

# **TEAM**

# **SCC Playbook**



Stakeholder Centered Coaching  
by Marshall Goldsmith

Guaranteed & Measurable  
Leadership Growth

**2019**

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Name: \_\_\_\_\_

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# Preface

This Guide is based upon years of experience working with successful leaders who were willing to do what it takes to becoming even better leaders in their future. Marshall Goldsmith developed the underlying concepts, philosophy and methods found in this guide while working with exceptional leaders who had risen to the most senior levels in major corporations. Without question, anyone who follows the process laid out in this guide will improve in his or her leadership, be able to sustain it, and others will recognize it. Also, this guide is not for everyone. Ask yourself if any of the following conditions exist for the Team you are coaching:

- **Lack of Commitment** – This Team is not willing to make a sincere effort to change. What is described here will work only if the team members are willing to implement the disciplined process described in this guide.
- **Wrong Background** – If the Team lacks the intelligence, experience, or functional skills to do their current job, don't expect the material in this guide to help. The focus here is on improving leadership behavior.
- **Written-off** – The Team has been written-off by the company. If that is the case, don't bother going through this process in an attempt to save the Team. It may, however, help a great deal for the team members' next jobs.
- **Wrong Mission** – What is described on these pages is a “how to get there” process, not a “where to go” process. If this Team has the wrong focus and is heading in the wrong direction, this guide will only help them get there faster.

If none of these conditions exist, what is found in this guide will be of real value. It is written in simple, short sections. Each section deals with what to do. Equally important, each section deals with what “not” to do.

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# INTRODUCTION

## Similarities and Differences between One-on-One Stakeholder Centered Coaching® and Team Stakeholder Centered Coaching®

Coaches who have been trained and certified in Stakeholder Centered Coaching® know that the fundamentals of the approach have been well defined by Marshall Goldsmith and validated in the marketplace. All of the same principles and practices are used in TEAM Stakeholder Centered Coaching®. The differences between the two processes are focused primarily on the opportunities and challenges of working with a team rather than a single leader.

## Similarities of 1:1 Stakeholder Centered Coaching® and Team Stakeholder Centered Coaching®

- ✓ Based in the three Beliefs of successful people:
  - I am Successful
  - I Choose to Succeed
  - I Will Succeed
- ✓ Founded on the 3 Core Principles of Stakeholder Centered Coaching:
  - Place the attention and focus on your stakeholders
  - Emphasize FeedForward
  - Change behavior and perception in parallel
- ✓ Uses the 7-Step Involving Stakeholders Process
- ✓ Incorporates the behavioral coaching skills of Stakeholder Centered Coaching
  - Behavioral Goal Setting
  - Action Planning
  - Behavioral Reinforcement
  - After Action Assessments
  - Story-Telling
- ✓ Uses Mini-Surveys to measure progress

## **Differences between 1:1 Stakeholder Centered Coaching® and Team Stakeholder Centered Coaching®**

- ✓ Used in situations in which improving the effectiveness of a team overall is judged more important for the organization than improving the effectiveness of an individual Leader(s)
- ✓ Role of the Team Sponsor and Leader is critical in setting direction and ensuring buy-in at all levels of the organization and in advocating with the team for the importance of the coaching effort
- ✓ Typically includes a Kick-off meeting, run by the coach, in which the team assesses its need/readiness for improvement and identifies goals.
- ✓ Team members generally serve as each other's stakeholders. Non-team members such as the Leader, Sponsor or others may also be stakeholders.
- ✓ Usually involves identifying both a team goal and individual goals that align to the team goal
- ✓ Incorporates both monthly one-on-one coaching with each team member as well as periodic team meetings, such as to review the results of mini-surveys
- ✓ Coach is able to gain insights into team dynamics and individual efforts because he/she is coaching all of the members of the team simultaneously.
- ✓ Coach needs to employ basic facilitation skills when leading team meetings. If a Coach does not feel confident of his/her facilitation skills, he/she is advised to seek facilitation training and/or partner with a coach who has facilitation experience.
- ✓ Coach also needs to have presentations skills in order to instruct team members as a group on such subjects as: the principles underlying the SCC process; the 7-Step Involving Stakeholder process; and, how to be a good Stakeholder

## Why and When Team Coaching May Be the Best Solution for Clients

Team Coaching is used to address different organizational needs than individual Executive Coaching. The following analogy illustrates these differences.

Imagine that the business team is an orchestra. The Conductor determines that the overall performance of the orchestra will be most enhanced by improving the solo performances of one or two of its best musicians. The Conductor may believe that stronger soloists will allow him to expand the orchestra's repertory or will be popular with audiences, or for some other reason. Those soloists then receive intensive coaching to improve their individual performances. This is analogous to individual Executive Coaching.

