

Timi Gleason, MCC

Timi Gleason has been president of her own leadership development and executive coaching firm since 1994. Her company is based in San Diego, California, and specializes in building leadership EQ (emotional intelligence). Timi's philosophy is to help clients build business acumen and maturity. She works with clients within a coaching framework that incorporates behavioral data, motivational and work preferences, and a personalized development plan resulting in new skills and accomplishments. Timi places emphasis on developing professional accountability, learning basic systems thinking as a means to achieving transformational goals and increasing strategic vision.



She often works with leaders to improve their rapport- and network-building skills, business creativity, and intuition. Timi has over 15 years functional HR leadership experience and another 20 years leadership coaching and hands-on organizational development success.

She has a Bachelor of Science degree in (an Interdisciplinary major) Psychology / Sociology / Consumer Sciences with an emphasis in Adolescent Psychology. She is a Master Certified Coach and has additional advanced certifications in Creativity from the University of California, La Jolla; Gold Mastery in Systems Thinking & Strategic Management from the internationally recognized Haines Centre for Strategic Management; community and group mediation certification from the San Diego Mediation Center. In addition, Timi is certified to administer The Birkman behavioral assessment, the Myers Briggs Type Indicator, and encourages the use of assessments that measure Influencing Style, Communication Style, and will spark leadership effectiveness.

Timi has mentor coached clients in Israel, Canada, New Zealand, Great Britain, South East Asia and regions across the United States. Timi was raised in the culturally diverse city of San Francisco and has represented culturally and ethically diverse causes: microcredit loans for the poorest of poor (India & Mexico), enterprise development for middle eastern refugees, grass roots credit union management, Rotary International programs as a two-term club President.

Key Highlights:

- Timi is known for her successful interventions with (both) troubled individuals and high-risk departments: Late last year, Timi took on a dysfunctional group of a dozen leaders who had lost the respect of their shareholders and peers. Timi helped them develop team norms, a new desired state and helped them quickly reinvent their group persona. With Timi's mentorship they successfully gained renewed support and

credibility in a record 180 days as demonstrated in the department Talent Review results.

- Introduced a new approach to creating meaningful annual development plans, 360s, and evaluations for promotional readiness by aligning developmental opportunities with mastery of specific leadership competencies & success factors (i.e. Coaches and Develops, Promotes Accountability, Inspires Innovation, Thinks Strategically, Builds Business Acumen, Respects Company Values, etc). Increased employee effectiveness and promotional results immediately by anchoring this formula for success with desired behavior changes.
- Timi has worked with 70% male and 30% female leaders due to predominantly working in male-dominated industries where she has learned to address tough or embarrassing topics openly and effectively and use her positive influence and strength as a woman to elicit command and progress.
- Timi is often given the “impossible” challenges that no one else would be able to tackle and she is adept at turning around stressed-out, talented (and misbehaving) top leaders.
- Working with various HR business partners, Timi mentored creative use of the tools available in Strengths-Based Leadership (Gallup Corp) to engage, build trust and easily integrate newly acquired teams into the core company culture. Timi helped create productive cross-functional dialogues, acceptance of changes in policy and practices, and ease of integration in 90 days; effectively lowering resistance and increasing morale and employee engagement by working with HR and the department leaders.
- Successfully influenced senior team members in I.T., Operations, and Marketing to learn and start utilizing a simplified version of Systems Thinking and Strat Planning as a means of speeding decision making and changing the tactical limitations of current state decisions. This three-year metrics-driven change management process resulted in revenue growth and approximately 5% more market share as alignment improved. Adding systems thinking helped create a competitive edge against direct competition.
- Designed and conducted post-layoff change management training for leaders and their staff. With this support the teams were able to effectively move their teams through their grief smoothly and quickly. (Curriculum: William Bridges’ Transition Model)
- Timi helped a functional vice-president who did not want to become labeled as a “hatchet guy” discover and develop his influencing skills and understand his unbridled stress responses so that he could manifest the

results he really wanted. With steady self-development, the VP transformed his reputation in 90 days as witnessed by other leaders who reported the dramatic changes.

- Custom designed “accountability training” courses for leaders based on The Oz Principle.
- Created a forum for senior leaders to meet and make joint decisions outside of their weekly bread and butter meetings with the general manager. Translated for the VP’s their frustration and vision for a new and more productive weekly dialogue. Over the last six years, have updated and helped reformat this highly successful “Challenge Board” that educates and funds new initiatives and moves it through the business.

