



HVG EXECUTIVE SOLUTIONS

Bringing ideas to life.

2024 CAPABILITIES





Accelerate Strategy + Marketing Results while Building High- Performing Teams

BRINGING IDEAS TO LIFE.





HVG EXECUTIVE SOLUTIONS

2024 Capabilities



Meet HVG Executive Solutions

Why HVG Executive Solutions

The Strategy-to-Execution Gap



HVG Solutions Services

Middle Layer + Emerging Leader Coaching

Fractional Leadership + Interim Professional

Business Consulting + Coaching



About HVG Executive Solutions

People + Performance Approach

About Nile Harris

Stay Connected

EXPLORE HVG EXECUTIVE SOLUTIONS SERVICES TO CLOSE THE STRATEGY-TO-EXECUTION GAP



Why Work With HVG Executive Solutions



Actionable Insights Based On Real-World Success

Embrace a transformative people + performance approach to the future of work. Trust an experienced professional who has **been in your shoes, driving strategy, launching products, leading initiatives, and cultivating multi-generational high-performing teams to help grow your business.** Gain actionable insights to close the gap and position your company for unparalleled success.

PEOPLE + PERFORMANCE YIELDS FASTER REVENUE GROWTH

CLOSE THE GAP

The people + performance approach enables companies achieve faster results. According to research by McKinsey & Company, this method results in **twice the revenue growth** compared to a performance-focused approach. By building capability, organizations can increase their capacity and effectively **bridge the gap between strategy and tactical execution**.



Exec + Cohort Coach



Chief Of Staff



Strategy + Planning



Product Marketing



Strategic Foresight



Tactical Execution



THE FUTURE OF WORK ALLOWS COMPANIES TO BUILD DREAM TEAMS ON-DEMAND

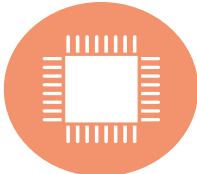


The most stunning statistic is that the gig workforce is on track to surpass the full-time workforce in size by 2027, according to a survey commissioned by Upwork and the Freelancers Union and published in *Forbes*. The phenomenon is prompting changes in business strategies. **Successful companies today no longer concentrate on hiring the smartest people but rather on having access to the smartest people.**

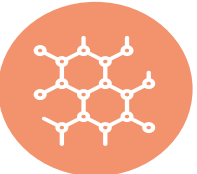
Workforce strategies in the era of the gig economy: The most important HR adjustments to make
Deloitte, August, 2021

INDUSTRIES SERVED

FORTUNE 500 | MID-SIZE | START-UPS | SOLO + ENTREPRENEUR | NON-PROFITS



**MedTech +
Medical Devices**



**Life Sciences +
Health Care**



**K12 Education +
EdTech**



**Other
Industries**



HVG EXECUTIVE SOLUTIONS SERVICES

PEOPLE + PERFORMANCE

MIDDLE-LAYER + EMERGING LEADER COACHING

Enhance your capabilities by fostering outstanding strategy and marketing teams through targeted leadership coaching and skill-building.

FRACTIONAL LEADERSHIP + INTERIM PROFESSIONAL

Achieve your mission critical initiatives with the help of an expert strategy and marketing professional. Scale your projects or business while controlling costs.

BUSINESS CONSULTING + COACHING

Achieve success through change by partnering with a cross-functional specialist to guide you toward clarity, goal-setting, and strategic foresight.



MIDDLE-LAYER + EMERGING LEADER COACHING



Only 32% of employees are engaged at work, down from 36% in 2022; and 18% are actively disengaged.

According to the 2023 annual Gallup survey, employees are concerned about the lack of clarity of expectations, connection to mission, opportunities to learn and grow, and feeling cared about at work. Hybrid and AI are elevating the importance of soft skills.

Middle managers are often overlooked for elite-level coaching, despite being eager for development opportunities. Many middle managers lack the support or tools to navigate the complexity of leading a multi-generational and diverse workplace. Seventy percent of employee engagement relies on the manager, and middle management is the best asset to turn the tide in an organization. Early career individuals need help navigating the workplace and learning how to play their position instead of "fit in."

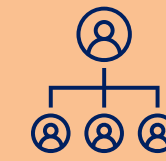
Is poor or lack of leadership the new global pandemic?

32%

Of employees are engaged at work.

52%

Of employees are quiet quitting.



Companies believe their leaders don't manage their teams effectively.