On the other hand, the Conductor may decide that the orchestra's performance would be most enhanced by improving the play of the string section as a unit. Again, he may judge that he can expand the repertory or better attract audiences or just improve the overall sound of the orchestra with a stronger performance from the violins, violas and other string instruments—as a unit. The coaching effort would be designed to help the musicians in these sections of the orchestra perform better as a group. That might mean better harmony, better blending of the sound, etc. This situation is analogous to team coaching in an organization: the focus is on performance improvement for the team or unit overall.

### Checklist:

To determine if your Client might benefit from using Stakeholder Centered Team Coaching, consider the following checklist of situations for Team Coaching:

- ✓ **A new team is being formed**
- ✓ **A project team has organization-critical goals and deadlines.**



- ✓ **Existing teams are exhibiting dysfunctional behavior—moderate or severe.**
- ✓ **Two Highly Interdependent Teams are not working well together.**
- ✓ **A high-functioning team wants to get even better.**
- ✓ **Several individuals in the organization have similar development needs and may benefit from working together as a group.**
- ✓ **The Client is looking for a cost- and time-efficient way to provide coaching to several individuals.**

## **Checklist Discussion:**

- ✓ **A new team is being formed.**

New teams are formed for a variety of reasons, including re-organizations, acquisitions, new lines of business or support services, etc. Team Coaching will often focus on helping the team get off to a good start by establishing communication and trust, ensuring a shared understanding of the team's mission, and identifying basic work styles and preferences of team members.
- ✓ **A project team has organization-critical goals and deadlines.**

When teams are formed specifically to create significant organizational impact, it is critical that they function effectively from the start and throughout their work. Coaching can help ensure that they stay on track and that any issues/problems that occur are resolved quickly and effectively. The more important the task, and the more senior the team, the more coaching can help.
- ✓ **Existing teams are exhibiting dysfunctional behavior—moderate or severe.**

This is a situation in which good coaching can be vital to the team's ability to achieve its goals. Often, interpersonal problems that crop up either within the team or in its dealings with others in the organization can undermine the impact of its work. A coach can identify and work with the

team to modify those behaviors in order to ensure that the team's goals are not derailed.

✓ **Two Highly Interdependent Teams are not working well together.**

These teams may each be effective separately, yet ineffective working with each other. When teams that need to work together are either ignoring their lack of cooperation or are outwardly hostile toward each other, coaching can be used to improve communication and trust.

✓ **A high-functioning team wants to get even better.**

Even in teams that are functioning well, there may be an opportunity to further strengthen the team by participating in a team coaching process. The dialogue, problem-solving and mutual support provided by team coaching can not only address specific development goals but also result in a team that has a greater sense of trust and cohesion. This situation is akin to helping a high-performing individual develop to even greater levels of effectiveness.

✓ **Several individuals in a team or group have similar development needs and may benefit from working together as a group.**

At times, feedback may indicate that several individuals would benefit from development in the same leadership competency area. Working together on this goal offers mutual support and can strengthen between individuals.

✓ **The Client is looking for a cost- and time-efficient way to provide coaching to several individuals.**

Team Coaching may be attractive to clients who have limited funds or who wish to invest on a more limited scale with less senior teams.

## **Four Common Types of Team Coaching**

One of the benefits of Stakeholder-Centered Team Coaching<sup>®</sup> is that it can be used to address many different situations in an organization. Engagements can take many different forms. Here are four common examples, from our experience.

➤ **Efficient, Effective Team Development.**

Example: A corporate VP takes on responsibility for a new department. He believes that his new team of Direct Reports is talented and would benefit from a focused professional development experience. He has limited resources to put against this initiative, and prefers to offer it on a team-wide basis rather than to a few individuals.

Possible Team Coaching Solution:

- ✓ Coach provides a workshop to the team to familiarize them with Stakeholder-Centered Coaching.
- ✓ After the workshop, each team member develops a behavioral goal and action plan, selects stakeholders and follows up with them.
- ✓ The Coach interacts with each member monthly to provide support.
- ✓ At the end of 6 months, a mini-survey is used to measure progress on individual goals; and, the results are shared in a half-day team session.

➤ **Team has Single, Common Goal**

Example: An executive team receives feedback from employees. When aggregated, the data indicates that the management group overall performs poorly in an important competency area. This is a key concern to the team and they decide to use team coaching to address it.

