

# JANICE KNIGHT

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## PROFESSIONAL AND CERTIFIED COACH AND CONSULTANT

### *Executive-Managerial Coaching / Acquisition Integration Coaching / Vision & Strategic Planning*

A no-nonsense, results-producing, passionate professional with a proven record of accomplishment in coaching leaders and managers; planning, leading & facilitating comprehensive Vision, Mission and Values sessions and business transitions (acquisitions, exit planning, growth) in support of business goals and objectives. Solid leadership skills; able to build and guide top-performing leaders and managers. Adept at communicating with stakeholders of all levels- from CEO to employees on the front line. Current capabilities include:

• Executive/Managerial Action Coaching	• Leadership & Skills Assessment Testing
• Group Facilitation	• Human Resources Consulting
• Acquisition Integration Planning & Implementation	• Team Building & Coaching Workshops
• Development of Vision, Mission, Values & Strategic Planning	• Inspirational Speaker

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## PROFESSIONAL EXPERIENCE

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### **Professional Coach and Owner of YrCoach, 2000 – Present**

[YrCoach, Professional Coaching Firm](#) – Grass Valley, CA

Coached over 100+ professionals, leaders, business owners and individuals in transition to identify and produce the results they desired (e.g., money, more time, less stress, business outcomes), identify and let go of limitations, build skills and confidence and become more satisfied, happier and less stressed.

### ***Selected Contributions:***

- ✓ CEO of \$1.5M consulting firm came to me feeling burned out, working 80+ hours a week, not earning as much as she would like, overweight, not dating and very resigned on just about everything. **Result:** By the end of the first year of coaching, the CEO had doubled the firm's revenues; created strategic partners instead of doing the work herself, reduced her work time to three days a week; improved relationships with her children; implemented the daily practice of walking and lost weight, learned coping skills to handle stress, began dating again and took sky diving lessons. She is no longer resigned about anything and has a new passion for life.
- ✓ Young single mother with 2 children longed to feel more in control of her life, be better organized and become a better salesperson. **Result:** After 8 months of coaching she feels more in control, no longer takes anti-depressant medications, has learned how to plan and prioritize her day instead of react to it, became more confident, takes more responsibility for her actions (where she used to blame others) and won several "sales of the month" awards for her company for increased sales.
- ✓ President of \$5M software company came to me because she was exhausted, doing everything herself, angry at her husband for not recognizing her contributions to the company and not participating in a meaningful way with employees, and she felt the sales staff was disengaged at work and not producing

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enough. I coached the CEO and her sales team. We created Personal Game Plans for each sales team member and the CEO and I coached them weekly to ensure their success. **Result:** The sales team exceeded their quotas for the year. They became more engaged in their jobs, learned new skills to build rapport with customers and developed personal practices to ease the stress of cold calling. The President learned how to delegate and hold others accountable, re-engaged her husband in the business, has a happier home life and is not working as much.

- ✓ Attorney wanted to make more money, retain and motivate his staff and become better organized. His anger and judgmental nature were getting in the way of client, staff and peer relationships and impacting his bottom line. We worked to identify what he truly valued, the beliefs that were holding him back and did skill building and practice exercises to work with his anger, quick judgment and disorganization. **Result:** He has attracted clients that value his services and pay him more, he feels confident in charging for his time, he has increased collection on his accounts and he has better working relationships with his staff, colleague and the judges. He is happier and likes who he has become.
- ✓ Small business [\$2M] getting ready to sell business. Owners were at a loss as to where to begin. I providing weekly coaching to serve as sounding board, brainstorm ideas and help them deal with change. I used my consulting services to help them create an Exit Plan team (attorney, broker, financial planner and coach), create focus, structure and action items for them to complete. **Result:** They have an Exit Team in place, they have positioned themselves to be attractive to a buyer and they feel good about the process ahead because they know where they are going and they have a team in place to help them.