71%



Employees who said they left a company because of a bad boss

50%



People who said they would forgo a 10% raise if it meant their boss would be fired.

65%

THE FUTURE OF WORK IS TRANSFORMING THE TALENT LANDSCAPE

75%

Companies that say they are struggling to find talent with the right balance of technical and soft skills.



89%

Recruiters who say the reason a new hire doesn't work out is a lack of soft skills.

10 Most In-Demand Skills

1. Project Management
2. Customer Service
3. Communication
4. Analytical Skills
5. Management
6. Leadership
7. Teamwork
8. Marketing
9. Research
10. Sales

HYBRID WORK AND AI ARE ELEVATING THE IMPORTANCE OF SOFT SKILLS

90%

Company leaders surveyed who said they are implementing AI solutions in their companies.



5 Rising In-Demand Skills Critical to Workplace Culture

1. Critical Thinking + Problem Solving
2. Communication + Collaboration
3. Adaptability + Resilience
4. Creativity + Innovation
5. Emotional Intelligence



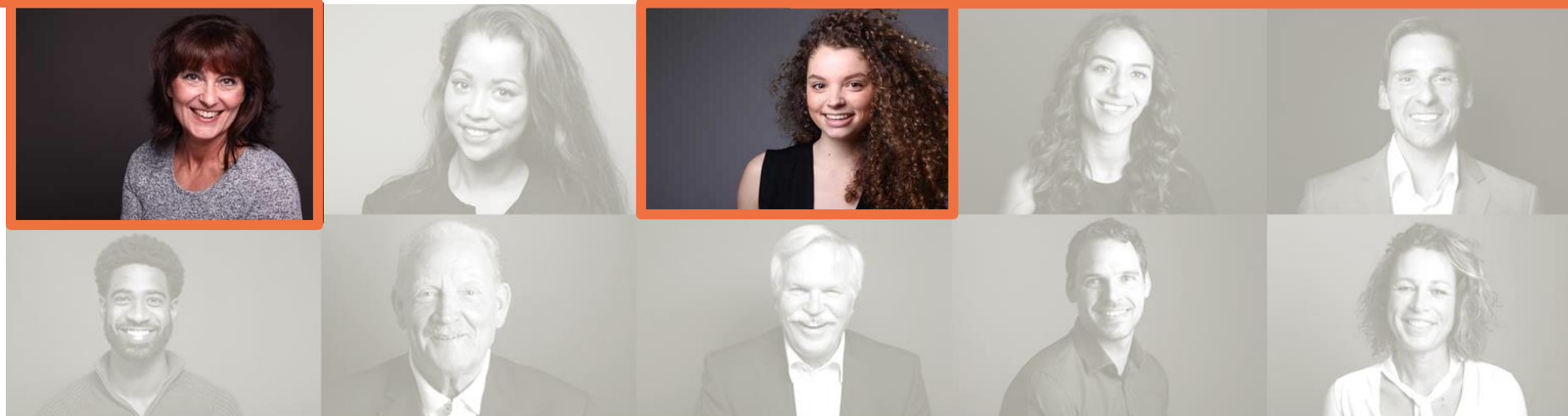
#1

Soft skills training is the top priority for many organizations.

MANY MIDDLE MANAGERS LACK THE SUPPORT OR TOOLS TO NAVIGATE THE COMPLEXITY OF LEADING A MULTI-GENERATIONAL AND DIVERSE WORKPLACE

Boomers – 18%

- Want to be recognized for deep skills and rich experiences.
- Thrive in a structured environment.



Generation Z – 6%

- Want to grow their career and reach financial stability.
- Thrives in a flexible and adaptable environment.

Millennials – 40%

- Want to be judged by their results and impact, not hours in the office.
- Thrive when work is purposeful.



Generation X – 36%

- Want less supervision and more autonomy.
- Thrives in environment with focused individual development.

6% Companies that believe their leadership is equipped to lead a multi-generational workforce.

