



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



Becki Lindley

Chicago, IL

312.968.4000

beckilindley@gmail.com

www.coachbecki.com



Key Takeaway: Trust the process and don't try too hard to add value

After Action Assessment

What did you set out to do?

- Learn a proven structured approach to leadership coaching that builds on my coaching, in leveraging habit formation and rehearsal, to change and grow leadership skills.
- Become certified as a Stakeholder Centered Coach
- Join the community of Marshall Goldsmith Stakeholder Centered Coaching

What happened and why (with examples)

- I learned the basics of the SCC process in advance of the session through reading of the training materials.
- Our trainers -- Andy Taylor, Frank Wagner and Kimberly Gonsalves -- brought the SCC process to life by sharing from their wealth of coaching stories.
- The best learning is experiential. I spent the majority of time in small group skills practice in a rotation of the coach, leader/actor, and observer roles. These roleplays provided practice, feedback and feedforward on important steps throughout the process. I really need to practice catching and calling out others on their excuses and "buts"!

- The full group discussions added another level of reinforcement to what I was learning and practicing. In particular, I captured phrases and techniques to help bring the Leader back to focus on the process.
- We laughed and had fun. The others were all smart, positive and supportive.

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

- SCC Coaching is designed as a system. The regular and consistent engagement of stakeholders is the secret sauce. The perception by stakeholders of whether a leader has changed a behavior outweighs the leader's self-observation. This is how to get sustained behavior change.
- SCC Coaching is a framework which I can work within and still bring in my unique expertise. I really enjoy the approach, and it's a great fit for me!
- The SCC team is committed to its community in a very honest and generous way. I am impressed with the training materials and delivery, but even more so by the wealth of resources and ongoing support available. This is an ongoing collaboration.

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

- I will implement aspects of the approach immediately into current coaching.
- I will continue to collaborate with the SCC community to learn and practice my SCC skills.
- I will update my marketing materials and get started with a focus on developing SCC engagements.

Andy Day
aday@vayapath.com
www.vayapath.com



After Action Assessment

What did you set out to do?

- To gain an understanding of the Stakeholder Centered Coaching approach so I can apply it to my coaching engagements.
- To become certified in Stakeholder Centered Coaching.

What happened and why (with examples)

- During the sessions we practiced the skills we were learning during breakout sessions. As the days went on, I moved from confusion to clarity regarding the SCC approach and its value. During one of my conversations as a coach, I was able to refer the participant back to the commitments they made to stakeholder and the process to overcome their negativity about the feedback they had received. The prior commitment helped them shift their focus toward development and growth.

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

- The structure and techniques of the SCC approach helps the participant buy in and stay engaged throughout the coaching engagement. It helps ensure the objective of assisting leaders in their growth to be more effective.

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

- Reviewing, practicing, and applying the SCC approach to build my capability as a coach.

Arielle Rose
Arie7llrose@gmail.com
954-734-0689



After Action Assessment

What did you set out to do?

- I set out to learn the tenets of SCC form of coaching
- Understand the key aspects of SCC
- Be able to use the tools and resources effectively and confidently

What happened and why (with examples)

- I learned the tenets and key aspects through self-study of the The Coach's Playbook
- I was able to gain confident understanding of the tools and resources through role practice and collaborating with other members of the training group.

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

- How stakeholder participation not only prepares the coach with actionable feedback, but also assists the coach with building trust

and credibility with their stakeholders, which ultimately feed the perception vs behavior tenets of SCC

- How to coach by identifying actionable behaviors over perceptions

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

- Continue to read the The Coach's Playbook and commit the tenets to my functional mental resources kit
- Attend monthly group meetings to discuss progress and failures
- Begin putting what I learned to practice sooner than later

<p>Debi Coleman debi@smartforest.com 503.358.0776 execufeed.com</p>	
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After Action Assessment

What did you set out to do?

- Learn the basics of Marshall Goldsmith's SCC model and processes
- Practice as much of process steps as possible
- Understand what resources are needed to get started

What happened and why (with examples)

- Covered an enormous amount of material in 4 days (16 hours)
- Read the complete Train The Coach Workbook
- Lots of experience with role-playing/feedback/scripts for the Marshall Goldsmith SCC process

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

- Definitely stakeholder-focused, but the emphasis is also on turbo-charging the exec's performance OTJ
- Process is straightforward and well-documented
- Since my initial exec coaching experience in 1985, I was delighted to see how tremendously improved and effective this process is

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

- Complete reading The Coach's Playbook and new materials from Emily
- Get on YouTube and view as many MG coaching videos as possible
- Line-up process and materials and examples to be able to engage first 1-2 clients by Q1 2021

Joshua Mathews-Ailsworth
ailswojl@dukes.jmu.edu
(757) 286-6493

<https://www.linkedin.com/in/joshuamathewsailsworth/>



Key Takeaway: Stakeholders are the key to successful, lasting change.

