



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.

March 2021 - Stakeholder Centered Coach Certification Training Graduates and Their After-Action Assessments



After Action Assessment- Qifen Liang

Qifen Liang, MBA, SPHRi

Amsterdam, the Netherlands

Email: CoachEMEA@gmail.com

LinkedIn:

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



One Key Takeaway:

- **Stakeholder Centered Coaching is a powerful approach to support the success of both the leader and the business.**

What did you set out to do?

- To develop leaders within my current company through a practical and business-centric coaching method
- To be a certified professional leadership coach

What happened and why (with examples)

- Learnt about the SCC approach and the 7-steps process in-depth.
- Experienced a great 4 half-day online workshop full of insights from Chris, Andy, Kimberly and our fellow coaches.
- The skill practice sessions provided me with “real-life” experience on the role of the coach and the leader. The feedbacks from my peers are invaluable.

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

- Throughout the SCC process, engaging stakeholders is the key. It is critical for the success of the leader.
- The Coach is the facilitator while the Leader takes the ownership.
- Feedforward is a great tool to look forward and has positive impact on leader’s future behavior.

- While the coach follows the process, the interaction between the coach and the leader will become more efficient and effective.
- Mini Survey and After-Action Assessment are useful tools to provide measurable feedbacks to the leader's development.

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

- Incorporate the SCC approach into company leadership development program.
- Select a few leaders to implement the Stakeholder Centered Coaching process in the following 12 months.
- Apply the 7 steps, Do's and Don'ts when I coach leaders.
- Join monthly check-in calls with SCC coaches and exchange ideas.

After Action Assessment

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| <p>Marc Braun marcdbraun@gmail.com 314-606-2937</p> <p>Visit our Courageous Culture https://tours.cambridgeair.com</p> |  |
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Key Takeaway: The SCC Process facilitated by a solid leadership coach creates recognizable, impactful, and sustainable, behavior changes in leaders.

What did you set out to do?

- Learn a more scalable approach to coaching
- Follow Garry Ridge's advice (he recommended the training)
- Learn how to help Presidents/CEO's of other organizations more effectively and more quickly copy the Courageous

CambridgeAir.com Culture by coaching them to change their leadership behaviors.

What happened and why (with examples)

- Learned a ton (especially from the breakout room roll plays)
- Had a lot of fun
- Became clearer than ever how coaching could integrate more effectively into our organization, into helping other leaders, and spend more time doing what I love doing.

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

- The power of a written down process with clearly defined roles and expectations.
- The power of helping your stakeholders become your coaches so you will never be without a coach.
- The power of Perception Management and the role regular, concise, specific feedback plays in the success of it.

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

- Create a Coaching vision for CambridgeAir.com
- Practice internally coaching using the model
- Hire a coach to coach me using the model so I can experience both sides
- Convert some of my external coaching clients to this model to help them become a more Courageous Leader and create a more Courageous Culture.

After Action Assessment

Kim Smith
ksmith@csi-mail.com
www.getcollaborative.com
314.780.1381



One Key Takeaway:

- **It takes heart in the form of courage, humility, and discipline to create lasting, impactful, and meaningful change.**

What did you set out to do?

- Learn a highly effective and measurable Leadership Growth and Development Coaching process.
- Feel more confident in my ability to serve as a Coach to business professionals.

What happened and why (with examples)

- With a hands-on approach, I was exposed to SCC methodology through multi-faceted learning (didactic, role-plays, breakout discussions and real-life stories/experiences)
- Practice, practice, practice
- Extremely generous sharing of resources and continuously offering/providing help and assistance (only an “ask for help” button away)—truly a sense of caring, enthusiasm, and a genuine desire for everyone to be successful!

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

- How impactful and essential Stakeholder active participation and engagement are to the success of the process.
- The secret sauce of the SCC process model—the 7 steps.

- The importance of having/communicating a sense of urgency. I can easily let others off the hook with a “It will be ok if we wait until next week” mindset. This accommodating behavior, on my part, is likely to convey a sense that this is not meaningful work and/or a priority.

