



GOT SOCIAL?

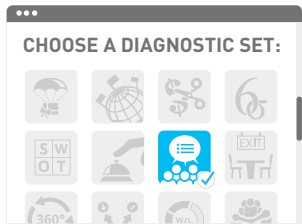
An Exec Coach Guide to Quantifying Organizational Health

9LENSES®



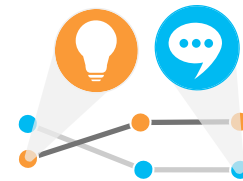
ORGANIZATIONAL INTELLIGENCE SOFTWARE

Capture uncommon insights from your employees, customers, and clients. 9Lenses maps these insights to your business so that you can approach your toughest challenges with expert-level perspectives and make confident, data-driven decisions.



Apps for Any Business Discovery Project

Our apps automate critical business discovery projects for nearly every use case.



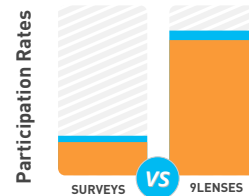
Uncover Uncommon Insights

Uncover uncommon insights from employees and create significant enterprise value.



Gather Insights Faster Than Ever

Face-to-face interviewing is outdated. Capture insights within minutes; not months.



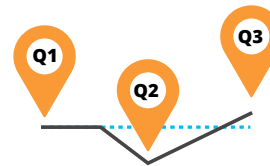
Higher Participation Rates than Surveys

Traditional surveys suffer from low participation, 9Lenses sees higher response rates.



Inform, Align, and Engage your Employees

The benefits of capturing employee insights extend beyond the insight itself.



Benchmark your Performance

Monitor and your progress over time and strive for continuous improvement.



[Request A Demo](#)

[Tour The Software](#)

To Learn More: www.9LENSES.com

SUMMARY

This report is not designed to sell executive coaching services. Instead, It introduces coaches to tools and measurements that help articulate the value they bring to an organization. Data-driven performance is the name of the game in the information age, and this paper equips coaches to win that game. If you desire to maximize value for your clients and grow professionally,

then **this paper is for you...**

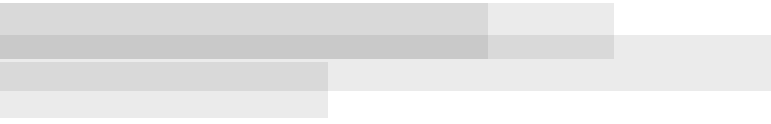


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Table Of Contents

01 Why Don't Coaches Quantify?	04
02 How Does Social Technology (9Lenses) Work?	05
03 What Does Owning Social Data Mean For An Exec Coach?	06
04 How Does Social Technology Track Progress Over Time?	08
05 How Can I Help My Client Improve In the 9Lenses?	10
06 Can Social Technology Make Me Sticky?	11
07 Is Social Technology Applicable to All Industries	12
08 Can Social Technology Turn Around A Troubled Business?	13
09 Conclusion	14
10 BONUS: Social Technology: A Shopper's Guide	15



Fewer than one in four executive coaches ever provide quantitative data to demonstrate their ROI.

Why Don't Coaches Quantify?

Did you know that fewer than one in four executive coaches ever provide quantitative data to demonstrate the impact of their services?¹ Perhaps this is why most businesses don't use exec coaches.

Yet, Booz Allen Hamilton proved that for every dollar invested in executive coaching, clients gained \$7.90. A similar study by MetrixGlobal placed the ROI for executive coaching at 529%. Manchester Inc. set coaching's ROI at 600%.²

Why the disconnect? If executive coaching consistently yields such great returns, why do companies overlook the investment? Perhaps the problem lies in the way executive coaches communicate their ROI to potential clients. As dad used to say, "the job's a lot easier when you have the right tool." We agree. That's why we've created tools that measure the best known indicator of future performance, organizational health, and demonstrate your ROI to present and future clients.³

How Does Social Technology (9Lenses) Work?

Crowdsourcing has become the new buzzword in business, but the concept **should not be dismissed as a passing fad**. It's the ultimate outsourcing method. Rather than emphasizing internal/external resource management, crowdsourcing engages a "crowd" to accomplish some strategic objective. 9Lenses reaches out to an organization's stakeholders (e.g. employees, board members, executives, investors, and customers) to "crowdsource" the learning process behind assessments of organizational health.

