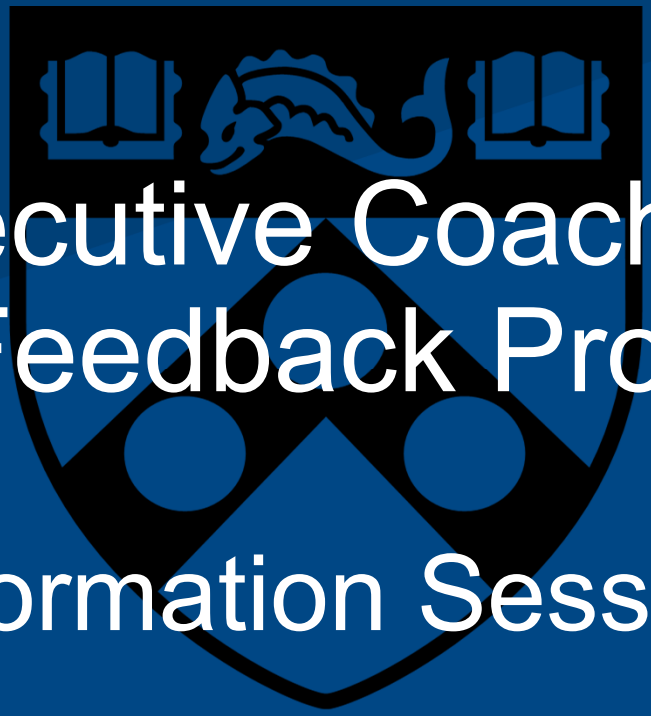
Wharton
University of Pennsylvania

McNulty
Leadership Program

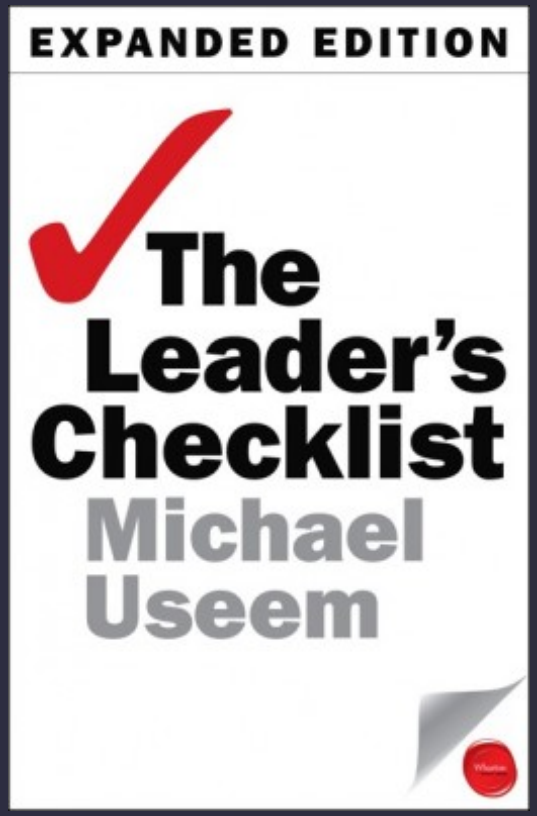


Executive Coaching and Feedback Program

Information Session

Samantha Stahl, Associate Director

The McNulty Leadership Program



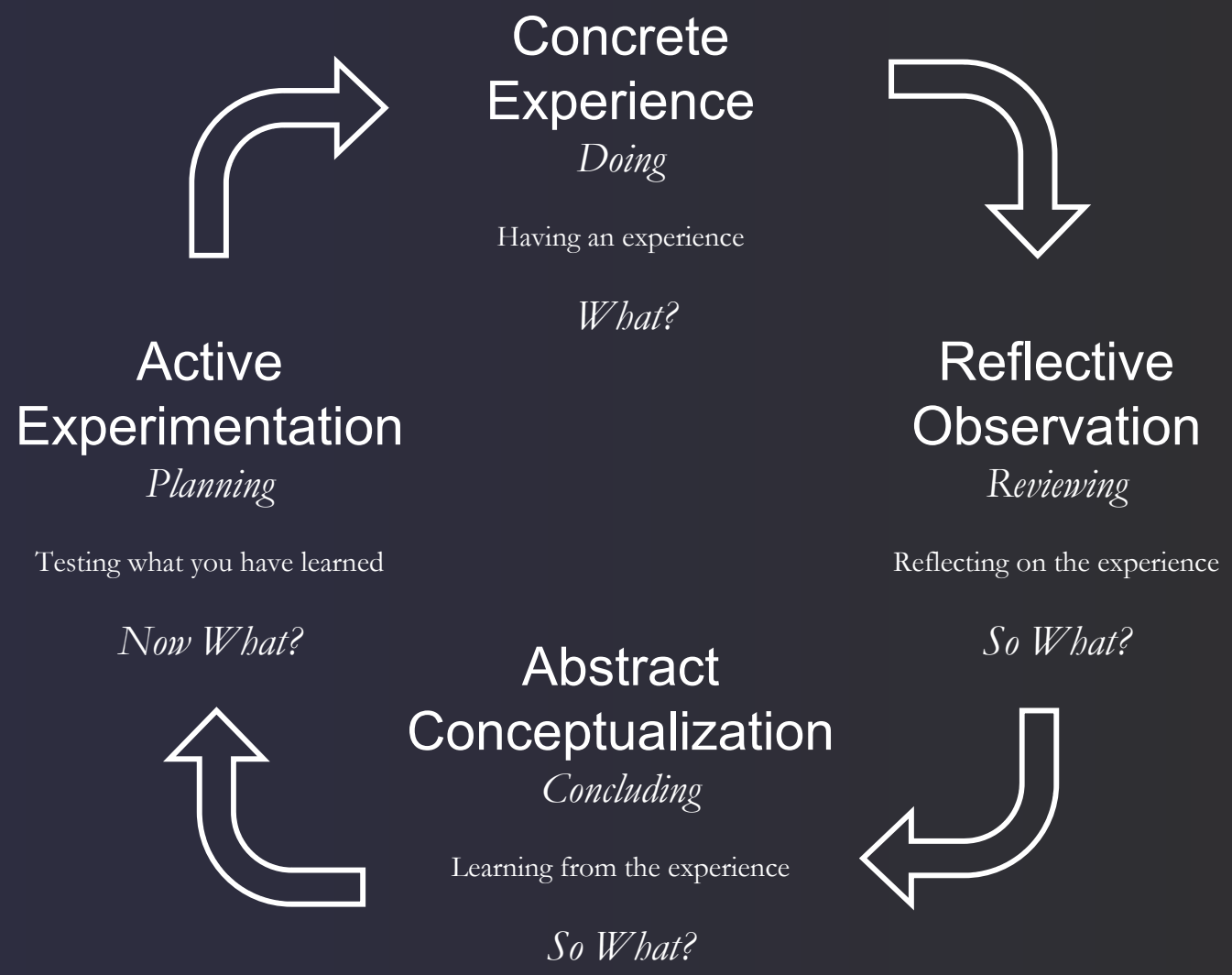
Student of Leadership
KNOWING

Stretch Experiences
DOING

Feedback & Coaching
DEVELOPING

Useem, Michael (2011). *The Leader's Checklist*. Philadelphia, PA: Wharton Digital Press

