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What is Your Leadership Worth?



Marshall Goldsmith Stakeholder Centered Coaching Presenters

Frank Wagner, Founding Partner at Stakeholder Centered Coaching Ltd.
Diana Candelaria Reyes, Owner Candelaria Reyes Consulting
Aaron Wheeler, Owner Wheelhouse Coaching & Co-Chair of SCC Pay it Forward
Barbara A. F. Greene, CEO, Greene and Associates, Inc.



2



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Leadership
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3



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FRANK WAGNER

Featured as part of the top Marshall Goldsmith 100 Coaches

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DIANA CANDELARIA REYES

Featured in Forbes & Fortune

[Learn more about Candelaria Reyes Consulting](#)



AARON WHEELER

Featured as Co-Chair of SCC Pay It Forward

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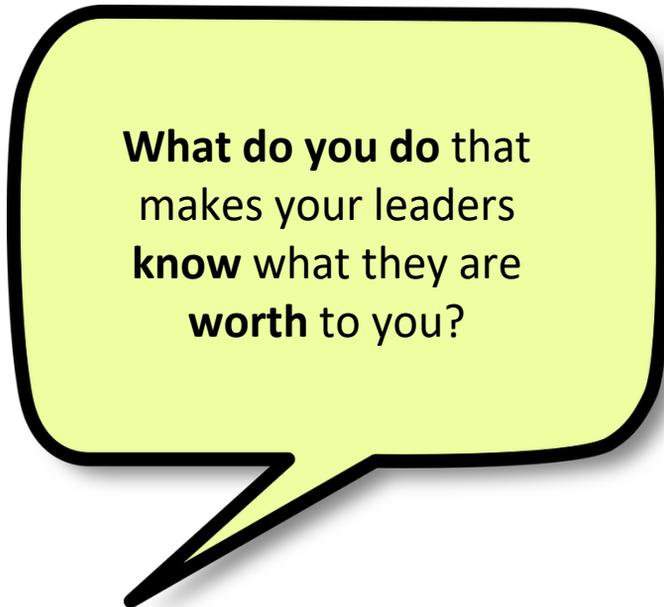
BARBARA A. F. GREENE

Featured in Forbes & Fortune

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8

SCC Principles



Place the attention and focus on your stakeholders.

9

COURAGE

HUMILITY

DISCIPLINE

Marshall's 20 Habits That Hold People Back

1. **Winning too much.**
2. **Adding too much value.**
3. **Passing judgement.**
4. **Making destructive.**
5. **Starting with "No," "But," or "However."**
6. **Telling the world how smart we are.**
7. **Speaking when angry.**
8. **Negativity, or "Let me explain why that won't work."**
9. **Withholding information.**
10. **Failure to give proper recognition.**
11. **Claiming credit that we don't deserve.**
12. **Making excuses.**
13. **Clinging to the past.**
14. **Playing favorites.**
15. **Refusing to express regret.**
16. **Not listening.**
17. **Failing to express gratitude.**
18. **Punishing the messenger.**
19. **Passing the buck.**
20. **An excessive need to be "me."**

Breakout

Accept breakout invitation

Discuss:

Choose 2 behaviors, from the 20 listed, that are most common in your leaders that are preventing them from being most effective.

8 minutes

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12

Marshall's 20 Habits That Hold People Back

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13



Mike Brandao – Vice President, managing a division at an Engineering & Construction Company of 11,000 employees called Primoris. Primoris builds energy, utility and pipeline infrastructure in the US and Canada - that means roads, bridges, solar farms, pipelines, oil refineries, chemical plants, mines, parking garages and water treatment plants.

Mike manages a team of 80, geographically dispersed throughout Florida and Texas.

