



Johnson Consulting specializes in the development of today's and tomorrow's leaders. We work closely with our clients in developing customized solutions to meet the challenges at hand.

Strong focus is placed upon individual, team and group development in areas which ultimately contribute to business results. Programs are designed so that significant, observable changes in behaviour are achieved before completion of the program. We work with multicultural groups and with individuals from numerous countries.

Founded in 1993, our goal as a network organization is to remain small and flexible. We can accommodate a broad range of client requests due to our international network of experienced professionals.

We work globally.



Client Portfolio

Past and Present Clients

- ABN AMRO
- Accenture
- Arthur Andersen
- Center for Creative Leadership
- DDB Amsterdam
- Erasmus University
- Enspiro (Swedish Institute of Management)
- Executive Education
- KLM
- Nike
- Nive
- Nyenrode University
- L'Oréal
- Phyleon
- Rank Xerox
- Rotterdam School of Management
- Sara Lee/DE
- TNO
- Unilever
- Vitatron
- Waggener Edstrom



“Sometimes I talk with colleagues who are struggling to find the right words to give someone feedback. I then share with them what I learned in the “Fightback or Feedback” program our team attended several years ago. These tools have greatly helped me in effectively getting my message across, and in most situations the person I gave feedback to appreciated my openness. I have noticed that if team members dare to exchange both positive and constructive feedback with each other, then an environment of openness and trust is created which improves the overall team performance.”

Mirjam van den Bosch

Senior Vice President
ABN AMRO - Global Risk Management

“You can’t learn how to develop your direct reports by reading a book... these skills are learned through experience. Most of the problems we encounter actually stem from ourselves. Through executive coaching Julie managed to make me aware of this very quickly and helped me learn how to get the best out of my employees.”

Guus Drijver

Senior Vice President
ABN AMRO - Customer Support

“Our coaching sessions gave me a new perspective on where to direct my efforts, using my strengths and aspirations, but also considering how to improve my leadership style. In the end, I have to do it myself, but the reflections and the inspiration gained from these discussions helped me to become much more effective.”

Geert Ensing

Managing Director
ABN AMRO - Global Head of IT Services

“I often start the executive training programmes I lead by focusing on the soft skills. Julie Johnson has worked with me on several programmes. She is an excellent facilitator, using a number of activities which significantly speed up the process of participants getting to know each other. This is quite beneficial for the rest of the programme. We often have about as many cultures as participants in the room. She is experienced and knowledgeable with such culturally diverse groups – a necessity with international clients.”

Paul Hansen

Programme Director
Swedish Institute of Management - Stockholm School of Economics



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“Alumni coaching was one of our most effective and innovative initiatives to support career planning by our MBA students at the Rotterdam School of Management. Julie and I created and delivered a two-phase program. First a workshop covering theory and practice, then one-on-one sessions where each alumni provided coaching to MBA students on their individual career issues. These real-life experiences reinforced alumni learning, and provided true value to students. The program successfully engaged alumni with RSM and helped them in their role as managers and leaders in their own companies.”

Hugh Lailey

Director

Rotterdam School of Management - Career Management Center

“Julie worked with a team of talented HR professionals at Nike Europe, preparing them to coach managers as they receive their 360 results. She created a very safe, yet challenging environment. We went deep into the heart of coaching with a rigorous, multi-part program that allowed us to feel safe and experiment freely with the tools offered. There was a good balance between theory and practice, and we each received robust feedback on our strengths and areas for improvement.”

Vikki Matthews

Director - EMEA Learning and Development

Nike Europe

“I’ve worked with Julie over the years on projects ranging from coaching to career planning with large, culturally diverse groups on both full-time and executive MBA programmes, in structured as well as process driven environments. Julie is great at understanding the needs of the audience and at understanding the delivery needs of programmes. She adjusts well and delivers professionally.”

