



## **Stakeholder Centered Coaching® Certification Training After Action Reviews**

At the end of each Stakeholder Centered Coaching® Certification Training we ask participants to complete an After Action Review by answering four key questions:

1. Why did you come to Stakeholder Centered Coaching® certification?
2. What happened?
3. What insights did you have?
4. What are you going to do moving forward to maximize this investment?

On the following pages are actual unedited emails from both internal and external coaches from our February 20,21 2019 Stakeholder Centered Coaching® Certification workshop. Feel free to reach out to them.

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### ***March 20,21 2019 Marshall Goldsmith: Stakeholder Centered Coach Certification Training After Action Assessments***



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**Sam Shriver, Ed.D** – Executive Vice President, The Center for Leadership Studies.



**What I Set Out To Do:**

I sought to learn about leadership coaching in general and how SCC was different from and similar to the varied approaches to the task of coaching “out there”. Additionally I wanted to experience how Situational Leadership was tied to the SCC process and if Leadership Coaching could be a viable line of business for CLS.

**What Happened:**

The certification was very much as advertised (which was a very good thing). The materials were available for review prior which allowed for sort of a structured improv approach to workshop (stories based on experience that gave life and second-level understanding to the content associated with the process). There was ample time to role-play, give and receive feedback which (given the topic) makes nothing but 100% sense!

**What Insights Did I Have:**

I think I truly understand “facilitating leadership” at a level I didn’t truly appreciate prior to the workshop. The coach’s role is far more reflective, objective, distant (yet connected) and structured than I perceived it to be prior to the experience. I also thought the history that was transparently shared throughout added credibility to the coach’s role and the SCC process (i.e. “we used to do this...here’s what we found out...these are the changes we made”).

**What Will I Do Moving Forward:**

I plan to coach a number of our clients with needs in this arena personally, and I plan to establish a network of coaches under the CLS brand.

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**Brett Williams, Maj Gen, USAF (Ret)**



**What I Set Out To Do:**

I wanted to become certified in coaching at some level. I did not want to take an excessive period of time to do so. I wanted to be trained in a “process” that would enable me to coach with structure as opposed to just provide advice. I wanted to be associated with a program that is valued and respected in the business.

### **What Happened:**

I learned the process. I am convinced that it is sound. I believe I am associated with a name and a process that will be valuable.

### **What Insights Did I Have:**

I learned that I definitely could do the coaching and do it within the SCC process. I believe that the process is sound. I found more value in the scenario play than I anticipated. I took great value out of the collection of stories although sometimes I was not sure of the connection.

### **What Will I Do Moving Forward:**

Already applying some of the concepts to my own conduct. I am going to champion leader development within our company to include a coaching aspect. I am going to look for an opportunity with Sam Shriver to trial run a couple of coaching engagements. I want to set the stage for my next career.

Brett Williams

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## **Scott Brown – Stone House Consulting**



### **What I Set Out To Do:**

I have been coaching for many years, and have been attempting to cobble together my own SCC practice based on what I had learned from Marshall's books. I've been trying to find a class offering that fit my schedule for more than 3 years! My goals for attending were:

- Identify what the "real" SCC process looks like and fill in the gaps between what I have been doing and what the Goldsmith team does.
- Connect with the Goldsmith brand.
- Meet and connect with other coaches who are attracted to this no-nonsense approach to helping people improve.

### **What Actually Happened:**

I met a room full of other people who think about coaching the same way that I do - and that was refreshing as hell after all of the mumbo-jumbo I've sat through in other coach training. (THANK YOU!)

I learned some important things about the process of involving the stakeholders that I didn't know or understand fully before.

I have a bit better understanding of how the Goldsmith universe runs.

### **What Is Clear To Me Now:**

I've been doing a pretty good job at piecing together an SCC process without the training.

The difference between pretty good & good (for me) was the amount and type of focus I put on the stakeholders' role.

The difference between pretty good & good in my process will make a world of difference for my clients' outcomes.

### **What I Commit To Moving Forward:**

Steal so many of your tools - this list is long, but it includes the "do & do not" card & sample emails. Send out the mini-survey (I've been doing this as a conversation) Take on at least 1 client under the "no improvement, no pay" set up in 2019 and move to doing that exclusively over the next few years.