Possible Team Coaching Solution:

- ✓ Coach provides workshop with the team to familiarize them with Stakeholder-Centered Coaching.
- ✓ Team uses feed-forward to create behavioral action plan and follows up with stakeholders.
- ✓ Coach meets with team regularly to provide support.
- ✓ A mini-survey measures progress on the team goal at the end of 6 months.

## ➤ Improving Team Effectiveness

Example: A corporate team is charged with developing and implementing a critical new product. The Management Sponsor is concerned that the team is not functioning at a high level, and there are communication and trust issues within the team.

Possible Team Coaching Solution:

- ✓ Coach engages with both the team and each individual on it.
- ✓ Team sets an overall behavioral goal and action plan.
- ✓ Each team member identifies an individual behavioral goal and action plan.
- ✓ Coach works with team as a whole (e.g. monthly) and with individual members (e.g., semi-monthly) to provide support
- ✓ At the end of 6 months, a mini-survey measures progress on both team and individual goals.

## ➤ Two Teams would benefit from working better together

Example: Two teams who are interdependent are not achieving the needed level of collaboration. Not only does this create too much animosity between the teams, it is affecting the performance of both teams.

Possible Team Coaching Solution:

- ✓ Coach provides workshop with both teams to familiarize them with Stakeholder-Centered Coaching.
- ✓ Teams engage in an exercise where they come up with what they would prefer the other team to continue, start, stop and modify and report their findings to each other
- ✓ Team uses feed-forward to create behavioral action plan and follows up with stakeholders.
- ✓ Coach meets with team regularly to provide support.
- ✓ A mini-survey measures progress on the team goal at the end of 6 months.

<p><b>Traditional Team-Building</b></p>	<p><b>Team Stakeholder Centered Coaching®</b></p>
<ul style="list-style-type: none"> <li>• Not always aligned to business objectives or strategic challenges</li> <li>• Typically consists of a one-time experience</li> <li>• Impact/results not typically measured</li> <li>• Follow-up is not often done</li> <li>• Interventions and team exercises are used to reflect on team process but often have no direct connection to team’s everyday operational issue</li> <li>• Most team building processes focus on developing or increasing individual and collective motivation levels in teams</li> <li>• Generally organized off property to get the team away from everyday concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Directly tied to business objectives or strategic challenges</li> <li>• A systematic approach with multiple engagements over time</li> <li>• Impact/results measured &amp; quantified</li> <li>• Follow-up is always done</li> <li>• Coaching interventions (Mini-Survey &amp; AAR) used for measurement of change/impact/results related to team’s specific operational activities</li> <li>• Rests on the foundational belief that the team does not need to be motivated. They are fundamentally motivated or team coaching is not done</li> <li>• Generally undertaken on site, oftentimes in the team’s usual meeting space, in order to attempt to bring change right into the everyday work environment.</li> </ul>

## STAKEHOLDER CENTERED COACHING® PRINCIPLES



### First Principle: ***Place the attention and focus on your stakeholders***

The true leverage points in behavioral change are the people who are interdependent with, and work with, the team members every day. Our approach is to turn team members into the true coaches for each other on what they are working on to improve.

Our experience has validated that those around a person, those who interact with the team members you are coaching on a frequent basis, are the best “experts” in how the person’s behavior can improve with them. This approach employs a systems perspective by including stakeholders actively in the process as a vehicle to increase the likelihood that improvement in the team member’s behavior becomes habit.

Our coaching approach is different from most other types of coaching in its emphasis on making the stakeholders the true coaches for those undergoing development. The coach’s role moves more into the background as an orchestrator, cheerleader, and integrator.

## Second Principle: ***Emphasize FeedForward***

Most coaching and leadership development has focused on a process of feedback as the key to improving. There can be great value derived from receiving constructive and well-timed feedback. The Stakeholder-Centered approach breaks with this long tradition by placing significantly more focus on FeedForward over feedback. FeedForward is a technical term for a very simple process; namely, suggestions for the future.

A perfect analogy for what we propose here is the windshield of a car. Sitting in the driver's seat, looking over the steering wheel we see two things. Strategically placed in the top center of our field of vision is a rear-view mirror. This is akin to the mechanism of feedback. It allows us to look behind us, where we have already traveled. The rest of our field of vision is directed through the glass to what is in front of us. This view is akin to the FeedForward process. In the racing world the sage advice is to focus on the speedway in front of you, not the dangerous wall within inches to the side of your vehicle, or what is behind you.

We have found it is much more effective to be focused on the future versus the past. We cannot do anything about the past. The future is dynamic and unrestrained. FeedForward is a process of asking for suggestions for future action. Remember it is the person's internal belief set that largely affects action. Successful people want to have influence and control over their situation. We all can do something about the future. This takes advantage of the positive components of the three belief sets held by the individuals you are coaching, (found in your SCC Playbook: The Coach's Checklist).