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16

Poll – How Successful People Get Better

1. How many times in the past month have you asked someone to give you feedback or feedforward on something you did?

1	2	3	4	5
0 times	1-2 times	3-5 times	6-10 times	Over 10 times

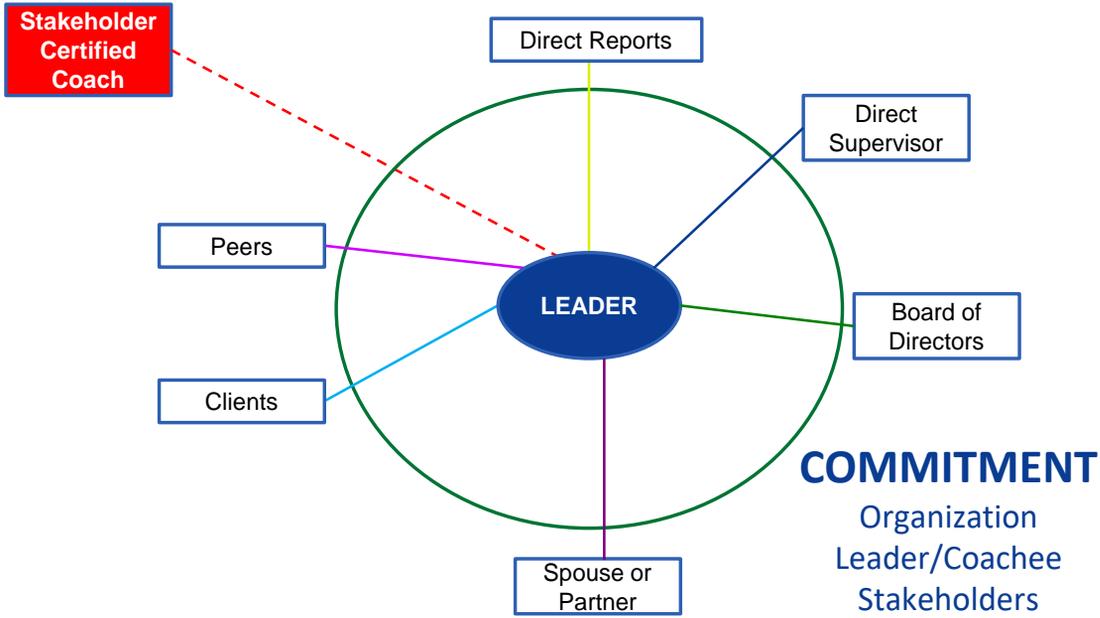
2. How effectively do you listen when people give you feedback or feedforward?

1	2	3	4	5
Never	Sometimes	Frequently	Most of the Time	All the Time

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17



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18

Marshall Goldsmith SCC **Pay it Forward**

SCC Coaches create impactful change for 501c3 charitable organizations who cannot afford a coach for all levels.

<https://www.stakeholdercenteredcoaching.com/index.php/pro-bono/>

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19

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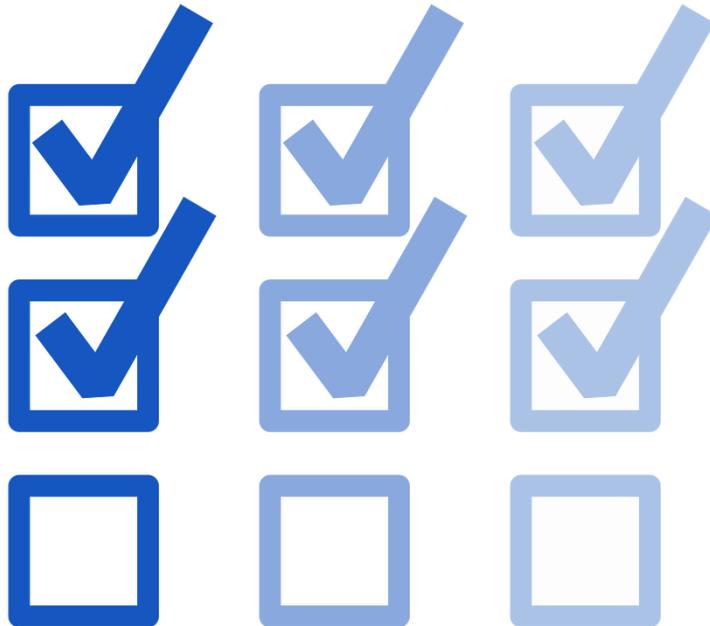


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Evaluation



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Upcoming....

<p>Cultivate Gratitude and Make Everyday Thanksgiving Nov. 16, 2021 9:00-10:00 a.m.</p> <p>https://tinyurl.com/8zt569db</p>	<p>C-Suite Partnering with Board Members = Dynamic Success Dec. 2, 2021 9:00-10:30 a.m.</p> <p>https://tinyurl.com/t2r8kfk8</p>	<p>Looking Back – Looking Forward Dec. 14, 2021 9:00-10:00 a.m.</p> <p>https://tinyurl.com/2txbidsz</p>
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What is PowerAmp™ Coaching?

