



## Stakeholder Centered Coaching® Certification Training After Action Reviews

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 February 2019 Online Certification Training. Feel free to reach out to them.

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### *February 2019 Marshall Goldsmith Online Stakeholder Centered Coach Certification Training After Action Assessments*



## **Matthew Gonnering – CEO Widen Enterprises**



### **What I Set Out To Do:**

I set out to continue my focus on how to develop internal leadership teams to their fullest potential by learning a new method of coaching from subject matter experts.

### **What Actually Happened:**

I met several experienced instructors/coaches and a community of like-minded individuals looking to learn a stakeholder-centered style of coaching. We navigated the workbook and participated in several role plays to help each other apply a behavioral-focused, stakeholder approach to reaching professional development goals.

### **What Is Clear To Me Now:**

If you want to develop to your fullest potential, then you need to change the way you manage your relationships. To change your relationships, you need to change the perceptions of those around you. In order to change perceptions, you need to change your behavior. Therein lies how sustainable leadership transformation happens; behavioral changes.

While there are many ways to change behavior, it is clear to me now that stakeholder suggestions focused on a leadership developmental goal is the most optimal path. We are social beings who flourish as a result of healthy, interdependent relationships. The stakeholder-centered coaching model will help us flourish. Leaders need to show up the proper courage, humility, and discipline to make it work.

It is also clear to me that anyone receiving stakeholder-centered coaching is capable of advancing their organization more quickly because continuous improvements become entrenched into the system. The openness and candor of feed forward suggestions creates stronger bonds enabling teams to realize the organizational vision, together.

### **What I Commit To Moving Forward:**

I commit to meeting internal leaders where-they-are-at in their coaching processes and to help emerging leaders get ready to transform us into the most admired organization in the world. Specifically, I am going to start coaching Debbie by helping her to establish a development goal, since she is fresh off a 360 evaluation. I am going to conduct a conversational 360 evaluation for Angela, then move into helping her set a development goal. I am going to surface the coaching stages of John and Bert to determine if I can step-in with the stakeholder-centered approach sooner-rather-than-later. I will also begin conversations with two other emerging leaders about how the stakeholder-centered approach works and how I envision applying it in their professional development.

Overall, I commit to developing people to their fullest potential.

**Matthew Gonnering** CEO – Widen Enterprises [matthewg@widen.com](mailto:matthewg@widen.com) | [608.279.2440](tel:608.279.2440) |

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**Tom Alafat – Principal/Director of Leadership Development, FMI Corp.**



I wanted to thank all of you for the program. It has left a dramatic impact on my impression of executive coaching and how to make coaching more effective and measurable. Specifically, involving the stakeholders really does move the coach into the background as a facilitator to improving the relationship with the coachee and those with whom he/she works. It seems so obvious and makes so much sense, but I think I've felt that the pressure is on me to help the client and not realize that there is more help available from the client's community than I could ever provide.

I am impressed and amazed by your willingness to share all of your resources with us. It demonstrates that you are more focused on the legacy of changing the coaching industry versus the monetizing your practice.

Thank you for making this course available online. I'm confident that I never would have taken the time to do it onsite, but this format worked well for me and didn't take me away from my family.

Thanks again,  
Tom

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**Cora Lonning, MBA, SHRM-SCP - Director Organizational & Leadership Development, Green & Associates, Inc.**



Dear Fellow Learners and Coaches,

What a pleasure to learn with and from each of you and thank you for being a part of the journey with me! A special thank you

to Andy for his hard work, patience, humor, and expertise in facilitating a productive and meaningful learning event!

A heartfelt thank you to Frank and Chris for sharing their expertise so freely with us!

Following is my story, as I see it!

### **What I Set Out To Do:**

The intention coming into the Marshall Goldsmith Stakeholder Certification Training was twofold; 1) learn more in-depth about the stakeholder centered coaching process, and 2) come out of the learning with a certification that gave me affiliation with the Marshall Goldsmith brand.

