

Stakeholder Centered Coaching Certification 2015

After Action Reviews

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After Action Review: Laura Klein

1 I set out to learn and be trained in the theory and methodology behind a top program for executive coaching. My goal was to know that I could get the best results for my clients. I was looking for a clear process.

2. The workshop exposed me to something different than what I was learning in coach training. I learned a very specific and highly behavioral approach incorporating feedback and feed forward. It is very straight forward, simple to execute and has proven results.

3. I learned that there is a straight forward way to build a coaching practice. I am intrigued by the pay for performance model as well as the measure of success. I am not sure of the level of receptivity in the marketplace for this coaching approach - I'll have to see for myself.

4. I have incorporated the Marshall Goldsmith Stakeholder Centered Coaching certification on my website. I have brought it up in a few exploratory conversations so far. People are intrigued. Some questions arose regarding people's willingness to be that transparent and if executives would actually follow though. At this point, I am thrilled to be trained in this methodology so that I can include it in my

practice. The course exceeded my expectations and I got exactly what I had wanted from it. Thank you.

**Laura Klein
H2H Executive Coaching**

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After-Action Review: Maria Rightley

At the Stakeholder Centered Coaching Class, I set out to learn more about the coaching process from Chris and Frank and to get lots of practice using the skills taught and reinforced in the class. What happened was that I found out that I really rather enjoy being the actor in the scenarios, especially when it involved being a challenging person. Understand that I have a history of being considered the shy one in groups, or the one that doesn't say much in a large group conversation.

Why do I think that this happened? After thinking about it a bit, I believe that the why has to do with the how of the rest of my life. I have a long history of being the person who is eager to please just about everyone and who has mostly avoided conflict for the same reason, with all of the easily imagined consequences of such a personality. While I have moved from needing to please just about everybody to figuring out for myself who I care to please, some traces remain. For example, I am unlikely to ever be directly confrontational. So why did I enjoy these acting assignments? Simple – it was my job to be challenging, and therefore I was complying with expectations by being challenging. Double bonus!

What I have learned, beyond what I have already stated, is that I need to seek out more opportunities to challenge others within a socially acceptable context. Because I am unlikely to directly challenge others, I very much wish to learn the art of what I'll refer to as Coffey questions. I remember them quite clearly from the UCLA TMP classes that I took even before the March 2014 workshop that I attended; my problem is that they are most useful in conflict and my default response to conflict is to retreat and not respond. Because they are designed to create a safe space for those involved, they not only deflect knee-jerk defensive responses, they also make conflict avoidable. [Check out *The New IQ* by Chris Coffey and David Lam-- I certainly will, now that it's available on Amazon.]

Thank you, gentlemen, for teaching the class. While I'm clearly not the standard student for you all, I think that I may benefit more from it on a personal level than just about any of your students.

Maria Rightley
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After Action review: **Javvad Syed**

I set out to further develop my coaching skills and learn some new tools/techniques to drive positive change and growth for my clients and organization.

I learned the SCC process and became more confident in what I do.

I gained the insight of trusting in the process and letting my clients do the heavy lifting. The success of my client depends on how much work they are willing to put in.

I will incorporate the SCC model at work when rolling out key projects to the organization.

I will establish goals for myself and commit to making behavior changes to make a better individual.

I will stop making excuses, and I will start executing tasks.

I will watch less netflix.

I will be active daily and make mindful decisions when it comes to nutrition.

I will incorporate the SCC process wherever I can so I can begin to master it.

Javvad Syed

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1. What did you set out to do?

I set out to learn a different coaching process than what is being taught in many of the coaching programs and ICF guidelines. I wanted to differentiate my offering from other coaches.

2. What actually happened at the workshop?

I became excited about the process and how it works. It seemed more natural and effective than other methods of coaching.

3. What insights did you have along the way?

If you're working harder than your client in your conversations, then your client may not be committed. Additionally, when others are monitoring your improvement goals, the stakes are higher and therefore your motivation to change will increase. Lastly, that time spent with the client doesn't correlate to results achieved.

4. What are you going to do to maximize this investment of your time and money?

I am going to use the certification and materials to help leverage my investment and establish a compelling offer that I can communicate to high potentials and teams to help build a business around this.