**Interested? Contact Barbara.greene@greeneandassociates.com
210-366-8768**



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22

Greene and Associates Services

Executive Coaching	Corporate Mentoring
Leadership Development	Career Transitioning
PowerAmp™ Coaching	Career Management
Onboarding	Customized Training Programs
Leader As Coach Certificate Program	



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23

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24

Resources

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25

Marshall's 20 Habits That Hold People Back

1. **Winning too much:** The need to win at all costs and in all situations – when it matters, when it doesn't, and when it's totally beside the point.
2. **Adding too much value:** The overwhelming desire to add our two cents to every discussion.
3. **Passing judgement:** The need to rate others and impose our standards on them.
4. **Making destructive comments:** The needless sarcasms and cutting remarks that we think make us sound sharp and witty.
5. **Starting with "No," "But," or "However":** The overuse of these negative qualifiers which secretly say to everyone, "I'm right. You're wrong."
6. **Telling the world how smart we are:** The need to show people we're smarter than we think we are.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity, or "Let me explain why that won't work":** The need to share our negative thoughts even when we weren't asked.
9. **Withholding information:** The refusal to share information in order to maintain an advantage over others.
10. **Failure to give proper recognition:** The inability to praise and reward.

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26

Marshall's 20 Habits That Hold People Back (cont.)

11. **Claiming credit that we don't deserve:** The most annoying way to overestimate our contribution to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The misguided need to attack the innocent who are usually only trying to help us.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.

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27

Barbara A. F. Greene is the Founder and CEO of Greene and Associates, Inc. and is an international equity partner in Career Partners International. Barbara is celebrating 25 years in business in 2021. She is an entrepreneur focusing on leading edge human capital initiatives such as Executive Coaching, Leadership Development, Career Transition and Management.



She is engaged in the Association for Talent Development and is Past President of the San Antonio Chapter. Barbara collaborated with ATD and Prospanica to launch the Emerging Leaders Series for the first 3 years of existence. In addition, she has been involved with the following: Texas Diversity Council; served as the Co-Chair and Panel Moderator for the annual Women in Leadership Symposium, Leadership San Antonio - LSA 300 (class 43) steering committee member, National Association of Women Business Owners Past President, and has served on community boards of directors. Barbara was selected to serve as a member of the Rotary Club of San Antonio.

Barbara transformed her business from a 90% in person to a 90% virtual platform providing an array of services in 2020. She launched the complimentary Executive Leadership Forum and monthly complimentary learning sessions in which she features nonprofit organizations. Barbara has been honored with a variety of awards including the San Antonio Business Journal, the National Association of Women Business Owners-National Diversity Chapter Award, the Association for Talent Development, is a Juliette member of the Girl Scouts of South Texas and the Texas Diversity Council. She hosts government and corporate representatives from the San Antonio International Visitors Council and students from across the globe. She earned a MS Degree in Counseling, is an International Coach Federation MCC and a Certified Marshall Goldsmith Stakeholder Centered Coach. She serves as volunteer coach for the Pay It Forward Stakeholder Centered Coach global initiative.

Her real goal in life is to be a Philanthropist. Her 2021 promise with the support of others is to continue to Connect & Inspire people and organizations.

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28

Frank Wagner is featured as part of the top Marshall Goldsmith 100 Coaches and has been a full time consultant in the field of leadership since 1981. Frank's consulting career began when he joined the staff part time at The Center For Leadership Studies with Paul Hersey in the late 1970's. He then became a partner and director at Keilty, Goldsmith & Boone. Besides co-founding Prism Ltd in 1986, Frank currently serves as a Director with GEO Strategic Services Inc., an organization focused on helping organizations with strategic action in FastTime. In leadership development Frank's training specialty is leadership behavior; with an emphasis on commitment, teamwork, influence across organizational boundaries, coaching, and faster strategic planning and execution. His training designs all revolve around a specific leadership model supported by exercises and tools to apply the concepts learned. As a behavioral coach, Frank brings a broad base of experience working with individuals from mid-level management through C-level positions. First with the Alliance for Strategic Leadership (A4SL), then with Marshall Goldsmith Partners, Frank oversaw the training process in Marshall Goldsmith's method of behavioral coaching. In this capacity, he has overall responsibility for the training all coaches in the Marshall Goldsmith Partners network. Now Frank is a partner in The Marshall Goldsmith Group and co-founder of Stakeholder-Centered Coaching with Chris Coffey, and Marshall Goldsmith after Marshall Goldsmith asked him to lead the coaching practice based on his methods. He also serves on the Faculty for the Marshall Goldsmith 100Coaches



Frank has a Ph.D. and an MBA from The Anderson School of Management, UCLA where he also served as a Post Doctoral Scholar. His undergraduate degree is in Economics from Santa Clara University, MCEC Designation from the Association of Corporate Executive Coaches (ACEC) President's Award from the Association of Corporate Executive Coaches (ACEC) 2019

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29

Diana Candelaria Reyes is owner of Candelaria Reyes Consulting and has been recognized among Houston's Top Ten Businesswomen by Forbes and Fortune Magazine. She is a leadership coach, facilitator and organizational development consultant with 20 years of experience in aligning people with organizational strategies. Her passion for developing people paired with her commitment to client success, is evident through her life's work.