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### **David Vargas, Jr., Regional Manager - Leadership & Organizational Development**



### **What I Set Out To Do:**

My initial assumption when enrolling for the Marshall Goldsmith Centered Stakeholders Coaching Certification was to expand my bandwidth. As a certified Arbinger (Developing an Outward Mindset), MBTI, and Situational Leadership II facilitator, I was looking for the Marshall Goldsmith coaching certification as more of a leveraging tool when using my previously mentioned certifications. Consequently, that was my mindset coming into the two-day certification. I was ill equipped for the shift that would take place in my way of thinking and in what I thought needed to be my takeaway from the two-day workshop.

### **What Happened:**

Mr. Chris Coffey is what happened at the workshop. Mr. Coffey through shared life experiences facilitated for me a life changing experience as it pertains to what I choose to say is effective, relevant and life changing coaching. In my current role as an

Organizational & Leadership Development manager I provide a degree of coaching when conducting one on one's with direct reports and or with peers when asked by management. Moreover, the two-day workshop with Mr. Coffey has revolutionize my thinking and approach to how I now view coaching. The phrase "Words have meaning" keep ringing in my soul. I currently have a degree in Ministerial studies and consequently, I can say with all surety that even when providing life coaching my approach is also going to change.

### **What Insights Did I Have:**

"We tend to be the hardest on ourselves" which, consequently, for the most part is a very true statement. Mr. Coffey pointed out and brought clarity around the idea and thought that this is a collaboration, a partnership of sorts. Just the thought of this lightens the weight of having to transform someone's life because not to do so is a failure on behalf of the coach's. A collaboration and partnership with the client and the stakeholders. Moreover, and accountability all the way around. That's a powerful idea. To be able to present a plan that requires buy-in at the highest levels is what's clear about coaching for me. The concept of "Feed Forward". What an Ah ha moment. Consequently, this past week while working with our retention teams using the "Feed Forward" idea I gleaned in the workshop, we were able to frame a 360 that will now be used to help the retention team measure and track progress as it pertains to turn over.

### **What Will I Do Moving Forward:**

I gained much needed knowledge and understanding during the two-day workshop. However what keep pressing on me was the question, how can I make this work in my current role. Moreover, as an internal coach, I was uneasy about how to proceed. Consequently "What Got Me Here Won't Get Me There" became the starting point. After much thought and deliberation, I, sent an email to our Director outlining the MGSCC and with it a proposal on showing the benefits to the company if. Words have meaning, that's what Mr. Coffey said over and over throughout the two-day workshop. Well, today I received his response in the form of thirteen clients he wants me to begin coaching with. So, you ask, "What am I going to do moving forward"? I will use all the ideas and thoughts shared in our two-day workshop with the intent of not focusing on what got me to Wilmington, NC for two days of outstanding training facilitated by a consummate coaching professional but by putting emphasis on what will get me there.

### **David Vargas, Jr.**

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Suzanne D. Burke, Ph.D.



**1. What did you set out to do? Why did you come to the certification workshop?**

My goal for participating in the Marshall Goldsmith Stakeholder Centered Coaching Certification workshop was to understand the process at a deeper level. In 2017, I attended a coaching conference at Harvard where I participated in a workshop Marshall led and I also saw the panel discussion he chaired with six of his executive coaching clients. Both got my attention and I began using some of the approaches Marshall had shared in my coaching practice. At the same time, I realized I needed to learn more about the approach than I was able to glean from his website in order to be maximally effective in my work with clients so I inquired about attending a Stakeholder Centered Coaching workshop. The two days I spent with Chris and fellow coaches exceeded my expectations.

**2. What actually happened over these two days?**

In the workshop, I heard Chris explain the Stakeholder Centered Coaching process in great detail, and the examples he shared were instructive. It was also very helpful to be able to ask questions real time, and have the opportunity to practice different aspects of the process, both as the “coach”, and as an observer. It was also wonderful to meet and work with fellow practitioners. Although I was exhausted by the end of Day Two, I wish we’d had one more day to engage, practice and work with together.

