



Stakeholder Centered Coaching® Certification Training

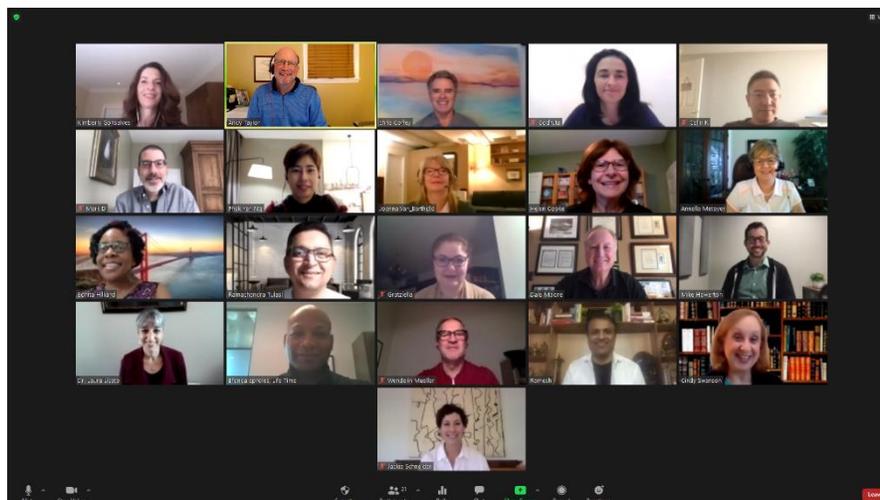
After Action Review

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 Jan/Feb 2021 Online Certification Training. Feel free to reach out to them.

Jan/Feb 2021 - Stakeholder Centered Coach Certification Training Graduates and Their After Action Assessments



After Action Assessment

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One Key Takeaway:

- **What got me here (to the SCC training) will actually get me there (applying the SCC). That's my MOJO;)**

After Action Assessment

What did you set out to do?

After 30 years of being an HR executive and *de facto* an advisor to many CEO, C-suite and C-suite-to-be, I am slow-starting my next curve as an executive coach. In four to five years, I will retire from my executive duties and, having been a big fan of Marshall for the past ten years or so, I wanted to get to know the SCC technique more inside out, and start practice it as it designed, not as understood by my readings only.

What happened and why (with examples)

The perfect balance during the webinar between prep work, theory and practice in small trios proved very engaging and, as Frank would say – or was it Andy? – repetition is the mother of learning. Basically, I found more than what I came for. Practicing with other coaches, in particular when it comes to maintain the steam with the leader, shows that it is all about consistency, not merely about succeeding in engaging the client but then dropping the ball, or simply letting things unnoticeably drift away.

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

Three things:

- In line with what I wrote above, the method is simple but not easy, be it for the leader / client as well as for the coach.

- You need to be utterly familiar with the process before you start playing more freely with it...
- ... and playing with it is important to stay agile, authentic and connected to your client's explicit and implicit needs.

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

Funnily enough, during the training I got two new coaching engagements, one with a CEO in the AI industry and the other one with top leaders of the French state administration. We have already agreed with the CEO that we would experiment the SCC process, and I will offer it as an option to the second bunch of clients. Last, I designed a year ago a brand-new development review for the 1000+ international partners of Mazars, based on a peer-coaching system introducing the concept of ReCoach (reviewer + coach) and systematic use of 360° followed by feedforward. As the ReCoach have all gone through the first phase (the review), I now need to reinforce their engagement to coach their peers for the next four years. The initial design was by chance following most of the SCC principles, so I intend to make it even clearer. This will result in sending the most motivated ones to the SCC training, if not make it a must.

After Action Assessment

<p>Susan Motkaluk 519-897-5965 susanmotkaluk@gmail.com</p>	
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Key Takeaway:

Change is possible and stakeholders are key to success, with feedforward approach real change can happen.

After Action Assessment

What did you set out to do?

- Learn about SCC
- Gain experience and training that I can effectively put into practice
- Gain a proven process and expand my network

What happened and why (with examples)?

