



Coaching and Feedback Program

Information Session

Lynn Krage

What is Coaching?

Coaching is a personalized development experience designed to advance your leadership skills through a structured program including one-on-one sessions with an executive coach.



Why Leadership Coaching?

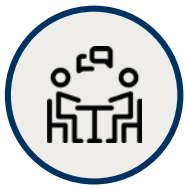
- To become a better leader/team member
- To focus on the specific competencies that contribute to interpersonal effectiveness
- To gather feedback data to get better insight into strengths and areas for development
- To engage in targeted behavioral change for leadership development



Why Leadership Coaching?

“To attain exceptional levels of performance, subjects must undergo a very long period of active learning, during which they refine and improve their skill, ideally under the supervision of a teacher or coach.”

— ERICSSON & CHARNES, 1994



How Does Coaching Work?

	MENTORING	CONSULTING	THERAPY	COACHING
Thought	My experience is... I know how...	I am an expert. This is what you are paying me to tell you.	I will help you heal from the cause.	How can I support your learning? Where would you like to go from here?
Statement	“This is how I would do it.”	“This is how to do it.” “This is how you should do it.”	“Tell me about your past.” “What was it you went through?”	“What have you tried? How has that served or disserved you? What else is possible?”
Action	Guidance & advice	Direction, method, technique, & information	Probe, psychoanalyze, deep reflection, come to terms	Explore, experiment, learn new ways of working, thinking, doing, personally and professionally.



The Coaching Process

Collect feedback and assessment data

Conduct Coaching Sessions and Fieldwork

Execute against an individualized leadership development strategy developed to improve leadership skills and build capacity for leadership