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

- Timi has held senior leadership positions in Fortune 200 to 1000 companies and held executive coaching contracts with the following companies:
 - Cox Communications Inc 2003-Present
 - Bekaert Specialty Films 2003-2004
 - McGladrey and Pulle 1999-2000
(a division of H&R Block)
 - HR Solutions 1993-2003
(a division of Eastridge Group)
 - JC Resorts 1991-1993
(large family-owned, 7 property hospitality group)
 - Tribune Company Newspapers 1984-1992

Within the HR Solutions interim leadership and coaching contracts Timi worked with many large companies: Alaris Medical Instruments, Quidel Biomedical, Household Auto Financial, Delimex Fine Foods, GEICO, GERS Retail Software Developers, Siemens et al. Many of these companies included ethnically and culturally diverse populations of employees, especially in the hospitality and food manufacturing industries.

- Timi has owned her own consulting and coaching company concurrently since 1994.

Geographies I've Worked In:

- USA
- All foreign coaching or leadership has been successfully conducted on the telephone from the USA: Israel, Great Britain, Canada, New Zealand, Switzerland, Mexico, and Southeast Asia (primarily Vietnam)

Leader Positions I've Coached:

- Vice Presidents: Marketing, Network Operations, Call Center, Internal and External Sales, Engineering, Field Ops, I.T., Circulation, Newsroom Editors, Software Development, Business Development, Gov't and External Affairs (25 years)
- Groups of Vice Presidents in meetings where group dynamics are poor; or a new communication skill is being monitored for proper use; or a behavioral agreement is being forgotten or ignored. It's been her responsibility to call it out. (10 years)
- Directors (all functional groups) (25 years)
- Middle Managers and Management groups of cross-functional leaders or regional managers (10 years)
- Groups of Technical or Operations Middle Managers and Supervisors (20 years)
- General Managers / CEO's (occasional)
- Publishers (8 years)
- Small to Medium-Size Business Owners (15 years)
- Independently Wealthy Altruists (15 years)
- PhD's (intermittent)

Business/Talent Challenges I've Helped Leaders Solve:

- HR Business Partner Competencies
- Interventions that successfully "shift" leaders away from unwanted poor behavior
- Improving ability to interview for promotions
- Improving interviewing technique as a leader

- Facilitating regional summits to support large, emerging change management
- Cross-functional facilitation to problem solve large, messy business challenges
- Developing a Desired State and articulating Current State
- Facilitating an Environmental Scan
- Defining, planning, setting metrics, and executing strategy
- Demonstrating techniques to move from tactical thinking to strategic thinking
- Assertiveness techniques in 1:1 and group situations
- Managing workplace politics; unraveling politics to stop it altogether
- Conflict management using company-sponsored techniques
- Assistance to reframe problems or challenges
- Change management principles, techniques, and tools
- Elements of performance coaching: creative approaches, new insights
- Managing conflicts and conflicting points of view at high levels
- Influencing styles and differences
- Managing stress and reactions to stress
- Discovering one's authentic leadership style
- Defining and increasing competitive muscle
- Retaining talent and identifying high risk individuals
- Development of authentic leadership style
- Emotional Intelligence (EQ) refinements for VP/Director leadership
- Crucial conversations and related problem solving
- Accountability awareness and distinctions
- Trust principles and development
- Finding the common thread between philosophies, divergent groups and productivity
- Have managed a department with employees and a budget
- Making decisions that effectively address the needs of diverse locations and populations

Leadership Experience:

- Timi has authored two business books on leadership: *The Perceptive Leader* and *Coach as Strategic Partner: A Survival Guide for Managers*.
- Timi developed her organizational development skills and coaching style early in her leadership career when she became a senior team member in an unfamiliar industry during a tumultuous period in the company's history. She established herself quickly as an affective team member by facilitating strategic approaches, and demonstrating productive decision making. Fellow directors quickly became dependent upon her for big picture thinking, creative solutions and team vision as their HR leader.

- Timi has lead several organizations and serves actively on boards of directors. Most current are: the Association for Strategic Planning (7 yrs), the Global Association of Systems Thinking (1 yr) and local leadership in Rotary International (5 yrs).