Leadership Coaching as Experiential Learning



Kolb, D.A. & Fry, R.E. (1975). Toward an applied theory of experiential learning. In C. Cooper (ed.), *Theories of group processes*. New York: John Wiley & Sons

What is Leadership Coaching?

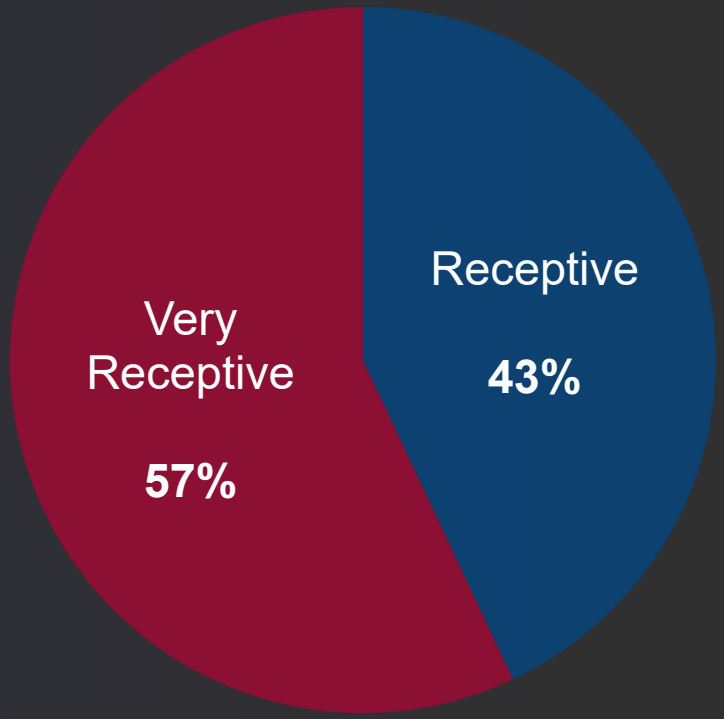
Coaching is a personalized development experience designed to advance your leadership skills through a structured program including one-on-one sessions with an executive coach.