### **Senior Consultant/Owner of Knight Line Consulting 1991 – Present**

[Knight Line Consulting, Strategic HR Consulting Firm](#)- Grass Valley

Provided leadership, direction and management consulting services to Small to Mid-Sized Companies [\$1M to \$5M] to help them strategically grow or exit the business. Audited employment practices, conducted due diligence for employment issues for acquisitions, designed training program; conducted organization assessments, recommended solutions and assisted in implementation; administered leadership and assessment tests; developed, led and facilitated Vision, Mission and Values Sessions and Strategic Planning. Designed and presented workshops on emotional intelligence, productivity, accountability, communication, ethics and sensitivity training.

#### ***Selected Contributions:***

- ✓ Struggling pharmacy re-invents itself. Owner came to me because he was worn out, could never leave the business, had difficulty giving directions to his staff and was worried about changes (and resulting chaos) that would be required by Medicare changes. He was simply overwhelmed. We created (with full participation of key personnel) a “shared” Vision, Mission and Values Statement, that energized his staff and gave them direction. We set strategic objectives which the team was able to accomplish (more efficient work flow, clearly defined roles, new web site, focus on customer service). I coached the Owner weekly and used a combination of consulting and coaching with selected key personnel. **Result:** Engaged team, retained pharmacy staff (who are in short supply), more efficient physical layout and happier customers. Also whizzed through Medicare changeover with minor problems. Owner now delegates better and works less hours.
- ✓ Engineering firm lacked focus and identity. Profits were down and cash flow a problem. Also having difficulty hiring engineers (who were in short supply). We re-energized the entire staff by inviting and educating them on how to participate in Visioning Sessions. I lead and facilitated these Visions Sessions which led to a new identity (new Vision, Mission and Values Statement). **Result:** Executive Team is positioned to create Strategic Plan; employees are more motivated and focused; company more attractive to engineer recruits and hire of top notch performer in process.

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*Professional Experience Continued***Vice President of Human Resources**

[Meadowbrook Rehabilitation Group, Inc.](#) a national provider of neurological rehabilitation care centers/hospital—  
Headquartered in Emeryville, CA

Provided internal HR consulting services for 12 facilities in 5 states. Oversaw HR function for 750+ employees (benefits, workers comp, staffing, employee relations, staff development, strategic planning, etc.). Managed reductions-in-force, a plant closing, terminations and disciplinary actions. Team member of due diligence for acquisitions.

**Director of Human Resources**

[Trust for Public Land](#), a national transaction driven organization that acquires and preserves open space.  
San Francisco, CA

Provided internal HR consulting services for 6 regional offices and 6 field offices in 9 states. Developed and implemented nationwide Wage and Compensation System which resulted in sense of fairness and reduced inequities and supporting company's compensation philosophy. Designed, selected and implemented Human Resource Information System.

**Director of Human Resources**

[The Allied Companies](#), a holding company for 5 companies, including a group health third party administrator, weekly newspaper, travel agency, group health software and delicatessen.  
Mountain View, CA

**Direction of Human Resources and Administration**

[Environmental Health Associates, Inc.](#)-an occupational and environmental research consulting firm  
Oakland, CA

**Manager of Human Resources and Administration**

[Continental Information Systems, Inc.](#) a national capital equipment leasing firm.  
San Francisco, CA

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**EDUCATION & CREDENTIALS**

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**Certified Co-Active Professional Coach, CPCC**, from The Coaches Training Institute, which is accredited by the International Coaching Federation (ICF)

**Certified Senior Human Resources Professional (SPHR)**, certification by the national association- Society of Human Resource Professionals

**Bachelor of Art (Fine Arts & Humanities; Minor- Business Administration)**• San Francisco State  
Professional CEU Classes Offered by AMA, NCHR and IFEBP  
Graduate Level Classes in Organizational Development- Golden Gate University

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**PROFESSIONAL  
ASSOCIATIONS**

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International Coaching Federation, Inc. (ICF)

Society for Human Resources Professionals (SHRMA)

Sacramento Association of Human Resource Associates (SAHRA)

Founding Member of Board of Directors, CASA (Court Appointed Special Advocates)

Former Member of California State Chamber of Commerce- Employee Relations Committee