



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. What did you set out to do?
2. What happened?
3. What insights did you learn?
4. What are you going to do moving forward?

On the following pages are actual unedited emails from both internal and external coaches from our September 2019 Certification Training who were willing to have their reviews added to this document. Feel free to reach out to them.

September 2019 Marshall Goldsmith Onsite Stakeholder Centered Coach Certification® Training After Action Assessments



Ingrid Wallace – Ingrid Wallace Presents

What I Set Out To Do:

I set out to deepen my behavioral coaching skills and gain better insight in how to maximize the input of Stakeholders when helping leaders achieve better results at work and as human beings. I wanted to expand my toolkit and looked forward to the certification that I had heard so much about from friends and colleagues.

What Actually Happened:

I found myself among a group of dedicated professionals who were looking to connect with like minds. We were fortunate in that each person in the class was a treasure trove of experience and knowledge. My classmates were eager to interact with and learn from one another. The support was humbling and the information that we received from the three amazing facilitators was vast. Frank Wagner, Mike McCarthy and Jathan Janove poured their hearts and souls along with their expertise into each moment, even the ones outside of class.

What Insights Did I Learn:

I always knew how important Stakeholders' feedback was to our coaching clients and how eagerly they looked forward to hearing the results. I learned how important it is to not only develop an action plan but to involve Stakeholders in ongoing development and implementation of that plan. The constant commitment that is required of both the Stakeholders and the leader can't help but strengthen the organization.

What am I going to do Moving Forward:

I plan to implement a great deal of the methodology that I practiced in the class during current and future coaching engagements but it goes further than that.

I looked at the guiding principles of Stakeholder Centered Coaching that we talked about from the first day. I knew that something different was about to happen. The first thing that I had read about in the materials that we received prior to the class and that captured my attention, was the "Belief Set of Successful People" that we are asked to reinforce in leaders.

"I am successful"

“I Choose to Succeed”

“I will Succeed”

It resonated with me so strongly that I soon realized that this belief set is not only what I will ask my leaders to adopt but one that I would come to deeply internalize as the class progressed! I have always considered myself a great coach, have always loved what I do and am so very grateful for my ability to connect with leaders. So yes, “I Am Successful.

I now know that I chose the best certification that I had ever read or heard about because “I Choose Success”!

And finally, after attending Marshall Goldsmith’s Stakeholder Centered Coaching, implementing what I have learned, using the vast resources offered from his organization and the generosity of my classmates - “I Will Succeed”!

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Yi Min – Aperian Global

1. What did you set out to do?

- Learn the SCC model in a systematic way
- Gain insights from the trainers and other fellow coaches about “Do’s and Don’ts” of applying the SCC model in the real world



2. What happened?

- Learnt a great deal of content very systematically from the pre-work
- Frank and Mike did a great job of making the process/content live by sharing examples and stories from themselves and Marshall
- Practice session is so powerful, which is a good reminder that coaching is a life long journey

3. Why did it happen and what insights do you have?

- The principles of Courage, Humility and Discipline are critical to changing behavior that can make a lasting impact upon people we work and live with daily
- “Stakeholder centered” means giving them the credits, helping them to help the leaders & appreciate and recognize their efforts
- Measure the result of SCC to the organization and building a culture of coaching by sharing the stories

4. What will you do moving forward to maximize your return on investment?

- Keep involved in the Marshall Goldsmith coaching community to continue learning from all the other coaches
- Apply the methodology with 2 clients in the next 12 months
- Explore the opportunities of expanding this methodology to Asia

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Marie-Jeanne Juilland – CEO, Juilland Leadership

1. What did you set out to do?

- Gain a deeper understanding of the SCC approach
- Connect, learn from new colleagues
- Meet and learn from Frank 😊 - had heard so many good things from colleagues who had studied with Frank



2. What happened?

I found the entire Marshall Goldsmith Stakeholder Centered Coaching (SCC) certification team refreshing. They created an all too-rare approach to our training that put the focus on generosity and not taking themselves too seriously despite their great skill and accomplishment. Thanks Frank, Mike and Jathan!

