

Executive Coaching Overview

MCG Inc.

CEO & Executive Coach

Masato Hisano

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<http://www.mcginc.jp//index.html> (Japanese only)

Corporate Profile

MCG Inc.

- Founded in January, 2012
- Executive coaching, business coaching, leadership seminar and business school

Corporate Mission

“Produce a real global leader”

- ✓ *for being globally respected in humanity*
- ✓ *for being globally recognized in value*
- ✓ *for being globally deployed in leadership*

Business partnership with Business Coach Inc.

- ✓ Certified professional business coach
- ✓ Certified at Dr. Marshall Goldsmith Executive Coaching School
- ✓ Chief partner business coach

Coach's professional career

Graduated from Keio University in 1981, Hisano has worked in many capacities within Japanese and Western Fortune 500 corporations in multiple diverse business sectors ranging from IT to Healthcare. He has served as the CFO, guiding companies through major mergers and acquisitions. He has also serviced as the representative director and president, managing companies through both growth and reorganization. Hisano humbly offers his services to Japanese executives to help them meet their challenges and best accomplish the objectives for which they are tasked. He joined The Japanese Association of Corporate Executives (Keizai Doyu Kai) in 2007 and is currently a member of this association.

Took the executive coaching training school and Marshall Goldsmith Executive Coaching School held by Business Coach Inc. in Tokyo in 2011. Through this school course, he has been certified as a professional business coach. In January 2012, he established a new company, named in MCG Inc., for business and executive coaching under the partnership agreement with Business Coach Inc. Japan.



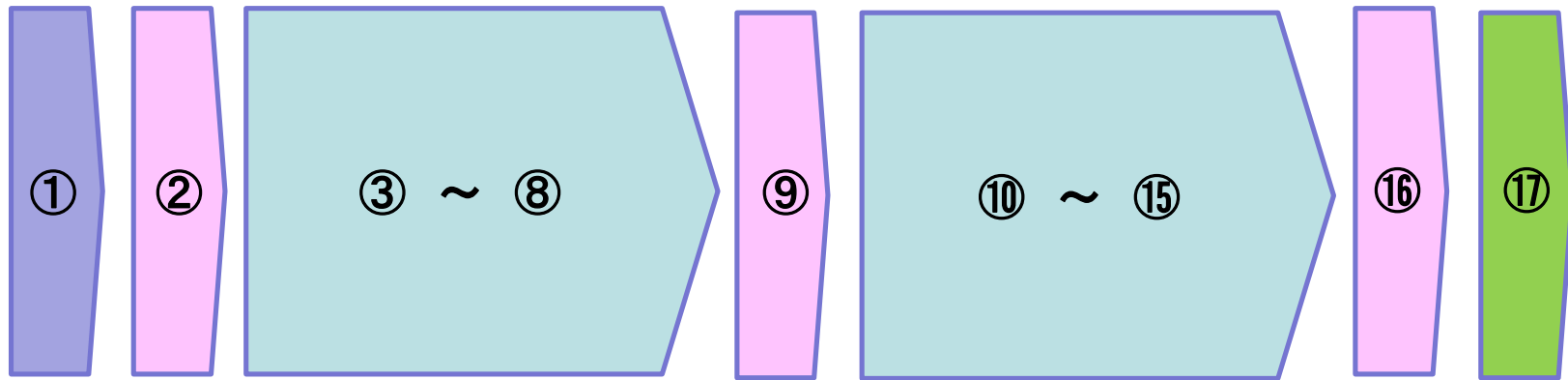
Masato Hisano

Coach's records

1 on 1 coaching	2012	2013	2014
Representative Officer	4	5	2
Corporate Officer	6	9	13
Director	5	7	16
General Manager	8	15	4
Manager and Assistant Manager	13	25	22
Total Client (person)	36	61	57
Total Coaching Session (time)	251	369	302

Group coaching & seminar	2012	2013	2014
Open seminar	9	14	14
Corporate in-house seminar	12	23	38
Business School	6	6	13
Total (time)	27	43	65

