

Marshall Goldsmith Stakeholder Centered Coaching

World's Leading Executive Coaching Network



"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 – Former CEO
at Ford Motor Company,
3rd Best Leader in the World
by Fortune Magazine 2014**

Highest Quality Coaching Services

- Marshall Goldsmith has been recognized as the #1 leadership thinker in the world by Thinkers50 and Harvard Business Review.
- His 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 executive coaches with 1500+ certified coaches in 200 cities and 50 countries speaking 35 languages.

Guaranteed Measurable Leadership Growth: No Growth, No Pay!

As the adage goes: "You can manage what you can measure"

- Our 'No Growth No Pay' guarantee aligns the organization, the leader and the coach, ensuring that everyone works towards getting the necessary leadership and business results.
- Our online measurement tool, developed by Marshall Goldsmith, surveys the stakeholders around a leader at quarterly intervals throughout the coaching process to measure leadership growth.
- If the stakeholders perceive that the leader has become measurably more effective through a year-long engagement, only then payment is due.



"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**

Customized Coaching...Disciplined Execution

Whereas the coaching content is highly customized to meet individual leadership needs, the overall coaching engagement process is very transparent and structured to assure disciplined implementation.

- We offer our clients one point of contact for global coaching needs.
- A uniform and transparent coaching process applied by all our certified coaches.
- Regular progress reports on what leaders are working on, and where they are at in the process.
- High-level overviews of leadership culture bottlenecks in the organization.
- Measurable return on investment for the leader and the organization.

Largest Global Network of Executive Coaches

- 1500+ certified coaches in 200 cities and 50 countries speaking 35 languages.
- Our executive coaches are local experts with substantive experience working in multinational organizations, often in international executive roles.
- They have considerable coaching experience using a variety of coaching tools, which they integrate into the Stakeholder Centered Coaching process.

Transparent Process that Guarantees Growth

Marshall's highly successful coaching process places a strong emphasis on involvement of stakeholders, implementation to establish long-lasting behavioral change, and follow-through to measure growth in leadership effectiveness.

The Stakeholder Centered Coaching process is very time efficient, transparent and structured, and works as follows:

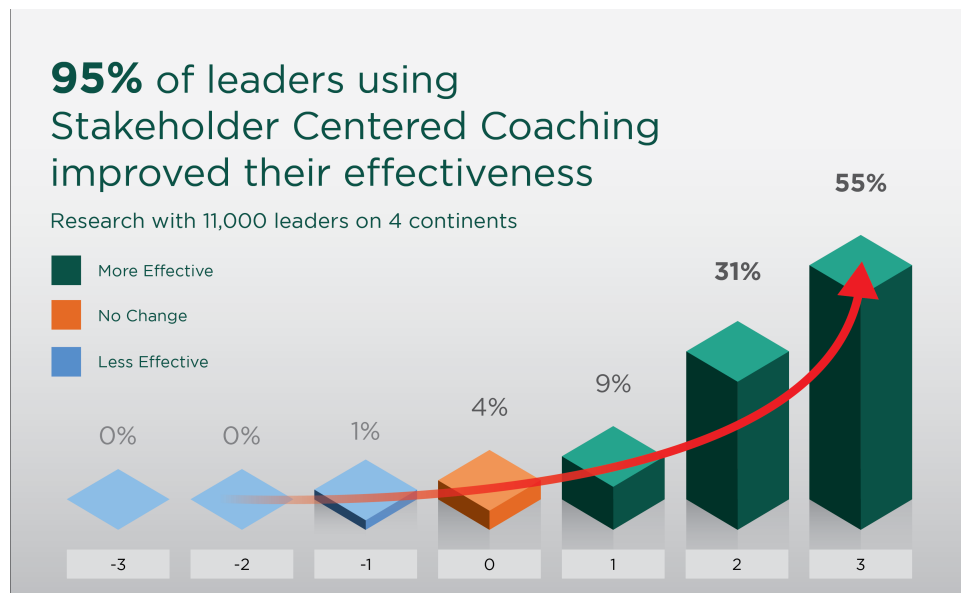
1. In consultation with the coach, the leader selects 1–2 leadership growth areas based on behavioral interviews and multi-rater leadership assessments that identify their leadership strengths and bottlenecks.
2. On a monthly basis stakeholders provide a few practical 'feedforward' suggestions that relate to the agreed upon leadership growth areas.
3. The stakeholders' suggestions and areas for skill development are incorporated into a monthly action plan that the leader commits to implementing during the following month.
4. The leader changes behaviors and perceptions through execution on the job.
5. Leadership growth is measured quarterly and is based on changes in stakeholders' perceptions.

Results for the Leader

11,000 business leaders on 4 continents concluded that 95% of leaders using the Stakeholder Centered Coaching process measurably improved their leadership effectiveness (this study is described in 'Leadership is a Contact Sport').

The Stakeholder Centered Coaching process is designed for successful executives and high potentials:

- It utilizes the psychology of successful people leveraging their high need for self-determination and learning agility.
- It moves rapidly from awareness to acceptance to action, focusing on leadership behaviors that drive change.
- It provides a powerful process for building leadership brand.



Results for the Organization

Stakeholder involvement produces a strong positive ripple effect on the team and organization as a whole. Systematically involving stakeholders drives a number of positively reinforcing factors:

1. They buy-in to the leader's change efforts and become supporters, not cynical bystanders.
2. They look out for and perceive leadership growth, boosting the leader's motivation to change.
3. As the leader progresses from new behaviors, into new habits and into micro-processes, these changes naturally become embedded in the surrounding eco-system.
4. Mentoring/coaching become part of the organization's culture.