Additionally, most of us tend to resist when we are being judged. Do not misunderstand our emphasis on FeedForward as an indictment of feedback. Feedback is an important part of the process too. It is still needed. The amount of feedback needed, remembering our example of the windshield of a car, is proportionate to the size of the rearview mirror to the windshield. We believe in focused feedback on specific actions over recent

events as necessary for our coaching. Remember, the future holds unlimited possibility. The past behind us and cannot be changed. The principle here is to focus on the future. Focus on what can be done.

### Third Principle: ***Change behavior and perception in parallel***

It is useful for team members to work in parallel on changing their own behavior and the perception of that behavior by the other team members. It is very interesting to note, that those around any team member also need to change. Their perception of this individual's behavior has to change. All of us suffer from having perceptions that are incredibly resilient. People do not readily give up their prior assumptions, opinions, and beliefs. Thus, a key aspect of improving as a team member is to change the perception of stakeholders regarding that behavior.

Changing a behavioral habit is hard. Changing perception is equally hard, and maybe harder in some cases. What the Stakeholder-Centered Coaching process takes advantage of is the realization that reinforcement is key. As a person works to change it is important to get ongoing reinforcement to continue the hard work. Changing and getting recognized for it go hand in hand. Receiving credit for achieving success is essential for change to stick.

In summary, these three principles serve as the foundation for the 7-Step Involving Stakeholder Process. Success in this process does not have to take up a lot of time. In fact, using the methodology is very time efficient. As you help a team put in practice the 7-Step process, you can focus on a specific section of this Guide that is relevant at that time.



## 7-Step Involving Stakeholder Process



The practical, and sometimes counter-intuitive, nature of the Involving Stakeholder Process is based on an understanding of the principles that underlie this process and the beliefs (+) and (-) of successful people. Each step is specifically organized to build off of the positive nature of these beliefs and render the negative aspects less likely to hold you back.

**STEP 1. ASK** – The best, and in some cases the only, way to get the gift of others’ perceptions is to ask for it. If you are committed to becoming more successful, you will be willing to ask for both suggestions and feedback. When done properly, asking is communicated in the spirit of self-improvement and in a way that the opinion of the person asked is valued.

**STEP 2. LISTEN** – This is far from easy when the topic of conversation is something so dear to our hearts. Here your commitment requires avoiding some common pitfalls. You have to avoid defending any past actions. And, in listening, you will need to accept others’ opinions as their perception of reality. In

other words, you will avoid judging whether the input you are hearing is “right” and “wrong.”

**STEP 3. THANK** – As this process will be an ongoing one, successful people understand the value in reinforcing the process as others provide their feedback and suggestions. Just as it takes courage to ask, it often takes equal courage for others to give us their feedback and ideas for improvement. Genuine commitment to improve is shown by expressing your appreciation for the help others provide.

**STEP 4. THINK** – It is the mark of a wise person to consider what others say before reacting. For one thing, it helps avoid a tendency many people have for over-reacting. This reaction may be too negative or too positive. You do not want to build a reputation or over committing and setting yourself up to under deliver on your promises. Being thoughtful is a valuable way to be seen when it comes to hearing what others have to say.

**STEP 5. RESPOND** – A successful person, committed to improvement will always respond to all who provide feedback or suggestions. When others have taken both the risk and the time to provide you with input, they deserve to know what you plan to do about it. In communicating about your own behavioral change it is useful to keep it simple and positive.

**STEP 6. CHANGE** – The purpose of the first six steps is to *do something*. Behavioral improvement necessitates doing more of something, less of something, or something entirely new. The mark of a successful person is keeping the change process alive and moving forward. You will monitor yourself relative to what you are doing to improve.

**STEP 7. FOLLOW-UP** – This step is really a reminder to use the previous six steps on a regular basis. This means checking in with others in a regimented, disciplined manner. This follow-up step is, by far, the most important step in the process. It is the best way to demonstrate to others that you are serious about change.

Our experience suggests that the steps in the process must be genuinely practiced for at least one year before there is certainty

that the change will be rooted in enough experience to become permanent. A year is a realistic standard. Success in modifying some behaviors can take even longer.

The more powerful benefit for the team is when the process itself becomes a habit among the team members. Truly successful people are committed to getting better every year. The greatest gift you give as a coach is when this 7-Step process becomes an ongoing discipline for the Team.