- Not only got to meet and learn from Frank, but got the bonus of meeting and learning from Mike and Jathan!
- Received outstanding feedback/learning with colleagues in the breakout session. This aspect of the training was most valuable to me, especially when we had “difficult” coachees
- Developed relationships with several coaches for possible collaboration
- Learned the term “feedforward” vs. “feedback”
- Learned about the “Dos and Don’ts” to involving Stakeholders
- Gained a better understanding of the “systems” approach used by SCC
- Fun – had a time at the party hosted by Frank and his lovely wife at their home.

3. Why did it happen and what insights do you have?

- Insights:
 - Using the term “feedforward” will be effective in bringing more attention to the importance of feedback in their own coaching as well as for others they mentor, coach and manage.
 - Reminder that perception lags behavior
 - Learned different ways to structure fees. 1) higher fee if pay at end with “only pay if results” model 2) lower fee if pay in more traditional structure
 - Remember in coaching to use concise compelling stories to underscore learning
 - Use the Keys to Involving Stakeholders cards with clients (Dos and Don’ts)
 - Do less as coach. Let coachee own/ do more. Coach’s role is to facilitate, inspire, model, challenge and help keep accountable.

4. What will you do moving forward to maximize your return on investment?

- Approach leader of at least one large non-profit to offer free coaching and use the pure SCC method
- Model Dos and Don’ts when working with clients (ongoing)
- Finish each coaching session by having clients state biggest “takeaway” and their “feedforward” actions (now doing)

- Remind clients in each coaching session to give me feedback verbally – and provide a feedback survey every 3rd coaching session that they can use to give me feedback on my coaching (doing)
- Follow up with coaches for collaboration/ business building (done/doing)
- Approach several existing clients to see where I can “boost/insert” the SCC approach (DO)
- Participate in the ongoing SCC group coaching calls. Use these to run by “difficult” coachee scenarios as needed. (DO)
- Make sure my bio is on all SCC websites. Add a post to LinkedIn showing I too training and add to certifications listed on website. (DO)
- Highlight Courage, Humility and Discipline on my website. It’s there, but I’d like it to “pop” more so potential clients know that this is what they’ll need to bring to coaching when working with me. (DO)
- Write a blog post about C, H and D. (DO)
- Look for ways (a la Jathan) to use my journalism experience to continue to build my brand/ revenue (DO)

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Rafael Mier – Hydrite Chemical Co.

1. What did you set out to do?

I set out to learn in-depth the Marshall Goldsmith Stakeholder Centered Coaching process. I was familiar with the philosophy and steps from a theoretical standpoint, but I was missing the practical insights gained over decades of real coaching by Marshall Goldsmith, Frank Wagner and Mike McCarthy.



2. What happened?

I learned more than expected and my experience was fun and enjoyable.

3. Why did it happen and what insights do you have?

This happened because the training balanced theory with carefully planned role-playing exercises, making fun and effective the non-stop intellectual and emotional work we did for two days. A key insight: no book, article or video could have done a better job preparing me to navigate the typical issues of a live engagement, like the reluctance of a leader to involve stakeholders, or dealing with a leader's less than expected improvement. Another key insight: I learned so much from direct contact with our trainers, from their humility and enthusiasm, from their hospitality and extraordinary skills. They are the best role models.

4. What will you do moving forward to maximize your return on investment?

Practice, practice, practice. My first goal is to achieve the "Advanced" certification by completing six successful engagements. I would love to pay it forward by coaching leaders in social enterprises impacting our community, as Marshall Goldsmith has done with the Red Cross and the Girls Scouts of the USA.

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Stephen Wiedner – CEO and Co-Founder Noomii.com

What I Set Out To Do:

There is a lot of coaching going on out in the world and our company wants to provide some quality control for companies that hire coaches. That's why I signed up for the SCC training. I wanted to learn from some of the best, most respected coaches in the business.

What Insights Did I Have:

What I learned in the SCC training was refreshing because the focus is not on a coach's individual coaching skills but rather, a process for them to follow with their clients. Best of all, it's a process that hinges on the client changing their behaviour in a public way, measured in the eye of the stakeholder.

What Will I Do Moving Forward:

Going forward, I want to explore how we, a corporate coaching services company, can support the delivery of stakeholder centered coaching in a way that makes it easier for the coach and the client to achieve the results they want.

