



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 December 2019 Onsite Certification Training. Feel free to reach out to them.

December 2019 Marshall Goldsmith Online Stakeholder Centered Coach Certification Training After Action Assessments



Melisa Gillis – WEB Industries



What I Set Out To Do:

I attended the Stakeholder Centered Coaching workshop with two areas of focus. The first was to further develop my understanding of the approach and acquire more tools and skills to increase my effectiveness employing SC Coaching. The second focus was to explore how to bring this approach to my organization, creating a coaching culture throughout that leverages the brilliance of stakeholder centered coaching.

What Actually Happened:

Thank you for a wonderful two days!

Throughout the 2-day workshop, I deepened my learning, acquired tools, structure and skills. In addition, Emily invested her lunch break to provide many of us with ideas for adopting this process on a wider scale, creating a coaching culture throughout an organization, built on stakeholder centered coaching framing. This was very helpful!

What Insights Did I Have:

Frank and Emily provided an environment that was conducive to learning, experimenting. In addition to our instructor's excellent facilitation, our class included a diverse group of people all passionate about learning more about the methodology, sharing their experiences and providing powerful peer to peer learning.

The program shared many tools that will create a foundation of support, allowing us to sustain consistent and powerful coaching experiences for our clients.

Our new network of classmates will provide opportunities for supporting each other as we grow and develop ourselves and our diverse applications of SCC.

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

My next steps will include the following:

- applying my learning in the creating of a framework for beginning to inculcate this approach of coaching throughout my organization.
- Crystalize my coaching structure, strengthening both the structure and my skills
- Connect with fellow classmates, continuing to build a network for future learning and support
- Explore the online resources and stay connected!

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Pauline Gallien – Texas Mutual Insurance Company



What did you set out to do?

I set out to do three things:

- Learn the process of engaging a community of mini-coaches (stakeholders) for the growth and development of an individual leader
- Develop my personal skill set for coaching senior level individuals
- Explore using SCC as an internal coaching structure for my company

What happened?

First, I met an impressive group of fellow coaches from a diversity of backgrounds and coaching experiences. Second, I got to know two amazing professional, expert coaches, in Frank and Emily. Third, I accomplished all I set out to do and learned so much more.

I learned:

- Courage, Humility and Discipline are the “must haves” for any leader if this process is going to yield the desired results
- This process requires quite a level of commitment; and if a leader thus commits, unbelievable, visible growth can happen
- Coaching without feedforward suggestions is akin to driving a car constantly looking in the rearview window
- My role is NOT to make the coachee comfortable; it is to work with them THROUGH the discomfort
- Data shows that 95% of leaders who use this process are viewed as more effective by their stakeholders
- Be aware of sarcasm; it undermines your message
- A good action plan is behavioral, specific, and observable by others
- It’s important to be able to measure success tangibly
- There is power in the daily checklist

What insights do you have?

I learn best by doing and watching. This program afforded me the opportunity to practice and to observe other professionals practicing and learning as well.

The great insight I walk away with is that there IS room for ICF coaching in the SCC process. The two are not mutually exclusive. I love both and look forward to incorporating both in my coaching.

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

I am actively reviewing post-class documents received and incorporating them into our internal coaching plan and documents. Next month, I will begin coaching my first leader!

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Roymi V. Membiela - Roymi Membiela & Company, LLC

What I Set Out To Do:

I embraced the opportunity to become certified in the Marshall Goldsmith Stakeholder Centered Coaching process, respectful of my affinity with the business recognition earned by Marshall Goldsmith and his associates in the coaching and leadership development space. My interest was validated after engaging with Frank Wagner via a telephone conversation, during my decision-making process; I could tell that Frank's transparency and willingness to share his knowledge and passion for coaching would be an enhancer to my coaching path. After going through the 2-day certification process, I knew that I had made the right decision.



What Happened:

The two days spent in New Jersey polishing my skills in deploying the Marshall Goldsmith Stakeholder Centered Coaching process were useful and insightful. Frank Wagner and Emily Chipman did an outstanding job to clarify the process and guide the personal interaction that was shared among the class participants. The sessions were didactic in nature, and their method of reinforcing our learnings was simple yet profound and memorable. I feel confident that we solidified our understanding of best practices of this coaching method through the ample coaching experiences that we endured among peers. I will add that the sessions also allowed me the opportunity to meet and engage with amazing coaches, whom I have added to my circle of coaching colleagues.

