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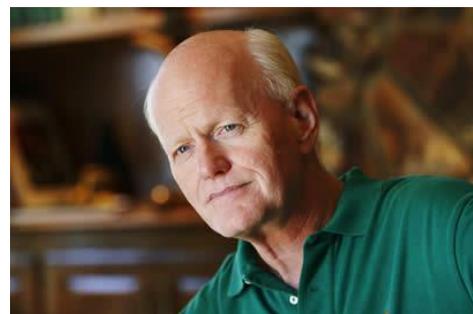
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## Marshall Goldsmith - World's # 1 Leadership Thinker

Marshall's mission is to help successful leaders achieve positive change in behavior for themselves, their people and their teams.

World's # 1 leadership thinker

Marshall Goldsmith has recently been recognized as the #1 leadership thinker in the world and the #7 business thinker in the world at the bi-annual Thinkers 50 ceremony sponsored by the Harvard Business Review.



WSJ & NYT Bestselling author

He is the million-selling author or editor of 31 books, including:

- MOJO - New York Times and Wall Street Journal bestseller
- What Got You Here Won't Get You There – WSJ #1 business book and winner of the Harold Longman Award for Business Book of the Year
- Succession: Are You Ready? – WSJ bestseller
- The Leader of the Future - Business Week bestseller
- The AMA Handbook of Leadership, The Organization of the Future and The Leadership Investment are all American Library Association Choice award winners for academic business books of the year

His books have been translated into 28 languages and became bestsellers in eight countries.

World's leading executive coach

His work has been recognized by almost every professional organization in his field.

Marshall's professional acknowledgments include:

- Institute for Management Studies – Lifetime Achievement Award (one of only two ever awarded)
- American Management Association - 50 great thinkers and leaders who have influenced the field of management over the past 80 years
- Business Week – 50 great leaders in America
- Wall Street Journal – top ten executive educators
- Forbes – five most-respected executive coaches
- Leadership Excellence – top five thinkers on leadership
- Economic Times (India) – top CEO coaches of America
- Economist (UK) – most credible executive advisors in the new era of business
- National Academy of Human Resources – Fellow of the Academy (America's top HR award)
- World HRD Congress – 2011 global leader in HR thinking
- Tata Award (India) – 2011 Global HR Excellence
- Fast Company – America's preeminent executive coach
- Leader to Leader Institute – 2010 Leader of the Future Award

Coaching highest level leaders in business, government and society at large

Dr. Goldsmith's Ph.D. is from UCLA's Anderson School of Management where he was recognized as one of 100 distinguished graduates in the 75 year history of the School (in 2010). He teaches executive education at Dartmouth's Tuck School of Business and frequently speaks at other leading business schools around the world. He is one of a select few executive advisors who have been asked to work with more than 120 major CEOs and their management teams. He served on the Board of the Peter Drucker Foundation for ten years. He has been a volunteer teacher for US Army Generals, Navy Admirals, Girl Scout executives, International and American Red Cross leaders, where he became a National Volunteer of the Year.

## Marshall Goldsmith Stakeholder Centered Coaching Guarantees Leadership Growth

Marshall Goldsmith's Stakeholder Centered Coaching approach has proven to help highly successful people make positive lasting change in leadership behavior through using a methodology that is highly effective and time efficient.

The Stakeholder Centered Coaching process guarantees measurable leadership growth

The efficacy of Marshall's Stakeholder Centered Coaching approach has been clearly demonstrated:

- More than 100 great top executives, great leadership thought leaders and great HR development professionals have firsthand experience in working with Marshall Goldsmith and applying his Stakeholder Centered Coaching process for themselves and their organizations.
- A comprehensive study among 11,000 business leaders in 6 multinational companies on 4 continents concluded that 95% of leaders who consistently applied the Stakeholder Centered Coaching process measurably improved their leadership effectiveness (Leadership is a Contact Sport, Strategy & Business September 2004).
- Stakeholder Centered Coaching does not require any 'extra valuable time' from busy business executives as the coaching and leadership change process is integrated in his/her leadership role on the job.
- The Stakeholder Centered Coaching program includes a success guarantee. Our commitment is to support leaders to become more effective in their organization, and that commitment is a.o. demonstrated in our coaching service fee structure where 50% of the coaching fees for the yearlong program are subject to measurable change demonstrated by the leaders as assessed by his/her stakeholders.

