

Stakeholder Centered Coaching[®]

Maximizing Your Impact
as a Coach

Marshall Goldsmith
Sal Silvester

Foreword by Frank Wagner

An Actionable Business Journal



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Stakeholder Centered Coaching® (Book Excerpt)

Maximizing Your Impact as a Coach

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**Foreword by
Frank Wagner**

THiNKaha®

An Actionable Business Journal

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⇒ Please go to <http://aha.pub/SCCoaching> to read this AHAbook and to share the individual AHAmessages that resonate with you.

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Dedication

To our global coaching colleagues who are making this world a better place, one leader at a time.

How to Read a THiNKaha® Book

A Note from the Publisher

The THiNKaha series is the Cliffs notes of the 21st century. The value of these books is that they are contextual in nature. Although the actual words won't change, their meaning will change every time you read one as your context will change. Experience your own "AHA!" moments ("AHAmessages™") with a THiNKaha book; AHAmessages are looked at as "actionable" moments—think of a specific project you're working on, an event, a sales deal, a personal issue, etc. and see how the AHAmessages in this book can inspire your own AHAmessages, something that you can specifically act on. Here's how to read one of these books and have it work for you:

1. Read a THiNKaha book (these slim and handy books should only take about 15-20 minutes of your time!) and write down one to three actionable items you thought of while reading it. Each journal-style THiNKaha book is equipped with space for you to write down your notes and thoughts underneath each AHAmessage.
2. Mark your calendar to re-read this book again in 30 days.
3. Repeat step #1 and write down one to three more AHAmessages that grab you this time. I guarantee that they will be different than the first time. BTW: this is also a great time to reflect on the actions taken from the last set of AHAmessages you wrote down.

After reading a THiNKaha book, writing down your AHAmessages, re-reading it, and writing down more AHAmessages, you'll begin to see how these books contextually apply to you. THiNKaha books advocate for continuous, lifelong learning. They will help you transform your ahas into actionable items with tangible results until you no longer have to say "AHA!" to these moments—they'll become part of your daily practice as you continue to grow and learn.

As The AHA Guy at THiNKaha, I definitely practice what I preach. I read 2-3 AHAbooks a month in addition to those that we publish and take away two to three different action items from each of them every time. Please e-mail me your AHAs today!

Mitchell Levy
publisher@thinkaha.com

THiNKaha®

BOOK EXCERPT Table of Contents

Introduction

Section I. Stakeholder Centered Coaching Overview

Section III: Implementing Stakeholder Suggestions

About the Authors

Contents

This is the Table of Contents (TOC) from the book for your reference.

Foreword by Frank Wagner	10
Section I Stakeholder Centered Coaching Overview	13
Section II #StartSmart	51
Section III Implementing Stakeholder Suggestions	63
Section IV Sustaining Success	81
Section V Using Stakeholder Centered Coaching with Teams	101
About the Authors	112

Foreword

As long-time partners with Marshall Goldsmith, Chris Coffey and I have trained thousands of coaches on Marshall's behavioral coaching methodology. Since 2001, we've built the largest coaching network in the world and are helping leaders globally make positive and sustainable change. And as a practicing coach myself, I know the power of Stakeholder Centered Coaching® first and.

In this AHABook, you'll have a practical guide, organized in a way that will enhance your ability to coach using Marshall Goldsmith's proven methods, and more importantly, it will help your clients also learn what they can do to up their game as leaders.

For your clients, Stakeholder Centered Coaching® will help them make positive and measurable change that's recognized by others. Your clients, like any other leader trying to get better, can change in an instant, but there's always a gap between when they make a change and when others around them see that change. This AHABook is designed as a tool to make it easier for leaders to turn what they know into what they do. With Stakeholder Centered Coaching®, your clients will learn how to engage others who are impacted by their behavior, follow up, and implement suggestions that will result in both behavior and perception change.

For you as a coach, this AHABook will help reinforce the Stakeholder Centered Coaching® process and aid you in differentiating your coaching business by measuring change and demonstrating a return on investment to your executive sponsors. After all, executives pay for results, not coaching.

As a book designed for today's reality of precious little time to do even what is essential and important, *Stakeholder Centered*

Coaching is a refreshing and powerful way to reinforce the process of involving stakeholders in the task of helping effective leaders be better every year.

Frank Wagner
Partner in charge of Stakeholder Centered Coaching®
Marshall Goldsmith Group

Section I: Stakeholder Centered Coaching Overview



Share the AHA messages from this book socially by going to <http://aha.pub/SCCoaching>.

Section I

Stakeholder Centered Coaching Overview

Stakeholder Centered Coaching is a proven coaching methodology and philosophy created by Marshall Goldsmith that demonstrates ROI and dramatically increases the likelihood of a successful coaching engagement. Even better, it's a process you can use both personally and professionally for creating any kind of transformational change. Here's an overview on how the Stakeholder Centered Coaching process works.