After Action Assessment

What did you set out to do?

- Develop competency in Stakeholder Centered Coaching in order provide quality, impactful coaching services to the leaders I support.

What happened and why (with examples)

- The pre-training materials were excellent. The playbook and other documents provided an opportunity to thoroughly review the process in advance of the live training. This gave me a firm understanding of the model, so I could focus on application during the live training.
- The skill labs throughout the material gave me ample opportunity to see the process unfold from all perspectives: as a coach, as a leader, and as an observer. This brought the model to life. It showed me where my strengths are, where my opportunities for continued growth lie, and gave me a better handle on some of the many types of people we will work with in our role as coaches and how we can best support each of these unique individuals. In particular, I need to work on being more blunt and direct at times with challenging client behaviors that are not in alignment with the process. I also need to ensure that I demonstrate understanding and empathy before going too quickly to evaluation and solutions with clients.

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

- Perhaps the greatest insight of the experience was the critical importance that the perception of our stakeholders is reality. In many coaching approaches, stakeholders are discussed as part of a coach and leader's engagement, but are never brought into the development process to the extent that they are in this model. In reality, it doesn't matter how much a leader improves in their role if it isn't observed and valued by their stakeholders.
- My background and professional experiences are all in adult education and human resource development. While all of my skills in this area are value-add and useful in a coaching engagement, this experience was humbling in that it reminded me that I need to ensure I do not become front and center of a leader's growth in the coaching relationship. I need to follow the process, let the leader and their stakeholders take front and center, and contribute where appropriate without getting overly involved and trying to 'fix' things for them.

- The experience was a reminder that I need to practice and live all aspects of the process myself as a Coach. I am a role model for our leaders and it is vital that they understand I am committed to practicing what I preach as a coach and am continuing to grow as well through our relationship together.

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

- I plan to continue to regularly review all of the materials related to the Stakeholder Centered Coaching process to ensure that I can continue to develop further mastery with the model.
- I will endeavor to promote the benefits of the model to others.
- I will be open and enthusiastic about applying it with leaders who are fully committed to the process.
- I will leverage my coaching engagements as an opportunity to continue to develop my skills as a coach.

Deirdre Lloyd
dlsheedy@yahoo.com
215-354-7385



After Action Assessment

What did you set out to do?

- Obtain Stakeholder Centered Certification
- Try new techniques related to coaching
- Gain greater confidence in coaching skills

What happened and why (with examples)

- I overprepared for some of the activities and I became frustrated when I didn't immediately understand or couldn't apply the technique
- Listening to one of the other trainees share similar frustration on day 3 gave me the confidence to make mistakes in front of my group
- I started to open up about where I was struggling and realized that getting guidance and coaching from my peers helped me to improve the second time around which helped build up my confidence

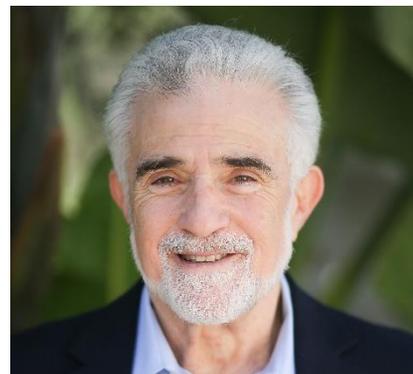
What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before

- Allowing myself to make mistakes and learn from them gave me greater confidence in my skills
- Following the process can lead to the greatest success
- Most of the work occurs in the first part of the engagement so investing the time upfront can lead to greater success

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

- Set a goal to start 1 coaching engagement in the next month
- Participate in the monthly coach check in calls
- Leverage the contacts that I made during the Certification training

Jordan Goldrich
jordan@jordangoldrich.com
858-663-5659
Workplacewarriorinc.com



Key Takeaway:

Executive Coaching that focuses on changing the behavior of the leader with their interdependent stakeholders optimizes the opportunity for success in changing perception and relationships resulting in increased team direction, alignment and commitment ultimately increasing results.

After Action Assessment

What did you set out to do?