### **What Happened:**

I certainly learned more about the process than I knew!! I learned from other skilled and knowledgeable coaches about technique, insight, and perception! I also experienced the spirit of abundance practiced by those who Marshall Goldsmith has chosen to surround himself with. The attitude of sharing with others so that they can go out and do great things is appreciated; and values aligned. Thank you to each of the facilitators for their open willingness to share of their knowledge and their expertise- and their materials- with others committed to providing developmental frameworks and pathways so that people can choose and develop the best version of themselves!

### **What Insights Did I Have:**

I am pretty confident we will all agree on the value and effectiveness of the Stakeholder-Centered approach in executive coaching. I would also hazard a guess we would also be able to agree on the value of process-and measurables. The insight that I had during the learning process is how many pieces of this process are transferable to many other projects and scenarios. For example, working in team development-utilizing the stakeholder approach. In coaching managers on how to manage individual contributors on PIPs, using the 7 Keys. Those are my insights...the process itself may not be used in all situations; however, the principles are sound developmental methodologies and can be drawn on for many different scenarios!

### **What Will I Do Moving Forward:**

- I will utilize the Stakeholder-centered process with future clients. I will support Barbara in gaining the 1-year commitment from clients.
- I will strive to be one of Andy's 8 to 1) improve as a coach, 2) excel at the process, and 2) by doing both reach the master coach list on the international website.

Thank you again to each of you, it has truly been a learning adventure!!

Warmly,

Cora

**Cora Lonning, MBA, SHRM-SCP**

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**Barbara A.F. Greene, Founder and CEO - ICF Master Certified Coach and M.S. Degree in Counseling**



*“Alone We Can Do So Little, Together We Can Do So Much”*

And that we did - all of us working together to be better with the technical guidance of Andy, the straight forward talk of Chris and Frank’s steady focus of moving us forward as well as the playful humor of all three of our leaders.

*“Thank you to everyone — and now my story . . . .”* Helen Keller

**What I Set Out To Do:**

- Solidify the Marshall Goldsmith process in my mind, my heart and my actions
- To learn more, grow in my coaching skills and connect with others who believe in the Marshall Goldsmith’s approach
- Earn a Marshall Goldsmith Stakeholder Centered Coaching Certification and gain 15 hours of ICF continuing education hours
- To have Cora Lonning certified as a Marshall Goldsmith Stakeholder Centered Coach

**What Happened:**

- I believe all four actions areas above are in the process of being accomplished
- I learned that I was a good actor/leader
- I will use the Mini-Survey as the Gold Star for Results
- Improved my ability to identify behavioral goals based on stakeholder suggestions

**What Insights Did I Have:**

- I learned that it is even more important than I thought to engage stakeholders and to go public

- Maximizing technology can save our clients and stakeholders time and keep them engaged in the leader's ability to change their behaviors
- Re-evaluating my coach approach as I participated in the role-plays which resulted in recognizing at least two things I want to do differently as I coach others
- The words Courage, Humility and Discipline are critical to changing behavior that can make a lasting impact upon people we work and live with daily
- I have a greater appreciation of the responsibility I have as a coach
- Read/Learn/Do and engage our first client in this process within the next two weeks and be open to sharing my journey (I already have the okay from the leader- I plan to get it from the leader's boss)
- Commit to our clients that we bring a results-based coaching process that involves the leader, the organization and the coach (we have done this yet we can be better and more intentional)

### **What Will I Do Moving Forward:**

- Implement the After Action Assessment with Gusto - this is a terrific habit to include with each client
- Move forward in becoming an advanced stakeholder coach at the highest level possible
- Tell the world that we are Marshal Goldsmith Stakeholder Centered Coaching Certified Coaches, Cora and I -----Yeah!!!

### **I am excited about the next steps of our journey together!**

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### **Michelle Russell, CPCC, ACC, PMP - *Russell Coaching & Consulting***

Hello everyone,

A special thank you to Andy, Chris and Frank for an excellent learning experience and for your willingness to share so much of your knowledge and experience with all of us. Thank you to my fellow classmates who were engaged and energized and always willing to share valuable information (and quotes!) and provide feed forward.