Stakeholder Centered Coaching has a strong emphasis on implementation and follow through

As Marshall puts it: "Coaching is simple, but not easy!". The Stakeholder Centered Coaching process works in essence as follows:

### 1. **Select 1-2 areas for leadership growth**

In consultation with the coach the leader selects 1-2 specific behaviors or skills that are important for him/her to develop (e.g. time management and delegation). Usually one or more leadership assessments are used to determine the aforementioned leadership growth areas.

### 2. **Get feedforward suggestions from stakeholders**

The leader selects a handful of stakeholders mostly boss(es), direct reports and peers. On a monthly basis the leader asks his stakeholders for "feedforward" suggestions (e.g. 'As you know I want to get better at delegation, what suggestions would you have?').

### 3. **Implement the action plan**

Based on the stakeholders' discussions the leader selects relevant suggestions and makes an action plan for the next 30 days together with the coach.

### 4. **Make change visible**

Throughout the month, the leader implements his/her action plan and demonstrates to the stakeholders through his/her actions that he/she is committed to make change visible and become a more of effective leader in the two selected leadership growth areas.

### 5. **Review progress quarterly**

The coach checks in with the stakeholders every quarter and does a short survey to gauge the stakeholders' perceptions on how they see the leaders' effectiveness has been changing in the two areas of leadership growth. This Quarterly Progress Review (QPR) is reported back to the leader so that he/she can gauge how his/her leadership change efforts have been perceived by the stakeholders. The QPR also plays a key role in guaranteeing and measuring leadership growth for the leader and the organization.

Only Stakeholder Centered Coaching makes leadership change visible and measurable

Many other coaching approaches focus on leadership assessments and action planning (cf. 1 above) which results in a strong emphasis on awareness. As a result the leader intellectually understands what leadership change would lead to higher effectiveness. Though this step is critical at the outset of the coaching process it often results in a long list of good action intentions that might not see the light of day. Stakeholder Centered Coaching takes the leadership change process into the leaders work environment. Stakeholders can provide important and insightful suggestions for behavioral change that would help the leader to become more effective on the job. The Stakeholder Centered Coaching process includes a strong emphasis on action implementation and follow through to make change stick and thus creating more effective leadership behaviors and habits.

## Stakeholder Centered Coaching Certification Program

The Stakeholder Centered Coaching Certification program is based on the philosophy, principles, and practices of Marshall Goldsmith, Frank Wagner, and Chris Coffey who together have close to 100 years of coaching experience and are recognized as top practitioners in the field of executive coaching. The certification process, unlike many in the field, is based on the acquisition of knowledge and skills over a multi-year period.

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

The Train-the-Coach Workshop (Certification) ensures that participants gain the knowledge and skills required to become successful behavioral coaches. Therefore, the workshop is largely experiential in nature.

- Participants will learn to leverage the belief sets 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 workshop teaches the complete flow of the coaching process that include activities from initial contact until conclusion of the coaching engagement.
- Key skills will be demonstrated, practiced and discussed.
- As the workshops are limited to 18, each participant receives individualized lab practice and coaching time.

The Marshall Goldsmith Stakeholder Centered Coaching certification is based on the proven practice of apprenticeship as a necessary step in skill mastery. As coaches progress, their coaching certification levels advance as well:

### Certified Stakeholder Centered Coach

Complete the 2-Day Train-the-Coach workshop to learn the philosophy, principles and steps of the coaching process.

### Advanced Certification

Successfully complete six yearlong coaching assignments which demonstrate how six leaders improved their leadership effectiveness in the predetermined leadership growth areas.

- We provide the coaches access to the online 'Quarterly / Annual Progress Review' surveys to measure the changes in leadership effectiveness as perceived by stakeholders. Stakeholder Centered Coaching provides these surveys to coaches as part of the certification process and to provide an independent source of verifying change in leader behavior.
- At the end of the coaching assignment we survey the six leaders coached using an online “After Action Review”. This provides useful feedback to the coach and us on the effectiveness of the coach and the coaching process applied.

### Master Certification

After coaching an additional six leaders for one year in achieving yearlong positive change in leadership behavior one achieves Master Certification. Along with Master Certification comes a requirement to mentor at least one coach who is working toward Advanced or Master Certification. Acting as a mentor enriches the coach's own understanding of the process and helps new coaches attain the knowledge and skill to advanced their certification. To retain the Master Certification a coach must do the following:

- Coach at least one leader every year on a yearlong behavioral coaching assignment. This may include coaching leaders in non-for-profit organizations pro-bono.
- Use the online 'Quarterly / Annual Progress Review' surveys to measure the changes in leadership effectiveness as perceived by stakeholders. Stakeholder Centered Coaching provides these surveys to coaches as part of the certification process and to provide an independent source of verifying change in leader behavior.

