

360 LEADERSHIP COACHING

Stakeholder centered 360 leadership assessments, feedback, and coaching that takes leaders to the next level in their field.

Overview

Marshall Goldsmith Stakeholder Centered Coaching is a highly effective, efficient form of leadership coaching. This structured, transparent approach quickly identifies optimal changes with maximum growth potential and embeds leadership growth into daily job interactions.

Of the 11,000 leaders who have been through the Marshall Goldsmith coaching process, 95% demonstrated quantifiable improvement in their leadership effectiveness. The strength of our leadership coaching is this: when a leader gets frequent, high-quality feedback from their stakeholders and has a coach to help them integrate that feedback, they are able to exponentially improve their effectiveness.

Unlike other leadership development programs, *Marshall Goldsmith Stakeholder Centered Coaching* emphasizes the involvement of stakeholders in a time-efficient manner. Recommended changes are implemented quickly, with follow-through to measure growth in leadership effectiveness. The end result is a more confident and effective leader, and satisfied stakeholders who can see measurable success.

Goals & Outcomes

- ✓ Identify specific leadership traits to improve.
- ✓ Continuously improve skills with stakeholder feedback.
- ✓ Build a support network that provides suggestions for improvement.
- ✓ Develop effective leaders committed to individual and team growth.

Rates

Please call for a needs analysis and custom quote.

Details

Program content:



Length:

6-12 months

Activity:

Light

Location:

Indoors

Group size:

1-50 people

Includes:

See following pages



360 LEADERSHIP COACHING PROCESS

STEP 1: Define leadership goals important to the leader and the organization.

One of the core tenets of our leadership coaching methodology is that leaders are more successful when they choose what to work on to improve. We facilitate the leader conducting a cost/benefit analysis that helps the leader evaluate if it is “worth it” to proceed. Once a goal is selected, the leader identifies stakeholders who are relevant because they both are affected by the leader’s behavior and are clear beneficiaries of the leader’s performance. The leader’s manager approves the development goal and list of stakeholders before the process proceeds.

STEP 2: Buy-in from stakeholders to be part of the process

Stakeholder perception of the leader’s effectiveness determines success. Stakeholders are an integral part of the Marshall Goldsmith Leadership Coaching process and are recruited as valued members of the leadership change process. Each Stakeholder is asked, either by the coach or the leader, to actively participate in the leader’s improvement on an ongoing basis. Stakeholders are asked to provide insight to the leader through feedback, feedforward and anonymous mini-surveys on the leader’s improvement. At the beginning of the process, Stakeholders share initial input on the Action Plan by providing suggestions to the leader and coach. Stakeholder involvement is kept time-efficient.

STEP 3: Stakeholder based planning

To ensure a high-quality action plan targeted specifically to the leader’s company and situation, the action plan is not designed from the coach’s expertise, but from the initial suggestions solicited from the Stakeholders. The plan is also divided into daily action steps for the leader to keep in their awareness on an ongoing basis. Stakeholders receive a copy of the plan so they are aware of target areas for providing feedback and further suggestions to the leader.

STEP 4: Monthly collection of stakeholder input

Each month of the leadership coaching process, the Leader uses the 7-Step Involving Stakeholder “Do’s and Don’ts” to check in with each Stakeholder. During this brief 3 to 5 minute session, the Leader requests feedback on the prior 30 days and any improvement suggestions for the next 30 days. The Leader shares this input with the Coach, who helps the Leader distill this input into a plan for what to add, change, or modify for the coming month. New action items created for the Action Plan are communicated to all the Stakeholders.

STEP 5: Measure leadership change as perceived by stakeholders

Midway and at the end of the predetermined coaching process timeframe, Stakeholders are asked to complete a formal mini-survey to assess the progress made on the Leader’s chosen development goal. This anonymous survey validates the Leader’s improvement and measures the change in Stakeholder perception. Using the mini-survey results, the Leader completes an After Action Review delineating what happened, why, and what lessons can be applied in the future.

Pay For Performance Guarantee Leadership coaching is a high-rewards, high-investment endeavor. With so much at stake, it can be hard to trust a process you haven’t seen. We know the Marshall Goldsmith coaching process works, so we put our money where our mouth is. Our monthly coaching fees are subject to measurable leadership growth. If your leader(s) don’t improve, you don’t pay us. It’s that simple.