She started her career in academia with university career counseling and teaching, transitioned to corporate roles in business and learning/talent development ultimately to Global Director for GE Oil & Gas where she led organizational development efforts with a team of 50, ran a profit and loss center and traveled the world working with customers. In 2013, she seized the opportunity to start up a boutique management consulting firm dedicated to driving organizational effectiveness through innovative and knowledgeable training, consulting and business improvement services customized to align people with business strategy. Her firm, Candelaria Reyes Consulting, LLC (CRC) focuses on people development through leadership coaching, training, strategic change and alignment and diversity, equity and inclusion.

Diana leverages her diverse experience in the areas of learning design, project management, change leadership, and creative talent to systematically identify what needs to be done and find effective ways to do it. Her emphasis on the architecture of organizational performance improvement initiatives using strategic process improvement techniques, change management models, and problem-solving efforts to identify root causes of business issues and their solutions, ensure successful execution of enterprise strategies. She relishes opportunities to execute corporate strategy through people and project management, drive metrics, simplify complexity, and translate a vision for diverse audiences. Her expertise has been demonstrated in over 50 countries and in multiple languages. She has presented at national and regional industry conferences and has been recognized by clients with varying awards. Diana holds a MA in Industrial/Organizational Psychology from the University of Houston, Clear Lake, and a BA in Psychology from the University of Arizona. She lives in Houston with her husband and two daughters and enjoys international travel, fluent in Spanish, Latin dancing, and Zumba.

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30

Aaron Wheeler is owner of Wheelhouse Coaching and Co-Chair of Stakeholder Center Coaching (SCC) Pay it Forward. My obsession with leadership and bringing the best out of others started with a pair of cleats and a helmet. At first, I didn't have much talent. What I lacked there I more than made up for in my relentless drive to be better. That constant focus on self-improvement took a kid who could barely tie his shoes to multiple all-star games and getting a chance to play college football. Little did I know that a game would bring me to where I am today.



For 12 years I honed my ability to lead young people as a player. Greatness looks different for everyone but for many of my teammates, it meant showing up and performing at the highest level under immense pressure. You may or may not know, but football is controlled chaos! Learning how to handle egos, individual desires, team unity, and people's composure amongst thousands of screaming fans is a skill that took me many years to learn. That may not be the environment that you find yourself in while at the office, but in regards to leadership, there are many areas that are the same.

To this day I am still obsessed with bringing the best out of others. With key strategies and over a decade of leading people in high-pressure environments I can help you take your leadership to the next level.

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31

What is Your Leadership Worth?

Complimentary Workshop
October 19, 2021

Your leaders have given a lot to remain effective during this time of uncertainty. There is one thing we all now know, what works today in the blink of an eye can be rendered ineffective tomorrow. What if your leaders could get even more effective and remain so even during a period of change?

Join us for an engaging session with four Marshall Goldsmith Stakeholder Centered Coaches that will explain a measurable and sustainable approach to bolster your leadership. Dr. Marshall Goldsmith is the #1 leadership coach in the world voted by Thinker's 50. Over 11,000 leaders have experienced this coaching that spans across multiple continents with 95% experiencing increased leadership effectiveness reported by MGSCC.

What will you learn? You will learn about a coach approach that helps further develop your leaders.

What organizational struggles may you be experiencing?

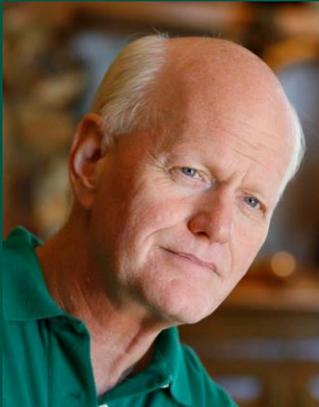
- Your organization is growing and leaders are being stretched to leverage their leadership in new ways
- Leaders are expected to move from a subject matter expert to a transformational leader overnight
- The organization needs to deliver on a strategic plan that has recently been launched
- Leaders are expected to be just as effective in remote or hybrid working environments



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32

Marshall Goldsmith Stakeholder Centered Coaching for Guaranteed & Measurable Leadership Growth

