

Exploring Coaching

***A Step-by-Step
Guide to a
Fulfilling and
Rewarding Career***

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Contributing Authors

A. Drayton Boylston	Executive Coach
Deborah Brown-Volkman	Career Coach
Laurie Cameron	Relationship Coach
Will Craig	Mentor Coach
Marguerite Ham	Corporate Coach
David Herdlinger	Business Coach
Rhonda Hess	Spiritual Coach
Dave Meyer	Leadership Coach
Irene Becker	Success Coach
Ann Strong	Life Coach

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PART I

Coaching and You

The Options and the Opportunities



CHAPTER 1

Discovering Your Calling

For many of us, discovering coaching is an epiphany. We suddenly realize our intuition has guided us to a career where we were meant to be. Not only is it a good fit but—as it turns out—coaching is something we’ve been doing for years without the benefit of knowing there was even a title or designation for it.

To begin our exploration let’s give definition to the profession and gain some clarity on how and why we might fit into it so nicely.

Coaching is a professional service providing clients with feedback, insights, and guidance from an outside vantage point. The profession of coaching is similar to the practice of a physician, attorney, or psychologist. The major difference is that coaching is an on-going collaborative partnership built on taking action.

In this powerful alliance, clients find themselves:

- ❖ Doing more than they would on their own.
- ❖ Taking themselves more seriously.
- ❖ Creating momentum and consistency.
- ❖ Taking more effective and focused actions.
- ❖ Becoming more balanced and fulfilled.

People hire a coach when they are making a career transition, starting a new business, feeling dissatisfied, re-evaluating life choices, or simply looking for personal and professional breakthroughs.

Coaching is action-oriented. It’s also about moving forward, not dwelling on the past. It doesn’t matter how clients got where they are or who is to “blame” for how they turned out. Coaching is about where an individual is right now and where they would like to be.

With a coach as their guide, clients are able to define their dreams, recognize what’s holding them back, and move forward with great momentum and clarity of vision.

“Success seems to be largely a matter of hanging on after others have let go.”

William Feather

Call Waiting

It may seem mysterious why this opportunity has not revealed itself before now. You may feel like you have been waiting forever to find your ‘right work.’ Why has it taken so long? What has been the hold up? The answer may be as simple as you weren’t ready yet. You weren’t complete with collecting the life experience and wisdom needed to take this important step.

If you’ve been searching for your calling and you resonate with what you’ve just read, coaching may be the call to answer. Before you grab the opportunity, however, consider the following: becoming a coach opens a new door. Behind that door are wonderful rewards and enormous fulfillment. And right next to those you will find many challenges and obstacles to be overcome.

In his book, *Callings: Finding and Following an Authentic Life*, Gregg Levoy writes, “Perhaps the main reason that we ignore calls is that we instinctively know the price they will exact.” He goes on to say, “In order to become authentic we’re going to have to give up something dear: a job, a house, a relationship, a belief, a lifestyle to which we’ve become accustomed...”

Your Own Business

One of the rewards, as well as being one of the great challenges in becoming a coach, is that of also being a self-employed businessperson. Yes, there are some companies (*very few*) that hire coaches. Generally speaking, coaching is a solo profession... and this is where you find the true opportunity.

There is no other business—home-based or otherwise—that offers the maximum amount of benefits (*personal independence, professional satisfaction, financial reward*) for the minimum amount of investment (*time, money, effort*). It frankly doesn’t get any easier than this.

*“There was that law of life,
so cruel and so just, that
one must grow or else
pay more for remaining
the same.”*

Norman Mailer

That said, it is advisable to recognize that becoming a coach is no “cakewalk.” Even if you feel you’ve been doing this for years without getting paid for it, there will still be aspects of this business that you may not have considered. It will be challenging in ways you may not expect.

You will be stretching yourself personally and professionally. You will be venturing into uncharted territory and testing yourself in ways you hadn’t imagined. What those influences are and how you come upon them is different for each coach. It is what makes discovering your calling so exhilarating and scary at the same time.

The Treasure Map

In the pages that follow, and through the stories of coaches that have walked the very path you are now on, we’ll attempt to map out the terrain in a way that will help you reach your ultimate destination. First off, we’ll answer the burning questions that brought you to this book in the first place.

Next, you’ll learn why you, and others like you, are desperately needed in this field. You’ll also find out more about what coaching has to offer you in return. We conclude Part I with an examination of what it takes to make it in this business and detail the specific attributes and characteristics inherent among successful coaches.

In Part II you are shown the [*Five Critical Steps of Becoming a Coach*](#). You’ll walk through each of the steps and be given exercises and assignments to help move you down your chosen path.

Part III opens the door to [*coaching specialties*](#) and niches. Here is where you find out how you might best fit into the profession and where you’ll do the most good. Ten experienced coaches outline their own niche and show you what it’s like, how it’s different from other specialties, and what the market is for that particular style of coaching.

*“Eighty percent of success
is showing up.”*

Woody Allen

The bonus to Part III is a section called, [*How I Got Into Coaching and How Coaching Got Into Me*](#). These same ten successful coaches reveal what it was like to be where you are right now and what they did to realize their dreams. The insights you gain here may be the most important and most inspiring on your coaching journey.

Finally, we conclude by providing you [**Resources**](#) (*and shortcuts*) to smooth out the road ahead. You’ll find links and recommendations to teleclasses, courses, books, coaching software, coaching associations and coach training organizations.





CHAPTER 2

Your Questions Answered

Before we get too far into this exploration of coaching let's answer the looming questions in your mind. Once we get these answered you'll be in a much better position to comfortably continue your journey. You'll know where you stand right now and have a better idea of where you want to go and what path to choose in order to get there.

What is coaching? (the short answer)

Coaching is an ongoing partnership between coach and client designed to improve and enhance the quality of life. Coaches are trained to listen, observe and adapt their approach to individual client needs. They believe the answers to challenges are found within the client and support that client in discovering and implementing their own solutions.

What type of background should I have?

Coaches come from a wide variety of backgrounds including: corporate, education, consulting, communications, law, health care and others. There are as many types of coaches as there are people. You already know much of what is required to be good at coaching. This is where your life experience, business expertise, and people skills count for something.

What kind of education do I need?

There are presently no formal requirements to be a coach and there is no government entity -federal or state- that requires you to be licensed. While no official guidelines exist the profession is strong on self-governance and on maintaining high ethical standards.

Formal education, such as college or graduate school, is helpful but not necessary. Coach Training, however, is essential in positioning yourself as a professional. It also proves critical in your success as a practitioner in the business of coaching.

How do I know if I will be good at coaching?

If you're the person people instinctively come to for help and support, or for a shoulder to lean on, you're probably already "coaching" at a certain level. You may be saying, "I know I could be good at this and I'm convinced I will be a great coach one day. But how do I get there from where I am now?"

There's no better way to do it except to immerse yourself in the process and gain experience. Choose a training program that includes coaching real clients as a part of the curriculum. This way you'll have a mentor coach who can provide you guidance and support.

Who hires coaches?

People from all walks of life are discovering that they can get it faster and easier with a coach. They recognize they can set better goals, create more momentum, and focus their energies. With coaching they know they will accomplish more than they would on their own and they'll have the tools, support and structure to achieve extraordinary results.

How will I find coaching clients?

Coaching clients have a tendency to find you. They are attracted to the energy they themselves are seeking to possess. The secret is to present yourself in a way that

is authentic and congruent with your values. Implement a marketing system that consistently shows you in your best light and demonstrates that you “walk the talk.”

How will I meet with my clients?

Coaching can be done either in person or by phone. Most coaches do their coaching by telephone. It’s nice to have the flexibility to coach from anywhere in the world. For some, it’s a little unusual at first. In time, most coaches AND clients prefer their coaching sessions by phone. It’s not only more convenient for both of you; it enables a deeper level of communication without visual and environmental distractions.

How long will it be before I can start earning a reasonable income?

Unlike most other professional careers coaching does not require a long training period or internship. You have been developing the skills, abilities, and insights required to excel in coaching for years (*probably decades*). With the proper training and mentoring you can be coaching clients and earning an income in under six months. From there, the size and make up of your coaching practice is up to you.

What kind of training do I need?

Chances are you already know a great deal of what it takes to be a good coach. There is an equally good chance there are some things that will hold you back—or stop you altogether—without the proper instruction.

The best training ground is actual coaching in real world situations. You can immediately apply your newfound knowledge directly with real clients. Seek out a coach training program which allows you to put your new skills in context, try them out, and make them relative to your previous experience.

What should I look for in a training program?

Find a program that builds on what you already know and the skills and abilities you already have. There's no sense (*and no fun*) in starting at the bottom. And there's nothing more boring than sitting through classes where you are way ahead of the instructor. You want training that answers the questions:

- ❖ What skills do I need and how do I develop them?
- ❖ How do I establish my business and get clients?
- ❖ How do I set up a coaching relationship with my client?
- ❖ What happens in coaching sessions?
- ❖ How do I manage my clients?

(see Step 3 in Part II – [*The 5 Critical Steps in Becoming a Coach*](#) for details on coach training.)

How do training classes normally work?

There are several different formats and most schools use a combination of several. Each format has its advantages and disadvantages.

Teleclasses – these are group training sessions by telephone.

Advantage: The convenience of dialing into class from anywhere.

Disadvantage: Lacks face-to-face contact.

Telecourses – similar to teleclasses only longer in duration.

Advantage: No commuting to weekly classes.

Disadvantage: No face-to-face contact.

eCourses – Self-paced home study courses.

Advantage: Work at your own pace.

Disadvantage: Requires self-discipline and dedication.

In-person Training – seminar style group learning.

Advantage: Face-to-face contact.

Disadvantage: Higher cost. Often requires out-of-town travel and accommodations.

Is certification required and do I need it?

Certification is not required in order to begin coaching clients for a fee. Many training organizations and coaching associations offer their own certifications. Each varies in terms of time, fees, and examinations required.

It can take years and quite a financial investment to get all the pieces in place for some certification programs. It's most important, at this time, to be sure coaching is the right fit for you. What prospects and clients care about most is what you can do for them.

As of this writing, there is no independent testing or accrediting body providing coach certification. Credentials are earned by graduating from a coaching school with a Certified Coach program. If you seek additional credentials after your training, most coaching associations offer a certification process to their members (*see coaching associations in the [Resource](#) section*).

Will I need to market my coaching practice?

Yes, but not in the traditional sense. In fact, traditional sales, marketing, and advertising techniques aren't generally effective for coaches and can actually work against you. This is such an important—yet sometimes overlooked—aspect of your coaching practice. The right training program will incorporate business building techniques and marketing strategies into every course.

