



Stakeholder Centered Coaching® Certification Training

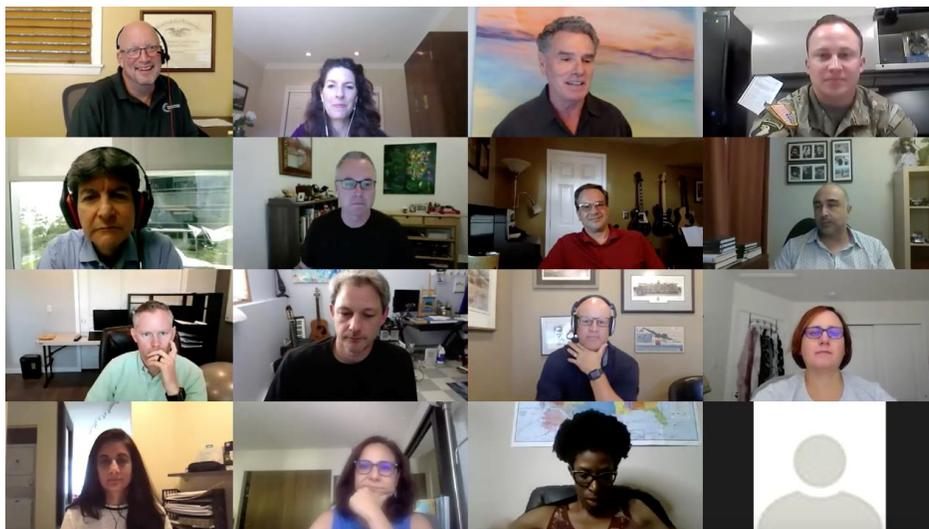
After Action Review

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.

July 2020 - Stakeholder Centered Coach Certification Training Graduates and Their After Action Assessments



Key Takeaways:

- ***The Best Solutions Come from Stakeholders!*** Ralph J. Divino
 - ***Trust the process and get out of the way—if you are working harder than the leader, you are doing it wrong.*** Joshua E. Marineau, PhD
 - ***Pay Attention to Detail – The action plan does this!*** Jorge Gutierrez
 - ***The best coaches are the Stakeholders.*** Agustin Torres
 - ***Are you pulling people toward you or pushing them away?*** Mary Garrett
 - ***Stay in the moment to assess the real issues instead of sticking to your agenda.*** Dr. Kanisha C Frazier
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First, I would like to sincerely thank Chris Coffey, Andy Taylor and the entire Marshal Goldsmith Team for a carefully planned, well-organized and successfully conducted training program. It was a pleasure working with a Team of excellent trainers and a great group of “students” – real professionals who decided to strengthen their subject-matter knowledge being fully engaged and helping each other learn and exercise newly acquired skills. Once again, thanks a lot to both Trainers and my Colleagues for an excellent time together during this course.

What I set out to do:

As an international management consultant and economic adviser, I have always tried to enhance my professional toolset, adding innovative management technologies and

leadership development techniques that are practically validated, adaptive and supported by a strong brand.

Marshal Goldsmith Stakeholder Centered Coaching is a highly reputable, well-structured and effective model that creates a clear framework for achieving leadership growth. I decided to receive this certification and integrate this knowledge and skills into my consulting/advisory practice.

What happened:

I was satisfied with the work of the training Team right from the beginning, even before the course started. I am talking about an excellent communication process that was initially established, clear business requirements and all the efforts to ensure a smooth flow of the training. During the course we had an opportunity to focus on a large spectrum of the model's elements, including behavioral coaching skills, planning and implementation processes, performance measurement system, etc. We touched base on many practical aspects of a coach's work (e.g. contracting, stakeholder management, etc.), had a lot of small group discussions and various exercises to cement what we learned, always receiving invaluable guidance and feedback from the group of trainers.