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After Action Review: Marie Crea

1. What did you set out to do?

I attended a one day workshop with Marshall Goldsmith and was fascinated by the concepts and was truly inspired to be a better person. When I heard about the SCC Certification Workshop I was curious and wanted to learn about the process and how I might use it to impact others.

2. What actually happened at the workshop?

I learned how to use the Stakeholder Coaching methodology. I had the opportunity to learn from you and to work with smart, generous and encouraging people whose insights and feedback enriched the experience.

3. What insights did you have along the way?

For me the key insight was the changing of behavior and stakeholder perception together. Asking the Stakeholders for their suggestions and getting real results in the eyes of the Stakeholders is a game changer.

4. What are you going to do to maximize this investment of your time and money?

As a result of this workshop I have created my own daily list and have committed to several things:

- Continue the learning-review, write up my notes and practice the "tripod" sessions with a colleague who also attended the workshop.
- Practice this process with my team with them as my stakeholders and each others stakeholders.
- Identify how I can use this process in our coaching program.
- Keep in touch with the workshop participants as the experience was enriched by the comments and suggestions from each of them.
- Continue the learning -- purchase "The New IQ", etc.

These are only the beginning-I did not come to the sessions with an extensive coaching background or experience. This workshop has opened up other possibilities for me.

Thank you for sharing your knowledge, stories, insights, and feedback during the workshop. It truly was a game changer!

Regards,

Marie Crea

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After Action Review: Sherry Mennenga

1. What did you set out to do? Learn a process that has measurable results, add a new tool set, and improve my personal approach.
2. What actually happened at the workshop? In addition to the above, I made some great contacts and learned some interesting phrasing and mirroring techniques that I will incorporate into my practice.
3. What insights did you have along the way? That my instincts and approach are on the right path, I just need to continually hone my approach and incorporate the measurable results.
4. What are you going to do to maximize this investment of your time and money?
 - Incorporate the process with the individuals I'm currently coaching
 - Complete my profile for SCCcoaching.com
 - Join the SCC LinkedIn community
 - Apply to CoachSource
 - Stay in contact and network with several of the individuals I met at the training

Sherry Mennenga

Organizational Effectiveness Consultant & Leadership Coach

After Action Review: Cheryl Knight, PHR

1. What did you set out to do by going to the SCC certification?

I wanted to learn the SCC process to be able to incorporate it into my coaching work.

2. What actually happened for you during the 2 days?

I was able to not only learn the process, I also had the opportunity to practice applying my skills within this new-to-me process.

3. What insights did you get? What is clearer now than before?

I realized I have improved on many of my skills over the last few years and can now comfortably focus my efforts on honing the process while I continue to refine my coaching skills. This has resulted in a boost to my confidence.

4. What are you going to do more of, less of, start, stop moving forward. Be specific.

Going forward, I am going to spend more time preparing with the process content prior to coaching calls or meetings. Today I did just that and introduced the process to a leader I have been working with. It is a good time to

transition to this process and move her development along. She liked [the](#) approach and we are off

Cheryl Knight, PHR

Leadership Development Manager

H-E-B Partner Learning & Development

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After Action review: Gail Basaraba

Chris and Frank,

Thank you for a truly worthwhile course. I thought the two of you were amazing facilitators and the group of people that were brought together was incredible. I learnt a great deal from everyone in the room. I have taken a number of coaching courses throughout the years and this one provided me with a tool that is practical and will help me to provide a value added service to my coaching clients. I really appreciate that you are willing to share your knowledge and expertise.

I am thinking that I might be able to use this process with a couple of leadership teams that I am working with. The work probably won't start until the fall. If it is okay if I contact one or both of you if I have any additional questions about the process?

It really was one of the best courses I have taken. I love the feed forward process and see real value in helping clients to take full ownership for their development by getting input from the people who matter most.

Thanks again,

Gail Basaraba

Fast Forward Coaching and Consulting

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In choosing SSC for my certification, it was my intention to learn a proven process for coaching from a reputable, trusted source. Based on my research, the Marshall Goldsmith Stakeholder Centered Coaching approach seemed like the best fit for me.

