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

Info/Enrollment

Goal Setting

Contracting

Assessments

Coaching Sessions

Commencement

Wharton McNulty Leadership Program
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>Emotion Issues</td>
<td>Treatment</td>
<td>Implementation</td>
<td>Modeling</td>
<td>Knowledge</td>
<td>Systems</td>
</tr>
<tr>
<td>Achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Present goals, Consistent</td>
<td>Past Experience</td>
<td>Past Causes for</td>
<td>Past Processes</td>
<td>Past Successes</td>
<td>Past Research</td>
<td>Past Knowledge</td>
</tr>
<tr>
<td>Orientation</td>
<td>Actions, Future Results</td>
<td>Compared with Present</td>
<td>Present Circumstance</td>
<td>Applied for Future</td>
<td>Modeled for Present</td>
<td>Shared to Increase</td>
<td>Applied to Present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Circumstance</td>
<td></td>
<td>Results</td>
<td>Success</td>
<td>Present Knowledge</td>
<td>Circumstances</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Techniques</td>
<td>Questions, Forms,</td>
<td>Exploration, Insight,</td>
<td>Diagnosis, Discovery,</td>
<td>Observation, Implementation,</td>
<td>Advising, Modeling</td>
<td>Lecture, Practice,</td>
<td>Case Studies, Systems,</td>
</tr>
<tr>
<td></td>
<td>Challenges, Exercises</td>
<td>Diagnosis, Remediation</td>
<td>Treatment</td>
<td>Testing</td>
<td></td>
<td>Examples</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**McNulty Leadership Program**
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 & 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

- Assessments
- Info/Enrollment
- Goal Setting
- Contracting
- Coaching Sessions
- Commencement
The Wharton Leadership Competencies

- Communication
- Teamwork
- Decision Making
- Leveraging Culture
- Diplomacy
- Influence
- Emotional Intelligence

McNulty Leadership Program
The Wharton Leadership 360 Assessment

Self-Assessment
The Wharton Leadership 360 Assessment

Respondent + Respondent + Respondent + Respondent + Respondent + Respondent + Self-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. FAQ’s and an 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 July 17.
Executive Coaching and Feedback Program Outline

- Info/Enrollment
- Assessments
- Goal Setting
- Contracting
- Coaching Sessions
- Commencement

McNulty Leadership Program
The Importance of Goal-Setting

Your individual Goal-Setting Session will take place with your assigned coach in late July or August.
Executive Coaching and Feedback Program Outline

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

You

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

- Info/Enrollment
- Assessments
- Goal Setting
- Contracting
- Coaching Sessions
- Commencement
What is a Coaching Session Like?

**Coaching**

How can I support your learning?

Thought

Where would you like to go from here?

Statement

“What have you tried?”

“How has that served or disserved you?”

“What else is possible?”

Action

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

Thought

My experience is...

Statement

“This is how I would do it.”

Action

Guidance & Advice

Thought

I am an expert...

Statement

“This is what you are paying me to tell you.”

Action

Mentoring

Thought

I will help heal you from the cause.

Statement

“This is how you do it.”

Action

Consulting

Thought

“Tell me about your past.”

Statement

“What was it you went through?”

Action

Therapy

Thought

“Wharton Leadership Program”

Statement

“Given the opportunity...”

Action

Direction, Method, Technique, & Information

Thought

“Who is the one...”

Statement

“This may be...”

Action

Probe, Psychoanalyze, Deep Reflection, Come to Terms

Thought

Wharton Leadership Program

Statement

“The important thing...”

Action

Wharton Leadership Program

Thought

The important thing...
Executive Coaching and Feedback Program Outline

- Info/Enrollment
- Assessments
- Goal Setting
- Contracting
- Coaching Sessions
- Commencement
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?
Enrollment Opens TODAY
Go to our website, leadership.wharton.upenn.edu and fill out the enrollment survey. These slides and the enrollment link will also be posted to MyWharton today.

Enrollment Closes Friday, July 3rd

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 July 17th
<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>6/26/20</td>
<td>6/26/20</td>
<td>Information Session</td>
<td>12:30 PST 3:30 EST</td>
<td>Virtual</td>
<td></td>
<td>Prospective Students/ ECFP Team</td>
</tr>
<tr>
<td>6/26/20</td>
<td>7/3/20</td>
<td>Enrollment</td>
<td>Online</td>
<td></td>
<td>Sign up through Qualtrics</td>
<td>Students</td>
</tr>
<tr>
<td>7/6/20</td>
<td>7/17/20</td>
<td>Qualtrics Deadline: self assessment/minimum number of respondents complete</td>
<td>Email Invitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7/20/20</td>
<td>7/24/20</td>
<td>Student Assignments</td>
<td>Email</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7/27/20</td>
<td>8/21/20</td>
<td>Goal Setting Session</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>8/24/20</td>
<td>9/18/20</td>
<td>Coaching Session #1</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>9/21/20</td>
<td>10/16/20</td>
<td>Coaching Session #2</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Midpoint feedback survey for program</strong></td>
<td>Online</td>
<td>20 minute survey</td>
<td></td>
<td>Student</td>
</tr>
<tr>
<td>10/19/20</td>
<td>11/13/20</td>
<td>Coaching Session #3</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>11/16/20</td>
<td>12/11/20</td>
<td>Coaching Session #4</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>12/14/20</td>
<td>1/8/21</td>
<td>Coaching Session #5</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>1/11/21</td>
<td>2/5/21</td>
<td>Coaching Session #6</td>
<td>student and coach schedule independently virtually</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Final feedback survey for program</strong></td>
<td>Online</td>
<td>20 minute survey</td>
<td></td>
<td>Student</td>
</tr>
</tbody>
</table>
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

Program Staff

Lynn Krage
Senior Director
lkrage@wharton.upenn.edu

Samantha Stahl
Associate Director
sastahl@wharton.upenn.edu