9Lenses engages real people in a way no other software platform can: it asks the right questions, listens, and connects all the answers. Each application session is made up of targeted diagnostics that are tied to a specific "Lens," "Sub-Lens," and "Theme." Each user's thoughts are mapped according to those categories or "schema." The schema shows interconnections between the lenses and powerful opportunities for organizational change. All of the diagnostics are fully customizable to meet the needs of your specific client's business model and industry.

"In three hours or less, social technology (e.g. 9Lenses) allows you to know more about your client's company than its C-level executives.... But How?"

What Does Owning Social Data Mean For An Exec Coach?

Using a data platform to aggregate perspectives and measurements of organizational health yields myriad benefits. All users (most especial, you, the administrator) can cultivate comparative data sets, demonstrate the effectiveness of your services over time, and begin to see patterns that only grouped data can illuminate.

For example, let's say that over the course of a year, you coached a company whose corporate culture was destructive and in desperate need of visionary leadership. Assume you succeeded, the executives you trained are far more effective, their employees are happier and more productive. The CEO now has to decide if you are worth keeping on for an additional year. He invites you to give a 10-minute presentation before 15 members of the executive leadership team. How do you quantify your impact?

With 9Lenses, it's easy. Before beginning your work, you would have run the company through a social discovery baseline and discovered severe problems in the "People Lens." You would have known right away that culture, leadership, and organizational design were significant challenges and coached your executives accordingly.

Throughout the year, the company would have re-run application sessions to track progress within every department. You would, of course, pay special attention to the People Lens, and show clients the precise numerical increases you helped generate in that lens. You have now taken the company from yellow or red to green. Well done. The CEO now has a clear way to articulate your impact before the

9Lenses' social learning applications create powerful data sets that you can leverage to stand out from the crowd. 9Lenses apps offer you a clean, simple, effective way to demonstrate your ROI and go above-and-beyond your client's expectations every time.

enterprise's board, CFO, and investors. Wouldn't data like that help you secure great referrals and even reengage clients that used your coaching services in the past?

Owning the Data Means...

Imagine a world where you could see how your data compares to other coaches' and companies? What if all that data was segmented by industry and lens? Imagine the insights you could find. Perhaps you could discover new best practices, earn more clients, win a handoff, or even justify your seminar to coach the coaches.

Track—You track the benefits of your coaching services lens by lens over time.

Insight— If the executive team is ready to listen and confront their greatest challenges, you'll be the one with the answers, relationships, and recommendations.

Referrals—You've just developed a new sales tool. Your analytics dashboards within 9Lenses' schema demonstrate the changes you affected within your client's company. Leverage these to win referrals.

Reengage—Now, you can reengage old clients in a robust conversation about the present state of their business and offer to reveal their top opportunities and challenges.

Credibility—Your credibility is greatly enhanced when you benchmark your services against clearly defined industry standards.

Evolve—As you coach, the perceptions around your executive will alter. Tracking those changes allows you to coach during the play.

Catalyst—You're now the catalyst of some of the most important changes your client's organization will make.

Record—Develop a proven track record by showing future clients that you really can take their 9Lenses from red to green.

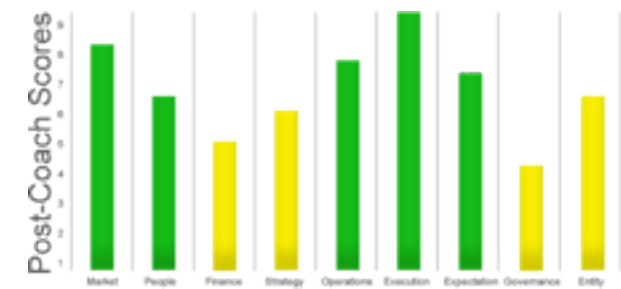
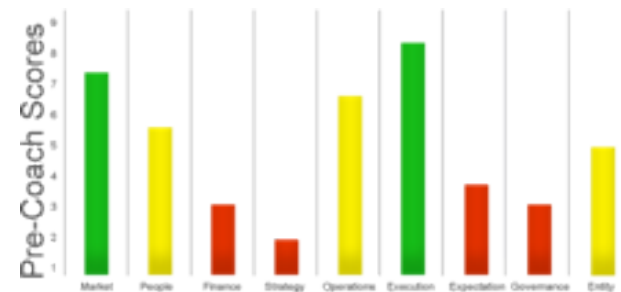
Compare— You can even compare your data to other industries, to best of breed enterprises, and the portfolios of other coaches to learn and continue to grow.