80% Employees who want an inclusive company

48% More likely to outperform other companies where the leadership is comprised of less than 30% women.
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FOUR AREAS MARKETING LEADERS SAY THEY NEED SOLUTIONS FOR DEVELOPING EARLY-TO-MID CAREER TALENT

- Interpersonal Communication
- Presentation/Public Speaking
- Crucial Conversations
- Simplify the Complex
- Conflict Resolution
- Collaboration
- Story Telling



- Building High-Performing Teams
- Delivering/Receiving Feedback
- Leading Through Influence
- Emotional Intelligence
- Accountability
- Vulnerability
- Goal Setting
- Empathy

- Ideation
- Foresight
- Problem Solving
- Strategic Thinking
- Proposing Solutions
- Data-Driven Decisions



- Defining Value
- Market Analysis
- Marketing Plans
- Tactical Execution
- Leading Initiatives
- Customer Engagement
- Customer Segmentation
- Commercial Engagement

Coaching and developing middle managers and quiet quitters are key to increasing talent velocity.

70%

Of Engagement relies on the manager.

1.5M

Monthly internet searches for coaching.

Support a Growth Mindset

A fixed mindset isn't fixed. **87% percent of organizations use coaching** to improve employee performance. The future of work requires rapid skill acquisition.

Encourage Retention + Resilience


97% of organizations believed coaching had a positive impact on their employees. And **96% of coached employees** reported improvement in workplace wellbeing.

Build Capabilities + Capacity

Companies that invest in people and performance **grow revenue 2x faster** than those who focused only on performance. Focusing on capability builds capacity.


CUSTOMIZABLE TALENT COACHING SOLUTIONS

One-on-One




Structured approach combining assessments and science-backed techniques of high performers.

Cohort




Multiply the power of the collective and transform the team into collaborative high-performers.

Skills Intensive



Expand capabilities through a deep dive into strategic thinking, marketing and tactical execution.

Leadership



Be the leader the organization needs, who followers trust, and who creates more leaders.

ONE-ON-ONE COACHING

Accelerate learning with focused individualized development.

This structured approach combines powerful science-backed techniques of high-performers.

This solution is a great option for all levels of the organization and career stage.



- ✓ Complete 360 and self-assessments to uncover gifts and gaps.
- ✓ Discuss professional goals and align with your leadership.
- ✓ Explore self-limiting beliefs and mindset.
- ✓ Design a customized action plan.
- ✓ Measure and calibrate as we go.

COHORT COACHING

Leverage the power of the collective to transform the team.

A high-performing team is more than a grouping of high-performers. It's a team that consistently works together to exceed expectations, drive innovation, and set best practices.

This solution is ideal for newly formed teams or teams that are ready to evolve or need a reset.



- ✓ Participate in work style assessments to identify overlaps and gaps.
- ✓ Develop team norms, vision, and acceptable behaviors.
- ✓ Group learning to practice leading through influence.
- ✓ Build trust by facing challenges together.
- ✓ Measure and calibrate as we go.

SKILLS COACHING

Grow capacity by building capability with deep dives on critical hard and soft skills.

Focused coaching to build strategy and product management skills delivered as one-on-one or cohort coaching.

Consider this solution for new teams or individuals who are transitioning into the marketing function or those needing development of soft skills.



- ✓ Understand expectations and scope of job responsibilities.
- ✓ Create alignment with an individual development plan.
- ✓ Group learning to practice leading through influence.
- ✓ Assess core functional knowledge and expertise.
- ✓ Focused work on a key project or initiative.

LEADERSHIP COACHING

Evolve leadership capabilities to transform organizations and prepare for the future of work.

Shift your mindset and gain clarity on your personal vision, mission, and your why. Leadership is for people. Management is for things. Create trust and build your authority in the organization by building high-performing teams and leading transformation.

This coaching is ideal for new managers, aspiring leaders, and middle managers navigating a multi-generational and diverse team.



- ✓ Refine your executive presence to catapult to the next level or opportunity.
- ✓ Create long-term action plan based on data and measured in results.
- ✓ Develop or enhance your Individual Development Plan (IDP).
- ✓ 360 and self-assessments to uncover gifts and blind spots.
- ✓ Define and share your leadership philosophy.

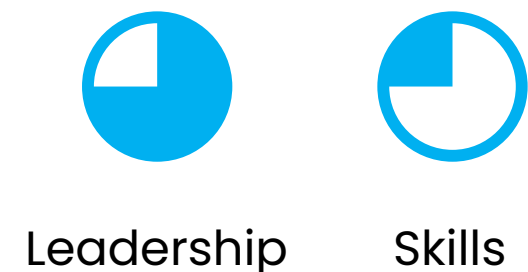
CUSTOMIZE THE BEST EXPERIENCE FOR YOUR TEAM



ONE-ON-ONE

- Executives, directors and managers
- Mission-critical initiative leaders
- First time people managers
- HiPo individual contributors
- New team members
- Program managers