Increase In Productivity



Centre for Management and Organizational Effectiveness

360 LEADERSHIP COACHING INGREDIENTS

Step 1	Identification of goals, leaders and stakeholders
Leadership Sponsor Talk	<p>A 1-on-1 with the sponsor/manager overseeing the leadership program (1-1½ hours).</p> <ul style="list-style-type: none"> • Identify overall goals for leadership program. • Identify 360 assessment type based on goals of program. • Identify leader(s) to be coached. • Identify stakeholder pool.
Step 2	Buy-in and on-boarding
Leader Interviews	<p>One-on-one meeting with each leader to determine coachability (30-45 minutes).</p> <ul style="list-style-type: none"> • Highlights provided to leader's manager.
Enroll Stakeholders	<p>Stakeholders are asked to actively participate in the leader's improvement program.</p> <ul style="list-style-type: none"> • Complete initial 360 assessment (20 minutes). • Provide initial input on the action plan suggestions to the leader and coach. • Provide monthly <i>feed-back</i> and <i>feed-forward</i> to the leader (3-5 minutes). • Complete quarterly mini-surveys on the leader's improvement (15 minutes).
360 Surveys	Stakeholders complete the 360 assessments for each leader in the program.
Personal Profiles	<p>Each leader completes their own thinking styles profile to clarify:</p> <ul style="list-style-type: none"> • Their natural traits and strengths. • How those traits influence their leadership style. • How to utilize their strengths to maximize their leadership feedback.
Step 3	Results & Planning
Results Workshop	<p>Session with all leaders going through 360 process (3-4 hours).</p> <ul style="list-style-type: none"> • Overview of how the 360 process will work. • How to conduct themselves during the stakeholder feedback sessions. • Personal profile results and action items.
Individual Reviews & Action Plans	<p>Individual one-on-one stakeholder 360 results review and action plan (45-60 minutes).</p> <ul style="list-style-type: none"> • Review all feedback received from assessments. • Leader chooses 1-2 key leadership behaviors to focus on. • Create an action plan based on the input provided by the stakeholders. • The plan is put into a daily checklist for the leader to refer to regularly. • The plan is distributed to the Stakeholders so they are aware of what to look for.
Step 4	Results coaching
Monthly Stakeholder Input	<p>Leader/stakeholder check-ins (3 to 5 minutes).</p> <ul style="list-style-type: none"> • Leader asks for feedback on the prior 30 days. • Leader asks for suggestions moving forward for the next 30 days. • The leader captures this input and shares the results with the coach.
Step 5	Measure results and keep the momentum
Follow-on Coaching	<p>One-on-one coaching & action planning sessions (30-45 minutes).</p> <ul style="list-style-type: none"> • Review feedback from 30-day stakeholder <i>Feed-Forward</i> check-ins. • Collaborate on what to add, change, or modify for the coming month. • Provide additional ideas, resources, exercises and supportive emails as needed. • Communicate any changes to the stakeholders.
Mini Surveys	3 Quarterly stakeholder re-assessments on the leaders progress (10-15 minutes).
Leader as Coach	A "graduation" workshop to acknowledge accomplishments and equip the leaders to continue the process on their own as well as coach their teams to grow going forward.



20 MOST COMMONLY WORKED-ON LEADERSHIP SKILLS

If you could pick two of these traits to improve, what would you choose?

1. Build trust.
2. Exude confidence.
3. Take appropriate risks.
4. Become more decisive.
5. Become more assertive.
6. Collaborate with others.
7. Hold others accountable.
8. Treat others with respect.
9. Delegate more effectively.
10. Develop executive presence.
11. Stand up for beliefs and principles.
12. Present point of view persuasively.
13. Become a better coach and mentor.
14. Build cross-functional relationships.
15. Link team strategy to business strategy.
16. Focus primarily on the few critical issues.
17. Match leadership style to meet needs of others.
18. Address conflict in a constructive and timely way.
19. Stand up to individuals who undermine teamwork.
20. Listen with an open mind before giving an opinion.



SHAWN CLARK, PRESIDENT & LEADERSHIP COACH

Shawn Clark is the President of Atlanta Challenge, LLC, an Atlanta, Georgia based training and coaching enterprise, where he develops and facilitates cutting-edge workshops and effective coaching for teams and leaders. Shawn has been involved in team training and executive coaching for 25 years, and established Atlanta Challenge 16 years ago. He is a certified Robbins-Madanes Coach (*Tony Robbins and Chloe Madanes*), and a certified Marshall Goldsmith Stakeholder Centered Coach.

Shawn developed the *Teamwork Compass*,[®] an amazing team design process which helps teams and their leaders develop a powerful and effective culture of success. During his extensive career, Shawn has brought his unique combination of insight and inter-action to thousands of companies such as Accenture, Coca-Cola, Home Depot, and Cox Media. He has also worked with many non-profit organizations including the US Army, CDC, American Cancer Society, and thousands of other groups. He also works with teachers and students at many Atlanta-area schools.

His company's charitable programs support the Boys & Girls Club of America and the Georgia National Guard Family Services Program, whom have received literally hundreds of bicycles, countless toys, and thousands of dollars worth of other donations. Shawn is also an avid hiker, kayaker, and father of 2. He lives in Roswell with his wife of 22 years.



Shawn Clark

"Leadership is not just about than getting things done.

It's about getting the right things done the right way, with the right people."

