The McNulty Leadership Program

Student of Leadership
KOWNING

Stretch Experiences
DOING

Feedback &
Coaching
DEVELOPING

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?

- **80%** Increased self-confidence
- **70%** Improved work performance, relationships, communication, and interpersonal skills
- **86%** Organizations recouped investment

ICF Global Coaching Client Study, 2009
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

The Wharton Leadership Competencies

- Communication
- Teamwork
- Decision Making
- Leveraging Culture
- Diplomacy
- Influence
- Emotional Intelligence
Wharton Character Index Strengths

- Grit
- Generosity
- Coachability
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

Mix of professional colleagues & fellow students

How to Ask...

Talk with each respondent personally before sending the assessment invitation

Use our invitation template found in the FAQ’s on MyWharton/MLP website

When to Ask...

You received access on June 1 - if you haven’t invited evaluators do so now!

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

Assessments must be completed by June 24.
## What is Leadership Coaching?

<table>
<thead>
<tr>
<th>Thought</th>
<th>MENTORING</th>
<th>CONSULTING</th>
<th>THERAPY</th>
<th>COACHING</th>
</tr>
</thead>
<tbody>
<tr>
<td>My experience is… I know how…</td>
<td>I am an expert. This is what you are paying me to tell you.</td>
<td>I will help you heal from the cause.</td>
<td>How can I support your learning? Where would you like to go from here?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>MENTORING</th>
<th>CONSULTING</th>
<th>THERAPY</th>
<th>COACHING</th>
</tr>
</thead>
<tbody>
<tr>
<td>“This is how I would do it.”</td>
<td>“This is how to do it.”</td>
<td>“Tell me about your past.”</td>
<td>“What have you tried? How has that served or disserved you? What else is possible?”</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action</th>
<th>MENTORING</th>
<th>CONSULTING</th>
<th>THERAPY</th>
<th>COACHING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidance &amp; advice</td>
<td>Direction, method, technique, &amp; information</td>
<td>Probe, psychoanalyze, deep reflection, come to terms</td>
<td>Explore, experiment, learn new ways of working, thinking, doing, personally and professionally.</td>
<td></td>
</tr>
</tbody>
</table>
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
### WEMBA Class 47 ECFP Coaching Schedule (2022)

<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>5/31/22</td>
<td>6/24/22</td>
<td>360 Assessment Distribution &amp; Completion</td>
<td>Email Invitation</td>
<td>Survey</td>
<td>Students will be invited via email the week of May 30. In order to</td>
<td>Prospective Students and ECFP Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deadline</td>
<td></td>
<td></td>
<td>participate in ECFP, students must meet minimum requirement for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wharton Leadership 360 report release by June 24 to be assigned an</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Executive Coach. Please refer to provided FAQ documentation for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>additional details on feedback</td>
<td></td>
</tr>
<tr>
<td>6/14/22</td>
<td>6/14/22</td>
<td>Information Session</td>
<td>8:00 PM EDT 5:00 PM PST</td>
<td>Virtual</td>
<td>Live attendance strongly encouraged. Recorded and distributed post</td>
<td>Students</td>
</tr>
<tr>
<td>6/14/22</td>
<td>6/24/22</td>
<td>Program Enrollment</td>
<td>Online Survey</td>
<td></td>
<td>session</td>
<td>Students</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Interested students must complete the enrollment survey in its</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>entirety by 11:59 pm EDT on 6/24 in order to be accepted</td>
<td></td>
</tr>
<tr>
<td>6/30/22</td>
<td>7/1/22</td>
<td>Coaching Assignment Distribution</td>
<td>Email</td>
<td></td>
<td>ECFP Team</td>
<td></td>
</tr>
</tbody>
</table>

We encourage you to meet with your coach every 3 - 4 weeks. The schedule below is a recommendation. Each student will receive a goal setting meeting and five coaching sessions. Students must complete all coaching sessions by December 11.

<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>7/11/22</td>
<td>7/31/22</td>
<td>Goal Setting Meeting</td>
<td>student and coach schedule independently</td>
<td>90 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>8/1/22</td>
<td>8/28/22</td>
<td>Coaching Session #1</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>8/29/22</td>
<td>9/18/22</td>
<td>Coaching Session #2</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Midpoint feedback survey for program</td>
<td>Online</td>
<td></td>
<td>10 minute survey</td>
<td>Students</td>
</tr>
<tr>
<td>9/19/22</td>
<td>10/16/22</td>
<td>Coaching Session #3</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>10/17/22</td>
<td>11/13/22</td>
<td>Coaching Session #4</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td>11/14/22</td>
<td>12/11/22</td>
<td>Coaching Session #5</td>
<td>student and coach schedule independently</td>
<td>60 minute session</td>
<td>Student/Coach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final feedback survey for program</td>
<td>Online</td>
<td></td>
<td>20 minute survey</td>
<td>Students</td>
</tr>
</tbody>
</table>

After completion of the Goal Setting Meeting, you may utilize one of your 60 minute coaching sessions for 30 mins of coach observation and 30 mins of coach feedback. Please communicate with your Executive Coach directly if this is of interest, to discuss specifics of inviting your coach to observe you during a team/group meeting through WEMBA or in your workplace.
Room Reservations

**WEST:**

*Class Weekend?* Reserve a room at the Front Desk for a Case Study room.

*Not a Class Weekend?* Reserve space through the self-reservation system: [https://sf.wharton.upenn.edu/campus/openspace/](https://sf.wharton.upenn.edu/campus/openspace/)

**EAST:**

*Class Weekend?* Sign up at the SCC Front Desk for a Case Study room.

*Not a Class Weekend?* Reach out to your Class Manager or book a GSR in Huntsman Hall here: [https://apps.wharton.upenn.edu/gsr/](https://apps.wharton.upenn.edu/gsr/)
Enrollment Opens **Today**
- Review via the Email/MyWharton post and fill out the enrollment survey.

Enrollment Closes **June 24**

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 **June 24**.
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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Atul Gawande on Coaching - TED