1

#SCC (StakeholderCenteredCoaching) is a methodology created by Marshall Goldsmith, designed to make leaders effective. @Coachmetrix

2

A major gap in #Leadership & executive coaching is the lack of measurement on whether a leader has evolved. #SCC @CoachGoldsmith

3

US companies spend \$14+ billion annually on #Leadership dev & most don't know if their efforts are successful. Do you?
@Coachmetrix

4

We can & must measure our coaching impact & #StakeholderCenteredCoaching is the way to do that. @Coachmetrix

5

The #StakeholderCenteredCoaching process is designed to help people make positive and sustained behavior change.
@CoachGoldsmith

6

#Success isn't determined by the #Leader being coached, but by people impacted by their behavior. #SCC @CoachGoldsmith

7

1 of 3 differentiators btwn #StakeholderCenteredCoaching & other coaching methodologies is the #Stakeholder emphasis. @CoachGoldsmith

Section III: Implementing Stakeholder Suggestions



Share the AHA messages from this book socially by going to <http://aha.pub/SCCoaching>.

Section III

Implementing Stakeholder Suggestions

Stakeholders play a critical role in helping a leader change. This section addresses how the leader will work with Stakeholders to gather their input, implement their suggestions, and ultimately, change both behavior and perceptions. Both are critical to a leader's success.

73

After the #StartSmart
#StakeholderCenteredCoaching process,
#Leaders need to start #Implementing
#Stakeholder suggestions. @Coachmetrix

74

The coach in
#StakeholderCenteredCoaching helps
#Leaders see the benefit of changing & the
cost if they don't. @CoachGoldsmith

75

The cost of not changing #Stakeholders' perceptions may affect the #Leader's career, those around them & the business. #SCC @Coachmetrix

76

#Leaders should speak with #Stakeholders on a monthly basis to gather their #Feedback & #Feedforward. #SCC @CoachGoldsmith

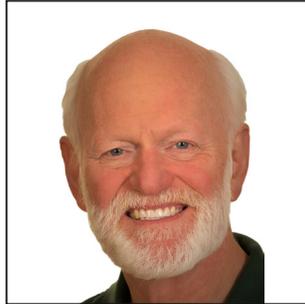
77

#Leaders need to model feedback response, responding with appreciation & commitment to improvement. #SCC @CoachGoldsmith

78

#FeedbackReactions: People have different emotional reactions to change upon receiving feedback. How do you react? #SCC @Coachmetrix

About the Authors



Dr. Marshall Goldsmith is the author or editor of thirty-five books that have sold over two million copies, been translated into thirty languages, and become bestsellers in twelve countries. Marshall's professional acknowledgments include: "World's #1 Leadership Thinker" from *Harvard Business Review* and *Best Practices Institute*; "World's #1 Executive Coach" from *Global Gurus, INC* and *Fast Company* magazines; "Lifetime Achievement Award for Excellence in Teaching" from Institute for Management Studies; "50 great thinkers and leaders who have influenced the field of management over the past 80 years" from American Management Association; "50 great leaders in America" from *BusinessWeek*; "Top ten executive educators" from *Wall Street Journal*; "Most credible executive advisors in the new era of business" from *Economist* (UK); "Fellow of the Academy (America's top HR award)" from National Academy of Human Resources; and "Global leader in HR thinking" from World HRD Congress (India). His work has been recognized by almost every professional organization in his field.



Sal Silvester is one of the top experts on leadership transformations across organizations and throughout careers. He is the founder and president of 5.12 Solutions Consulting Group, a firm that supports leaders and teams through grounded, real-world practices and techniques. Their cloud-based coaching platform, Coachmetrix, is the first of its kind to optimize and measure leadership development programs and coaching engagements. His passion and expertise for working with teams and leaders is reflected in his coaching, writing, and speaking keynotes. As the author of *Ignite! The 4 Essential Rules for Emerging Leaders* and *Unite! The 4 Mindset Shifts for Senior Leaders*, Silvester uses learning parables and his proprietary People-First Leadership™ Model to explain the secrets to making the transition from peer to leader. His unique perspective has been nurtured through his experience over the past 25 years as an Army Officer, an executive at Accenture, and as the founder of 5.12 Solutions and Coachmetrix.



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- Start sharing: <http://AHAthat.com>
- Start authoring: <http://AHAthat.com/Author>



Please go directly to this book in AHAthat and share each AHAmessagesocially at
<http://aha.pub/SCCoaching>.

Stakeholder Centered Coaching®

Executives buy results, not coaching. The problem is that most leadership and executive coaches don't measure the impact of their coaching engagements, so they can't prove their coaching is actually making a difference. They rely too heavily on coach satisfaction surveys and other methods that simply measure reaction and not change.

It doesn't have to be that way. We can and we must do better. It's time to prove our coaching impact. It's the right thing to do for our business, our clients and the coaching and training industry as a whole.

In this fun and engaging book, Marshall Goldsmith and Sal Silvester submit a mandate for measuring behavior change in leadership development and coaching programs and offer a practical process that enables coaches, trainers, and organizational development leaders to measure change in their programs.



World-renowned executive coach, Dr. Marshall Goldsmith recently received the Institute of Coaching Inaugural Award for Excellence in Leadership. The award was created in his honor to commend his groundbreaking action-philanthropy project, "The Marshall Goldsmith 100 Coaches," as well as his highly innovative leadership development work, "Stakeholder Centered Coaching." Both of these are significant breakthroughs that can shift the future of leadership development and coaching.



Author and executive coach Sal Silvester draws on his years of experience as a veteran Army officer, Accenture executive, and founder of 5.12 Solutions and Coachmetrix to turn the focus on measurement in the coaching and training industry.

BUSINESS & ECONOMICS : MENTORING & COACHING

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