- One individual
- 6 months in duration
- Meet every 2-3 weeks
- Has access between sessions



««« COACHING FORMAT »»»

««« RECOMMENDED FOR »»»

««« STRUCTURE »»»

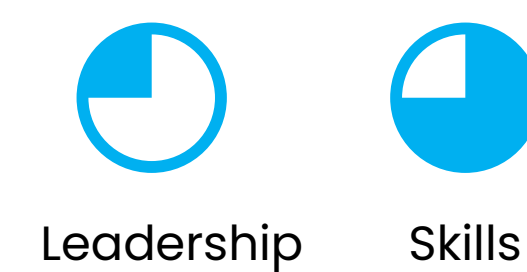
««« FOCUS »»»

COHORT



- Undergoing cultural transformation
- Team reset to establish norms
- Mission-critical alignment
- Organizational restructure
- Newly formed teams

- Up to a team of 8
- 6 months in duration
- Team meets every 3-4 weeks
- Individual session every 4 weeks



SIMPLE 4-STEP COACHING METHODOLOGY FOR ONE-ONE-ONE AND COHORTS



ONE-ON-ONE EXAMPLE COACHING PLAN

Eleanor Alvarado

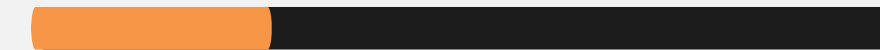
Downstream Associate Product Manager



Eleanor is committed to doing good work. Like most Gen Z employees, she seeks deep connection at work. While she has basic marketing experience, this is her first year in MedTech product marketing. She lacks the skills needed to launch a new product this year. Her presentations tend to be overly detailed, and she loses the audience.

She received a meets expectations in her last review but struggled to understand the feedback. While Eleanor is highly regarded, she needs coaching handling conflict. Unlike when she graduated and started working, she is now in the office three days a week. It's a culture shock for her.

Leadership



- Leading through influence
- Leadership philosophy
- Executive presence

Skills Intensive



Hard Skills:

- Product launch planning
- Marketing plan creation

Soft Skills:

- Processing feedback
- Conflict resolution
- Story telling
- Presenting

COHORT EXAMPLE COACHING PLAN

Downstream Marketing

Orthopedics MedTech Company



10 years average work experience

Mixed MedTech functional experience

High visibility team, but 80% desire more development opportunities

Well-regarded team who needs more cross-functional collaboration

The spinal surgery downstream product marketing team has undergone a restructuring. The team is a compilation of long-term employees from other divisions and new hires. The team is 25% early career and 75% mid-career, all in MedTech. More than half of the team transitioned from other functions and lack foundational product marketing skills.

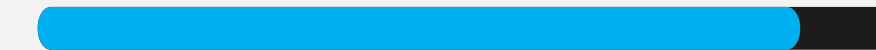
The team is prone to miscommunications. Those with product marketing experience are too swamped to properly mentor others. The team's work is highly visible and well regarded, however, other functions such as R&D, supply chain, and others would like to see the team engage them more.

Leadership



- Leading through influence
- Executive presence

Skills Intensive



Hard Skills:

- Product launch planning
- Market analysis
- Forecasting

Soft Skills:

