

Marshall Goldsmith Stakeholder Centered Coaching

A Transparent Process that Guarantees Measurable Leadership Growth

Marshall's highly successful approach to executive development and coaching includes a strong emphasis on involvement of stakeholders, implementation of change and follow-through to measure growth in leadership effectiveness. In the end the only thing that counts is leadership growth i.e. leadership (behavior) effectiveness on the job as perceived by stakeholders. As Marshall puts it: "Leadership Change and Coaching are simple but not easy!" Stakeholder Centered Coaching developed by Marshall Goldsmith is a highly effective, transparent, structured and time efficient process that works as follows:

A. Determine 1-2 Leadership Growth Areas Important to the Leader and the Organization

In consultation with the coach, the leader selects 1-2 specific behaviors that are important for his/her leadership growth (e.g. empowerment and decision making). Behavioral interviews and multi-rater leadership assessments (180⁰ – 360⁰) are used to determine the aforementioned focus.

B. Leading Change Involving Stakeholders

The leader selects a handful of stakeholders mostly boss(es), direct reports and peers. Throughout the coaching program the leader involves these stakeholders on a monthly basis in the leadership growth process. This creates accountability for the leader to implement the change, as well as accountability for the stakeholders to support and to take part in the change process, which impacts and benefits the leader's team as a whole.

B1. Involve Stakeholders to Capture Feedforward Suggestions

On a monthly basis the leader asks stakeholders to provide a few practical feedforward suggestions as it relates to his/her leadership growth areas.

B2. Stakeholder-Based Monthly Action Planning

The leader thinks through the feedforward suggestions from the stakeholders and drafts a monthly action plan. During the coaching session the leaders works on skill development and finalizes an action plan which the leader is committed to execute during the next month. After the coaching session the leader responds to the stakeholders informing them about his/her action plan.

B3. Change behavior and perception through execution on the job

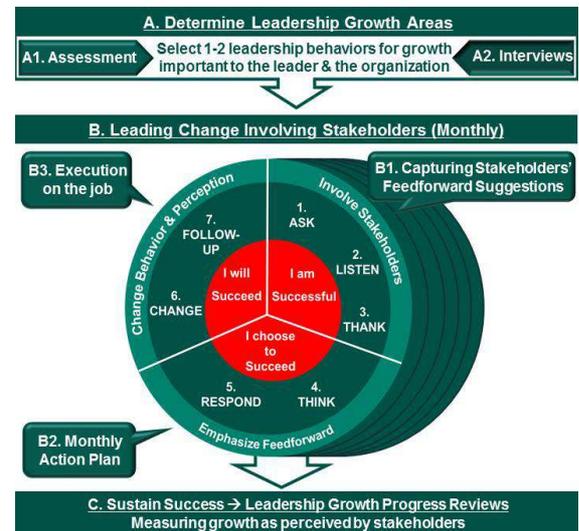
Throughout the month, the leader implements his/her action plan and demonstrates to the stakeholders through his/her actions that (s)he is working to make change visible and become a more effective leader in the two selected leadership growth areas. Implementing change and following up with stakeholders also alters the stakeholders' perceptions of the leader over time.

C. Perception is Reality: Measure Leadership Growth based on Stakeholders' Perception

The coach checks in with the stakeholders approximately every quarter via a short internet based survey, to measure the stakeholders' perceptions on how they see the leader's effectiveness has been changing in the two leadership growth areas. This Leadership Growth Progress Review is reported back to the leader (and the sponsor) so that (s)he can gauge how his/her leadership change efforts have been perceived by the stakeholders. This survey also plays a key role in guaranteeing and measuring leadership growth for the leader and the organization.

"We were a very successful team who took our performance to the next level. With Marshall's help we identified our two areas and went to work. We used everyone's help and support, exceeded our improvement expectations and had fun! A team's dedication to continuous improvement combined with Marshall's proven process ROCKS!"

Alan Mulally - CEO Ford Motor Company, 3rd Best Leader in the World by Fortune Magazine in 2014

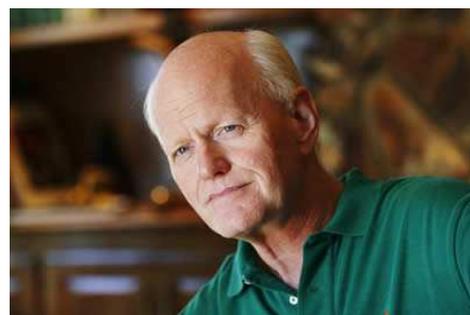


Marshall Goldsmith Stakeholder Centered Coaching World's Leading Executive Coaching Network

1. Highest Quality Coaching Services

Marshall Goldsmith has been recognized as the # 1 leadership thinker in the world by Thinkers50 and Harvard Business Review.

Marshall Goldsmith's Stakeholder Centered Coaching process has proven to enable successful people to lead more effectively through long-term change in leadership behavior by using a methodology that is highly effective and time efficient. Furthermore Marshall's coaching process guarantees measurable leadership growth and has been used by more than 150 of the Fortune 500 companies.



World's # 1 Leadership Thinker

Marshall Goldsmith has been recognized as the # 1 leadership thinker in the world and the # 7 business thinker in the world by Thinkers50 and Harvard Business Review

2. Guaranteed Measurable Leadership Growth based on No Growth, No Pay

Aligned with the objectives of leaders and their organizations to deliver tangible results the Stakeholder Centered Coaching program includes a No Growth No Pay success guarantee. Our commitment is to support leaders to become more effective in their organization, which is demonstrated in our coaching fee structure where 50% to 100% of the coaching fees (for the yearlong programs) are subject to measurable growth in leadership effectiveness of the leaders as assessed by his/her stakeholders.

The efficacy of Marshall's Stakeholder Centered Coaching approach has been clearly demonstrated:

- A comprehensive study among 11,000 business leaders on 4 continents concluded that 95% of leaders who consistently applied the Stakeholder Centered Coaching process measurably improved their leadership effectiveness. This study is described in the article 'Leadership is a Contact Sport'.
- Stakeholder Centered Coaching does not require any 'extra valuable time' from busy executives as the coaching and leadership change process is integrated in his/her leadership role on the job.



3. Consistent and disciplined implementation including progress reviews

Whereas the coaching engagement content is highly customized to meet individual leadership needs the overall coaching process structure is consistent across our network of coaches to deliver on clients' needs such as assurance of leadership growth results, understanding leadership culture bottlenecks in the organization, disciplined implementation of the coaching process and quarterly progress review reports. Thereto all coaches in Marshall's global network are certified in Stakeholder Centered Coaching to assure a consistent approach in the overall coaching process and measurable return on investment for the leader and the organization.

4. Largest Global Network of Local Coaches

With more than 1500 certified coaches in 200 cities and 45 countries speaking 35 languages we can support global executive development of your global leaders locally with executive coaches that understand the local culture as well as have experience in working in multinational organizations often in international executive roles.

Marshall Goldsmith Stakeholder Centered Coaching helped GE human resource professionals customize the coaching process for use with our high-potential leaders. Our internal HR coaches have achieved outstanding results with hundreds of our leaders. Marshall's model has been a real win for us!

Linda Sharkey – Former VP Organization & Staffing at GE and Chief Talent Officer at HP

