



AWC

advancing women's careers, llc.
coaching + organizational consulting

MICHELLE FRIEDMAN, MA, PCC

■ Background

Michelle Friedman is a certified executive coach, organizational consultant, facilitator and speaker with expertise in women's career paths. Her framework is grounded in a systems-based approach to coaching, combining an emphasis on individual action and an understanding of the larger organizational dynamics. She founded Advancing Women's Careers, LLC with the mission of strengthening the pipeline of female leaders in demanding industries through coaching motivated individuals and consulting to progressive employers.



■ Education

Columbia University

Master of Arts: Social-Organizational Psychology
Emphasis: Change Leadership

Washington University in St. Louis

Bachelor of Science in Business Administration
Major: Marketing
Concentration: Psychology

■ Certifications

- ▶ Coaches Training Institute (CPC credential)
- ▶ International Coach Federation (PCC credential)
- ▶ Hogan Assessments, Meyers-Briggs Type Indicator®, and Strong Interest Inventory®

■ Areas of Expertise

- ▶ Self-assessment & 360° Feedback
- ▶ Leadership Development
- ▶ Organizational Change
- ▶ Role Transition
- ▶ Goal Setting and Execution
- ▶ Effective Decision-making
- ▶ Delegation & Staff Development
- ▶ Team Dynamics & Effectiveness
- ▶ Executive Presence
- ▶ Relationship & Communication Skills
- ▶ Time Management & Work/Life Integration
- ▶ Career Re-entry Programs
- ▶ Retention & Advancement of New Parents

■ Professional Experience

Before founding AWC, Michelle spent 12 years in the corporate banking and financial software industries in key relationship management and marketing roles. Her corporate experience allows her to relate to the challenges her clients face in fast-paced, demanding work environments. Her work has been covered in *The New York Times*, *Harvard Business Review*, *Fortune*, *CNBC* and *CNN/Money*. Additionally, as a special advisor to iRelaunch, she helps to reintegrate professional women back into the workforce after pauses in their career path.

■ Select Clients

Michelle's clients span diverse industries, and she has developed a particular expertise in financial services. Michelle has worked with clients employed by (partial list):

- ▶ Goldman Sachs
- ▶ Morgan Stanley
- ▶ David Yurman
- ▶ JP Morgan
- ▶ Panasonic North America
- ▶ Canadian Department of Justice
- ▶ Bank of America / Merrill Lynch
- ▶ Canada's National Center for the Arts
- ▶ The Wharton School
- ▶ Credit Suisse
- ▶ Allen & Overy
- ▶ Citigroup

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■ Sample Executive Coaching Engagements

Cross-Cultural Relationship Building & Communication Skills

A Managing Director of international bank working as expatriate in Asia required help navigating her transition to greater responsibility in a highly-matrixed organization spanning multiple geographic areas. We developed her leadership style and improved her ability to manage relationships up, down and across in various cross-cultural situations. She has been promoted several times during the coaching relationship, and selected for an elite leadership program in the NYC headquarters of the bank.

Moving from Individual Contributor to Leader

Upon a promotion from team member to department leader of national arts organization, a client was struggling to adjust to the new role supervising her former peers. We defined her vision for the group and designed a strategy for her biggest challenges. Through ongoing coaching, she was able to direct an annual production schedule of hundreds of events with declining resources. She has evolved into a confident leader with genuine executive presence.

Leading Strategic Planning & Restructuring

An Executive Director of large family foundation was coached in identifying and leading a new strategic direction and the related restructuring of operations. I provided organizational development resources and thought partnership which supported process improvements and redesigning of several roles. She was successful in making a compelling case for change and enrolling her staff and Board in the process.

Executive Team Design & Facilitation

A CEO/founder of an independent financial advisory firm requested assistance in designing and launching a new executive team which would assume many roles of the founder. Based on data collected through interviews and surveys, I designed and delivered a two-day offsite with elements of education, data feedback, and foundational work to set norms and goals. CEO and senior leaders were coached to make the leadership succession successful.

Coaching Millennial Talent at Wharton

Selected as External Coach for innovative Wharton Executive Coaching & Feedback Program. Over the course of a 12-month program, work one-to-one with first-year MBAs to build self-awareness and leadership skills. Digest and create development plan from extensive 360° appraisal process. Focus on team effectiveness, communication techniques, personal brand, and career navigation.

■ Specialized Group Coaching Programs

Career ReEntry Programs

Designed and delivered programming for accomplished professionals returning to the workplace after career breaks caring for family members. Client organizations include Goldman Sachs, JP Morgan Asset Management Morgan Stanley, and iRelaunch.

Retention & Advancement of New Parents

Designed and facilitated a 12-month cohort-based coaching group to support high-achieving professionals in the initial stages of return from maternity leave at JP Morgan. The group creates a supportive space to plan for, and troubleshoot, integration of multiple roles. Topics include career navigation, role effectiveness, work/life integration, and managing relationships with key stakeholders.