Executive Coaching and Feedback Program

Information Session

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The McNulty Leadership Program

Student of Leadership
KNOWING

Feedback & Coaching
DEVELOPING

Stretch Experiences
DOING

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

86% Companies recouped investment

ICF, 2009
Why Leadership Coaching?

Science Watch

Expert Performance
Its Structure and Acquisition

K. Anders Ericsson and Neil Charness

Counter to the common belief that expert performance results from innate abilities and factors, recent research in different domains of expertise has shown that expert performance is predominantly manifested by acquired cognitive skills and physical adaptations. For elite performances, superhuman capacities are not necessarily achieved by training more and training harder, but rather by training in a manner suitable for that type of performance. Even after acquiring skills, proficiency can improve only to a certain extent, and it is often more efficient to focus on improving the understanding of the problem at hand.


“'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
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 sent via email/MLP website

When to Ask:
You received access on September 11 (2Y).
Your respondents will receive the assessment once you enter them into the Qualtrics system.
Assessments must be completed by October 6.
# 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>
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</table>

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

| 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
# Program Schedule

## Executive Coaching and Feedback Program (ECFP) 2023-2024 (Class of 24)

<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>9/11/23</td>
<td>10/6/23</td>
<td>Wharton Leadership 360 Distribution and Completion Deadline Information</td>
<td>Email Invitation</td>
<td>Survey</td>
<td>Students will be invited via email the week of September 11. In order to participate in ECFP students must meet minimum requirement for Wharton Leadership 360 report release by October 6 to be assigned an Executive Coach. Please refer to provided FAQ documentation for additional details on feedback requirements.</td>
<td></td>
</tr>
<tr>
<td>9/12/23</td>
<td>9/12/23</td>
<td>ECFP Information Session</td>
<td>6:30 pm ET</td>
<td>Virtual</td>
<td>Live attendance strongly encouraged. Recorded and distributed post session</td>
<td>Prospective Students and ECFP Team</td>
</tr>
<tr>
<td>9/12/23</td>
<td>9/22/23</td>
<td>ECFP Enrollment</td>
<td>Online</td>
<td></td>
<td>Interested students must complete the application survey in its entirety by 11:59 pm ET on 9/22/23 in order to be accepted.</td>
<td>Students</td>
</tr>
<tr>
<td>10/9/23</td>
<td>10/13/23</td>
<td>ECFP to inform students of application status</td>
<td>Online</td>
<td></td>
<td>Application admittance will be based on the following criteria: 1) Application submission by 9/22/23 2) Assessment requirement for report generation by 10/9/23</td>
<td>Students/ECFP Team</td>
</tr>
<tr>
<td>10/16/23</td>
<td>10/20/23</td>
<td>Coaching Assignment Distribution</td>
<td>Email</td>
<td></td>
<td>ECFP Team</td>
<td></td>
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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 March 31, 2024.

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<tr>
<td>10/23/23</td>
<td>11/12/23</td>
<td>Goal Setting Meeting</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>90 minute session</td>
<td>Core Exams: 10/9 - 10/11  Fall Break: 10/12 - 10/15 MBA Opportunity Week: 10/16 - 10/20</td>
<td>Student/Coach</td>
</tr>
<tr>
<td>11/13/23</td>
<td>12/3/23</td>
<td>Coaching Session #1</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>60 minute session</td>
<td>Thanksgiving Break: 11/19 - 11/26</td>
<td>Student/Coach</td>
</tr>
<tr>
<td>12/4/23</td>
<td>1/7/24</td>
<td>Coaching Session #2</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>60 minute session</td>
<td>Last Day of Class: December 6 Exams: December 6 - 21 (Core &amp; Elective)</td>
<td>Student/Coach</td>
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Midpoint feedback survey for program  
Online  20 minute survey  Student

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<td>1/8/24</td>
<td>1/28/24</td>
<td>Coaching Session #3</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>60 minute session</td>
<td>FFRP: January 4 - 13 &amp; 19 MBA Opportunity Week: January 9 - 12 Spring semester begins: January 16</td>
<td>Student/Coach</td>
</tr>
<tr>
<td>1/29/24</td>
<td>2/18/24</td>
<td>Coaching Session #4</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>60 minute session</td>
<td></td>
<td>Student/Coach</td>
</tr>
<tr>
<td>2/19/24</td>
<td>3/31/24</td>
<td>Coaching Session #5</td>
<td>student and coach schedule independently every 3 weeks virtually</td>
<td>60 minute session</td>
<td>Core Exams: Feb 27 - March 1 Spring Break: March 2 - 12 MBA Opportunity Week: March 4 - 8</td>
<td>Student/Coach</td>
</tr>
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</table>

Final feedback survey for program  
Online  20 minute survey  Student
Logistics and Reminders

Location: Hybrid

Application Opens September 12
- Review on ECFP Website, or email sent today

Enrollment Closes September 22

Assessment FAQ’s
- Completing the Wharton Leadership 360 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 have not to do so by October 6.
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

Samantha Stahl
Director

Ariana Alexander
Associate Director

Natalie Kauffman
Program Coordinator
"Having a good coach to provide a more accurate picture of our reality, to instill positive habits of thinking, and to break our actions down and then help us build them back up again. It's not how good you are now; it's how good you're going to be that really matters." – Atul Gawande