Kai Peters

Chief Executive

Ashridge Management College



Julie Johnson

Professional Biography



Julie Johnson specializes in leadership development, team effectiveness, and executive coaching. Since having founded Johnson Consulting 1993 she has worked with a large number of multi-cultural teams and groups of top- and mid-level managers on key leadership challenges, and coached hundreds of individuals from throughout the world.

At ABNAMRO she has been selected to join the team of executive coaches who work with their top 150 executives (worldwide), and to coach a number of high potential managers on their development as leaders. She also facilitates senior management teams in the area of feedback, creating a more open and constructive team culture.

Julie is an adjunct staff member for the Center for Creative Leadership in Brussels. As such, she works with their clients, offering feedback and coaching sessions and team and group facilitation for their custom and open enrolment programs. The Center is a non-profit organization focusing on leadership research and training. It has been ranked among the top providers of executive education worldwide in the Financial Times rankings in the past several years, and first worldwide for three consecutive years for leadership development by Business Week.

Julie works frequently with Enspiro (Swedish Institute of Management), the leading provider of management education in Scandinavia. Enspiro offers its clients programs that cover a wide range of business topics, and Julie designs and facilitates the leadership portion for several clients. For the past 13 years she has taught leadership and marketing in the MBA and executive MBA programs at the Rotterdam School of Management. In the early 1990's she was selected by Arthur Andersen and Accenture to join their international core team of adjunct facilitators. There she facilitated programs on a variety of topics at their local offices throughout Europe and beyond.

One of her passions is to get to know different cultures and languages. Julie has lived and worked in five countries (France, the Netherlands, Norway, Spain and the United States). Since 1990 she has been living in the Netherlands with her Dutch husband and two small children. She works in English and Dutch, and also speaks French, Norwegian, and conversational Spanish. Julie integrates cross-cultural aspects into all of her work because participants come from many different countries and the topics that she works with are quite culturally sensitive.

Julie is certified in a large number of psychometric instruments, and uses these tools frequently in her work. In addition to her leadership experience and training, she has degrees and work experience in both Mathematics and International Marketing Management. She believes that both of these backgrounds (analytical and business) contribute significantly to supporting her clients' needs.



“I have always been rewarded for being the expert. Now I must manage the experts. I want to develop the skills needed for this very different role.”

“How can I better influence those I have no direct authority over in our matrix organization?”

“I have always been selected for the jobs I have gotten. Now there are few existing positions for people at my level. I want to manage my own career more proactively.”

“I would like to get better at interacting with and presenting to senior management.”

“I have been told that I don’t listen well. How can I improve on this?”

“I am moving up rapidly, and am having trouble letting go of the details of the job. How can I better delegate?”

“I have a hard time saying “no” to requests. As a result I am too busy and sometimes the quality of my work suffers due to the quantity.”

“How can I better manage having two bosses?”

“I have a very negative image of networking. What is it really, and is it in line with my ethical standards?”

“How can I achieve and maintain better balance in my life?”

What is Coaching?

Coaching, in the business sense, is an interactive process that helps people find their own solutions to their own challenges, while taking responsibility for the results. It is most effective in situations where the coachee is facing challenges that he or she is capable of meeting, but where focused interaction with another individual could catalyse that process. Used successfully, coaching can stimulate new perspectives and ideas, challenge old paradigms, increase self-awareness, support planning and action, encourage reflection, and offer feedback along the way.



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How We Work

A coaching contract for one or more individuals often consists of a package of several sessions spread out over six or more months. We begin with a discussion with the client in order to determine the organizational and individual objectives, and to match a coach to the profile of the coachee.

During the coaching process, coach and coachee work together to develop a clear profile of the coachee through discussion, and the use of one or more psychometric and 360-degree instruments. The two then work together to finalize development objectives and determine an action plan. The coach offers challenge and support along the way, and coach and coachee agree upon “homework” for the coachee to complete between sessions. Progress is measured at predetermined intervals and at the conclusion. All discussions are strictly confidential.

