

AGNES MURA, MA, MCC

An experienced executive, global Coach-Based Consultant™(CBC) and Master Certified Coach (MCC) to C-suites, boards, senior executives, owners of closely held firms, and emerging high-potential leaders, worldwide.

Agnes Mura has special expertise in **coaching and consulting with leaders** towards an agile culture, a global mind-set and masterful communication with complex sets of stakeholders, and adapting their leadership practices to rapid changes in the work force, in the market or in job scope. Multi-generational executives and their **teams** turn to her at critical junctures in their evolution to strengthen their strategic perspective, their impactful, authentic executive presence and their learning agility for sustained, effective execution.



A hands-on business leader, Agnes was voted in 2013 to the **Board of Directors** of Aircastle LLC, a multi-billion-dollar global company that acquires, leases and sells high-utility commercial jet aircraft to airlines world-wide. After 15 years as a public company, the board approved a merger that created exceptional shareholder value, while securing the company's exponential growth. Agnes also chairs the Board of the Institute of Professional Psychology Studies, where she teaches Coach-Based Consulting and Coach-Based Leadership.

Over her 20 years in executive development, Agnes has not only coached across many industries, but also designed and delivered **leadership and management development programs** in English and Spanish in the Americas, and worked with public Boards and senior teams on their efficacy.

Agnes serves as adjunct **faculty** in the University of Miami's Certified Professional Coach program. She has taught Coaching and Assessments to global executives in the Advanced Executive Program at the Anderson School of Business (UCLA) and to new coaches in the California State University at Long Beach professional coach training program.

In 2005, Pacific Soundings Press published her book, *Ten Themes and Variations for Postmodern Leaders and Their Coaches*, co-authored with Dr. William Bergquist. Their seminal **book** on organisational coaching strategies and practices, *Coachbook*, was released in 2011 (2nd edition forthcoming).

Agnes Mura's personal journey as a leader was forged in her escape from communist Romania; then included teaching and managing an academic program in Germany, helping break the Soviet boycott of the 1984 Olympics as the Los Angeles Olympic Organizing Committee's Envoy, followed by a ten-year senior career in international banking, last at Bankers Trust Co. of New York.

Fluent in six languages, she holds a Master's degree in Philosophy and Linguistics from Cologne University, Germany; and a Bachelor of Arts (1st) from Edinburgh University, UK.

Her **clients** have included: *AT&T, Accenture, AltaMed, Amita Health, Abbot, Bank of America, Banco Santander, The Coca Cola Company, Colgate Mexico, ConAgra, CEMEX, Citi, Coors, CBS Paramount, Catholic Healthcare West, Dell, Deloitte, DineEquity, East West Bank, ExEd, Experian, First American, Gilead Sciences, Goodyear, ITRON, Kraft Foods, KPMG, Lovelace Health System, LivCor, Mission Hospital, Mercer, MGM, Mead Johnson, Merck, Nantworks, National Australia Bank, Novartis, Nissan, PVH, Polyglass, Raytheon, Roche, Saatchi & Saatchi, Sasser Family Holdings, Shell Midstream LP, Sony, Symantec, Toyota Financial, Toshiba Medical Systems Corp., UBS, Time Warner... and many "fast" small and mid-size firms in the US and abroad.*

Agnes Mura, Inc.

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Ms. Mura understands the culture of groups, organizations and nations, and how best to navigate them. Her profound humanity is coupled with a keen strategic eye for what's really going on, and a strong business sense from her 10 years as a finance executive.

As a Corporate Board Director:

Since Agnes Mura joined the prestigious Aircastle board in 2013, and its Nominations & Governance and Compensation Committees, the firm's enterprise value has increased over 60%. It has completed two long-term strategic partnerships (with the respected Japanese trading company Marubeni and with Canada's OTPP), significantly improved its capital structure, upgraded its key talent and added several top international board members. In 2020, the company was fully acquired by Marubeni & Mizuho Leasing at a premium share price.

Recent C-level Executive and public Board Evaluations:

- Performed the annual evaluation of a public company CEO, who was creating a culture change in the organization, engendering a lot of resistance as well as very positive results. Delivered a multi-rater interview-based evaluation of the CEO along with coaching feedback and recommendations of forward-looking changes.
- Performed a quantitative as well as qualitative governance Evaluation process of the board's functioning at a collective and individual level, supported by feedback, recommendations and action plans.