Processes of Coaching



6 ~ 8 Months

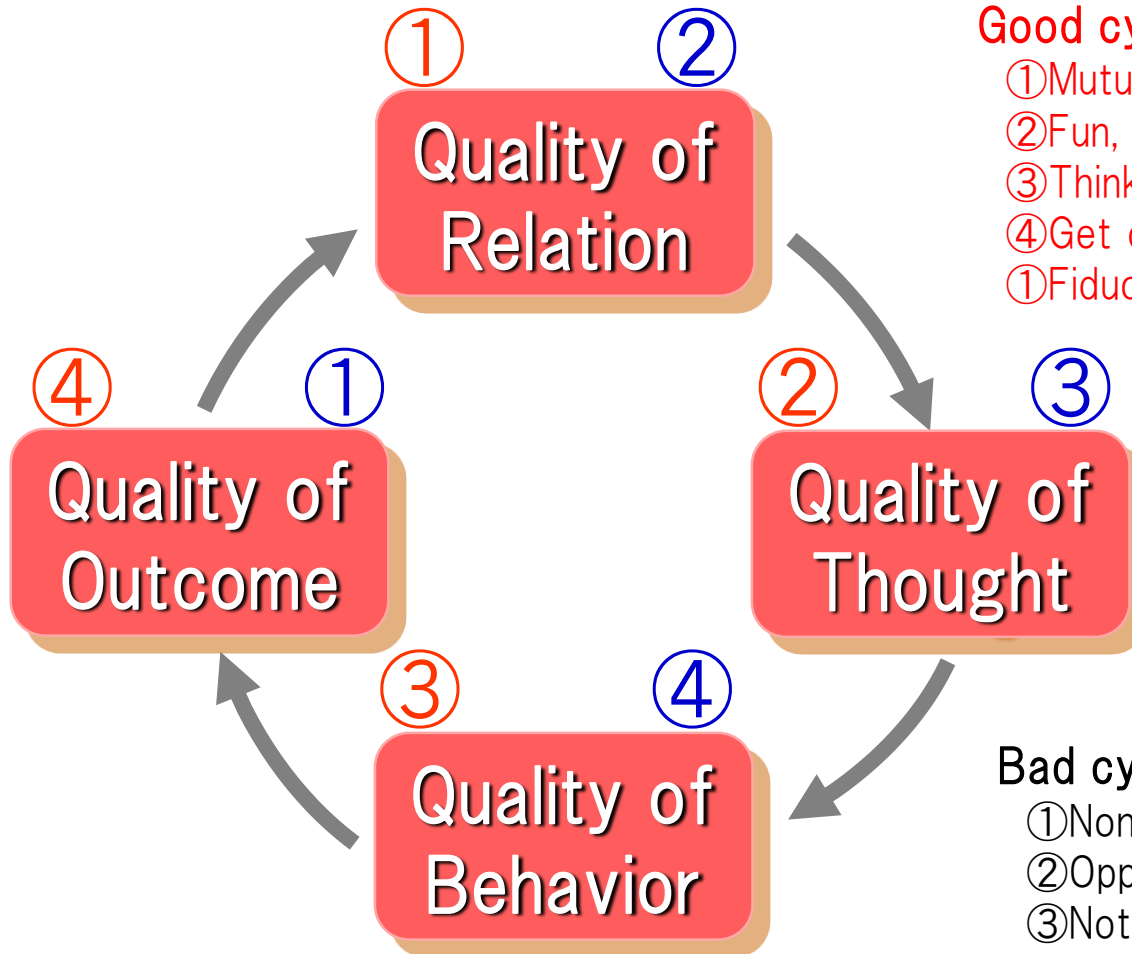


Value of Coaching

- Accelerate to extend leadership
- Accelerate to link individual and organizational learning (*)
- Accelerate a client's behavior change
- Accelerate an organizational performance
- Accelerate to expand a client's leadership capacity for higher positions

