



## 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 June 2020 Online Certification Training. Feel free to reach out to them.

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### *June 2020 - Stakeholder Centered Coach Certification Training Graduates and Their After Action Assessments*



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A heartfelt thank you to Andy, Frank and Kimberly and all the participants who all made this training an amazing learning experience. I am humbled and truly grateful to you all.

**1. What did you set out to do?**

I am passionate about enabling people reach their potential in their work and personal life. I came to the training to learn the MGSCC methodology to the level where I could implement the approach right away with my organization.

**2. What happened and why (with examples)**

I gained practice-based learning in all the steps of the SCC process and developed an understanding of its implementation both from a practitioner and Leader perspective. The practice sessions and Labs were particularly useful to gain experience-based learning of the process and the types of challenges a coach and Leaders can face during the SCC steps.

**3. What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

I developed greater appreciation of the value proposition of the SCC methodology. Critically, I now appreciate the dynamic interaction between the Leaders efforts to improve the chosen behavior(s) and how the feedback mechanism enhances concurrent changes in stakeholder perception of the leader. Hearing the experiences of the instructors was also invaluable to gain insights into challenges that can occur in coaching assignments but also hear the amazing success stories of those leaders courageous enough the complete all steps in the SCC approach.

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

I am already aligned with my line manager the human resources department to introduce the MGSCC approach as an internal practitioner and aim to expand this as an integrated methodology for leadership development across my company. I will seek my first Leader engagement as soon as possible.

I am looking for 1-2 participants from the course who are implementing the MGSCC approach as internal coach for regular check-ins and ideas exchange.

Moving forward, I am also excited about exploring coaching assignments outside my company to broaden my experience and potential impact.

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

I have been searching for the right coaching methodology that would work for me intuitively and one that would provide a natural platform for me to support our Clients.

I came with an open mind and hope that SCC would be the right one

**What happened and why (with examples)**

For me it was important to be able to learn by “doing”, I therefore found the small break outs to be really informative and provide “light bulb” moments both for me, and for the people I had the good fortune to partner with

Jo breaking through on our last session gaining the confidence to go do it, through Andreas with a very logical approach, through Jennifer who was warm and inviting, enabling the recipient to be themselves and welcomed into the environment she created. Those are stand out moments

**What insights do you have (what did you learn)? What’s clearer to you now about SCC Coaching then before.**

As a result of doing, the framework for the methodology is now clearer in my mind

I 100% am a believer in this methodology, it feels very natural to me. Less complex and more impactful than other methods I have looked into

SCC is the one I will personally back, and indeed I will for a starter use it in my own business as well as with Clients

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- a. Use this within my own company
- b. Use this with Clients one on one
- c. Use this as a part of our own leadership assessment strategy that we use with our clients and encourage leadership teams to use this for the year following the assessments - It will be interesting to monitor the impact in a meaningful way for them
- d. Gradually build this in as the next phase of my own career, goal – to ultimately become a master coach as this is a medium through which I can bring together everything I have learnt and believed in for the past 32 years and give back for all of the insight our Clients have given us through our growth partner work

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**What did you set out to do?** I set out to obtain certification in Executive Coaching and hopefully gain some confidence in this regard.

**What happened and why (with examples)** I did complete the certification process and gained more confidence than I hoped I would. The instructors (Andy, Frank & Kimberly) were outstanding. They kept the process moving at a great pace and sprinkled in real life stories all along the way. We practiced the processes via role playing with other classmates and that too

was exceptional. The professionalism with every aspect of this training was amazing. That, coupled with the warm atmosphere which was established by the instructors, made this an experience I'll treasure for a long time.

**What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching than before.** The SCC Coach is a facilitator of a well-oiled and proven process. That takes so much pressure off me! Picking the right clients and starting the coaching process off on the right foot is everything. The Stakeholders and the Leader being coached do most of the work. Our job is to make sure the SCC process is allowed to function as it's intended.

**What are you going to do moving forward to maximize your investment in your SCC Cert. Training?** I'm going to use it to help the leaders in my current company plus use it to help leaders in other organizations.

