

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 November On-Line 2019 Certification Training who were willing to have their reviews added to this document. Feel free to reach out to them. -----

On line certification class November 2019



After Action Assessment – 4 Key Things!

Name: Theo Bunescu
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1. What did you set out to do?

I wanted to understand how to actually use the SCC process with leaders, so that they would experience lasting change in leadership behavior as perceived by both them and their stakeholders. I had read Marshall's books, his articles, went to the training by him, and was eager to learn about the "how to" of this process.

2. What happened and why (with examples)

I was able to not only read about the SCC, hear the explanations of how to use it, hear examples and stories about it, but I actually got to experience parts of the process in the trios. It was helpful to experience the different scenarios at different stages in the coaching engagement and that was a great learning experience. It was also great to be able to ask specific questions around specific issues that will come up in our coaching engagements as we use this methodology. Chris Coffey and Andy Taylor did a fantastic job leading this training for us to get tremendous value from it.

3. What insights do you have (what did you learn)?

First of all, I realized that you can read a ton of books on coaching and even the The Coach's Playbook many times, and still not be good at doing SCC. The SCC is based not only on you clearly understanding the process, but also on building the right skills to actually apply in helping people follow this process. As a result of this, leaders can experience lasting change in leadership behavior as perceived by the stakeholders.

Secondly, most of us gravitate more towards either challenge or empathy. I realized that challenge without empathy crushes people while empathy without challenge deceives people. As I help leaders follow the SCC process, I need to be able to calibrate challenge and empathy well.

Thirdly, it's crucial to spend 80% of your effort on the first 15% of this process so that you have both clarity and commitment from the leader, boss, and stakeholders involved.

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I have already started teaching some of these principles to some of the companies I am working with (for example After Action Assessment).

I plan on using this process with leaders I work with and, in the next 2 years, to have at least 1-2 coaching engagements where I would only get paid if the leaders get better as perceived so by the stakeholders.

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After Action Assessment – 4 Key Things!

Rob Greenly, rob@greenlygroup.com, 617-645-6116,
www.greenlygroup.com

I have been a fan of Marshall Goldsmith's work ever since I took an in-person seminar with him in 2007. What I wanted to do in this online Shareholder Centered Coaching (SCC) training was to learn and practice his coaching process so I could start using it right away!

I was surprised to discover that I was already had been using many parts of the Stakeholder Centered Coaching process. But, I was surprised at how much I still needed to learn. I see that it takes some repetition and practice to remember the specific dos and don'ts for each of the seven steps of SCC.

The main thing I learned was to follow the SCC process and the magic happens! I was reminded about the importance of having strong, clear agreements up front--and that everything else comes afterwards. I am excited about the power of stakeholder engagement and the feedforward approach.

I am going to start incorporating the Stakeholder Centered Coaching process with three of my current clients. I can't wait to use the SCC process with new clients, because I know it brings results!

Rob Greenly, rob@greenlygroup.com, 617-645-6116, www.greenlygroup.com

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Michael J. Rakow, PsyD
Vaya Group – External Coach / Consultant

After Action Assessment – 4 Key Things!

1. What did you set out to do?

I set out to learn a more structured stakeholder centered coaching method that would produce measurable and sustainable results. I was initially skeptical about the online version of the course, thanks to thousands of prior hours spent in non-interactive mind-numbingly tedious online training. I knew that I had to have interaction to get what I needed out of the training, and the instructor convinced me that I would get lots of that from this course.

2. What happened and why (with examples)

I was pleasantly surprised to find that this was the most engaging online training that I have ever been a part of... by a huge margin. Unbelievably, I found it to be better than attending in person! The interactive exercises and practice sessions were interspersed nicely throughout the training to keep it lively and to really instill the skills and patterns we were learning. I attended entirely from my office, allowing me to get right back to my heavy workload as soon as the training ended. If it had not been available online, there is no way that I could have spared the time to travel and attend in person. Not only did I get the skills practice I was looking for, but I got the structure and supporting job aides to keep me on plan when coaching someone. This process is measurable, unlike some other coaching techniques (including those that I had been using in the past). Lastly, learning from fellow coaches from all around the globe was priceless. That really helped make the training especially effective.