When I attended the certification, I had been doing executive and management coaching for several years, but I hadn't been satisfied with the process or the results. During the two days, I saw that the SCC approach had been proven effective through its use with thousands of clients over the years. It was presented with no uncertainty or ambiguity -- the process speaks for itself. That gave me great confidence.

The greatest insight I got was that true leaders are not afraid of their environment. One of the messages I teach in my leadership training sessions is that whenever there is a problem or crisis,

leaders are the ones who "go into the fire" and find a solution. In this certification, I realized that in order to be self-aware, leaders need to go into their own "fires" in order to learn how they can be more effective -- and it doesn't have to be scary or painful when you have a coach guiding you through it. Stakeholder Centered Coaching helps leaders see how effective they can become.

Thanks, J.B.

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After Action review: Andy Taylor

What did you set out to do?

- I set out to refresh and deepen my knowledge in the coaching model
- To learn more about what I can do to get more clients. How do I market the product and get clients?? Living in a very small city in upstate NY makes it quite a challenge.
- Networking – meeting others!

What actually happened at the workshop?

- Not what I was expecting. I thought that we would review the model the same way that Will does it in Europe. I quickly discovered that was not the case. It's both good and bad. One key take away for me is that there is a lot of flexibility in the model as long as you follow the process. Your approach is much simpler than Wills.
- What was difficult was unlearning some things that Will does and relearn your approach. To be honest it was overwhelming at times to learn how different the approaches are. I felt I had to go backwards to go forward.

What insights did you have along the way?

- To keep it simple, make the client do the work and just trust the process. It's all about them and not me.
- The need to be more progressive and proactive in marketing.

What are you going to do to maximize this investment of your time and money?

- I signed up for Wills online marketing program and have started going through the steps. I really need help marketing this to my community and I hope Wills online marketing program will help. I really, really need help getting clients.
- Start reaching out to potential clients in the Corning community.

Follow up 1 week later

Hi Chris,

I have some really interesting and also great news! A few days after the training in NYC I met with a CEO from a small manufacturing company in my town that makes very specialized instruments and send them all over the world.

As he spoke it quickly became very clear that he was having problems with a VP of Operations. Although this person is incredibly bright, hardworking and determined to help move the company forward, she is having lots of people problems throughout the organization! She can be abrupt, rude, great at making destructive comments, etc..., etc....

So, I told the CEO about Stakeholder Centered Coaching, how it works, and.... that it's a results-only model. He said, "How much does it cost?". Then, I just pretended to be Chris Coffey! "If she were to change what would that be worth to you?" Then I just shut up! About a minute later we agreed on a fee for \$XXXXXX. It was so simple and easy!! I have to be honest, my heart was beating like crazy! I went home got a really nice bottle of wine and celebrated with my wife!!

Earlier today I met with the VP for 1 hour and 10 minutes. Gave her the overview of the model. Kept it brief, reviewed a few handouts, talked about courage, humility and disciple and bam!! She is onboard.

I am so GLAD I went to the NYC workshop. It not only deepened my knowledge of the model but also gave me the courage to go out and get a referral!! Am I a happy camper??? YES!!

Thanks Chris for your encouragement and for you pushing me to make it happen. Guess what? It did! 😊

Warm Regards,

Andy Taylor

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After Action review: Lisa Medcalf

What did you set out to do by going to the SCC certification?

As everyone else has shared, thank you both for a great experience and a simple model to follow. And now my AAR...

My goals for attending were to find ways to “cement” a stronger and more personally accountable relationship between the stakeholders and the participating leader. I manage a 6 month program for Director-level leaders where it’s a journey of personal growth and clarity both as a person and as a leader here. We have established some processes that build a solid bond with the stakeholders but we are always looking to make it more productive. This model and process fits nicely within our culture at H-E-B.

What actually happened for you during the 2 days?

The process you shared makes sense and is logical. For me, it took a weight off of my shoulders for feeling responsible for providing more input toward the participating leaders’ next steps. This workshop gave me some alternatives for approaching the coaching aspect of the process and place my energies where most useful, not in trying to convince others what should be done.

What insights did you get? What is cleared now than before?