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?

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



Larker, D. F. & Miles, Stephen (2013). *Executive coaching survey*. Palo Alto, CA: Stanford University and The Miles Group

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

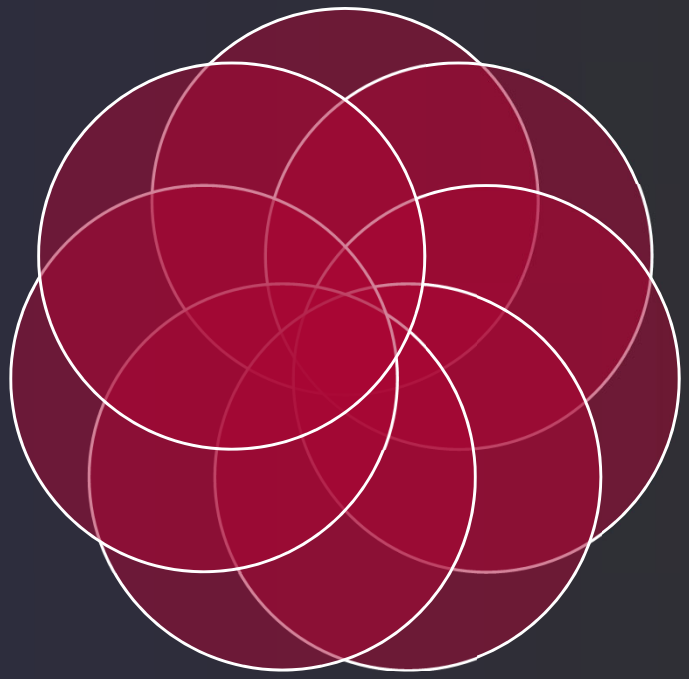
Ericsson, K. A. & Charness, N. (1994). Expert performance: Its structure and acquisition. *American Psychologist, 49*(8), 725-747.

The Wharton Leadership Competencies

Communication

Teamwork

Decision Making



Leveraging Culture

Diplomacy

Influence

Emotional Intelligence

Wharton Leadership 360 Assessment & Wharton Character Index

Who to Ask...

Need 5 new evaluator responses to generate a report

Evaluators who have experienced your professional behaviors and the results of those behaviors

Leadership roles with fellow students & internship colleagues

How to Ask...

Talk with each respondent personally before sending the assessment invitation

Use our invitation template found in the FAQ's on HQ/MyWharton

When to Ask...

You received access to the 360 on September 4.

Your respondents will receive the assessment once you enter them into the Qualtrics system.

Assessments must be completed by September 28.

What is Leadership Coaching?

	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.

Coaching 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

Program Schedule

START DATE	END DATE	EVENT	TIME	LOCATION	NOTES	PARTICIPANT(S)
9/14/20	9/14/20	Information Session	12:00 - 1:20 PM	Virtual		Students/ECFP Team
9/14/20	9/18/20	Enrollment		Online		Students
9/4/20	9/28/20	Wharton Leadership 360 & Wharton Character Index Data Collection		Online		Students
9/28/20	10/2/20	Contact enrolled ECFP students who have not met threshold for report generation		Online		Students/ECFP Team
10/5/20	10/5/20	People Lab Platform Opens Wharton Leadership 360 & Wharton Character Index Reports Released		Online		Students
10/5/20	10/9/20	Student Assignments		Email		ECFP Team
We *encourage* you to meet with your coach every 3 weeks. The provided schedule below is a recommendation. Each student will receive goal setting and six coaching sessions. Students must complete all coaching sessions by April 2.						
10/12/20	10/30/20	Coaching Session #1 (Goal Setting Session)	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
11/2/20	11/20/20	Coaching Session #2	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
11/23/20	12/11/20	Coaching Session #3	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
		Midpoint feedback survey for program	Online	20 minute survey		Student
1/11/20	1/29/21	Coaching Session #4	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
2/1/21	2/19/21	Coaching Session #5	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
2/22/21	3/12/21	Coaching Session #6	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
3/15/21	4/2/21	Coaching Session #7	student and coach schedule independently every 3 weeks virtually	60 minute session		Student/Coach
		Final feedback survey for program	Online	20 minute survey		Student

Program Schedule

Enrollment Opens September 14

- Review via the HQ or MyWharton post and fill out the enrollment survey.

Enrollment Closes September 18

Assessment FAQ's

- Completing the Wharton Leadership 360 and Wharton Character Index and having a generated report is a requirement for ECFP
- You need at least 5 external evaluators and your completed self assessment 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 **September 28.**

Q&A

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

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