3. What insights do you have (what did you learn)?

I think the main insight was that this is not so different from how I had conducted coaching and some aspects of clinical therapy in the past. It just gave me the game plan for how to get to the end goal and how to keep a leader on track for measurable results.

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I have already reached out to fellow coaches from my cohort to make sure that we keep those connections going. In my role as a consultant I am seeking to increase opportunities for coaching engagements.

After Action Assessment – 4 Key Things!

1. What did you set out to do?

Initially, I was interested in this training because of Marshall Goldsmith's books and videos. His simple, direct approach really resonated with me, and I thought I wanted to incorporate some of what I understood to be the stakeholder-centered principles into my existing coaching.

2. What happened and why (with examples)

I discovered that SCC is much more than a simple 360 and really shifts the accountability to the Leader. It also fosters communication between the leader and his/her stakeholders on exactly the challenges in play. The presentations and

explanations were most helpful in learning the material and the labs were most helpful in gaining confidence.

3. What insights do you have (what did you learn)?

Stakeholder-centered coaching (SCC) is a very different model, which stands to be much more insightful, impactful and sustainable because it shifts the center from the Leader-Coach to the Leader-Stakeholders with Coach observing/supporting. The Coach's role as Guide throughout the process is consistently underscored and reinforced. SCC also highlights the importance of change in leadership behaviors and perception of those changes by stakeholders. The whole concept has really challenged and positively changed my own view of coaching — it's value and potential.

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I'm very interested to immediately apply the SCC process with current and new clients, which I think is the best way for me to become comfortable explaining and using the framework. I'll look at the materials provided to update my LinkedIn and web site pages.

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11/29/2019

After Action Assessment – 4 Key Things!

Peter Labrie – Founder
Art of Leadership Consulting

1. What did you set out to do?

My goal was to learn the Stakeholder-Centered Coaching (SCC) methodology. I was especially interested implementing stronger follow-up techniques.

Generally, I find my team-building and coaching assignments yield great plans, but execution is always a challenge. The best laid plans tend to evaporate, if there is no systematic accountability.

2. What happened and why (with examples)

I learned not only the SCC techniques, but Taylor and Coffey showed me the pitfalls, and hang-ups. Some of the best wisdom nuggets were in the anecdotes and the workshops.

3. What insights do you have (what did you learn)?

Most people acknowledge change is necessary; however, no one really wants to change. Change is tough.

The SCC process creates a net of interdependencies, between stakeholders and leaders. The leader is caught up in his own positive transformation. That is the beauty of the process: It is a virtuous - and almost inescapable - cycle of improvement. There's accountability at all levels of the process.

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I am going to move my existing contracts towards a SCC model. For the new contracts, I will negotiate the entire seven-point process. Many of the techniques are transferable to team-building, and organizational development.

I am working on large-group coaching project, targeted at young people (mostly millennial males). Accountability and follow-up are integral to that project, too.

There's lots to do.

Peter Labrie – Founder
Art of Leadership Consulting

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! Elias Jinar | eliasjcoaching@gmail.com | (312) 730-8693

After Action Assessment – 4 Key Things!

Here is my brief story. After spending 15 years, pastoring, coaching, and counseling, I took a sabbatical and focused on caring for a terminally ill parent. During this time, I felt compelled to try something new and expand beyond the ministry setting in order to help leaders advance. I am grateful for two decades that allowed me to develop transferrable skills for the field of coaching, but I also seek to add new skills and tools to be better equipped. A colleague and friend introduced me to Marshall Goldsmith and I immediately knew his wisdom would be indispensable for helping leaders succeed and drive results in the marketplace. 1. What did you set out to do? I set out to learn as much as possible from Marshall Goldsmith and his team. In the last months I have read his two signature books and watched many of his videos. When I learned about the certification course, I acted within the hour. I signed up for the training to acquire new skills and earn my SCC Executive Coaching certification. I was eager to learn this tried and true process in order to help leaders make a positive, measurable change that is significant to them and the people they influence. 2. What happened? Andy, Chris and Kimberly facilitated a great learning environment by leveraging technology and sharing many real life examples. They successfully took us through the three phases of the MGSCC process (Starting Smart, Implementing Suggestions, and