Trained and Certified by the World's Top Leadership Coaches



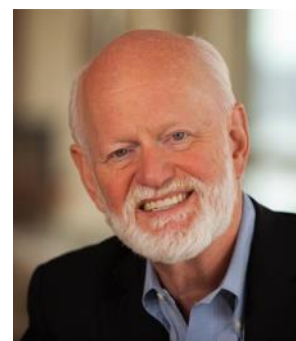
Tony Robbins

Tony Robbins has been honored by Accenture as one of the "Top 50 Business Intellectuals in the World"; by Harvard Business Press as one of the "Top 200 Business Gurus"; and by American Express as one of the "Top Six Business Leaders

in the World" to coach its entrepreneurial clients. Fortune's recent cover article named him the "CEO Whisperer," and he has been named in the top 50 of Worth Magazine's 100 most powerful people in global finance for three consecutive years.

"I challenge you to join the ranks of those people who live what they teach, who walk their talk."

Marshall Goldsmith has been recognized as the # 1 leadership thinker in the world by Thinkers50 and Harvard Business Review, and has been recognized by Fast Company, INC Magazine, and Global Gurus as the World's Leading Executive Coach. His



Marshall Goldsmith

Stakeholder Centered Coaching process has been used by more than 150 of the Fortune 500 companies. Stakeholder Centered Coaching is the largest network of certified executives coaches with 1500 coaches in 50 countries speaking 35 languages.

"Successful people become great leaders when they learn to shift the focus from themselves to others."



360 LEADERSHIP COACHING FEEDBACK



"We were already a very successful team who took our performance to the next level. We identified our two key areas for improvement 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 - Former CEO of Ford Motor Company, rated 3rd Best Leader in the World by Fortune Magazine 2014

Jerry Rossy | General Manager

"Although when I first started this program I had a negative attitude, at the present time, I realize that thanks to the coaching I was saved from a possible career setback and overall found the experience to be rewarding in many ways: a happier life, stronger relationships (both internally and externally), better negotiating skills and more. I am committed to continue with this program's concepts and values because I believe in it and I've seen the positive results for me and the firm."

Kerry Peters | VP

"My coach was available when needed and on short notice, to help review specific situations and analyze how I performed or ways to improve throughout the last six months. He offered strong guidance on tough situations and provided honest feedback."

Joan Beck | Regional VP

"I appreciated the insights and reminders. Often when I was frustrated and overwhelmed with the noise and attacks by some, the coaching simplified the process of next steps and how we can achieve the most positive result. My coach reminded me often to get clarity and to really be clear myself. His validation of the process and the resulting changes I felt in me and my management was most beneficial and rewarding."

Jeff Breen | SVP Sales

"Changing my own behavior is not easy, especially when my day fills up with meetings and I'm playing catch up, but the coaching plan has become part of my thought process DNA and I know I'll carry it with me. The coaching has been invaluable. Thanks to everyone who pushed me to do this."

Jack Clarkson | CFO

"Consistently working my plan has helped me be more conscious of my behavior and the behavior of other people. The daily worksheet keeps me focused. Stakeholders do notice hard work and appreciate it. I felt good that people acknowledged it and also understand they are looking for more. My coach keep helps me think issues through, be able to see the big picture and articulate it effectively."

Gerard Iman | SVP IT

"What I have gotten from this is that I cannot be visible enough whether it be with the business, my peers, or my staff. The more visible I am the easier things seem to go. Also by using some of the communication skills I learned from my coach I can deescalate situations more quickly to allow better rational discussions to get things resolved. I have worked hard to create an environment where people feel safe to express differing opinions and make suggestions."

Tom Lee | SVP Engineer

"Throughout this coaching process, my coach and I kept our weekly communication; we discusses the daily check list as well as other topics I encountered during this process."



ABOUT THE WHOLE-BRAIN PERSONAL PROFILES



Individual Thinking Styles Profiles

HBDI - The Herrmann Brain Dominance Instrument™ is the world's leading thinking style assessment tool. It identifies your preferred approach to emotional, analytical, structural, and strategic thinking.

How it works: The HBDI™ is a 120-question on-line diagnostic survey. Your answers indicate your thinking style preferences. Because it is a self-analysis, most people immediately recognize their results as accurate.

What you get from this: Your personal thinking preferences influence your communication, decision-making, problem solving, and management styles. Understanding your thinking style preferences gives you a new perspective of yourself and others you interact with everyday.

Each personal HBDI package includes:

- A full color profile packet that explains your profile in detail.
- A discussion of the implications that your profile has on you personally and professionally.

Not just another assessment tool! Over forty years of research and innovation stand behind the validity of the HBDI™. It has been the subject of independent validations, dissertations, scientific papers and case studies. HBDI™ picks up where other assessment tools leave off.

Team Thinking Styles Profile

A profile of the entire team is built from a composite of all the individual profiles. This in-depth team profile and analysis provides powerful input to the team leader while maintaining confidentiality.

Team Profile Includes: Visual and informational displays of how the team thinks, processes information and prefers to work. Instantly impactful, the result of this package is a powerful catalyst for discussion and in-depth understanding of team effectiveness, as well as the basis for improving communication and performance.

- Color data displays.
- In depth data analysis of your team.
- Views of members' similarities.
- Team strengths index.
- Potential points of conflict.

