

HKM Coaching & Consulting

Heather Kumari McClellan
www.hkmcoaching.com
heather@hkmcoaching.com
512 808 0540

An overview of: trainings and workshops, coaching, consulting, testimonials, relevant modalities and frameworks, and background

Trainings and workshops

All trainings and workshops include:

- Relevant supplemental materials
- At least some experiential components (for short talks) or a heavier, solid dose of experiential learning, including a demo, breakout or full group work, and debriefs for integration
 - More time for hands-on experience yields more integration and thus habit change
- If a given team loves extra theory or extra experiential learning, that will be accounted for in training delivery
- All trainings can be tailored to speak well to STEM-focused individuals and teams

Session lengths, unless otherwise noted:

- All training items can exist as single sessions or a multi-part training
 - Multi-part trainings are ideal for lasting behavioral change
 - Single sessions can range from thirty minutes (more of a talk) to a full day
- One hour to ninety minutes is often recommended for remote sessions, pending desired outcomes
- For in-person work, sessions are typically ninety min/two hours or a half or full day unless otherwise noted

Leadership development and skill building

- **Empathy training**, including empathy training targeted to *sales, innovation, scientists and engineers*. Participants learn concepts and practice to experientially get a sense of what is quality empathy vs common pitfalls. When done in one session, this is best delivered as a 90 minute workshop. Works great as a multi-part training
- **Communicating with teams during times of uncertainty and/or crisis**. How to keep people out of anxiety mode and able to focus and stay engaged and trusting of leaders. These communication strategies account for how people best receive certain types of information, and how people react to degrees of transparency or the lack thereof.
- **How to get great outcomes from difficult conversations / handling conflict at work:** Individuals gain the skills and confidence to address tough work conversations proactively and effectively. The enduring skills from sessions can ripple out and

positively shift the culture of an organization. This can be done between two people or a team, and/or as “just in time” spot coaching on a call-in basis.

- **Unconscious biases and strategies to counter them**, with foci including biases that can significantly thwart: goals, sticking to deadlines, and interpersonal dynamics/team health. Bias focus can be tailored to client goals.
- **Maximizing innovation and employee motivation**, including a way to frame goals that can 10x creative performance and increase engagement, per research findings.
- **Active listening training** can be used to increase sales, trust on teams, team performance, and minimizing miscommunications. This can be done as a standalone training or as a precursor/complementary to empathy training or a sales training.
- **How to give and receive feedback**. Participants are left confident and comfortable with giving and receiving quality feedback; individuals and teams thus uplevel more quickly.
- **How to conduct a great exit interview** that yields the best company feedback and has the employee part on a good note. Includes ways to aikido particularly tense moments and utilizes active listening and empathy skills.
- **Trust-based sales skills**, with an emphasis on identifying core customer needs--even when the customer isn't clear on them--and generating trust, using reflection, empathy, all per evidence-based sales models. Great done as multiple sessions to make sure individuals are integrating techniques well.
- **Train the trainer**. Training people within an organization to facilitate relational skills for ramping up team EQ and creating more trust within the org. Ideally this training occurs over more than one day, e.g., with follow ups.
- **Pitch training or feedback**, from a perspective of subtle relational cues that impact the interest and receptivity of the listener. According to data, how someone comes across in a pitch plays a significant role in the outcome, often more so than pitch content.

Wellness

- **Burnout prevention and resilience**, including heavily scientifically backed mindfulness methods for decreasing stress and anxiety. Focus can be on individual strategies and/or team culture tweaking towards this topic.
- **Being human together during difficult times**. Yields both higher-performing teams and more relaxed, engaged, and well-synched employees. These team bonding events are a more recreational version of those listed under “Maximizing team performance” (below).
- **Mindfulness for habit change and stress reduction**. Can be done as an intro to mindfulness, including for skeptics who are allergic to “woo” framings. Pending the emphasis desired by the client, participants can learn to switch to positive and productive habits without needing willpower, as backed by habit change science.

Team dynamics

- **Maximizing team performance and trust** via trust-deepening, bonding, and communication-strengthening exercises. These events are extremely effective for building skill, trust, and psychological safety for teams. Participants leave feeling closer and with more distinctions and lived experience on how to have skillful interactions.