Who Do We Coach?

- First-line managers up to CEO/Board level individuals
- People from all over the world
- Students and individuals requesting career coaching



A key responsibility of a leader is to develop more leaders. One of the most effective and increasingly popular options used in developing others is coaching (as opposed to teaching or telling). Need and demand for this approach has been increasing in recent years, due to more matrix structures, dotted reporting lines, project teams with no formal reporting authority, and employees who are less likely to remain in the same organization their entire career.

When a manager coaches someone, the coachee becomes actively involved in assessing his or her own strengths and areas for development. They also take the lead in determining their own goal(s) and developing an action plan for achieving those goal(s). This approach to developing employees encourages stronger buy-in and increases the chances that development will actually take place. In addition, the coachee learns how to proactively manage his or her own self-development, often resulting in increased self-confidence. The long-term goal is that the coachee continues to take charge and manage his or her own development.

We have worked with many managers, executives and Human Resource professionals in developing their coaching skills. This often takes the form of a customized, multi-part program involving the development of key skills needed in coaching, practice, and application in the workplace. Participants develop solid coaching skills before the program is completed.

Several Recent Projects

Career Coaching for MBA Students

Johnson Consulting recently teamed up with the Career Management Center at the Rotterdam School of Management (Erasmus University) to design and deliver a program on coaching to a team of volunteer alumni. These alumni then offered career coaching sessions to current MBA students. This high profile project was a “triple win”, as alumni developed their coaching skills, students received the individual attention they so desired, and the school could finally finance the provision of a more personalized approach to its students.

Advanced Coaching Course for HR Professionals

Nike asked Johnson Consulting to develop the coaching skills of a select team of Human Resource professionals, enabling them to provide feedback and coaching to managers who have completed a competency-based 360-degree questionnaire. This advanced, four-part program offered a wide variety of hands-on coaching tools, analytical skills, practice, and individualized feedback. Participants developed strong coaching skills during the program. They also became more aware of their own coaching strengths and areas for further development.



What We Do

We design and deliver team experiences that make a *significant and lasting positive difference* in the way that team members work together. Our focus is to provide programs that improve team interaction and productivity *before the program is completed*.

How We Work

We emphasize sound pre-program research in order to identify the unique needs of the team, and develop a custom design that meets these needs. This often involves confidential, one-on-one meetings with team members. Programs usually consist of several sessions separated by a few weeks or months, with “homework” between these sessions.

Team members often come from several cultures. Our designs are sensitive to each team’s unique cultural make-up, recognizing the strengths and challenges that these differences may offer to the team’s effectiveness.

Programs often include the use of one or more psychometric instruments to increase participants’ self-awareness, as well as their understanding of the unique profile of the team. Team programs are experiential in nature, and involve a combination of theory, practice, feedback, and successful application of concepts learned on the job. Participants also support the development of their fellow team-mates along the way. Because we work within an international network of experienced professionals, we are quickly able to create flexible teams of facilitators for the delivery of larger projects.

Several Recent Projects Getting Results

A Customized Program on Feedback for Intact Teams

Working together with senior Human Resource professionals at a large multinational bank, Johnson Consulting has developed a two-part program for intact teams on feedback. This program is now an integral component of their Learning and Development menu of options for (senior) management teams.

The design is customized to each team’s unique needs. Team members learn to give and receive high quality feedback. Feedback indicates that teams that have gone through this program have experienced considerable improvement in the way members interact with each other. They have learned how to give both positive and constructive feedback to each other in a supportive and non-judgemental way. Demand for this program is increasing rapidly, and ratings range from 4.6 to 5.0 on a 5-point scale.



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A (Newly-Formed) Team Intervention

Johnson Consulting recently worked with the senior management team of a newly formed business unit (of 700+ FTEs) in order to increase individual self-awareness, as well as to deepen team members' understanding of their unique composition. This intervention focused on how the team can best leverage team strengths and improve on weak areas, in order to meet the business challenges faced by this newly-formed team.