- Through practice roll playing, I gained confidence in my abilities to do SCC
- Met some fantastic people
- Gained a valuable process toolkit

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

- Stakeholders matter
- Feedforward can be fun and effective
- Behavior can change and so too can perceptions

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

- Build my brand and promote SCC
- Extend my reach through marketing and networking through digital tools
- SCC is now in my toolkit. I will sign up as many clients as possible and tell my friends and colleagues about how amazing SCC is. I will lean in to the resources provided to me and I will check in with the SCC team as much as possible.

After Action Assessment

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It would be remiss not to say **thank you!**

Andy, Kimberly, and Frank did an outstanding job delivering a learning experience that was simply excellent. While I fully expected to receive great training, I didn't expect to receive the number of resources and ongoing access to a coaching community that includes Andy, Kimberley, and Frank.

One Key Takeaway:

- Less is more, facilitate and stick to the MGSCC process!

After Action Assessment

What did you set out to do?

- To make an investment in myself so I will be more effective when investing in others by helping others reach their potential in work and life. I wanted to use a program that had a track record of success and having read a number of Marshall's books, I was familiar with his work in coaching at an executive level.

What happened and why (with examples)

- The roleplays provided learning opportunities. In the roleplay practice sessions, we identified and started to develop the key skills required to successfully execute each step of the MGSCC process. The practice session scripts are written from experiences reflecting the challenges the leader, stakeholders, and coach will encounter in the MGSCC program. I got to experience implementing the program and how to identify the early warning signs that something is not right for either leader being coached or the stakeholders. I found the homework and supporting training materials to be on-point. Like a good textbook, they will continue to be a source of insights to aid my continued development moving forward.

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

I have learned:

- that the MGSCC methodology puts the leader being coached and their stakeholders in a relationship that's highly effective in bringing about long-term change in the leader.
- to trust the process and focus on facilitating the process.
- the key to a successful engagement is to start the process correctly.

- to engage the leader and stakeholders by setting the right expectations and gaining commitment to follow and trust in the process.
- less is more, less intervention by the coach often requires the leader to stay focused on the stakeholders and the desired change in behavior.

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

- I have been coaching for some considerable time, but I have not been enjoying the experience as much as I once did. I'm now genuinely excited about the MGSCC methodology because it reduces the emphasis on the coach in helping create change in the leader and squarely shifts the focus where it belongs, which is on the leader and stakeholders. The other thing that truly excites me is that the desired behavioral change is measurable in the leader being coached.
- I have already started to enlist my new coaching clients into the MGSCC program.
- I will position and market myself as a certified coach in MGSCC
- I'm remotivated to grow my coaching business again.
- I will stay engaged with the MGSCC coaching community.

After Action Assessment

	
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One Key Takeaway:

- **Having Leaders connect with the stakeholders throughout the duration of the coaching process is a critical element in the success of both the engagement and the ability to “hold the gains.”**

After Action Assessment

What did you set out to do?

- Understand ways to energize both my process and my skills through learning this approach
- Learn from experts and colleagues
- Have fun!

What happened and why (with examples)

- I achieved my desired outcomes! The curriculum supported my learning objectives.

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

- The learning and practices/role plays allowed the material to sink in. The idea of involving stakeholders is not new but it is much clearer to me now. I have always used stakeholders in my practice but this approach puts the responsibility on the *leader* to keep those relationships strong versus having me in the middle of that process. Very helpful!
- The specific clarity around role contracting added ideas to the document I have been using. Again, very helpful!

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

- In my current engagements I will change up how I am using stakeholders in the process. More touchpoints with the leader and the stakeholders for sure. In new engagements I will work to formalize that interaction so that it is built into the process/timeline.
- More tactically, I'll add the certification to my LinkedIn profile and refer to the process in my work now that I understand what it involves.
- And lastly, really looking forward to having a day to sift through all of the materials and then circle back to the new community I am now a part of!

