



## Stakeholder Centered Coaching® Certification Training

### After Action Review

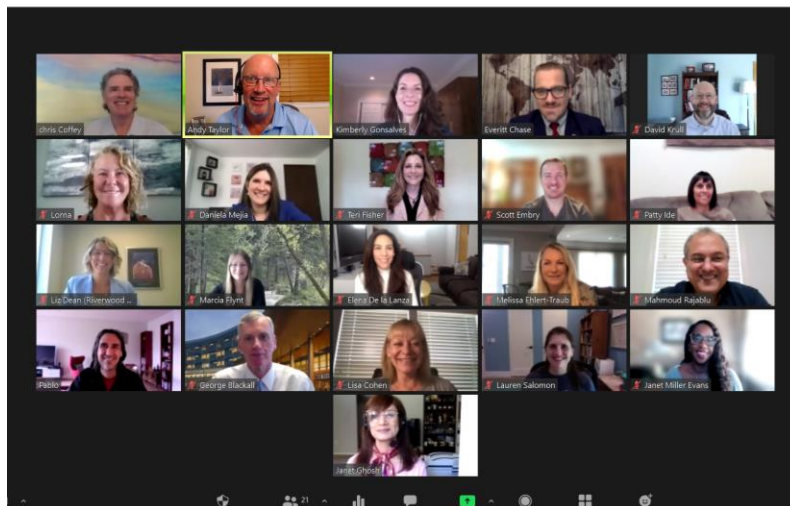
At the end of each Stakeholder Centered Coaching® Certification Training we ask participants to complete an After Action Review by answering four key questions:

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.

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### *June 2021 - Stakeholder Centered Coach Certification Training Graduates and Their After-Action Assessments*



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### **One Key Takeaway:**

- **Involving stakeholders by making development areas an open matter takes courage, but the payoff is way larger than doing it on secrecy, never underestimate the power of improving the perception as much as the behavior itself.**

### **After Action Assessment**

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

- After 20 years of corporate career and learning that one of the most fulfilling parts of my job was helping other on their own career development, I decided to start making this genuine passion into a career itself. I chose SCC because I wanted to set up for success with the most recognized leadership coaching program there is.

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

- I discover that not only the program exceeded my expectations but also sharing the experience with all participants is also enriching. I learned a proven successful method, but I also learn from different backgrounds, experiences and styles, which provided me with extra resources and learning.
- It is crucial to master the content of the program, it provides all tools to handle most of the possible scenarios when engaging with a leader. In the end it's all about knowing which resource to use according to the person and context.

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

- 85% of success depends on the first 15% of the program.
- Having the stakeholders' buy in from the beginning is key: perception of the change in behavior is as important as the change itself.
- Measuring progress is essential to assure success.
- This program is not for everyone, it takes a lot of courage to begin with, but also humility and discipline.

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

- I'll start marketing myself as SCC certified coach in my Linked-in profile, CV and webpage.
- I'll participate in the practicum to gain more experience (flight hours) using the method and tools to master the content, and to continue learning from the community too.

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### **One Key Takeaway:**

**One key takeaway is the priceless value of honest stakeholder feedback.**

### **After Action Assessment**

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

- I set out to learn the model of Stakeholder Centered Coaching.
- I set out to learn new tools to incorporate into my coaching practice.
- I set out to earn my MGSCC certification.

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

- I expanded my understanding of the importance of clear communications with the executive sponsor, leader, and stakeholders.

- I received practical Stakeholder Involvement tools to use when guiding behavior change.
- I gained wisdom from the lectures and practicums.

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

- SCC reinforced the importance of discipline to create transformational and sustainable behavior change.
- I learned to go deeper when utilizing my coaching and facilitation skills.
- Being 'nice' will not always get the desired result.

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

- I have several requests for proposals to include MGSCC, to which I will respond.
- I will develop a service offering business model that incorporates MGSCC.

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**One Key Takeaway:**

- **Engagement and follow-up with stakeholders can lead to meaningful behavior change for leaders.**

**After Action Assessment**

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

- I have 30 years of experience as a psychotherapist, and prior to that a decade as a business executive, and I wanted to learn how to blend those two worlds together with coaching.
- I wanted to acquire a practical coaching framework and skills to help leaders, particularly those in healthcare, to improve their effectiveness.

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

- I learned a system to assist leaders in gathering important data from relevant stakeholders to help them understand what needs to change, and then develop and implement a plan to make that change happen.
- No change is too big if you can break it down into daily components.

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

- Stakeholders are key. Thoughtful and specific input from those around a leader is a crucial ingredient to successful change.
- Partnering with a leader on how to leverage stakeholder input is a critical part of the change process.

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

- Work with healthcare leaders to increase behaviors that add value to their organizations and their careers.

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*Executive Coaching for  
Healthcare Leaders & Physicians*



### **One Key Takeaway:**

- **The process works! Follow it to success!**

## **After Action Assessment**

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

- I have been in healthcare leadership, strategy, business development, education, and marketing for over 20 years. I became a coach to help healthcare leaders and physicians exceed incredible goals! My goal with this training was to learn a coaching process based on proven outcomes that involved stakeholders.

