



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 Dec. 2021 Online Certification Training. Feel free to reach out to them.

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



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One Key Takeaway:

Being the coach doesn't require me to be an expert in my client's business or industry. It requires that I ask the right questions! It also requires me to bring the courage and discipline that I'll be asking my clients to bring to each coaching interaction.

My favorite quotes from the class:

1. "My job is to pull and push to get you where you said you want to go."
2. "I'm getting the sense that you aren't engaged ..."
3. Ask the person you're coaching, "What do you want to make sure we accomplish on this call today?"
4. "The behavior you walk past, is the behavior you accept."
5. "Yes that happened. What matters is how you recover from that."
6. "You have to pay the cost to get the benefit."

What did you set out to do?

- To prove to myself that I am a coach (my team says I was already coaching)
- To gain more in-depth knowledge of the SCC process
- To gain more confidence in my coaching skills-belief in self!
- To believe I could make a difference in someone else's life through stakeholder centered coaching
- Meet other coaches and learn from them
- Acquire certification

What happened and why (with examples)

- I learned the 7-Step Stakeholder Centered Coaching Process. (I learned as much from my cohort as from the experts.)
- I learned the importance of practicing skills immediately while the concepts are fresh.
- I gained useful tools (workbook, playbook, laminated cards, videos, online resources) that I can continue to access and use to develop my skills.
- I got to practice real-world skills with my cohort in breakouts and learning labs.
- I made a bunch of new connections on LinkedIn!
- I received compliments from my cohort on my skills, my personality, my coaching style, and my learning style.
- I took pages and pages of notes!

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

- That the SCC process is based on data from 250K leaders. (I didn't know about the data before taking the certification.) I'm a person who values data and "proof" so this means a lot to me.
- Don't work harder than your client. Make them do the work. Don't connect the dots for them. For example, when doing a 360 debrief, ask the client to pull out the suggestions that are in the report. (Let them do the work!)
- Don't take a bad engagement!
- Coaching is about getting people to observe their behavior and its impact on others.
- Always keep in mind: What does this person need to hear?
- Make them wrestle with the feedback they've gotten. Ask, "Why would someone say that about you?"
- Ask, "What else?"
- Chris' elevator speech (not exact quote but close): I help successful people make a positive behavior change that is observable and measurable by others.

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

- Practice! I especially want to practice my questioning skills. I intend to read Chris' book: *The New IQ: Leading Up, Down, and Across Using Innovative Questions* to help.
- Continue my learning by joining as many of the practicum calls as I can.
- Be courageous, show humility, exercise discipline.

- Emphasize feedforward and try not to allow my clients to focus only on the past.

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One Key Takeaway:

- **Trust the process – Marshall Goldsmith Stakeholder Centered Coaching (MGSCC) is a tried, tested, and proven methodology, with sustained measurable results that are recognized and acknowledged by the Leader’s stakeholders. Simply put – it works!**

What did you set out to do?

- I wanted to learn an effective approach in helping the client recognize that the coaching engagement was worth their investment.
- I wanted a way for others to agree that the coaching being done for the Leader, was effective and lasting, as opposed to being a “*flash in the pan*”.
- I wanted a process whereby if the client/Leader that I am working with is not committed to improving himself/herself, I am able to walk away from the engagement with my professional reputation untarnished.

What happened and why (with examples)

- Going through the various scenarios and examples in the Coaching (Practice) Labs helped to crystalize the concepts.
- Being able to practice these concepts with peers, in a safe environment, enabled me to test what I was learning. The understanding gained, helped me to move away from doing most of the work and let the Leader (whom I am coaching), take ownership for doing their part, as per the coaching agreement.
- Despite the reluctance/resistance of the Leader in being an active participant of this process, the costs and benefits analysis has proven useful in bringing

the Leader back on track to focus on their own development and how their progress is being perceived by their stakeholders.