How much money will I spend marketing?

Marketing your professional services, when done correctly, is inexpensive and often free. The reason for this is that traditional paid advertising does not work well for promoting coaching. This is good news because the proven ways to win new clients cost little or nothing at all. Coaches don't push themselves on others; they draw ideal clients into their coaching practices.

How can I learn more without spending a fortune?

Gather information, just as you are doing now, and line up your support systems. It will take some time to get everything into place. Attend [free teleclasses](#) or invest in some introductory courses that help you discover what may be missing for you.

What is the best way to get started quickly and confidently?

You are about to become an entrepreneur. Don't quit your "day job" right away. Give yourself time to develop

a successful coaching practice. Condensed coaching courses are the fastest way to shorten the gap between what you already know and the pieces that need to be filled in order to be a successful coach.

Make a commitment to yourself to do what it takes to become a coach. Enroll in a coach training program that best suits your needs and will enable you to win clients quickly! (*you'll find [Recommendations](#) in the Resource section*).





CHAPTER 3

Why You Are Needed In This Profession

The benefits of coaching are far-reaching and extend to individuals from all walks of life. At one time, only a select few professionals, executives, and politicians had coaches. Now, most people can enjoy the benefits of having their own coach.

The market for coaching clients is vast. This massive market phenomenon might best be compared with cell phones. When they first came out, years ago, only a select few individuals had them. It was like an exclusive club with very few elite members, some of whom waived their cell phones about like status symbols.

Now, everyone—from kids to senior citizens—has their own cell phone. They are now commonplace and an understood “necessity” for work, play, and safety.

It is estimated that there are only about 20,000 full-time coaches practicing worldwide. The majority of them (*about 15,000*) are found in the United States. Compare this to the legal profession: according to the *American Bar Association* there are more than 1 million practicing attorneys in the U.S.

It would appear there are far more potential coaching clients than individuals needing legal counsel. The demand for coaches continues to grow as coaching becomes known to more and more people.

Why Coaching?

So why has coaching become so popular in the last few years? Why didn't it exist before? Will the need for coaches continue to increase?

In a Special Report, *Why Coaching, Why Now?* Mentor Coach Will Craig talks about the socio-economic elements that factor into this burgeoning profession.

“At the turn of the last century, we were dependent upon one another for our very existence. In spite of our

*“The doors we open and
close each day decide
the lives we live.”*

Flora Whittemore

pioneering spirit—or maybe because of the enormous risks we were taking in blazing trails across this new country—we needed each other for our most basic of needs.”

Craig goes on to say, “As we skip through the subsequent decades and observe the morphy changes of society, we notice a gradual disconnection of the tight bonds previously necessary to survive. The traditional family unit shrinks from the supportive environment of multigenerations living under one roof to the scarce reality of single parents barely able to make ends meet... both financially and emotionally.”

Coaches and mentors are stepping into the roles previously held by trusted family members and the elders of our “tribe.” As a society we seem to be realizing that we are not meant to do this alone... nor can we.

Stopping for Directions

Another reason for the popularity of coaching is how it is perceived. Psychologists have long been the answer to the question, “Who can I talk to about this?” Having no available or trusted family counsel, it became commonplace, even popular, to seek therapy.

Women—accustomed to communicating well and reaching out for help—seemed comfortable receiving support in this way. Men on the other hand, did not find this the most desirable solution.

Seeing a therapist to straighten out one’s life was the equivalent, for most men, of stopping to ask directions on the freeway of life. It either wasn’t going to happen or, if it did, no one was going to know about it.

Coaching appeals to people because it facilitates a confidential relationship with a trusted professional without any social stigma attached to it.

I'm Not Crazy

Admitting you need help, showing vulnerability, and revealing life has gotten out of control is tough for most of us. Maybe we don't feel "crazy" (*yet, anyway*) but it sure would be nice to talk with someone who could help us get our lives back on track.

An article in the *Washington Post* in June of 2003 talked about the many who are skipping the shrink and hiring a life coach instead. Patrick Williams, former psychologist and founder of the *Institute for Life Coach Training* estimates that 80 percent of those seeing a therapist have no mental disorder.

Coaching does not wallow in the past. It is not about how you got to where you are, or who's responsible for how you turned out. It is about where you are now, where you want to be, and how to get there quickly. Coaching is about taking action and many times all someone really needs is an accountability partner in order to live the life they've always wanted.

"The only thing you take with you when you're gone is what you leave behind."

John Allston

You are needed in the coaching profession because our society needs help and it needs it in a unique and specialized way. What we've been doing thus far hasn't worked all that well for most people. Although there is a real need for psychologists, most individuals don't need treatment, nor do they want to be patients. People, especially men, who would never consider psychotherapy are willing and excited to work with a less threatening, more positive coach.

Life coaches are more than a friend with whom to share problems. They are a sounding board for solutions to the challenges we face on a daily basis. They are mentors in some cases, cheerleaders in others. Part consultant, part family. Coaches unleash the power of partnership.





CHAPTER 4

What's In It For You

You can honestly have the lifestyle you've always wanted. This may sound like "pie-in-the-sky" and it would be except for one thing... you are in-charge on this one. You get to decide. You decide the life you really want and how much you're willing to put into it.

You certainly can't beat the benefits:

- ❖ Being your own boss
- ❖ Working from home
- ❖ Setting your own schedule
- ❖ Determining your own fees
- ❖ Choosing your clients

Another advantage is that you can ease into coaching by doing it part-time at first. You don't have to quit your day job (*nor is that recommended*) and you can gradually get a good feel for the profession.

Rewards

Coaching fees and the structure of how you meet with clients can vary. Typically, most coaching is done by phone at weekly intervals either three or four times a month. These calls usually last 35-45 minutes, and sometimes an hour. In addition to the weekly calls, plan to also field unscheduled short calls and email inquiries.

The fees for this service range from \$250 to \$400 per month, per client (*executive coaches can command \$1,500*). The amount you decide to charge will depend less on how long you've been coaching and more on the type of client you work with and what you can do for them.

Consider that with as few as 15 regular clients, a diligent coach can earn \$50,000 a year working from home just a few days a week.

Annual income for coaches ranges from \$35,000 to \$60,000. You can look forward to earning \$100,000 and up when serving some of the specialty niches (see [Part III](#)). Your financial success will depend on your ability to take consistent action and your willingness to treat your practice as a business.

The field of coaching is in its youth and growing rapidly. Considering that just about everyone can benefit from having their own coach, the number of new coaches needed over the next few years will multiply.

Fulfillment

Best-selling author and motivational speaker Zig Ziglar said, “You can get everything in life you want if you just help enough other people get what they want.” There’s no better vehicle than coaching to help an enormous number of people get what they want.

“You can get everything in life you want if you just help enough other people get what they want.”

Zig Ziglar

As a coach you have the opportunity to have an immense impact not only on your individual clients but upon everyone those clients touch. This has a domino effect on the world around you and gradually expands out like the ripples created in a lake when you throw a stone in it. If you want to “rock” your world and the world of those around you... become a coach.

An amazing thing happens when you start coaching others. You find yourself listening to your own voice and feeling compelled to excel in your own life as much as you are nudging and encouraging your clients to do the same. You say to yourself, “Wow, did I just say that? That’s good. I should listen to myself more often!?”

Truly the most wonderful aspect of becoming a coach is that you make a difference in your life by making a difference in someone else’s.





CHAPTER 5

Do You Have What It Takes?

We started this section in Chapter 1-Discovering Your Calling, by talking about the opportunity with which you are now presented... to be in business for yourself as a coaching professional. It is only fitting that we wrap this section up by delving a bit deeper into the topic.

The reason?

As a coach, you will be able to help only the number of people in this world that you are able to secure as clients in some way, shape, or form. This could mean through one-on-one sessions, through your writing and speaking engagements (*if you choose*), as well as group coaching and other coaching opportunities.

This will come as a direct reflection of how well you run your coaching business. It cannot be stressed enough how important it is to acknowledge yourself as a business professional in order to achieve the fulfillment and rewards you desire... for yourself AND your clients.

First off, let's acknowledge the primary reasons you want to become a coach. You have the skills, talents, and abilities to understand, identify with, and help others. You have wonderful instincts. You do this without thinking and you possess many of the following attributes:

Ten Attributes of Successful Coaches

1. Have a strong sense of self, value themselves intrinsically, are confident and show up authentically.
2. Willing to evolve and develop themselves.
3. Listen at the deepest levels, know how to filter out their own emotions, judgments and conclusions.
4. Are genuinely curious about people, have a healthy sense of humor and humility.

5. Live from high personal integrity, walk their talk, tell the truth, know how to get their own needs met.
6. Open to (not attached to) outcome, can make themselves blank for the client's agenda and solutions to emerge.
7. Financially stable, think and act like an entrepreneur and business owner.
8. Balanced in life, have a strong support system.
9. Have good boundaries, knows that the client knows what is best for them.
10. Intuitive, courageous, creative, willing to take the chance of being wrong.

Even if you're not scoring high on all of these characteristics, you certainly have many of these characteristics and are dedicated to constantly improving yourself and your abilities. Now that we've acknowledged your true motivation and noble ambitions, let's address how that can be brought to fruition.

The Coaching Business

Individuals who are enjoying great success in this field (*rewards and fulfillment*) recognize that they are a businessperson first and a coach second. This may not seem fair or even right; however, it is the truth.

The very things most people find very desirable about being in the coaching business are the same things that can make it the most challenging. Being your own boss, not answering to anyone, and setting your own pace are wonderful freedoms. Just as with any freedom there comes responsibility.

You will be wearing many hats as a coach and businessperson. There will be fun tasks to accomplish, such as coaching and helping other people. There will also be the not-so-fun tasks like paying the bills and

“Success on any major scale requires you to accept responsibility... in the final analysis, the one quality that all successful people have... is the ability to take on responsibility.”

Michael Korda

*“To laugh often and much;
to win the respect of
intelligent people and the
affection of children; to
earn the appreciation of
honest critics and endure
the betrayal of false
friends; to appreciate
beauty, to find the best in
others; to leave the world a
little better; whether by a
healthy child, a garden
patch or a redeemed social
condition; to know even
one life has breathed
easier because you have
lived. This is the meaning
of success.”*

Ralph Waldo Emerson

marketing your practice. It's all part of the package when you commit to this profession.

It's easy to think, “I'm going to be so good as a coach that clients will just come effortlessly to my door. I won't even need to market my practice because I have already helped so many people they'll all want to work with me in my new professional capacity.” Go ahead. Wallow in this fantasy for a minute or two.