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

- The training was outstanding. The step-by-step process will be key to my client's success!
- I learned how to successfully engage stakeholders. The method supports leaders to achieve goals and change perception.

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

- Engaging stakeholders is an effective strategy that increases transparency, trust, and success!
- Focusing on behavior change and ongoing feedforward, leads to improved results and perception.

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

- I will add SCC methods to my healthcare executive coaching practice, helping leaders and physicians excel and positively impact their teams.
- I will secure 3 clients by Dec. 31, 2021.
- I believe that if we effectively coach healthcare leaders, we can innovate the healthcare system for greater success!

#### **Pablo J. Lopez**

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## **One Key Takeaway:**

Since the beginning, it was clear for me that Stakeholders are a key element (for the Leader, the process and a way of differentiating vs. other methods).

Nevertheless, along the journey and the exercises I was wondered about the positive “Ripple Effect” that goes beyond the leader. Focusing on the relationships with the stakeholders, will definitively impact the rest of the organization as well, which is a powerful by-product of the time and energy invested.

## **After Action Assessment**

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

- I want to move my coaching dedication from pro-bono and start-up founders to Executive coaching. That’s why I decided to perfect the methodology and equity of MGSCC.
- I want to create a network of fellow coaches.
- My objective is to have few engagements a year but with great results.

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

- Having the material in advance helped me to capture more details along the training.
- Balancing practicing in real life examples makes the whole thing real and tangible, instead of pure theory and models.
- I met a group of talented professionals with diverse areas of expertise and backgrounds which is great to learn beyond my comfort zone.


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

- Prospecting the right leader is fundamental for success.
- Investing in the 20% initial phase of the process will pave the way for a great development process.
- There are patterns and recurrent behaviors that -if I master how to deal with them- will also minimize the time and dedication to the process.

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

- I will set up all the “hardware” needed to coach formally.

- I will join the practicum to enroot what I learnt.
- I will look actively (and ask for help) to get my first SCC engagements.

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### **One Key Takeaway:**

- While not easy, the process is powerful in its simplicity and produces consistent measurable results if followed. Vital to the process – Courage | Humility | Discipline

### **After Action Assessment**

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

- Understand the details of the SCC system and what makes it unique
- Demonstrate the concepts in a learning setting – adding to my competencies/skills
- Become more confident in my ability as a Coach working with leaders as they strive to reach their developmental goals

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

- I gained a depth of knowledge about the SCC system through the variety of approaches, preparation, role play, debrief, stories from our experts
- Interactive learning playing all three roles (coach, leader/actor, observer) offered an excellent opportunity to understand each step
- Nervousness gives way to increased ability and confidence the more you practice




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

- A distinct difference with SCC is the Stakeholder approach as they play the key roles with the leader wishing to improve/change. I facilitate the process.
- Pay attention to the process and use the steps as needed to bring the leader back to the process
- Lasting change takes Courage – Humility – Discipline
- SCC Coaches are a community and there is always access to support and advice
- Have Fun!

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

- Use the tools we were given – the visual reminders, the Do's & Don'ts, etc.
- Practice and stay connected with the on-going resources, learning opportunities and talented professionals I've met through the certification
- Embark on an external coaching engagement using SCC

<p style="text-align: center;"><b>David Krull</b> <a href="mailto:David@KrullCoaching.com">David@KrullCoaching.com</a> 651-246-4250 <a href="https://www.linkedin.com/in/davidkrull">linkedin.com/in/davidkrull</a> KrullCoaching.com</p>	 A professional headshot of David Krull, a man with a beard and glasses, wearing a dark suit, white shirt, and patterned tie. He is standing with his arms crossed against a dark, blurred background.
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**One Key Takeaway:**

- **Long lasting behavioral change is possible**

**After Action Assessment**

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

- Learn about SCC and the methodology

- Have a proven system to utilize with clients
- Learn and grow

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


- Learned by doing. The live practice and instant feedback was where the learning sunk in.
- I learned a different coaching style and methodology.
- Connecting with the other coaches and receiving the resources will help me continue the journey

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

- Behavioral change (and the perception) takes time
- This process takes Courage, Discipline, and Humility for the client and stake holder
- Measurable results

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

- Incorporate MGSCC into my business
- Don't take an engagement for less than 9 months

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### **One Key Takeaway:**

- Involving stakeholders provides the leader with much richer feedback and feedforward and allows them to see the results of their behavior change efforts in real time, in the real world.

## After Action Assessment

### What did you set out to do?

- Understand and experience the Stakeholder Centered Coaching process in order to enhance my abilities as a coach.
- Learn techniques for handling some common coaching problems (denial of feedback from stakeholders, lack of engagement in the process, etc.).

### What happened and why (with examples)

- As a result of the training, I have confidence in the SCC approach and feel prepared to put into practice what was learned.

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

- The tools and techniques associated with SCC are the keys to keeping leaders on track, overcoming resistance/apathy, and maintaining momentum throughout the coaching engagement.
- Involving stakeholders from the very beginning and checking in with them regularly allows the leader to re-calibrate or adjust his/her approach real-time if the desired results are not being achieved.