## Marshall Goldsmith Stakeholder Centered Coaching Train-the-Coach Certification Workshop (Certification) – Two Days

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

The role of the coach has always been to improve the performance of others as it applies to sports, art or 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, experienced and qualified 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 (s)he is perceived as a leader. This perspective can also help leaders further develop their self-awareness.

### **The Stakeholder Centered Coaching process hinges on 3 principles related to stakeholders, feedforward and measuring growth**

The Stakeholder Centered Coaching Train-the-Coach workshop is a comprehensive program to enable coaches to support leaders in organizations become more successful. This process includes: an intensive 2-day workshop; an extensive Coach's 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 sets of successful people and how these successful people get even better. In order to achieve positive, lasting behavioral change, our process helps internal and external coaches apply the following three basic principles:

1. **Stakeholders at work.** Place the attention and focus on stakeholders of the leader being coached. In working with successful people, it is essential to put emphasis where you will gain the most leverage on the job. The true leverage points in behavioral change are the people who are interacting with the leader at work on a regular basis. Our approach is to turn the stakeholders into the true coaches for improvement. Although the role of expert is still used, the coach's main role is to act as a "personal trainer" for the leader, emphasizing Marshall Goldsmith's Stakeholder Centered Coaching process.
2. **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 as it relates to the future which can be changed. These same people would not have had such a positive reaction to feedback as it relates to the past which cannot be changed.
3. **Measuring behavior change 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 that stakeholders' perceptions are incredibly 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 improved behavior. To facilitate this process, the leadership growth is measured via an online Quarterly Progress Review by the stakeholders and the leader.

## Objectives of the Train-the-Coach Certification Workshop

The Train-the-Coach workshop aims to develop the ability and willingness of coaches to effectively coach others in positive, lasting behavioral change. Additionally, we help our coaches to understand how to effectively use the precious time of the leaders they are coaching.

Some of the success factors are:

- The coach needs to have a well-defined process that is time efficient when interacting with the leader or stakeholders. Learning this unique, revolutionary process is a key element of this Train-the-Coach workshop.
- Coaches help leaders gain leverage through the monthly application of the leadership change process as the leaders interact with stakeholders on the job. This basic process provides huge payoffs for the leader and the organization.

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

## Benefits of the 'Marshall Goldsmith Stakeholder Centered Coaching' process:

- **Measurable leadership growth**  
Corporate clients are increasingly demanding tangible, measurable results that not only help the leader being coached, but visibly impact the corporation's bottom line. The Stakeholder Centered Coaching process stands apart in that it produces quantifiable results not only for the leader, but also for his/her team (and beyond). Coaches facilitate the alleviation of leadership bottlenecks of successful leaders, as typically leaders have some beliefs that impair successful advancement. This is extensively described in Marshall's bestselling book 'What Got You Here Won't Get You There'. You will get this book for free at the workshop.
- **Guaranteed leadership growth**  
Our Leadership Growth Progress Review links the measurement of a leader's growth to our 'no growth, no pay' guarantee. This is a highly compelling business proposition that has strongly contributed to Marshall's success.
- **Time efficient**  
In an environment where leaders are increasingly time sensitive, the Stakeholder Centered Coaching process is very time efficient as the leadership growth process is integrated with stakeholder interactions on the job.
- **Equipping leaders to lead the process of culture change**  
Once leaders themselves have been coached for 6-12 months they are fully equipped to continue the process on their own as well as coach their direct reports. In the end coaching is a 'must have' leadership skill for successful leaders!

*"I love the simplicity of the model which I discovered through Stakeholder Centered Coaching. "No growth, no pay" and a focus on stakeholders makes this a distinctive proposition in a confused marketplace. Not only have my coaching skills improved enormously during this programme, I have had all the support I need to sell this successfully into organisations and to reap extraordinary results for my clients, their teams and organisations."*

**Ros Toynbee, Executive Coach, UK**

*"After 17 years as an external consultant & executive coach, I can only say that I wish that I had attended this program sooner. Marshall Goldsmith Stakeholder Centered Coaching provides the most effective and efficient method to help leaders personally improve their capabilities. At the same time it improves critical interdependent business relationships. Engaging the larger system around the target leader makes it a very proactive process throughout multiple levels of the organization and influences everyone involved to increase their own leadership brand."*