Program Overview



Overview



Coaching Sessions



Assessment

Meetings

Self

Session notes

Other

Prep forms



Goal Setting



Commencement

Session

End of engagement assessments

Worksheets



Contracting

Development plan

Contract



Coaching: About the Coaches on our Bench

EXPERIENCE

Minimum of 5 years experience, majority with over 10 years

Coached Senior Executives, High Potentials and Entrepreneurs

Major global corporations

EDUCATION

Masters & PhD

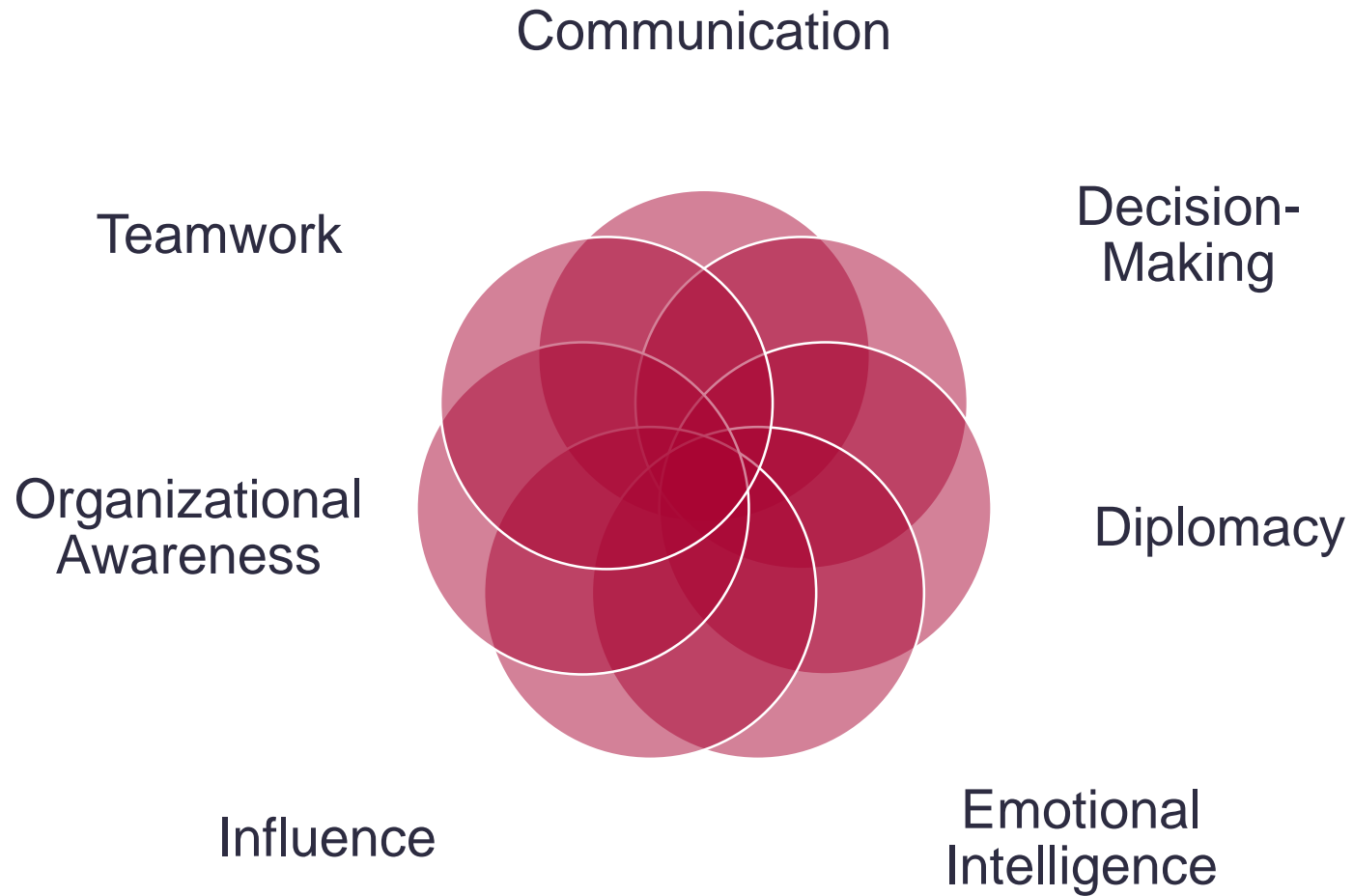
ICF Certified

Knowledgeable in leadership development

Trained in Wharton MBA experience



Assessment: Wharton Leadership Competencies





Assessment

Who to Ask...

Total of 10-12 respondents

7-10 professional contacts Include supervisor(s), colleagues, and direct reports

2-3 Wharton reviewers

Directly observed behavior

How to Ask...

Talk with each respondent personally before sending the assessment invitation

An invitation template is included in the handout

Ask each reviewer directly

When to Ask...


Start thinking about list immediately

Send invitations by 21 May

Assessments must be completed in advance of Goal Setting Session on 15 June



Competency Assessment

? Megan Moser

My Assessments Tasks: 2013 Fall - ECFP Assessment - Class of 2015 Invite Others

For this assessment, you will need to invite approximately 7-8 assessors who are not on your Wharton Learning Team. Your respondents should include at least 3-4 Wharton peers (not part of your Learning Team) and at least 4 professional colleagues, which may include former bosses, peers, and direct reports.

Please do not nominate Learning Team members, or complete a self-evaluation in this assessment.

Please complete your nominations as soon as possible, but no later than Monday, September 9, 2013.

For each respondent, you will need to enter their first name, last name, email address, and relationship (Professional Peer, Manager, Direct Report, Wharton Peer, Wharton Other, or Family and Friends).

Invite Evaluators

I want to invite to evaluate me, as my Select Relationship... Add

Current Invitations

Requirements	Name
At Least 7	Fill Slot 1
	Fill Slot 2
	Fill Slot 3
	Fill Slot 4
	Fill Slot 5
	Fill Slot 6
	Fill Slot 7

View Task List Nominate 7 People to Evaluate You You are currently logged in as: moseme@wharton.upenn.edu Back to Task List



Competency Assessment

Gap Assessment Table

Positive Gaps				
Rank	Item	Others	SELF	Gap
1	Monitoring team performance and adjusting by giving help or redistributing responsibilities	5.31	3.00	2.31
2	Managing personal emotions and regulating emotional responses	5.23	3.00	2.23
3	Creating and assigning roles and delegating tasks	4.85	3.00	1.85
4	Balancing giving and taking	4.62	3.00	1.62
5	Managing the emotions of others (i.e. cheering others up, calming others down, etc.)	6.31	5.00	1.31
Negative Gaps				
Rank	Item	Others	SELF	Gap
1	Expressing one's true opinions, even when it differs from what others are thinking and feeling	3.92	5.00	-1.08
2	Providing meaningful and constructive feedback to group members	4.23	5.00	-0.77
3	Choosing the appropriate communication channel depending on the content and context of the communication	5.58	6.00	-0.42
4	Listening carefully and demonstrating understanding	6.62	7.00	-0.38
5	Receiving and acting upon feedback provided by group members	5.69	6.00	-0.31