As an Executive Coach, Ms. Mura is credited with recently supporting:

- The CEO, COO and CCO (individually and as a team) of a privately-owned surgical equipment company in the throes of unexpected growth by virtue of a strong pipeline of products. Developed the insights and practices needed to solve for strategic alignment issues, personal leadership presence/communications challenges, careful international expansion and sustained innovation in R&D.
- The CFO of a national public corporation to navigate a problematic triangular relationship with the CEO and key board members. After working with board members and all key stakeholders, four months into the process the chairman and the lead director expressed their renewed confidence in the whole management team, in time for the CFO to launch a critical and successful debt restructuring.
- Plant Manager of a major US tire manufacturer on his successful path to Manufacturing Director. Increased executive presence, assertiveness, complex stakeholder management skills, and inspirational communication.
- As part of the CEO succession process in a medium-sized public company, following the sudden, health-related resignation of the CEO: coached the three top candidates to ensure they're at the 'top of their game' (CFO was appointed).
- CEO and EVP team of a leading SoCal financial institution, to strengthen individual leadership, strategic abilities and involvement with the board in advance of the 2008-2009 financial meltdown; the CEO and the team were thus able to turn the business model and the firm's culture into a new, sustainable direction.
- A Senior Partner in a Big Four consulting firm to achieve a seat on the executive committee and the firm's board, by strengthening a firm-wide strategic perspective,

building credibility and connections through collaboration and sharper delegation and mentoring skills.

As Retreat Facilitator, she delivered

- Public and private Board development retreats, based on analytically performed feedback, to help boards identify their strengths and growth areas on their path to achieving excellence in governance and strategic acumen.
- Strategic (and scenario) planning off-sites for numerous executive and senior teams in mid-size west-coast companies, with quarterly reviews to support ongoing implementation.
- Values Workouts for “Built on Values” companies to create alignment across the organization.
- Annual planning and team building retreats for private and non-profit boards.

To illustrate team development:

- Numerous successful Senior Team interventions involving thorough (re-)evaluation of composition and skill profile; strengthened relationships with the Board and external stakeholders; powerful mutual accountability; improved group dynamics; complex conflict resolution.
- Recently supported the evolution “from senior group to high performing team” (sometimes dispersed) in three consumer product companies improving bottom-line performance over two years. Continue helping them maintain their disciplined processes during changes in business scope and in team composition.

As a Leadership Development program designer, some of her engagements have included:

- Designed and delivered Multi-Cultural Conversational Intelligence programs for senior groups seeking to develop a global mindset.
- A two-year executive development program for a \$10 billion Los Angeles based firm, designed and executed in coordination with USC’s Marshall School of Business Executive Education division.
- A two-year leadership program for the top 75 executives of a major global bank, impacting succession and growth strategies.
- Ongoing faculty roles in global leadership programs for Novartis, Coca-Cola, Citi, Dell, Roche, Gilead and others.

Principal Assessment Tools used:

- Expertly designed, customized interview-based multi-rater feedback and evaluation.
- Instrumented assessments:
 - Hay Emotional Competencies Inventory 360, Benchmarks 360 (CCL), Kaisen 360, Compass 360, Leadership Practices Inventory 360, Lominger 360 (Voices).
 - FIRO B, MBTI, Hogan Suite, DISC, FEBI (www.FEBIassessment.com), Workplace Motivators and TrimetrixEQ (TTI), Coaching Effectiveness Inventory (Korn Ferry), Learning Styles, Thomas Kilmann Conflict Mode Instrument, Conflict Dynamics Profile.

- Additional Certifications: *Conversational Intelligence®*; Advanced Facilitation; Coach-Based Consulting.

Program Modalities

Ms. Mura delivers value through a customized mix of several modalities:

- Face-to-face on-site coaching, including shadowing leaders in their activities;
- Video-conference coaching;
- In-depth assessment debriefs followed by telephone coaching;
- Virtual and in-person Group events and Training, preceded and followed by individual tele-coaching (e.g. leadership development programs);
- Off-site retreats (e.g., team building, strategic planning);
- Tailored tele-classes and webinars;
- Individual and team *coaching intensives* in Santa Fe.

Business and Organizational Leadership Experience

Agnes Mura's personal journey as a leader was forged in her escape from communist Romania; then included teaching and running an academic program in Germany; helping break the Soviet boycott of the 1984 Olympics as the Los Angeles Olympic Organizing Committee's diplomatic Envoy to Romania; and a ten-year management career in international banking. Her last role at Bankers Trust Co. of New York was Mexico Country Head for private banking and California Representative.