Here is my story from our training:



## **What I Set Out To Do:**

When I made the decision to take this course, I was hoping to accomplish these things:

- Learn a new process/framework to use in my coaching with leaders that would facilitate better goal setting with clients and more tangible and sustainable results for them.
- Participate in a learning experience that would provide the opportunity for lots of practice - I like to learn by reading and observing - but the reality is I learn by doing.
- Learn and understand more about Marshall Goldsmith and his work
- Connect with some new people that I could learn from and hopefully also share something back

## **What Happened:**

The breakout sessions were great for me. I usually learn more through observing and don't look forward to be the coach in the breakout sessions. However, this was great practice and great learning for me and it made me revisit some of my philosophy on and approach to coaching. I loved being the actor and bringing some of the personalities of past clients into coaching situations and seeing how other coaches approached this. I learned much more in these 4 half day sessions from Andy, Chris, Frank and our group than I had hoped for. And very important for me - the whole experience really energized me to work on integrating what I learned into all dimensions of my work.

## **What Insights Did I Have:**

Many insights - but I will boil it down to just a couple of key takeaways for me. First, a reinforcement that simple, combined with a clear goal and discipline can be so effective. Second, the importance of involving the stakeholders around the leader or client, which will result in a better goal and take accountability and the likelihood of sustainable results to a much higher level.

## **What Will I Do Moving Forward:**

My clients are typically smaller companies and nonprofits. I have one client that I would like to introduce this to right now as part of an experiment with a small business. I also want to identify some larger organizations in my geography to target and to start talking about this in my network. I want to continue practicing and read/re-read Marshall's books. I would like to set the goal of being a Master Coach, but today, my goal is to look for all the ways I can integrate what we have learned into the work that I do in the community, with my students, and with my clients.

Michelle Russell

***Russell Coaching & Consulting***

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## Jessica Troller – Global HR Leader

### Hello everyone!

Hope you had an amazing week end and wishing all an exciting week ahead

Here below kindly find my insights:



### What I Set Out To Do:

- My intention was to learn a more structured framework and acquire new tools to improve my coaching skills. I usually do coaching informally - given my area of work – HR. It is one of the parts of my job I enjoy and am most passionate about - leadership development.
- It was something that has been on my mind for some time and after attending a webinar with Marshall Goldsmith, I learned more about his approach.

### What Happened:

- The certification totally surpassed my expectations.
- I did acquire the framework and tools I was looking for, but also had the opportunity to learn a great deal from the instructors and fellow colleagues and see coaching with different eyes.
- The practice portions were very effective. They also prompted me to reflect a lot about the importance and the impact and the relationships I build along the way during the coaching process.

### What Insights Did I Have:

- Many of the aspects we discussed were not new but the way we discussed them/reviewed them, gave me a different/deeper understanding, for example:
  - Self-awareness of the coach to remember that this process is about the leader
  - Importance of preparing/coming up with good, simple but effective questions
  - Importance to balance guiding the leader to find solutions/alternatives, while sometimes needing to provide some suggestions.
  - Accountability of the leader, the stakeholder and the coach during the process
  - How equally important and relevant is perception in this process.

## What Will I Do Moving Forward:

- I will start working with 2 clients pro bono starting tomorrow - where I will utilize this process, to put it into practice right away
- Keep involved in the Marshall Goldsmith coaching community to continue learning from the instructors as well as all the other coaches
- Pair up with my colleagues from last week to practice a couple more cases
- Develop better listening skills
- Every time I start a coaching process, remember to talk less ;- ) and focus on being succinct.

Thanks a lot. All the best,

Jessica

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## Kevin R. Catlin, COO and Managing Partner – Insight Strategies, Inc.



### What I Set Out To Do:

I set out to simply get certified and shore up some areas I felt incomplete as a coach.

### What Happened:

I enjoyed community and let my hair down. I allowed myself to learn from others and got out of my own way. I worked hard and genuinely wanted to do well for the teachers and my new colleagues. As has happened to me before, I was reminded I have a lot to learn by people who I trusted. Please forgive me but it reminds me of a story.