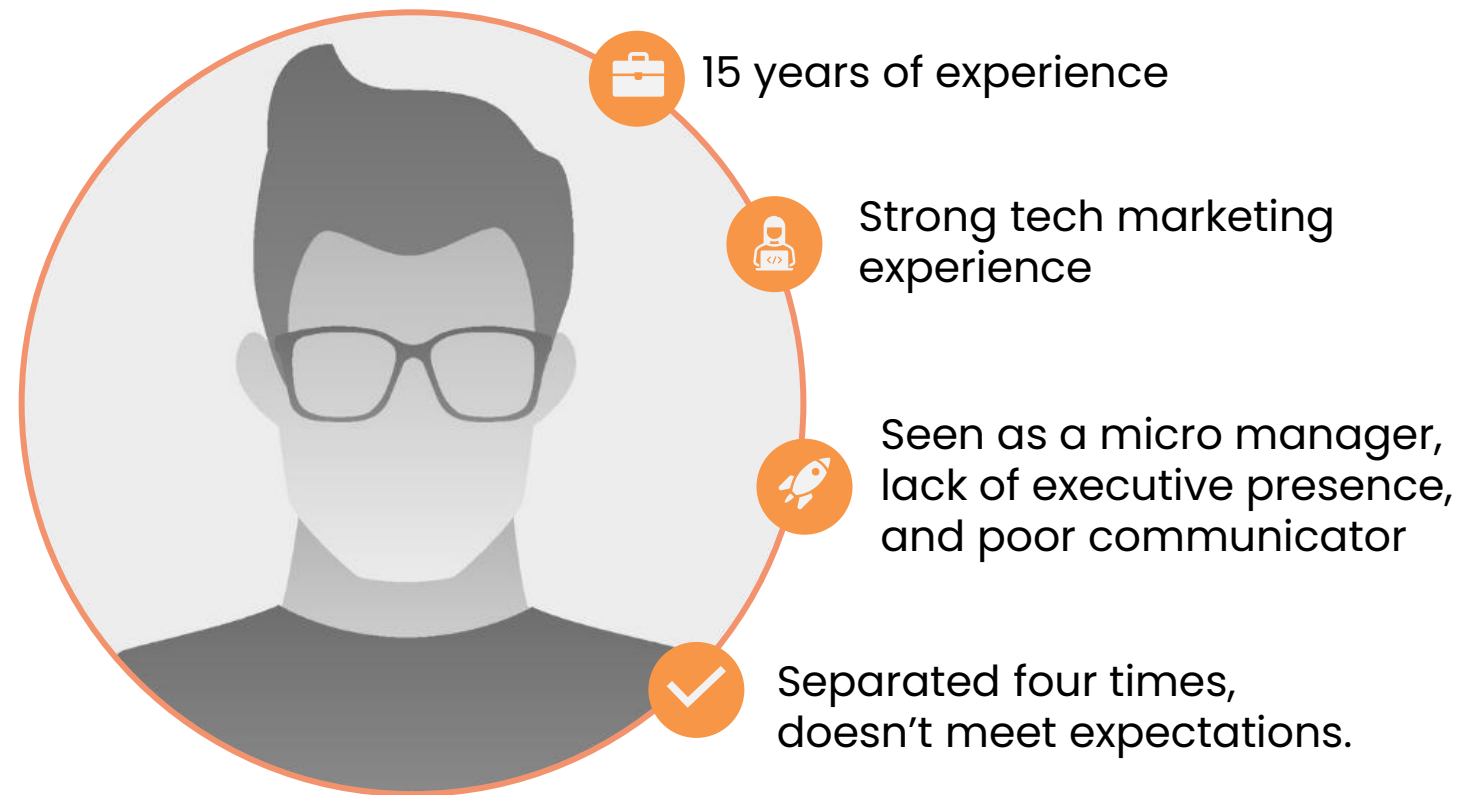
- Accountability
- Collaboration
- Presentation
- Story telling

- Work product: product market plans

WHAT THEY SAID: REAL WORLD CLIENT SUCCESS STORY

Roger Thompson

Director, Tech Marketing Team



Roger (name changed) was a mid-career marketing director at a tech company who had just been laid off, again. This was his fourth time being separated from a company. The feedback he received is that he was not keeping up with his work, his communication style was off-putting, he lacked executive presence, and he was a micro-manager. Additionally, he couldn't identify objectives and plan.

Out of frustration, Roger turned to coaching. The assessment revealed that he was not open to feedback and often offered excuses. He felt his performance was excellent but lacked bandwidth to get everything done. He didn't see himself as a micro manager, but rather someone who cared deeply about his team. Unable to find tech employment, he worked at a gym to make ends meet.

Leadership



- Effective people management
- Delivering effective feedback
- Leading through influence
- Developing the team
- Executive presence
- Receiving feedback
- Delegation

Skills Intensive



- Hard Skills:
- Goal setting
- Soft Skills:
- Communication
 - Accountability

- ✓ Roger's resistance to feedback originated with a personal relationship. He re-oriented to a standard framework.
- ✓ Identified his work styles and how to appropriately adapt.
- ✓ Role-played interpersonal interactions to build presence.
- ✓ Worked on setting expectations and being accountable.
- ✓ Networking plan to practice interpersonal communication
- ✓ Established authority while conveying vulnerability



I'm still impacted by your coaching. Nile's approach focused on accountability and tied it to my personal and professional progression. She consistently aligned my overarching goal to the weekly development plans.

I strongly recommend Nile to anyone that's looking to take their personal and professional endeavors to a higher level.