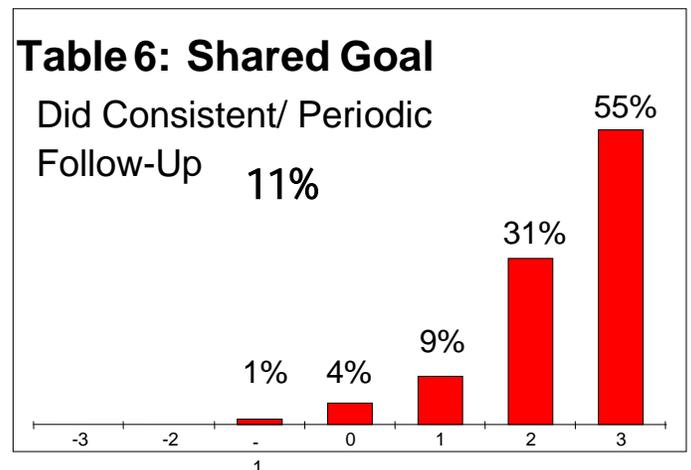
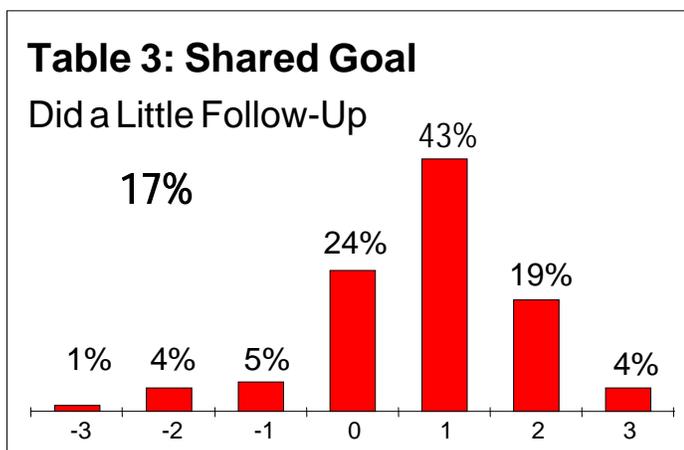
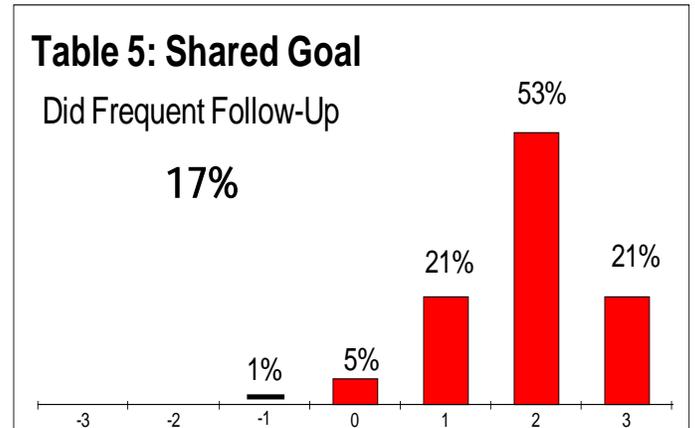
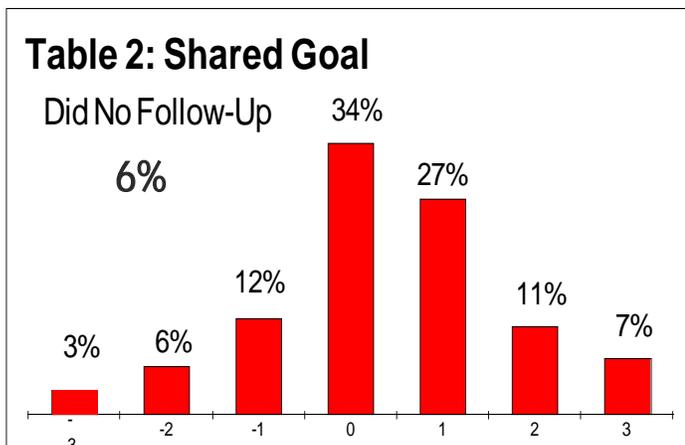
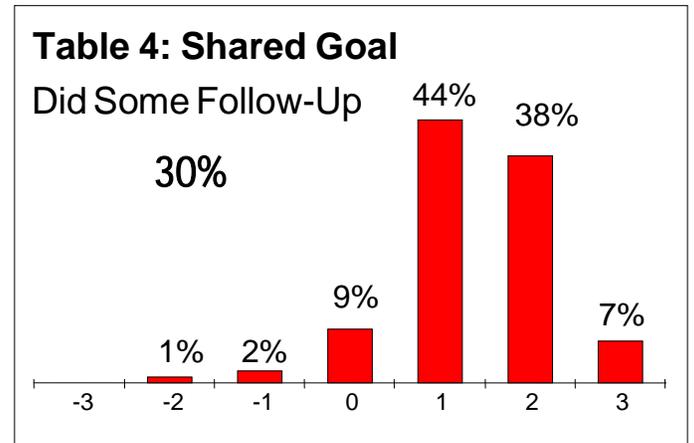
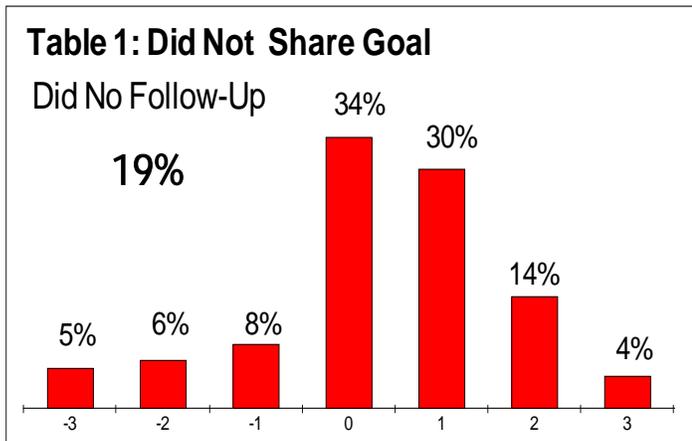


