

HELPING SUCCESSFUL LEADERS GET EVEN BETTER

Develop Ourselves, Our People, Our Teams

We are engaged to work with successful high potential individuals, executives and leaders who want to get even better. These are people who are committed to their success as well as the success of their companies and organizations. They are seen as highly intelligent and as individuals with high personal integrity who are persistent in achieving their goals. Intellectually, they realize that some leadership behaviors associated with their success in the past may not be the behaviors that are needed to achieve success in the future.

Most of us can see behavioral change that others should make. We can even make suggestions that we believe if acted on, would help others improve. If we are that perceptive of others, why is it so hard for us to see specific changes we, ourselves should make? In fact, even if we see a change we should make, we often have difficulty in making the change. As we become more successful, it seems even harder to make these changes. And, when things are going well, we may see no reason to change.

In our work, we focus on helping successful people achieve a positive, measurable, long-term change in leadership behaviors.

Marshall Goldsmith Stakeholder Centered Coaching

A Transparent Process that Guarantees Measurable Leadership Growth

Marshall's highly successful approach to executive development and coaching includes a strong emphasis on involvement of stakeholders, implementation of change and follow through to measure growth in leadership effectiveness. In the end the only thing that counts is leadership growth i.e. leadership (behavior) effectiveness on the job as perceived by stakeholders. As Marshall puts it: "Leadership Change and Coaching are simple but not easy!" Stakeholder Centered Coaching developed by Marshall Goldsmith is a highly effective, transparent, structured and time efficient process that works as follows:

A. Determine 12 Leadership Growth Areas Important to the Leader and the Organization

In consultation with the coach, the leader selects 12 specific behaviors that are important for his/her leadership growth (e.g. empowerment and decision making). Behavioral interviews and multirater leadership assessments (180 – 360) are used to determine the aforementioned focus.



B. Leading Change Involving Stakeholders

The leader selects a handful of stakeholders mostly boss(es), direct reports and peers. Throughout the coaching program the leader involves these stakeholders on a monthly basis in the leadership growth process. This creates accountability for the leader to implement the change, as well as accountability for the stakeholders to support and to take part in the change process, which impacts and benefits the leader's team as a whole.

B1. Involve Stakeholders to Capture Feedforward Suggestions

On a monthly basis the leader asks stakeholders to provide a few practical feedforward suggestions as it relates to his/her leadership growth areas.

B2. Stakeholder Based Monthly Action Planning

The leader thinks through the feedforward suggestions from the stakeholders and drafts a monthly action plan. During the coaching session the leader works on skill development and finalizes an action plan which the leader is committed to execute during the next month. After the coaching session the leader responds to the stakeholders informing them about his/her action plan.

B3. Change behavior and perception through execution on the job

Throughout the month, the leader implements his/her action plan and demonstrates to the stakeholders through his/her actions that (s)he is working to make change visible and become a more effective leader in the two selected leadership growth areas. Implementing change and following up with stakeholders also alters the stakeholders' perceptions of the leader over time.

C. Perception is Reality: Measure Leadership Growth based on Stakeholders Perception

The coach checks in with the stakeholders approximately every quarter via a short internet-based survey, to measure the stakeholders' perceptions on how they see the leader's effectiveness has been changing in the two leadership growth areas. This Leadership Growth Progress Review is reported back to the leader (and the sponsor) so that (s)he can gauge how his/her leadership change efforts have been perceived by the stakeholders. This survey also plays a key role in guaranteeing and measuring leadership growth for the leader and the organization.

Do you think Stakeholder Centered Coaching can contribute to your organization's success?

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