Standalone events can skew more playful or more emotionally deep. Fantastic when done as a series so skills and teaming deepen over subsequent sessions.

- **Cultural operating agreements for teams** based on crowdsourced feedback on how they break down and when they're at their best. This can be great for teams that are part of a larger company. Team members often see that they're aligned on what was previously unspoken. This cuts down on gossip and gives a chance to purge frustrations. Ending on how they work at their best generates inspiration and teaming. The group can then come up with agreed upon values and operating agreements, a.k.a. a sort of "rules of engagement."
- **Culture cleanup.** Teams clear out bad habits and learn to communicate smoothly. One session can be targeted to address specific concerns and/or entrain healthier habits than those currently at play, all with a context of gaining enrollment and feedback from team members on what might be very sensitive topics. Great done in multiple sessions to cover multiple topics or go deeper on targeted topics.
- **Purging unspoken frustrations.** Team members get a framework and a masterfully facilitated space to voice frustrations and concerns that may have been withheld. This yields relief and more trust on teams, given that they generally sense what's not being spoken but may be afraid to address. Participants also leave with a solid framework and cultural shift towards healthier communication. Done as a single session, the event will do a lighter dip into frustrations. Done as multiple sessions, team members will gradually gain trust in the framework that will allow them to go deeper and have more reverberating positive impacts.

Team strategy

- **Clarifying team purpose** enables greater innovation, motivation, and teaming. This can be great for teams within a larger organization, as their purpose generally exists as a subset of that of the overarching organization.
- **Strategic planning**, with an emphasis on purpose and values alignment. These sessions can produce vision-based goals on three time horizons (near, mid-term, and longer term) and identify the main work spheres for a given team to prioritize. This is typically a longer-format engagement of a half or full day; for remote sessions, it can be broken up into multiple sessions to prevent video call fatigue.
- **Retreat experience design and facilitation**, for any length of time. Heather can provide expertise on experience design for a retreat to be facilitated in-house, or can co-design and facilitate to hit any goals a team or organization might have. Facilitation can be done for any of the topics listed above, including bonding and connective elements. While retreats are often done in person, they can be modified for remote facilitation.

Coaching and Consulting

All coaching and consulting includes:

- Relevant supplemental materials and follow ups
- Deeply customized work, bespoke for a given organization and subset of people
 - Customizations include type of language used (including accounting for those skeptical of “soft skills”), accounting for preferred learning styles, and attuned degrees of rapport-building versus pushing on growth edges

Engagement lengths, unless otherwise noted:

- Can range from thirty minutes (laser sessions for coaching, mediation, and exit interviews, for example) to two hours for remote sessions
 - Unless otherwise noted, all offerings can happen remotely
- All work is recommended to occur with multiple sessions or engagements

Coaching

- **Executive coaching**, typically done as a six to eight month minimum contract in order to allow time for meaningful change. Heather’s coaching incorporates neuroscience, adult development models, bias awareness, psychology, as well as nuanced emotional attunement to help clients reach goals. Through developed trust, feedback and calling out patterns etc. is titrated to hit a sweet spot of support and growth. Clients move through blocks and blind spots, and already thriving individuals reach new levels of professional and personal success and satisfaction. A free call and shorter sample session is available to check client/coach fit.
- **Embedded coaching**, usually done via a part-time contract. Heather coaches multiple people within an organization (typically leaders) to help each with their personal leadership development and goals as well as synergizing and synching to reach meta organizational goals.

Consulting

- **Conflict mediation**, including conflict between founders: empathizing to de-escalate emotional charges, uncovering core interests and motivations, re-stating dialogue with less combative language, and tracking subtle, underlying relational dynamics between people who are in conflict. The relationship and outlooks are left with lasting improvement.
- **Exit interviews**. Using masterfully attuned attention and dialogue to get real and salient feedback so organizations can course correct before issues become more entrenched. The individual exiting is left feeling relieved; this may curtail negative ripples that would have otherwise been spread due to unheard frustrations. In some cases, the person feels so much better and such renewed trust in the company that they decide to not leave.