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

- Review materials and resources to cement my learning.
- Learn by doing—practice the model’s teaching. In particular, work on utilizing the FeedForward format more consistently (and less Feedback) in all my relationships (personal, professional and with myself).
- Implement the SCC process with all new clients and introduce the process with a current, recently started engagement.

After Action Assessment

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| <p>Steve Shifman President & CEO, Michelman steveshifman@michelman.com stevejshifman@gmail.com (513)659-0426 Michelman.com Steveshifman.com</p> |  A professional headshot of Steve Shifman, a middle-aged man with a receding hairline, smiling. He is wearing a dark blue suit jacket, a white shirt, and a blue tie. The background is a blurred indoor setting with greenery. |
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One Key Takeaway:

- **Stakeholder Centered Coaching is simple but not easy. The process is straightforward, repeatable, and proven. If followed it will yield results! But, following the process takes a commitment; from the leader, from the coach, and from the stakeholders.**

What did you set out to do?

- Learn the Stakeholder Centered Coaching process

- Learn how to apply it in my work, whether formally coaching a leader or serving as a mentor
- Gain the confidence to stick to the process and to use the tools

What happened and why (with examples)

- Learned the process through the materials, the lectures, and the role plays
- Networked with others going through the same process
- Accomplished my objectives

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

- The engagement of honest and committed stakeholders is everything
- The process works!

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

- Network with challenge partners and create a cohort of others whom I met in my class
- Engage with robust materials available through the SCC organization
- Use the process and the tools!

After Action Assessment

Tracy Lowrance
tracylowrance@gmail.com
202.590.0795



I thoroughly enjoyed every aspect of this process. Andy and Chris were great about clarifying the structure and process of SCC. The real examples they shared brought the process to life and the cost/benefit analysis video was incredibly powerful. Thank you for all of your hard work, it was magical!

Key Takeaway:

The process is simple but it's not easy.

What did you set out to do?

- Create a foundation for behavioral coaching that I can build upon.

What happened and why (with examples)

- Participation in role plays and discussion gave me a chance to practice the challenging parts of the process.
- Listening to real life examples helped to make the concepts come to life.

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

- Don't overthink what needs to happen.
- After the initial insight the client does most of the work.
- Create a list of questions for each step of the process.

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

- Continue to learn about the process by attending the monthly coaching calls.
- Practice the skills with different people to be able to respond to different scenarios.
- Find a coaching engagement (volunteer or paid).

After Action Assessment

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| <p>Rosie Compton +447507 535440 rosiecomptoncoaching@gmail.com www.linkedin.com/in/rosie-compton</p> |  A portrait of Rosie Compton, a woman with short grey hair, wearing a black top and red lipstick, smiling and resting her chin on her hand. She is positioned in front of a bookshelf. |
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One Key Promotional Statement:

Marshall Goldsmith Strategic Stakeholder Coaching Certification is a powerful, meticulously resourced and organised coaching training programme. Currently organised online over four days, with a weekend break, it supports trainees in practicing key stages of the coaching process for future leader clients, using a range of media and learning tools. Throw in some fun and a dynamic group, what are you waiting for?

One Key Takeaway:

- **Trust the process!**

What did you set out to do?

- Become certified as a Marshall Goldsmith Strategic Stakeholder Centered Coach
- Reflect on and clarify where coaching overlaps with mediation
- Strengthen and build on skills and processes in working with leaders and teams to enable them to achieve personal and collective transformation

What happened and why (with examples)

- I developed my use of questioning and the timing of questions e.g. “You say that your stakeholders are not on your side. If they were on your side, how powerful would that be?”
- Seeing the power of the cost / benefit analysis, a process completed with a leader at the beginning of the process. e.g. “What would be the impact on your team if this behaviour improves? What would be the impact on you?”
- I was able to delve into and practise coaching with amazing resources e.g. the “you have been successful in...” checklist