## Do's & Don'ts of Involving Stakeholders

<b>DO NOT</b>	<b>DO</b>
<ul style="list-style-type: none"> <li>• Stick with your fan club</li> <li>• Expect instant help</li> <li>• Take up too much of their time</li> </ul>	<ul style="list-style-type: none"> <li>• Include as many as you can</li> <li>• Keep the process upbeat</li> <li>• Vary involvement as needed</li> </ul>

### STEPS FOR ENCOURAGING DEVELOPMENT

<b>DO NOT</b>	<b>DO</b>
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#### Step 1. ASK

<ul style="list-style-type: none"> <li>• Wait for a “better time” to ask</li> <li>• Act skeptical or doubtful</li> <li>• Put yourself down</li> </ul>	<ul style="list-style-type: none"> <li>• Be concise</li> <li>• Be specific</li> <li>• Be positive</li> </ul>
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#### Step 2. LISTEN

<ul style="list-style-type: none"> <li>• Use “No,” “But,” or “However”</li> <li>• Make excuses</li> <li>• Exhibit impatience or anger</li> </ul>	<ul style="list-style-type: none"> <li>• Pay undivided attention</li> <li>• Capture what is said</li> <li>• Clarify/Confirm what you heard</li> </ul>
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#### Step 3. THANK

<ul style="list-style-type: none"> <li>• Use a dejected tone</li> <li>• Act artificial</li> <li>• Be insincere</li> </ul>	<ul style="list-style-type: none"> <li>• Say “Thank You” quickly</li> <li>• Use first name (if appropriate)</li> <li>• Be genuine</li> </ul>
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#### Step 4. THINK

<ul style="list-style-type: none"> <li>• Engage in “delusional” thinking</li> <li>• Prove the input is wrong</li> <li>• Validate “this is the way I am”</li> </ul>	<ul style="list-style-type: none"> <li>• Assess benefits of changing</li> <li>• Assess cost of changing</li> <li>• Decide if it is worth it</li> </ul>
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#### Step 5. RESPOND

<ul style="list-style-type: none"> <li>• Critique feedback/FeedForward</li> <li>• Respond to too many things</li> <li>• Over-commit</li> </ul>	<ul style="list-style-type: none"> <li>• Be brief</li> <li>• Be positive</li> <li>• Be future focused</li> </ul>
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#### Step 6. CHANGE

<ul style="list-style-type: none"> <li>• Procrastinate</li> <li>• Give into “feeling like a phony”</li> <li>• Expect instant success</li> </ul>	<ul style="list-style-type: none"> <li>• Apply suggestions in parallel</li> <li>• Maintain momentum</li> <li>• Make change visible</li> </ul>
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#### Step 7. FOLLOW-UP

<ul style="list-style-type: none"> <li>• Dwell on the past</li> <li>• Become complacent</li> <li>• Brag, gloat, or show off</li> </ul>	<ul style="list-style-type: none"> <li>• Politely push for specifics</li> <li>• Reinforce the process</li> <li>• Check your ego at the door</li> </ul>
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In summary the Stakeholder Centered Coaching® approach is a disciplined practice that underlies how successful people get even better over time. This discipline is found in a reinforcing cycle of seven steps the team members use with each other as stakeholders. By repeating these steps with each other, most team members will achieve the long-term, positive change and will receive recognition for this from their peers.

What we have found is the most successful people recruit others to help them change. This is more of an interpersonal process than a solo activity. Changing both behavior and perception becomes significantly more likely with stakeholder involvement. When it comes to behavioral improvement, the greatest source of insight and support are those who are impacted by someone's actions. Effective people include others as the best measure of their ongoing success.

# FLOW OF 12-MONTH TEAM SCC ENGAGEMENT

## Month 1

- Agree on expectations with team sponsor/leader
- Prepare for Team Kick-Off Meeting
- Run **Kick-Off Meeting**
- Meet individually with team members to action plan

## Month 2-4

- Once a month 30-minute meeting with each team member
  - Review notes prior to meeting
  - 30-minute coaching session
  - Capture discussion, action items, commitments
- Be available for helping individuals for key situations

## Month 5

- Same as Months 2-4
- Run Mini-Survey

## Month 6

- **Team Meeting** to review survey results and plan for upcoming months
- Continue monthly check-in with each team member

## Month 7-11

- Same as Months 2-6
- In Month 11, run second Mini-Survey

## Month 12

- **Team Meeting** to review final Mini-Survey results and plan transition/next steps (After Action Assessment)

## THREE PHASES TO SUCCESSFUL CHANGE

The Coaching Flow, and the way this Guide is organized, can be broken down into three main phases:

