



Stakeholder Centered Coaching®

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Dear leader,

The document you hold in your hands has the potential to transform your leadership and the results you achieve in unprecedented ways. Specifically, this document outlines a seven-step process that ensures the accomplishment of five high-value and strategic leadership priorities. They are:

1. Build a personal leadership reputation as an *indispensable* asset that produces *exquisite ROI* for your organization.
2. Build and lead *high-performance* teams.
3. Create a culture characterized by *excellence, passion, innovation, and growth*.
4. Recruit and retain *top-tier* talent.
5. *Achieve more and work less*.

Converting potential into performance, though, requires you to challenge long-held assumptions about leadership and the link to business results, performance metrics, and success both professionally and personally.

Elevated performance requires an authentic and compelling articulation of leadership values, beliefs, and goals that are not theoretical or intellectual, but rather *behavioral explicit*.

With over thirty-five years of experience helping leaders and teams achieve greatness in their areas of expertise, my commitment to you is simple: if you read this document, internalize its content and context, if you implement its insights with courage, humility, and discipline, you will achieve a **95% success rate** in becoming a more effective leader. I am so confident of the process you'll find outlined that I will say without hesitation; your success will be **measurable and replicable**. I guarantee it.

If you aspire to achieve greatness for yourself, as well as enable greatness in others, the process that follows will challenge you, encourage you, mystify you, but ultimately, catapult you to the achievement of your highest hopes, dreams, and aspirations. As your partner in success, I am committed to helping you become the very best leader you can be.

Lead Boldly!

Hugh Blane

A handwritten signature in blue ink that reads 'Hugh Blane'.

ARE YOU READY FOR CHANGE?

SCALE:
Very Willing (5), Willing (4),
Somewhat Willing (3),
Not Sure (2), Not Willing (1)

HOW WILLING ARE YOU TO COMMIT TO...

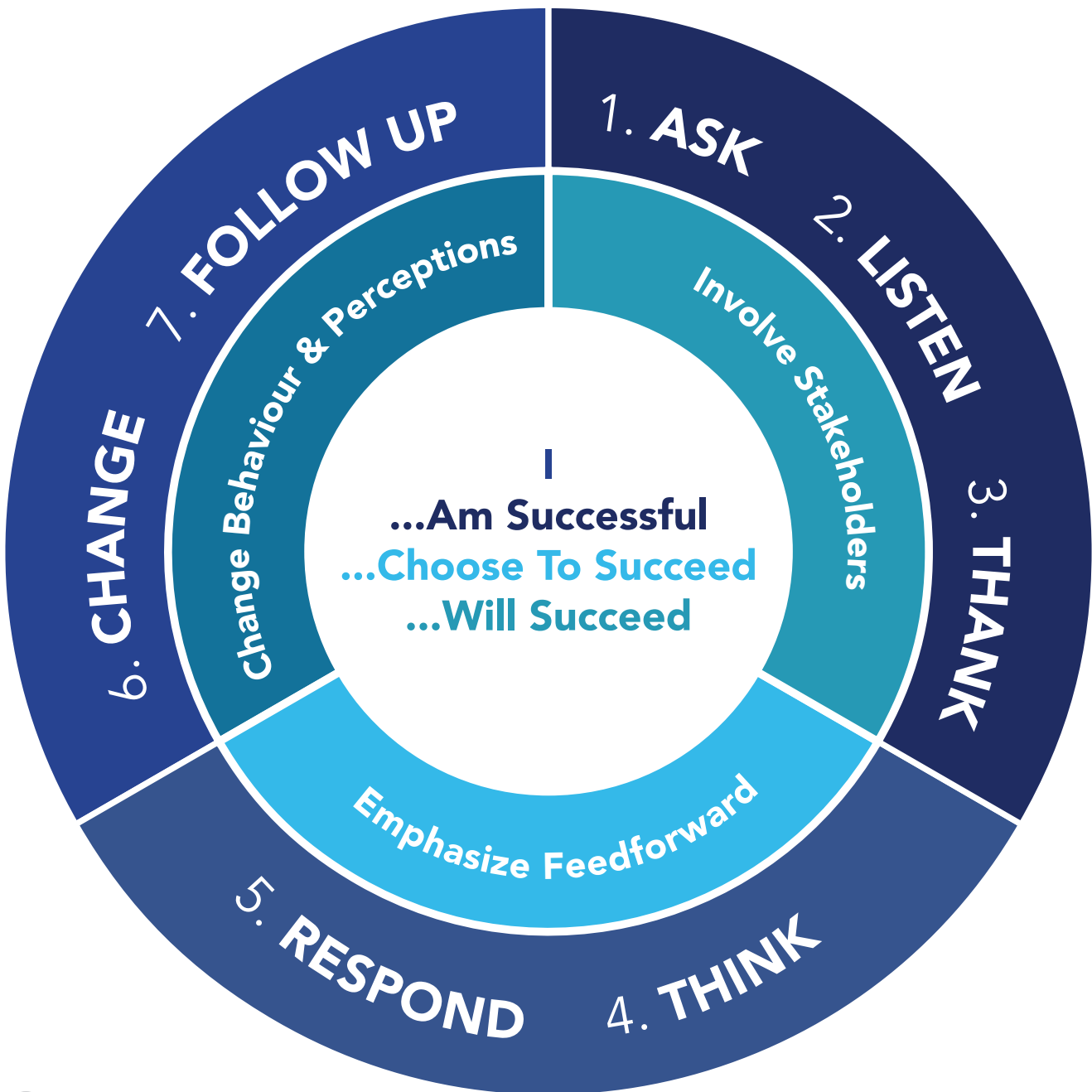
COURAGE	SCORE
1. Communicate to others what you want to improve as a leader?	<input type="text"/>
2. Ask others for personal feedback/suggestions regarding your goal and behavior?	<input type="text"/>
3. Avoid procrastination or waiting for a better time to exhibit new behaviors?	<input type="text"/>
4. Honestly, look at any behavior you would benefit from stopping, starting, or changing?	<input type="text"/>

HUMILITY	SCORE
5. Ask others to "help you" while working on your personal growth as a leader?	<input type="text"/>
6. Truly "listen" to feedback and suggestions about your leadership?	<input type="text"/>
7. Show genuine appreciation for feedback/suggestions on your leadership by saying, "Thank You"?	<input type="text"/>
8. Keep your ego from getting in the way of your progress?	<input type="text"/>

DISCIPLINE	SCORE
9. Stick to a monthly routine of following up with others as you develop new behaviors?	<input type="text"/>
10. Refrain from any defensive reactions when others point out what you have not done well or what you could do better (i.e., making excuses, getting angry, disagreeing)?	<input type="text"/>
11. Spend the needed time to change a behavior, even if it is not comfortable for you?	<input type="text"/>
12. Spend two minutes every day reviewing a checklist of desired behaviors to discern your progress?	<input type="text"/>



STAKEHOLDER-CENTERED COACHING® PROCESS



I AM SUCCESSFUL

PLUS (+)	MINUS (-)
Have an overall positive self-image; "winners" in the game of life	Consistently over-rate their performance
Have the courage to apply their ability and strengths	Have difficulty accepting validity of feedback inconsistent with self-image
Possess "contagious confidence"	May discount opinions of people who do not match their level of success

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I CHOOSE TO SUCCEED

PLUS (+)	MINUS (-)
High need for self-determination	Need for control may cause resistance to change
Do what they do because of personal commitment	Can be too superstitious about their choices
Possess a strong sense of ownership	In their head and heart may not feel the "real me" can, or needs to change

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I WILL SUCCEED

PLUS (+)	MINUS (-)
Do not believe that external forces control their destiny	Face the danger of over-commitment
Unflappable sense of optimism	Having to win at all cost; winning too much
Persistent even in the face of difficult odds	Can have a hard time "letting go" of failure

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THE 3 PHASES OF A COACHING ASSIGNMENT

The Coaching Flow can be broken down into three main phases: Start Smart, Implementing Suggestions, and Sustaining Success.



