Executive Coaching and Feedback Program

Overview Session

Lynn Krage, Senior Director
The McNulty Leadership Program

Student of Leadership

Stretch Experiences

Personal Board

Executive Coaching and Feedback Program Outline

1. Info/Enrollment
2. Assessments
3. Goal Setting
4. Contracting
5. Coaching Sessions
6. Commencement
What is Leadership 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.
## What is Leadership Coaching?

<table>
<thead>
<tr>
<th>Focus</th>
<th>Coaching</th>
<th>Counseling</th>
<th>Therapy</th>
<th>Consulting</th>
<th>Mentoring</th>
<th>Teaching</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Goal</td>
<td>Emotional Issues</td>
<td>Treatment</td>
<td>Implementation</td>
<td>Modeling</td>
<td>Knowledge</td>
<td>Systems</td>
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<tr>
<td>Achievement</td>
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<td>Expertise</td>
<td>Coaching</td>
<td>Mental Health</td>
<td>Psychology</td>
<td>Subject Matter</td>
<td>Subject Area Experience</td>
<td>Information</td>
<td>Implementation</td>
</tr>
<tr>
<td>Time</td>
<td>Present goals, Consistent Actions, Future Results</td>
<td>Past Experience Compared with Present Circumstance</td>
<td>Past Causes for Present Circumstance</td>
<td>Past Processes Applied for Future Results</td>
<td>Past Successes Modeled for Present Success</td>
<td>Past Research Shared to Increase Present Knowledge</td>
<td>Past Knowledge Applied to Present Circumstances</td>
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<td>Orientation</td>
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<tr>
<td>Techniques</td>
<td>Questions, Forms, Challenges, Exercises</td>
<td>Exploration, Insight, Diagnosis, Remediation</td>
<td>Diagnosis, Discovery, Treatment</td>
<td>Observation, Implementation, Testing</td>
<td>Advising, Modeling</td>
<td>Lecture, Practice, Examples</td>
<td>Case Studies, Systems, Planning</td>
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<td></td>
<td>Pragmatism, Accountability</td>
<td>Safe Space To Share</td>
<td>Reason Why</td>
<td>Proven Methods</td>
<td>Proven Track Record</td>
<td>Food for Thought</td>
<td>Practical Strategies</td>
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McNulty Leadership Program
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Why Leadership Coaching?

Expert Performance
Its Structure and Acquisition
K. Anders Ericsson and Neil Charness

Counter to the common belief that expert performance relies on innate abilities and capacities, recent research in different domains of expertise has shown that expert performance is predominantly facilitated by acquired cognitive skills and physiological adaptations. For elite performers, supervised practice is necessary for many years and is supplemented with high-quality feedback for more than a decade. The effects of extended deliberate practice have been studied extensively, showing that deliberate practice can lead to substantial changes resulting in improvements to overcome physical and cognitive barriers. The study of expert performance has important implications for the development of optimal learning environments.

In nearly every field of human endeavor, the performance of the best practitioners is so outstanding, even to the performance of other highly expert individuals, that most people believe that qualitative attributes, commonly called innate talent, are the key to success. Although this belief is pervasive, research suggests that the key to success is sustained, deliberate practice over many years. This approach has been used in teaching, athletics, music, and other fields.


“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 & Charness, 1994
100% of CEOs surveyed by Stanford in 2013 were receptive to making changes in leadership style in response to the feedback and coaching that they receive.

Leadership Coaching as Experiential Learning

Assessment Data and Feedback + Executive Coaching and Behavioral Experimentation = Leadership Skill Development and Capacity-Building
Leadership Coaching as Experiential Learning

Leadership Coaching as Experiential Learning

Concrete Experience

Doing

Having an experience

What?

Reflective Observation
Reviewing

Reflecting on the experience

So What?

Abstract Conceptualization
Concluding

Learning from the experience

So What?

Now What?

Testing what you have learned

Active Experimentation
Planning

Leadership Coaching as Experiential Learning

Concrete Experience
Doing
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Now What?
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Leadership Coaching as Experiential Learning

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Leadership Coaching as Experiential Learning

**Concrete Experience**
- Doing
- Having an experience
- What?

**Reflective Observation**
- Reviewing
- Reflecting on the experience
- So What?

**Active Experimentation**
- Planning
- Testing what you have learned
- Now What?

**Abstract Conceptualization**
- Concluding
- Learning from the experience
- So What?

The Wharton Leadership Competencies

Communication

Teamwork

Decision Making

Leveraging Culture

Diplomacy

Influence

Emotional Intelligence
The Wharton Leadership 360 Assessment

Self-Assessment
The Wharton Leadership 360 Assessment

Respondent + Respondent + Respondent + Respondent + Respondent + Self-Assessment

McNulty Leadership Program
The Wharton Leadership 360 Assessment

McNULTY LEADERSHIP PROGRAM

Executive Coaching and Feedback Program

Report prepared for:
Benjamin Franklin
July 4, 1776
The Wharton Leadership 360 Assessment

Who to Ask...
7-10 evaluators who have experienced your professional behaviors and the results of those behaviors. They can be a mix of professional contacts and fellow students.