Reinforcing the Coaching Skills of a Senior Management Team

A senior manager and several direct reports recently asked to undergo a battery of assessment instruments (psychometric and 360) followed by several coaching sessions, in order to strengthen each person's leadership flexibility. A portion of these discussions focused on increasing the quantity and quality of their coaching activities among themselves as well as with their direct reports.



What We Do

We design and deliver leadership programs that make a significant, lasting, and positive difference in the leadership performance and lives of those attending. Programs have a strong focus on individuals actually acquiring and applying the skills and knowledge on the learning agenda in the workplace before the program is completed.

We work closely with our clients in developing learning objectives that support organizational goals, and design custom programs that meet those objectives. Participants typically come from many cultures, and are often members of multicultural teams. Our designs are sensitive to each group's unique cultural make-up, and they address cultural challenges these groups are facing in the workplace.

Getting Results

Research shows that people are much more likely to reach the goals if they have support during the months following the program's completion.

This support can be built into a program design in several ways:

- Inclusion of multi-part programs with sessions that are separated by a few weeks or months
- Completion of "homework" between sessions
- Reviewing homework and briefly revisiting important topics in subsequent sessions

In addition, designs can incorporate structured support from facilitators, fellow participants, bosses, and coaches (internal or external) both during and between sessions.

How We Work

Our programs are experiential in nature, and involve a combination of theory, practice, feedback, and application. We encourage the use of one or several psychometric instruments as well as a 360-degree feedback questionnaire in order to increase participants' self-awareness, encourage buy-in, and support the formation of individual development plans.

Because we work within an international network of experienced professionals, we are quickly able to create flexible teams of facilitators for the delivery of larger projects.



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BY TRAIN

- Take the train to the Hilversum station (not Hilversum Noord, or Hilversum Sportpark)
- Exit at the front of the station
- You can either take a taxi or walk
- If you take a taxi it takes about 5 minutes and should cost about 6,50 euros
- If you walk it takes about 10 minutes - head toward your right into a small road with a wedding store on the right corner
- This is Koninginneweg – continue up this road until you pass a church and then a small Tulip Hotel, both on your left
- Koninginneweg 22 is the second house on your left after the hotel



BY CAR

From Amsterdam:

- Take freeway A1 toward Amersfoort
- Exit at number 9 – Laren/Hilversum Noord Media Park
- Turn left at the stoplight at the end of the exit ramp
- Follow the road until you enter Hilversum
- Turn right at the next stoplight, onto Johannes Geradtsweg
- Follow this road until you go up and over a bridge over the train tracks
- Turn right at the stoplight immediately after the bridge (bottom of the “hill”)
- Turn right at the roundabout onto Lage Naarderweg
- Turn right at the next stoplight (you will see a church on the far left corner of this intersection), onto Koninginneweg
- You will pass a small hotel on your left
- Koninginneweg 22 is the second house on the left after the hotel. Park in the driveway!

From Amersfoort:

- Take freeway A1 toward Amsterdam
- Exit at number 9 – Laren/Hilversum Noord Media Park
- Turn left at the stoplight at the end of the exit ramp
- Follow the road until you enter Hilversum
- Turn right at the next stoplight, onto Johannes Geradtsweg
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From Utrecht:

- Take freeway A27 toward Hilversum/Almere
- Then follow the signs onto freeway A1 toward Amsterdam
- Exit at number 9 (the first exit) – Laren/Hilversum Noord Media Park
- Turn left at the stoplight at the end of the exit ramp
- Follow the road until you enter Hilversum
- Turn right at the next stoplight, onto Johannes Geradtsweg
- Follow this road until you go up and over a bridge over the train tracks
- Turn right at the stoplight immediately after the bridge (bottom of the “hill”)
- Turn right at the roundabout onto Lage Naarderweg
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See maps overleaf