THE 7 KEYS TO INVOLVING STAKEHOLDERS

1. ASK



- Ask stakeholders for feedback/feedforward
- Send a message that you value their opinion
- Communicate your desire to improve

2. LISTEN



- Listen to what stakeholders have to say
- Try not to evaluate whether they are “right” or “wrong,” simply accept their opinions as their perception of reality
- Avoid trying to defend your actions

3. THANK



- Express your appreciation for the feedback/feedforward
- Recognize that it may take courage on their part to give you feedback or suggestions
- An immediate “thank you” reinforces the process

4. THINK



- Think about stakeholder input before reacting
- Avoid over-reacting
- Under-commit and over-deliver (keep commitments)

5. RESPOND



- Respond to the stakeholders who gave you input
- Let people know the areas where you plan to change
- Keep it simple; do not try to change too many behaviors

6. CHANGE



- Find ways to remind yourself of your area of change
- Do something about the feedback/feedforward
- Monitor your own behavior on a timely basis

7. FOLLOW-UP



- Check in with stakeholders on a repetitive basis
- Ask them for feedback & feedforward on your goal
- Continue to use steps 2 through 6 when following up

WHAT TO DO AND NOT TO DO WITH STAKEHOLDERS

DO NOT

- Stick with your fan club
- Expect instant help
- Take up too much of their time

DO

- Include as many as you can
- Keep the process upbeat
- Vary involvement as needed

SKILLS FOR ENCOURAGING DEVELOPMENT

STEP 1: ASK

DO NOT

- Wait for a "better time"
- Act skeptical or doubtful
- Put yourself down

DO

- Be concise
- Be specific
- Be positive

STEP 2: LISTEN

DO NOT

- Use "No," "But," or "However"
- Make excuses
- Exhibit impatience or anger

DO

- Pay undivided attention
- Capture what is said
- Clarify/Confirm what heard

STEP 3: THANK

DO NOT

- Use a detected tone
- Act artificial
- Be insincere

DO

- Say "Thank You" quickly
- Use first name (unless inappropriate)
- Be genuine

STEP 4: THINK

DO NOT

- Engage in "delusional" thinking
- Prove the input is wrong
- Validate "this is the way I am"

DO

- Assess benefits of changing
- Assess cost of changing
- Decide if it is worth it

STEP 5: RESPOND

DO NOT

- Critique feedback/feedforward
- Respond to too many things
- Over-commit

DO

- Be brief
- Be positive
- Be future focused

STEP 6: CHANGE

DO NOT

- Procrastinate
- Give into "feeling like a phony"
- Expect instant success

DO

- Implement suggestions in parallel
- Maintain momentum
- Make change visible

STEP 7: FOLLOW-UP

DO NOT

- Dwell on the past
- Become complacent
- Brag, gloat, or show off

DO

- Politely push for specifics
- Reinforce the process
- Check your ego at the door



RECOGNIZING SUCCESS WITH STAKEHOLDERS



...in **ASKING** when others see you as:

- Choosing the behavior you will improve
- Wanting to change this behavior
- Working on something important to you



...in **LISTENING** when others see you as:

- Wanting their input
- Paying undivided attention
- Genuinely hearing their message



...in **THANKING** when others see you as:

- Appreciative of the feedback/feedforward
- Taking their input seriously
- Willing to respond, once having an opportunity to reflect



...in **THINKING** when you see yourself:

- Not giving in to superstition or “negative” self talk
- Doing a levelheaded cost-benefit analysis
- Committed with your decision of what to develop



...in **RESPONDING** when others see you as:

- Appreciative of help from all stakeholders
- Committed to improve
- Confident you will improve



...in **CHANGING** when others see you:

- Actively working on what you committed to improve
- Demonstrating success
- Not likely to return to your old habits



...in **FOLLOWING-UP** when others see you:

- Appreciative of the feedback/feedforward
- Taking their input seriously
- Willing to respond, once having an opportunity to reflect

OVERALL, YOU HAVE BEEN SUCCESSFUL...

