



Coaching for Behavioral Change Certification Process

The Certification in Behavioral Coaching is based upon the philosophy, principles, and practices of Marshall Goldsmith, Frank Wagner, and Chris Coffey considered top practitioners in the field of executive, behavioral coaching. The Certification process, unlike many in the field, is based on the acquisition of knowledge and skill over a multi-year period.

Marshall pioneered and built a competitive advantage over other coaching methodologies by introducing “**pay for results,**” where compensation is realized only if the person receiving coaching improves his or her leadership behaviors as determined by Stakeholders. This Certification is intended to extend the competitive advantage by ensuring clients that our network of coaches live up to a rigor and discipline in their leadership/coaching practice.

The Train-the-Coach Workshop (Initial Certification) is largely experiential in nature to ensure that participants gain the knowledge and skills required to become successful behavioral coaches. They will learn to leverage the belief set of successful people, be provided with a comprehensive set of coaching skills and the 7-step "Involving Stakeholders" process. Participants receive "The Coach's Play Book" to review before the training. The session teaches the flow of coaching activities from initial contact through conclusion of the coaching engagement. Key skills will be demonstrated, practiced and discussed. With sessions limited to no more than 20, each participant receives individualized lab practice time.

This Certification Process revives the ancient practice of apprenticeship as a necessary step in skill mastery. After admittance into the Certification process, a candidate will:

1. Attend a 2-Day Train-the-Coach to learn the philosophy, principles and steps of the coaching process. Completion of the 2-Day training leads to **Initial Certification** in Coaching for Behavior Change
2. Successfully perform six actual year-long assignments to coach a leader who demonstrates improvement in a designated leadership behavior This is achieved through measurement with two mini-surveys to determine behavioral change as perceived by Stakeholders [**Surveyonline.com** will provide this service)
3. Pass an “After Action Review” where the Leader, who was coached, completes an online assessment (see next page for the 7-item survey)
4. Receive **Advanced Certification** in Coaching for Behavior Change
5. Once Advanced Certification is achieved, continue coaching an additional six leaders in achieving a positive change in leadership behavior to achieve Master Certification. Along with **Master Certification** comes a requirement to mentor* at least one Coach who is working on Advanced Certification.

*Acting as a mentor is intended to enrich the Coach’s own understanding of the process and help new coaches attain the knowledge and skill needed to reach Advanced Certification.



To remain on the Master Certification List a coach must do the following:

- 1) Coach at least one person every year on a behavioral coaching assignment. One way to maintain certification is to provide pro **bono coaching** to a leader who works for a **non-for-profit**.
- 2) Document the Leader improved in her/his leadership behavior through two mini surveys.
- 3) Conduct an AAR that verifies the Coach faithfully followed the methods and principles underlying the Prism Ltd. Behavioral Coaching process.

CONTINUING CERTIFICATION AAR (After Action Review)

1. Did you identify a set of relevant Stakeholders relevant to your behavioral goal and recruit them to give you ongoing support during the year?
2. Did you communicate to your Stakeholders your personal goal for improving your leadership behavior?
3. Did you follow-up regularly with your Stakeholders (every 4 to 6 weeks)?
4. Did you act on Stakeholder suggestions (Feedforward)?
5. Do you understand and use the 7-steps Involving Stakeholder Process?
6. Did you initiate and receive two Mini-Surveys over the past 12 months?
7. Did the mini survey indicate improvement on the targeted leadership behaviors?

At the end of every assignment the Leader being coached will complete this AAR. Failure to have the Leaders you are coaching complete the Certification AAR will potentially lead to loss of listing on the Certified List. The primary purpose of the Certified List is to provide our clients an up to date list of highly qualified coaches who follow the methodology and practice developed by Marshall Goldsmith Frank Wagner, and Chris Coffey.

MEMBERSHIP IN THE COACHING FOR BEHAVIOR CHANGE COMMUNITY

Once Initial Certification is achieved, the Coach registers with the Website. They sign a document agreeing to the following conditions:

1. Live up to the Values of Marshall Goldsmith's Coaching for Behavior Change Community
2. They agree to pay 15% of their coaching fees* while working towards their Advanced Certification; 10% of their coaching fees* while working towards their Master Certification; and, 5% of their coaching fees* thereafter.
3. Survey on line will conduct mini-surveys to measure the amount of improvement in leadership behavior by their coaching clients; surveyonline will also conduct the AAR with their clients.
4. As Master Certified Coaches, they agree to actively mentor one person who is working toward Master Certification. This is not expected to exceed one one-hour coaching call per month.

Benefits of Membership



1. Having your Certification and Continued Success verified on the Coaching for Behavior Change website (including an updated coaches bio
2. Full access to the private Member Site with all of its resources and chat room.
3. Free attendance at any subsequent training and conferences
4. Coach mentoring from a Master Coach
5. Access to a networked community of like-minded professionals

*These percentage of fees is only related to Behavioral Coaching assignments. They do not apply to any other type of coaching or services provided by the Community Member.