() Refer to the next page*

Linking Individual and Organizational Learning



Good cycle

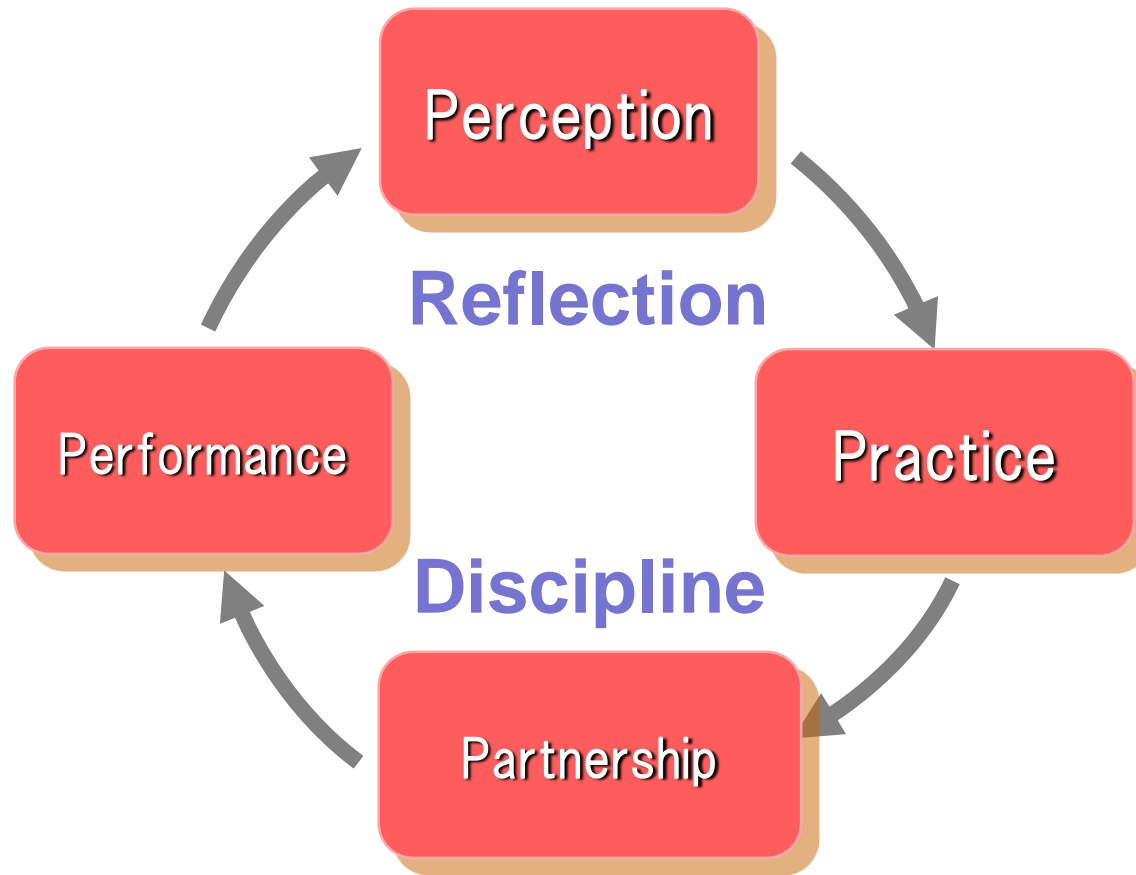
- ① Mutual respect, think together
- ② Fun, realize and recognize
- ③ Think proactively, behave willingly
- ④ Get continuous outcome
- ① Fiduciary relationship

Bad cycle

- ① None of the results
- ② Opposition, imposition, order
- ③ Not fun, reactive
- ④ Think negatively, behave reactively
- ⑤ Get few outcome
- ① No fiduciary relationship

Source: M.I.T Dr. Daniel. H. Kim

Influence model for behavior changing



Hearing to stakeholders 1/2

Assessment (Rating) for "Client's name"

Your rating for each item shall be marked with "X" in the rating box.

Date of Assessment: _____

Name of Assessor: _____

Fundamentals:		<-Agree					Disagree->
Client's understanding, performance and potentiality for implementation of mission, vision and value of the company. Fundamental competency which leads to delivering communication, team leadership, developing others and change leadership.		5	4	3	2	1	
1	The client is definitely cascading team's mission and vision to the team members.						
2	The client is doing specific and strategic actions for the implementation of vision and mission.						
3	The client does feedback of the progress of the implementation of vision and mission in a clear fashion.						
4	The client has high energetic passion as a team leader.						
5	The client has high integrity as a team leader.						
6	The client has a high capacity to accept diversity as a leader.						
Comment:							

Communication:		<-Agree					Disagree->
Client's understanding, performance and potentiality to give professional and passionable communication to others regardless their job positions and feeling. Maximizing team effectiveness and sharing information with high level quality of communication skill and mindset.		5	4	3	2	1	
7	The client likes to overwhelming desire to add our 2 cents to every discussion.						
8	The client likes to tell the world how he smart we are.						
9	The client changes his communication style depending on others.						
10	The client has a high capacity to ask effective questions, not pushing his own opinion to others.						
11	The client has a high capacity to listen actively to others.						
12	The client expresses needless sarcasm and cutting remarks to others that we think make us witty.						
Comment:							

Hearing to stakeholders 2/2

Team Leadership:		<-Agree					Disagree->
Client's understanding, performance and potentiality to give clear directions and facilitate team members' effectiveness, facilitate team cooperation and create conditions for top performance, act as a leader and empower people. Maximizing team outcome with high level quality of human relationship skill with others.		5	4	3	2	1	
13	The client prefers team outcome to individual one.						
14	The client is challenging to become an ideal leader.						
15	The client shares information, not maintaining an advantage over others.						
16	The client gives proper recognition on others by giving praise and reward.						
17	The client has a high capacity to delegate his authority to others.						
Comment:							