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

- The SCC Coaching process is an iterative 7-Step virtuous cycle that the Leader builds on to improve himself/herself.
- The role of the SCC Coach is to be the facilitator for the Leader in their effort to improve themselves, as seen by their stakeholders. These stakeholders in turn, become the “coaches” for the Leader by providing their perception of how the Leader is performing as per his/her stated development goals.
- These improvements (or not) are observable by the Leader’s identified Stakeholders, who are either in an interdependent working relationship with the Leader, or interacts with the Leader with sufficient frequency, to make validated assessments.

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

- For a start, I plan to participate in the MGSCC initiative by which leaders of nonprofit organizations will receive pro bono coaching from certified Goldsmith coaches. This will enable me to Pay-It-Forward while simultaneously allowing me to hone my craft in working towards becoming a skillful MGSCC Master Coach.
- I also intend to volunteer my coaching services as appropriate in the local community as a way of promoting the concept of utilizing Feed Forward as a more effective way of helping Leaders who genuinely want to improve their behaviour as observed by their stakeholders.
- In Q3 of 2022, after I have successfully concluded several pro bono engagements and earned my “street-cred”, I will be actively looking into taking on paid MGSCC engagements.

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One Key Takeaway:

- **We add the most value when we help our coachees focus on feedback that is observable and behaviorally important.**

What did you set out to do?

- To better understand how to deliver 360 feedback, especially when there is quite a bit that is negative and it can feel overwhelming for the person receiving it.
- To generally improve my coaching ability.
- To add to my coaching 'toolkit', including tools to use, questions to ask.

What happened and why (with examples)

- The discussion where we identified what in the sample written feedback was a **behavior**, and the process of struggling a bit with this was really eye opening. It isn't a frame I was using before, but it is going to be incredibly helpful going forward.
- In the small group sessions, it was a great opportunity to try things out and also to get feed-forward on our own coaching using the scenarios.
- The feed-forward exercise was also outstanding, I will definitely be incorporating that into my practice.

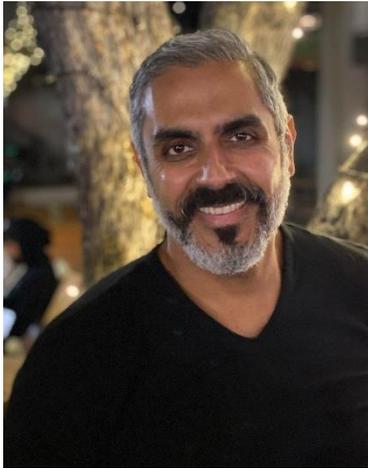
What insights do you have (what did you learn)? What's clearer to you now about SCC Coaching then before?

- This sounds simple, but it is the combination of focusing on what is behaviorally important and how to engage stakeholders constructively in this process – the framework and practice is so helpful.

- Another takeaway was making sure that the coachee is doing the work, and that it is important not to take on too much as the coach – they need to take responsibility and take actions, and we are here to guide and support

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

- My colleague and I will go through the materials again and directly incorporate key practices into our coaching framework that we use.

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One Key Takeaway:

- **It's so hard to have only one takeaway lol. If i had to pick one it would be the foundation of this course which is built on stakeholder involvement and stakeholders being the real influencers to behavioral change for the leader**

What did you set out to do?

- Having completed Co-Active Training Institute's Coaching program and certification I was very intrigued with the approach established by Marshall Goldsmith. Most coaching frameworks are purely focused on coach/client relationship and SCC focuses on involving stakeholders

What happened and why (with examples)

- Having attended so many different types or triads and learning from the master leaders like Chris, Andy and Kimberly, got an opportunity to reflect on few areas:
 - Ask more, speak less. First go around I occasionally found myself speaking more. Practicing it a second time around helped significantly and maintain appropriate pauses.
 - how information from the 360 needs to be further analyzed and behaviors to be picked from there
 - Leaders still need to do a CBA before picking the behaviors to focus on
 - learned a new concept called API- Assume Positive Intent
 - Learned a new phrase- the standard you walk past is the standard you accept.
 - Trust the process. It is proven and world recognized
 - importance of regular followup with stakeholders

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

- The focus is on Stakeholders and they are the ones involved in actually working closely with the leader
- The focus is on FeedForward. I had never heard of this till I researched SCC. It was amazing to witness how without knowing much about someone's past, we can still be very effective in providing them FeedForward
- It is so important to conduct a CBA and get the leader buy-in with the goal they are picking.
- How behaviors actually take a while to change and there are times when leader may want to discontinue the process or not appreciate the process or want to give up. Our goal is to then help them see the big picture and remind them of the CBA among other parts of the process they signed up for.
- the fact that the leader shares their goal they will be working on transparently.