### What Is Clear To Me Now:

Tougher question. Process allows for extemporaneous coaching. We can let our ego lead rather than allow the leader a richer moment of self-discovery. Having the leader's contemporaries assist in the journey is so simple and appropriate. I have much to learn still.

### What I Commit To Moving Forward:

What I committed to 18 months ago. I love to teach but it is getting harder with travel and the physicality of doing it well. I will commit to the path of coach as it is an incredible gift that has presented itself. Beats working for a living by a long shot.

*improve performance - affect culture - raise the bar*

**Kevin R. Catlin**  
**COO and Managing Partner**

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## **Kimberly Gonsalves, ACC, CPCC - Leadership Coach**

Hello, all!

### **What I Set Out To Accomplish:**

- Improve my ability to explain the SCC model, refine practice areas, become bolder
- Concisely explain the process
- Improve my own story telling and make better use of the Marshall Goldsmith brand
- Lift more of Chris, Frank and Andy's brilliant phrases to bring into my own sales conversations
- Experiment with being more direct, sooner in my coaching



### **What Happened:**

- Got suggestions on how to be more effective as a coach
- Deeper understanding of the importance of set up/smart start
- Learned a great deal from everyone who participated
- Brought one new story into my repertoire

### **What Insights Did I Have:**

- Reminder: clients want direct answers - share my expertise, opinions
- The wisdom behind the goal driving the choice of stakeholders
- Importance of being crystal clear on my objective for the coaching conversation
- The positive impact of concise speaking - pace, tone, word choice

- Deeper understanding that our self-concept determines what we are able and willing to hear from others
- Deeper insight into coaching leaders through Think & Respond steps

### What I'm Doing Moving Forward:

- Continue using and practicing Chris's model for sales conversations
- Identify a few practice partners to keep working with
- Reach out to 2 people in my network every day to connect, re-warm connections and ask for introductions
- Continue to attend the monthly SCC coaching calls

Thank you, Frank, Chris and Andy, for modeling the skills throughout the training and bringing your own unique style!

With appreciation for each of you. Kimberly  
KIMBERLY GONSALVES, ACC, CPOCC  
Leadership Coach

*What do you need to do - or stop doing - to be the leader you want to be?*

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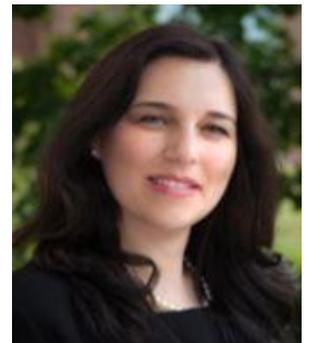
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### Mariana Monteiro – Diversity and Inclusion Executive at GE

Happy Monday Everyone,

Still reflecting on last week, it was transformational. It was a privilege to meet you all!



- **What I Set Out to Accomplish:** After researching a dozen of programs, I resonated with the MGSCC training program. Results is all that I care about and it was the only one that I found that speaks to my interests. I hoped to find a structured way to channel what the fact and intuitively I have been doing for 20 years working in HR.
- **What Happened:** I experienced 360 direction learning! – in fact the program met my expectations, and the experience I have totally exceeded them. The program was rigorous, yet with a reasonable pace. Our faculty was knowledgeable and the colleagues in attendance provided insightful comments. The use of technology was *an unexpected bonus adding to the overall value of the learning experience.*

- **What Insights Did I Have?** The method is simple. It offers a roadmap that allows all of us to interject our acumen and “personalize” it to add value to the leader being coached. Feedback is a treasure and a gift – it is underutilized and offers the biggest opportunity to truly improve in the real world. The MGSCC approach– if follow properly – promises to fill that gap from the theory to the practice.
- **What I Am Doing Moving Forward:** Be selective with clients and resist the temptation to engage right away. Manage both mine and the client’s expectations on being patient. Set accountability where it belongs – and prevent my natural tendency to jump into help.

Looking forward to staying in touch,

Mariana.

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**Peggy Turney, Executive Coach, Management Consultant and Program Design at T Squared Leadership**



**What I Set Out to Accomplish:**

I excitedly participated in the MGSCC training program with a goal of certification in the program’s methodology, strengthening my coaching skills and seeing other coaches in action through the instruction, reading, discussion, and peer coaching activities.