...in **INVOLVING** when others feel they:

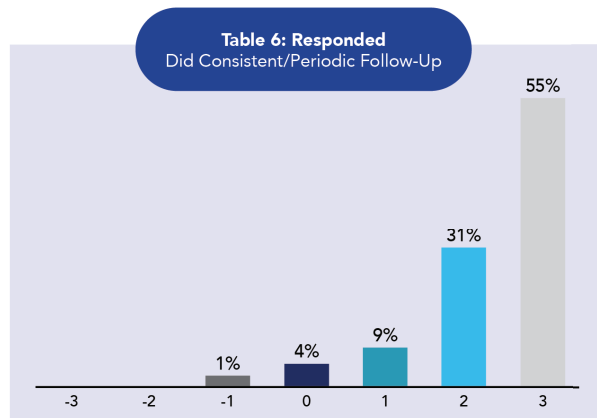
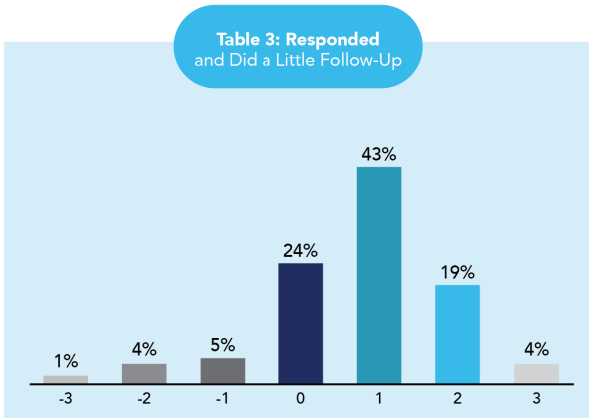
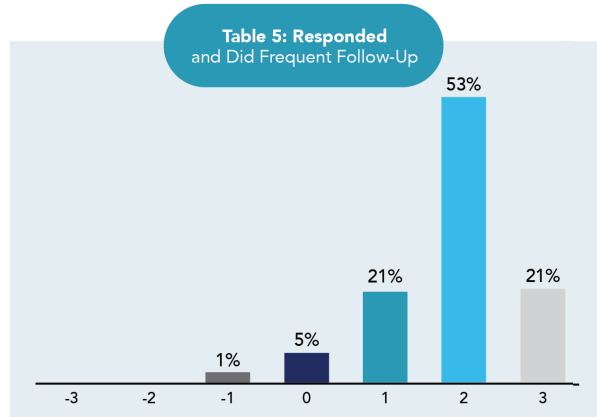
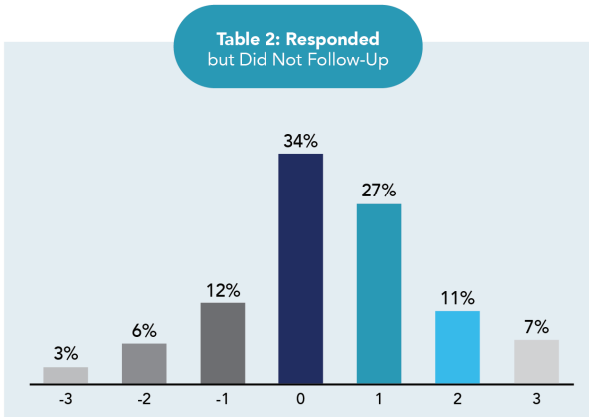
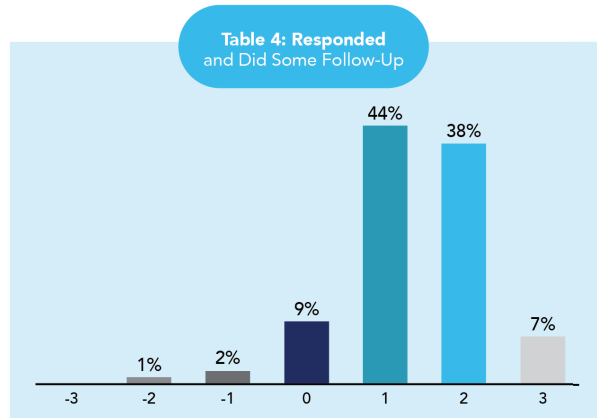
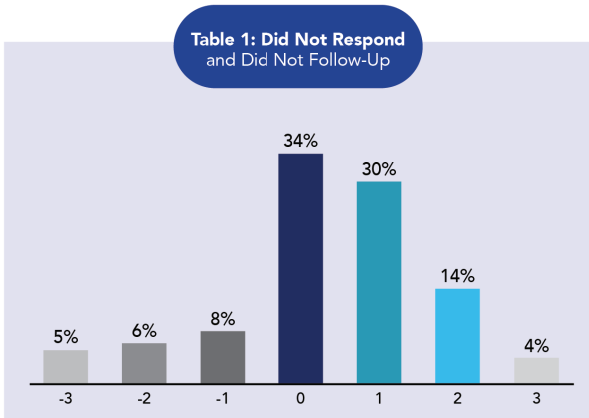
- Contributed to your development
- Have been acknowledged for helping
- Want to continue helping you improve as a leader