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

- CBA. I already implemented it with my team.
- FeedForward. Already getting the team to think about providing feedforward.

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One Key Takeaway:

- **By asking the right questions and following a disciplined process, it is possible to create impact through awareness and action.**

What did you set out to do?

- Understand the framework of leadership coaching
- Learn the skills of how to do it and create impact

What happened and why (with examples)

- I learnt the power of right questions at the right time, in the skill practice sessions
- Networking and learning from many other individuals
- How to navigate difficult / complex situations through real life examples

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

- SCC is an evidence based successful approach
- Process is powerful and creates an impact with stakeholders
- Measuring progress through mini surveys gives an impactful data perspective
- Client does the heavy lifting
- Cost benefit analysis of the goal

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

- Continue learning by collaborating with fellow SCC coaches in monthly calls / forums

- Market myself as a leadership coach and eventually to be able to practice it internally / externally

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One Key Takeaway:

- Coaching is such a powerful tool that can truly help good leaders become great leaders. You can get results with so many different coaching tactics. Changing and adapting is critical as a coach, but you can keep core processes like the SCC in place and alter other variables to achieve desired changes.

What did you set out to do?

- I wanted to become more focused on coaching leaders through behavioral changes with formal training from master coaches.
- Improve my coaching skills in more difficult situations that are uncommon.
- Learn to coach the toughest people in the toughest situations, so that I may explore some of the deeper difficulties that are not discussed as much as other coaching situations. I wanted to learn how to coach those who are deemed uncatchable.
- Learn from master coaches, peer coaches, build my network, and learn to be more of an external coach.

What happened and why (with examples)

- I found out that I am a very good coach who adapts on the fly quite well, and I must continue to improve myself by learning new coaching processes and systems just like I learned the SCC process.

- I had very difficult scenarios thrown at me and was expected to do well while receiving feedforward. These trials have made me a better coach in a short amount of time.
- I realized there is a world of coaching that I have not been exposed to yet, and I will continue to improve by refining my own style as a coach.

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

- I learned that I can be a more direct coach. Coaching does not have to be a time-consuming process; It can be effective, efficient, direct, and truly dynamic for various styles of coaches.
- The SCC process works, it can be sophisticated, and it can be simple.
- I am now challenging what I thought was my natural style of coaching. I have grown substantially and have more confidence. I am asking myself why I would not adopt a coaching style that feels more natural to me.

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

- The first thing I will do is get my director involved in an SCC engagement so that I can start practicing right away. I believe this will also give me leverage to find one or two more high level directors or VPs that I can get involved in a SCC engagement with.
- I will attend as many SCC coaching calls as I can to ensure that I continue to learn and grow from the guidance from the master coaches.
- I will take my time in exploring the Marshal Goldsmith website, so that I can explore all the resources to make myself more visible as a coach.
- I will start exploring how I can migrate to being an external coach, so that I can make more money as opposed to being an internal coach.
- I will begin having some surface level conversations with FedEx leaders about Marshal Goldsmith certified coaches. I think this will be a great way for me to improve my brand and give back to the Marshal Goldsmith community of coaches.

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One Key Takeaway:

Contracting on the 7 steps, do's and don'ts, and a very clear goal with a thorough CBA

What did you set out to do?

- Learn a process that my clients would find helpful if they want to change a particular behavior.
- Practice and receive feedback/feedforward using the process.

What happened and why (with examples)

- Skills practice helped me understand the importance of having key tools/handouts to reference and to remind client of process and commitments and how they support the process of behavioral change.
- Skills practice also underscored the importance of thorough prep (self and client) for all meetings and having key docs to hand.