Stephan Wiedner

CEO and Co-Founder

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Amy Stigter – Vice President of Corporate Accounts, Noomii.com

What I Set Out To Do:

I set out to gain greater knowledge of the SCC process and executive coaching best practices, to incorporate these methods into our own processes, with the goal of improving coaching outcomes and strengthening our own trusted process.

What Happened:

I have to say this was a remarkable experience, from the stories told by Frank and Mike, to working in a variety of groups and labs, to the very social nature of the training. I feel that I came away from the training with a new and highly effective tool kit-- a greater understanding of how to provide 'feedforward', breakdown high-level goals into concrete and actionable steps, and most importantly how to create a network of accountability partners "stakeholders" within an organization to increase the likelihood of sustainable behavioral change for the leaders we work with. Last but certainly not least, new friendships with likeminded coaching professionals! Invaluable!!

What Insights did I Gain:

Although I had never thought of myself as a coach, I've learnt that my years in the coaching industry have served me well. I feel I have a new sense of confidence in my ability to coach after the feedback I received while working in our groups. As

well as, the tools and guides in the SCC training handbooks have helped me reframe the way I approach our clients.

I feel the SCC process gave me a fresh perspective on how I perceive the so-called “Toxic Leaders” --Success is a two edged sword and the behaviors that make you successful can also be the behaviors that are holding you back.

Lastly, the coach is not the most important element to the success of a coaching engagement - it's not all about the coach, rather the success comes from setting up a network of engaged stakeholders, having the leader decide on one clear behavioral goal and having the stakeholders provide clear action items that will support the leaders behavioral change.

What I Commit To Moving Forward:

We have already started implementing key pieces of the SCC model into the coaching engagements we're currently launching. We are also actively sourcing more SCC coaches for these engagements to help guide the implementation of the SCC process. Additionally, we are now recommending 12-month engagements to our prospective clients, as opposed to 3 and 6-month engagements.

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Larry Ferguson – Ferguson Leadership

What I Set Out To Accomplish:

For the past 12 years, I've followed my own brand of a customized coaching methodology, one I created from prior experiences in training, assessment, ROI, and consulting. But lately I've run into a “wall” in collecting 360 feedback: lower response rates due to “survey fatigue” among respondents. I clearly needed to re-configure how I collect assessment data and comments. In my mind, the 2-day SCC certification program couldn't have come at a better time! Plus, I realized it was time to look at my whole methodology and evaluate its purpose and execution. Was I missing anything? Where are the weak links in using it? What new tools or areas would be most beneficial to change or add?



What Happened:

I was frankly unsure what all I'd discover or learn even though I knew the higher-level goal of the program, based on reading Marshall Goldsmith's books and articles. In the end, I was pleasantly surprised to find myself invigorated throughout the 2-days of mini-lecture and skill practice (aka "role play"). Normally, my brain starts to melt down in the afternoon during all-day workshops. But I found myself more engaged and eager to continue the skill practices along with the curve balls thrown into each one when assuming the role of coach.

What insights did I learn or gain?

1. Although I had incorporated some stakeholder feedback in my methodology, I realized it was too disorganized and shallow: it didn't offer meaningful input and suggestions for my coaching clients. I also saw that I was investing much of my own effort in obtaining stakeholder feedback. And perhaps more importantly, I could not sustain that pace I was investing in conducting stakeholder interviews.
2. As for my 360 process, I left more convinced that I need to totally re-configure the content and format of the questions. Since I can't mitigate the survey fatigue in the companies I work with, I decided to re-configure how I collect assessment data and information.
3. Expect Stakeholder resistance – overtly or covertly. For some, this process will be more work than they might expect or be able to deliver on.

What I'm Doing Moving Forward:

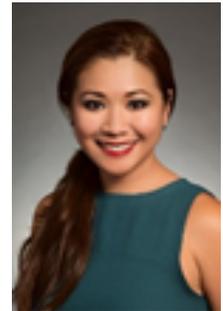
- I'm now incorporating the SCC methodology into the assessment phase of my methodology to save time and leverage my client's efforts to discover richer, more relevant information, the kind that impacts their development goals and ultimate success. I've already explained the "why" and "how" to 1 new coaching clients and 2 others with whom I'm working. All are onboard with it, given the high number of surveys circulating in this company and reality of low responses.
- I scrapped the number of questions I had normally targeted (~35) and shorten them to 5 or less: 3 open-ended questions and 1 or 2 Likert-scale

rating questions. That's it. No more. I'm calling this assessment, "The 5x5" – 5 questions you can answer in 5 minutes.