**What Happened:**

I started out with the pre-course work on line and had a chance to reflect on the definition of executive coaching AND the definition set the stage for the 4-day training. By the end of the course, I had achieved the above listed objectives. We practiced the coaching techniques, giving and receiving suggestions in order to increase coaching effectiveness, and learned much about the “whys” of the various components and the structure of the program. Additionally, in our company, we had been considering how transitioning to online, remote training would work and I made notes regarding the techniques and methods used in our Zoom training sessions.

**What Insights Did I Have:**

Some of the highlights include:

- Who gets the credit for the improvement? It is about the leader. Avoid the “coaching effect”.
- Stakeholders’ fingerprints are all over the Action Plan (and integrated into the process throughout). Perception lags behavior improvement and the leader

cannot hope that the change will be noticed—SCC provides a method for highlighting behavior improvements and getting suggestions for future improvements.

- Don't work harder than the leader. Remind the leader that they own a piece of the issue. What is your piece/part of the problem and what can you do about it?

### **What I Am Doing Moving Forward:**

- Pre-qualify engagements. Know how to recognize a good fit and how to pursue it. Lay out the process and let the leader know that this will be a challenging process.
- Utilize mini-surveys at the midpoint and at the end of the engagement. If we don't measure improvement and satisfaction, what claims can we make?
- Purposely utilize storytelling – the program gave us good opportunities to practice and I saw storytelling in action during the training and the trio activities.
- Look for opportunities to do training and coaching via the Zoom tool.

I look forward to sharing more insights, learning together and encouraging each other into the future! My sincerest thanks to you all!

Sincerely,  
Peggy Turney



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### **Dick Hannasch, SPHR, Associate Certified Coach, and Board Certified Coach**

Principal Financial Group

Here is my after-action assessment. Loved the class!

- **What I Set Out to Accomplish:**
  - Learn a repeatable coaching process that will increase the probability of success for people I coach.



- Learn to use that repeatable process to enhance my coaching strengths and close gaps in my coaching practices.
- Learn how to more successfully identify desired outcomes for clients and learn how to more effectively message whether those outcomes have been produced.
- Learn how to meld that repeatable process with my coaching style.

- **What Happened:**

- I learned a powerful yet simple repeatable coaching process that I firmly believe will increase the probability of success for people I coach.
- I learned how to effectively enroll stakeholders into the coaching process, not just the person who is working with me as a coach.
- I learned an efficient and effective means to have stakeholders provide feedforward and feedback.
- I learned an efficient and effective means to measure changes in client behavior over time (efficient not only for me but also for the person I coach and that person's stakeholders).
- I learned that I can easily meld that repeatable process with my coaching style.

- **What Insights I Have:**

- The process enables me as a coach to get the client to focus on specific behavior changes that stakeholders will recognize as improved performance.
- How to leverage the concepts of courage, humility, and discipline to support, challenge, and motivate clients and multiple points in the coaching relationship.
- How to leverage the belief sets of successful people by focusing on strengths where needed and challenging the client where those beliefs may get in the way of success.
- How to use feedforward to build action plans and daily checklists to help keep the client focused and connected to stakeholders.
- How to help clients sustain successful change in behavior.
- My organization has room to improve its coaching practices.
- I can and will become better as a coach.

- **What I Am Doing Moving Forward:**

- Use the Stakeholder Centered Coaching (SCC) approach with an external client within the next few weeks (a client for my own external business which I recently started, [www.awareandwilling.com](http://www.awareandwilling.com)) and with any newly assigned internal coaching clients.
- Propose to my leader and an internal contact that I take on a coaching assignment for a case where they had originally requested an external coach, then use SCC for that work.
- Discuss SCC with four internal coaching colleagues to make them aware of SCC and to encourage them to get certified.
- Invest time into exploring resources now available to me so I can use SCC in my coaching work.
- At the March 2019 Iowa ICF chapter meeting, facilitate a brief session focused on [ICF competencies](#) “Designing Actions” and “Planning and Goal Setting” that incorporates some lessons learned from SCC. At that meeting I’ll also mention SCC to other coaches and recommend it as great training.
- One thing I’ve already done is incorporated the concepts of courage, humility, and discipline into a development session I facilitated last week for a group of leaders in my employer’s Principal International division. The session was an overview of what coaching is and how to become more coachable.