As a coach and consultant, she continued honing her hands-on leadership skills: she served for 7 years as an independent Director on a public board, and built and led two professional associations and consortia of national and international reach from the ground up.

Agnes Mura has taught Coaching and Assessments to global executives in the Advanced Executive Program at the Anderson School of Business (UCLA) and to new coaches in the Cal State University Long Beach professional coaches training program. She was a regular and frequent guest lecturer in Pepperdine University's doctoral program in Organizational Leadership. As a long-standing member of the *International Coach Federation's* Accreditation Committee, she has evaluated coach training institutions and assessed individual coaches who are applying for professional certification all over the world. She serves as faculty on the University of Miami's Certified Professional Coach program, and chairs the board of the Institute for Professional Psychology Studies (IPPS).

Coaching Philosophy

Agnes Mura, a voracious learner, continuously synthesizes the insights of a variety of cutting-edge leadership and management disciplines and translates them into "just-in-time" experiential understanding for her "colleagues" (as Agnes calls her clients).

She approaches each assignment from a systemic perspective, and looks both at business as well as personal implications; developmental needs as well as bottom-line performance goals. All development is viewed as occurring in a wider context – of an industry, a global environment, a point in history, a corporate life cycle, a function's evolution within the company... and a person's evolution. How can individual potential be maximized, while serving the sustainable success of the organization in this complex, vertiginously changing world?

Certified in a number of top assessment instruments, and in the Conversational Intelligence methodology, her coaching process is built on a balance of *Reflection, Challenge and Support*, as informed by the latest research in the *neuroscience of behavior change, leadership and group dynamics*. She catalyzes both profound and practical shifts in her clients. Executives and businesspeople select Agnes for her keen understanding of high achievers, as well as a capacity to bring intimacy, patience and deep dedication to each coaching relationship she develops.

The core of her coaching curriculum addresses the dilemmas of today's business life as well as of each individual's chosen leadership edge. She accomplishes that through thorough data-gathering, listening to understand, compassionate truth-telling, a keen ear for the (often self-limiting) beliefs of the person, profound respect and appreciation for each adult's life of achievement, and by modeling and inspiring the stance of a life-long learner.

Each engagement is clearly a triangle between the organization, the executive and the coach, requiring careful and sustained communication, with clearly defined confidentiality parameters and metrics of success. Every relationship is based on mutual accountability. All of Agnes Mura's work carries an unconditional satisfaction guarantee.

Keynote Speaking Engagements

Ms. Mura frequently speaks publicly on topics like "Leader as Coach," "The Neuroscience of Leadership," "Right vs. Right" (weighing opposite but valid viewpoints); "Energy vs. Time" (time management for a sustainable and meaningful professional life); "Dialogue vs. Conflict" (trust-building communication); "Executive Presence"; "Coach-Based Consulting" and other tailored subjects.

Honors and Publications

In 2000, Agnes Mura's accomplishments were honored with the *Woman of Achievement Award* by Century City - Los Angeles. In 2002, she earned the *Builders' Award* of the Professional Coaches and Mentors Association. In 2003, she became a founding member of the editorial board of the *International Journal of Coaching in Organizations*. In 2004, she co-founded the *International Consortium for Coaching in Organizations*. From 2004 to 2012, she was the editor of the *CoachLeader Update*, an ICCO member publication modeled on the Harvard Management Update.

Her contributions were published in the *2008 Pfeiffer Annual: Leadership Development*. Pacific Soundings Press published her book, co-authored with Dr. William Bergquist, *Ten Themes and Variations for Postmodern Leaders and Their Coaches* in 2005. Their book of organizational coaching strategies and practices, [coachbook](#) appeared at Amazon in 2011 and *consultbook* is appearing shortly.

Education

Agnes Mura holds a Master's degree in philosophy and applied linguistics from Cologne University in Germany, and a Bachelor of Arts from Edinburgh University, Scotland.

Prior to launching her consultancy, she held various Finance Certifications in the 1980's and 90's. She speaks English, German, Spanish, French and Romanian fluently, and basic Hungarian.


William Bergquist, Ph.D.
Agnes Mura, M.A., M.C.C.



A compendium of Organizational Coaching
Strategies and Practices

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