

Robert C. Goodell, MS, MA

Bob Goodell leverages an approach built on a “just in time” learning model as opposed to a more academic, or “just in case”, learning model. His coaching approach assumes the path to increased effectiveness as a leader lies in experimenting with new behavior on the job. Critical to this is the need to identify the desired results and upcoming opportunities, then to try those new approaches to obtain better results. All of this is done in the context of on-going business activity so that it’s relevant, practical and makes a difference that matters. Bob’s clients find that once they experience success with the new approach, they are driven to continue to refine that approach and sustain the results without undue reliance on Bob. Bob has a particular expertise in supporting executives who are facing significant change in their businesses, or need to leverage their leadership style to develop high-performance teams. Bob is a versatile coach effective in both the C-suite as well as mid-level executives.



Bob has been in private practice as an Executive Coach and Management Consultant for over 14 years. He is an Adjunct Professor at Fairleigh Dickinson University in their MAOB Program.

Bob holds a BS and a MS in Electrical Engineering. He also received his MA in Applied Psychology from Fairleigh Dickinson University and has completed coursework toward his doctorate at Stevens Institute.

Key Highlights:

- The president of a major division of a global manufacturing company sought to transform his leadership team into an aligned high performance unit. Working with each individual team member, Bob conducted an extensive qualitative 360 degree feedback process. Additionally, he introduced to the team an organizational culture inventory to measure the existing culture and member descriptions of an ideal culture. Gaps in these two measures were used to develop leadership initiatives. In team meetings, he facilitated members sharing insights from their feedback and their professional development plans. The team was also able to discuss openly and to resolve all the issues that were limiting team performance. The outcome of this work was an unprecedented degree of collaboration among team members, especially between marketing and manufacturing units. The business results attest to the contribution this work made.
- The President of a private investor group and the CIO of a large financial institution were both newly hired from outside the company. Bob coached

both through the difficult “On-boarding” process and helped them become productive quickly. In both cases, he conducted qualitative feedback interviews with key stakeholders and helped the clients incorporate the results into their development plans. He also helped them experiment with new behaviors and leadership approaches to build important relationships with their stakeholders. Each was able to successfully make needed changes in their respective organizations and to gain the respect of their peers.

- A Vice President of Finance was viewed by management as self-absorbed, deferential to superiors, and a pompous, micromanager of subordinates. The finance function was seen as reactive and policy bound in support of sales. Through assessment, coaching and on-job assignments, Bob helped the executive experiment with new approaches to his work. The results were a dramatic improvement in interpersonal skills and coaching of subordinates as well as taking a more engaged role with superiors. This greatly improved cooperation and teamwork among direct reports and the helped the financial function to be viewed as a true partner by the operating units.
- A major New York based financial services organization had assembled a new team for its Southeast Region from a mixture of existing employees and members of a newly acquired regional organization based in the Southeast. There were significant cultural differences between the two groups and that was impacting the performance of the team. Through intensive team building activities, Bob was able to help the team overcome their differences and to build a climate of trust that enabled them to perform effectively.
- The business development and operations departments of a large construction company were experiencing conflict that was affecting company performance. Through the use of assessment instruments, interviews with the executives involved and an off-site team building workshop, Bob helped resolve these differences and a much improved working relationship was developed.

Companies I've Worked With (and Years With Each Company):

- Ebasco Services 1983-1986
- Department of General Services:
City of New York 1986-1989
- Office of Thrift Supervision 1987-1988
- Gilbane Building Co. 1988
- Johnson and Johnson 1987
- Seiko Corporation of America 1995-1998
- Princeton Plasma Physics Lab 1997

- CIT 1998
- Federal Home Loan Bank of NY 1997-1998
- The Workplace 2000-2007
- Lotus Development Corp. 2000-2002
- JP Morgan Chase 2000-2005
- Horizon BC/BS 2002-2006
- Wachovia 2007
- Endurance Reinsurance 2007-2009
- Prudential Financial 2005-2011
- John Deere Co. 2007-2011

Geographies I've Worked In:

USA/Germany

Leader Positions I've Coached:

- Middle Management, Director, VP, Sr. VP, and C-Suite Executives.

Business/Talent Challenges I've Helped Leaders Solve:

- Strategy Development
- Communication/Interpersonal Skills
- Board Presentations/Board Relations
- Coaching and Developing Others
- Transition from Managing to Leading
- Effective Delegation and Empowerment Skills
- Performance Management
- Effective Conflict Resolution
- Time Management/Priority Setting
- Team Building
- Career Management
- Change Management

Leadership Experience:

- Bob is a founding member of the New York City based Coaching Coalition which blends coaches and organizational Coaching Practice Leaders in an interactive forum.
- Bob serves as an adjunct professor in the MAOB Program where he has developed and conducts a graduate course in Executive Coaching and mentors graduate students in that Program.