Happiness— You're empowering those in the organization who normally wouldn't speak out to share their perspectives which makes them feel valued and heard.

How Does Social Technology Track Progress Over Time?

Consider the following 9Lenses Baseline outputs for two real companies. Your executive has a very tangible role to play in moving the company from the first predominately “yellow and red” assessment, to the great “mostly green” assessment. The CEO of the first company with the worst data threw down a challenge to his employees with this data: “If we don’t improve these 9Lenses a year from now, we don’t deserve to be a business.” An inspiring challenge, but to do it an organization needs to track changes in each lens over time. The process is as simple as placing a few application sessions on the calendar and periodically reviewing the results.

Employees will take a 9Lenses app session that can be easily customized to serve up a range of topics across all 9Lenses (market, people, finance, strategy, operations, execution, expectation, governance, and entity), or go incredibly deep in one or two lenses, such as a “Culture sub-lens” deep dive. Interacting with a social platform, instead of an intimidating meeting or boardroom, with the optional protection of anonymity, increases honest participation and reveals more insight about a business than has ever been possible.



After employees complete several sessions, 9Lenses' insight engine will allow administrators (e.g. you) to measure progress via employee perceptions. Those perceptions are reality, and reframing those perceptions is exactly the sort of impact your client wants to have in the organization. You can, of course, input any topics you want to measure, by simply tagging them to the appropriate Lens and sub-lens. When you base coaching insight on real data, and validate your executive's ideas with employee comments, you facilitate lasting change. Measuring through the 9Lenses gives you best data available, and quickly measures progress (your ROI) whenever you want.

9Lenses can reveal key sources of dysfunction like misalignment, personality conflicts, and communication bottlenecks.

How Can I Help My Client Improve in the 9Lenses?

