



## **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 SCC Online Certification Training. Feel free to reach out to them.

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



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### **One Key Takeaway:**

- **Ask the deeper question. Like others, I have a better idea of what I look like when I'm looking in the mirror. Deep questions hold up the mirror so people can see themselves.**

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

- I have 10 years of experience in training, education and nutrition counseling. I wanted to understand how coaching offers a different approach to behavior change.
- I set out to learn the Stakeholder Centered process and how it can promote behavior change and drive cultural transformation within my current organization.

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

- I was challenged and put in uncomfortable situations. The best part was the scariest part. In our very first skills practice, I had to coach Chris Coffey. When quitting is not an option, you just go for it. Basically, I had to be courageous.
- I made mistakes. I did not always have the best response when practicing the skills. As a result I received incredible advice from the facilitators and other participants. I became a better coach through my willingness to be vulnerable and be wrong. I had to be humble.
- There was pre-work, work-work, and homework. If I failed to do my part, I would let the other participants down. I showed up prepared at every part of the process and demonstrated discipline.

- We got an indirect lesson in holding others accountable to their key commitments. I appreciate that we not only discussed the importance of courage, humility and discipline, I also had to demonstrate it.

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

- This takes courage. The process showed me what it feels like to have courage, humility and discipline. So when I ask my clients to do the same, I can do it with empathy.
- Encourage your leader to lean into you but don't do their job. The overall SCC process and my role as a coach are clearer. As a coach I am accountable for making the process digestible without doing the work for my client. It is my role to push them toward their potential and advocate for them. It is also my role to ask deep and powerful questions that may not always be easy to answer but will positively impact change.
- Feedforward is powerful. It fosters listening and engenders psychological safety. In the simplest way, it allows one to ask and really listen and speak and really be heard.

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

- I plan to continue to practice courage, humility and discipline. I will look for examples in myself and challenge myself to do better. It starts with me.
- I will continue to review the "Do's and Don'ts for Involving Stakeholders". I'll challenge myself to be an example and recognize others who set great examples.
- As an OD Consultant, I plan to use the SCC method in coaching healthcare leaders within my organization.

## Kathy LaFave

[Kathy LaFave Employee Development Coach](#)



### One Key Takeaway:

- Courage | Humility | Discipline-simple, powerful and vital components of the process

### What did you set out to do?

- Add a proven process to my approach to leadership coaching.
- Leverage the habit formation to change behavior and grow leadership skills
- Confidently use the tools and resources in an effective manner

### What happened and why (with examples)

- I was able to gain confident understanding of the tools and resources through role practice and collaborating with other members of the training group. In one of the sessions where I was the coach, the “feedforward” comments helped me realize that I need to be concise with my messaging to avoid confusion and derailing the leaders thoughts.
- The application exercises brought the model to life for me. I had the unique opportunity to not only practice, but to observe how others were handling similar discussions. I learned by observing interactions, practicing as the coach, and participating as the leader. I observed how some of these interactions felt and what words the coach used to help ease any obstacles. Truly beneficial to play all roles.

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

- How vital the stakeholders are to the success of the process

- That I don't have to be an expert leader, I need to ask the right questions and guide the leader in this journey
- The leader needs to be committed; I don't need do their work

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

- I am going to join as many community calls as possible to learn from others
- Work with my internal team (recently certified) to practice
- Identify 3 leaders by Oct. 7<sup>th</sup> that are willing to participate in this journey.

Rob Kjar  
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### **One Key Takeaway:**

**Discipline – Humility – Courage – that's the formula I can keep coming back to and it is very powerful**

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

- I have an upcoming coaching assignment, so I wanted to get a refresh of the coaching skills I had from Marshall previously
- I was looking for helpful ideas to help the leader hold themselves accountable for their own results

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

- Engaging in the practices helped me feel more confident with the process
- I picked up on good key points from other coaches to use in my next assignment

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

- Helping the leader improve their behavior with stakeholders rather than thinking of my own "success" as the coach
- Managing my own air time better
- The 85% smart start is so critical

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

- I'm already using it, so it's immediately relevant
- I'm looking forward to the stakeholder feedback gathering tool that will be coming out soon

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**One Key Takeaway:**

- **By involving the team impacted by the change in the leader's behavior (the stakeholders), the SCC process affects the leader being coached and improves the entire system.**

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

- Learn a proven and measurable coaching process I could apply to the animation, visual effects, and video game industries.