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

- Learn an effective methodology and structured process to use when coaching leaders that would produce sustainable results.
- Participate in a learning experience that provided me the opportunity to practice.
- Build upon my strengths when coaching leaders, focusing on actions and results.

**What happened and why (with examples)**

- Learned from great facilitators (Andy & Frank) that provided insights, humor and wisdom to the class. They made it fun!

- Received helpful suggestions on how to be a more effective coach during the skills practice sessions from colleagues.
- Gained access to valuable tools & resources that I can use right away.
- Developed relationships and a network with colleagues from around the world.

**What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

- Concise communication, word choice and tone matter.
- Importance of courage, humility and discipline when changing behavior and perceptions.
- Involving stakeholders will strengthen relationships, accountability and produce impactful results.
- Storytelling can be valuable to the coaching engagement...make sure you practice.

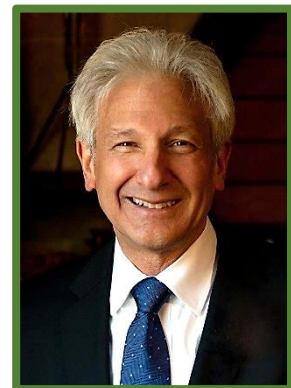
**What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- Focus on being a FACILITATOR to add the most value to the SCC process.
- Identify a client to work with (pro-bono) to utilize this SCC process and practice right away.
- Use Marshall Goldsmith resources to help me market/sell my coaching services.
- Keep involved with the Marshall Goldsmith coaching community.

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

- I set out to understand the value of Stakeholder Centered Coaching as an additional tool that might be useful in my coaching practice.

**What happened and why (with examples)**

- As we proceeded through the role-playing exercises and coaching labs, I realized the significant impact of Stakeholders in measuring, assessing, and enabling

behavioral change. In one scenario, I played the role of a leader who had identified “delegating more effectively” as the desired objective. Despite my initial commitment to Stakeholders, I failed to check in with two of them because of “strained relationships” that “made it very difficult to communicate with them”. In focusing on my disappointment with “less than expected improvement”, I overlooked a key message delivered by my Stakeholders in my six-month mini assessment: *all Stakeholders* had rated my improvement at +1 or greater which means that even the two Stakeholders whose input I had discounted, reported observable improvement. It became evident that I had told myself a story based on false expectations.

**What insights do you have (what did you learn)? What’s clearer to you now about SCC Coaching then before.**

- The above scenario crystallized my understanding of the power of SCC Coaching to affect behavioral change: it is critical for the Leader to trust the process and exercise the level of courage and discipline to honor the commitment to Stakeholders.
- It is clear to me that the traditional coaching dynamic (i.e., Coach works with Leader to improve) has a high risk of achieving less than optimal results. Despite the best intentions to affect change via a well-designed action plan, Leaders often lose momentum and fail to execute because the Leader is the only real “stakeholder.” Consequently, prioritization and commitment may lose focus and energy over time. The direct involvement of Stakeholders in the behavioral change process is truly a paradigm shift that creates a more compelling commitment by the Leader to “my Stakeholders” rather than just me. It becomes a contract of conscience with a duration that improves the possibility of the behavior change becoming a habit.

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

- My initial expectations have changed. Rather than SCC becoming just an additional tool in my coaching tool kit, I plan to focus on SCC as my core offering. Many of my coaching engagements directly or indirectly involve goals that are focused on improving leadership effectiveness. I am confident that the SCC process provides the greatest opportunity for success and its tangential impacts on those involved in the process are unlimited.

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

- Building on my work experience at LinkedIn and AWS, I came to the Marshall Goldsmith Stakeholder Centered Community to understand how to scale a deeply impactful coaching methodology into business regardless of its business model, size, or maturity.

### **What happened and why (with examples)**

- An explosion of new skills, relevant business ideas, and a deep understanding how to implement and scale Stakeholder Centered Coaching was acquired over the 4-day virtual training! I'm a tactical learner – and initially I was concerned that the virtual training wouldn't provide me the benefits of face-to-face interaction.
- Frank, Andy, and Kimberly practice the methodology daily though! Through their stories, use cases, best practices, and lessons (and my co-learners!), I am grateful it was virtual! It allowed a more intense learning, relationship, and long-term community building experience!

### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before?**

- More clear to me now is how systematic the methodology is to implement; which for me translates into more time to care for the stakeholders and leaders. Realizing how the entire Marshall Goldsmith Team provides support before, during and well-after the training to help a novice coach like myself get started - was a big (and welcomed!) surprise.

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- My investment in this course was a 4 year long dream. I am committed to finding my first client, leveraging the methodology, and seeking out business of all models, sizes and maturity that need this guidance – especially in this time of great world change!



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*Come Where the Action Is!*



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

This week I set out to learn the Marshall Goldsmith Coaching Process, practice so I can understand it, and share/receive knowledge from fellow learners and coaches which will help me develop along with becoming a better Leadership coach.

### **2. What happened and why (with examples)**

I met several amazing people and like-minded individuals that were open not only to learn but to readily share their experiences, absolutely the definition of selfless candor. Also, one of the most useful learning opportunities during the class was doing skill practices with fellow learners. One in particular comes to mind when I was playing the role of a coach I completely missed reviewing the information or data that was needed for the exercise. I actually realized after the exercise that I completely left off or overlooked important data that could have helped me conduct this particular skill practice more effectively.

### **3. What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

Even though there are many ways to change behaviors with others, first I need to internalize how I can emulate the process for myself to better serve my Leader. I can honestly say that the biggest pieces of this that I took away where: follow the process, facilitate the process and stay out of your Leader's way during the engagement.

### **4. What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

I commit to be prepared, to follow the process and be the best example of the process for my Leaders and everyone I come in contact with. I will also strive to:

- 1) Become the best version of me for my family as well as the best coach for my clients.
- 2) Continuously and relentlessly reflect and improve as a Leadership coach.
- 3) Excel at the Marshall Goldsmith Coaching Process.
- 4) Give forward to others that want to learn.

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

- I set out to get a deeper understanding of Marshall's SCC process. I wanted to learn a solid, proven behavioral change process for coaching. I also set out to evolve as a coach, practice and train, network and learn from others. I wanted to get feedback and advice about coaching business models, fee structures and gain courage to charge more. I set out to acquire a certification from a powerful training organization that is recognized and renowned. I set out to connect with a new community in the field.

### **2. What happened and why (with examples)**

- What happened – I had an amazing week of learning, growing with a fabulous group of smart and seasoned professionals. I got some buckets filled and feel excited, invigorated, ready to take my practice to a new level. The most useful thing that happened was practicing the method in the pods. I learned a lot about the method this way. I need to study more and review all the material. While it's simple, it also seems complex. There seem to be a lot of frameworks within frameworks and processes within processes. I want to be sure I am straight if I am to integrate into my process.

### **3. What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

- My coaching skills are strong, but I will have a greater impact by integrating process and data into my work. I have an opportunity to build muscle around new techniques and processes. I know this will bring the depth to my work that I have been looking for. Practicing and getting feedback on my coaching taught me that I have some distinct areas to grow – the choice of words, the use of data, the referral back to commitments made and a process to follow will propel clients towards their goals in a much more cohesive way. I'm truly ecstatic and eager to implement what I have learned.
- What is clear to me is that I don't need to be in the weeds with my clients, I don't need to work so hard to get results. I can help them engage in the process and let the client and stakeholders do the work. It's also very clear that in order for this to be effective I will need to set the systems up in a very, very clear way and stay organized with contracts, commitments and

frameworks. As a coach, I will need to model all of the behaviors we are asking the client to embrace.

#### **4. What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- I will continue to study the process. I will integrate the method into my current process. I will take some risks and start getting myself out there as a MG/SCC. I will join the coaching calls that MG/SCC is providing. I will review Emily's training. I will keep track of questions that arise. I will work on building my connection to the community and will strive to collaborate and continue learning from this group. I will take this seriously and honor the work I did to achieve the certification and honor the work the organization did to help me be the best possible coach I can be for my clients.

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

- I set out to formalize a process in my current coaching. I wanted to take the next step to provide my clients with a validated approach to our work together.

