



Coaching for Behavior Change

List of Certified Coaches External Internal	Coaching Community Log-In	Certification Process
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The American Management Association named Dr. Goldsmith as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years. Major business press acknowledgments include: Business Week – most influential practitioners in the history of leadership development; The Times (UK) – 50 greatest living business thinkers; Wall Street Journal - top ten executive educators; Forbes - five most-respected executive coaches; Leadership Excellence – top five thinkers on leadership; Economic Times (India) – five rajgurus of America; Economist (UK) - most credible executive advisors in the new era of business; and, Fast Company - America’s preeminent executive coach.

Marshall has made a name for himself as a no-nonsense coach who help highly successful people make positive long-term change in behavior by employing a simple methodology that is neither time consuming nor difficult to understand. This website is dedicated to the expansion of Marshall’s unique brand of leadership coaching in order to help many more leaders benefit by gaining the discipline to achieve positive, long-term improved leadership behavior.

Our Coaches form a community of dedicated professionals that practice this same discipline in order to provide lifelong client value to the leaders who employ their services. This community is based upon the following three values:

Life is Good – We spread a way of life that it is wiser to focus on what is good and positive rather than the opposite. Our emphasis is on creating, and living, scenarios where there is little downside loss and a lot of upside gain.

Practice What We Preach – The best way to learn anything is through experience. The discipline that is embedded within the leaders we coach is equally relevant in our own behavior. In simple terms - What is good for our clients is good for the coach.

Easy to Work With – It is much better to be generous, supportive, and fun than the opposite. We choose to associate and work with fellow Coaches who share a disposition to learn, improve, and enjoy the journey and create a giving and helping environment for themselves and others.

When a person clicks on the links on the homepage for this website they will go to the following...



List of Certified Coaches

APPRENTICE CERTIFICATION	ADVANCED CERTIFICATION	MASTER CERTIFICATION

Names are listed alphabetically with date of reaching that level of certification. The name is a link to the person's coaching resume. (We may want to provide a format for consistency.)

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 requisite rigor and discipline in their leadership/coaching practice.

The Train-the-Coach Workshop (Apprentice 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.

Our Certification Process revives the ancient practice of apprenticeship as a necessary step in skill mastery. In order to fulfill the conditions of Certification 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 Apprentice 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 will provide this service in order to provide an independent source of verifying change in leader behavior)
3. Pass an "After Action Review" where the Leader, who was coached, completes an online assessment (see next page for the 5-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 yearlong 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 toward 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 yearlong 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 (using SurveyOnline to provide independent verification).
- 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?

At the end of every assignment the Leader being coached will complete this AAR and return it to SurveyOnline. 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. SurveyOnline 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.
3. 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.
4. External coaches agree to pay 5% of their coaching fees each year until reaching the maximum yearly payment of \$1000 to maintain membership in good standing with this community of Coaching for Behavior Change. This percentage only related to Behavioral Coaching assignments. They do not apply to any other type of coaching or services provided by the Community Member Coach. Also, this obviously applies to external, independent coaches.

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 (while working to achieve Master Certification)
5. Access to a networked community of like-minded professionals
6. Increases your ability to market and promote yourself as a reputable coach

TWO-DAY TRAIN-THE-COACH

Today most leaders are being forced to get more done with fewer resources. The demands on their own time, and the time of those they lead, is increasing. One of the leader's main roles is to get others to perform at ever-higher levels of performance. The integrity of leaders' stems requires having the same expectation regarding their own level of performance. Here is where the coach becomes important.

The role of the coach has always been to get the best out of others performance, whether on stage, on the playing field, or in business. If leaders are to improve in their own practice of leadership, they need leverage. A coach adds value to the degree that the coach can help the leader gain leverage. Helping speed up the learning curve and turning that learning into productive behavior is why a coach is important.



When a leader is asked to focus on a topic so personal as their own behavior, it is often useful to have an objective pair of eyes to assist in interpreting feedback and suggestions. Here is where a coach adds enormous value. An outside perspective provides validation when the leader seems to have a valid perspective on how he, or she, is coming across as a leader. This perspective can also help reorient a leader whose self-awareness is not quite clear enough.