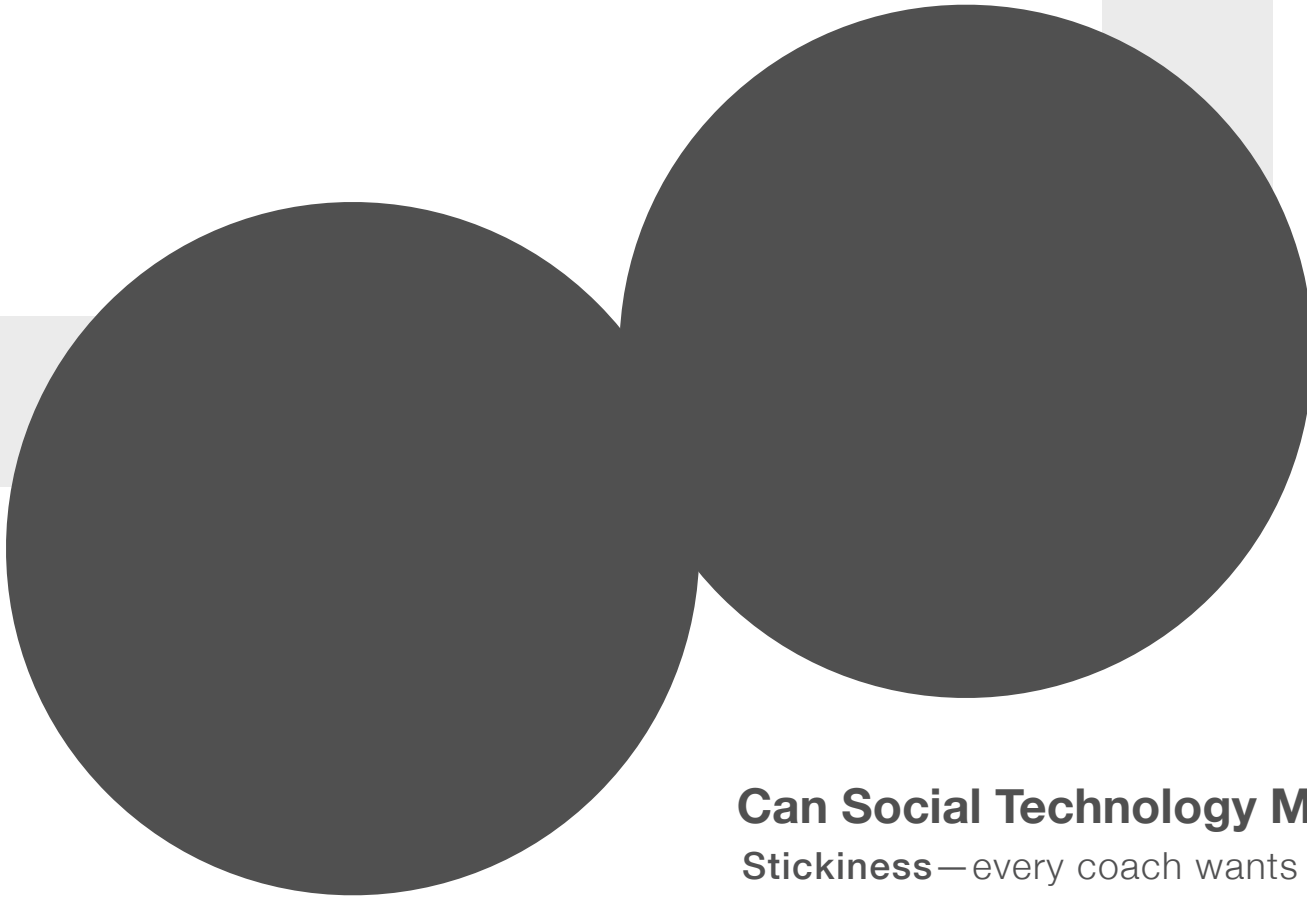
Because coaches work so closely with particular executives, coaching ROI has to begin with the type of culture those executives form. Helping your executives develop creative, productive, and empathetic culture of leaders often leads to viral improvements in every lens. We have consistently found that organizations that hire and invest in great leaders outperform expectations.

Consider this, 9Lenses recently partnered with a large government contractor in the middle of an acquisition. The company's Strategy and Operations lenses were severely misaligned. Strat. and Ops. did not play well together. You'd expect those handicaps to undermine the merger, but they did not. Why, because the People and Execution Lenses were outstanding. This contractor hired motivated leaders at every level of the company. The normal bureaucratic management necessary to keep disengaged employees on task was not needed. The company ran far more efficiently than its competitors and compensated for weaknesses in the other

"Growing leaders matters, which is really just another way of saying-people matter."

lenses by building a healthy culture of accountability and responsibility.

Growing leaders matters, which is really just another way of saying—people matter. That truth is often lost in big business. Fortunately, executive coaches are training leaders to empower their followers. 9Lenses' data has shown time and time again that investing in people transforms organizational health. Organizational health trickles across the whole business and eventually improves the bottom-line. 9Lenses helps coaches track the ripples that their executives cause throughout the company's culture by measuring the perceptions of the employees, investors, and customers affected by relevant changes. The changes are tracked over time, and accessed in a secure web-based cloud.



Can Social Technology Make Me Sticky?

Stickiness—every coach wants their ideas and services to “stick” with their clients. Great coaching always sticks for the executives you work with directly, but it can be challenging to help other important players in the company see the value of executive coaching from the outside. 9Lenses helps coaches demonstrate quick wins that verify the legitimacy of their more long-term efforts.

Is Social Technology Applicable to All Industries?

Yes! 9Lenses has developed a language that transcends industry. By connecting all organizational learning into nine common lenses, we've essentially created a classification system for business. Every company has these 9Lenses.

