



LIFE

GROWTH

CHANGE

CARTER & REYNOLDS

Executive Development & Coaching Specialist

There is no passion  
to be found playing  
small – in settling  
for a life that is less  
than the one you  
are capable of living.

– Nelson Mandela

If your goal is to enhance the leadership effectiveness of executives in mission critical roles, retain a diverse group of top talent, to accelerate the learning of high potentials, improve the capability of your executives to lead change – that enables your business to emerge from today's competitive landscape and to hold a dominate strategic position in the future – then C&R is the right partner for you.

## Operating Principles

“Executive Coaching is a precision tool for optimizing a leader’s effectiveness and broadening their range of capability.”

At C&R, we believe that leadership is not a position or a title but a “way of being.” To that end, we coach by integrating their leadership effectiveness and personal development.

We believe executive coaching is a deliberate process utilizing focused conversations to create an environment for individual growth, deep personal discovery and insight, purposeful action, and sustained improvement.

The primary outcome is to increase the capability within the executive to contribute to organizational performance and his/her personal well-being.

Our goal is not to “fix” people but to help them create a “future thinking” orientation focused on accelerating the leaders’ efficiency, effectiveness and impact while coaching them through personal and interpersonal challenges that may be inhibiting their true potential.

Measurement of the coaching process is defined from the beginning to help the executive better set performance expectations and open up new learning opportunities to make the coaching experience more effective.

## The C&R Specialty

We specialize in two distinct areas; first in coaching executives charged with maximizing the performance, commitment and execution capability of diverse teams. In today’s competitive global marketplace leaders are required to stretch their interpersonal capabilities in unprecedented ways. Our unique combination of global leadership and life experiences, coupled with a broad range of coaching expertise, has prepared us to be your strategic thought partner.

We also specialize in providing coaching and leadership development services to African American Executives. Our unique ability to connect with our clients on a personal, cultural and business level allows us to establish sincere and genuine trust. Trust that encourages deeper self-discovery and self-knowledge. Executives not only find a new level of commitment to achieving their own personal goals and dreams, but they also gain a renewed sense of commitment to their organization.

C&R conducts ongoing exclusive research into the thinking and behavioral patterns of high performing African American Leaders. Insights from this research are used to formulate leadership development strategies that are time tested, relevant and actionable. This is why Carter & Reynolds is your BEST solution.

If your goal is to enhance the leadership effectiveness of executives in mission critical roles, retain a diverse group of top talent, to accelerate the learning of high potentials, improve the capability of your executives to lead change – that enables your business to emerge from today’s competitive landscape and to hold a dominate strategic position in the future – then C&R is the right partner for you.

Things that matter most  
should never be at the mercy  
of things that matter least.

-Goethe

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**Leaders who are seeking to:**

- Optimize business performance
- Develop the capacity to lead more effectively during times of stress, chaos and change
- Transform your team “from going along” to “committed action”
- Strengthen interpersonal relationship skills
- Seeking to build a foundation of team trust
- Enroll key stakeholders in your future strategic vision
- Improve decision making to make the right things happen
- Improve your ability as a leader, mentor or coach

**Certified Assessments**

- Management Research Group Leadership 360
- MRG - Personal Directions
- MRG - Individual Directions Inventory
- Change Leadership Assessment
- Change Readiness Assessment
- Execution Effectiveness Assessment
- PF-16 Personality Assessment
- Risk Assessments

**The C&R Difference**

- A wide range of business knowledge, experience and expertise.
- Experience linking and aligning business targets to leadership behaviors.
- The instincts and insight to speak the truth when no one else will.
- The ability to be a confidante in which executives are able to share all sides of themselves; their hopes as well as their fears, their wants, their social needs, their visions for themselves as well as their organizations.
- We have demonstrated the ability to practice the principles of the International Coaching Federation with professionalism and integrity.



**Extraordinary leadership challenges require extraordinary coaching expertise and process. Our Dynamic Coaching Process is designed to meet the most demanding situations such as leaders implementing complex strategies, driving large scale change programs, transitioning to roles with significantly more responsibly where the risks of failure are high all while trying to increase their level of personal growth and fulfillment.**



Carter S. Drew

Harold B. Reynolds



Carter Drew served as Senior Vice-president, Worldwide Operations and Systems, for McDonald’s Corporation. He has spent more than a quarter-century of his life in the challenging, competitive, and demanding retail business.