After Action Assessment

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One Key Takeaway:

Precise planning and structured execution deliver successful measurable leadership outcomes

After Action Assessment

What did you set out to do?

Obtain a road-map and be challenged to learn about Stakeholder Coaching and dive-in with other inquisitive coaches to embrace and practice Marshall Goldsmith's SCC method. I sought to complement my existing Coaching frameworks with a tried and tested process, and bring new ideas and approaches to deliver proven success.

What happened and why (with examples)

Together with a group of enthusiastic and engaged peer coaches, the course provides clear structure, including principles, steps and an approach as the keystone to successful leadership coaching engagements. The format, the practicals and discussions enables the theory to come to life, while refining the delivery.

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

Plan well, stick to the process and always be a support and guide to the leader.

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

Use the richness of course material provided and complement with the SCC coach networking, to fully comprehend and master the methodology to be a better listener and coach to support client leaders in their personal and professional development.

After Action Assessment

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One Key Takeaway:

- My key takeaway: SCC was the perfect coaching certification program for me and my Consulting company. I researched several programs and selected the best!!

After Action Assessment

What did you set out to do?

- Learn the methodology of SCC and include the tools in my current practice.
- Work in a cohort group of coaches to learn and grow in my skill set.
- Become a better coach.

What happened and why (with examples)

- The process is very detailed and in a way that allows clients and coaches to get to the areas that need improvement in a positive fashion.
- I am a hands-on learner and the role play breakout groups with my new peer group was a fantastic way to learn the processes. The ability to have feedforward always ensured the second role play was improved.
- All of our coaches/facilitators were professional, knowledgeable and fun. They both helped with real client examples to show how they held their one-on-one sessions and worked with the Stakeholders.

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

- Feedforward is a very powerful tool.

- Assume positive intent with all parties involved in the process.
- There is data that supports the improvement.

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

- Incorporate SCC into my Business.
- Ensure all clients have a good understanding of how successful the coaching will be as long as they are committed to the process.

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One Key Takeaway:

The Stakeholder Centered Coaching methodology is a practical structured way to effective coach, measure progress, and guarantee professional development.

After Action Assessment

What did you set out to do?

- Learn a practical and effective coaching methodology
- Build a network of like-minded coaches and practitioners
- Attain certification in Stakeholder Centered Coaching

What happened and why (with examples)

- Participated in high quality live simulations and received real-time coaching on the SCC coaching methodology
- Met a cadre of insightful and thoughtful coaching practitioners and experts
- Provided with a wealth of support resources to continue this developmental journey

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

- Trust the process. SCC Coaching is underpinned by research, data, and empirical evidence.
- Behavioral change is different than perception change. The leader controls the pace of the behavioral change. However, perception change may require a much longer time horizon.
- Stakeholders have unique insights and are the most critical component of the coaching process.

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

- Trust the SCC process
- Practice the SCC guiding principles
- Continue to learn, practice, and improve on my SCC coaching skills

After Action Assessment

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One Key Takeaway:

- That, if continual contact with colleagues regarding development issues is really effective and is successful even without a large, formal program (*Leadership is a contact sport*) then how much better would I be as a change agent, if I too had continual contact with peers who could observe and feedforward my coaching?

After Action Assessment

What did you set out to do?

- Become a better listener

- Make contributions
- Receive feedforward with humility and grace

What happened and why (with examples)

- I got confused trying to replace one coaching methodology for another.
- Which resulted in me not being present as Coach (nor having the capacity to hear what was being said and what was not being said)
- After the 3rd day of training, I stopped trying to make the information make sense. As I allowed the training to unfold, I was able to grasp key principles quicker and at a much deeper level. My ability to listen then increased which was confirmed by the feedback and feedforwards that I received from my fellow coaches.

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

- That there are different types of coaching - behavioural change is one.
- That there can be a merging of methodologies in order to speed up the rate of the behavioural change process. (i.e coaching to both the Inner and Outer game)
- However, none of that means anything from a 'what does success look like?' point of view if those impacted by any behaviour change do not experience or accept it.