Principles Underlying the Training:

Train-the-Coach is a comprehensive process to help internal resources become behavioral coaches to assist leaders in the organization become more successful. This process includes: an intensive 2-day workshop; an extensive Play Book detailing the coaching role; and an optional yearlong follow-up designed to assist in the execution of the coaching process through the initial two coaching assignments.

The training and support is based upon a unique approach to the coaching role. It is built from an understanding of the belief set of successful people and how these successful people get even better. In order to achieve positive, long-term behavioral change, our process helps internal coaches apply four basic principles. These principles are:

First Principle: ***Place the attention and focus on stakeholders of the person being coached.*** In working with successful people, it is essential to put emphasis where you will gain the most leverage. The true leverage points in behavioral change are the people who are interdependent with the leader. Our approach is to turn the stakeholders into the true coaches for improvement. Although the role of expert is still used, the internal coach's main role is to act as a "personal trainer" to the leader, emphasizing the Marshall Goldsmith Behavioral Coaching process.

Second Principle: ***Emphasize FeedForward.*** Successful people like getting ideas that are aimed at helping them achieve their goals (Feedforward). They tend to resist negative judgment. We all tend to accept feedback that is consistent with the way we see ourselves. We also tend to reject or deny feedback that is inconsistent with the way we see ourselves. Successful leaders respond to (and even enjoy) feedforward. These same people would not have had such a positive reaction to feedback.

Third Principle: ***Change behavior and perception in parallel.*** In working with successful people, it is useful to work in parallel on changing behavior and the perception of that behavior. The leader is helped to implement FeedForward (stakeholder suggestions aimed at the future, not the past). At the same time, a dynamic not to be ignored is stakeholders'



perceptions are incredible resilient. People do not readily give up their prior assumptions, opinions, and beliefs. Thus, a key aspect of the coaching process is to help change the perception of stakeholders regarding the leader's behavior.

Purpose of this Program:

The purpose of the Train-the-Coach program is to develop the ability and willingness of internal organizational resources (or external coaches) to effectively coach others in positive, long-term behavioral change. Additionally, we help our new coaches to understand how not to eat up a lot of precious time of the leaders they are coaching.

In order to do a good job here, a coach needs to have a well-defined process that does not require a lot of extra time or effort on the part of the leader, the coach, or the stakeholders. Learning this unique, revolutionary process is a key element of this Train-the-Coach. Internal coaches help leaders gain leverage through the monthly application of a few simple actions that provide a huge payoff.

DESIRED EFFECT: Coaches who are able to influence and be a catalyst to the process of positive long-lasting behavioral change.

Approach to the Train-the-Coach

The participants in the training receive The Coach's Play Book as pre-reading prior to the Workshop. Reading over the Play Book gives the participants a clear understanding of the material that will be expanding upon, and practiced, during the two-day workshop. Participants bring their Play Book to the training.

At the session an additional Workbook is provided with added information and exercises. The Two-Day Workshop is roughly broken up into three sections. Section 1 focuses on coaching a leader in a seven-step process that ensures positive behavioral change will take place (Day 1). During the two-day "train-the-coach" participants gain a working understanding of each step in the Marshall Goldsmith behavioral coaching model and practice the skills associated with each of these steps. Both days of training will be broken up into learning modules. Each module will be made up of a tutorial, a behavioral rehearsal practice session, feedback on rehearsal, and capture of "do's & don'ts". Topics covered include:

- Assessing candidate readiness for coaching
- Setting expectations for coaching relationship



- Assisting assessing 360o feedback from reports
- Gaining commitment to a specific behavioral change
- Helping select raters (stakeholders)
- Managing rater perception
- The Feedforward process
- How to provide needed “expertise” to your leader who is improving
- Running one-on-one coaching meetings

A unique aspect of this training is that individuals who are attending the two-day train-the-coach can invite a leader, or leaders, they are going to coach to the first day of the training. This provides a strong foundation for working together with the leader who will be coached gained through a mutual understanding of the process and skills needed to make positive long-lasting change in behavior.

The leaders who attend the first day do not return for Day Two, that is devoted to more specific activities relevant to the coach and some continued skill practice. Section 2 focuses on the flow of coaching activities from initial contact through conclusion of the coaching assignment (morning of Day 2). Demonstration, practice and discussion of options will characterize much of this section.