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

- What courage it takes to engage with this process as a leader
- How simple the SCC research based process is, if followed, in facilitating powerful results based change
- How critical the intrinsic stakeholder engagement is over the period of the coaching assignment

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

- Build a new website
- Engage one SCC client per month over the next 7 months
- Attend all SCC coaching events to build my SCC network

After Action Assessment

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| <p>Burt Burrell burt@careerwise.net burt@burtburrell.com cell: 801-671-9081</p> |  |
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Key Takeaway:

I believe that I understood the process quite well before coming into the training. Knowing and doing are quite different. My greatest takeaway's had to do with structuring and implementing the process.

What did you set out to do?

- Clarify the SCC process.
- Learn from the past experience of training leaders.
- Gain insights from other participants – different perspectives as well as observe their learning experience to see how they understood the process.
- Get a better understanding of the how-to process for doing a start to finish coaching project.
- Shorten my learning curve by utilizing provided support material, checklists, scripts, etc.

What happened and why (with examples)

- Viewed video's of actual client and stakeholder interactions which reinforced the “book” learning portion of the program and provided a model for me to implement the process.
- Andy and Chris were very much available to ask and respond to all questions and provide experiential insight into their individual process.
- Interacted with other participants from different countries which gave me insight into not only individual differences, but also cultural differences that I am likely to encounter as I implement the SCC process with clients.
- The workbook, playbook, and other resources provided the materials I will need to quickly and efficiently implement SCC coaching in my own coaching practice.

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

- How to enroll stakeholders – doing this in a short group meeting, explaining the process and the stakeholder commitment (feedback and time), collecting the first feedback/feedforward from stakeholders via email.
- Contracting with the leader – leader and coach responsibilities – I have started to customize this agreement to include elements of my process along with the SCC process. This agreement clarifies expectations that will be necessary for a leader to fully engage in the SCC process.
- Implementing the mini survey.

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

- Implement SCC on two current projects – to gain experience and go down the learning curve.
- Include the SCC credential and expertise when selling new projects.

- Make implementation of the process easy by building elements into my coaching platform.

After Action Assessment

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| <p>Keli Tondre Keli.tondre@gmail.com</p> |  A portrait of Keli Tondre, a woman with long, wavy brown hair, smiling. She is wearing a dark top and a thick, brown, textured scarf. She is leaning against a wooden log in an outdoor setting with trees in the background. |
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One Key Takeaway:

- **What gets measured gets done.**

What did you set out to do?

A few months ago I had a “come to Jesus” with myself and posed the question: What about my two jobs (healthcare communications consulting and trauma therapy) do I most enjoy? The answer came relatively quickly: I like to help people succeed (it would take me a while to explain what I mean by that with my consulting business, but suffice it to say, I help someone look very good at their job by what I offer). So, I started looking into coaching. I came across this program, and after looking at probably a dozen others, this one rose to the top... it provides a systematic approach to ascertain a specific, desired outcome. I decided to take the SCC training to learn an evidence-based approach to helping leaders adopt behavioral changes to help them become even more successful.

What happened and why (with examples)

This process taught me two key strategies. First, I understand that the process is GOLD. Without sticking with the process, I cannot hope to help my clients to the degree I want or they deserve. Secondly, using stakeholders is the key to the process; it is what makes this process measurable and, ultimately, successful. There was a point at which, while I was role playing as the coach, the leader I was working with legitimately was affected by what I said (simply by asking them to read about how a leader is successful in follow-up out loud) and teared up. What I had set out to do, even in a made-up scenario, I had accomplished. I know it won't always be that easy, but I love that it worked and will keep working.

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

The greatest insight I have taken away is that perceived change is equally important as actual behavioral change. It is too easy for someone to think they've changed when they haven't. Further, any change the leader has made is irrelevant if it's gone unnoticed by those around them. Using the tools helps reinforce the necessary changes and is an easy way to identify how to go about making these changes and, more importantly, *why* to go about making these changes.