Sustaining the Process). In addition, I benefited greatly from being surrounded by a community of learners. The practice sessions were especially valuable, and the feedforward exercises during the triads were quite powerful. Thank you classmates! 3. Why did it happen and what insights do you have? I learned the power of feedback and feedforward. I have come to see these as gifts that create a great opportunity for personal and professional growth. I learned the power and necessity of follow-up in sustaining change and managing perceptions. The genius of this process is that the leader works to change behavior and perception at the same time. I also learned that the stakeholder centered process is incredibly effective. It is simple, but not easy! It takes courage, humility and discipline in significant doses but the effort can be life-changing not only for the client, but for everyone who works and interacts with him or her. 4. What will you do moving forward to maximize your return on investment? Practice, practice, practice. I have already enlisted several prospective clients. I can't wait to work with leaders to help them make a positive, measurable and sustainable change that would lead to better life and better results in their spheres of influence. I am very grateful to have received a powerful tool that engages my passion! Using the Marshall Goldsmith method I can continue my mission to make the world a better place by helping leaders become better people. Thank you all! Elias Jinar | eliasjcoaching@gmail.com | (312) 730-8693

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After Action Assessment – 4 Key Things!

Miguel Castillo Leadership & Team Coach, MBA, ICF ACC.

IDCoaching: *Initiative & Development* , Coaching Entrepreneurs and
Training Leaders



1. What did you set out to do?

I decided to pursue the Stakeholder Centered Coaching Certification with the purpose of:

- Learning the SCC philosophy and process well, experience it for my own in-depth personal growth.
- Get the SCC Certification that will allow me to work as a SC Coach not only with Entrepreneurs but scale to those leading organizations under the Marshall Goldsmith brand.
- Gaining greater perspective, methodology and tools to scale and deepen the way I train other leaders on coaching skills since I have a goal to train 100 leaders in the Spanish speaking world by 2024

2. What happened and why (with examples)

I learned about the commitment to guaranteed results, granted the two conditions at the outset. 1) Choose the right leader, one that passes the filters of commitment, background, right mission, ethical and trusted investment in the leader. 2) Choosing the right behavioral change goal.

Exposed with great clarity process step by step of the Coaching Flow by applying it in skill practice role plays. That is extremely helpful because it developed confidence, experiencing real life scenarios as if we were in real coaching engagements facing arrogant, defensive, frustrated, influential leaders in the marketplace.

It was powerful because of the genius idea of Stake Holder involvement. The fact that others are speaking into your life, the vulnerability but at the same time the strength that this brings, is huge! It is not an easy process since it involves getting exposed and working through layers and layers of the behavioral issues that leaders deal with. Love the premise, "Behavioral change is difficult but change of perception is even more difficult", which is dealt with at the core by bringing StakeHolders into the entire process. In my opinion, it is the unique value proposition of SCC.

3. What insights do you have (what did you learn)?

1. The suggestions / Feedforward are helpful during the entire dynamic process.
2. SCC is a "dance" between coaching, facilitation and personal trainer. Is the "leadership cross fit" approach to coaching.
3. Chris Coffey is a MONSTER of a coach and trainer!
4. The tools are very valuable and key to the process. (The values, The 7-step process, Screening interviews, Presentation to SH, Reviews, Daily Sheets, Coaching Flow, the laminated cards, etc.)
5. Gaining confidence through the skill practices and labs. They were tough and intense, fun and very practical. Tons for learning just from applying the steps of the coach flow.
6. The opportunity to interact with other coaches with different styles, approaches, methodologies was enriching.
7. The core values courage, humility and discipline are key domains for lifetime personal growth.

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

- The first thing is explore/discover what is the availability and viability of accessing all these principles, content and materials in Spanish language. I am very interested in using all these with Spanish speaking leaders.
- I will start applying this principles, philosophy and process with the entrepreneurs and clergy leadership that I am coaching now asap.
- I will start with 2 to 3 top executives in November / December (one of them is the CEO for AVIS Mexico). Then another 3 to 4 and get to coach 6 leaders within the next 2 years.
- I will implement/integrate principles, philosophy and parts of the process to the coaching training that I already do to train other leaders with coaching skills.