Goal Setting: Wharton ECFP Coaching Process





The Coaching Process

Coaching & Feedback Program



Coaching Action Plan

NAME: _____

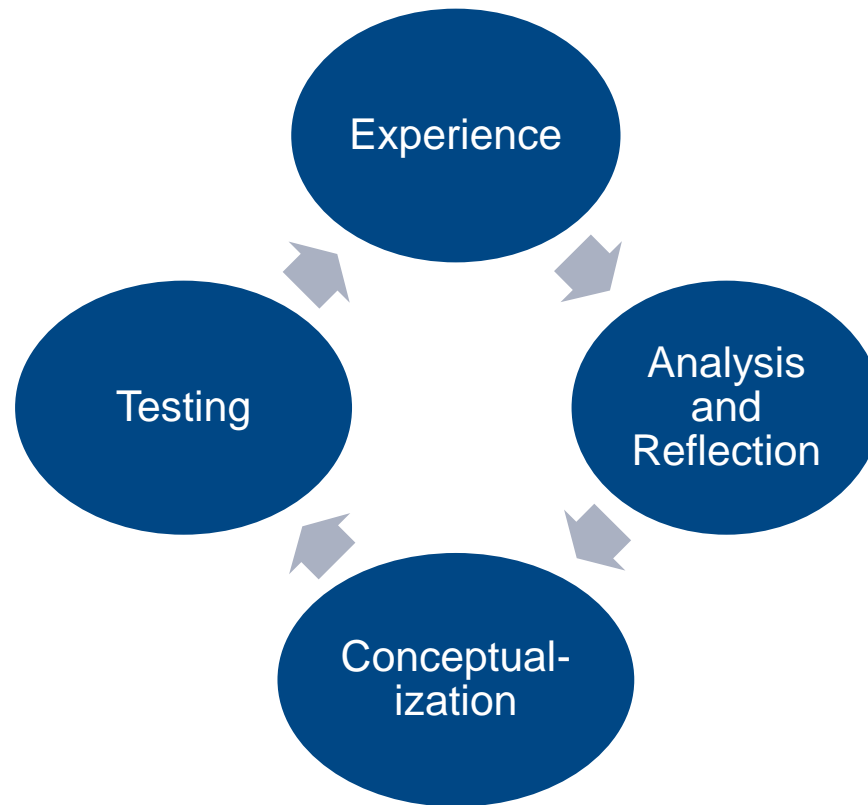
Primary Goal Related Behaviors	What do I want to do differently?	Where? With Whom?	Who can I enlist to support my efforts?	How will I know if I have been successful?
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	What do I want to do differently?	Where? With Whom?	Who can I enlist to support my efforts?	How will I know if I have been successful?



McNULTY
LEADERSHIP PROGRAM



Sessions: Wharton ECFP Coaching Process





WEMBA Coaching Program Schedule

WEMBA Philadelphia Class 43 Coaching Schedule

START DATE	END DATE	EVENT	TIME	LOCATION	NOTES
4/13/18		Information Session	Lunch	SCC, 1st Floor Flat	
4/14/18	5/6/18	Enrollment		Online	Sign up through Qualtrics
5/18/18		Qualtrics Online 360 Assessment Open		Email Invitation	
6/11/18		Complete self-assessment in Qualtrics			
6/15/18		Goal Setting Session	Lunch	Vance, B11	
July		Coaching Session #1		student and coach schedule independently	75 minute session
August		Coaching Session #2		student and coach schedule independently	45 minute session
September		Coaching Session #3		student and coach schedule independently	45 minute session
9/1/18	9/15/18	Midpoint feedback survey for program		Online	20 minute survey
October		Coaching Session #4		student and coach schedule independently	45 minute session
November		Coaching Session #5		student and coach schedule independently	45 minute session
December/January	1/12/18	Coaching Session #6		student and coach schedule independently	45 minute session
12/17/18	1/14/19	Final feedback survey for program		Online	20 minute survey



Next Steps

Open Enrollment: Open now, closes 6 May.

Decide who you would like to include on your 360 list: ASAP

Online Leadership Competency Assessment: opens 18 May

Reach out to your respondents and nominate them in Qualtrics by 21 May.

Manage and complete your Online Assessment. All responses must be in by 11 June.

Goal Setting Session: 15 June

Coaching Begins: July

Schedule appointment with your coach independently



Executive Education Coaching Staff

Questions?

Please feel free to contact us with any questions you may have!



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