**Michael Grissom, Executive Coach Singapore**

## Who should participate in a Stakeholder Centered Coaching Certification workshop?

- **Executive coaches and independent HR professionals**, HR consultants and management consultants who act as external consultants and want:
  1. Develop their coaching capabilities
  2. Benefit from Marshall Goldsmith's highly effective leadership and culture change process
  3. Leverage the most famous coaching brand 'Marshall Goldsmith Stakeholder Centered Coaching' to

promote their services

- **Organizational HRD professionals** who want to expand the coaching programs in their organization or want to be an internal coach themselves
- **Business executives** who want to coach and develop their direct reports to accelerate their leadership growth using an effective and proven process
- **Business mentors** who want to develop others inside and outside their organizations.

### Approach of the Train-the-Coach workshop

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

At the workshop an additional Workbook is provided with added information and exercises. The two-day onsite workshop and four-day e-workshop is broken down as follows:

#### 1. Sections 1 & 2: Coaching Principles and Skills

Introduction to the seven-step process to coaching a leader, to ensure positive behavioral change. During the two-day "train-the-coach" workshop, participants gain a working understanding of each step of the Stakeholder Centered Coaching process, and they 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 the rehearsal, and capturing "do's & don'ts". Topics covered include:

- Assessing candidate coachability and readiness for coaching
- Setting expectations in the coaching relationship
- Assisting in assessing 360 feedback and behavioral interview reports
- Gaining commitment to a specific behavioral change
- Helping select stakeholders (respondents to assessments)
- Managing stakeholder perceptions
- The Feedforward process
- How to provide needed "expertise" to your leader who is improving
- Running one-on-one coaching meetings

#### 2. Section 3: Flow of the Coaching Engagement

This section focuses on the flow of coaching activities from initial contact through to conclusion of the coaching assignment after one year. Demonstration, practice and discussion of options will characterize much of this section.

#### 3. Section 4 & 5: Coaching labs & Certification

This section is devoted to lab practice. Each participant will be audio / video recorded applying a key skill, or process step, from the first two sections. These practice sessions will be reviewed in small groups and participants get copies of these recordings for further review.

#### 4. Follow up Webinars (4 webinars every quarter):

The purpose of the Follow-Up Webinars is to ensure the needed momentum and pace of the coaching process is taking place. Additionally, the webinars provide coaches the opportunity to gain Feedforward advice from the coaching peer group and receive valuable insights relevant to the coaching process. There are no additional charges for these webinars as they are part of the Train-the-Coach workshop fees.

## AGENDA

### Train-the-Coach Certification Workshop (Certification)

#### Day 1 – Morning

- Learning Objectives, Workshop Agenda, Coaching Workbooks
- Understanding the Stakeholder Centered Coaching process
- Leveraging the Coaching Principles ‘Helping Successful Leaders Get Even Better’

#### Day 1 – Afternoon

- Phase 1: Committed Start of the coaching process
  - Assessing coachability based on leader’s courage, humility & discipline
  - Setting expectations through the Coaching Contract
  - Implementing behavioral interviews
  - Cost / benefit analysis of leadership change
  - Define 1-2 areas for leadership growth
  - Enrolling stakeholders to accelerate leadership growth
  - Stakeholder briefing

Throughout the day coaches work frequently in groups of 2 or 3 to practice the tools and skills learned

#### Day 2 – Morning

- Phase 2: Disciplined Implementation
  - Leading change through monthly stakeholder interaction
  - Reinforcing the 7- Step Encouraging Development Process
  - Feedforward exercise
  - Modeling leadership change and behavioral rehearsal
  - Monthly action planning and replanning
  - Increasing the focus
- Phase 3: Measuring & Sustaining Growth
  - Leadership Growth Progress Reviews
  - Accelerating the execution

#### Day 2 – Afternoon

- Coaching labs where coaches work in groups of 2 and 3 to master the coaching process:
  - Engaging leaders into the coaching process
  - Dealing with undecided leaders
  - Reluctant to involve stakeholders
  - Working on stakeholder suggestions
  - Building the leadership growth process
- Managing the coaching process
- Consolidating learnings and next steps
- Certifications personally signed by Marshall Goldsmith

Onsite workshop days are from 9:00 – 18:00, with breaks in the morning, lunch and afternoon.

For inquiries on coaching, engagements or certification, please contact Will Linssen  
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## What other top executives are saying

"We were a very successful team who took our performance to the next level. With Marshall's help we identified our two areas and went to work. We used everyone's help and support, exceeded our improvement expectations and had fun! A team's dedication to continuous improvement combined with Marshall's proven process ROCKS!"