What Insights Did I Have:

I feel confident that my SCC certification will strengthen my coaching practice and that the insights that I gained through the 2-day session will serve as a credible source for my corporate clients. The personal and professional demeanor of our facilitators –

Wagner and Chipman, served to validate that being a part of the Marshall Goldsmith's family of leadership coaches is precisely aligned with my coaching vision.

What Will I Do Moving Forward:

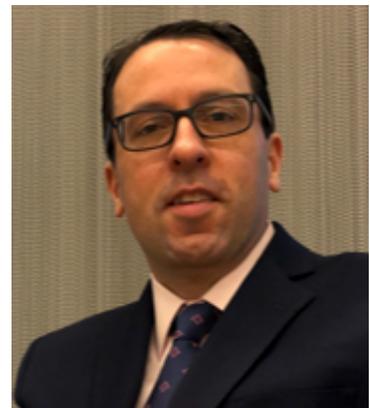
I have already started to engage with clients using the SCC method, and plan to expand my practice in the corporate arena by serving as a good ambassador for the Marshall Goldsmith Stakeholder Centered Coaching and the many coaches around the globe who have adopted this method in their practice.

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Stephen Berkery - Nomura

What I Set Out To Do:

I set out to learn the SCC methodologies to be able to employ them as an internal coach. I also wanted to compare this to other coaching methods to determine if this would be another way to implement SCC coaching as a different approach to traditional 1:1 coaching.



What Happened:

All of my expectations were met as far as my goals for attending. The program exceeded my expectations in all areas. It was extremely well facilitated, the methods are sound and there is ample data and anecdotal evidence to back that up. The practitioners attending were of very high caliber and eager to participate and learn, thus creating a significant opportunity to learn from each other.

What Insights Did I Have:

The SCC approach with coach as facilitator is one that requires a shift in priorities, mainly away from the coach to the leader and the stakeholder. Understanding this requires practice and the SCC workshop for both 1:1 and teams provided ample opportunity to test real world scenarios through role plays with each other. This then led to discussions about how to implement both as independent and internal HR/L&D practitioners. Focusing on changing the perception of others is a major insight and in my view, critical to the success of the coaching engagement. It also will likely require a change in how coaching is viewed versus historical understanding of the process.

What Will I Do Moving Forward:

I'm in the early planning stages of implanting the methods through socializing the process with senior leaders with the plan to test drive 1:1 coaching with pilot participants. Additionally, I plan to run a team-based coaching for an intact team.

Stephen Berkery – Nomura

René Vidal, Founder - Unique Capacity

What I Set Out To Do:

Personality gets you in the door. Character keeps you there. I set out to strengthen my “executive coaching character” by learning Marshall Goldsmith’s Stakeholder Centered Coaching system and methodology.



What Happened:

Einstein said, “Simplicity is the ultimate form of sophistication.” At the SCC workshop, I was excited to learn how simple Marshall’s program really is.

What Insights Did I Have:

The key insight is to avoid complication; just follow the SCC steps and trust the process. Marshall’s model has already proved to be the best in the world for successful leaders who want to grow to the next level.

What Will I Do Moving Forward:

I am excited to become a part of the Stakeholder Centered Coaching network. To maximize my ROI, I plan to keep investing in the leadership development of others on a daily basis.

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Mike Barnes

What I Set Out To Do:

- I set out to continue my learning journey with all my energy and focus geared towards the pursuit of continuous improvement as a next level servant leader and coach
- I set out to achieve my individual and team coaching certification, reinforcing a system and process that has proven and sustainable game changing individual and team behavioral outcomes
- I set out to become a member of the Marshall Goldsmith community



What Happened:

- I became an immediate advocate of helping successful people make a positive change in BEHAVIOR that is sustainable, recognized and acknowledged by others / stakeholders
- Courage, humility and discipline showed up in every lab/ workshop and have become immediately important to my daily conversations as a business and personal coach
- I became even more inspired to encourage others to be comfortable with being uncomfortable. This means showing up with a learner mindset that is open to feedback accompanied by a willingness to consider alternative leadership perspectives
- I met an amazing group of professionals that were also wonderful human beings who showed up consistently supportive of each other

What Insights Did I Have:

- The environment of the classroom labs encouraged the coach, the observer and the customer to be fully in the moment, actively listening and concentrating on the details of every practice
- The consistent practice of using the three guiding principles, the seven -step process, the sustaining success checklist, the mini 360 will take more and more consistent practice.
- My number one insight is I must to be willing to put in the repetitions ...no pain no gain.

