

B U I L D
2 M O R R O W

by Lois Sonstegard

STAKEHOLDER CENTERED COACHING

MAKE THE
TRANSITION FROM
GREAT ACHIEVER
TO GREAT LEADER

www.Build2morrow.com



DISCOVER COACHING WITH GUARANTEED RESULTS

Stakeholder Centered Coaching takes a unique approach to executive coaching. It's designed specifically to help successful managers achieve their development goals and become even better leaders. The process, pioneered by renowned leadership expert Marshall Goldsmith, has successfully helped thousands of leaders around the world. In fact, more than 150 of the Fortune 500 companies have used Stakeholder Centered Coaching with positive results.

As a Marshall Goldsmith Stakeholder Centered Coaching certified executive coach, Lois Sonstegard, founder of Build2Morrow, has seen the success of this process ... because it's versatile, pragmatic and results-driven.

That's why, when executives commit to the complete program – typically 12-18 months, Build2Morrow guarantees positive results. In fact, payment in full for the program is due only when stakeholders see that the leader has become measurably more effective. We're that confident of this unique coaching approach.

THREE REASONS WHY STAKEHOLDER CENTERED COACHING WORKS

While Build2Morrow customizes Stakeholder Centered Coaching to meet your specific needs, the overall approach uses a highly disciplined implementation based on these three core principles:

- **Focus on stakeholders.** Stakeholder Centered Coaching places the attention and focus on your stakeholders – people in your work environment. That's very different from traditional coaching that typically is limited to one-on-one sessions with the coach acting as an advisor. Stakeholder Centered Coaching expands the coaching process and, in effect, allows your stakeholders to become your day-to-day coaches.
- **“Feed Forward.”** While constructive feedback can be a valuable part of the coaching process, Stakeholder Centered Coaching puts more emphasis on “feed forward,” that is, suggestions for the future. It's not unlike driving a car. The rearview mirror is so much smaller than your windshield because it's more important to look ahead to the future than to look back to where you've been.
- **Change behavior and perception in parallel.** Although changing your behavior can be difficult, it's even harder to change others' perception of your behavior. People see what they expect to see. They also are more concerned about their own lives than what others are doing. Stakeholder Centered Coaching recognizes this and, because of the involvement of stakeholders in the entire process, can successfully change a leader's behavior as well as the stakeholders' perception of that behavior.



THE STAKEHOLDER CENTERED COACHING PROCESS: A CLOSER LOOK

Build2Morrow clients appreciate the pragmatic seven-step process of Stakeholder Centered Coaching. The steps are carefully constructed to build on each other, ensuring stakeholders are involved all along the way:

Step 1 Ask.

How can you know what others think of you? Ask them! Most of your stakeholders will be more than willing to provide suggestions and feedback, and they'll appreciate that you value their opinions.

Step 2 Listen.

This step is harder than you think because the topic is you. Avoid defending your past actions. Don't judge your stakeholders' opinions as right or wrong. Listen to what they have to say and, most importantly, accept that this is their perception of reality.

Step 3 Thank.

Just as it takes courage to ask for others' opinions of your behavior, it may take courage for some of your stakeholders to provide feedback and ideas for improvement. Prove to them you are committed to improve by showing your appreciation for their help.

Step 4 Think.

Consider carefully what others have said before you react. That will keep you from over-reacting. It's also a good way to avoid over-committing because you don't want to under-deliver on your promises.

Step 5 Respond.

When your stakeholders take the time and risk to provide you with input, they deserve to know how you plan to use their feedback. Respond to everyone who provides feedback or suggestions, keeping your responses simple and positive.

Step 6 Change.

While the first few steps are about "doing something," behavioral improvement means doing more of something, less of something or something entirely new. To be successful, you need to keep the change process alive and move forward.

Step 7 Follow-up.

In other words, take the previous six steps on a regular basis. Check in with your stakeholders in a regimented, disciplined manner. Follow-up is really the most important step in the process and the best way to demonstrate to others that you are serious about change.

A REMARKABLE 95% SUCCESS RATE

Stakeholder Centered Coaching has proven results. To measure the effectiveness, stakeholders complete an anonymous online survey asking whether the leader improved (a plus score), got worse (a minus score) or stayed the same (0).

A comprehensive study that included more than 11,000 business leaders in six multinational companies on four continents shows that 95 percent of leaders who consistently applied the Stakeholder Centered Coaching process measurably improved their leadership effectiveness, as determined by the stakeholder surveys.



"Leadership is a Contact Sport" by Marshall Goldsmith and Howard Morgan, *strategy + business*, September 2004.

WORK WITH THE EXPERTS AT BUILD2MORROW



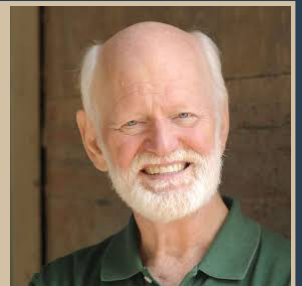
Lois Sonstegard, founder of Build2Morrow, has been an executive coach for more than 30 years. She helps busy executives take advantage of the opportunities, challenges and changes that sometimes overwhelm them. Her coaching has empowered executives and HR professionals to be more effective, maximize their career potential, streamline hiring and management practices, and significantly reduce the stress and worry that can ultimately lead to burnout and diminished productivity.

A Marshall Goldsmith Stakeholder Centered Coaching Certified Executive Coach, she has seen how effective this approach can be because it is versatile, pragmatic and results-driven. Lois has had extensive success using Stakeholder Centered Coaching with multinational companies because the approach allows each group to communicate from their own perspective, transcending the barriers of culture and language.

“Lois Sonstegard is one of our Certified Stakeholder Centered Coaches. We have spotlighted her executive coaching, which focuses upon the unique needs of global companies and is much needed today.”

Marshall Goldsmith

Founder of Stakeholder Centered Coaching



GET IN TOUCH WITH US TODAY

Find out more about how Stakeholder Centered Coaching can help you and your executive team become better leaders and move your organization ahead. Schedule a time to talk with Lois about this unique approach to executive coaching.

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THREE BELIEFS OF SUCCESSFUL PEOPLE THAT CAN HOLD THEM BACK

Like most leaders, you've achieved your goals because of three powerful beliefs. Unfortunately, these same beliefs can prevent you from making needed changes and achieving further success in the future:

- **I am successful. It's good to have confidence, but it can lead to overrating your own performance ... and being unwilling to hear constructive feedback.**
- **I choose to succeed. Successful people tend to be self-reliant. They commit to doing something and then get it done. But, if you believe you've earned your success, you may feel that any change – even positive change – is threatening.**
- **I will succeed. Optimism and resilience are key to success. But highly successful people may develop a “win at all cost” attitude that hurts the people around them. They also may not be able to let go of failure, which can lead them to become discouraged.**

Stakeholder Centered Coaching acknowledges these beliefs and helps successful leaders understand how they can stand in the way of making behavioral changes that will lead to further success.