My biggest insight came from the practice sessions, where I observed others discovering how much they were trying to influence the coachee to go down a certain path. To see it in action, it increased my self-awareness of how I was approaching it as well. Placing the focus on the process and keeping the line of sight as to what they are working on and their goals created an easier conversation. At least for me it did.

What are you going to do more of, less of, start, stop moving forward. Be specific.

Continued practice of being clear on my intentions going into the conversation with the coachee.

Focused time prior to a discussion to self-prepare my own “attitude” toward the goals of the conversation.

Much more clarity as to how to engage the Stakeholders in a way that moves more accountability to them.

Thanks to you both

Lisa Medcalf

Leadership Development Manager

H-E-B Partner Learning & Development

After Action Review: Whit Mitchell

1. What did you set out to do?

Learn the new methods Marshall has been using since we last worked together. Understand how to blend SCC coaching into my model. Come away with some new tools and ideas to take my coaching to the next level of getting results for my clients.

2. What actually happened at the workshop?

We learned about the SCC coaching process...practiced different scenarios...received feedback and connected with new friends.

3. What insights did you have along the way?

How to take the tools and measuring processes to improve my own coaching work.

4. What are you going to do to maximize this investment of your time and money?

Look back through the materials...have conversation with my coach and sharpen my coaching process.

All the best,

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After Action Review: Shawn R. Canter

1. What did you set out to do by going to the SCC certification?

GAIN A FRAMEWORK IN ORDER TO PROVIDE ADDITIONAL STRUCTURE TO ENGAGEMENT (COACH AND NON-COACHING) THOUGHT PROCESSING

2. What actually happened for you during the 2 day

ACHIEVED GOAL. MISSION ACCOMPLISHED.

3. What insights did you get? What is cleared now than before?

THE DISTINCTION BETWEEN THERAPY AND COACHING. I COULD HAVE DESCRIBED THE DIFFERENCE BEFORE BUT IT REALLY WOULD HAVE BEEN BULLSHIT. NOW I'M IN A MUCH BETTER POSITION IN MY OWN HEAD TO DEFINE THE PURPOSE OF COACHING BROADLY (ANY PARTICULAR ENGAGEMENT SPECIFICALLY – MOST IMPORTANTLY)

4. What are you going to do more of, less of, start, stop moving forward. Be specific.

STRUCTURED FRAMEWORKS PROVIDE CONTEXT AND A “MAP” WHICH EASES PEOPLE’S ANXIETY AND ALLOWS FOR A “ONCE WE KNOW WHERE WE ARE GOING IT IS MUCH EASIER TO JUST FIGURE OUT HOW TO GET THERE” CONVERSATION. USE FRAMEWORKS. BE SPECIFIC AND DIRECT ABOUT PURPOSE – HERE IS WHAT WE CAN AND WILL DO AND HERE IS WHAT WE WON’T. DEVELOP MY OWN BUSINESS PLAN AROUND

COACHING. IN WORKS NOW (INCLUDING PERSONAL WEBSITE, MARKETING AND DISTRIBUTION PLANNING).

If you have read Marshall's new book Triggers you will know the importance of creating your daily sheet and executing it.

Shawn Canter

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After Action Review: Heather Faulkner.

1. What did you set out to do?

I set out to learn and explore a new coaching methodology that came highly recommended, but yet was one I had previously had little exposure to. My goal was to understand what made Stakeholder Centered Coaching unique and effective.

2. What actually happened at the workshop?

What actually happened at the workshop was very much in line with what I set out to do. I got a great overview of SCC and can see how using the process can garner the results I know I want for my clients and they want for themselves. I also met some tremendous people who I will stay connected with both personally and professionally.

3. What insights did you have along the way?

My first insight is that this is a very results-focused program, which I love. It's obvious why senior executives can understand and appreciate this approach as it's clear, concise and measurable.

I'm also glad I came to SCC early in my coaching journey so that I can readily adapt the process rather than have to 'fit' this into whatever habits and programs I might otherwise have established.

Finally, in watching you train, Chris, I am reminded how much I also love to train and work with people and that I want more of that in my career again.