- I'm meeting with 2 prior SCC coaches / participants to learn how they have adopted or adapted the concepts and principles into their coaching practices. This has been extremely valuable since they have "walked the path before me."
- I'm digging deeper into the SCC website for on-going learning and discovery. It's a gold mine of valuable information that Marshall, Chris & Frank freely share with SCC coaches. Thank you!

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Carla Kuaiwa, Chief Human Resource and Organization Development – CK Cross Consulting, Inc



What I Set Out to Accomplish:

I intended to validate my initial impression of SCC methodology. As a leadership coach, I believe that improvement is not just about 2 people coming up with solutions. I never liked the Counselor/Counselee approach to coaching. So, I was intrigued by this methodology.

What Happened:

My initial beliefs were validated that leaders must seek feedback from others beyond a 360 feedback.

What Insights Did I Have:

Focus on behaviors... all the time. Changes in behavior must be observed. I am more ready now to help leaders become better stewards of the talents around them.

What I Am Doing Moving Forward:

Moving forward, SCC will be my go-to tool in engaging leaders.

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Dave Story – Next Level Leadership

What I Set Out To Do:

My goals in taking the course were to learn the SCC approach, since the core concept of peer-coaching for results makes so much intuitive sense to me. I also hoped to make connections with more coaches, and learn from about the current-day challenges I was facing with my clients and business.

What Happened:

I got what I expected in that the methodology was very well thought out and the steps were quite clear. I learned and practiced the methodology; and, saw the well thought-out 7-step feedback process.

But what I hadn't expected, not having read the books, was that there was a core philosophy underneath the methodology. I found that the SCC methodology is both deeper and more thoughtful than I expected.

It was deeper because it has a good set of beliefs that really apply to corporate leaders, who are uniformly driven and successful to get where they are. It was more thoughtful not just in the details of the daily details of moving clients along, but also in that the data was quite convincing — for my data-oriented clients, the direct correlation between follow-up and perceived change is quite convincing.

What Insights Did I Gain:

The time outside the classroom was surprisingly valuable. In addition to the above, I also gained insights from the many folks in the room who had quite different experiences than mine. Not just the instructors, which I'm not covering as I expect you're already sold and can read about in many of the other AARs, but the participants. I learned about the current work in placing coaches, running a referral business, psychological safety, and got many valuable inputs on how to facilitate a team through a values discovery process. In short, the participants were a varied and experienced group.

What I Will Do Moving Forward:

I'm starting my first client with the SCC methodology, and have already begun collecting stakeholders and preparing for the kickoff. That speaks directly to the value of the methodology and training...I'm putting it into practice right away!

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David Aben, Abbott Labs



1. What did you set out to do?

My key objective for attending this course was to better understand the Stakeholder Centered Coaching method. I always wondered what happens after a 360 and how individuals went about improving.

2. What happened?

The course was very insightful and beneficial for my future coaching endeavors. Involving stakeholders is the key to a successful coaching engagement. Practicing these skills with the other participants in the course was a useful exercise.

3. Why did it happen and what insights do you have?

Interacting with the other participants in the class gave me a more well-rounded experience. People approach coaching from different angles depending on their history, having a class made up of people with many different backgrounds helped expand my understanding. Most of the coaching I received in my lifetime has been from sports and I employ a lot of those strategies to my personal coaching style. Having met others in the class that have had formal training in business coaching has made me aware of the different styles needed to be a successful Stakeholder Centered Coach. I can see myself staying in contact with many of my classmates and trading ideas as we all pursue our careers as coaches.

4. What will you do moving forward to maximize your return on investment?

My first priority is to begin a coaching engagement with one of our Regional Sales Directors. Once we work through the process, I will then extend the invitation to the rest of our RSD's and work with several simultaneously. This will enhance my skill set and provide me the necessary experience to move forward with a private coaching practice in the next couple of years.

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