- To enhance my long-time use of Feedforward with the full process
- To join the SCC community

What happened and why (with examples)

- I became aware that I tend explore what comes up vs. using the process as an operating system. This occurred in a role play in which the leader did not follow through on Feedforward with two stakeholders. The leader said that that they did not respect the stakeholder. Upon exploration, the leader said that the stakeholder does not perform and their superior (his peer) does not hold the stakeholder accountable because the peer is conflict avoidant. Since their mutual boss is also involved, it seemed to me this is the core problem. I believe there are several reason this happened. I am a therapist with a tendency to explore. I am a high “P” on the Meyers-Briggs. Most importantly, I need to further clarify managing the balance between exploration and staying with the process.
- In the role plays and large group discussion, people connected with me and I with them. This happened because people were reaching out to each other and because I participated in the discussions and reached out to people as well.

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

- SCC is an operating system

- The cost/benefit analysis is important to solidify commitment to an action
- How to use the three key beliefs of successful leaders

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

- Have discussions with senior SCC staff regarding how to manage the balance between exploration of leadership issues that arise and sticking to the process.
- Initiate 6 SCC coaching engagements to attain master level
- Review the Playbook before and after each coaching conversation

<p>Kimberly Walton 804.334.6643 kw Walton@mei180.com</p>	
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After Action Assessment

What did you set out to do?

- To have a better understanding of impact of involving Stakeholders in coaching Leaders.
- To understand and apply key concepts to become a successful coach.

What happened and why (with examples)

- In one of my feedback sessions where I played the Coach, I was given the feedback not to overlook the frustration that the Leader was displaying because of the survey information they received. By doing so, I didn't allow the Leader to thoroughly embrace and accept what was said. They then became uneasy about the entire process. This step is important for several reasons. One, it may be the first

time the Leader has heard this about them selves and two, it really shows the impact and importance of getting key stakeholders involved early.

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

- I learned to trust the process given.
- I now understand the importance of involving Stakeholders and getting their constant feedback in order for the Leader to grow and be successful.
- I understand helping the Leader through frustrations if/when they are not receiving the results they think they should be receiving.

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

- I have the opportunity to offer coaching to the many leaders here at work.
- Once I meet Master Coach qualifications, I hope to open a small business to further market my skills.

Lynn Gauthier, SPHR
Lynngauthier97@gmail.com
857-259-0874



Key Takeaway: SCC is about changing your behavior for a better you, better relationships, better life.

After Action Assessment

What did you set out to do?

- Complete this training. I signed up for the training two years ago 😊!
- Fully invest in the process to learn as much as possible.
- Prepare to “hang my shingle”

What happened and why (with examples)

- We learned by practice and observation. I picked up great anecdotes, analogies to use.
- A fellow trainee gave me this term for the non-fan club. Engage your “haters.” It was funny and effective!
- Practice leads to improvement. We had to practice again after our first try. We received feedback. Then, completed round two. It works. When you know better, you do better.

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

- Improved behavior = Improved Relationships
- Trust the process. Behavior does indeed take a year to change and for others to see the change.
- Be you fully. Each person brings his or her own style and approach to coaching. There is no right or wrong way.

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

- I will complete five actions every week to achieve my goal – “putting up the shingle.”
- I enlisted a supporter to hold me accountable and ask me each week what I planned to do and what I completed.
- I am enlisting six volunteers who will engage in coaching starting October 1, 2020.

Ray Narine
Ray.narine@consumer.org
347-234-2900



After Action Assessment

What did you set out to do?

- My goal was to be a certified executive coach.

What happened and why (with examples)

- I set out to learn a framework and methodology that I could apply to grow others. As I went through the program and learned about courage, humility and discipline -- I had an “aha” moment where I thought, I could apply these principles to my own growth. And in return create exponential value in what I do and how I show up in the world to grow others.

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

- On day 1, I realized, “I can do this!” This my kind of discipline.
- I can hold coachees (leaders) accountable for their growth. And walk away from a coaching assignment if there’s lack of commitment.
- The powerful combination of changing behaviors while simultaneously changing perceptions was the second “aha” moment experienced.
- I’m blessed to have two boys who are autistic. Autism parents know all too well the discipline and humility it takes to grow our kids in a world that is not design for them. And the daily courage it takes to

set them up for success. This is where, being in this program came full circle for me. I've seen firsthand the benefits of applying guiding principles of discipline, humility and courage to raising my boys. I've also seen the improvements possible with involving stakeholders in their growth plan. While raising kids with autism and coaching leaders are very different in nature, results in both scenarios are determined by a set of disciplined actions. A set of disciplines similar to SCC's, tested and proven, methodology and framework.