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

- Re-read the documents and continue to watch the Marshall Goldsmith
- Put the training into practice but meeting with other Stakeholder Centered Coaches.
- Bring it 'online'. Use the Stakeholder centered process in my executive coaching practice.

After Action Assessment

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One Key Takeaway:

Development requires a change in perception and behavior. In order to initiate change, start with feelings. The feelings will initiate the action.

After Action Assessment

What did you set out to do?

I liberate abused souls trapped in their own self-made limiting beliefs connect with their inner calls so they can allow their souls to step forward and lead their lives. I assist them in gaining more clarity about their purpose and guiding them through a journey that will enable them to experience their true potentials and become true leaders by their hearts, not by their corporate or personal titles.

I strive to create a generation of free souls that will lead our future from a compassionate human lens instead of corporate gains and a financial lens. Aligning life purpose with the business vision can create the harmony needed for effective leadership. The world needs such leaders today more than ever before.

What happened and why (with examples)

- I have gained a fantastic tool that I can use to help top leaders move forward. By enrolling in the SCC course, I gained a structured approach and a library of resources that can advance my coaching practice and support my business.
- Gained more experience by practicing with others. The triad breakout rooms were terrific opportunities to experience different leaders from different backgrounds and different approaches. We will all face this in our life, so it was great to taste that in advance.
- I developed in-depth knowledge about the SCC process. The daily focus helped practicing specific skills at a nice pace, which allows time to absorb the process quicker and more efficiently.

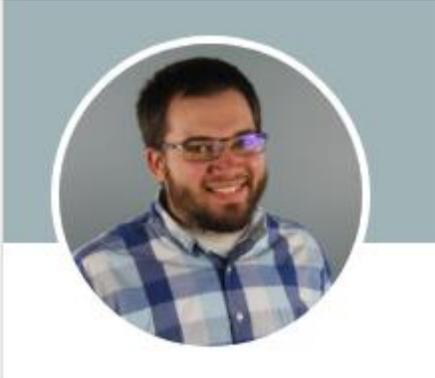
What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching than before?

- The SCC is indeed a powerful tool, and the magic works only when we all trust the process and truly commit to it. As logical and straightforward as it may be, the DOING part is where the emphasis is on.
- The power of Feed Forward and keeping the discussion future-focused was an eye-opener for me. It is a crucial part of the process.
- It takes two to tango. Everyone needs to be involved in this. Development doesn't happen by itself.

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

- Incorporate the new tool in my executive leadership coaching.
- Use the library to start structuring my own handouts and documents needed for my clients.
- Stay in touch with other fellow SCC coaches and learn from one another.

After Action Assessment

<p>Tim Sinclair https://www.linkedin.com/in/timothysinclair/</p>	
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One Key Takeaway:

- **Routine and consistent feedback, even as a coach, is a valuable tool to helping change your behavior.**

After Action Assessment

What did you set out to do?

- I set out to get better at coaching and adding the Marshall Goldsmith Stakeholder methodology to my toolkit. Through my years of experience managing teams and more recently helping managers manage their teams, coaching has been a consistent practice for me in helping others achieve their goals.

What happened and why (with examples)

- The practical application of the stakeholder approach, along with the hands-on experience in our breakout groups, was an instant value for me. I thoroughly enjoyed getting to know my fellow coaches through the feed forward exercise, where we took turns in several mini-groups sharing one thing we wanted to work on, and then hearing positive, future-focused feed forward to help us get there. It was a great icebreaker, but also a valuable way to add some new tricks/strategies.
- The semi-scripted and improvised labs where we got to practice, participate, or observe the various steps of the stakeholder process was where I really got a better understanding of myself as a coach. First, being in the seat of coach with 2 individuals participating/observing made me a bit anxious, but knowing we were all there for each other's success made it easier. After we gave each

example a run, their feedback of what worked, what didn't work, and what might be better to try was a real gold mine. Being able to act as a leader being coached, I truly got to feel how the coach's responses and focus really drove my internal thoughts and responses as if I was really being coached (because I was!). Observing 2 individuals going through the process added even further value of being able to step outside of a process you are normally in and see it from a different perspective. What do I view as successful? How would I answer that question? How would I handle that reluctant leader? All good questions that played out each day of the training and with treasured insight.