Guaranteed & Measurable Leadership Growth

33

Relationship between Follow-Up and perceived Leadership Effectiveness*

Do you feel this individual has become more effective (or less effective) as a leader in the past year? (Please rate this person on his/her effectiveness concerning aspects of leadership she/he can control. Please do not consider environmental or organizational factors that are beyond this person's control.)



*Sample of a 1000 managers and 6000 Direct Reports

Why “Stakeholder-Centered” in Stakeholder Centered Coaching

Our stakeholder centered coaching is a deliberate name chosen because of our firm belief in the value of the process that underlies this discipline of coaching.

First let me define who is a stakeholder.

- 1) A person who interacts with a leader who is working to improve
- 2) A person who is also interdependent with this leader (in other words there is mutual reliance)
- 3) A person who the leader needs to influence effectively

In coaching there are some well ingrained beliefs.

First off, there is a belief that it is better if the coach is local.

Second, there is a belief that there needs to be “chemistry” between the leader and the coach.

And in the field of leadership coaching often the coach is someone external to the organization.

Our approach looks at the local issue and the chemistry issue a bit differently.

When it comes to local, we believe the real coaches should be the leader’s stakeholders. You cannot get more local than this. No external coach can claim to be as local.

When it comes to “chemistry” which we do believe is important. Yet we want to chemistry to be between the leader and the leader’s stakeholders. Which is more valuable to the organization?

Choice A = The leader develops a great chemistry with an external party (the coach)

Choice B = the leader develops a great chemistry with the stakeholders inside the organization where there is mutual reliance?

Our approach believes it is not about the external coach. It is about the relationship between a leader and those with whom the leader influences. Our process is designed to put responsibility & accountability with those who have the most to gain from the leader's improvement.

And, to give the credit where it most belongs – the leader and the stakeholders.

Stakeholder Centered Coaching, where it is implemented, leads to three things:

1. The leader improves and gets credit for doing the work
2. The stakeholders get credit for helping the leader improve, they improve in their skills at providing feedback and suggestions, and their perception of the leader changes
3. The relationships between leader and stakeholders improve (possibly the most important long-term results)

What is Stakeholder Centered Coaching?

Stakeholder Centered Coaching (SCC) is a practice that is based upon the principles and practices of Marshall Goldsmith, a world authority in helping successful leaders get even better – by achieving positive, lasting change in behavior: for themselves, their people and their teams. As the business world becomes more complex with changing technology and global endeavors, the role of a leader is also growing in complexity making it more difficult to efficiently and effectively dedicate time to developing oneself.

SCC is a simple methodology that is neither time consuming nor difficult to understand. The method is based upon years of working with successful leaders who were willing to do what it takes to becoming even better leaders in their future. Without question, anyone who follows the Stakeholder Centered Process will improve in his or her leadership.