What Will I Do Moving Forward:

- Begin sharing my experience with my colleagues to practice communicating the Marshall Goldsmith Stakeholder System
- Commit to practicing the principles and processes to achieve clarity, understanding, interest and enthusiasm for the Marshall Goldsmith opportunity in a way that shows up with authenticity
- Walk the talk

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Ghazaleh Dahmoos – International Committee of the Red Cross

What did you set out to do?

To have a framework for my coaching practices in order to develop leaders and teams to their full potential. Also, to get certified and to have a brand to strengthen my proposal.



What happened?

I met experienced coaches and a whole community that were working for the same goals which I was set out to achieve. These factors led to deepen my knowledge, and I have gained new insights and got valuable feedback and feedforward during the exercises.

Why did it happen and what insights do you have?

I have gained many insights that were life-changing. Some of them were around the importance of perception and how perception is the reality of others. Also, that growth and change happen out of comfort zone, I have also learned through practice that techniques land differently. Finally, I have practiced meeting clients where they are, and learned about the subtle difference between letting coachees vent but now wallow.

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

I commit to put my knowledge in practice and use the method with at least one leader in 2020 while all the information and exercises are fresh in my mind.

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Michael Kelley Harris, SourceCell, Owner Coach, Trainer, Palo Alto, California

What I Set Out To Do:

I invested in the SCC training to help me help my clients be more effective. I particularly wanted to see if I could utilize the SCC ideas in my Agile/Scrum/Innovation Coaching practice. I also wanted to see if more general SCC coaching was something I could offer. I also wanted to learn more about results-based fees and ways I might be able to utilize that in my Agile coaching. I hoped to find a good path to finding SCC clients.

What Happened:

I found two great instructors with deep experience and insight. I also found 20+ great professional attendees drawn to SCC. I learned from everyone. The coaching simulations helped clarify the approach and gave me extra confidence to proceed with clients.

What Is Clear To Me Now:

The knowledge and experience confirmed that I could utilize the SCC ideas in my Agile coaching and fee structure. I confirmed that SCC was a general coaching approach I could offer. While optimistic about finding clients, I'm still not sure how to best approach it. I wonder what other skills and connections were needed to connect with clients.

What I Commit To Moving Forward:

I've already started using the SCC ideas in my conversations with new and existing Agile coaching clients. I will continue to refine my approach to early conversations with potential clients. I've updated my website with a SCC offering. I made an initial profile on the SCC site and plan to refine that. I plan to get the latest SCC materials. I plan to download & study all the resources available free & paid. I plan to complete the 360-degree review training. I plan to learn more about helping clients estimate the specific value of behavior changes. I hope to repeat the course multiple times in order to further integrate the many insights. I will continue to feel thankful for the great training and kindness from the instructors Frank Wagner and Emily Chipman.

Craig Choffe - Global Facilitator, Executive Coach – Choffe Consulting

What I Set Out To Accomplish:

I set out to “reboot” my coaching practice. I was excited about the opportunity to learn from the best and elevate my game for my clients. Frank’s leadership coupled with Marshall’s content and brand gave me a Top Gun like experience.

What Happened:

I was able to spend 4 great days with members of the Executive Coaching tribe. I was able to focus 100% on becoming a better coach and leveraging world class content and approaches.

I had the chance to practice and get feedback from several difficult and rewarding role plays. (As a workshop leader, I often forget how challenging well-designed role plays can be – a great learning experience.)

What Insights Did I Have:

I learned the importance of being able to model the behaviors/best practices for the coachee and stakeholders. The principles of FeedForward and Changing Behaviors *and* Perceptions are game changers.

What I'm Doing Moving Forward:

Bring the principles and best practices (esp. FeedForward and Changing Perceptions) to my clients. Looking forward to the restart of my coaching practice using Marshall’s content and the Stakeholder Centered Coaching Process as pillars of my practice. Thank you for sharing your content, stories, and experience. You are incredibly generous with your IP...

Key message for me – Principle of FeedForward (windshield vs. rear-view mirror)....my new mantra....Windshield. Windshield. Windshield.

Margaret Graziano *High-Performance Culture Strategist, KeenAlignment*

What I Set Out to Accomplish:

I set out to learn the model

What Happened:

I learned the model

What Insights Did I Have?

Insight, we need to be accountability partners for the people we coach

What I Am Doing Moving Forward:

Next coaching assignment is grounded in Stakeholders experience

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