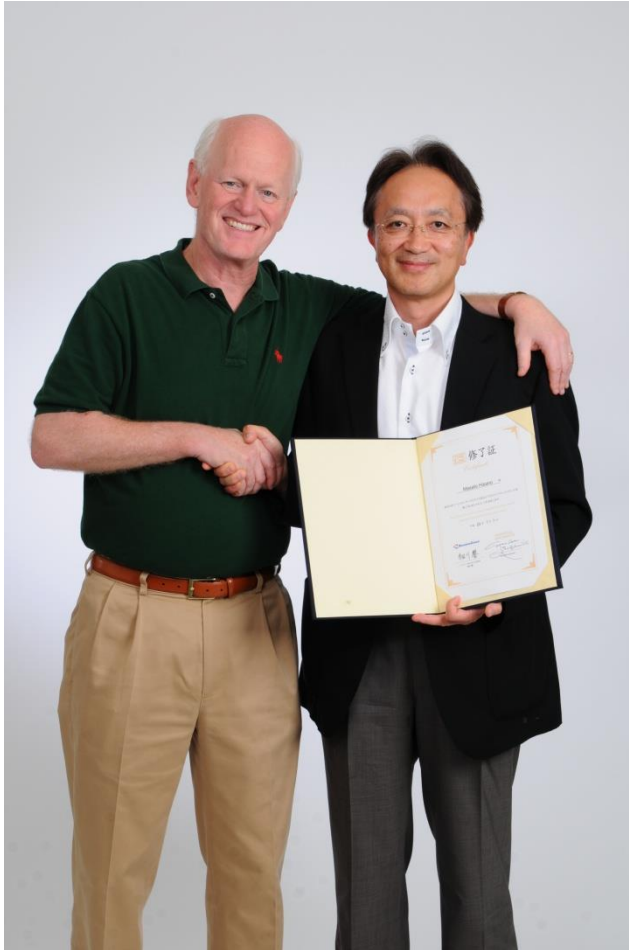
Developing Others:		<-Agree					Disagree->
Client's understanding, performance and potentiality to give others support, give feedback to encourage ongoing development and promote long-term development. Help others become successful as a servant leader.		5	4	3	2	1	
18	The client expresses his feeling of thanks to others.						
19	The client is concerned with others' problems positively and helping with solution.						
20	The client is doing enough to carry out his role in developing others.						
21	The client is realizing the goals of the organization with others.						
22	The client adjusts how he involves himself with others by considering their skill and motivation level.						
24	The client has high spirit of helping others.						
Comment:							

Change Leadership:		<-Agree					Disagree->
Client's understanding, performance and potentiality to accept the need for change, express a vision for change and define a long/medium-term strategy for change. Behavior change as a change agent.		5	4	3	2	1	
24	The client proactively practices behavior changes.						
25	The client is deeply concerned with the organizational culture.						
26	The client starts an action immediately and does small tasks in a timely fashion.						
27	The client accepts the feedback from others willingly.						
28	The client commits to results.						
29	The client has medium and long term management strategies with high innovation intention.						
30	The client is a leader who promotes changes with a high capacity of involving others.						
Comment:							

Reflection (weekly sheet)

Reflection Sheet (Weekly)								
Client:		Date:						
Coaching Theme:		Coach:	Masato Hisano					
Daily reflection → Done:「1」、Not Done 「0」		Mon	Tue	Wed	Thu	Fri	Sat	Sun
1. Please write your specific behavior to add/change/stop		1	0	1	0	1	NA	NA
2. Please write your specific behavior to add/change/stop		0	1	1	0	1	NA	NA
3. Please write your specific behavior to add/change/stop		0	0	0	0	0	NA	NA
4. Please write your specific behavior to add/change/stop		1	1	0	0	1	1	1
5. Please write your specific behavior to add/change/stop		1	1	1	1	1	0	1
合計		3	3	3	1	4	1	2
Weekly reflection summary								
What you have done well?								
What was its reason?								
What you have not done well?								
What was its reason?								
What you will act next?								
Request to your coach								

Appendix: Dr. Marshall Goldsmith



(Source: Thinkers50 website)

2013 Ranking: #10

2011 Ranking: #7

Winner: 2011 Thinkers50 Leadership Award

Marshall Goldsmith is one of the world's leading executive and a pioneer of 360-degree feedback. His success is built on a nonsense approach to leaders and leadership and a Buddhist philosophy.

His books include *What Got You Here – Won't Get You There* (authored with Mark Reiten, 2007) and *MOJO: How to Get It, Keep It, and How to Get It Back If You Lose It* (with Mark Reiter, 2010). Goldsmith's own Mojo seems indefatigable. In 2011, Goldsmith won the Thinkers50 Leadership Award and his app is now available.



Certified at Marshall Goldsmith Executive Coach School (July 2011, Tokyo)