

Encouraging Leaders

G R O W I N G I N P U R P O S E & P R O F I T

What is Stakeholder Centered Coaching (SCC)?

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 like you get even better - by achieving positive, lasting change in behavior: for you, for your team, and for others in your life whom you impact and influence.

In its simplest form, the SCC practice is about an understanding that we are all successful largely because of how we behave and in spite of how we behave. Consider for a moment, one of the natural beliefs of successful people - I am successful - in other words, they often 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 the 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, in the coaching process, you will employ a 7-Step process that offers dramatic results in developing you as a leader. Success will require Courage, Humility, and Discipline. While this practice is simple to understand, *IT IS NOT EASY TO DO.*

What are the beliefs and principles that underlie this approach?

The approach is tailored to modify behaviors that take advantage of the positive aspects of successful people’s beliefs and to overcome the negative aspects that can interfere with your development. The SCC methodology is based upon the combination of the below beliefs and underlying principles.

Key Beliefs of Successful People

- **I am successful** Successful people are self-confident.
- **I choose to succeed** Successful people believe that they are doing what they choose to do, because they choose to do it.
- **I will succeed** An unflappable sense of optimism is one of the most important characteristics of successful people.

Key Principles of SCC

- **Place the attention and focus on your stakeholders** The true leverage points in behavioral change are the people who are interdependent with, and work with you every day.
- **Emphasize FeedForward** Focusing on the future is much more effective than focusing on the past, which is something we cannot change.
- **Change behavior and perception in parallel** It is useful to work in parallel on changing a behavior and the perception of your behavior by your stakeholders.

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 6 months and 12 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 your stakeholder allows you to turn these stakeholders into the **true coaches**, as they are the best "experts" in how your behavior can improve with them. Once you understand how to turn your stakeholders into coaches, you'll have "free" coaches for the rest of your career.

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.