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

- I realized my perception of coach responsibilities was wrong. I learn a coaching engagement is not about the coach providing all the answers but rather inspiring change in the leader by asking the right questions.
- A good coach will help keep the pace moving forward, ensure the process is followed through, and keep the objectives clear.
- It is up to the leader to want to change; it is not the coach's responsibility to drag the leader but to motivate and inspire through storytelling and examples.

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

- The power of the Feedforward. We live in a world of looking back. In opposition, Feedforward is more constructive and simpler and based on practical rather than perceptions.
- The stakeholders have the most critical role. This experience is very enabling to them. They become a coach to the leader, and they feel heard and enabled, which impacts the company culture positively.
- It is critical to change the leader's behavior and the perceptions of the stakeholders involved.

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

- Listen. Listen. Listen.
- Ask supportive questions.
- Enable the leader to act.
- Emphasize Feedforward.
- Ensure the leader has the courage, humility, and discipline to go along with the process before engaging.

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## **One Key Takeaway:**

- **It takes consistent, disciplined, and intentional interactions that are aligned with key stakeholders in order to implement and maintain true behavior change.**

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

- Become more comfortable with the stakeholder centered model
- Be comfortable utilizing this model with internal and external clients
- Build confidence in encouraging/challenging clients to focus on their stakeholders
- Understand and actively begin using “feedforward” as a new focus for improvement

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

- Utilized multiple skill practice opportunities to enhance comfort utilizing this model to help clients become more comfortable with engaging their stakeholders to implement true behavior change.
- Had an opportunity to listen to and engage with coaches from different backgrounds with a variety of experience.
- Learned a lot of different innovative questions to ask to help clients have more “aha” moments as they learn to “hear, support, and meet” their stakeholders where they are at.

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

- It takes courage, humility and discipline from the client to engage in this process. It also takes significant courage from the stakeholders to be willing to actively engage.
- I learned how important and valuable “Thank You” is when receiving feedback or feedforward.
- I have more insight into how to apply the 7 step process and also how to utilize the Do’s and Don’ts to refocus and support clients’ engagement with their stakeholders.

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



- I will always assume positive intent but will actively challenge clients to be truly committed to following the process.
- I will actively participate or retroactively review the SCC Monthly Coaching Check-In Calls every month.
- I have set a personal goal to successfully support 10 clients by March of 2023. I intend to utilize

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**One Key Takeaway:**

The Power of Stakeholder in determining a successful leadership coaching engagement (it is not coach centered)

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

- Learn to be a better coach
- Put something else in my toolkit
- Inspire me

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

- Jumped in reading the materials / studying research increased my knowledge
- Practicing the skills increased my capability (as a coach and an observer)
- Excited and building on my network (formally and informally)


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

- How to engage stakeholders in the process (the coach is not at the center)
- It is about behavior that drives success

- You can measure the effectiveness of a coaching engagement

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

- Will begin using tools in current engagements (where they fit into the process)
- New engagements will bring stakeholders into the process upfront
- The practicum will help reinforce my continued development

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

- Improve the integration of 1:1 Coaching skills to a Feedforward Environment
- Learn a new behavior to change perception of feedback/feedforward
- Build a set of new tools into my practice to have broader impact with my clients

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

- Integrating the core attributes of the best clients, **Courageous, Humble and Disciplined** are traits that require both self-awareness (word choice, deciding to engage in active listening) and in opting to change through feedforward/feedback which takes personal Courage -
- Seeing the work of consistent and public (stakeholder) involvement I understand where these small habits will empower a more cohesive team and one that is more forgiving because the flaws are known and acknowledged in advance!