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! The way Stakeholder coaching is set up makes the focus much more on the leader's actions and their stakeholders being willing participants. I can see how this is a great way to produce results and one that really let's those closest to the leader do the heavy lifting. As coach, you are there for support, troubleshooting, and guidance. The feedback from stakeholders is all timely and relevant to their day to day.
- I also was reminded or re-learned the principle of preparation. Setting yourself up for success in the beginning makes the remainder of the time go smoothly, or at least as smooth as possible.

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

- I can say that I've already started incorporating the feedback from my lab partners into my day-to-day coaching engagements. This is already providing greater interactions with my clients.
- Now that I'm certified, I plan to speak with new clients about the stakeholder process and work to develop more coaching engagements using the SCC model.
- Our cohort is already setting up monthly practice/feedback sessions to keep networking and stay engaged in the process, so I look forward to participating there as well.

After Action Assessment

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One Key Takeaway:

- **Ask more questions and be a master facilitator**

After Action Assessment

What did you set out to do?

- Learn to become a stakeholder-centered coach for leaders

What happened and why (with examples)

- I learned the process and got insights into my own behaviors and ways to be more conscious of them
- Learned from the instructors and other participants how to be a more effective coach
- Got energized and excited about the possibilities and opportunities using this approach

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

- The role of the coach in facilitating the leader's growth
- How the process works
- Ask more questions, actively listen and hold the leader accountable

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

- Read the literature on Marshall Goldsmith's website and as many resources as possible
- Review "Do's and Don'ts" and training materials and ensure "Dos and Don'ts" are in front of me for each coaching session
- Start my coaching engagement this month if possible

SCC Certification Training - After Action Review **Jennifer Persike**

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1) What did you set out to do?

I am passionate about coaching a new generation of leaders to inspire and succeed in their organizations. I made a commitment to grow my own knowledge and skills around formal coaching to offer elevated service and support to my clients. After researching and interviewing others who had completed various programs, I determined that the results-oriented SCC methodology best aligned with my goals.

2) What happened and why?

First, I thoroughly enjoyed the experience and came away with a solid coaching methodology, skills and knowledge that I can immediately apply to bring value to my clients.

The virtual learning environment was both challenging and rewarding. I enjoyed the fast pace, the variety of content used, from videos to polls to practice sessions. I greatly benefitted meeting amazing coaches from all over the world. That might not have happened in an in-person only format.

While I was initially nervous about the skills practice sessions, it immediately became clear that "playing" the various roles in the coaching scenarios around each of the key pillars of the SCC process was the most effective way to internalize the learning. I gained great insight and perspective from my fellow coaches. I built more confidence each time we practiced and enjoyed playing the role of the "leader / actor," putting my fellow coaches to the test!

Finally, the team coaching by Frank, Andy and Kimberly was effective and fun. Each has their own style and experiences which helped to reinforce the application of the SCC methodology.

3) What insights did you learn?

I came to understand and fully appreciate the power of the SCC process. The results have been validated time and again through research. The training underscored the importance of stakeholders in helping leaders to improve and grow. Additionally, involving stakeholders in the coaching process helps to build and strengthen relationships within the organization and improve the culture.

A coach needs to simply follow the methodology, facilitate the process and let the leader take the lead! Also, the SCC certification is not “one and done.” Following the training, the support offered by the SCC coaches along with the available resources is amazing and reinforces that there is a team behind you rooting for your success!

4) What are you going to do moving forward?

My investment in the program has been well worth it. It has motivated me to secure my first engagement immediately to put the learning and methodology to the test. Several of my fellow coaches are creating a support group to continue to connect and build on our learnings. I am looking forward to the ongoing collaboration. I will be rebranding and refocusing my company to highlight my SCC coaching services as part of my leadership offerings.