**Alan Mulally - Newly appointed CEO Ford Motor Company, former President and CEO Boeing Commercial Airlines - one of Business Week's top ten executives for 2005.**

"As the CEO of the Girl Scouts, I was working to help a great organization become 'the best that we could be'. The first person Marshall volunteered to work with was me - this sent an important message. I was exuberant about the experience, I improved and we moved this process across the organization. Now I am Chairman of the Leader to Leader Institute - and we are still working together to serve leaders."

**Frances Hesselbein - winner of the Presidential Medal of Freedom (the highest honor for a US civilian) - who Peter Drucker described as 'the greatest executive that I have ever met'.**

"Marshall is a great coach and teacher. He has done a lot to help both me and our high-potential leaders. His approach is practical, useful, helpful and fun!"

**JP Garnier - CEO GSK - one of the world's 20 most valuable companies, one of the Best Practices Institute's top 20 CEOs and winner of France's Chevalier de la Légion d'Honneur.**

"Marshall Goldsmith has helped me become a more effective leader - as judged by the people who are most important at Getty Images - our employees. Marshall has helped me and my executive team members to be much better positive role models for living our Leadership Principles."

**Jonathan Klein - CEO Getty Images - the world's leading imagery company. In 2005, American Photo magazine ranked Jonathan and Mark Getty as #1 in their list of The 100 Most Important People in Photography.**

"Marshall is a dynamo. He helps highly successful people get better and better and better. His advice helps me enormously at work, but it makes an even bigger impact at home. My wife and kids stand up and applaud Marshall for helping me become a better husband and dad. What could be better than that?"

**Mark Tercek - Managing Director, Goldman Sachs & Co - a leading investment banking, securities and investment management firm.**

"Marshall is the coach's coach. No one is more of a listener, who learns from us (his students) from what we say or do not say. Taking from what he has heard, he molds for all of us a program to make us and our people better for having been in his presence."

**Alan Hassenfeld - Chairman of the Board, Hasbro - a global leader in toys and games - and making the world smile.**

## Our Team - Practice Leaders of Marshall Goldsmith Stakeholder Centered Coaching

Chris Coffey and Frank Wagner have worked closely with Marshall Goldsmith since 1999 and were key developers of the 'Marshall Goldsmith Stakeholder Centered Coaching' that was built on Marshall Goldsmith's world recognized philosophy and methodologies. Will Linssen and Youngmok Ha have been using the Marshall Goldsmith Stakeholder Centered Coaching since 2004 in Asia and adapted the methodologies to fit Asian leadership cultures.



### Chris Coffey – Practice Leader for USA

Throughout his coaching career Chris has coached numerous leaders and management teams using the yearlong Stakeholder Centered Coaching process that guarantees improvement of leadership effectiveness. Chris' distinctive approach to the coaching role is built around the belief paradigms of successful people and how successful people get even better. He has integrated their belief paradigms into the coaching program where the leadership development process is tailored to take advantage of the positive aspect of successful people's beliefs in overcoming other aspects that can interfere with their development.



### Frank Wagner – Practice Leader for USA

Frank helps leaders achieve positive lasting change in behavior. He combines his experience since 1976 in developing leaders through workshop facilitation with skills in working one-on-one with leaders as a behavioral coach. When working at NationsBank (now Bank of America) Frank was nicknamed “The Consultant’s Consultant.” When working with IDS American Express, he was nicknamed “The Federal Express of Feedback” for assisting the senior executives in their teaching leadership throughout IDS.



### Will Linssen – Practice Leader for Asia & Europe

Will is known as the “Coaches’ Coach” and is one of the first Master Certified Coaches at Marshall Goldsmith Stakeholder Centered Coaching. For over two decades he has been working with executive teams to measurably improve their leadership and organizational effectiveness. He has held several positions in general management and business management at multinational companies in Europe and Asia and he also serves at the board of several multinationals in Asia. Furthermore he travels the globe training executive coaches and business leaders in using Marshall’s methodology.



### Youngmok Ha – Practice Leader for Korea

For more than 30 years Young-Mok has been working in Human Resources Management & Development within large organizations in Korea as well as advising the Korean Government. People and their personal and professional development are Young-Mok’s passion and mission in life. Youngmok has successfully coached numerous leaders in Asia to be more effective in multinational organizations and grow the global leadership capabilities.

For inquiries on coaching, engagements or certification, please contact:

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