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

- Follow the SCC process and utilize the tools/resources provided to offer a more structured, organized, and engaging experience for leaders.

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## **One Key Takeaway:**

Help leaders to trust themselves to define where they want to go while trusting others to help them get there.

## **After Action Assessment**

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

- After more than 20 years working in marketing with great teams for amazing companies like Coca-Cola and P&G, I decided to take a break to spend some time learning about being a good coach and improving my coaching skills.

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

- Feedforward treasure: Although I had heard about feedforward before, during this experience I found the real value of asking for suggestions for the future instead of focusing on what you should have done better in the past.
- Process discovery: The method (and the resources to implement it) is simple and very clear to adopt it as soon as you want. The importance of involving stakeholders was eye-opening to me.
- Learning by doing: The role-playing break-out rooms allowed me to really live the process from different points of view, adding the great value of professional teammates that made the experience unique, diverse & fun!

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

- Changing behavior and perception in parallel is crucial to achieve real change.
- Trust the process and familiarize with it to adapt it to your style.
- Becoming a good listener and asking powerful questions will allow the leader to find his/her own solutions.

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

- I plan to keep practicing & using the SCC useful resources to improve my coaching skills in order to start a new business routed in my deepest passion to help others.

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### **One Key Takeaway:**

- **Real change takes courage, humility, and discipline**

### **After Action Assessment**

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

- Learn the method for SCC

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

- I learned the program
- I learned about myself more, thanks to the feedback in the breakout practice sessions
- I made some contacts with brilliant coaches from all over!

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

- While the concept of getting consistent feedback from stakeholders is simple, it is not easy. In fact, it may be the hardest thing our leaders ever do
- The process of soliciting feedback is a huge first step toward building trust
- Coaches need to understand and acknowledge how difficult it can be for a leader to put their ego aside and listen to those considered beneath them

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

- We have been using a version of this coaching at Harris Health, and I am getting initiated in that in August. I will be coaching up to 4 leaders per year as part of my job.

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### **One Key Takeaway:**

- **Stakeholder Centered Coaching is a simple, measurable process focused on stakeholder input to inform leader behavioral change.**

### **After Action Assessment**

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

- Learn specifically how to execute the Stakeholder Centered Coaching process
- Learn the tenets behind the process to ensure client/stakeholder choice is successful.
- Become certified in Stakeholder Centered Coaching

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


- Students received the playbook, workbook, articles, videos, and other resources in advance allowing them to come to the sessions prepared.
- The structure of each learning section involved the expert instructors sharing insights via anecdotal stories for the steps in the process giving students more approaches to try (i.e., use “it takes *courage*” to combat resistance).
- Students took on the role of coach, leader, and observer to practice the steps in the process. Completing each role play twice allowed the coach to consider feedback and feedforward provided by the leader and observer.

#### **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 for the leader and the stakeholders
- The positive/negative aspects of the three beliefs of successful people and how to assess them.
- Behavior must be sustained over time to change stakeholder perception.

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

- I will enlist my first client starting in July 2021.
- I will add a client every other month for the rest of 2021.
- I will work with leaders at all levels (emerging through C-suite).

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### One Key Takeaway:

- **Having the SCC format and structure is a key to success!**

### After Action Assessment

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

- After nearly 30 years as a CEO, I wanted to learn to coach C-suite and EVP levels. Developing people was what I loved and wanted to learn the SCC process.

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


- Working with the other coaches and practicing was the best part of the training.
- To have real life scenarios to practice as both the Coach and the client was truly valuable to the learning process.
- I learned to much from listening to how others phrased questions.

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

- My key insight is that the path to a successful coaching engagement begins with the first 15% of the process and leads to 85% of the success! Getting things off to the proper start with all the key players on board and committed is the key!

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

- I am excited to get started and hit the ground running being a fully certified Marshall Goldsmith Stakeholder Centered Coach in Stuttgart, Germany,
- I also plan to participate in the additional credits toward the ICF program.

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### **One Key Takeaway:**

**Feedforward approach, stake holder engagement and trusting the process are key to making the change possible & sustainable**

### **After Action Assessment**

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

- Invest in myself so I can make an impact in the lives and careers of others
- Gain expertise in the SCC technique
- Add structure to my coaching knowledge and experience

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

- I am now equipped with the knowledge and toolkit to help others (Action Planning, Daily Checklist, Mini Surveys etc.)



- Learnt from coaching experts – Andy Taylor, Chris Coffey, Kimberly Gonsalves, and an enthusiastic team of peers who supported and challenged each other
- I will continue to learn, expand, and leverage my network

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

- Stakeholders are key in the change process
- Focus on what you can change – emphasize on feedforward
- The process is simple, but not easy! Practice makes perfect!

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

- As a first step, I'll use the SCC coaching toolkit in my organization with my leadership team
- In the future, I intend to undertake coaching assignments with global clients
- Extend my reach through social media, networking through digital tools