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

- The importance of a CBA to accompany the goal – really stress test that the goal is meaningful to the client.
- Contracting and setting up the process well is 85% of the work.
- Vital importance of mini-surveys to the process.
- Stakeholder meeting is just 20-30 minutes.
- The critical role of the coach in helping client to identify specific observable behaviors.
- A great phrase from a fellow classmate when client receives disappointing feedback, *“What they will remember is how you recovered”*.

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

- I'm taking part in a practicum with my fellow lab members.
- Compile my own 'cheat sheet' to remind me of key points.

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One Key Takeaway:

- Being a very self-critique person who always wants the best of myself I doubted, I could coach leaders on that high level. Using the SCC-Process as well as integrating all the communication and closing strategies I learned over the years, I finally found my answer: **Yes, I can.**

What did you set out to do?

- I was working on building a high-level leadership-training program for future female leaders, helping them to overcome their social conditioning and so they can to change their behavioral patterns
- After visiting the SCC website, I knew this was the missing piece and I wanted to learn his system as I could immediately see the power of his coaching system.
- I wanted to become a certified SCC Coach and not only to train women with my own system but also to coach them over a period of 6 to 12 months.

What happened and why (with examples)

- I was challenged by the amount of materials I had to go through to be prepared. I was overwhelmed and confused in the beginning. I felt stressed by not knowing where it would lead me to and how it would work.
- I was also worried about how to learn behavioral coaching. I knew, psychologists study this topic over 4 years in their professional education. After the first day and a conversation with Andy Taylor, I could see the beauty of the process on how to empower leaders to evolve, to adapt their behavior and to increase their value to the market.
- After we went through the materials and the workbook, we then practiced in groups, implementing directly what we learned. It had a tremendous effect and I

intend to build in this fundamental idea into my trainings too. It is a great way to learn.

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

- I always knew, I was working way too hard. After the SCC-training I found out why: I had to let go taking over the responsibility about the results and get back what my real responsibility in coaching is: The Process.
- SCC was teaching me a mission critical thing: I do not have to do the behavioral coaching myself, not even to work out the topics and goals, which the clients would work on. It is the Client and the stakeholders that are in charge and I am only responsible for the process and to keep it moving.
- Using the leaders pain points, adding the cost benefit analysis as well as my closing abilities and the payment model, I can keep them on track – without being attached to the contract or the outcome. That makes it really easy.

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

The following 3 Actions that I will take:

1. My next actions steps will be to study the materials that the Marshall Goldsmith Center is providing to his coaches to help them with their business. I will get acquainted to the materials and the workflow of the SCC Coaching process.
2. To sharpen my skills, I offered to work for NGO's for 6 months to get practice.
3. I started to build my new coaching website where I position myself as SCC Coach. It shall serve as a platform for contact and information for future clients.

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One Key Takeaway:

- **Not only is this method great for the coaches but it has an impact on the stakeholders too: they improve their communications and partnerships. And they can also become better coaches!**

What did you set out to do?

- I have been coaching leaders for the past 15 years. Leaders typically grow into their roles because of their expertise not necessarily because they are good coaches and once coaching becomes an expectation they are challenged by lack confidence and practice. I wanted to learn a new structured approach to coaching that can be helpful to me and that could help me teach my clients how to become better coaches
- Meet other professional coach to expand my network

What happened and why (with examples)

- I learned the Stakeholder Centered Coaching approach through a well structured and iterative training with plenty of role play practice and reflection time, focusing on the areas that more experienced SCC coaches indicated to be critical or most challenging
- I learned from a diverse and global group of coaches with different styles and areas of expertise

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

- The importance to balance feedback with forward looking 'feedforward': I believe that people typically know when they don't do well and having others underscoring it through well intended 'feedback' can be discouraging if not balanced with specific suggestions.
- The key for this to work is the act of accountability of the coachees to state publicly what they are going to work on and actively engage their stakeholders to pay attention on improvement. Simple, yet it takes courage and discipline!