There is something important I would like to note – when you enroll into this training program, it is not just about the course. It is also about professional development opportunities you receive in a post-training period: access to a large source of documents/templates that are ready-to-use and can be adjusted to your own needs, follow-up calls with trainers to ask questions, regular meetings set up with your new colleagues to exchange information and share best practices, your professional data is becoming available to a large international community of executive coaches and potential clients being published on the Marshal Goldsmith's website, etc. It is practical and extremely valuable.

What insights I managed to gain:

Consultants/advisors are solution providers. They know exactly what needs to be done in any given situation to fix a problem or to master the right development strategy...and after, it is up to the client and his/her stakeholders to implement the solution or just perfectly ignore it 😊. Success in coaching is a result of a collective effort. It is not just about the coach's expertise. Solution is generated through a close collaboration

between the coach, their client (a corporate executive) and the stakeholders, with the stakeholders playing a central role. The coach is a facilitator of change. The client must be “coachable” – it is a prerequisite for any engagement.

As well, I realized that this model is easy to apply to any type of management consulting work while designing or implementing a project. It is about the ability to influence the decision-making process and a chance to improve the quality of executive management. Applied on a larger scale, it is a great tool to enhance a corporate governance system, provide better expert engagement rate, reenergize staff-to-staff and staff-to-manager relations, as well as promote a culture of innovation and support change management.

What I am going to do moving forward to maximize my investment in the SCC Certification Training?

There are three key directions in my strategy to maximize my investment:

- First, I will apply this knowledge to ensure continuous growth of my own leadership qualities. I will be coaching myself, being a Leader who is always open to the coach’s recommendations, committed to a process and goal oriented 😊. I am sure that it will represent an outstanding example of mutual understanding and successful, fruitful collaboration! 😊
- Second, I will incorporate my new knowledge and skills into my management consulting and business/policy advisory practice, as I mentioned above.
- Third, I will surely explore an opportunity to sign and implement a full-scope coaching contract. I am confident that being equipped with Marshal Goldsmith Stakeholder Centered Coaching model, I will succeed with my pilot project.

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Key Takeaway: The Best Solutions Come from Stakeholders!

After Action Assessment – 4 Key Things!

1 What did you set out to do?

- To learn a credible framework and mindset to executive coaching
- To implement techniques and tactics to real-life simulated scenarios
- To identify areas of improving my own behavior and style for greater coaching effectiveness

2 What happened and why (with examples)

- Through role play, I learned powerful examples of how to effectively and efficiently navigate client conversations to achieve behavioral goals. In my coaching lab simulations, I learned the power of establishing ground rules, asking probing questions, and challenging clients in a more direct, but still sincere way. Receiving “on the job” coaching feedback was very powerful for me in achieving better outcomes in the Part 2 role play scenarios.
- I learned how to better identify behaviors as observable actions and how to translate them into Goal-oriented Action Plans.
- I discovered the power of feedback and reinforcement tools by using the golden “Do’s and Don’ts” and stakeholder feedback surveys
- I learned the ability to identify negative behaviors and how to redirect clients to a positive future by incorporating Feedforward.

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

- The right questions at the right moment can yield incredible results
- Don’t do the heavy lifting. The client and stakeholders do!
- My job is to help the leader reinforce the change behavior
- Focus on the stakeholder perception as critical parallel objective
- If you are sincere, you can have the tough conversations
- This doesn’t have to be difficult nor time consuming. Less is more

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

- I will continue my learning by embracing materials and tools on the SCC website and follow-up monthly calls
 - I will incorporate key concepts into my marketing materials and pitch to my network to build business
 - I will immediately introduce framework and tactics to my current coaching client portfolio
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Key Takeaway: Trust the process and get out of the way—if you are working harder than the leader, you are doing it wrong.

After Action Assessment – 4 Key Things!

