



## Joyce Schaefer

Drawing upon over 25 years of experience in accounting, finance, human resources, organizational development, executive/business coaching and team effectiveness, working with individuals throughout the globe, Joyce brings a solutions-based business perspective to leadership & team coaching. Her unique experience in both the smart and healthy side of business has positioned her to be effective in building healthy organizations and high performing teams.

Her clients span a broad spectrum of industries, including healthcare, energy, ag biotech, banking, mining, and manufacturing.

Prior to co-founding BreakthroughROI in 2009, Joyce held senior positions with global scope at Monsanto in both Finance and Human Resources. Joyce partnered with key leaders where she was able to transfer her passion for leadership, team, and organizational dynamics to significantly enhance productivity, speed of decision-making, organizational clarity and bottom-line results.

Joyce is absolutely convinced that the seminal difference between successful organizations and “good enough” or mediocre ones has little to do with what they know or how smart they are; it has everything to do with how healthy they are. The basic components of Organizational Health™ are—leadership, teamwork, culture, strategic clarity, communication, and meetings...and they are all integrated.

Joyce believes the measure of a great leader is their self-awareness, ability to build a cohesive leadership team, establish strategic clarity, gain unconditional alignment around that clarified vision, and execute on the vision by communicating and leading change throughout the organization and reinforce that strategic clarity through human resource systems.

### Coaching Value Proposition:

“My approach to coaching is focused on heightening self-awareness and personal responsibility, embracing an action- and results-oriented approach. I view strategic coaching as a **systems approach** made up of three cohesive components: the individual leader, the team, and the organization. While I address the developmental needs of the individual or team, I never lose sight of the fact that leaders function, and have responsibilities and accountability within a larger organization.”

### Joyce provides executive and leadership coaching in the following areas:

- Self-awareness and personal responsibility through assessments
- Building leadership team effectiveness
- Strategic clarity and systems-thinking
- Leading change and organizational readiness
- Conflict management
- Leading by influence
- Emotional Intelligence (EQ)
- Building relationship & networks through effective communication
- Transition acceleration and new leader assimilation
- Shadow coaching, action plan development, implementation and sustainability

## A representative list of coaching engagements and clients:

- President and Executive Team of a 397-bed hospital in mid-Missouri focusing on executive coaching for the President and team coaching for the entire executive team to enhance team and leadership effectiveness, strategic clarity, and organizational alignment to execute on the strategic plan.
- Executive team of a \$12.0B manufacturing organization to enhance leadership self-awareness and team dynamics.
- President of a \$60.0M agricultural seed business: developed a more cohesive leadership team focused on strategic clarity, gaining commitment and executing on lead and lag measures to enjoy 15% average growth each of the three years engaged.
- CEO of a \$10.0M IT Services organization, enhanced executive team competency and cohesion.
- Executive Director of a \$1.0B state lottery/government agency: transition acceleration into the agency, developing strategic clarity with leadership team, making structural and leadership changes, enhanced communication and leadership skills resulting in record breaking revenue and transfers to fund public education.
- VP of Sales: discovered the importance of developing Emotional Intelligence to build more effective working relationships with team and peers
- Chief Human Resources Officer: to achieve greater organizational influence and comfort around higher leadership.

## Professional Affiliations

- Principal Consultant, The Table Group, a *Patrick Lencioni Company*
- Everything DiSC® Authorized Partner a Wiley Brand
- Five Behaviors of a CohesiveTeam® Authorized Partner, a Wiley Brand
- Ken Blanchard Companies, Channel Partner

## Certifications

- Certified Public Accountant, State of Missouri, 1990 (non-practicing)
- 5 Dysfunctions of a Team, Leadership Team Effectiveness & Organizational Health™ Expert
- Certified Lominger Leadership Architect (2005), Interview Architect (2005), VOICES 360° Instrument (2009)
- Certified 360 Feedback Facilitator, Center for Creative Leadership (2006)
- Certified Myers-Briggs Type Indicator (2007)
- Executive Coach Training, College of Executive Coaching, (2009-2011)
- Certified California Psychological Instrument (CPI-260) (2010)
- EMyth: Certified Business Coach (2013) and Certified Presenter (2014)
- Five Behaviors of a Cohesive Team®, Accreditation (2015)
- Hogan Assessments, Certified (2015)
- EQ-i 2.0 (Emotional Intelligence) and EQ-i 360 certified (2015)
- Everything DiSC Workplace Certification (2016)

## Education

St. Louis University, St. Louis, Missouri, Bachelor of Science, Accounting  
College of Executive Coaching, Pismo Beach, California  
EMyth Business Coaching, Ashland, Oregon