#### **What happened and why (with examples)**

- I think four things happened
  - I realized that I currently do a lot of things well, which built my confidence. As a professional you really do not get a lot of feedback,
  - I loved the interactivity of this certification. I learned a formalized process. I also picked up tools around timing that I will immediately implement.
  - I was able to gain insights around marketing, pricing and approach that is difficult to gather. And I was able to do it with multiple data points at once. I
  - I met amazing coaches.

#### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

- That I come to my engagements feeling like I need to demonstrate adding value through offering opinions or insights. I will definitely tweak my approach going

forward around how I frame questions and will wait for my coachee to work through solutions- *Don't add too much value.*

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- Share what I learned with current clients to see if they would like to have others in the organization engage. Also, to take some time in the next few weeks to figure out how to implement some of my new tools so I start them immediately.
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### **What did you set out to do?**

- I set out to become a Marshal Goldsmith Stakeholder Centered Coach to fully understand the Stakeholder Centered Coaching approach and methodology.

### **What happened and why (with examples)**

- The most useful thing that happened was when we were doing some skill practice on getting the leader to be comfortable with involving the stakeholders. This is useful to me because this emphasizes on changing the leader's behavior, and the perception of the stakeholders. This is also useful because this creates a safe space for the leader to be vulnerable, to learn and grow.

### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching than before.**

- What's clearer to me now is how crucial it is for the leader to identify what goal it is for themselves to work on and how perception is changed through stakeholder involvement.

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- I am already doing it. I am adding a valuable service of Executive Coaching, Leadership Coaching and Behavioral Change Coaching to my existing services as a Consultant and Trainer.
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### **What did you set out to do (my development goal)?**

- I set out to become a certified stakeholder certified coach to utilize the process in delivering my professional stand for the work that I am dedicated to: Being a strategic catalyst in creating organizations that provide dignity and meaning to all key stakeholders

### **What actually happened?**

- I was able to learn that the power of building relationships in the coaching process is much more impactful than one-on-one coaching with a client. I saw this happen with my fellow colleagues during our workshop where peer learning was much more meaningful than memorizing content.

### **Why did it happen?**

- As a group of professionals, we were all able to let go of how smart we were and learn that the power of listening is more important than proving what you know. Secondly, this workshop taught us the importance of being authentic and modeling courage trying something different the humility to understand that learning is a lifelong journey and finally the discipline of following a time-tested methodology for success both as a coach and the client.

### **What are you going to do next time?**

- My greatest take away from this learning experience is to balance the need to support by not adding too much value. Those who do the work are those who learn.

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

- Get stimulated and stimulate others via learning and growing
- Learning a new and highly effective coaching approach & technique
- Finding out what elements could get integrated into my approach and combining them with my style to generate an impactful symbiosis
- Meeting and sharing with knowledgeable facilitators and participants
- Having fun

### **What happened and why (with examples)**

- Learned and practiced a new and proven process
- Enjoyed colorful role plays, excellent discussions, and met very talented people
- Experienced a very professional facilitation and well-structured training
- Gained new and comprehensive insights (see next section for details)

### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching than before.**

- The relevance of following a clear and well outlined process; stick to it!
- Using thoughtful statements and adequate phrases/words: Do's and Don't's!
- Importance of the role of stakeholders: Besides changing behavior of the coachee/leader, as a coach we're on a mission to change the perceptions of stakeholders about the leader
- There is no single style or one right approach. It all depends.

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- Defining the concepts and elements of SCC which fit my personality and approach; and integrating them into my personal "Andreas coaching philosophy and technique"
  - Practicing with selected peer coaches and volunteer coachees/leaders
  - Putting it into action as part of real life coaching assignments, constantly reviewing and optimizing my approach
  - Staying in contact with follow course participants to share and learn
  - Potentially, and as time permits, joining monthly SCC coach calls
  - Possibly embarking on a journey of becoming a SCC master coach
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- **What did you set out to do?**
    - Obtain a SCC Certification and become a leadership coach, coaching individuals in various organizations
  
  - **What happened and why (with examples)**
    - I found myself among a group of individuals who came from various backgrounds and experiences
    - I thought that Andy and Frank complemented each other and kept a nice flow and discussion throughout the course
  
  - **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**
    - I felt overwhelmed at times with the information even though a lot of it was familiar to me. This is what I practice informally as a Leadership Development Facilitator. It's nice to know that this is a proven structure and methodology that works across the board.
    - I was able to gain my confidence towards the end of the program. This confidence showed up when we worked in the labs on the last day. What I realized is now that I know the structure and have the resources available to me, I have the ability to make it my own and become more authentic as a coach.
  