In its simplest form, the SCC practice is about an understanding that we are all successful largely because of ourselves and also in spite of certain aspects of how we behave. A recurring theme is that we are successful because of certain beliefs and in spite of those same beliefs. Consider for a moment, one of the natural beliefs of successful people – *I am successful* – in other words, they have a high degree of self-confidence. Now consider how self-confidence can be an aid – it gives you the courage to apply your ability and strengths – while at the same time, it may cause you to have difficulty accepting validity of feedback inconsistent with your self-image. A CEO of one Fortune 100 Company (who has had many “ups and downs” on the admiration scale) says this:

“Success can lead to arrogance. When we become arrogant we quit listening. When we quit listening we stop changing. In today’s rapidly moving world, if we quit changing, we will ultimately fail.”

Equipped with this understanding, clients will employ a 7-Step process that offers dramatic results in developing themselves as leaders. To succeed you will have to follow a disciplined practice. While this practice is simple to understand, it is at the same time difficult to perform. *The disciplined practice used in SCC will be of value to anyone whose goal is a positive, long-term improvement in his or her own leadership behavior.*

What are the beliefs and principles that underlie SCC?

Our approach is tailored to modify behaviors which take advantage of the positive aspects of successful people’s beliefs and to overcome the negative aspects that can interfere with development. The SCC methodology is based upon the combination of these beliefs and three underlying principles. Based upon this understanding and through the application of coaching skill, a developmental process is tailored for each individual to maximize the positive aspect of the beliefs and to overcome the negative aspects that can interfere with development.

Key Beliefs of Successful People	Principles of SCC
<p><i>I am successful</i> – Successful people are self-confident.</p> <p><i>I choose to succeed</i> – Successful people believe that they are doing what they choose to do, because <u>they</u> choose to do it.</p> <p><i>I will succeed</i> – An unflappable sense of optimism is one of the most important characteristics of successful people.</p>	<p><i>Place the attention and focus on your stakeholders</i> – The true leverage points in behavioral change are the people who are interdependent with, and work with you every day.</p> <p><i>Emphasize FeedForward</i> – Focusing on the future is much more effective than focusing on the past, which is something we cannot change.</p> <p><i>Change behavior and perception in parallel</i> – It is useful to work in parallel on changing a behavior and the perception of your behavior by your stakeholders.</p>

How does the process work?

SCC is not theory. It is about action. Success in this process does not have to take up a lot of your time. In fact, using this methodology is very time efficient.

In a typical engagement, the leader and the coach work together to select the behavior that will have the most significant impact on the leader's development, and to determine the appropriate set of stakeholders to get the process moving. Once the process is in full swing, the coach and leader will determine an appropriate meeting frequency, which could be as little as one time per month. Then, the leader will check-in with his or her stakeholders each month; the check-ins should take no more than 2 to 5 minutes each. Finally, there will be two progress check-points during the engagement; stakeholders will participate in a mini-survey at 5 months and 11 months, where they provide anonymous feedback on the degree of improvement perceived. The survey focuses only on the behavior the leader set-out to improve.

Our experience suggests that the steps in this process must be rigorously practiced for at least a year before there is certainty that the change will be rooted in enough experience to become permanent. A year is a realistic minimum standard. Success in modifying some behaviors can take even longer. The more powerful benefit for you is when the process itself becomes a habit. Truly successful people are committed to getting better every year. Your greatest gift you gain is when this seven-step process becomes an ongoing discipline.

How is this method different from other coaching methodologies?

The fundamental principles of SCC – attention on the stakeholders, emphasis on the future, and parallel behavior/perception change – are distinguishing features of this process. The practical, and sometimes counter-intuitive, nature of involving the stakeholder allows the leader to turn these stakeholders into the true coaches, as they are the best “experts” in how the leader's behavior can improve with them. The coach's role moves more into the background as orchestrator, cheerleader, and integrator. Together this offers a transparent process, that highlights the leader's personal interest in development; these two elements are critical in lasting behavior change, that is recognized by the individual, their team, and the organization.

Additionally, most coaching and leadership development focuses on a process of feedback as the key to improving. While feedback is an important part of the 7-step process, we emphasize FeedForward – a very simple process focusing on suggestions for the future. A key aspect of improving as a leader is to change the perception of stakeholders regarding that behavior. People do not readily give up their prior assumptions, opinions, and beliefs. Long lasting behavior change occurs when a leader undergoes improvement in a specified behavior and those around that leader both recognize and support that change. The SCC method provides the structure and guidance required to allow the leader to realize lasting change that will have a significant impact on the organization, often resulting in stakeholders and others modeling the 7-step process in their daily encounters.