He has held such leadership positions as Senior Vice President of Restaurant Support for a 2500-restaurant, \$3.7 billion-dollar division; Senior Vice President of Franchising and Franchise Relations for McDonald USA’s 2600 franchisees; founding President of McDonald’s South Africa, where his team set a new-country international development record for McDonald’s by opening 35 restaurants in its first 25 months of operations – 8,000 miles away from the nearest McDonald’s market; and Group Vice President, Restaurant Development, Great Lakes Division.

Carter’s unique capabilities as an executive coach and strategist not only come from studying world-class coaches and business leaders, but from practicing hands-on coaching, teaching, and leadership skill development in very competitive business and living environments.

Carter Drew is a native Chicagoan and a graduate of the University of Illinois; he believes in lifelong learning.

Harold Reynolds has over 25 years of business experience and has held senior level positions in Human Resources, Organizational Effectiveness, Leadership Development, Corporate Strategy and Accounting. Harold served as Vice-president, Global Strategic Change for McDonald’s Corporation and was selected by CEO to coach executives leading major change programs.

Harold was also selected to personally lead the strategic change aspect of a \$500 Million global business transformation effort. Harold created and led McDonald’s first Global Strategic Change function which provided organizational effectiveness and coaching services within 10 countries including US, Mexico, Canada, UK, France, Japan, Hong Kong, Argentina, and New Zealand. This and other change programs impacted over one million people and over 30,000 retail outlets.

Harold’s business experience in Human Resources, Strategic Change, Leadership Development and Accounting coupled with his extensive coaching experience, gives him unique capabilities to quickly discern his client’s business and personal challenges and partner with them to achieve greater leadership effectiveness and personal fulfillment.

Harold is a native Chicagoan, a graduate of Roosevelt University and is a Harvard MBA.

**Some of his other credentials include:**

Graduate of the Georgetown University Leadership Coaching Course, Washington, D.C.

Coach’s Training Institute for Life Coaching, Chicago, IL

“The Leader as Teacher” course, University of Chicago Graduate School of Business;

The LGE Performance Course “The Corporate Athlete: The Power of Full Engagement,” Chicago, IL

The Coaching Intensive Training, taught by Coaching Pioneer Julio Ollalo, New Field Institute, Boulder, Co

Integral Coaching Intensive taught by James Flathery, New Ventures West, San Francisco, CA

The Center for Authentic Leadership – Leadership Intensive Course, Atlanta, GA

Blue Point Leadership Institute “The Leader’s Voice” Leadership Communication Course, Washington, D.C

Currently enrolled in “Future Thinking Leadership” Course, Center for Authentic Leadership, Atlanta, GA

**Some of his other credentials include:**

Columbia University: Executing Breakthrough Strategy

Thunderbird: Global Leadership-Managing Cross-Cultural Relationship for business results

Harvard Executive Education: Strategic Human Resources Management

Harvard Executive Education: Leading Strategic Change

MIT: Systems Thinking for Senior Executives

Stanford Executive Management Program

Covey: Certified to facilitate Principle Centered Leadership, Seven Habits of Highly Effective People and Mission Statement Development

CPA: Illinois and Texas

Harold attended the Institute for Professional Empowerment Coaching, which is certified by the International Coaching Federation and certified provider of IPAT Strategic Talent Management Use of Personality Assessments in the Coaching of High-Potentials and Executives.

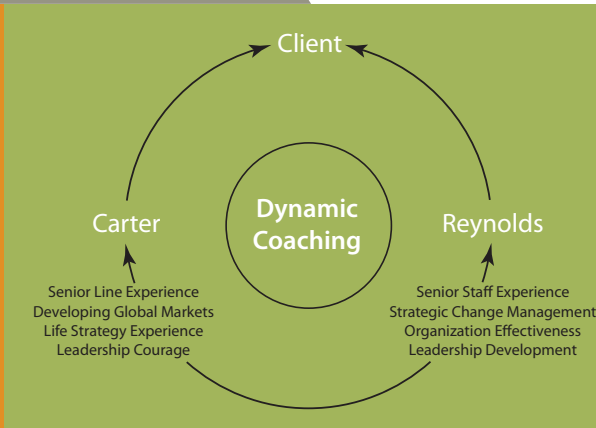
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-Goethe