Okay. Now it's back to reality.

YOU, Inc.

If you were going to start any other business venture and hope to make an annual profit of \$50,000, \$60,000, or \$70,000, would you approach it this way? Probably not. You would put together a business plan, make sure you had the right qualifications and training, and you would be very judicious about the upfront investment required to open the doors.

A coaching practice has very little overhead and the startup costs are minimal. Because of this it can seem like all this effort isn't really necessary. This is deceiving and is also why many people start a coaching practice and drop out before they ever land their first client.

To effectively answer your calling you must be willing to treat the honor with respect and conviction. Not everyone has the gift. The question is how will you use your gift? To serve the greatest good you must coach the highest number of clients. Your ability to do this falls in direct proportion to the degree to which you treat your practice as a business.



Summary - Part I

What it comes down to is a simple solution. The answer is one you will be encouraging your clients to take week after week... ACTION. As you go through the 5 *Critical Steps to Becoming a Coach* in the next section, remember that this is not a traditional book to be read cover to cover. As it says on the title page, this is a Guide. The key difference is that this publication is meant to be used as a guide for taking action!

By reading this book you'll get some great ideas. You'll know a lot more about coaching than you did before you started. If all you do is read, your journey ends here.

If you decide coaching is your calling you are encouraged to re-read the book, write down your insights and thoughts in the margins, employ the recommendations in the [Resource](#) section, and use this book as your Guide. This will be a subtle yet powerful determinant to the level of success you will attain in the field of coaching.

*“Whatever you can do, or
dream you can, begin it.
Boldness has genius,
power, and magic in it.”*

Johann Wolfgang
von Goethe

It was the philosopher and poet Goethe who said, “whatever you can do, or dream you can, begin it. Boldness has genius, power, and magic in it.” We like to remember this quote when we're fired up about something and dreaming about what it might be like to have what we desire. It should be noted that Goethe also said, “To put your ideas into action is the most difficult thing in the world.”

This key concept is the main difference between those who are successful and those who are not. Action.

Ask yourself... “Do I have what it takes?”



PART II

5 Critical First Steps

The Steps to Becoming a Coach



CHAPTER 6

Step 1 Acknowledge Your Greatness

You know there has to be a reasonable path to follow. A trail must already have been blazed to this destination. You can't really be looking forward to hacking your way through this jungle alone.

Didn't think so. Here is the trailhead you've been looking for.

The path you are about to follow has guided thousands of coaches and mentors to the success they deserve. This is not rocket science. It's simple, concise, and accurate... just as most good plans are.

Sometimes when we're headed down the right path we freeze in our tracks because we're not sure. Other times we double back because we figure, "This couldn't be the way, could it!?"

This is the Quick Tour... the 'Let's get going and get there' approach... the 'shortest distance between two points is a straight line' strategy. There's no turning back, just moving forward toward your goal.

Each of the next five chapters is designed to map out your next steps and to take the mystery out of a simple journey. The coaches and mentors who contributed to ***Exploring Coaching*** are privileged to be your personal guides for this exciting journey.

So, lace up your hiking boots and let's get started...

Enjoy the Moment

The first step is acknowledgment. Acknowledging YOU, that is. This moment is ALL about you, so give yourself some credit. For you, this could be a calling or a life-long dream, a destination or a destiny.

Recognize this. Pat yourself on the back. Honor your spirit. After all, it's been a long time in coming. Most of us are pros at deferring recognition and self-acknowledgment. Somehow we're afraid if we allow ourselves a small celebration, we'll be caught and punished by the Ego Police.

Let it rip. Enjoy the moment.

You've paid your dues. You've paid the piper. You may have even paid off your Student Loans. Regardless of your age, grace, or social status, you possess expertise and attributes of considerable value.

It has taken you decades to get where you are right now. Your background, experience, and education add up to a lump sum total that may astound you. Think about what you've invested over the years. And not just in money but in your blood, sweat, and tears.

It matters not whether you graduated from an Ivy League college or barely made it through the School of Hard Knocks. It matters not whether you're a bankrupt entrepreneur or an overworked CEO of a Fortune 500 company. The playing field is level. No one has the upper hand on you. No one is better than you. You are totally unique.

How can this be? Simple. No one has led your life except you. For good or bad, better or worse, your credentials are yours and yours alone. Your true value in this very moment is that of a 'light bearer.' A what? Hang in there, we will explain.

"People take different roads seeking fulfillment and happiness. Just because they're not on your road doesn't mean they've gotten lost."

H. Jackson Brown, Jr.

“If you find it in your heart to care for somebody else, you will have succeeded.”

Maya Angelou

How many times have you said, “If I only knew then, what I know now?” The fact is... you **do** know now and isn't that worth something to those who don't? You bet it is!

When you shed light on a previously dark area of someone's knowledge, you save them years of scaling the learning curve and, possibly, thousands of dollars. You have, more than likely, done this many times for people without ever expecting anything in return. Guess what? This is a legitimate business.

No, we're not talking about consulting (*although many consultants are now entering the field*). We're talking about the business of coaching and mentoring. It's many things, as you'll discover in this book.

For the most part, however, it is sharing what you already know and who you already are with clients who are smart enough to be guided by a 'light bearer' and eager enough to learn from someone else's mistakes, not their own.

As the 'light bearer' you walk just ahead of your client on the path and carry the torch that lights the way.

Assignment

Just what you wanted, right? Homework. There's a good reason for this...

When you tackle the assignment and revisit the material in each chapter you absorb the information in a way that is most meaningful to you.

Your first assignment is fun. Write down all the reasons you are perfect for this profession. Give yourself credit. Acknowledge your greatness.

Please use the form on the next page and just let it all pour out!

Acknowledge Your Greatness



Write down all the reasons you are perfect for the profession of coaching. Think about your work experience, right from the very first job you ever had. Consider what you have learned from your hobbies and interests. List the positive outcomes that have resulted from the hardships or tragedies in your life. Your greatness is the sum total of all your experience, education, and knowledge!





























Extra Credit: Ask three friends or associates why you are perfect for this profession. You may be amazed how right on target they are and even surprised by some of their insights about you.

This is a great way to gain awareness of how you are perceived by others. Plus, it doesn't hurt the ego either.

Write their answers here:

#1

#2

#3

Next, become familiar with some of your [coach training options](#) in the **Resource** section. One of the programs you'll see listed is the *Coach Training Accelerator*. The concepts introduced in these *5 Critical Steps to Becoming a Coach* are covered in-depth in the Accelerator.

As we progress through this book we will be incorporating ideas, tips, and techniques from this condensed coach training program. The *Coach Training Accelerator* (www.learnmore.com/about/coachtraining.htm) is a self-paced home study course you will most likely want to own in order to build and fill your practice quickly and effectively.

Next Step

The second step is COMMITMENT. Yet, another simple concept and one that often keeps us from moving forward. We'll examine how the decision process works and how it's easy to become derailed when we actually think we're on track.





CHAPTER 7

Step 2 Commit to the Profession

We continue our journey with a step that, you would think, would be a no-brainer: Commit to your decision to become a coach.

Sounds too simple, right? It can be. What often happens, however, is we convince ourselves we have ‘committed’ to do something when, in reality, we’re only trying it on for size. We call ourselves something to see if it feels right and to see how other people react. We start looking around at what might actually be involved in becoming this new professional. We haven’t really committed... we’ve only pre-committed.

Decisions, decisions

Decide **you are a coach** and then commit to it. You’ve already acknowledged you have the abilities, background, and passion. Now it’s time to make the commitment. Put it in writing (*even if you’re the only one who reads it*). Tell others close to you. Barricade the ‘chicken exits.’

An excellent way to reinforce your commitment is to determine what you will have to do next. Take action to marry your thoughts with motion. This is where momentum begins to build. Outline what you need to do next, even if you’re not sure. You can go back and fill in the blanks later.

Research the field, just as you are doing now. Take advantage of all the [free classes, courses, newsletters and ezines](#) you can get your hands on. Become an information junkie on the topic of coaching and mentoring. It will be a blur at first, but as you become more knowledgeable and familiar with the environment of your new profession, you will also become more comfortable.

Picture your practice a year from now. What will it look like? How many clients will you have? What kind of lifestyle will you be living?

Invoking Serendipity

An exciting thing begins to happen when you honestly commit to something. You'll begin to notice coincidences happening. Serendipity will now be a regular part of your life. You will notice shifts in your thinking. You'll begin to move down the path in the direction you really want to go and it will seem like things are just falling into place.

When we create a goal that we can clearly envision, we also create a vacuum. This void between where we are now and where we want to be challenges and taunts the core of our being. The subconscious mind cannot handle the vacuum and works overtime (even when we're sleeping) to bridge the gap.

From the moment of decision on, you are subconsciously gathering intelligence to reach your vision. There's a saying: "Be careful what you wish for." It may be better to say, "Be specific about what you wish for." (for the full story on the power of your subconscious mind, listen to "[*Your Wish Is My Command.*](#)")

Many people know the exact moment when they made the decision to become a coach. They know where they were, what they were wearing, and what they were doing. The moment became their Rubicon (*a boundary, that, when crossed, commits a person irrevocably*).

The Rubicon is a river in northern Italy forming part of the boundary between Cisalpine Gaul and Italy whose crossing by Julius Caesar in 49 B.C. was regarded by the Senate as an act of war. Caesar's decision was a swift, clearly defined action; the results or which were immediately evident and reasonably predictable.

Isn't that what you're looking for here (*minus the act of war*)?

*"The whole world steps
aside for the person
who knows where
they are going."*

Anonymous

“We can try to avoid making choices by doing nothing, but even that is a decision.”

Gary Collins

Assignment

Where are you in the decision process to become a coach? Have you experienced **your** Rubicon?

Sometime today, ‘gift’ yourself with a chunk of uninterrupted quiet time. Contemplate if you are ready to take swift and clearly-defined action.

When you choose to move forward confirm your commitment by signing below:

Coaching Commitment

I hereby decide to become a professional coach so I may achieve my potential and share my gifts and abundance with others.

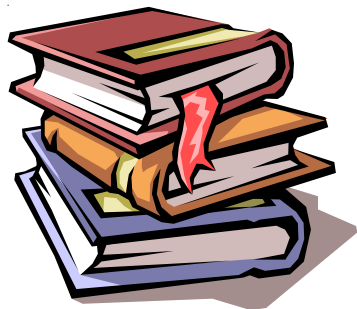
Signed this ____ day of _____ 200__.