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

Moving forward, I am going to brand myself as a leadership advisor who helps leaders make perceivable changes that benefit him/her professionally and personally. These changes will be essential to the success they experience in their role and will contribute positively to the overall success of the organization they work for. Additionally, I am connecting with a group of SCC coaches that I met in the process every other week. I am so grateful for their input and expertise and hope to also offer something beneficial to them, as well.

After Action Assessment

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| <p>Sophia Toh sophiat88.st@gmail.com 859.866.3432 <u>LinkedIn profile</u></p> |  |
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What did you set out to do?

- Learn the Stakeholder Centered Coaching methodology
- Learn from seasoned coaches
- Learn from my cohorts

What happened and why (with examples)

- I learned about the seven steps involved in SCC methodology by being able to practice it in labs and role-plays
- I developed my coaching skills more holistically from having the skills to both coach for intrapersonal development and also behavioral changes that involve the stakeholders/environment

- I grew my coaching professional network by getting to learn and grow with fellow coaches

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

- SCC's high success rates are a result of involving both the leaders and people their behaviors impact. This improves the commitment of leaders and stakeholders to make the changes and also the stakeholders' perceptions of the leaders.
- What gets measured gets done; the longer engagement and constant feedback loops between stakeholders and leaders will make the new and improved habits stick longer

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

- Continue learning and absorbing the materials in SCC
- Continue learning from the trainer coaches and cohorts
- Continue building on my coaching skills, network, and also preparing for my future consulting and coaching business (domestic and international [Asia]) after my corporate career.

After Action Assessment

Bernhard Schaller
Muttentz/Lausanne, Switzerland

+41614612828

bernhardschaller@hin.ch

<https://www.hausarztpraxismuttentz.ch/>



One Key Takeaway:

- Trust the process and focus on the stakeholders perception

What did you set out to do?

- To gain a deeper understanding of the Stakeholder Centered Coaching approach
- To certify in Stakeholder Centered Coaching

What happened and why (with examples)

- Very practice-focused and practice-based approach from which I can take a lot into the daily practice.

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

- Excellent framework to work with
- The focus on the stakeholder`s perception as basis and follow-up for leader`s behavioral change is unique and extremely effective.

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

- I will implement internally in my company, but also externally for clients.
- I will continue to collaborate with the SCC community.

After Action Assessment

Carol Digan

Email: carol.digan@chathamhrassociates.com

Website: [Chatham HR Associates](#)

LinkedIn: [linkedin.com/in/carolmacuradigan/](https://www.linkedin.com/in/carolmacuradigan/)

Mobile: (508) 962-5707



One Key Takeaway:

Stakeholder Centered Coaching is a powerful methodology that, when applied with discipline, courage and humility, is instrumental in helping leaders achieve sustained and observed behavior change that will benefit them personally and professionally, as well as those around them.

What did you set out to do?

- Build on my existing coaching skills
- Augment my credentials with a highly reputable and recognized program
- Learn an approach that would help me scale my coaching practice

What happened and why (with examples)

- Learned, exercised and strengthened concepts and skills that have equipped me with the confidence, conviction and enthusiasm to immediately begin applying with leaders at all levels. The coaching labs, combined with teaching and real-life stories shared by Andy, Chris and Kimberly really helped to cement the learning.
- Walked away with the ability to immediately apply a scalable, repeatable process AND a wealth of tools, templates that I will apply with my personal touch.
- Joined a community of smart, passionate and fun humans that I will continue to learn from and contribute to for years to come.

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

- The methodology has the power to positively impact the leader's "system" (work and home) in a broader manner than many other approaches because of the intentional focus on stakeholders.
- Behavior change is not only hard, it can take 9-12 months and must work in parallel with changing stakeholder perceptions to achieve success.
- The feedforward technique is a powerful tool that can be applied not only to the leader being coached, but it also scales for a leadership team and large, speed coaching events.

