

The Marshall Goldsmith Group- Stakeholder Centered Coaching Process

Our unique value proposition: We only get paid if positive, measurable change occurs. Neither the person being coached nor the coach determines improvement. The degree of improvement is determined by the stakeholders/raters on the two mini surveys over the course of the engagement.

Our behavioral coaching process is based on four key principles:

- Place attention and focus on the stakeholders of the person being coached
- Emphasize feedforward
- Reduce *in spite of* actions while at the same time build and refine *because of* behaviors
- Change behavior and perception in parallel

We help successful leaders get even better by developing themselves, their people and their teams.

We focus on helping successful people achieve positive, measurable, long-term change in leadership behavior that is recognized and acknowledged by others. Some of the steps in our unique coaching process are:

1. The person receives 360° feedback by self selected raters (if needed).

When successful people respect the source of the feedback, they are much more likely to learn and change. They will almost always respond constructively to feedback when they are involved in selecting the behaviors and selecting the stakeholders. By making the stakeholder feedback anonymous, people tend to focus on what they need to improve and not who did the rating. It is hard to deny the validity of items that we say are important as evaluated by stakeholders whom we respect!

2. After receiving 360° feedback, the person selects one or two important leadership behaviors to improve.

Many of the successful people that we coach are extremely busy. Historically, a main reason that people do not “stick with” their change plan is over-commitment. Therefore, we suggest that two should be the maximum number of leadership behaviors to focus on improving. In fact, changing just one high-leverage behavior (most impact) will create a significant difference.

3. The person involves respected colleagues in the behavioral change process.

Ongoing involvement from supportive colleagues (stakeholders) is almost always associated with positive behavioral change. Colleagues are much more likely to help if they feel that they are respected and that their advice is requested (as opposed to expected). Therefore, we teach successful leaders to have conversations with each colleague during which they:

1. Thank each colleague for his/her feedback and express gratitude
2. Inform each colleague of the 1 or 2 targeted leadership behaviors and why they are important
3. Recruit stakeholders to help by providing constructive, future-oriented suggestions

In recruiting stakeholders, we establish these ground rules for the leader’s colleagues (future raters/stakeholders):

- A) 'Let go' of the past and focus on the future.
- B) Provide feedback that is both timely and specific
- C) Provide helpful suggestions* and avoid being cynics, critics, or judges.

* A key function of the coach is to help the person being coached develop actions to implement based on stakeholder suggestions.

4. Develop a follow-up process that provides an opportunity for ongoing dialogue on selected behaviors with selected stakeholders.

Our research on feedback and follow-up has shown that leaders are much more likely to achieve a positive, measurable, sustainable change in behavior if they consistently involve selected colleagues (through follow-up dialogues) in the change process. These follow-up dialogues are focused and need take only a few minutes (very time efficient). When stakeholders/raters are trained to be supportive, the follow-up process provides an ongoing opportunity for constructive feedback, recognition, and most importantly feedforward (suggestions).

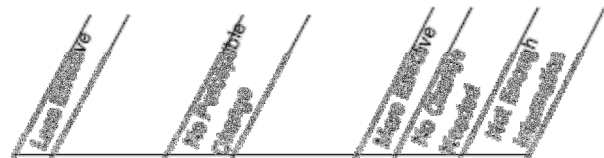
5. Conduct mini surveys at the 5 and 11 month mark.

Mini-surveys are a simple and efficient way to measure behavioral change. They are designed so that the raters evaluate behavior that occurs only during the coaching period. They focus on the stakeholder's/rater's perception of the individual's improvement-not their effort. Below is a sample of a mini-survey.

Table 1: Sample Mini-Survey

Five months ago Jim committed to improve the following leadership behaviors. Please rate from your POV Jim's change in effectiveness over the last 6 months.

Jim's commitments were:
Individual Items



- | | | | | | | | | | |
|---|----|----|----|---|---|---|---|-----|----|
| 1. I will listens to differing POVs with an open mind before giving his opinion | -3 | -2 | -1 | 0 | 1 | 2 | 3 | NCN | NI |
| 2. I will assess individual's ability and confidence in determining the appropriate leadership style in differing situations. | -3 | -2 | -1 | 0 | 1 | 2 | 3 | NCN | NI |

To what extent has Jim followed-up with you on the areas that he has committed to improve? (Check one)

- No Perceptible Follow-Up
- Little Follow-Up
- Some Follow-Up
- Frequent Follow-Up
- Consistent (Periodic) Follow-Up

1. What specifically has Jim done to improve that you want to replicate?
2. What specifically suggestions can you give Jim moving forward to improve even more?