Your signature

Next Step

Now you’re ready to move on to Step 3 - TRAIN FOR THE EXPERIENCE. Training to become a coach is unlike any traditional education you have previously received. Let’s see why...





CHAPTER 8

Step 3 Train for the Experience

Before moving into the details about training for your new career, let's review what we have accomplished together.

Here are the steps we've taken, so far:

1. Acknowledge Your Greatness
2. Commit to the Profession

You may be wondering why you need to train to become a coach. You already know a great deal about life. You've acknowledged your skills, talents and abilities, not to mention your great intuition and fondness for helping people. What else is there to know?

Like any business there is much to know that lurks below the surface. At this point, it isn't what you know that will hurt you; it's what you don't know. The good news is that the right training program will be fun and inspiring, as well as eye-opening. Besides, when your training does cover something you already know it is a reinforcement that you are right for the profession. You can pat yourself on the back and know this will, in fact, be a valuable tool in your coaching practice.

Reality Coaching

The "old school" thinking (*literally*) would have you go through years of training, spend thousands of dollars, and earn your degree **before** you could practice what they preached. How valuable do you think the year-one material is going to be on graduation day? Better yet, how much do you think you'll remember?

There is no better training ground than actual coaching in real world situations. You can immediately apply your new found knowledge directly with actual clients. Research has found knowledge retention climbs exponentially when applied immediately. Training programs like this allow you to put your new skills in context, try them out, and make them relative to your experience.

*“Action may not always
bring happiness; but
there is no happiness
without action.”*

Benjamin Disraeli

A basic learning principle is that you cannot teach somebody something new unless they can relate it to something they already know. In the right training program, the learning curve will be greatly reduced for you because it will build on what you already know and the skills and abilities you already have. There’s no sense (*and no fun*) in starting at the bottom. And there’s nothing more boring than sitting through classes where you are way ahead of the instructor.

The other thing that’s true about this type of experiential learning is... you **don’t** get it right the first time. This is a good thing because your “first time” is in a controlled environment with feedback structures in place to facilitate your growth as a coach. This method, of course, is preferred over your first time being the day after you graduate and you’re with your first client, all alone.

Good training doesn’t need to be expensive or take years to complete. A good coaching program combines:

- ❖ **Quality curriculum and resources** you can read and discuss in class
- ❖ **Practical information** on coaching skills, marketing and being an entrepreneur
- ❖ **A community of other coaches** where you can share ideas, wins and challenges
- ❖ **A safe environment** where you can coach and get valuable feedback about your coaching.

Choose your coach training based on the program offerings, your instinct, and your personal experience with the course orientation and your communication with the instructors of the training organization.

What to Look for in a Coach Training Program

Choose a program that will do four things for you:

1. **Provide a structure** with an easy-to-follow learning sequence.
2. **Place you in an ideal learning environment** with other coaches and mentors.
3. **Provide support in gaining new clients** and generating income.
4. **Immerse you in real world training** that is practical, not theoretical.

One of the best things about being a coach and mentor is that we can't help but become better people ourselves. We read about the laws of success, we study the principles of achievement, and we speak these truths to our clients. Our subconscious mind is constantly bombarded with positive messages and encouraging words of support.

Fears and Worries

The challenge for many individuals is getting to this point. The question becomes, "I know I could be good at this and I'm convinced I will be a great coach one day. But how do I get there from where I am now?"

The answer may reveal itself in this parable: When a young boy asked the old mentor how he got to be so wise, the mentor responded, "from making good judgments, son." When asked how he was able to make good judgments, the mentor said, "from experience, of course." When asked how he gained that experience, the mentor thought for a moment and then confessed, "...from making bad judgments."

*"If you can learn from
hard knocks,
you can also learn from
soft touches."*

Carolyn Kenmore

“Experience is not what happens to you. It’s what you do with what happens to you.”

Aldous Huxley

The truth here is that it does take experience and that it won’t always come easy. In fact, some of the best learning you receive will come from your toughest experiences. Aldous Huxley, the author of *Brave New World*, said, “Experience is not what happens to you. It’s what you do with what happens to you.”

If you wait to start coaching until you have mastered it, you’ll never begin. That is, after all, why they call it a practice. Mae West said it much more succinctly when she said, “I’ve climbed the ladder of success, wrong by wrong.”

Give yourself permission to be bad, or—at least—not perfect. The main thing is to get clients and start the momentum rolling. The more clients you work with and the more coaching sessions you do, the better you become. It is impossible to do it any other way.

Assignment

Research coach training programs that meet your specific needs and budget. This can be tougher than it sounds. There are more than 65 such programs in the United States alone. Here is a partial list schools:

- Academy for Coach Training
- Coach Training Alliance (CTA)
- Coach U
- Coaches Training Institute (CTI)
- Comprehensive Coaching U
- Coachville
- George Washington University
- Hudson Institute
- Institute for Life Coach Training
- International Coach Academy
- Peer Resources
- Relationship Coaching Institute

There are scores of training organizations and even more options. Programs vary in length from six months to four years and vary in price from a few hundred dollars for self-paced home study programs to \$4-5,000 and more for full-length courses. Find the style and content of training that's right for you.

If you're looking for a course starting with the basics, the Coach Training Program (\$4,795) from *Coach U* offers a program that will take approximately 2-3 years to complete (*depending on class availability*).

If you're currently in a helping profession -OR- if you have the life experience and background to qualify for a condensed training program, the 6-month Coach Certification Program (\$1,999) from *Coach Training Alliance* may be your best option.

Review the [coach training recommendations](#) in the **Resource** section of this book.

Next Step

Step 4 is WALK THE TALK. We'll take a look at the hidden value of having your own coach. Till then, keep stretching from the inside out!





CHAPTER 9

Step 4 Walk the Talk

Walking your talk is a turning point on your path to success. The scenery will start looking different from now on.

The steps we've taken, so far, are:

1. Acknowledge Your Greatness
2. Commit to the Profession
3. Train for the Experience

In plain English “Walk the Talk” means hiring your own coach. If you expect people to hire you as their coach, shouldn't you be setting the example? This can be a tough move especially if you're just starting out and finances are tight. You may be saying, “Hey, I want to **make** money as a coach, not **spend** money on a coach.”

This is the point where many new coaches and mentors either delay their journey or are enticed to follow a side trail. They believe they'll eventually end up where they planned to go so it doesn't really matter. They take a detour off the path thinking they can jump back on at any point and still be heading toward success.

Through the Looking Glass

Consider this: You are going through a career transition and most likely need a coach more than you know.

With a coach you'll also have a model and mentor... someone to show you the how-to's and to demonstrate coaching skills. What you get out of the deal is balance, perspective, **and** a firsthand knowledge and understanding of the coaching process.

The bottom line is this: If you're serious about becoming a great coach, hire a great coach. Having your own coach will do more for you—personally and professionally—than any other single effort you make. Here's why:

Why Hire Your Own Coach?

1. **You are the recipient of great coaching** and experience the same type of benefits your clients will enjoy.
2. **You have a model** from which to mold yourself. You will be able to adopt and adapt the techniques and styles that work for you.
3. **You have a mentor**... someone to whom you'll be able to turn when you're not quite sure what to do with your own clients.

Your coach will also help you establish balance and boundaries. Having a coach at this stage of your career is much like serving in an apprenticeship. You'll be able to practice your profession under the guidance, direction and nurturing of an experienced mentor/coach. You receive double the value of whatever price you pay your coach by benefiting on two levels.

"Prepare your mind to receive the best that life has to offer."

Ernest Holmes

Take advantage of this win/win scenario by participating with two sets of eyes and ears. One set for your personal growth and development. The second set for your evolution as a coach; all this for the small price of monthly coaching. It's like getting ½ off!

It's a bargain that's hard to beat, yet some new coaches will try. Some people will go into Scarcity Mode and try to figure out how to get coaching for free. Although it sounds like it should work, having someone coach you for free—or—trading free coaching with another new coach, just doesn't seem to work. Talk with any experienced coach who has taken this approach and they will tell you it only delayed their success.

Live In Abundance

There is an anonymous quote that rings true on this subject. "If you put a small value on yourself, rest assured that the world will not raise your price."

“Don’t be afraid to take a big step. You can’t cross a chasm in two small jumps.”

David Lloyd George

You are entering a lucrative profession. Live in Abundance. Treat yourself and your career with the respect it deserves. This is a critical time in your development as a coach and it is no time to skimp. This is truly a case of “you get what you pay for.”

When looking for a coach who’s right for you, follow the same path your prospective clients will likely take. Interview three or four coaches. Take advantage of the free 30-minute consultations most coaches offer. Find someone you resonate with and with whom you find a connection. Most importantly, seek out an individual you respect and want to emulate. They don’t necessarily need to share the same expertise or niche you might be considering.

The added bonus to hiring your own coach is that it becomes a marketing tool. This isn’t the main or intended purpose, just a nice added value.

When you share, with your prospective client, the good things that come out of the sessions you have with your coach, you can almost see the light come on for them. Any lingering doubts they have about coaching begin to disappear. Your prospect figures, “If **you** have a coach, it must really work!”

More than anything, having your own coach demonstrates to others you ‘walk your talk.’ The unspoken message they receive loud and clear is: you believe in coaching, you make an investment in it, and so should they.

Assignment

Research coaches with whom you might consider working. Ask friends for a referral or visit a meeting of a coaching association in your area. Visit the **Resource** section to learn more about [coaching associations](#).

Next Step

Next, we take our final step... Building your practice. This is a pivotal step and one many consider being where the ride gets bumpy. In Step 5 – BUILD YOUR PRACTICE, you'll learn a system that smoothes out that road and takes the pressure off of you at the same time.





CHAPTER 10

Step 5 Build Your Practice

We're now ready to take the final turn of our journey. You've already demonstrated you possess two essential traits for success, those being, 1) persistence and, 2) the ability to see things through. Believe it or not, many of the people who download this book never make it this far or even read these words. You are to be commended.

The steps you've taken, so far, include:

1. Acknowledge Your Greatness
2. Commit to the Profession
3. Train for the Experience
4. Walk the Talk

You are now positioned to take the big step: Acquiring clients and building your practice. This is meant to sound easy and like **anybody** can do it. The reason... Anybody **can** do it and it doesn't need to be difficult.

Trust in You

The foundation upon which you build your coaching and mentoring practice is TRUST. Without it you have no clients, you have no income. We are in the trust business. The special relationships we enjoy with our clients demand the utmost in confidentiality. Before someone will hire us, they must trust us.

Let's talk about a way to build trust that goes contrary to traditional business marketing.