- **Dick Hannasch, SPHR, Associate Certified Coach, and Board Certified Coach**
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## Shawn Clark – Certified Teamwork & Leadership Coach, President Atlanta Challenge, LLC

### What I Set Out To Do:

I set out to get a better understanding of the mechanics of Executive and Leadership coaching, to build my strengths in this new category, and to build a basis for feeling competent enough that I don’t feel like a pretender when I offer the system to my clients. I also wanted to see if this format was just about making better yuppies, or helping clients be better people.

### What Happened:



I had the opportunity to meet with several other professionals from a surprisingly wide variety of backgrounds. I learned from their unique perspectives and their unique questions. The advantage of the class over just reading a book was the exposure to other ideas I would never have considered by myself. I also gained greater comfort with video chat – a format I have previously been very uncomfortable in. I also found some good starting points for my own behaviors to improve.

### **What Insights Did I Gain:**

I learned just how powerful the process can be, and that it can go beyond just simple behaviors to having a real impact on a client's life. I also appreciated that despite this system being fairly simple, the more aware and grounded we are the more value we can deliver for our clients. Anyone can do it, but it takes a level of mastery to make it profound. We FACILITATE the PROCESS, we COACH the CLIENT on their responses to the process.

### **What I Will Do Moving Forward:**

- Get a pair of 360s done for myself (1 in business, 1 with family) and start my daily checklist for each. Be a product OF the product as they say.
- Add MGSCC info page to current website, and send broadcast email to data base offering new service.
- Re-prepare for meeting with a department VP at a large company's local office to offer a "guinea pig" trial so I can get my first process under way.
- Get a follow up meeting with a local client that has 15 leaders they want to do 360s and "some" coaching with. Get that deal started asap and see if I can upgrade. I may throw in monthly check-ins for those that want it in order to get the practice and get others in organization interested. (HUGE government agency).
- Establish a couple of study buddies from the class so I can master the process and feel confident and experienced walking into my first engagement.
- Look for ways to synchronize this material with my other coaching certification so that those two formats support each other.

As I tell my team building clients when we wrap up a workshop – "this isn't the end of the process, it's the beginning."



**Shawn Clark**

Certified Teamwork & Leadership Coach, President Atlanta Challenge, LLC

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*Workshops, Activities, Assessments & Coaching For Extraordinary Teams and Leaders*

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## **Nigel P., Director, Training and Development (International Non-Profit Agency)**

Another terrific review there. Here's another contribution late enough to refresh our memories on the powerful training we had.

### **What I Set Out To Accomplish:**

- To glean the types of 'golden nugget' lines that our trainers offered, that cleanly and crisply summarize that SCC process, in terms that will not only challenge but engage clients at all stages of the journey they will be on
- To be able to recap back, the SCC process, free of many notes or diagrams in terms a client will find simple enough to begin to appropriate early on in the signing up and first steps of the process
- To pick up on how our trainers have learned to deal, in their extensive experience base with this methodology, with objections, cop-outs, push-backs and potential barriers to client and coach success and esp. with the "I'm too busy" excuses

### **What Happened:**

- I got easily more than I anticipated from my colleagues, as well as our trainers; the encouragements, and the feedforward practicing with each other, were a fine reminder of the value of working with peers in your field
- I got so many magic / impactful pithy lines, to use in the selling and sign up stages, as well as at each stage of the process we are taking clients through
- I got the sense that I too could do this i.e. work with many different types of clients, on a methodology that while challenging for them, is one that has a natural power about it that speaks for itself alongside the data on its proven efficacy
- I got a worked up list of potential challenges and barriers, and how to manage them ahead of time (anticipating them), as well as at the time; again with focused, concrete lines and strategies for how best to keep the client responsible for their own choices and finding resourceful ways of remotivating and reengaging themselves so that the SCC journey has the most impact for them
- I got sign-off as fluent in this powerful methodology and a set path for later levels of proficiency that reward usage and success with the tools too, an unexpected treat
- I got to meet peers in this field whose obvious ability shined through, reminding me there are many of us, seeking to impact the many whom those we coach are leading as well as those we work directly with, and this was a reminder of the difference we can make in this work