**OUR SERVICES**

Service	Strategic Executive Coaching	Change Leadership Coaching	Leadership Performance Coaching	Acculturation Transition Coaching
<b>Mission</b>	Help Executives with complex, global & dynamic strategies lead a diverse team to maximize performance, commitment and teamwork	Help leaders build competence and stakeholder commitment while Leading Organizational Change	Help executives maximize their self leadership skills, handle greater levels of responsibility and maximize their capacity to learn and lead others	Help leaders transition to a new Job, Organization Career, or new Life
<b>Result</b>	Execute Strategies with greater Speed, Quality and Employee engagement & Commitment	Execute Change agenda with less resistance, less risk and greater benefit realization	Productive Thinking & Behavior Change resulting from greater self awareness, Trustworthiness, new skills, confidence and fulfillment	Reduce the time required to learn, build trusting relationships and contribute

**DYNAMIC COACHING**



**OUR PROCESS**

Client Compelling motivation	The Discovery Process	Strategic Result-Based Action Plan	Real-Time Execution & Measurement	Recognition and Right of Passage	Self Generation Plan
Understand key drivers of need	Stakeholder Interviews	Agree on results & Timing	Integrate with real business activity	Confirm Business Objectives Met	Develop Post Coaching Plan
Identify Key business imperative	Critical Observations	Set Critical Success Factors	Adopt to clients learning style	Stakeholder Confirmation of Change	Stakeholders Ongoing Support
Determine Key Stakeholders	Challenge Current Assumptions	Set Shared Accountably agenda	Plan-Do-Evaluate-Inculcate Model	Reward Hard work and Achieved Results	Feedback for continuous improvement
			Ongoing Feedback With Stakeholders		

"Carter is an exceptional coach, one who took a step further in dealing with me as a whole person and not just one aspect of my life. I took my learnings and implemented them both professionally and personally.... And today, I function with greater impact and confidence. He really helped inspire me and I will walk away a better person from the experience and knowing him."

**Rosemary Keefe**  
*Hewitt Associates*  
*Global Leader of Corporate Social Responsibility*

"I had the pleasure of personally working with Harold when he held the position of Vice President Global Strategic Change. Harold was invaluable in identifying the right talent for key assignments, developing global communication plans, dealing with resistance and assisting me in keeping McDonald's Board of Directors updated on a major change program."

**Jim Skinner**  
*CEO, McDonald's Corporation*

"...Carter, Franklin Sonn, South African Ambassador to the U.S. was very positive about McDonald's entry into South Africa. In fact, he used the Golden Arches in his remarks as an example of how multi-national companies should enter South Africa."

**Dick Starmann**  
*Executive Vice President, McDonald's Corporation*

"I strongly recommend Harold Reynolds for any assignment that would leverage his incredible execute coaching skills as well as his expertise in organization effectiveness and strategic change. I have had the opportunity to work with many top consulting firms. To be very honest, I have never seen anyone with the talent and ability to deliver results, and to make it happen the right way as Harold."

**Steve Russell**  
*Senior Vice President, McDonald's Corporation*

"Carter was the perfect executive to be the Ray Kroc of South Africa-Smart thoughtful, and a great Role Model."

**Jack Greenberg**  
*Former CEO McDonald's Corporation*

I have personally used C&R Executive Coaching Services which has made a tremendous and powerful impact on my personal and business life.