Can you do this without a coach?

Sure, you can embark on this process without a coach and may see results. However, the coach offers you several advantages, which will increase your likelihood of success and decrease the amount of time to see measurable results. Not only does the coach offer an outside perspective, that might not be visible within the organization, but the coach also provides a tailored program, such that the leader focuses on the activities that are going to have the greatest impact on success. The coach also offers expertise by providing concrete and successful approaches to lasting behavior change. We have years of practical technical, experience as well as developmental expertise. We are all well versed in multiple leadership development methodologies and have the experience to maximize the engagement. Drawing from backgrounds as diverse as academia, engineering, operations, and manufacturing our practical examples are effective and insightful to identify impact and direction quickly. *Let us help you reach your potential.*

Marshall Goldsmith Stakeholder Centered Coaching®

A Unique Five Step Process

Marshall Goldsmith Stakeholder Centered Coaching® has a very unique approach to executive coaching as it Guarantees Measurable Leadership Growth and therewith differentiates itself from most other coaching methodologies. It is unique in a number of key ways such as:

1. Define a focused Leadership Growth Areas important to leader and the organization
2. Buy-in from Stakeholders to be part of the Process
- 3: Stakeholder-Based Planning
- 4: Leading Change Involving Monthly Stakeholder Input
- 5: Measure Leadership Growth as perceived by Stakeholders using the Mini-Survey process

STEP 1: Define a focused Leadership Growth Areas important to leader and the organization

Our focus is 1-2 tipping point leadership behaviors where the leader works on throughout the entire coaching engagement. This behavioral goal focus is important since our methodology recognizes that one of the beliefs of successful leaders is the need to be the one choosing what to work on to improve and include a cost/benefit analysis that helps the leader determine “Is it worth it” to proceed. We also insist that the leader’s manager is involved and agrees with these Leadership Growth Areas.

Where our process is unique from this is an emphasis on Stakeholders. Once a leader chooses a goal, the other decision that is intimately tied to the chosen goal, is “Who are the relevant stakeholders?” Every goal as a set of stakeholders that is relevant as the leader’s behavior both affects these individuals and they are clear beneficiaries of the leader improving in this behavior. Before starting to work on the chosen development goal, and similar to the decision on what to work on to improve, the list of stakeholders is validated by the leader’s manager.

STEP 2: Buy-in from Stakeholders to be part of the Process

As stakeholders are on the receiving end of leadership, the stakeholders’ perception of leadership effectiveness is pivotal. Therefore the Stakeholders are an integral part of this process and are recruited as valued members of the leadership change process. Either by the coach, or the leader, each Stakeholder is asked to actively participate in the leader’s improvement in an ongoing basis. They are asked to provide both feedback and feedforward to the leader and be willing to complete anonymous mini-surveys on the leaders improvement. The process starts with the Stakeholders providing the initial input on the Action Plan by providing suggestions to the leader and coach.

STEP 3: Stakeholder-Based Planning

An action plan is not developed based upon the coach’s expertise. The action plan is built from the initial request for suggestions from the Stakeholders. The Leader and the Coach collaborate to put

together an action plan based on the input provided by the Stakeholders. The plan in part, or in total, is also put into a daily checklist for the leader to consciously keep the plan in his/her consciousness. The plan is distributed to the Stakeholders so they are aware of what to look for in providing feedback and further suggestions to the leader.

STEP 4: Leading Change Involving Monthly Stakeholder Input

The Leader uses the 7-Step Involving Stakeholder “do’s and don’ts” to check in with each Stakeholder once a month. During this brief 3 to 5 minute check-in the Leader asks for feedback on the prior 30 days and any suggestions moving forward for the next 30 days. The Leader captures the thoughts of the Stakeholders and shares the results with the Coach. Together the Leader and Coach collaborate on what to add, change, or modify for the coming month based upon Stakeholder input. If any new action items are created for the Action Plan, this is communicated to all the Stakeholders.

STEP 5: Measure Leadership Growth as perceived by Stakeholders using the Mini-Survey Process

Typically half way through a coaching assignment, and the end of the assignment, a formal mini-survey is conducted with the Stakeholders to assess the progress made on the development goal chosen by the Leader. This is an anonymous survey conducted in order to validate the improvement made by the Leader and to gauge whether or not the Stakeholder are recognizing and acknowledging the change. With the results of the mini-survey, the Leader does an After Action Review to pinpoint what has happened, why, and what learning is to be taken forward into the future.