  - **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**
    - I will put my coaching into practice as soon as possible. I will start with "a pilot" and recruit 2-3 friends to practice on.
    - I will be connecting with 3 other SCC Cert. folks (from our organization) and brainstorm ideas on how we can work with whole teams using this same methodology.
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### **What did you set out to do?**

- Get a recognized certification with a methodology I believe in, and a brand with which I can be proud to align myself
- Meet new like-minded people to widen my community of practice
- Get a deeper understanding of the flow of the MG coaching process and how all the pieces I've been exposed to over time really fit together
- Feel confident myself about delivering MG coaching model

### **What happened and why (with examples)**

- I was relieved of the burden of ever again having to be a brilliant coach with the right answers and strategies.
- I met fantastic coaches who are the kind of people I'd want to partner with, support, learn from and do business with.
- I got great feedback in the practices and labs.
- I was able to contribute my experience to others.
- After seven years of being frustrated by the ever-increasing certification requirements and proposed investment of huge tuitions to get some sort of coaching certification\*—after having coached or advised thousands of individuals since before coaching was a thing—I FINALLY found something worth going for that was do-able at my stage of the game; something great AND affordable and it was the right choice!
  - a. \*Don't get me started on the "certification racket" that has achieved world domination and the collateral damage it's done to people wanting to change careers. Thank you for coming to my Ted Talk. 😊
- I also solved the "Do you have a 360 process?" question that has plagued me, and which any number of organizations would have been happy to train me in for \$2500 – 5K plus travel, and which then might not pass muster with HR in a given company. I've long believed in behavioral interviewing and used a simple



model like the three questions myself. And... I will do the Global Leadership Assessment Cert.

Here's another "What Happened"

- In a rare opportunity for me these days—as I am hardly ever any more in this kind of environment—I ended up as one woman in a group of six guys. (Jathan was the sixth) I got to experience that the phenomenon of “men ignoring what a woman says in a meeting” still exists, even with a woman who is as confident as I am, and even with a group of well-meaning, conscious, coaching-oriented guys. They simply could not follow the directions that we had been given, nor the procedural suggestion I made to kick us off in the process, and that they had all nodded in agreement about at the top of the exercise—a suggestion as to how to proceed to fulfill the requirement (VP of Training speaking here). When, during the discussion, I asked questions to the group, not only did no one answer them, no one acknowledge the question, or me, and simply went silent and then went back to re-making the assignment in their own image, and addressing each other by name. (Read that with a sense of humor.) I was sort of amazed. By the way they ultimately did a good job with getting it done.
- Later, when I shared this in my next group of three women, Angelina said: “Yes! I was in the reverse situation! A group with one guy and five women and the guy immediately took over and drove (dominated) the process. I’m an exec who is one of five women to 200 male managers at Amazon Web Services. Welcome to my life.” She wanted us to bring it up to the whole group, but there wasn’t the opportunity due to time constraints.
- Two FF Suggestions: Distribute genders in the groups of six more evenly. Also, six was too many for that exercise (Extracting Behaviors from the Stakeholder FF). I believe groups of three would have done better. Or, precise instructions in a handout as to how to proceed with the exercise.

**What insights do you have (what did you learn)? What’s clearer to you now about SCC Coaching then before.**

- I saw quickly that if you follow the process it will work, and very probably, by correlation, the degree to which you screw around with it is the degree to which you likely put yourself and your client at risk of not achieving what you set out to do—and not delivering on your promises.

- I saw the extent to which putting the team and the client as the focus has a multiplier effect (thanks, Kimberly!)
- The 7 steps, which prior to the training looked suspiciously simplistic, are a brilliant distillation of the essence of a whole lot of years of experience, obviously by MG and his associates
- I will need to learn a new balance of my previous knowledge and strategies, but truthfully, sometimes I used that knowledge as filler because.
- I am not sure I will be able to use SCC in short engagements, and have some concern about coaching engagements being commoditized in the same way that over the course of my career, trainings were initially five days, then four, then three, then two, till it reached “do you need them for a WHOLE day?” to basically: “do you have a pill?”