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

- I will ask my own coach to be coached using SCC and will follow the methodology with my stakeholders
- I will embark on a coaching engagement using SCC
- I will stay close to the SCC community for support and continuous learning

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One Key Takeaway:

- **Daily and constant attention is needed to modify a behaviour**

What did you set out to do?

- To better understand the process of behavioural change
- To expand my knowledge and go deeper in my executive coaching

What happened and why (with examples)

- Learned a process
- Used the tools, resources, valuable insights of facilitators and group coaching to better understand the process
- Group catchings were interesting as I could not only practice being the coach but also observe

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

- As a coach taking the back seat
- Constantly creating clarity around words and actions so that the direction the leader is taking is clear and simple
- Do and don'ts and the 7 steps
- The systemic importance of stakeholders. A new communication channels opens when the leader needs to go back to stakeholders and ask for clarification. This process will certainly impact how they communicate on other matters
- Fascinating the involvement of stakeholders and them patterning up. It creates a whole new kind of dynamic
- Several mini surveys is a wonderful way to evaluate, adjust and go deeper, not only for the leader but also for the stakeholders

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

- Insert it into my current executive coaching practice

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One Key Takeaway:

- **Change happens when leaders see the benefit and have a sense of urgency. Change lasts if leaders find it meaningful to them- they need to buy-in, see the value in it, and see the difference it makes**

What did you set out to do?

- Learn Marshall's formal process on helping people through behavioral change
- Gain confidence in my ability to serve as a coach and build my own practice

What happened and why (with examples)

- I learned from three very successful and uniquely different coaches
- I learned how to apply the three phases, using the 7 coaching skills, and leadership steps
- I engaged in meaningful conversations with fellow cohort members and experienced a range of unique perspectives that added significant value

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

- The process is simple but there's an art on how to apply it that takes practice
- The change must be meaningful to our client. They need to buy-in to the process, and see the value in the change they are trying to make

- Coaches can't figure everything out for our client. Our clients have so much more context and cultural background into their organization. They must be willing to do some heavy lifting

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

- Review the material and resources provided
- Start small to gain confidence and build big! I intend on participating in the "Pay it Forward" program, taking on a 6-month pro bono coaching assignment so I can practice the process. In parallel I will start reviewing the marketing materials and develop a plan to communicate to my network and build out my practice
- Get 12 successful engagements, so I can become recognized as a Mater Coach

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One Key Takeaway:

- **To improve their impact, successful leaders must undertake personal improvements, *with* these changes being perceived by and meaningful to those with whom they work. Without both the change and change in perception by others, they are not truly more effective as a leader. The Marshall Goldsmith Stakeholder-Centered Coaching is designed to do both *simultaneously* and is what produces the incredible outcomes (and is what differentiates it from other coaching approaches).**

What did you set out to do?

As a consultant, advisor, and coach to senior leaders, teams, and organizations, I recognized that my clients were increasingly seeking my coaching (coupled with consulting and advising) to accelerate the growth of and results from members of their senior leadership teams, as well as for their high potential leaders.

As a life-long learner myself and someone who stives for excellence in all I do, I recognized that I could become even more impactful and consistent in coaching leaders to grow and excel. And so, I sought to learn from the best in the world about the very best, proven, results-driven coaching approach. If I was going to take my coaching skills and process to the next level, why not learn from the best. And so that is why I sought advanced training in the Marshall Goldsmith Stakeholder-Centered Coaching (MGSCC) certification program.

I knew that while I had had many successful coaching relationships, they were not always as fulfilling to *me* (as I knew there was even more that I could learn). I wondered if with a proven and results-driven process, I could accelerate progress and create even greater consistency in coaching outcomes among the leaders I coach at all levels and across many sectors to markedly improve their performance. And so, I sought out the best coaching certification program in the world to see what I could learn in knowledge, process, and skills to improve myself as an executive and leadership coach. Little did I know the wonderous surprises that awaited me (and my clients) from this decision!