4. What are you going to do to maximize this investment of your time and money?

- 1) Connect and stay connected to all my fellow participants.**
- 2) Read through the coaching training materials thoroughly as I didn't have the opportunity to do so beforehand AND I want to become extremely familiar with the process.**
- 3) Set up a mini-coaching Joy and Sherry where we will identify our own action plan and weekly action plan to check in and coach with each other. Not only will this help us understand the process from an experiential POV, it will also help us accomplish a goal in our own lives.**
- 4) Talk with my new firm about how SCC can be incorporated into our practice alongside our other tools.**
- 5) Find opportunities to do training and public speaking on a regular basis.**
- 6) Remind Chris I'm happy to edit the training materials if he'd like. :)**
- 7) Visit Chis and Michelle in France next year (you think I'm kidding.....!)**

the class was FANTASTIC, Chris. I can't say enough about your energy, commitment and real-world experience. So glad I decided to hop on that plane last week!!

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After Action Review: Matthew Versluys

Last week I set out to learn how I could become a better coach.

Having seen Chris and Frank in action, I was intrigued to understand how they did what they did and why it appears to be effective. During the course of Thursday and Friday I gained insight into how it's done and a working understanding of why it works. I foresee a lot of practice will be required to hone these skills, but I will be a far more effective manager having begun mastering these techniques as they provide the tools to make the tough conversations easier.

During the practice sessions, the actors definitely beat me up, it felt like part of that was me being "the kid", but the main reason was that I let them. Each subsequent session was better than the

last and every session provided insights on how to do better. Initially I fell into the trap of trying to problem solve for leader who was being coached, and by the final session I was shifting my focus to the leader, identifying their behaviors and making that the subject of the conversation.

As a manager I receive no shortage of feedback that I should “scale through others” and “delegate more” and now I have more tools to be effective at doing so. The epiphany was the obvious one that the coach is there to help the leader, but it’s the leader that needs to be doing the work to improve their behaviors. By taking an ownership role in the process, the leader is taking responsibility for improving their behavior instead of it being the coaches responsibility. Also, having seen first hand that the inclusion of stakeholders is integral to the success of projects, it resonated that they should be included in any behavioral improvement program for it to be successful.

I noted how on many levels the same principles applied. Even their business plan of only being paid for results places more burden on the leader to be successful which leverages a common personality trait of successful people, their will to succeed.

Going forward I’ll be applying these coaching techniques to the leaders whom I’m managing and will also be applying the principles to other aspects of how I perform my job. I’ll also be on the look out for the often unrecognizable habits in my leaders to inform behavioral goals for each of them.

Thanks,
Matt.

Matthew Versluys

Blizzard Entertainment

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[Frer Action Review: Clark Callahan](#)

1. What did you set out to do?

- **Attain an in-depth understanding of SCC**
- **Get certified (at Marshall's urging)**

2. What actually happened at the workshop?

- **Met a great network – all are “Linked In worthy.”**
- **Several I will go out of my way to stay in touch with; I also caught up with and learned a lot about an old friend.**
- **Met a former HR chief who had great advice about my current situation.**

3. What insights did you have along the way?

- **I think I can do this long-term (a stretch to go out on own right now).**
- **Might try to combine a SCC with other consulting activity.**

4. What are you going to do to maximize this investment of your time and money?

- It will probably be a while before I got out on my own, but I'd like to do that at some point (Next Act, after kid's educations are funded).
- I have already used this in career-related conversations as an indication that I am serious about making a change and that I am willing to invest.
- I can bring the method into Exec Ed design and development immediately- already referenced it in two client meetings this week (should have had Tuck pay for it!).

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After Action review: Barbara Chan

The two days spent with you were fanTAStic! Your complementary styles, compelling stories and sense of humor made the time go by 'way too fast. There is so much rich material, a 3-day workshop would do the content justice, although it might tire you out!

As an experiential learner, I found the hands-on exercises extremely beneficial, not only because I got to practice what you were teaching us, they were opportunities to get to know my classmates!

Your gift for teaching deserves at least 10 apples and 10 gold stars! I'm very grateful for your generosity and coaching. Life is awesome!

Barbara Chan CPCC CMC®

Coaching leaders and organizations to move beyond change to embrace the extraordinary!

Barbara Chan Consulting