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- Get the Global Leadership cert done by the end of July
  - Create an ongoing support structure/mastermind with some of the amazing people I met. I have the intention of partnering with some new people. I’m not big on the solopreneur gig; I far prefer being part of a team.
  - Talk to a former client who is a partner in one of the big consulting firms to see if she would be game to give me an emerging leader to practice on. Also, one of my other long-term clients whom I have advised in stints over the years recently reached out. He is in a major pharma company in a new role this year I can talk to him about practicing on him. He loves metrics, and I can see him loving the process. Either of these can lead to more significant business opportunities.
  - Find a way to empower young women leaders through the process
  - Look at rebranding myself, as currently my solo practice has shifted from career development to leadership development, and my online presence does not strongly represent that nor executive coaching.
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### **What did you set out to do?**

- Learn SCC process to add it to my tools for leadership coaching

### **What happened and why (with examples)**

- I developed a deeper understanding of the key elements of the process and got to practice them through a highly interactive and enjoyable learning experience
- I got valuable input from my peers around my coaching style
- I developed more trust in the process and its effectiveness
- I connected to an amazing group of peer coaches
- I connected to a valuable support network to deepen my learning journey and to support during the next steps

### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

- SCC represents a paradigm shift in coaching that positions the coach as a facilitator and a custodian of the process
- SCC not only helps the leader to improve but also improves the overall culture of the organization by improving the relationships
- Change of perception for a leader is as important as the change of behavior
- SCC can help in solving the dilemma of any coach (more money = more hours) by linking pay to results
- SCC can be the main tool that I personally use as a coach for leaders that are behavior/performance focused and not interested in transformational coaching

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

- Become familiar with available SCC resources for certified coaches
- Join the SCC coaches monthly calls
- Review the new material sent by SCC team
- Find 2 coachees to practice the process with even if pro bono
- Watch the short videos by Frank and Chris
- Read one article a week from Marshal's blog
- Develop a plan for the sales and marketing of my coaching business based on SCC

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### What did I set out to do?

- I intended to learn something new, expanding my skill set to help develop other leaders. And the reason why I selected the Stakeholder Centered Coach is that it focuses on the corporate space and aligns with my current challenges.

### What happened and why (with examples)

- Very intensive and practical training, bringing me out of my comfort zone. Every day there were several practice sessions and a more comprehensive Lab on the last afternoon.
- Very collaborative environment with a fantastic group (June 2020). After each session, my colleagues provided me instant feedback and shared their thoughts.
- I listened to several practical tips and stories.

### What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.

- The Stakeholder Centered Coaching process encompasses the whole life cycle, from preparing a contract to the closing tasks. Having a process to guide me gave me more confidence, and the ability to repeat it in further situations.

- The process is very comprehensive but flexible at the same time, so you can bring other techniques/knowledge to enhance the coaching process.

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- First of all, I will start applying it to myself, and I hope to inspire others to invest in their personal development.
- 

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

- I came to grow as a coach with specific focus on being an **Agile** coach for leadership.
- Learn new coaching skills targeted at leaders.
- Earn Marshal Goldsmith coaching certification.

### **What happened and why (with examples)**

- I ended up learning new skills with well-thought out labs and examples.
- I learned how and why to involve stakeholders in the coaching process.
- I understood the value of designing the contract right early on.
- Most importantly, I learned how to set goals with a coachee and set them up with tangible results that turn into sustainable behaviors.

### **What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before.**

- Importance of combining powerful questions, clean language, and system coaching with Marshal Goldsmith coaching.
- Taking the leader back to the basics: humility, courage, discipline and the 7-step process.

### **What are you going to do moving forward to maximize your investment in your SCC Cert. Training?**

- I will offer coaching, possibly pro-bono, to a few clients as an Agile leadership Coach using Marshal Goldsmith Stakeholder Coaching.
- I intend to benefit from the available Marshal Goldsmith resources.
- Better control of my voice.