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

- I pledge to practice, practice, and practice some more...
- I pledge to apply courage, humility and discipline in my own approach to work.
- In the next 3-6 months, I would like to have at least 2 coaching assignments.
- Lastly, I pledge to trust the process.

<p style="text-align: center;">Sabine Renner Organizational Psychologist, Leadership & Personal Development Coach & Trainer</p> <p style="text-align: center;">srenner@sabine-renner.com www.sabine-renner.com</p>	
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After Action Assessment

What did you set out to do?

I am passionate about helping individuals to fully step into their leadership potential to become the best leaders possible – for themselves, their people, and their organizations. As leadership effectiveness is in the eye of the beholder, I set out to learn Stakeholder Centered Coaching as an effective and focused coaching methodology that enables individual behavioral change by following the principles of continued stakeholder involvement and co-creation.

What happened and why (with examples)

The certification program was a very rewarding and insightful experience. It provided a lot of room for practice-based learning in peer session and coaching labs in which we could gain first-hand experience of the SCC process from the leader's as well as the coach's perspective. The facilitators not only shared focused insights about the SCC methodology but also made these highly relevant and easy to follow by sharing real-life stories. They also created a great atmosphere and frame that allowed for peer exchange and learning.

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

To me, the key insights are:

- How powerful it is to involve stakeholders to facilitate focused behavioral change via a regular feedback mechanism and a supportive as well as perceptive environment.
- How important it is to reassess the coach's role in the process: to focus on facilitating a structured value co-creation process between the leader and the stakeholders while role-modeling the Dos and Don'ts as well as courage, humility, and discipline.

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

I look forward to applying the SCC methodology in my coaching engagements and continuing the learning journey with fellow SCC Coaches. To further elevate my development as an SCC coach, I also look forward to establishing an SCC mastermind/supervision group with peer coaches. I am committed to applying the principles of courage, humility, discipline as well as feedforward to grow as a coach and human being.

Megan Laabs, PsyD, ACC

laabsm@gmail.com

617-785-0581

After Action Assessment

What did you set out to do?

As a Neuropsychologist and International Coach Federation certified Executive Coach I set out to:

- Expand my understanding of what makes leaders successful
- Learn a new methodology to enhance my Executive Coaching practice with Senior Leaders
- Implement Stakeholder Centered Coaching with Senior Leaders immediately following the training

What happened and why (with examples)

The training is structured to include academic instruction and practical exercises to solidify knowledge learned. Through group discussion we learned the following:

- What makes the process of SCC unique and how to explain that to leaders and stakeholders
- The beliefs successful people hold (I am successful, choose to succeed, and will succeed)
- The Dos and Don'ts of Involving Stakeholders and how to explain that to leaders
- Traits/actions leaders need to succeed (courage, humility, discipline)
- All seven steps in the stakeholder process

Then through practical exercises (simulated coaching sessions) we learned:

- Techniques to navigate difficult conversations with leaders who are resistant to accepting feedback given by stakeholders including directly addressing resistance
- Types of questions that would be helpful to ask so the leader generates insight into his or her behavior
- How to identify and set behavioral goals that are specific and measurable
- Ways to help leaders interact with stakeholders including how to have a successful stakeholder kickoff meeting

- How to help leaders focus on the future and not wallow in past situations/negative behaviors

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

As a Neuropsychologist and Executive Coach and someone who has done 360s for Senior leaders I was reminded that:

- A successful coaching engagement is a collaborative process
- It is very important for the leader to be able to explain the process to his or her stakeholders
- If the leader is unwilling to follow the steps the engagement cannot be successful
- The leader needs to have goals that are specific and measurable
- The leader needs to display courage and humility which will serve as a model for how the stakeholders hopefully interact with other colleagues
- The Coach needs to provide reassurance and empathy as leaders may have a difficult time hearing constructive criticism from stakeholders
- It is imperative that the leader does his or her follow up brief 3-5 minute meetings with stakeholders to assess his or her progress.
- Sometimes the Coach needs to stay out of the way of the leader so leaders can implement the process

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

There are four things that I would like to do as follow up to the training:

- Implement SCC with the Senior leaders I advise as soon as possible
- Carefully review all the materials that are available on the website and the materials that were mailed to me

- Stay in contact with Andy, Frank, and Kim to ask any questions I may have as I implement SCC with Senior leaders
- Attend all the monthly check in calls which I believe will be very helpful to my practice of SCC and my ability to stay in touch with talented professionals who are SCC certified

<p>Dr. Richard Osibanjo richard@richardosibanjo.com 530-302-7371 https://www.richardosibanjo.com/</p>	
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After Action Assessment

What did you set out to do?