- I was thrilled to see the number of great tools, exercises and workbooks to embrace the process and system of Feedforward by including others in the journey. This allows me to embark on the SCC journey immediately

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

- I set out on my journey to be a great Stakeholder Center Coach when I realized that nobody succeeds alone and the team of Marshall Goldsmith, Frank and Chris reinforced this message in the creation of the SCCertification with Feedforward and Stakeholders
- Changing one small behavior leads to great results - habit change - Going small to go big and recognizing Perception and Behavior change simultaneously can have a self-reinforcing lasting impact.

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

- My next first steps will include the placement of the SCC model to current leadership practice. In studying who I wish to become as a thought leader and coach, I hold a strong belief that head, heart and gut must all be engaged to produce the best results possible. The SCC model adds the importance of Feedforward from your stakeholders and provides a positive group environment to feel heard, and validated. The goal of listening unfiltered, thanking someone, thinking and responding is the pinnacle of leadership. If someone is a leader, others should follow. I am excited to venture into the world of SCC leadership coaching with my existing engagements and in creating several new opportunities in 2022!

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## **One Key Takeaway:**

- **Learning a methodology that documents leadership behavior development measured by the perception of stakeholder colleagues.**

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

- In the past ten days I invested valuable time in learning a new approach to leadership coaching.
- I discovered a way to walk alongside leaders in a coaching engagement that involves key work stakeholders who invest in the leadership development of a team member.
- Their participation and assessment in a mini survey at the midpoint and end of coaching provides measured documentation of changes in leadership behaviors.

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

- I was introduced to seven key steps in the process of stakeholder centered coaching.
- Tools were provided to support each step. We were able to practice the use of each tool.
- I met 16 passionate coaches who also participated and contributed to the value of this learning experience. In each lab session I got to know a few of them in greater depth with an appreciation of their personality, skills, and eagerness to improve their effectiveness as a leadership coach.

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

- Leadership coaching is a delicate dance between being liked (warmth as a supportive person) and being respect (trust as a competent coach).
- I learned that coaching is more than a non-directive conversation of drawing insights out of a leader, but as coach I can bring my breadth and depth of experience to influence the discussion at hand.
- It was refreshing to understand that I do not have to continue coaching a client who is not engaged in the process.
- I have been introduced to the effectiveness of various tools that support coaching.

- I discovered that coaching can be done efficiently and does not have to be time intensive when it is leader centered more than coach centered.

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

- I will participate in the ongoing practicum with a group of participants.
- I will attend Andy's monthly call.
- I plan to implement elements of this methodology immediately in current coaching engagements including the Mini Survey.
- I will complete 12 coaching engagements using the Stakeholder Centered Coaching methodology to achieve Master Coach Certification.

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### **One Key Takeaway:**

- **Involving all the stakeholders in surrounding someone increases success**

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

- Learn new techniques in supporting leaders
- Ability to help leaders and stakeholders

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


- Enriched my repertoire: learned about involving stakeholders
- Using objective data
- Small surveys to enhance leaders grow

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

- The process: Ask.Listen.Thank.Think.Respond.Change.Follow-up
- Feed forward versus Feedback

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

- I am hoping to bring the process of SCC Coaching into Education

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**One Key Takeaway:**

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

- I was being coached for two years using the Marshall Goldsmith model by Lynn Whitesell of Harris Whitesell consulting.
- I Set out to learn the SCC model for coaching.
- I Want to bring this leadership development system to the dental profession.

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

- I Had a complete immersion in the tenants of SCC.
- I Realized that this is an objective vs subjective methodology based on the use of stakeholders and the use of pre and post surveys.

- I Have the confidence now to employ this system.
- The training provided skills in the trio practice and role play, this crystalized the coaching behaviors.

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

- I created a flow chart for myself showing the entire sequence of this coaching model.
- This system is learnable, teachable and objective.

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

- I Have partnered with Harris Whitesell consulting as their dental business consultant to bring leadership training to the dental profession.