How to Ask...
Talk with each respondent personally before sending the assessment invitation. The invitation template can be found on our website.

When to Ask...
Your respondents will receive the assessment once you enter them into the Qualtrics system. Assessments must be completed by August 15.
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The Importance of Goal-Setting

You must attend the Goal-Setting Session to participate in the Executive Coaching and Feedback Program.

August 16
The Importance of Goal-Setting
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- Direction
- Goals
- Evaluating/Adjusting
- Choices
- Effectiveness
- High Performance
The Importance of Goal-Setting

- Direction
- Goals
- Choices
- Evaluating/Adjusting
- Effectiveness
- High Performance
Executive Coaching and Feedback Program Outline

- Info/Enrollment
- Assessments
- Goal Setting
- Contracting
- Coaching Sessions
- Commencement
Assigning Your Coach

You

The McNulty Leadership Program’s Executive Coaching Bench
Assigning Your Coach

The McNulty Leadership Program’s Executive Coaching Bench
The ECFP Coaching Agreement

Coaching & Feedback Program

This agreement is between [Client Name] and [Coach Name], Client and Coach. Coaching is provided as a component of the ECFP Coaching Program. Five one-on-one coaching sessions (approximately 8 hours) are provided by this program.

Coaching Appointments

Coaching sessions will take place in person or by telephone or videoconference. Clients must arrive or call in on time to ensure the full coaching time is available.

Cancellation Policy and Appointment Changes

The fee for executive coaching sessions within the program is covered by the McNulty Leadership Program. If you cannot attend a scheduled session, you MUST PROVIDE YOUR COACH WITH A MINIMUM OF 24 HOURS' NOTICE. With proper advanced notice (more than 24 hours), you may reschedule up to 2 sessions (out of the total 5 sessions) allowed. If you reschedule more than 2 sessions or do not attend an appointment and you have not notified your coach, your participation in the program will be suspended.

Please note that if you have documentable special circumstances (such as illness) or grave personal difficulties (such as a death in the family), exceptions may be made. Documentation will be required.

Punctuality and Participation

Clients must submit their session prep forms to their coach at minimum 72 hours prior to their scheduled appointment time. Clients must arrive on time for their sessions and prepared to discuss their assignments and progress towards goals. If a client is not prepared for a session or is not engaged in the coaching process, their participation in the program may be reviewed.

Confidentiality

Confidentiality is important to the coaching relationship and all sessions are confidential. The exception to confidentiality is if the coach believes the client will hurt themselves or someone else, and/or if the client is violating laws.

Data Collection

The coaching delivered through the program is provided as part of a larger program located within the McNulty Leadership Program. As such, it is important for the Program to collect data on performance and outcomes. As a part of this data collection process, your coaches will keep notes and evaluate the following: timeline, preparedness, goals, progress toward goals, and assignments. These notes will be aggregated with all of the notes from the program for the purposes of program evaluation on coaching effectiveness and outcomes. The data will be compiled and shared at the aggregate level and no individual names or cases will be revealed.

Type of Relationship

The coach and client have entered into a coaching relationship, not a therapeutic or psychological counseling relationship. If therapy or counseling is needed, clients should seek these services from an appropriate counseling professional.

Client (signature) Date Coach (signature) Date

McNulty Leadership Program
## What is a Coaching Session Like?

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Mentoring</th>
<th>Consulting</th>
<th>Therapy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thought</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How can I support your learning?</td>
<td>My experience is...</td>
<td>I am an expert...</td>
<td>I will help heal you from the cause.</td>
</tr>
<tr>
<td>Where would you like to go from here?</td>
<td>I know how...</td>
<td>This is what you are paying me to tell you...</td>
<td></td>
</tr>
<tr>
<td>“What have you tried?”</td>
<td>“This is how I would do it.”</td>
<td>“This is how you do it.”</td>
<td>“Tell me about your past.”</td>
</tr>
<tr>
<td>“How has that served or disserved you?”</td>
<td>“What else is possible?”</td>
<td>“This is how you should do it.”</td>
<td>“What was it you wen through?”</td>
</tr>
<tr>
<td>Statement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore, experiment, and learn new ways of working, thinking, and doing, personally and professionally.</td>
<td>Guidance &amp; Advice</td>
<td>Direction, Method, Technique, &amp; Information</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**McNulty Leadership Program**
What is a Coaching Session Like?