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

- Become an active member of the post program cohort we have formed to learn and share.
- Join the broader MG SCC community by participating in the monthly coach calls and other events.
- Fully leverage and apply the wealth of resources that have been shared, with an initial focus on the How I Sell SCC program.

After Action Assessment

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| <p>Marc Andre Alary malary@unison.works 506-850-6537 Unison.works</p> |  |
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Key Takeaway:

Process brings consistency in anything we do. This coaching methodology is about the process. Stick to it.

What did you set out to do?

- Prepare a campaign to approach business to promote this approach
- Continue my learning by reading books from Marshall Goldsmith
- Engage in the Practicum with two fellow coaches

What happened and why (with examples)

- Was about to start a coaching session with a CEO, with his approval we'll be using this approach
- New coaching mandate (using this methodology) approved that will start in July.

- The role plays during the certification have been very useful. The feedback received also was beneficial.

After Action Assessment

Nankhonde Kasonde-van den Broek

Founder & CEO Zanga African Metrics

Email: nankhonde@zangametrics.com

Website: www.zangametrics.com

LinkedIn: www.linkedin.com/in/nankhondevandebroek



Key Take Away:

SCC reflects the reality of the C-suite and provides upfront tools to measure success and return on investment at this level. SCC understands that effective leadership is about behaviour. It takes courage and humility both on the part of the client to create powerful and sustainable results, and the coach to trust the process unapologetically.

What did you set out to do?

Find a new methodology to add to my toolkit that has a proven track record for delivering measurable results and reflects what it takes to succeed at this level.

What happened and why?

The SCC methodology is unapologetic about the work to be done and the potential results if you trust the process. The practice sessions helped appreciate the importance of setting up the coaching relationship right from the beginning and holding it throughout the 12-month period. The network of people I met through the course was refreshing and different to my usual environment. In some ways it took me out of my comfort zone, but it positively challenged me to be more assertive. I learnt some new skills to communicate my value proposition and a new way of looking at my pricing structure.

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

- Effective leadership is about behaviour and the study results shared during the SCC training revealed interesting insights about which behaviours show up the most and what to do and what not to do.
- Having a clear, sustained and structured process that gives the work to the leader and the most important people around them is very powerful.
- That coaching is not for everyone and there are issues to be discussed upfront in order to pick the right client; and be prepared to walk away if the client is not right for this process.
- Everybody that I met who has done this training in the MG100 speaks highly about the process and I now understand why.

What are you going to do moving forward to maximize your investment?

Sign up at least 1 client before the end of the year to apply this process and think how best to adapt it for an African culture and context.

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

- The 360 tool is powerful and bring credibility to our coaching practice
- We don't get to do all the work. The candidate being coach is accountable to do it.
- It makes me thing about the book the E-myth. Systemize the approach and we become better not because of the individual but because of the process.

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

- Incorporate this approach to our coaching service
- Continuous learning
- Keep networking with other coaches to learn from each other

After Action Assessment

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| <p>Vicki Znavor Vznavor1@outlook.com 773-484-0075 Vickiznavor.com</p> |  |
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What did you set out to do?

- Become a certified coach
- Understand Marshall Goldsmith's methodology
- Understand how to get my practice started

What happened and why (with examples)

- I will be certified at the end of the course
- I learned the methodology as a result of working in the practice sessions and listening to the instructors
- I've received information that will help me continue to understand the methodology and how to apply it as well as online resources. This will help me refine my knowledge on a go-forward basis.

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

- Stakeholder centered coaching is designed to engage stakeholders. You can't apply this methodology without stakeholder engagement.
- Feed forward is a powerful tool for both the leader and the stakeholders. There's no value in looking back – focus forward.
- Stakeholders are busy people, the coach must apply the methodology in a concise and deliberate way – it's designed that way already.

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

- I'm going to review all of the materials that Emily sent and organize myself so that I can apply what I learn as quickly as possible.
- I'm going to use the methodology with clients and build a business.
- I'm going to be a successful coach.