

What Do the World's Top Leaders Want From Executive Coaching?

"As in sports, it is now the mark of prestige to have a coach as companies invest increasingly in their top performers."

Just a Few of the World's Top Leaders Who Have Benefited From Marshall's Coaching Process



Alan Mulally
CEO Ford Motor Company, former President and CEO Boeing Commercial



Frances Hesselbein
Winner of the Presidential Medal of Freedom (the highest honor for a US civilian)



JP Garnier
CEO GSK, one of the Best Practices Institute's top 20 CEOs



Jim Young Kim
12th president of the World Bank

Marshall Goldsmith Stakeholder Centered Coaching is designed for successful executives who have been singled out by their organization as top leaders and high potentials.

With decades of experience coaching the world's top leaders, Marshall Goldsmith Stakeholder Centered Coaching has a clear picture of what leaders most want and need from executive coaching: essentially how to maximize both personal and business ROI.

3 Characteristics Drive Results in Our Executive Coaching:

- 1. An accurate snapshot of leadership effective right now**
We run 360 assessments and behavioral interviews with key stakeholders to ensure that the leader has complete insight into leadership effectiveness and areas for development. (See more details on [Marshall's GLOF here](#))
- 2. An aspirational leadership model that is authentic to the individual's leadership style and personality**
We work with the leader on defining their Authentic Leadership Model, articulating what they want to work towards as they develop their leadership brand in the organization.
- 3. An effective and efficient roadmap to bridge the two**
Using Marshall's famous Stakeholder Centered Coaching approach, we leverage those who work with the leader to drive change through daily executions on the job.

Why Involve Stakeholders?

Systematic involvement of those who work with the leader is essential for truly effective coaching as it drives a number of positively reinforcing factors:

- It enables the rapid identification of specific leadership behaviors that are most impactful.
- Not only does the leader improve, co-workers perceive this progress, thus building the leader's brand and status in the organization.
- Co-workers buy-in to the leader's change efforts and become supporters, creating an environment conducive to change.

What Are the Main Reasons Why Leaders Are Passed Over for Promotion?

1. No ready replacement
2. Undervalued leadership brand/capital

Stakeholder Centered Coaching intrinsically addresses both of these issues:

- Through stakeholder involvement, a culture of coaching is embedded in the organization, both raising future leaders and employee engagement.
- Through persistently shifting stakeholders' perceptions of the leader, the coaching process naturally and powerfully builds leadership brand equity.