

## Tracey Cairnie, MS PCC

### Professional Highlights

- More than 13 years executive coaching experience (3000+ hours)
- 13 years as an adjunct professor
- More than 20 years organizational development, conflict resolution, and leadership training experience

### Credentials

- Certified Professional Coach (PCC) by International Coach Federation (ICF)
- Graduate of Georgetown University Executive Leadership Coaching Program
- Masters of Science in Conflict Analysis and Resolution

### Previous Clients

- George Mason University
- National Oceanic and Atmospheric Administration (NOAA)
- National Institute of Standards and Technology (NIST)
- Howard Hughes Medical Institute
- Department of Interior – USGS
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### Assessments & Tools

- EQi-2.0 and 360 Feedback
- MBTI
- DiSC Profile
- Total Strength Deployment Inventory (motivational values, personal strengths, 360 feedback, expectations)
- Thomas-Kilmann Inventory (TKI)

Tracey brings over twenty years of experience working with executives, managers, supervisors, and teams in the financial, scientific, legal, technological and educational fields for both public and private sectors. She specializes in coaching, conflict resolution, facilitation, group dynamics, and management and leadership optimization. She utilizes a blend of expertise as part of a system approach when working with organizations experiencing conflict and/or wide-scale change.

### Coaching Approach

Tracey uses a client-centered approach that is non-directive and non-judgmental. She provides one-on-one and team coaching to help her clients develop clarity of purpose in their thinking, actions, and language. She enhances their understanding of their own management and leadership styles (including their conflict style, motivational values system, and learning style). This understanding enhances her clients' capacity to engage in more effective communication and achieve more satisfying results. She works with individuals and teams to expand their observation and awareness while engaging with their managers, peers, teams, and direct reports – noticing their different styles, assumptions, and uncovering unspoken expectations. Her clients gain a better understanding of their group dynamics and the systems in which they live and work.

### Common Coaching Topics Addressed with Clients

Tracey Cairnie frequently coaches clients on:

- Change Management
- Communication Effectiveness
- Goal Clarification
- Leadership Presence
- Resolving Conflict
- Solution-focused Leadership
- Team Effectiveness
- Career Advancement and/or Transition
- Work/Life Balance
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### Specific Coaching Example

Tracey coached a Deputy Director charged with the restructuring an operations and research facility consisting of 41 scientist and 5 administrative staff. The restructuring was the result of a high profile situation involving the media and Congress. The team was struggling with low morale, distrust in the leadership, and tension between branches. In addition, the team viewed this Deputy Director as bias toward one group of scientists, non-inclusive, and unapproachable.

Tracey worked in partnership with the Deputy Director to identify three focus areas for the coaching engagement: enhancing interpersonal effectiveness, leadership presence, and solution-focused leadership.

During the six months, the Deputy Director expanded his self awareness and awareness of others, defined a clear vision for the change initiative, and engaged his team in a collaborative process to identify clear goals and strategies for the restructuring and the strengthening of team cohesion. The Deputy Director also delegated tasks that did not require his direct attention, enabling him to better lead the transition and the team.

The Deputy Director and the team were successful in restructuring the operations and research facility to better meet the needs of their clients. Morale has improved and the team now utilizes collaborative processes for working through challenging issues.