What happened and why (with examples)

What I gained far exceeded my expectation and goals. Here is what unfolded:

- First, I honed in on four specific coaching skills that I wanted to improve upon during the certification program, recognizing that I could use the materials, future learning opportunities, and advanced certifications to enhance other coaching skills in the future.
- Second, I devoted immense time, during and between the formal sessions (including late nights), to be fully prepared to maximize my learning and to prepare for the coaching skills practice sessions each day. For example, prior to the Day 4 session, I prepared for each of the skills practice sessions, not just focusing in on my own coaching scenario and role, but thoughtfully preparing to role play the coachee/leader role and observer role that I would be playing in

order to maximize the value for my trio practice partners. Recognizing, in hindsight, the tremendous gains for my own coaching from all three of these role-plays.

- Third, I read all of the materials in advance of each live four-hour session, including the terrific coaching handouts that are used in Stakeholder-Centered Coaching, so that I could fully connect with the three Master coaches leading the certification program, but also to more deeply learn alongside and with the 18 coaches from around the world who were in my cohort.
- Fourth, I learned a proven coaching process, with demonstrated outcomes, from the best in the world! As the process is simple but not easy, I/we practiced across eight different coaching scenarios, and gained feedback and feed-forward suggestions that I will use as I integrate these skills, this process, and the numerous insights into my own coaching and advising work with my valued clients.

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

While I have always done *both* advising and coaching with my trusted clients, I can now more clearly see the tremendous impact of *each* and *both* for helping clients and organizations to improve their performance. I have greater clarity now on the important distinctions between coaching and advising, such that my blending (or not) of them will be more skillful and intentional.

Further, through this learning and practice opportunity in Marshall's program, I gained a much deeper appreciation for the tremendously beneficial & vital role that stakeholders play in a leader's improvement. Although I previously served as an executive leader myself in the healthcare industry, (one who continuously made personal development improvements; and was never satisfied with good enough), I can now see that I underestimated the valuable insights that my peers, direct reports, and others could powerfully contribute to *accelerating* my growth as a leader. Seems silly now to even say that out loud! The Stakeholder-Centered Coaching approach brought me full circle in reflecting on my career as both an executive and as a consultant, advisor and leadership coach.

One of the tremendous benefits of having three Master Coaches lead the certification program and with a highly interactive practice approach for all the participants, I was able to see in practice how the same coaching process, proven methodology, and vital coaching skills could be “delivered” while honoring the unique styles of each coach.

Another insight I gained...

Successful leaders are successful for a variety of reasons. Marshall calls these core beliefs of successful people; they are successful *because of* and *despite* these. Understanding these beliefs, and recognizing these at play, in coaching and advising with leaders is key!! My clients will increasingly see me ask even better questions as a result of this insight.

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

Now that I have experienced firsthand the immense value, efficiency, effectiveness, and demonstrated impact of the *stakeholder-centered* approach to coaching, I have been forever changed. I will seek out numerous opportunities to deepen my understanding and skillfulness in executive and leadership coaching through:

- Undertaking the advanced Stakeholder-Centered Coaching practicum with a cohort of 5-6 fellow coaches and monthly calls with a Master Coach.
- Ensure that my long-standing and trusted clients are apprised of this value-added approach to accelerating results through the improvement of (already successful) leaders.
- Transition my existing coaching clients to this more structured coaching process including with mini-surveys to measure progress.
- Incorporate team-based coaching into my team development repertoire, blending or offering team-based stakeholder-centered coaching as another option.
- Stay in touch with Andy, Chris, Kimberly, and the support team at Marshall Goldsmith Stakeholder-Centered Coaching (MGSCC) to ensure I can readily access resources and participate in ongoing learning opportunities that would be useful to me and my clients.

- Complete the free admin course provided post-course by Emily, and familiarize myself with the accompanying manual so that I know where I can easily find the tools for each coaching engagement.
- Participate in MGSCC Pay it Forward program whereby I can coach leaders in the non-profit realm whose leadership and missions can benefit from a voluntary coaching arrangement.
- Never stop learning.

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One Key Takeaway:

- **Be willing to consider: “could the opposite be true?”**

What did you set out to do?

Get the tools to help others using Stakeholder Centered Coaching because a similar approach helped me improve my own toxic behaviors as a new clinician.

