



Marshall Goldsmith Coaching Project: Coaching Four Senior Leaders

Marilyn McLeod, Project Manager

“Marilyn recently managed a coaching engagement with four very senior executives in a 'Fortune 500' client of mine. She did a wonderful job of managing the work of coaches involved - and coordinating the project. The end result was positive, long-term change in behavior for the client executives - and a very positive experience for the coaches!” — Marshall Goldsmith

Purpose of Project:

Four high potential leaders were selected to participate in Marshall Goldsmith’s coaching process as a follow up to Marshall’s coaching engagement with top management team.

Coaching Activities:

Each coach first met one-on-one in person with their assigned leader and provided an overview of Marshall’s coaching process, which included asking each leader their perception of what they needed to do better. They also discussed the leader’s co-workers, and their relationship with each of their co-workers. Finally, they developed a list of key stakeholders for confidential interviews.

Coaches then conducted individual interviews with stakeholders, by phone or in person, to briefly review the coaching process and ask three key questions:

- 1) On the positive side, what is the leader doing right?
- 2) What suggestions for change would you have for this leader?
- 3) If you were this person’s coach, what ideas would you have for them?

Each coach then organized the stakeholder feedback by category and scheduled a follow up meeting with the leader being coached to review the anonymous feedback and choose a goal for improvement.

Throughout the coaching engagement, each coach scheduled monthly sessions with leaders to support them in following up with each of their key stakeholders, and to interpret stakeholder feedback in ways that would support improvement of the target behaviors.

Marshall met with leaders and coaches as a group to answer questions, further clarify the coaching process, and provide support to leaders and coaches to improve their progress toward positive results.

Results:

Stakeholders were asked the following questions:

Since leadership coaching began, has this person discussed with you what he/she learned from the feedback?

| | |
|------------|-------|
| YES | 74.9% |
| NO | 25.1% |

Since leadership coaching began, how often has this person followed up with you concerning how he or she could improve?

| | NONE | LITTLE | SOME | FREQUENTLY | CONSTANTLY |
|----------------------|------|--------|------|------------|------------|
| MANAGER | | | 2 | | |
| DIRECT REPORT | 2 | 5 | 1 | | |
| PEER | 6 | 4 | 7 | 3 | |
| SELF | | | 2 | 1 | |

Do you feel this person has become more or less effective as a leader since coaching began?

| | -3 LESS | -2 | -1 | NO CHANGE | +1 | +2 | +3 MORE |
|----------------------|---------|----|----|-----------|----|----|---------|
| MANAGER | | | | | 1 | | 1 |
| DIRECT REPORT | | | | | 6 | 1 | 1 |
| PEER | | | | 3 | 11 | 6 | |
| SELF | | | | | 1 | 2 | |

Individual target behaviors:

| | -3 LESS | -2 | -1 | NO CHANGE | +1 | +2 | +3 MORE |
|----------------------|---------|----|----|-----------|----|----|---------|
| MANAGER | | | | | 1 | 1 | 2 |
| DIRECT REPORT | | | | 2 | 9 | 18 | 3 |
| PEER | | | 1 | 7 | 22 | 13 | 3 |
| SELF | | | | | 1 | 6 | 1 |

Conclusions:

Overall, this was a very effective coaching engagement. Each leader made great progress with their manager, direct reports, and their peers.

Marilyn McLeod

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