WHAT THEY SAID: REAL WORLD CLIENT SUCCESS STORY

Bridgestone Americas

Preferred Coaching Partner for Career Thrivers



Advancing Women Leaders is a program created by Career Thrivers. As one of their preferred coaching partners, I delivered intensive coaching over two days to 15 of the 100+ participants.

Following the event, continued to support leadership development through follow-up coaching sessions, membership coaching, and live streams to the participants.





ABOUT HVG EXECUTIVE SOLUTIONS



COMPANIES THAT EMPHASIZE PEOPLE + PERFORMANCE ARE MORE RESILIENT



While the top-performing companies in our data set—the P+P Winners and Performance Driven Companies—have very similar profitability and shareholder returns (13 percent and 15 percent, respectively), a key difference emerges in the quality of their earnings. P+P Winners have an added edge: resilience that tends to smooth out the ups and downs of business cycles and helps these companies withstand disruptive events. This attribute is increasingly valuable in an era of heightened uncertainty. **Focusing on people development alongside financial performance seems to offer some protection from volatility.**

Performance Through People: Transforming Human Capital into Competitive Advantage.
McKinsey & Company, February, 2023

THE STRATEGY-TO-EXECUTION GAP IS AVOIDABLE WITH INSIGHT AND FORESIGHT

The strategy-to-execution gap arises due to a lack of alignment, communication, coordination, and capabilities that causes organizations to miss critical goals and milestones like revenue and product launches.

DO YOU KNOW WHAT HAPPENS WHEN A PLANE IS 1° OFF COURSE AT TAKE OFF?

The strategy-to-execution gap is the disconnect between the plan and tactical execution.

What if a pilot did that?

1 in 60 Rule:
1° results in being off course by 1 mile for every 60 miles.

COMMUNICATION
Everyone agrees JFK is the destination and files the flight plan.

ALIGNMENT
Despite warnings you're off course, you keep going. And the gap gets wider and wider.

CAPABILITIES
No one checks the coordinates, or they lack the proper tools or skills. And the co-pilot is watching puppy videos because they didn't want to go in the first place.

THE GAP

LAX → **JFK**

NEW JERSEY
The gap to the target mystifies everyone, and the finger-pointing Olympics begins.

STRATEGIC FORESIGHT TRANSFORMS INFORMATION INTO INNOVATION

Strategic foresight is the anticipation of possible futures and exploring how current trends, events, and decisions shape those futures. It involves looking beyond short-term planning horizons to consider the broader context and forces that could impact an organization, industry or society over time.



ABOUT NILE HARRIS | EXECUTIVE CONSULTANT + COACH

Nile Harris is a highly skilled and versatile leader who has made significant impact in the MedTech industry for two decades from the C-Suite to the Operating Room. This Medtronic and Abbott alumna's agility was forged through a successful cross-functional career spanning Corporate Strategy and Development, Product Marketing, Field Sales and Marketing, Strategic Market Insights, Commercialization, Market Access, and Executive Coaching.

Having led multi-generational and diverse teams, her exceptional leadership ability has been demonstrated throughout her various roles and by consulting for Fortune 100, mid-size companies, startup-ups, and non-profits. Nile is an expert advisor and mentor for Life Science Tennessee and The Nashville Entrepreneur Center focused on early-stage startups. She served as VP of the Board of Director for Matthew Walker Health Care Clinic and as an Advisor on the Advisory Board of Healing Innovations.

Additionally, Nile led strategy and operations in the K12 education sector for Tennessee's second largest charter school network as a Broad Center for the Management of Systems resident. And Director of Operations for charter school as an Education Pioneers COVID Recovery Fellow.

Since 2011, the Harris Ventures Group LLC has been equipping individuals, corporate clients, startups, and entrepreneurs with the resources to bring their ideas to life.



As a strategist, it's important to keep the past in mind, a foot in the present, an eye on the future, your head on a swivel, and a hand on the wheel. Anticipate the future and draw from past experiences to consider multiple options to address what's coming and be prepared to act, not react, accordingly.