1. What did you set out to do?

As a management professor I have provided executive leadership training to C-suite executives. However, I realized that this type of training was severely limited in enacting real change in leadership behaviors. In researching different approaches, it became clear to me that coaching was by far the most effective method for leadership development. Thus, I looked for a leadership coaching approach that was process driven, and SCC became the best and obvious choice. I set out to learn the SCC process to apply to future coaching clients. I also wanted to have some grasp on this process to help in my main job as a professor of management. At some point I would like to incorporate coaching in my MBA courses. I wanted to learn how to “sell” or market this approach to others with a good, fundamental grasp of the benefits and costs. Finally, I wanted to gain some much-needed confidence in my ability to facilitate this process.

2. What happened and why (with examples)

I learned that the process is quite linear and not overly complicated. Each step builds on the previous in a way that makes logical sense and requires a disciplined approach. This isn't a process that you can pick and choose from, it is a cohesive whole. You must trust the process! I was able to gain a lot of very useful feedback from my fellow coaches and provide, I hope, some value to them as well. For example, my group helped me see that I was possibly too conversational and needed to get to the crux of the matter more quickly when coaching. In all, I was able to gain critical insights and build my confidence in delivering this coaching process to future leaders. It was a fun and exciting course from which I gained valuable experience and some new friends.

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

I learned that I have a lot to learn! I can facilitate the process, but to do so successfully for others requires some refinement of my personal approach and building of some key skills. Specifically, getting to the crux of the matter faster, or at least helping the leader get to the main question they need to address more efficiently. Not to get in the way, but allow the stakeholders do the work on behalf of the leader. Once the coach is doing the thinking and the work the leader will lose out on what makes this process so powerful: collaboration with those most likely to benefit from the leader's improvement.

Some coaches work from the strength of their personality, and I cannot replicate that. I have my own style and approach that is unique to me and might not work for everyone. I should be cognizant of this when enlisting leaders in the future. Be very clear from the outset what the expectations are for everyone involved. Without this clarity from the start, it is liable to make the process cumbersome and less beneficial to the leader, stakeholders, or the coach. One of the best pieces of advice: Don't take a bad engagement!

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

My plan is to take full advantage of the online materials available. I also would like to participate in the monthly coach check-in calls and follow up meetings. I met a lot of wonderful people during this week and hope to learn more from them going forward as part of this "SCC family".

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After Action Assessment – 4 Key Things!

What did you set out to do?

- My goal was to be certified in executive coaching.

What happened and why (with examples)

- The most useful thing to happen is that many of the behaviors that I have worked on in my own leadership training were shown to be so useful as a coach during our skill practice sessions. It was helpful to do the practice sessions to find areas to improve and fine tune.

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

- I find the structure of the 7 steps and particularly the “Don'ts” at each step to be such a helpful guide. Behavioral change is hard and these are so helpful to make not just tangible change but to move and change perception.

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

- My interest is in leadership and particularly physician leadership in the current and next iteration of the US healthcare system. I look forward to using the 7 step structure with clients and the support from the SCC network to be successful.

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Key Takeaway: Pay Attention to Detail – The action plan does this!

After Action Assessment – 4 Key Things!

What did you set out to do?

- I set out to get a certification as an Executive Coach. I subsequently learned the focused of the process was stakeholders centered which proved to be an essential element of the process. I received more than I planned.

What happened and why (with examples)

- The certification journey took place over 4 half days. All in the afternoon via video teleconference.
- The instructional portion of it was mostly collaborative and hands on. The hands on was performance oriented using mini labs with specific role plays that also included an observer that debriefed the performance.
- The role of the observer was excellent as it maximized the learning opportunity with the feedback it provided. The roles changed from being a coach, the leader being coached and the observer, so everyone was able to perform each role multiple times. This approached gave each person the practice and confidence needed to learn the process.

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

- One specific insight I gained was the use of the mini survey and the importance of using it specifically to get the person being coached to select their individual goal and actions steps necessary to develop an action plan. This really helps when executing the plan daily. This simple method proved very helpful during the labs we used for accountability purposes when coaching the leader using a weekly basis format.