At the turn of the last century, department store magnate J.C. Penney acknowledged, "Fifty percent of my advertising doesn't work." When questioned why he continued to do all of it, he replied, "Because I don't know which half is working."

In the business of coaching and mentoring we could easily fit into this same scenario. We're not sure what works; we just know we need to do it. One way to dif-

ferentiate ourselves in the marketplace is to turn the traditional marketing plan upside down.

Upside Down Marketing

For most businesses the key to making money is the sale. Selling comes first in the list of priorities. If the customer buys, then thought is given to providing subsequent service. This is where many business owners consider themselves victorious in the game of marketing. The rest of us might go on to offer other products and services to the same customer. Some shrewd business people even attempt to build a long-term relationship and consider the 'lifetime value' of a customer.

The model looks something like this:

Sale
Service
Other Products
Develop Relationship

This system has been in place for more than 100 years since the days of Mr. J.C. Penney. But how unique and exciting is it at the turn of **this** century and how appropriate is it for the business of coaching and mentoring? Just for grins, let's flip this formula on its head and see if it works any better when it's upside down.

What if we developed a relationship with a potential client **first**? What if we showed an interest in them, added some value to their life in a unique way, and did this in a consistent manner over time? During this 'getting to know you' stage, what if we also shared with them all of our products and services so they were informed about the total breadth and scope of our value to them? What if we, then, provided them with a sample of our services—free of charge—just so they could see what it might be like to do business with us?

When that prospect has a need for our product or service, do you think there will be any question as to who gets the business? We have “top of mind’ awareness. We have an educated consumer who already knows our product line. We have a prospect who already knows what we are like to do business with. And most important, we already have a relationship with this client. The sale is automatic. We do nothing. The sale comes to us.

Here’s the model for ***Upside Down Marketing***:

Develop Relationship
Other Products
Service
Sale

For the skeptic in you, this sequence may appear to take more time and energy. You may be right. The fact is, you have not made just **one** sale at the end of this cycle. You have started a long-term relationship with your new client from the point at which most businesses will never reach: familiarity, trust and credibility.

With Upside Down Marketing, there’s no question as to which half of your marketing dollars are working. They are **all** funneling your prospects to the point of sale. Mr. Penney would be pleased and proud.

Necessary realization: You are first, a businessperson, and **then** you are a coach. There are numerous gifted coaches who possess an enormous talent for being a ‘light bearer’ for others. Unfortunately, many of these natural coaches have fewer than a handful of clients.

Granted, none of us enter this field because we strive to be great business executives. But just like “All work and no play make Jack a dull boy,” “All coaching and no business skills make Jack a poor boy.” As a businessperson, you’ll recognize the need to promote yourself and market your services. The secret is to do it

in a way that adds value to people's lives and affords them a positive experience of you.

Assignment

Outline the ways you can build relationships with people and prospects by **not** selling them. Might it be an introductory free coaching session, an email newsletter, teaching a teleclass or presenting a workshop?

You can gain some good ideas by looking at the free teleclasses and [complimentary coaching ezines](#) in the **Resource** section.

Stepping Out

The path to success as a coach and mentor is, for the most part, one you've already walked. Sure, you've taken side trails that led nowhere and you've stopped along the way to enjoy the view. Ultimately, you've seen the light.

What you are able to offer is guidance to others as someone who's been there and who can show the way. Your responsibility, now, is to be a personal guide to your clients by lighting their path to success.

Review each of the five critical steps to a full and fulfilling practice.

1. **Acknowledge Your Greatness**
2. **Commit to the Profession**
3. **Train for the Experience**
4. **Walk the Talk**
5. **Build Your Practice**



Summary - Part II

Let's face it... you have made mistakes throughout your life, both business and personal. It may have cost you dearly. This is where you make it back. This is where it counts for something. This is where you can put a price tag on it and make it work for you. The most glorious aspect of coaching and mentoring is that you are helping others lead more fulfilling and productive lives.

Is this a great profession, or what?

At the end of the first section there was a short quote by Goethe about whatever you can do, or dream you can do, begin it. It is worth repeating here –in its entirety- especially in relation to Step 2 – Commit. Sometimes it's easy to skip over parts, without even realizing it, which may have critical importance to us. Here is the complete passage:

*Until one is committed
there is hesitancy, the chance to draw back,
always ineffectiveness.
Concerning all acts of initiative (and creation),
there is one elementary truth
the ignorance of which kills countless
ideas and splendid plans:
that the moment one definitely commits oneself,
then Providence moves too.
All sorts of things occur to help one
that would never have otherwise occurred.
A whole stream of events issues
from the decision raising in one's favor
all manner of unforeseen incidents and meetings
and material assistance which no man
could have dreamed would have come his way.
Whatever you can do, or dream you can do, begin it.
Boldness has genius, power and magic in it.
Begin it now.*

Johann Wolfgang von Goethe
(1749-1832)

PART III

Your New Direction

Coaching Specialties and Niches

PLUS, 10 Successful Coaches Share
Their Path and Their Passion



CHAPTER 11

Life Coaching

Ann Strong

Imagine how you would feel if you *knew* you could create your life however you wanted. That's the power of life coaching.

We all crave vibrant health, unique self-expression, meaningful work and fulfilling relationships. We long to play, love, relax, contribute and adventure. Yet, few of us know how to design a well-balanced, fully-expressed and deeply satisfying life.

What Life Coaching is Like

Life coaching involves supporting clients in discovering and creating what they most want in their lives. The coaching process actually calls forth the best in both the coach and the client. From this place, the coach elicits information from the deepest part of the client that hadn't previously been accessible to the client.

How Life Coaching is Different

"Don't get too big for your britches." "Who do you think you are?" "No one in this family has ever . . ." In our culture and in our families, most of us receive far more messages pressuring us to stay small rather than inviting our lights to shine.

Our culture tends to emphasize what needs fixing rather than what works. As a society, we focus on what's wrong without giving much attention to all that is right. News broadcasts seem to emphasize the worst of human nature. And, advertising continually reminds us of what's missing. If we mindlessly take in mass media and mass advertising, we have little support for fully believing in ourselves.

Additionally, while growing up, most of us received indirect and direct personal messages that we were not good enough. Kathy felt terribly imperfect when her

"It is important that students bring a certain ragamuffin, barefoot, irreverence to their studies; they are not here to worship what is known, but to question it."

Jacob Chanowski

dad asked why her report card had four 'A's and one 'B.' She now sees her grades as exceptional and realizes she doesn't need to be perfect. Janine never felt she fit in because both her parents kept trying to get her to "settle down." She now acknowledges her parents didn't know what to do with her high-spiritedness. Tom's teachers labeled him "slow" because he had trouble concentrating. He now understands he learns experientially while most material in school is taught visually or auditorially.

If we don't become aware of the ingrained childhood messages that automatically govern our thoughts and actions, we will continue feeling not good enough. If, however, we consciously look at beliefs established in childhood, we have the opportunity to see their impact from an adult perspective. We can then choose new beliefs about ourselves.

Life coaching supports clients in choosing new perspectives and establishing new beliefs. It also calls them to identify and live from their strengths. They learn to celebrate all of who they are, even the parts they used to label as weaknesses. They find the gifts in all aspects of themselves.

Working with a life coach, clients also focus on what's working and build on that. If they don't know what they want in their lives, they explore that. If they do know what they want, they begin to make new choices and create new habits. Life coaching builds a bridge between where the client is and where s/he wants to be.

What You Need to Know To Be a Life Coach

To serve as a life coach, you will have benefited from life coaching yourself. You will also need a strong,

on-going commitment to your own personal awareness and growth. As with all other types of coaching, you need to possess and continue to develop coaching skills and tools.

All great life coaches have these traits in common:

- A huge love for and desire to help people
- Superb listening skills (*both for the spoken and unspoken*)
- A willingness to consistently stand in truth
- A strong blend of loving-kindness and the ability to compassionately “call clients on their stuff”
- The gift of recognizing and articulating clients’ strengths
- A large capacity for non-judgment
- Well-developed intuition
- A positive orientation to life
- Good personal boundaries
- Non-attachment
- Empathy
- Strong business skills

The Market for Life Coaching

Anyone who desires a better life and feels compelled to make changes will benefit greatly from coaching. The trick to building a thriving life coaching practice involves working with a specific niche. The most successful life coaches choose not only a narrow coaching focus, but also a narrow target market. The niche and the market will organically develop from the coach’s skills, interests and life experiences. The more passion the coach has for the niche and the market, the more successful the practice.

Ann Strong

Ann@AnnStrong.com,

life and business coach, supports mid-life women creatives and business owners in using spiritual principles to make positive life changes. She publishes a free weekly ezine, **Success Notebook**, and authored the **Steady in the Wind** ecourse.

To learn more:

www.AnnStrong.com

EXAMPLES

- Stress management for new managers
- Spiritual tools for people in grief
- Life balance for foster parents
- Business skills for fine artists
- Life reorganization for empty-nesters
- College prep for teens
- Self-care for stay-at-home moms
- New life direction for executives leaving companies
- Adventure experiences for people taking sabbaticals
- Life skills for young adults
- Financial management for couples
- Spiritual exploration for former atheists

What important changes have you made in your life? What do you feel most passionate about? Who would you most enjoy coaching? The answers to these questions will create the foundation for your specific life coaching niche.





CHAPTER 12

Business Coaching

David Herdlinger

Business *consultants* have been around a long time. Business *coaches* are relatively new. The two professions take very different approaches.

- Business **consultants** are problem solvers. Their underlying message is, “I’m smarter than you are. I’ll tell you what’s wrong with your business and how to fix it.”
- ❖ Business **coaches** are people developers. They don’t tell their clients what to do; they ask questions. Their message is, “You’re smart. I’ll be a mirror to help you look inside yourself, so you can not only solve this problem, but increase your capacity to successfully manage all areas of your life.”
- Business **consultants** typically focus on maximizing profitability.
- ❖ Business **coaches** typically focus on maximizing potential.
- Business **consultants** help their clients succeed in their jobs.
- ❖ Business **coaches** help their clients succeed in their lives.
- Business **consultants** help their clients catch fish, so they can eat a meal.
- ❖ Business **coaches** help their clients learn how to fish, so they will never go hungry.

Starting Out

People come to business coaches for two reasons: *inspiration* and *desperation*.

- ❖ **Inspired** people want a coach to help them do better.
- ❖ **Desperate** people want a coach to help get them out of a jam.

“Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for the rest of his life.”