**3. What insights did you get? What's clear to you now about the stakeholder centered coaching process than before the workshop?**

The power and efficacy of the Stakeholder Centered Coaching process is more apparent to me than ever, and I feel more comfortable explaining it and advocating for it with my clients and colleagues. I have shared some of Chris’s examples with people, and they resonate – people nod their heads and say things like, “That makes sense to me.” The Stakeholder Centered Coaching approach seemed logical to me from the start, but now it feels as solid as the laws of physics.

I am also very happy to be connected with the Goldsmith brand, and I look forward to participating in Coach Check In Calls and other activities that will enable me to keep learning from the gifted SCC Team.

**4. What are you going to do moving forward to maximize this investment of time and money for yourself, your clients, or your company?**

I’ve ordered Emily Chipman’s materials (hard and soft copy) and I am integrating the entire process (rather than pieces of it) with the work I’m doing with my existing coaching clients. Needless to say, I plan to use many of the tools Chris shared with us in the workshop, and I’ll start implementing the “no improvement, no pay” strategy with new clients as I build out and prioritize my coaching practice using the Stakeholder Centered Coaching approach. Coaching has always been the aspect of my Organizational Development practice I most enjoy, and the new tools I have will enable me to achieve even stronger results with my coaching clients.

Many thanks to Chris Coffee for an exceptional learning experience!

Every best,

Suzy

Suzanne D. Burke, Ph.D.

T. H. Easter Consulting

Jerry Fountain | Atlanta, GA  
Leadership Coach

### **What did you set out to do?**

Feel more certain about the value of coaching and learn a process that would help me be more effective at developing leaders in a measurable way. I have a lot of experience coaching and mentoring others, with some success, but it never felt like I had a system that was repeatable and let me know they were making clear progress and that I was doing what I should and no more. That's been a hard line to walk. I had looked at all of the coaching certifications for answers and none of them felt right for me. I was not aware that Marshall Goldsmith was offering certification in his process until the week before the session was held in Wilmington. After communicating with Frank and Chris I had a good feeling that this was where I needed to be.

### **What happened?**

I heard enough the first morning to realize that I was in the perfect place at the perfect time. Chris brought the process to life with his many stories about working with real clients and how he handled specific situations that I had struggled with before. And he obviously had too, and he was very open and honest about that. I filled my notebook with his hard earned lessons and the specific ways he communicated about leadership and personal change. I know I will catch myself repeating a lot of it when it just fits the situation.

Underpinning his great stories was a thorough, savvy, and well documented process. I was not expecting to receive a 150 plus page coaching manual that laid out every step of the process accompanied by numerous templates and guidance documents provided on the coaches resource web site. I continue to discover great content and resources that have been created by the SCC community.

The role plays were challenging and really brought the process to life. I learned a lot from watching the other participants and hearing their perspectives on each of the scenarios.

### **What insights?**

Simple to understand and hard to do is where action is. (Yeah, Chris said that) I know this process will help me keep it simple for the leader, the stakeholders, and myself. I can relax and focus on one step at a time with everyone I help and know that they will ask for more when they are truly ready to act on it.

### **What will you do going forward?**

Make a list of every senior leader I know and everyone I know that has responsibility for developing leaders in their organization and contact them to discover how they can benefit from leveraging the community of SCC practitioners.

Jerry Fountain | Atlanta, GA  
Leadership Coach



## **Lori Harris – Agape One Consulting**

### **What I Set Out To Do:**

At the Marshall Goldsmith Stakeholder Centered Coaching Certification workshop my goal was to learn the Stakeholder Centered Coaching Process.

### **What Actually Happened:**

Over the two-day workshop, I learned the power of the Stakeholder process. The practice and labs were highly beneficial in creating practical and continuous learning practice, as well as opportunities to get to know my classmates. I truly enjoyed the compelling stories that correlated to each step in the process.

### **What Is Clear To Me Now:**

Stakeholder Centered Coaching process is a powerful approach to create behavior change in successful leaders. Clearly the Stakeholder-centric approach affords transparency, accountability, and compliments the natural laws of communication and development.

### **What I Commit To Moving Forward:**

Going forward I will be reviewing and revamping my business model to grow and prioritize Stakeholder Centered Coaching opportunities.

Thank you for the opportunity to join the global team of Certified Marshall Goldsmith Stakeholder Centered Coaches. I look forward to fully utilizing this coaching service to create measured value, growth and opportunity for successful leaders around the globe.

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