YOU'RE IN GOOD COMPANY

ORGANIZATION AFFILIATIONS AND ALUMNA

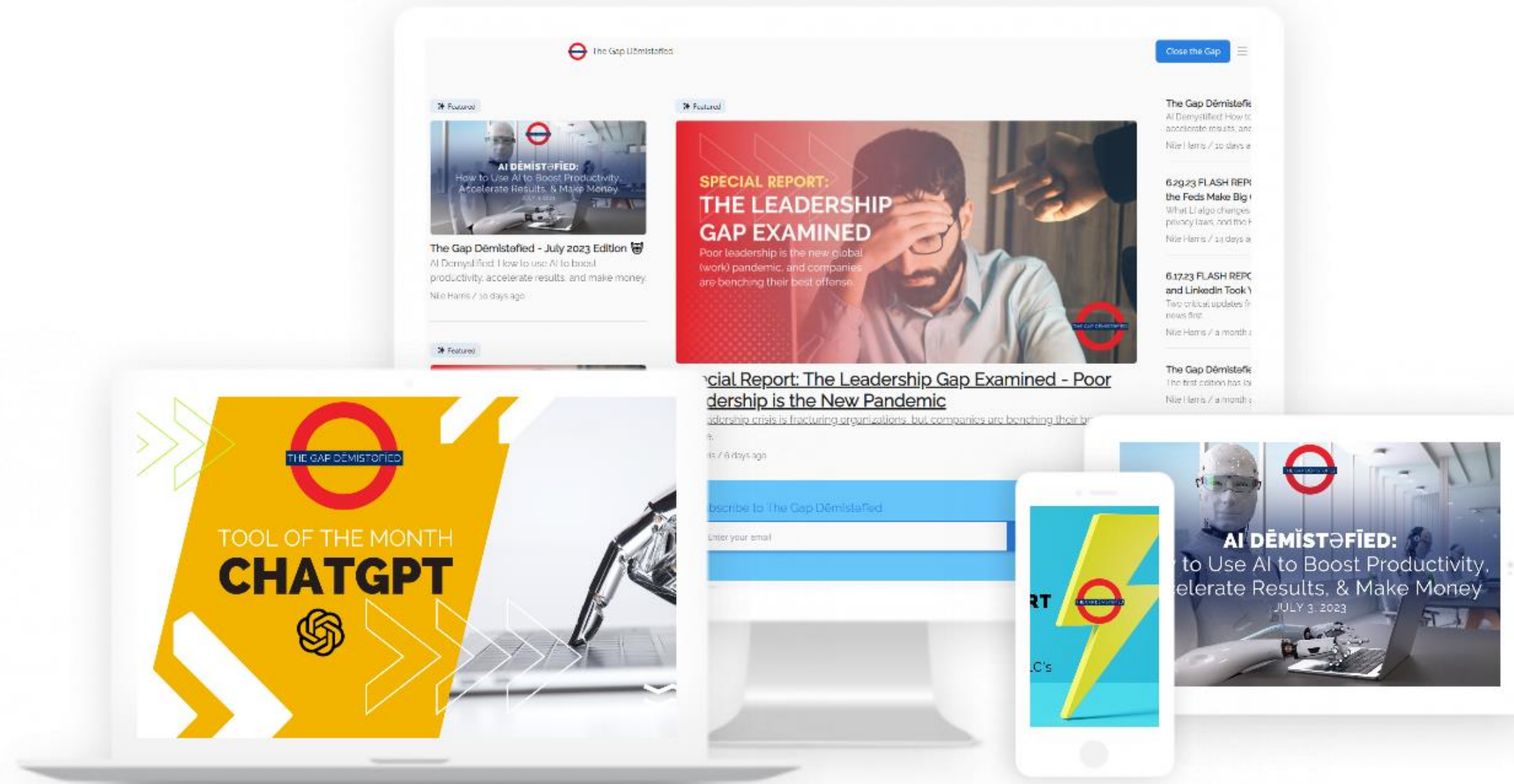


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GAIN EXCLUSIVE ACCESS TO THE GAP DĒMĪSTĀFIĒD

The Gap Dēmīstāfiēd is a monthly newsletter equipping companies, individuals, teams, and solo + entrepreneurs with practical solutions to close the strategy-to-execution gap by demystifying the transformation of ideas into strategy, strategy into action, and action into results.



gapdemystified.com

LET'S GET STARTED CONTACT HVG EXECUTIVE SOLUTIONS TO DISCUSS YOUR INITIATIVE



Step 1. **Contact Me**

Use the form to tell me about yourself and the solution(s) you are ready to explore.

Step 2. **Schedule a discovery call**

You will be prompted instantly to schedule a time for us to chat.

Step 3. **Check your email.**

Once our time together is scheduled, you will receive a follow-up email.



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