Chinese Proverb

The entry point in business coaching is usually a business issue. The client may want to increase sales, promote better teamwork, enhance productivity, reduce turnover, or improve quality. But the coaching relationship, once initiated, invariably moves beyond the initial perceived need. “Fix my business” gradually and naturally evolves into “fix me.”

A client facing business bankruptcy, for example, may discover through coaching that he has a problem with procrastination, or with interpersonal skills, or with fear of failure. Sometimes clients realize their interests and skills don’t match the requirements of their current positions, and they decide to make a career change. Coaching weeds out inhibiting issues such as these, allowing buried potential to spring forth and bloom.

Why do business leaders use coaches at all? Don’t they have friends and professional colleagues to talk to? Yes, and good coaches encourage their clients to deepen these relationships and build a reliable support system. But all alternative support systems have weaknesses.

- ❖ In business, it’s lonely at the top. Managers can’t be vulnerable with their bosses or with their subordinates about the most sensitive issues.
- ❖ Friends will listen and give help when they can, but they’re not trained to identify the most significant issues. And when they have needs of their own, they want to receive help, not give it.
- ❖ Spouses can be good listeners, but it’s problematic to bring in-depth business counseling into the middle of a marriage.

Because business coaching fills a real need, the profession is rapidly growing and gaining recognition. And because it produces such outstanding results,

successful business coaches build their practices almost entirely through referrals.

Moving Ahead

When setting out on a journey, one must know the starting point as well as the destination. A map is of no value unless the traveler can answer the question, "Where am I now?" The same is true in coaching.

That's why some experienced coaches like to begin their relationships with their new clients by guiding them through a structured process to identify their strengths, weaknesses, needs and desires. Successful business coaches have excellent processes at their disposal for evaluating communications skills, problem-solving abilities, decision-making processes, vocational interests, and other important areas of life.

Most business coaching takes place on the telephone, for two reasons:

1. The conversations tend to be more focused than is possible in face-to-face meetings, because there are fewer distractions.
2. Coaching appointments do not need to be cancelled or rescheduled because of travel, vacations, or even sickness. The client can call the coach from anywhere— home, office, hotel room, even a hospital bed.

Every person, without exception, wants to be listened to and taken seriously. The role of the coach is to get out of the way. A good coach makes it safe for the client to be vulnerable and authentic. Pride and fear inhibit open communications and personal growth. When clients realize they can express themselves without fear of judgment, they enhance their ability to dig deeply within themselves for the answers that have previously eluded them.

“The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes short again and again, who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at best, knows the triumph of high achievement; and who, at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who know neither victory nor defeat.”

Theodore Roosevelt

- ❖ An inspirational speaker may give his listeners a temporary emotional high, but the benefits begin to wear off as soon as the speech is over.
- ❖ An inspired coach motivates clients to “dig down deep where the big person sleeps.” The primary benefits of coaching start after clients hang up the phone. That’s when they begin the real work of redirecting their lives.

Life is full of competing demands that require trade-offs. For example, an important business meeting may conflict with a child’s acting debut in a school play. Because business coaches employ a holistic approach, they can help their clients achieve balance in all areas of life: work, family, social, spiritual, mental, and physical.

Because of the high payoff, the majority of business executives are more than willing to pay for coaching out of their own pockets. As the benefits of coaching become known and appreciated, more and more companies are providing coaching services as a perk for their employees.

When the company pays for the coaching, the coach should clearly define the scope of the work with the employer.

- ❖ Does the employer wish to restrict the coaching to a specific business issue, such as helping the client maximize sales?
- ❖ Or, does the employer want the coach to employ a more holistic approach, with the goal of helping the client maximize potential?

Progressive companies tend to choose the latter, because they realize that their biggest return on investment comes from having employees who operate at their full potential, even when this means some employees will change careers and leave the company.

Moving On

The client – coach relationship is designed to be open-ended and long-term, because no one ever attains the goal of fully maximized potential. But after 18 to 24 months, two factors may prompt some clients to begin thinking about changing their coaching relationship.

- ❖ Clients who have experienced significant growth may wish to begin functioning more independently. In this case, they might agree with their coach to reduce the frequency of their coaching sessions, or to schedule future sessions on an ‘as-needed’ basis.
- ❖ Other clients may want to begin a relationship with a new coach, so they can expand their capabilities through contact with someone who has different skills and experiences.

Coaches want their clients to be the best they can be. Jealousy, competitiveness and possessiveness have no place in the coaching relationship. That’s why effective coaches are delighted to refer their clients to other coaches when that is a positive step in their growth. In fact, experience shows that a client’s current coach is the primary source of referrals to a new coach.

When clients move on to the next phase of their development, coaches naturally feel a sense of loss. But this is overshadowed by the joy and satisfaction of having been part of client’s process of growth and accomplishment. The coach tends to feel like a proud parent who is watching a child go off to college or get married.



David Herdlinger

(Coach@Herdlinger.com)

helps business executives and entrepreneurs develop a balanced business and life plan to discover their purpose and maximize their potential. He is co-author of **10.5 Reasons Why Even Top-Notch Executives Fail**. Click here to learn more: www.Herdlinger.com



CHAPTER 13

Career Coaching

Deborah Brown-Volkman

Career coaching is a great profession. A coach can help clients find the passion they have lost in their chosen careers or find the courage to move into a new career. The entire process – from exploring possibilities, to the moment of discovery and finally, implementing the plan, is very rewarding for the client and the coach. And, for the coach, it can pay well too.

What Career Coaching Is Like

If you know what it is like to be dissatisfied with your career and you have done something about it, or if you have worked in the employment or human resources field helping others with their careers, you might be a good candidate for career coaching.

A coaching relationship can take many forms (*personal visits, email correspondence, telephone calls*), but the key to successful coaching is regular communication over a period of months. During those months, clients rely on their coaches to provide meaningful support in many ways.

Common client expectations include:

- ❖ **Insight** - They want a deeper understanding of who they are and what type of career would bring them purpose and meaning.
- ❖ **Planning** - They seek roadmaps for taking their career to the next level.
- ❖ **Listening** – They need a sounding board to talk out ideas and brainstorm.
- ❖ **Prioritizing skills** - They want strategies to gain balance at work and home.
- ❖ **Editing** – They want ideas for editing their resumes, and other correspondence, so they can convey their skills successfully.
- ❖ **Interviewing** – They want to prepare and role-play so they can showcase their skills effectively.

- ❖ **Networking** - They want to be comfortable with networking and leveraging existing relationships.

And, finally:

- ❖ **Accountability** – They crave a supportive, yet disciplined presence, that will keep them on track.

How Career Coaching Is Different

At some point in your life, you have probably seen a career counselor who gave you a standardized test, reviewed your answers, and then told you what career would fit your skills and interests. Even if the test results made sense, you may have left feeling empty or incomplete because the answer had simply been handed to you. Career coaching enables our clients to discover their own answers; and this self-discovery is what breathes life and power into the decision-making process.

*“Find a job you like and
you add five days
to every week.”*

H. Jackson Brown, Jr.

If your clients want to know what they should be doing with their lives, it is best if this answer comes from them. I have found that some clients truly do not know the answer and they need a coach to help them to discover it. But most clients know the answer, and are either afraid to listen to it (*because it will involve work*), or are unsure where to begin. Career coaching is effective because it provides the courage, support, and direction necessary for these answers to come to life.

What You Need To Know To Be A Career Coach

What keeps many people from taking action in their careers is fear, uncertainty, and doubt. Sometimes when a career is no longer satisfying, you will find that your

Deborah Brown-Volkman
(info@SurpassYourDreams.com)
is the President of **Surpass
Your Dreams, Inc.**
(www.SurpassYourDreams.com)
a successful career and
mentor coaching company
that has been delivering a
message of motivation,
success, and personal
fulfillment since 1998.

clients will want to wait until their situation improves on its own. And in many cases it does, their careers do improve; but in many cases they do not. You will find that some of your clients feel trapped in their jobs because they do not have the time or energy to look for another one. They worry whether their next job will be any better and if they will still get paid their current salary.

Clients who are out of work are scared and need help rebuilding their confidence. Clients who are overworked are discouraged need help building back their energy and belief that their current situation can get better. Interesting enough, when a potential client becomes a paying client, they feel better immediately because they are taking control of their career again.

What Else You Need To Know

Unless you have been working for years in a coaching capacity, training is essential. There is a difference between having people ask for your advice on a casual basis versus getting paid for your services. Good training (initial and on-going) is vital to your success.

The Market For Career Coaching

The market for career coaching is good. Whether the economy is up or down, there will always be clients who want to find a job, want to switch jobs, or want to excel in their present position. Our clients' careers play such a big role in their lives that if they are unhappy at work it carries over into every aspect of their lives. If we can help them love what they do for a living, then the rest of their lives improve too.





CHAPTER 14

Relationship Coaching

Laurie Cameron

Life is all about relationships. Everything that we do as Human Beings revolves around our relationships with each other. And we want our relationships to be harmonious, balanced and fulfilling.

We are not born knowing how to create healthy, balanced relationships. The relationship skills we first learn come from our parents or primary care-givers, either directly or by observation. And our models for those skills are likely to vary widely between healthy and unhealthy.

Our relationships with each other, especially personal or intimate relationships, require an ability to be open, honest and vulnerable. We haven't always had a safe place to learn how to be that honest and vulnerable.

After some (*or many*) challenging relationship experiences, our natural inclination to protect ourselves builds up and we might find ourselves shrinking back into any safe place we can find. We create a shell that protects us from the pain, but also keeps us from experiencing the joy.

There are people who spend their entire lives in that small shell, without ever realizing it. They develop techniques and strategies to cope, but they never learn how to change or let go of relationships that are unhealthy. They never learn how to grow from the pain, and they never realize they can actually **create** the relationships they want. Many others know they want something different in their relationships, but don't know what that is or how to find it.

The good news is that healthy relationship skills can be learned, and unhealthy relationship patterns can be changed. Supporting clients to develop and fine-tune their skills in order to create balanced and fulfilling relationships is the role of a Relationship Coach.

What Relationship Coaching Is Like

Relationship Coaching provides the support people need as they come out of their shells and begin making healthier relationship choices. It's a joy to witness their transformation as they learn new skills that help them reclaim their power:

- ❖ Imagine sharing the excitement of a client who finally stood up for herself with a co-worker who has always manipulated her.
- ❖ Think how gratifying it is to hear a single mother tell you she ended an unfulfilling dating relationship and decided she's strong enough to take care of herself and her children on her own.
- ❖ Feel the satisfaction in hearing a client tell you, with deep emotion in his voice, about the honest conversation he had with his wife, after years of being afraid to open up to her.