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

- I will implement this methodology immediately with my clients. I will look for ways to help them use this method to select a behavior that they have been struggling with on a daily basis.

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After Action Assessment – 4 Key Things!

What did you set out to do?

- Immerse myself in stakeholder centered coaching. From my perspective, developing/coaching a leader is about guiding the person to learn about themselves and how they influence/effect others and then refining their behavior to be more self aware and responsive. I also believe this must be a participative process built on engagement. I set out to learn (through my own immersive experience) in stakeholder centered coaching --as it embodies self awareness, engaging with others and valuing their perspectives—to incorporate this into my coaching and leadership development work.

What happened and why (with examples)

- I experienced the essence of stakeholder centered coaching. I gained courage, humility & discipline as a leader and a coach. Seeing and doing from the perspective of coach, leader and observer during the training was the substrate for understanding the value of SCC.

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

- The importance of courage, humility and discipline in developing leaders and in being an effective coach
- The importance of creating meaningful context for the leader as part of guiding them in their leadership journey
- The value of empowering the leader to see their leadership development from a new lens and take new actions, in contrast to the coach telling them what to do.
- Personal and organizational growth today is a team effort, and most often a cross functional team effort. Our approach to coaching leaders needs to reflect this.

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

- Build the SCC approach as a key part my coaching framework. I will also explore how to integrate tools from my work in Conversational Intelligence, including elements of active listening/listening to understand and other communication components, with the SCC process.

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**Key Takeaway: The best coaches are the Stakeholders.
After Action Assessment – 4 Key Things!**

What did you set out to do?

- To learn the process of stakeholder coaching to increase sales in executive coaching

What happened and why (with examples)

- I am more confident with tools and process to coach executives

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

- To be prepared to have a better coaching conversations
- The importance to have the commitment from the leader
- To ask better questions
- That perceptions from the stakeholders is reality

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

- To apply the process with current customers.
- To intensify the marketing to offer executive coaching programs

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After Action Assessment – 4 Key Things!

What did you set out to do?

- I set out to learn a coaching model and coaching skills that will help me be an affective and effective coach

What happened and why (with examples)

- I learned the SCC model and received templates to put it into action
- I received feedback on my coaching skills that will help me get better (use more enquiry)
- I learned tips and tricks for success
- I learned how to look/test for a good customer (courage, humility, discipline)

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

- The model can be successful with a determined leader and very little intervention from the coach.
- The impact of SCC is lifetime sustainable and transferable. When the SCC coach leaves, the leader is left with a team of coaches who have made the process work.
- If I get the sense that I am working harder than the leader, then something is wrong. Too many coaches take on all the work. i.e. I will contact the stakeholders; I will send out that note.
- The do's and don'ts of engaging stakeholders
- We can measure success with mini surveys

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

- I will put this model into play immediately
- I need to set up some checklists for my leaders and me
- I will commit to minimum time frame engagements (no less than 6 months but preferably a year)

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Key Takeaway: Are you pulling people toward you or pushing them away?

After Action Assessment – 4 Key Things!

What did you set out to do?

- I set out to apply a proven, successful coaching methodology to augment my coaching expertise. There are limitations to self-reported progress that stakeholder centered coaching can overcome.

What happened and why (with examples)

- The certification experience is a rich one. I wondered how the online delivery would work. It was super. The breakouts are engaging and bring the learning concepts to life. We had the benefit of Chris Coffey in a breakout exercise standing in for a teammate from Mexico whose internet had been cut. How lucky were we to have a 20 year veteran running us through the paces?! Learning by doing with the best – awesome!