Section 3 (afternoon of Day 2) is devoted to lab practice. Each participant will be audio taped applying a key skill, or process step, from the first two sections. These practice sessions will be reviewed in small groups and then the participants will take these tapes with them when they leave the Workshop.

Benefits of this Process:

- Extends the number of leaders who can receive long-term behavioral coaching in a cost effective manner
- Reduces the reliance on external sources to provide coaching service
- Helps coaches breakdown the barriers in the beliefs of successful people
- Builds an essential skill set inside the organization, namely coaching for behavioral change



AGENDA – Day One: Coaching Skills

- 8:00 Welcome, Objectives, Agenda & Workbook, Ground-Rules
 Review Coaching Process / Behavioral Coaching Skills
 BREAK
 Behavioral Goal Setting – Skill Practice Trios
 Action Planning – Small Group Exercise
- 12:00 LUNCH
 Behavioral Rehearsal – Skill Practice Trios
 Behavioral Reinforcement – Skill Practice Trios
 After Action Reviews – Skill Practice in Pairs
 BREAK
 Personal Goal Setting exercise
 Feedforward Exercise
 BREAK
 Modeling the Leader Skills – Skill Practice Pairs
 Story Telling – Skill Practice Pairs
 Prep for day 2
 Wrap-up / Next Steps and Commitments
- 5:00 End of Day

Day Two: Coaching Flow

8:00	Overview of Day Two
	SMART START: Setting Expectations through the Coaching Contract
	SMART START: Enrolling Stakeholders
	BREAK
	IMPLEMENTING SUGGESTIONS: Increasing the Focus
	IMPLEMENTING SUGGESTIONS: Accelerating the Execution



	BREAK
	SUSTAINING SUCCESS: Preparing for Mini-Survey
	SUSTAINING SUCCESS: Reinforcing the Seven Step Encouraging Development Process
12:00	LUNCH

Coaching Labs

	1 st Coaching Lab – Undecided Leader
	2 nd Coaching Lab – Learning to Respond
	3 rd Coaching Lab – Reluctant to Involve Stakeholders
	4 th Coaching Lab – Running out of Steam
	5 th Coaching Lab – Less than expected Improvement
	BREAK
	Group Summary of Coaching Lab Experience

Conclusions and Wrap-Up

	Coaching Skills Self Assessment (Post-survey)
	Summary Points
4:30	End of Day Two

Tele-Conference Follow-Up (for three months):

The purpose of the monthly Progress Check calls is to ensure the needed momentum and pace of the coaching process is taking place. Additionally, the call will provide the opportunity to gain Feedforward advice from the coaching peer group and receive a mini lesson relevant to the coaching process. There is no additional charge for these tele-conferences (included in the basic price of the train-the-coach).



Coaching Community Log-In

This part of the website will be dedicated to the members of the Coaching Community. It will have resources to help our coaches refine their coaching practice and learn from each other. This would require some program for secure log-in with passwords. We would need the ability to change passwords and kick a person out if they no longer lived up to the deal and lost a "member in good standing" with us.

The Homepage would have links to include: a set of tools to aid in their coaching; a library section; a chat room/blog area; an RSS feed around Behavioral Coaching; and, an upcoming events section (that might include where to log in for a webinar).

TOOLS SECTION

This section would have Tools listed with links to pages. Each tool would have a page (or more) where the use of the tool would be explained and the tool made available. Examples would be:

Mini-Survey Tool

The Marshall Goldsmith Professional Success System

Tools for capturing Stakeholder Input

Action Planning Tools

Email Samples to help Leaders communicate around the process

LIBRARYSECTION

This section would have the pertinent readings from Marshall, and any other readings we find are appropriate. It would be nice to be able to organize the readings under headings that we could change easily.

CHAT ROOM/BLOG

Would like a blogging function that could be set up where multiple blogs could emerge and allow members to do their thing.

RSS FEED SECTION

This section would capture any current article, story, etc. for Behavioral Coaching that participants could check on a daily basis



UPCOMING EVENTS SECTION

Here we would post any trainings going on, including any events we were running for members. This would include webinars, etc.