One of the greatest rewards of being a Relationship Coach is to see a client gain the confidence to finally say "NO" to unhealthy, destructive relationships and to say "YES" to themselves.

How Relationship Coaching Is Different

Since everyone is unique, and every relationship in anyone's life has a different dynamic, each Relationship Coaching client is a new adventure.

As a client's skills develop and they become more conscious and aware, how they show up in a relationship is constantly evolving too. This creates a very fluid quality when working with clients on their relationships. A

masterful Relationship Coach has the ability to be fully present with his/her clients at all times, and “dance” with them gracefully as they evolve and grow.

What You Need to Know To Be a Relationship Coach

Relationship Coaching is a unique blend of coaching, teaching and mentoring.

A Relationship Coach works with his/her clients to create compelling visions for each of their relationships. The Coach and client work together to define strategies for letting go of toxic relationships, transforming other relationships, and proactively co-creating healthy new relationships.

A Relationship Coach supports his/her clients in achieving their relationship goals by developing healthy relationship skills such as boundaries, assertiveness, and honest communication. The Coach teaches clients other skills such as listening on multiple levels, asking powerful questions, and how to be fully present with another person. When a client is empowered with these skills, they gain the confidence to make healthy, conscious relationship decisions.

Relationship Coaches also share with their clients the wisdom they have gained from their own relationship experiences so that the client is able to side-step some of the pain and aggravation that often accompanies the learning process.

Relationship Coaches support their clients to find the proper balance between their own needs and some else’s needs, in order to achieve a satisfying and fulfilling relationship with that person. So a successful Relationship Coach needs to have a practical understanding of how to achieve that balance in his/her own life.

“Never believe that a few caring people can’t change the world. For, indeed, that’s all who ever have.”

Margaret Mead

Relationship Coaches create a safe place for their clients to be honest and vulnerable. They empower clients to explore relationship patterns and expectations objectively and with self-acceptance. Relationship Coaches must be solidly on their own path of creating healthy relationships and be willing to take the same risks to be open, honest and vulnerable as they are asking of their clients.

Coaches who choose relationships as a specialty have worked very hard at developing their own relationship skills and are very passionate about supporting their clients to create healthy, vibrant relationships in every area of their lives.

The Market for Relationship Coaching

The market for Relationship Coaching is wide open. Relationship challenges are everywhere.

As with any other coaching specialty, the cornerstone of successful marketing is defining a very narrow, specific target market, and maximizing marketing efforts by successfully leveraging them.

There are many potential specialties within Relationship Coaching, and each Relationship Coach can develop a target market as unique as they are. Here are some ideas to get you started:

- ❖ Relationship readiness and dating for Singles.
- ❖ Internet dating for Singles.
- ❖ Couples: pre-marriage; marriage enhance ment; problem prevention.
- ❖ Gay/Lesbian relationships, as singles or as couples.
- ❖ Divorce recovery and adjustment.
- ❖ Children of divorce.
- ❖ Parent/Child relationships.
- ❖ Extended family relationships.

- ❖ Age-related markets such as over 50, Gen-X, or teens.
- ❖ Life Partners who are also business partners.
- ❖ Professional relationships in the workplace.

There are also a wide variety of ways to leverage your marketing and generate revenue with Relationship Coaching:

- ❖ Classes, Seminars or Workshops; in person, on the phone, or online
- ❖ Group Coaching
- ❖ Individual Coaching
- ❖ Books, e-Books, tapes, CD's, or other intellectual property

There is great joy and satisfaction in being a Relationship Coach. The skills and confidence our clients develop serve them well and last them a lifetime.



Laurie Cameron

www.LaurieCameron.com

is a Master Certified Relationship Coach, a Divorce Adjustment Coach www.HappyAfterDivorce.com

and a trainer for **Coach Training Alliance**

www.CoachTrainingAlliance.com

She lives in Denver, Colorado, is a divorced mother with a fabulous teenage daughter, and has found deep joy and fulfillment with her partner, John.



CHAPTER 15

Leadership Coaching

Dave Meyer

Leadership has been around as long as man himself. After all, what is the story of Adam and Eve except the first lesson in leadership? That lesson proved several things including the critical fact that not all leaders have their followers' best interests at heart.

Leadership is a greatly debated, and possibly marginally understood concept. Are leaders made, or born? Why do people choose to follow certain leaders even when it may prove very harmful to them personally? Are management and leadership skills synonymous? Are all managers, leaders and vice versa? And why do such leaders have such dramatically different styles? Ghandi and Patton were both great leaders, but their styles could not have been more different. Ghandi was a strong believer in non-violence, while Patton led an army bent on the physical destruction of the enemy.

One thing that everyone agrees on is the concept of leaders needing followers. John Maxwell states, "If you think you are leading, but no one is following, you are really only taking a walk."

Nothing could be more true. Yet many people today assume the role of leader based on a positional title or designated role. Without followers your ability to take action is limited, and your ability to influence others is severely strained. To be a leader, you must have followers and hopefully those will be willing followers.

What Leadership Coaching Is Like

When you set out to coach leaders you face a set of unique challenges that are different from many other types of coaching. Why? Because of the wide variety of leadership philosophies (*as noted in the Ghandi versus Patton example above*) plus the often mistaken beliefs about what leadership really represents. The quote from the EMS Management Newsletter on the next page is a perfect example of the challenges a leadership coach

“Leadership is not a position. You are not a leader because you have the title of manager. Leadership is something that we earn from followers on a day-to-day basis.”

EMS Management
Newsletter

face. Everyone in a management position views himself or herself as a leader. Positional leaders are assigned to a position by someone from above and are granted the title of “leader” or manager. True leaders are not assigned from above, but are elevated from below and become leaders because of their ability to inspire hope in those around them. A positional leader is a leader on the organizational chart only. A real leader can be hiding any place in an organization.

EXAMPLE

Separating real leaders from positional leaders can be a daunting task, especially in an organization that is struggling and seems to lack direction. But it is a critical distinction because the team will follow the real leaders and pay only marginal attention to the Positional Leaders. During my career in Corporate America, I was often called upon to take over poorly run organizations. My orders were to clean them up, focus the organization on productivity, and to improve morale. This can be a daunting challenge.

Part of the plan for any new organization involved discovering who the leaders in the organization were and how they could contribute to our success. Depending on the size of the organization, I would call a meeting with all of the key personnel. Once they were gathered together I would introduce myself and explain why I had been brought in. I would then pose several simple, but key questions to the group:

1. Who are our customers?
2. What is our role in serving our customers?
3. What do we do really well?
4. What would our customers say that we need to improve on?

It was then time to sit back and watch the organizational dynamics. The results were amazingly consistent. First, the Positional Leaders (*Managers on the organizational chart*) would speak up and tell me their view of the world. I would ask more questions and probe

“If you think you are leading, but no one is following, you are really only taking a walk.”

John C. Maxwell

their responses. After a few minutes, the real leaders would speak up. How could you tell they were the real leaders?

When the positional leaders spoke, all eyes were on me, watching for my reactions. When the real leaders spoke, all eyes shifted to the person speaking. You see, everyone in the room knew that when the real leader spoke, they needed to pay attention to them.

Why is that important to Leadership Coaching? Because the client you want to work with is the real leader who wants to enhance and refine their skills. The positional leader is a leader in title only. Are the real leaders ever the Positional Leaders as well? Yes, and those are your ideal client.

How Leadership Coaching Is Different

Leadership and values go hand in hand. A person leads with their heart, which is the center of their values. When you talk with prospective clients, make sure that the values that are precious to them are in synch with the values that you treasure as well. Leadership Coaches are often choosy about who they want to work with, focusing on working with “Real Leaders” rather than just “Positional Leaders.” For that reason, Leadership Coaches may often turn away as many clients as they accept, ensuring that they can give fully to each client because their goals, values, and desires are totally in synch with the clients.

What You Need to Know To Be a Leadership Coach

Leadership Coaches have to have a passion for people as well as for leadership. You have to understand what motivates your clients AND what motivates the people they will be leading. A leadership coach who is not

Dave MeyerDave@CoachingForTomorrow.com

is a Leadership Coach with more than 25 years of leadership experience. He is the founder and president of **Coaching For Tomorrow**

www.CoachingForTomorrow.com

and a contributing author of the book, **Creating A Workplace Community: Motivating Employees.**

He lives outside of Denver, Colorado with his wife of 30 years, Kathy.

passionate will not thrive as a leadership coach because their lack of intensity will show up in their coaching. True leaders are drawn to leaders who are stronger than they are and that shows in the way they attract clients.

Leadership Coaches know:

- ❖ **How to identify real leaders in an organization** and how to identify the values those leaders possess.
- ❖ **How to identify the skills that the leader already possesses** and how to build on those existing skills.
- ❖ **How to provide the client with an opportunity to grow** as a leader without hijacking the client's agenda and desire for growth.

Leadership Coaches have:

- ❖ **Proven skills** in the field of leadership.
- ❖ **A wide range of knowledge** on the different approaches to leadership.
- ❖ **Confidence in their abilities** as a leader and their ability to communicate that confidence.

Lastly, Leadership Coaches realize how much their field is constantly changing and being redefined and rediscovered. They spend time reading and studying leadership techniques as well as practicing them.

The Market for Leadership Coaching

Leadership Coaches take great pride in the growth of their clients. Watching a leader develop in a way that can provide service and hope to those around them provides enormous pride to the coach. The clients provide impact not only to themselves but to everyone that they touch, so the impact of your coaching can ripple through your client's company and personal life. To be a Leadership Coach you have to want to make an impact much bigger than on just one client.



CHAPTER 16

Spiritual Coaching

Rhonda Hess

Webster's dictionary defines spirit as: "the immaterial intelligent or sentient part of a person." It is the wisdom within each of us, beyond years and experience. Its origins are mysterious, and many believe that our spirit lives on beyond our body in a non-physical plane.

For some, spirit is indelibly linked with the Divine. Saint Teresa called spirit "the life of God within us." It is thought that our spirit resides in the center of our bodies near our hearts. Sometimes we refer to it as our heart, receiving messages from there that have the power to awaken our aliveness—"in my heart I know."

"Spirit" comes from the Latin word *spiritus*, meaning breath. HW Longfellow called it "A vital breath of more ethereal air." It may be that our spirit is the life force that generates vitality in our bodies: *esprit de corps* – the spirit of the body, the breath of life.

In the ancient roots of the English language, there is an understanding of spirit that in our culture often gets overlooked. At a stressful pace, we live each day running down tasks. Most of our focus and energy has literally gone to our heads. We tend to give more value to information that comes from our brains, finding there great powers of analysis and judgment. But this is also where fear and anxiety are born, emotions that keep us *dispirited* – small and weak.