ASSESSING YOUR PROGRESS

1. Over the last 3-4 months do you believe (Leaders Name) has become more (or less) effective in demonstrating the following leadership behaviors? (Do not consider environmental factors beyond their control)
2. Did (Leaders Name) communicate to you their leadership growth area over the last 3-4 months?
3. Did they follow up with you and ask you for feedback and/or feed forward suggestions in their leadership growth areas over the last 3-4 months?
4. Did they share their action plan with you over the last 3-4 months?
5. Did they implement their action plan and make change visible to you over the last 3-4 months?
6. What has (Leaders Name) done in their leadership growth areas over the past 3-4 months to become a more effective leader and what did you find particularly effective?
7. What can they do in their leadership growth areas to become more effective as a leader in the next 3-4 months?
8. Are there any additional comments you would like to share with (Leaders Name)?
9. Did they change their overall leadership effectiveness over the last 3-4 months? (Do not consider environmental factors beyond their control).

Relationship Between Follow-Up and Perceived Leadership Effectiveness

Do you feel this individual has become more effective (or less effective) as a leader in the past year?
 (Please rate this person on his/her effectiveness concerning aspects of leadership she/he can control.
 Please do not consider environmental or organizational factors that are beyond this person's control.)



- (-3) Much Less Effective
- (0) No Change
- (3) Much More Effective
- (-2) Noticeably Less Effective
- (1) Little More Effective
- (-1) Little Less Effective
- (2) Noticeably More Effective

WHAT'S REQUIRED FOR YOUR SUCCESS?



21 MOST WORKED ON BEHAVIORS

- 1. Treat others with respect
- 2. Build trust
- 3. Listen to differing points of view wait an open mind before giving my opinion
- 4. Delegate more effectively
- 5. Stand up to individuals who undermine teamwork
- 6. Deal with performance problems in a timely manner
- 7. Delegate more effectively
- 8. Address conflict constructively and timely
- 9. Collaborate with others
- 10. Develop and link team strategy to business strategy
- 11. Stand up for what I believe
- 12. Hold others accountable
- 13. Present self with confidence
- 14. Focus on the critical few issues
- 15. Become more assertive
- 16. Take appropriate risks
- 17. Build cross-functional relationships
- 18. Become a better coach and mentor
- 19. Match my leadership style to the specific need of others
- 20. Present my point of view persuasively
- 21. Become more decisive