- **Meeting clean up.** Sitting in on meetings (e.g., board meetings) and naming emotional dynamics / cleaning things up as they go along, so participants and thus groups are less run by implicit feelings. E.g., if one member is speaking grumpily, checking what's happening and clearing up what is behind it. This typically feels strange at first for teams, then rapidly is shown to be incredibly useful.
- **In-depth team trust and rapport**—Feeling out dynamics in a group (be it a group of two or many), cleaning up misunderstandings and weak links in communication, and helping create psychological safety as well as relational skill building. A more robust and customized version of the team dynamics offerings in the trainings and workshops section.
- **In-depth issues assessment.** *Requires in-person presence.* Done ideally over the course of days or one or two weeks, this yields an astute picture of what's going on in an organization and the highest leverage components to address, which are often different than what stakeholders think needs fixing. Heather can background observe in meetings and daily operations and talk to individuals to get a sense of what the top interpersonal and communication, etc., issues are.

Testimonials:

Even within challenging constraints, Heather did an amazing job guiding and mentoring us . . . I highly recommend her to any corporate group.

- Dr. Ulli Waltinger, Head of the Machine Intelligence Research Group and the Founder and Co-Head of the Siemens AI Lab at Siemens Corporate Technology

My team is an *especially* tough crowd, and we were very impressed with Heather. Usually this type of soft skills group work comes across as either pretentious or childish, but she managed to strike a balance that had everyone feel engaged and open. She backed everything up with science so we engineers felt on board, and she was very authentic, which stood out and built trust. One of our old timer team members said she's the best facilitator he's ever experienced.

- Nora, Artificial Intelligence researcher, Siemens

As a facilitator myself (for the United Nations, governments of countries in conflict, and humanitarian/development nonprofits), I'm in awe at Heather's ability to engage participants authentically and in their own language, somehow seeming to meet each individual where they stand, fully aware of the reality that engineers and artists and accountants and HR managers are rarely ever standing in the same place. This is not a common talent, and I don't know how she navigates personalities and varying skill levels among participants so effortlessly. She knows how to step out of and back into the core curriculum more skillfully than any facilitator I've ever observed, assuring participants feel gotten. Another attendee said he somehow felt like he was both at recess and sitting in on his favorite guest lecturer at the same time. I laughed at the comment but it resonated. I hope someone leaves a workshop of mine saying that one day.

- Logan, Founder and CEO, Counterfactual Ventures, a venture fund and accelerator

Thanks to Heather, I am CRUSHING it this year at work. My leadership skills have like 5xed. Nonviolent communication and empathy are like freaky superpowers.

I was really impressed by Heather's facilitation—her ability to transfer useful models, zoom in on subtleties, and connect with the group, as well as charismatically holding the room and leading with authenticity. I've experienced a lot of facilitators, and she's the best I've seen.

-Jonathan, Senior Engineer at Uber

Informing modalities and frameworks include:

- Cognitive biases and subsequent countering strategies
- System One and System Two input per Nobel laureate Daniel Kahneman
- Robert Kegan's Immunity to Change process
- Mindfulness and neuroscience-based shortcuts for maximum innovation and creativity vs. amygdala hijack
- Nonviolent Communication
- T-Groups
- Authentic Relating
- Circling
- Appreciative Inquiry

Background

Heather trains, coaches, and consults for companies ranging from venture-backed startups to Fortune 100, with clients including Y Combinator alumni, Square, and Siemens. Her work includes collaborating with Silicon Valley startups on bespoke organizational health and resolving co-founder conflicts, and entraining empathy among Fortune 100 executives. Heather holds an advanced coaching certification from Columbia University.

She is a speaker on the topic of overcoming psychological blocks to growth, and donates her skills to great causes including the Future of Humanity Institute at Oxford University.

Heather has trained and mentored over 250 facilitators in the corporate and EQ training realms. She ran and co-grew a relational skills training group to the largest in the world, from 10 to 2,000 members, which is now Connect Humanity, an official non-profit for which she sits on the Board of Directors. Connect Humanity brings re-humanizing and relational skills training to disparate and underserved groups.