Coaching

- How can I support your learning?
- How has that served or disserved you?
- What else is possible?

Thought

- Where would you like to go from here?
- “What have you tried?”

Statement

- Explore, experiment, and learn new ways of working, thinking, and doing, personally and professionally.

Action

- My experience is…
- I am an expert…
- I will help heal you from the cause.
- This is what you are paying me to tell you…
- This is how you do it.”
- “Tell me about your past.”
- “What was it you went through?”

Mentoring

Consulting

Therapy

Guidance & Advice

Direction, Method, Technique, & Information

Probe, Psychoanalyze, Deep Reflection, Come to Terms
Executive Coaching and Feedback Program Outline

- Info/Enrollment
- Assessments
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- Contracting
- Coaching Sessions
- Commencement
End-of-Engagement Reflection

**McNulty Leadership Program**

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**Coaching & Feedback Program**

**Session 6 Reflection**

**NAME:**

1. What was the main goal of the coaching engagement? How much progress did you make toward achieving the coaching goal? How are you different now after receiving coaching?

2. What did you learn from your coaching sessions?
   - How has your self-awareness grown?
   - How do you think differently?

3. What did you learn from the coaching fieldwork?
   - What behaviors are different?
   - How have others responded to your behavioral work?
   - What needs to happen next to build upon this behavioral work?

4. What will you do to build upon your coaching experience?
Enrollment Opens TODAY
Go to our website (also listed on the program outline) and fill out the enrollment survey.

Enrollment Closes Friday, July 26th

Goal Setting:
- It is required to attend Goal Setting on August 16th
- You will receive more information and access to the 360 assessment via email if you register for the program

Qualtrics 360 FAQ’s
- Completing the 360 Assessment and having a generated report is a requirement for ECFP
- You need at least 5 external evaluators and your completed self-assessment (6 total) to generate a report
- For anonymity, we cannot share who has/has not completed your evaluation. Reach out to all evaluators and thank those who have completed, and ask those who haven’t to do so by August 15th
# 2019 - 2020 WEMBA Philadelphia Class 44 Coaching Schedule

<table>
<thead>
<tr>
<th>START DATE</th>
<th>END DATE</th>
<th>EVENT</th>
<th>TIME</th>
<th>LOCATION</th>
<th>NOTES</th>
<th>PARTICIPANT(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/19/19</td>
<td>7/19/19</td>
<td>Information Session</td>
<td>12:00 pm EST</td>
<td>SCC, TBA</td>
<td></td>
<td>Prospective Students/ ECFP Team</td>
</tr>
<tr>
<td>7/19/19</td>
<td>7/26/19</td>
<td>Enrollment</td>
<td>Online</td>
<td></td>
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<td>Students</td>
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<tr>
<td>8/15/19</td>
<td></td>
<td>Qualtrics Deadline: self assessment/minimum number of respondents complete</td>
<td>Email Invitation</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>8/16/19</td>
<td></td>
<td>Goal Setting Session</td>
<td>12:00 pm EST</td>
<td>SCC, TBA</td>
<td></td>
<td>Enrolled Students/ECFP Team</td>
</tr>
<tr>
<td>8/16/19</td>
<td>9/16/19</td>
<td>Continue to solicit Qualtrics 360 Feedback</td>
<td>Online</td>
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<td>Students</td>
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<tr>
<td>9/16/19</td>
<td>9/20/19</td>
<td>Student Assignments</td>
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<tr>
<td>10/1/19</td>
<td>10/31/19</td>
<td>Coaching Session #1</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
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<tr>
<td>11/1/19</td>
<td>11/30/19</td>
<td>Coaching Session #2</td>
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<td>12/1/19</td>
<td>12/31/19</td>
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<td>60 minute session</td>
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<td>12/15/19</td>
<td>1/15/20</td>
<td>Midpoint feedback survey for program</td>
<td>Online</td>
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<td>20 minute survey</td>
<td>Student</td>
</tr>
<tr>
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<td>1/31/20</td>
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<td>2/29/20</td>
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<td>60 minute session</td>
<td>Student/Coach</td>
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<td>3/1/20</td>
<td>3/31/20</td>
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<td>Student/Coach</td>
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<tr>
<td>3/15/20</td>
<td>3/31/20</td>
<td>Final feedback survey for program</td>
<td>Online</td>
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Questions after the Session?

Please feel free to contact us with any questions you may think of after the presentation by e-mailing ECFProgram@wharton.upenn.edu or stopping by G47 in Huntsman Hall.

Program Staff

Lynn Krage
Senior Director
lkrage@wharton.upenn.edu

Samantha Stahl
Associate Director
sastahl@wharton.upenn.edu
Atul Gawande on Coaching - TED