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

- The steps of the methodology are easy to understand, harder to do.
- I witnessed the power of a really specific behavior-oriented Action Plan, generated with stakeholder input. This approach helps the leader concentrate on real, focused changes on a daily basis.
- Stakeholders get a positive benefit and sense of contributing to the leaders' positive growth through the recommendations they provide.
- The methodology enables a way to measure progress of the leader through timely feedback/feed forward input and simple yet powerful survey vehicles.

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

- I am going to clarify the action plans for a currently active client and see if she's brave enough to engage stakeholders.
 - I am going to create a different 360 report for another client, a CEO, that builds to a more specific behavioral Action Plan.
 - I am going to proudly call out my Stakeholder Centered certification when describing the value I bring to leadership development!
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After Action Assessment – 4 Key Things!

What did you set out to do?

- I set out to expand my professional toolbox to implement proven methods of behavioral change with executive coaching.
- Discover and explore a proven leadership development model and the brass tacks application of it.

What happened and why (with examples)

- I am sure that I have developed my toolbox, even as a psychologist with 20+ years in the trenches I have never heard a clearer nor seen a more definite model to encourage the behavioral process of change.

- The idea of “stakeholders” in the military culture is a natural fit, the leaders I am coaching have embraced the process.

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

- SCC Coaching is a no-nonsense approach to coaching executive leadership, accountability and professional courage is a hallmark feature of the approach.
- The SCC approach to executive leadership development

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

- We coach leaders within the command and are developing an operational structure that will support the full implementation of the stakeholder approach.
- I have had the opportunity to use the stakeholder approach in my coaching sessions. My leaders have embraced the use of personal stakeholders, it is as if I am speaking their language.

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Key Takeaway: Stay in the moment to assess the real issues instead of sticking to your agenda.

After Action Assessment – 4 Key Things!

1. What did you set out to do?

- Learn to coach for specific behavioral changes.

2. What happened and why (with examples)

- I found myself in a breakout room consumed by my agenda of getting my leader to commit to a goal when he really needed to discuss his feelings about his manager's lack of support. In the future, I will stay more in the moment and truly listen to the needs of the leader and address those issues at that time to ease their concerns.

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

- How effective it truly is to merely replace a negative habit with a positive one.

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

- Keep the laminated cards of skills for encouraging development and basic foundation at the forefront of my mind while doing live financial group coaching to aid in positive behavior changes among my students.

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After Action Assessment – 4 Key Things!

What did you set out to do?

- I am passionate about helping others thrive by opening their minds to new approaches and possibilities. I bring my passion for self-discovery, learning and vulnerability to my coaching practice. I set out bring my passion to life by learning how to be even more effective as a coach. I discovered how stakeholders are so critical to success of the leaders we are coaching. Bringing a process which creates measurable outcomes brings forward better leaders and organizations.

What happened and why (with examples)

- I believe it is important to be true to who I am and bring my whole self to every situation I face. I place value in connection, transparency, authenticity, and empathy. Stakeholder Centered Coaching brings this to life. This was particularly evident as I participated in the skill practice. During one of the sessions, I was coaching a leader that was running out of steam and was losing sight of the value in receiving feedback and feedforward from their stakeholders. As our conversation progressed, the leader discovered that this is a continuous process, and you never know when you will have the opportunity to learn something new from your stakeholders. It also reminded us of the outcomes, that are specific and measurable. Only by involving stakeholders can we realize the return on our investment.

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

- This is not about the coach. The SCC methodology is the catalyst to creating a successful organization; one of connection and transparency through the eyes of the stakeholders. The stakeholders become the coach and are more effective leaders as a result. I can envision leaders demonstrating empathy to others and help navigate the journey of leadership. Ultimately, this practice brings about a culture of coaching, a way to connect as a team and bring about positive change.

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

- Moving forward, I will begin my journey of creating a coaching practice in my organization. I will continue to study and practice this process. I will leverage

my learning to begin exploring how I can become known as a SCC and build my own coaching practice. I will also commit to joining the regular coaching calls with my MG peer group to learn, seek information and ask questions.