### **What Insights I Gleaned:**

- The disciplined process, and more often non-directive approach that our trainers held us to, can be remarkably powerful i.e. more than some of us might believe; and the moments that e.g. Chris mentioned, where a more directive and firm response is needed, compliment this facilitative approach powerfully to help retain balance in how we get to our end goals with clients
- The peers and stakeholders the client has, really can help not only monitor their progress in real time, but also provide real-time feedback and even a touch of coaching too; this was not something I had anticipated being a valuable part of this process but by the end of the training I was very convinced of this, and its power to help foster a more collaborative and coaching oriented culture among senior level peers
- There is immense power to influence the client, when you have pithy, tried and tested lines that guide and set expectations with the client at every stage of the journey; this application of the 'less is more' principle was powerful, as it keeps the coach out of any dangers of even beginning to 'take responsibility for the clients work', and embodies a no nonsense approach on both sides

### **What I'm Doing Moving Forward:**

- Signing up three SCC candidates in the next couple of months, monitoring the process carefully
- Once up and running, adding another three SCC candidates, based on the confidence gained from the first three
- Consolidating my notes (Shawn-style haha), to work up my own helpful handouts, that help the magic lines and approaches seep in
- Engaging with the mini survey platform to begin to understand how they fit into the scheme of things in detail
- Being grateful for the chance to learn such a profound and yet simple methodology, in a type of work that is notorious for its hard to measure outcomes; this will no doubt help shape the results we all achieve in coaching work long term

Thank you to our trainers and I hope to keep connected with our group longer term, as all of our careers take shape further over time.

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### **Mark Capaldini, President - Opportunity into Revenue**

#### **What I Set Out To Do:**

Learn Marshall Goldsmith's system for executive coaching. What I've done previously has been informal, unstructured, and strictly "1on1" with my clients -- no stakeholder



involvement. I lost a coaching opportunity because I didn't have a formal process, a certification, and a "brand" to strengthen my proposal.

### **What Happened:**

I learned, in more depth than I had expected, the Stakeholder Centered Coaching Process, along with ways to use multiple documents. More importantly, I was also reminded about some bad habits of my own -- talking too much, not asking enough questions, and not entering a conversation focused solely on my objectives.

### **What Insights I Gained:**

The Stakeholder Centered Coaching process is simple. Addressing the personal concerns and FEAR of the coaching client is the biggest challenge. Being full present and listening to emotions as well as words is critical to success. ASK, ASK, ASK. Speak in headlines, not in paragraphs. The process will work if there is a commitment to ALL 7 STEPS, on a consistent, ongoing basis. From my own experience with 360 assessments, I was reminded of the value of real-time feedback. The simplicity of the "mini-survey" and the 2-3 minute "check ins" addresses the time concerns of stakeholders. These tools also keep the feedback/feedforward focused. Learned that a "successful engagement" is an average rating of +1.0 or higher.

### **What I Will Do Moving Forward:**

- More practice with a "study buddy" from our group.
- Propose a free engagement to a non-profit CEO on whose board I have served. He is a student of leadership, has been very successful, and is not in a position to purchase my services. I believe he will be an enthusiastic and engaged client who will help me "raise my game" as we collaborate.
- Plan ahead with "Entrepreneurial Operating System" clients (CEO) when I conclude those engagements. Those CEO's may be interested in MGSSC for themselves or for a Leadership Team member.
- Pitch, with simple MGSSC marketing document, several former colleagues and peer group members. Two are CEO's and one is a senior leader in a substantial company.
- Embrace ZOOM as a tool that will allow me to do coaching outside my immediate metro area. The experience with our class was an "eye-opener" for me, along with Andy's success as a "remote coach."

Best wishes from chilly and snowy Minnesota. Mark

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