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After Action Assessment – 4 Key Things!

5. What did you set out to do?

I set out to learn a process for partnering with leaders to make measurable, visible and sustained behaviour change. I also wanted to learn a process that would incorporate stakeholder feedback very intentionally.

6. What happened and why (with examples)

I got just what I wanted. I learned a clear and simple process for leaders and coaches to partner on behaviour change that is clearly measurable in the eyes of their stakeholders.

7. What insights do you have (what did you learn)?

That I can and should ratchet up my “gentle squeeze of accountability” in service to the leader, and that I can do that without carrying the burden for them. I recall that something a mentor once asked me, “is that your monkey you are carrying?” I have always struggled not to carry my client’s monkey for them, because I really wanted them to be successful. As Marshall often says, many leaders are successful in spite of their behaviour not because of it. It really doesn’t matter how much I want them to be successful. It only matters how much they want it and how much courage, humility and discipline they are willing to step into to achieve it.

8. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I have already started incorporating this process with 2 of my private practice clients, and will incorporate this process into my work as an internal coach. I already have one internal leader who has committed to this process and I’m looking forward to working with him on this. I have also recommended this training to several of my coaching colleagues.

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After Action Assessment – 4 Key Things!

1. What did you set out to do?

- Learn more about behavior change coaching and give myself a little more credibility around Executive Coaching
- get certified through an organization that I perceived is highly regarded

2. What happened and why (with examples)

- I learned a great framework and process to help people with behavior change and the perception of others around said change
- I learned the importance of how the perception others have is the real meat of this process
- I met a fabulous group of people that provided a fun and low key way to practice the new concepts
- I learned the why and how behind a good action plan which was helpful in my own life as well

3. What insights do you have (what did you learn)?

- It's okay to call people out on what is blocking them. We are so close to our own "Stuff" that is difficult for us to see ourselves and what gets in our way.
- I love the direct approach of helping our clients get to where they want to go.
- A new model for payment and how to go about it. I love that clients pay when they see results and we learned the process we can layout for them

4. What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

- I am looking forward to finding clients for these engagements. I will also incorporate some of the tools learned into already existing coaching engagements.
- I am already talking about my value differently to potential clients
- I completed the GLA360 and will maximize the support and trainings that MGSCC offers us.

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After Action Assessment – 4 Key Things!

What did you set out to do?

To build skills to help me live out my professional “why statement”:

“Engaging, challenging and inspiring people so together we accomplish incredible things that transform lives.”

By learning to be an effective coach I can help people and companies develop and grow while reaching personal and business objectives.

To equip me to add greater value to those I work with.

What happened and why (with examples)

The workshop and certification was an incredible experience and I am now much better equipped to be an extremely effective executive coach and leader.

I was challenged and pushed past by comfort zone in practice situations, situations coaches will experience in the coaching engagements.

What insights do you have (what did you learn)?

Behaviors can change instantly, but perceptions of change take a lot of time. The coaching engagement isn't about the coach and isn't always about the leader, it's about the leader changing their behavior in a ways that resonate with their stakeholders. It's about making others comfortable to increase productivity,

What are you going to do moving forward (to maximize your investment in your SCC Cert. Training)

I will continue to study and practice my coaching behaviors and will look for opportunities to volunteer as a coach through my church to those that may need this to help get back on their feet in their career

I will bring these skills to every interaction I have and be a source of support, encouragement and influence for executives that want to improve their performance and career trajectory.

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Hi Andy, I am so sorry for my late reply ! I was abroad, with no access to my Professional email.

Here is my After Action Review after this wonderful training :

- Short term (within 6 months) : complete with Lucas the « team training ». Thanks to those two parts of SCC Training, we both will be « team experts » !
- Mid-term (within 2 years) : use the SCC tools and the work psychologist tools to help leaders here in Paris to develop their team skills. Make mistakes and learn how to use those tools.
- Long term : spread the « psychology coaching » philosophy here in Paris (only few leaders use coaches in Paris) .

Hope we will see you on 2020 with Lucas for the second training Andy 😊

Have a beautiful day in NY.

Walid