- Learn about the Stakeholder coaching approach and leverage it with executive leadership teams to increase performance

What happened and why (with examples)

- Learned how to deconstruct feedback from stakeholders into outcomes, opinions and tangible behaviors
- The sweet spot is getting to the behaviors via a CBT analysis to where the leader has energy to explore

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

- A thorough CBT analysis and getting to the right behaviors has a higher return on investment, demonstratable and lasting change
- The power is in the follow-up
- Your stakeholders are key to a leaders success and growth. They provide you with vital information
- Don't take a bad engagement

- Don't always add value; follow the process.

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

- Introduce it to my organization and leadership teams
- Use different facets daily – coding for behaviors
- Use the 7 steps to engage stakeholders

John Polascik

Speaker, Coach, Trainer – The
John Maxwell Team
Atlanta, GA



After Action Assessment – 4 Key Things!

1. What did you set out to do?

Build capability in executive coaching within organizations by learning the SCC methodology and earning the Stakeholder Centered Coaching Certification.

Learn as much as possible from both the facilitators and my fellow coaches and Strengthening my coaching skills.

Identify strengths and weaknesses in my current capabilities so that I can develop a plan to improve

2. What happened and why (with examples)

From the inception from the class onward I experienced tremendous learning. The coaching labs were always enlightening and insightful; I learned significantly not only from my practice as a coach but also

watching other coaches and being coached by them. The three-pronged approach of coach, leader, and observer were key to the process.

I accomplished the goals that I set out to accomplish. I humbled myself, let myself be vulnerable, and opened myself up to feedback and learned a tremendous amount from it.

I developed competency in implementing the SCC model and also have a development plan on further master to move forward.

I received valuable feedback from other students and instructors, learned from a great diversity of individuals, experienced different perspectives, and witnessed different approaches to coaching.

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

I now understand the wisdom of the SCC process. This came from actually experiencing it. My growth in the class was validation of SCC, in that stakeholder feedback is critical to identifying areas for improvement and for validating change in the leader.

I became aware of some issues in my personal coaching philosophy that also influence my success.

I had insights as to my strengths and weaknesses and how they affect the delivery of the SCC process. I became aware of the need for flexibility in working with individuals during the process (i.e. directive / non-directive approaches, customization while still adhering to the process, etc.).

The SCC process and the fundamentals behind it are more clear now after this class. Probably more important is the implementation and the

criticalness of following the proven methodology, especially the feedback process with the stakeholder.

I also gained insights into the additional benefits that the SCC process provides, including building trust, confidence, and relationships, personal responsibility and agency, and how important (and critical) courage, humility and discipline are to the process.

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

First of all, to reach out to current clients to introduce the SCC process.

Second, begin actively pursuing SCC coaching opportunities.

Third, investigate the possibility of using SCC as the coaching methodology for my Ph.D. dissertation.

Elizabeth Veliz

AVP Talent Mgmt/Org. Health

VCU Health

elizabeth.veliz@vcuhealth.org



Key Takeaway: This is truly a very simple process, but simultaneously challenging on many fronts for those being coached.

What did you set out to do?

Become proficient and certified in a new methodology involving stakeholders for coaching.

What happened?

In addition to learning about the process, I captured some very interesting techniques from my fellow attendees on how to

- get leaders out of a bad place mentally
- communicate to leaders that while the process is intended to help them become better leaders, everyone involved benefits from the process, and doors may open for stakeholder behaviors to change as well
- make people feel really listened to and shift from being myopic about a bad day to their overall progress and positive changes
- I had a lot of fun with my fellow participants and received excellent feedback/feedforward

What insights did I have?

- It became apparent to me that this process really is simple, but not easy for people. The leader really needs to embrace humility, courage and discipline. These are not easy attributes to embrace for some of us.
- I realized that it is critical to pay close attention to how the leaders we coach are reacting to not only stakeholder feedback, but our feedback as coaches when they check in with us. Pay close attention to body language
- When something I say doesn't land well I have the ability to bring the person back and recover – who knew?
- The “you have been successful” card is incredibly useful when coaching live

What will I do moving forward?

- Become as familiar as possible with the “You have been successful” outline and keep it in front of me during my sessions with leaders
- Create a step-by-step outline of the process that makes sense to me so I can become accustomed to it swiftly
- Familiarize myself with the online resources