**Mavis Kelly Williams**  
*Controller, Fashion Fair Cosmetics*  
*a Division of Johnson Publishing Company*

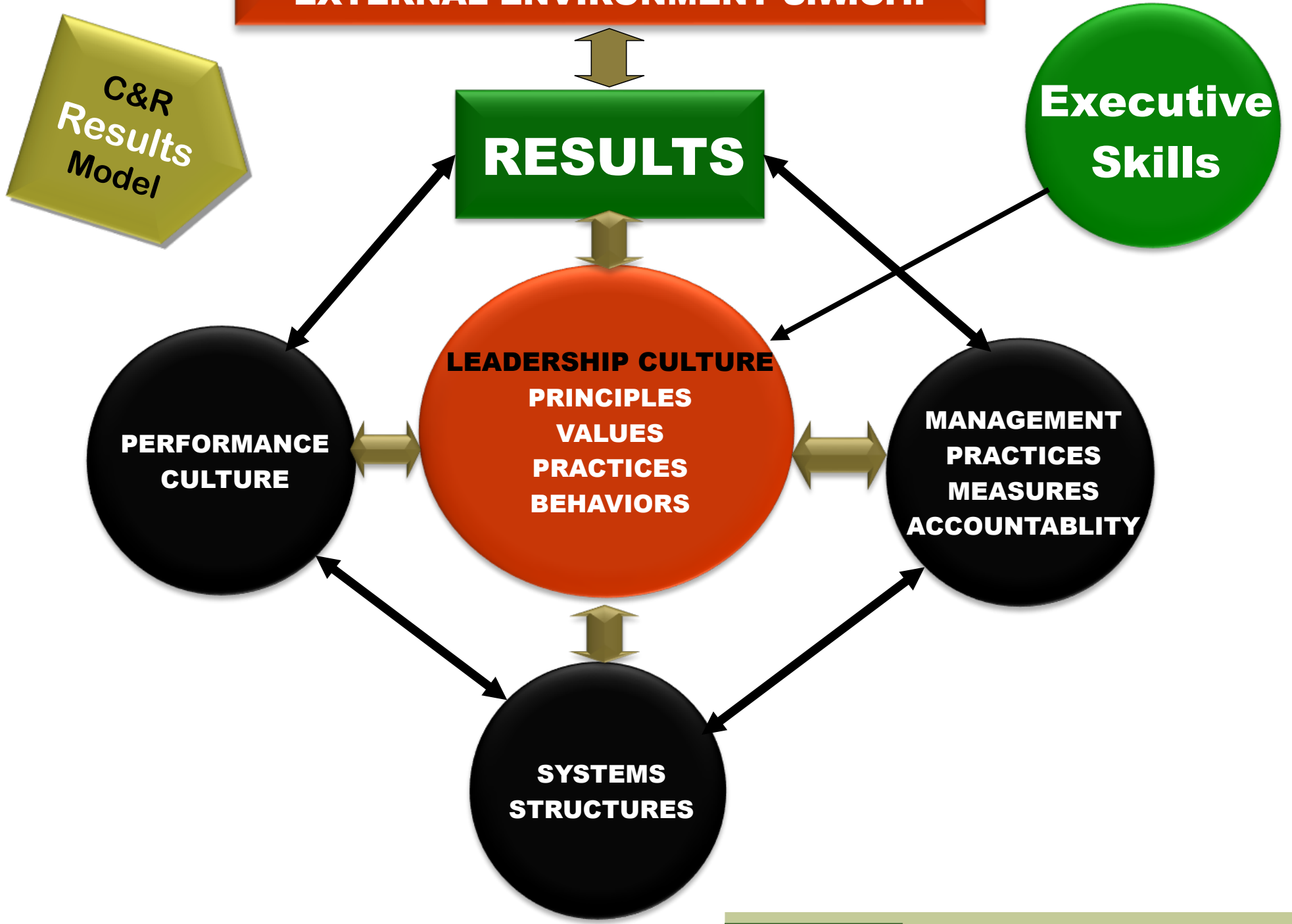
# CARTER & REYNOLDS

**Executive Development & Coaching Specialist**

Carter Drew  
**404.805.9797**  
Atlanta, Georgia

Harold Reynolds  
**630.400.7022**  
Chicago, Illinois

**EXTERNAL ENVIRONMENT S.W.O.T.**



# Implications of a **Reactive** Leadership Culture

## Focus

- Inability to define or too many priorities
- Resources are spread too thin
- Frequent crises and fire-fighting
- People rewarded for fire-fighting

## Teamwork

- Competition internal verses external
- Functions vie to protect turf verses shared agenda
- Fiefdoms are rewarded and encouraged
- Diversity is not valued and not leveraged

## Discipline

- Wide variations in performance of key people and processes
- Employees don't understand impact of performance on business
- Failure to meet commitments are excused or ignored
- Major in the minors, weak return on management's time

## Innovation

- *Focus on internal benchmarks verses high performing competitors*
- *People rewarded for performance maintenance, not pushing envelope*
- *Progress on products, service and process slow and incremental*
- *Pace of change is faster on the outside of the organization*

## Urgency

- Lack of focus external customers
- Responsiveness not valued
- Complacency in behavior
- Lack of focus internal customers
- Wait until told mentality
- Being content and satisfied

# C&R Strategic Alignment Process

## External Scan

**Interview Key Stakeholders**  
**Identify Key Trends**  
**Opportunity & Threats**  
**Challenges & Concerns**  
**Conduct Brand Analysis**

## Strategic Identity

**Vision-Where are we going**  
**Mission-What is our Purpose**  
**Strategy-What path will we take**  
**Values-How we behave along the way**

## Strategic/Execution Plan

**Set Strategic Priorities**  
**Set Implementation Strategy**  
**Actions Plans and Accountabilities**  
**Timeline, Measurement & Monitoring**

## Gap Analysis

**People/Skill Capability Gaps**  
**Process Capability Gaps**  
**Technology Capability Gaps**  
**Culture/Leadership Capability Gaps**  
**Financial Gaps**