MY SUGGESTION	TEAM GOAL



THE CLARIS COACHING CONTRACT

LEADER'S RESPONSIBILITY

1. Pick a single behavior you are committed to improving.
2. Share your goal with all stakeholders and ask them to evaluate you on this behavior from this date forward, not the past.
3. Ask for feedback from all stakeholders once per month during this contract.
4. Ask each stakeholder for Feed-Forward once a month and write down what is suggested without comment.
5. Respond to all feedback and suggestions with "thank you."
6. Keep your coach informed regarding feedback and suggestions from stakeholders within 2 - 3 days of receiving feedback and feed-forward.
7. Try new behaviors even when uncomfortable.
8. Practice and rehearse with your coach key interactions associated with implementing your plan.
9. Be willing to ask for help from all of your stakeholders.
10. Be willing to conduct a mini-survey every 4 - 6 months.



THE CLARIS COACHING CONTRACT

COACHES RESPONSIBILITY

1. Help you prioritize and develop a realistic and effective plan to improve a specific leadership behavior or competency.
2. Help you strategize whom to pick as stakeholders.
3. Set up monthly meetings with you (phone or in person) to discuss follow up from the stakeholders; as well as any other regular calls to fit your needs.
4. Return your voice or email within 24 hours unless it is communicated I will be unavailable in advance.
5. Provide guidance that fits your needs and aligns with the business.
6. Provide appropriate encouragement, reinforcement, and support.
7. Push you when you need it and play your behavioral conscience.
8. Help you gain resources associated with implementing your action plan.
9. Act as a positive role model for receiving and providing feedback.
10. Fulfill all agreed upon expectations above and beyond this list.



THE CLARIS COACHING CONTRACT

Leader

Date

Coach

Date

ABOUT THE AUTHOR



Hugh Blane doesn't claim to know everything about your business. He does claim however to know more than anyone about converting human potential into accelerated business results—that's why his clients call him the Talent Alchemist.

His consulting firm, Claris Consulting, is retained by clients such as Sony Pictures, Microsoft, Pepperdine University, Swedish Medical Centers, Aramark, Spacelabs Medical, Sodexo, and the University of Texas at Qatar, to challenge assumptions, jettison complacency and catapult growth.

Hugh's specialty is working with high potential employees. He was selected as the exclusive coach for the prestigious Helen M. Young Fellowship at Pepperdine University, and is an adjunct faculty member at its School of Law and Entrepreneurship. Hugh has taught business literacy courses to homeless men and women through the Union Rescue Mission in Los Angeles. He has also served on the Strategic Planning Committee of the Boys and Girls Club of King County.

Hugh and his family emigrated from Scotland to Canada, and then to Birmingham, Alabama in 1969 to escape financial hardship and begin their lives anew. The culture shock he experienced upon his arrival in Birmingham six years after Bull Connor ordered the use of fire hoses and attack dogs, along with the bombing of the 16th Street Baptist Church, was profound. His commitment to organizational transformation came as a direct result of being witness to a chaotic time that changed the course of race relations in the United States.

Hugh is a serial entrepreneur and doesn't shy away from reinventing himself. After 11 years as the CEO of his own financial consulting firm, Hugh reinvented himself when he was recruited to join renowned business author Tom Peters as a senior level consultant with The Tom Peters Company. After traveling to three continents, working in seven countries and 43 states, Hugh left to become the youngest partner and consultant in the venerable consulting firm, the Effectiveness Institute. After seven years, Hugh recognized that it was time to reinvent himself again and started Claris Consulting.

Hugh once ran with the bulls in Pamplona and learned how not to get gored. He is happily married to Alyson and they love traveling, wine, and good food. They reside in the small beach community of Normandy Park, Washington with a black Giant Schnauzer they rescued named Brooks. They're still debating whether they rescued Brooks or if Brooks rescued them.



Hugh Blane

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