We've worked with companies in both the private and public sector including three members of the Fortune 500 and representative companies from manufacturing, technology, financial services, science, engineering, cyber security, and construction. Our referral rate stands at 100%. Every industry may have different content within the lenses, but you can speak the same language irrespective of what industry you are coaching in. We understand how difficult it can be to constantly move between clients who expect you to know the ins-and-outs of their business and industry.

9Lenses overcomes that challenge by providing a common language across all industries and company types—a powerful end-to-end business schema that drives action through powerful insight.

Every Company Has 9Lenses:



Market – Demand, with timing, characteristics, customers, etc.



People – An organizational design, culture, employees, leadership.



Finance – A financial model, forecasting, industry comparisons.



Strategy – A vision, offerings, delivery outlets, sales channels.



Operations – Processes, systems, plans, objectives.



Execution – Performance and measurements.



Expectation – Customers, employees, stakeholders, leaders.



Governance – Management structures, oversight, principles.



Entity – Incorporation status, risk management, intellectual property, contracts.

Can Social Technology Turn Around Troubled Business?

Can Social Technology Turn Around A Troubled Business?

Yes, it plays a strong role, but it's only software. Imagine you are coaching a football team, but your vision is getting a little blurry and you can't clearly see your players or how their decisions affect the game. Using 9Lenses is like putting on a pair of glasses, which sharpen your view and allow you to coach with confidence. The human or "coaches touch" will always be required to turn around a troubled business, but 9Lenses can reveal the best places to invest scarce resources. Leaders can assess what people know and don't know, where problems persist, and watch gaps close as the turnaround takes place.

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9Lenses' CEO Edwin Miller is a turnaround artist. In fact, the 9Lenses were developed as part of his process for rescuing troubled companies. He's been a CEO at four previous companies, and literally rebuilt them from the ground up. One of the top challenges in a turnaround situation is deciding what to do first. Every exec at the company thinks they know what ought to be done, but no one can agree on a starting point. 9Lenses encourages businesses to solve problems based on real data, not unquantifiable instincts. Now your executive can confirm his/her opinions with data.

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CONCLUSION

9Lenses' insight platform and comparative analytics tools use social technology to assess the health of any organization. In just a few hours, coaches can ascertain any organization's top challenges and opportunities. Most importantly, 9Lenses cloud-based software applications help coaches track and quantify the evolution of their client's organizations over time.

Consider how powerful that information becomes when placed in the hands of an executive coach. A coach is often an executive's closest sounding board, council, and friend. With 9Lenses, that coach can help executives pinpoint actionable areas for improvement across the entire company, and track their client's success as they flourish.

BONUS: The Social Technology Shopper's Guide!

Are you considering social technology platforms to help quantify your ROI? Here are the Top 5 Questions to ask when comparing tools.

Does the platform:

1. Help me assess my client's organizational health and culture?
2. Engage every person affected by the organization?
3. Allow me to compare performance over time, tracking progress?
4. Connect learning? Does it organize data into an interconnected schema rather than disconnected silos?
5. Allow me to customize measurements to meet each client's unique needs?

Visit [9Lenses.com](https://9lenses.com) learn more about our Executive Coach Partnership Program and receive a free one-on-one session with a business optimization specialist.

Works Cited 9LENSES®

¹ *Harvard Business Review*,
2009, <http://hbr.org/2009/01/what-can-coaches-do-for-you/ar/4>

² *Action Industry Statistics*, <http://exec.actioncoach.com/industry-statistics.php>

³ *The Advantage: Why Organizational Health Trumps Everything in Business*,
2012, <http://exec.actioncoach.com/industry-statistics.php>

⁴ <http://www.leadershipnow.com/leadershipquotes.html>



Connect With 9Lenses

We empower business leaders to use this data as a road map to drive improvements and help employees acquire the knowledge and skills to make business excellence sustainable. Whether you want to take your business to the next level or grow sales and customers, the Lenses provide the focus.

Sales Team

sales@9lenses.com

Need help understanding the value of the 9Lenses Software Platform? Contact Sales.

Analyst Team

analysts@9lenses.com

Need a custom app built or a demo of the 9Lenses Analytics Tools? Contact our Analysts.

(855)-953-6735

Learn More: www.9Lenses.com



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