What happened and why (with examples)

During the training, not only did I get tricks and tips from Expert Stakeholder Centered Coaches, but more importantly, I practiced overcoming common coaching challenges with a dozen hands-on skill-building labs where I benefitted from the advice and suggestions from 17 other enthusiastic coaches.

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

1. Don’t deprive people of the opportunity to gain insight for themselves, but also don’t withhold backup when needed or requested.

2. Change always feels uncomfortable at first, but is not only possible, but with people behind you and solid tools it's a matter of preparation, practice, and persistence.
3. We don't have to change into someone new to be successful, this process contains the flexibility to be successful and true to who you are.

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

- Customize the Stakeholder Centered Coaching framework into my work on interpersonal conflict within the helping professions.
- Continue to engage and practice with the Stakeholder Centered Coaching community to gain further advice and suggestions as I move forward myself.

<p>Max Windham Max.windham@gcinc.com 281-748-3939</p>	 A portrait of Max Windham, a man with short brown hair, wearing a dark suit jacket over a white shirt. He is smiling and looking towards the camera. The background is a blue and white abstract graphic with light rays.
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One Key Takeaway:

- **Don't do all the work as the coach, make the leader do most of the work**

What did you set out to do?

- Have a fundamental understanding of Stakeholder Centered Coaching
- Broaden my coaching knowledge

What happened and why (with examples)

- Helpful to learn the 7 steps on skills for encouraging development. Used the job aid several times while role playing different scenarios both as a coach and as a leader
- Learning the cost/benefit analysis steps and the importance that this makes in the coaching process
- Being able to do different scenarios that encompassed the entire process and learning from others while we practiced the scenarios.

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

- Putting emphasis on the leader to do the work, not the coach
- Length of time for leader to commit to the process – not a 2-3 session commitment but a year long process
- Techniques to get buy in from leader and the stakeholders and show leader how important feedforward from stakeholders can be.

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

- Coaching internal clients at my organization
- Discuss SCC with colleagues within my organization
- Utilize key components of SCC philosophy in my leadership development role at my organization.

Krishna Yarlagadda
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One Key Takeaway:

- **Simple doesn't mean easy**

What did you set out to do?

- Learn the Stakeholder Centered Coaching method
- Interact with fellow students
- Learn how to progress to Executive Coaching

What happened and why (with examples)

- Learnt about the process - through real examples and workshops realised the power of the method - “the coach leaves no footprints”.

- Through the video examples of real cases, realised how to maximise effectiveness of the process steps

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

- Getting the Leader to do the work, making it easy to get realtime feedback through comprehensive knowledge of the Do's and Dont's
- Doing an effective cost-benefit analysis
- Perception change follows behaviour change
- Behaviour change can take unto 9 months
- Only attempt to change 1-2 things in a one year cycle
- Don't cut corners and Simple is Not Easy

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

- Internally coach emerging leaders
- Practise core skills
- Build a great team

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One Key Takeaway:

- **A leader that is committed to the process, involves stakeholders, and has humility, courage and discipline will be successful in achieving sustained, measurable change.**

What did you set out to do?

- Learn a scientifically proven process to help successful leaders become better
- Learn techniques to handle challenging coaching engagements (lack of time, lack of commitment and difficulty appreciating areas to improve)

What happened and why (with examples)

- I learned the power of feed-forward in helping make behavior change -It's much more powerful than feedback because it takes what you want to work on and moves you forward.
- I learned the best way to give feedforward is to focus on an observable action and not opinions, descriptions.
- Roleplaying activities allowed an appreciation of the process from both coach and leadership roles
- I felt confident with the SCC method for leadership development

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

- Stakeholders have a powerful role in behavioral development
- Lasting behavioral change takes time
- SCC coaching helps leaders to see the blind spots that can prevent leaders from achieving their full potential. Blind spots are only a problem if you ignore them.

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

- Use the tools and process of SCC to help leaders make more powerful, lasting change.
- Stay connected with the SCC community for ongoing learning
- Give back through the Pay-It-Forward Program