Executive Coaching and Feedback Program

Overview Session

Lynn Krage, Senior Director
The McNulty Leadership Program

Executive Coaching and Feedback Program Outline

- Info/Enrollment
- Assessments
- Goal Setting
- Contracting
- Coaching Sessions
- 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</td>
<td>Treatment</td>
<td>Implementation</td>
<td>Modeling</td>
<td>Knowledge</td>
<td>Systems</td>
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<tr>
<td>Achievement</td>
<td>Achievement</td>
<td>Issues</td>
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<tr>
<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>
</tr>
<tr>
<td>Orientation</td>
<td></td>
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</tr>
<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>
</tr>
<tr>
<td>Service</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>
</tr>
<tr>
<td>Provided</td>
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</table>

McNulty Leadership Program
Why Leadership Coaching?

Expert Performance
Its Structure and Acquisition

K. Anders Ericsson and Neil Charness

Expert performance involves human abilities and capacities. Experts in different domains of expertise show unique skills and physiological adaptations. For instance, exceptional athletes exhibit specialized brain structures and motor systems that are not found in non-experts. In the same way, scientists have unique capacities in memory and processing speed. The ability to acquire such skills is often referred to as “expert performance.”


“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

Executive Coaching and Feedback Program Outline

1. Assessments
2. Goal Setting
3. Contracting
4. Coaching Sessions
5. Commencement

Info/Enrollment
The Wharton Leadership Competencies

- Communication
- Decision Making
- Diplomacy
- Emotional Intelligence
- Influence
- Leveraging Culture
- Teamwork
The Wharton Leadership 360 Assessment

Self-Assessment
The Wharton Leadership 360 Assessment

Respondent + Respondent + Respondent + Respondent + Respondent + Respondent

Self-Assessment
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 23.
Executive Coaching and Feedback Program Outline

- Info/Enrollment
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Your individual Goal-Setting Session will take place during the month of September with your assigned coach.
Executive Coaching and Feedback Program Outline

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Assigning Your Coach

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

The McNulty Leadership Program’s Executive Coaching Bench
Executive Coaching and Feedback Program Outline

- Goal Setting
- Contracting
- Coaching Sessions
- Commencement

Assessments

Info/Enrollment
## 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>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>This is how you do it.</td>
</tr>
<tr>
<td>“What have you tried?”</td>
<td>“This is how I would do it.”</td>
<td>“Tell me about your past.”</td>
<td>“What was it you went through?”</td>
</tr>
<tr>
<td>“How has that served or disserved you?”</td>
<td>“This is how you should do it.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“What else is possible?”</td>
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<tr>
<td>Explore, experiment, and learn new ways of working, thinking, and doing, personally and professionally.</td>
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</table>
End-of-Engagement Reflection

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?
Executive Coaching and Feedback Program Outline

Info/Enrollment → Assessments → Goal Setting → Contracting → Coaching Sessions → Commencement
Enrollment Opens TODAY
Go to our [website](#) (will also be sent via MyWharton) and fill out the enrollment survey.

Enrollment Closes Friday, August 2\textsuperscript{nd}

Goal Setting:
- An individual session with your coach during the month of September
- 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 23\textsuperscript{rd}
<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>
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<tbody>
<tr>
<td>7/26/19</td>
<td>7/26/19</td>
<td>Information Session</td>
<td>12:30 pm PST</td>
<td>Virtual, Classroom 612</td>
<td>Prospective Students/ ECFP Team</td>
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<tr>
<td>7/26/19</td>
<td>8/2/19</td>
<td>Enrollment</td>
<td></td>
<td>Online</td>
<td>Sign up through Qualtrics</td>
<td>Students</td>
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<td>8/23/19</td>
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<td>Qualtrics Deadline: self assessment/minimum number of respondents complete</td>
<td>Email Invitation</td>
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<td>8/26/19</td>
<td>8/30/19</td>
<td>Student Assignments</td>
<td>Email</td>
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<tr>
<td>9/1/19</td>
<td>9/30/19</td>
<td>Goal Setting Session with Assigned Coach</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</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>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
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<tr>
<td>12/1/19</td>
<td>12/31/19</td>
<td>Coaching Session #3</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
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<tr>
<td>12/15/19</td>
<td>1/15/20</td>
<td>Midpoint feedback survey for program</td>
<td>Online</td>
<td>20 minute survey</td>
<td>Student</td>
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<td>1/1/20</td>
<td>1/31/20</td>
<td>Coaching Session #4</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
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<td>2/1/20</td>
<td>2/29/20</td>
<td>Coaching Session #5</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
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<td>3/1/20</td>
<td>3/31/20</td>
<td>Coaching Session #6</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<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>
<td>20 minute survey</td>
<td>Student</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

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