



Marshall Goldsmith Stakeholder Centered Coaching®

A Unique Five Step Process

Marshall Goldsmith Stakeholder Centered Coaching® has a very unique approach to executive coaching as it Guarantees Measurable Leadership Growth and therewith differentiates itself from most other coaching methodologies. It is unique in a number of key ways such as:

1. Define a focused Leadership Growth Areas important to leader and the organization
2. Buy-in from Stakeholders to be part of the Process
- 3: Stakeholder-Based Planning
- 4: Leading Change Involving Monthly Stakeholder Input
- 5: Measure Leadership Growth as perceived by Stakeholders using the Mini-Survey process

STEP 1: Define a focused Leadership Growth Areas important to leader and the organization link to [“most worked on leadership skills”](#)

Our focus is 1-2 tipping point leadership behaviors where the leader works on throughout the entire coaching engagement. This behavioral goal focus is important since our methodology recognizes that one of the beliefs of successful leaders is the need to be the one choosing what to work on to improve and include a cost/benefit analysis that helps the leader determine “Is it worth it” to proceed. We also insist that the leader’s manager is involved and agrees with these Leadership Growth Areas. Link to

Where our process is unique from this is an emphasis on Stakeholders. Once a leader chooses a goal, the other decision that is intimately tied to the chosen goal, is “Who are the relevant stakeholders?” Every goal as a set of stakeholders that is relevant as the leader’s behavior both affects these individuals and they are clear beneficiaries of the leader improving in this behavior. Before starting to work on the chosen development goal, and similar to the decision on what to work on to improve, the list of stakeholders is validated by the leader’s manager.

STEP 2: Buy-in from Stakeholders to be part of the Process

As stakeholders are on the receiving end of leadership, the stakeholders’ perception of leadership effectiveness is pivotal. Therefore the Stakeholders are an integral part of this process and are recruited as valued members of the leadership change process. Either by the coach, or the leader, each Stakeholder is asked to actively participate in the leader’s improvement in an ongoing basis. They are asked to provide both feedback and feedforward to the leader and be willing to complete anonymous mini-surveys on the leaders improvement. The process starts with the Stakeholders providing the initial input on the Action Plan by providing suggestions to the leader and coach.



STEP 3: Stakeholder-Based Planning

An action plan is not developed based upon the coach's expertise. The action plan is built from the initial request for suggestions from the Stakeholders. The Leader and the Coach collaborate to put together an action plan based on the input provided by the Stakeholders. The plan in part, or in total, is also put into a daily checklist for the leader to consciously keep the plan in his/her consciousness. The plan is distributed to the Stakeholders so they are aware of what to look for in providing feedback and further suggestions to the leader.

STEP 4: Leading Change Involving Monthly Stakeholder Input

The Leader uses the 7-Step Involving Stakeholder "do's and don'ts" to check in with each Stakeholder once a month. During this brief 3 to 5 minute check-in the Leader asks for feedback on the prior 30 days and any suggestions moving forward for the next 30 days. The Leader captures the thoughts of the Stakeholders and shares the results with the Coach. Together the Leader and Coach collaborate on what to add, change, or modify for the coming month based upon Stakeholder input. If any new action items are created for the Action Plan, this is communicated to all the Stakeholders.

STEP 5: Measure Leadership Growth as perceived by Stakeholders using the Mini-Survey Process [Link to surveyonline.com](http://surveyonline.com)

Typically half way through a coaching assignment, and the end of the assignment, a formal mini-survey is conducted with the Stakeholders to assess the progress made on the development goal chosen by the Leader. This is an anonymous survey conducted in order to validate the improvement made by the Leader and to gauge whether or not the Stakeholder are recognizing and acknowledging the change. With the results of the mini-survey, the Leader does an After Action Review to pinpoint what has happened, why, and what learning is to be taken forward into the future.