph.D. in Clinical Psychology from the University of North Carolina, Chapel Hill and a B.A. degree cum laude in Psychology and Social Relations from Harvard University. He is an active member of the American Psychological Association.