With even a cursory look, spirit can be found in all living beings. It is a great power center just waiting to give direction and meaning to our lives. Whether we believe it to be a connection with God, the source of all life, or each person's innate wisdom, spirit is a resource that we can draw upon.

What Spiritual Coaching is Like

Spiritual coaching taps into the power center both within the client and within the coach. Giving credence

“The most satisfying thing in life is to have been able to give a large part of one’s self to others.”

Pierre Teilhard de Chardin

to this immaterial intelligence, coaches can aid clients in hearing the messages in their heart, supporting them to take action and effect changes from that place of inner strength.

We all have an inner guidance system that knows what’s best for us and can support us to be on purpose in our lives. Just listen for that voice and understand that it has merit equal to and complementary to cognitive thoughts.

With attention to this realm while listening closely to their client, a coach can access valuable information in the form of intuitive connections, inklings, visualizations, and thoughts that may seem to “come from left field.” Then, without attachment to outcome, the coach can offer this information as a catalyst to support the client in shifting and then taking action.

It all begins with the client’s clearly stated agenda. Once coach and client are on the same page – knowing what the client wants to take away from the session – the spirits of both coach and client can be engaged, opening to intuitive information as the session progresses.

As with all coaching, the coach’s questions and statements may be rejected or accepted by the client. It’s important that the coach listen for how the information lands with the client to know whether to pursue any particular insight or line of inquiry. Just a simple question – “Is this a good place to explore for now?” – will help the coach be certain of what direction to follow.

How Spiritual Coaching is Different

All coaches have a style – an authentic way of coaching based on their skills. A coach who pays attention to their own spirit and looks for the spirit in others will likely coach with a spiritual style. Whether the client is an executive trying to improve the company’s profit

margins or a parent talking about challenges with their teenager, any client with any agenda can be coached with a spiritual style.

Some styles of coaching keep the focus of attention on strategic or more pragmatic information and process. It's best if a coach has the ability to use all sorts of tools in coaching sessions. Reasoning, intuition and strategy all have a place in masterful coaching. A spiritual coach will likely coach with intuition as their default mode.

What You Need To Know To Be a Spiritual Coach

The coach need not know more than their client about spirituality to be a spiritual coach. A spiritual coach is not a guru. Nor are they necessarily spiritual teachers or guides. What's important is that the coach has an active spiritual life and is learning to surrender to spirit, allowing it to guide their thoughts, decisions and actions.

A spiritual approach to coaching will also call for the coach to:

- ❖ Continually build their integrity
- ❖ Have developed their intuition
- ❖ Know the difference between intuitive information and judgment or opinion
- ❖ Have good boundaries
- ❖ Stay detached to outcome in coaching sessions

Religious and spiritual beliefs are very personal. It would be unethical for a coach to preach to or try to convert a client to specific religious or spiritual beliefs. Instead, the coach works with the client's own beliefs, encouraging them to expand their understanding and apply those tenets as guidelines for personal decision-making and actions.

Rhonda Hess

Coach@BubblingWell.com

is a Mentor Coach, helping new coaches to prosper in their businesses by seizing spiritual opportunities. She is co-author of the **Coach Training**

Accelerator

[www.learnmore.com/
about/coachtraining.htm](http://www.learnmore.com/about/coachtraining.htm)

Click here to learn more about Rhonda:

www.BubblingWell.com

Some clients are not comfortable with a spiritual approach to coaching. The sample session offers a natural opportunity to let the client know that you coach with a spiritual style. If the client agrees that this approach is interesting and useful, then the coach and client can proceed. Otherwise, it may be best to refer the client to a coach with a more appropriate style.

Some coaches shy away from letting prospective clients know that they are spiritually based, but it can be marketed with subtle language and images. As with all forms of coaching, the key is to be your self and operate from integrity. This way you attract the clients who resonate with your authentic style of coaching.

The Market for Spiritual Coaching

People in all walks of life are seeking to bring more spirituality into their lives. We are recognizing the need for balance. We want to re-learn the ability to be whole, integrated individuals and make a contribution to the world, using our minds, bodies and spirits as equally intelligent resources.

Some say that for each of us to shoulder our own responsibility, for the good of all, is the task required of us as we enter the Age of Aquarius. It is a task that spiritual coaching is well suited to support.

If you are a person who sees the value in spirit, then spiritual coaching may be the style of coaching that will be most authentic for you. Trust that there are many people who will be attracted to this approach.





CHAPTER 17

Corporate Coaching

Marguerite Ham

Does coaching really work in the corporate environment? A recent study in the *Journal of Public Personnel Management* found that training improved managerial productivity 22.4% while *training plus coaching* improved productivity 88%.

David A. Fitzhugh, professor of business administration at Harvard Business School, believes the quality of the relationship between boss and subordinate is a major predictor of success. Talking with subordinates about their developmental needs absolutely affects that relationship positively and there's a big potential pay-off.

A corporate coach takes into consideration the vision, mission and culture of an organization **and** the values and professional goals of an individual. The goal is to make sure that both are in alignment.

When the vision, mission and culture of an organization are in alignment with an individual's values and professional goals, the employee is committed to the organization, more productive, effective and happier at their job. This handles the retention and productivity issues that many organizations face.

Coaching Vs. Managing

Coaching	Managing
Doing the right thing.	Doing things right.
Focuses on effectiveness.	Focuses on efficiency.
Serves customers.	Defends policies.
Employees become responsible.	Mgmt. is responsive to employees.
Leaders work for the people.	Work for the bottom line/statistics.
Creates thinkers/problem solvers.	Creates followers.
Focuses on growing people and developing their strengths.	Focuses on what people are doing wrong and correcting them.
Guides employees with the vision and mission of the organization.	Oversees implementation of daily tasks.

Are both coaching and managing important? *Absolutely!*
The leader of the future is **both** effective and efficient.

“The goal of coaching is the goal of good management: to make the most of an organization’s most valuable resource – their people.”

Harvard Business Review

There are times when management skills are appropriate and necessary. For example, during times of chaos or crisis, there is not time for consensus. However, the goals of coaching should still be the driving force within an organization.

The goals of the corporate coaching culture:

1. Articulate the organization’s vision, purpose, direction, strategies, major goals and actions.
2. Involve/include members to acquire understanding, connection, commitment, passion and ownership.
3. Align member goals, actions and expectations with those of the organization.
4. Remove barriers and provide resources.
5. Follow up and hold people accountable.
6. Promote feedback, input and idea-sharing from members.
7. Challenge and inspire the organization and its individual members to stretch for greatness.
8. Develop and grow people through meaningful work.
9. Increase work/career satisfaction and personal fulfillment.
10. Create a positive, productive community of members who volunteer their best and fulfill their potential.

Why is the word *member* used instead of employee? Think about it...the word member implies a person is a part of an organization because they **want** to be; they understand what the organization stands for and are totally on board!

This creates a win-win environment. “Win-Win” is a belief in the third alternative. It’s not your way or my way; it’s about creating a ***better way!***

What You Need to Know To Be a Corporate Coach

There are different areas of expertise in Corporate Coaching: 1-on-1 Coaching, Internal Coaching, and Training. A person can choose to be a 1-on-1 Corporate Coach who offers their services to professionals. With this type of coaching, the “coachee” finds a coach they trust and are comfortable confiding in. They meet with their coach on a scheduled basis. They want to improve and reach professional goals and want an objective person to hold them accountable to their goals. This coaching is more “holistic” in approach and focuses on overall growth and development of the whole person. This includes addressing personal challenges as well as professional barriers. Typically, the coachee pays the coach out of their own budget.

A 1-on-1 Corporate Coach Needs to Know:

- ❖ **The Skills of Coaching** – Listening, Questioning, Empathizing, Clarifying, Summarizing, Responding Intuitively, Challenging, Seizing the Coachable Moment, Support only Systems (goal setting, strategizing, planning)
- ❖ **Marketing** - must know how to market themselves as a corporate coach to attract clients.
- ❖ **Understand the Corporate Climate** – a corporate coach must understand the challenges, needs and desires of corporations.

There are some organizations that have coaches on staff to optimize performance and implement specific action

“You get the best out of others when you give the best of yourself.”

Harry Firestone

plans for professional development. This type of coaching is more geared to professional development, not personal development. With this type of coaching the organization pays for the coach to be on staff.

An Internal Corporate Coach Needs to Know:

Whatever the organization requires as skills, certifications, qualifications, etc. Each corporation will have different criteria for their staff coaches.

There is another type of Corporate Coaching. This is where an organization hires an outside coach who is also a professional speaker/trainer/facilitator to educate the staff about the coaching culture in a group environment. The end result depends on the goals of the organization. Sometimes organizations want a specific group of employees to be certified as coaches. This is a long, intensive training program.

A Corporate Training Coach Needs To Know:

- ❖ **The Skills of Coaching** – Listening, Questioning, Empathizing, Clarifying, Summarizing, Responding Intuitively, Challenging, Seizing the Coachable Moment, Support only Systems (*goal setting, strategizing, planning*)
- ❖ **Understand the Corporate Climate** – A corporate coach must understand the challenges, needs and desires of the specific organization.
- ❖ **Professional Speaker/Trainer/Facilitator**
It is one thing to *be* a coach; it is another to *teach* coaching. This is a practiced skill all by itself that requires the ability to create a training program as well as present it. The trainer must be able to recognize if the trainees understand the material presented well enough to implement the skills, techniques and strategies learned.

Marguerite Ham

[\(\(Memorease@aol.com\)\)](mailto:Memorease@aol.com) is a corporate coach, author and corporate trainer in the fields of memory, priority management and coaching. She gives more than 150 presentations a year nationwide where she has helped organizations implement the coaching culture through training and coach certification. Click here for more information:

www.Memorease.com

All Corporate Coaches have:

- ❖ The ability to connect with the organization and the people they are coaching.
- ❖ An understanding of the mission and vision of the organization and individual goals.
- ❖ The courage to tell the truth to both the organization and their coachees.

The Market for Corporate Coaching

1-on-1 Corporate Coaching

\$500+ per month and up *(depending on your qualifications and the level of people you are coaching)*.

Corporate Coach Training

\$4000/day and up *(depending on the needs of the organization and the amount of time to customize the training program)*.





CHAPTER 18

Executive Coaching

A. Drayton Boylston

The Executive Coaching Fallacy

What it is and what it isn't.

There is much confusion about what Executive Coaching is... and isn't. Many consulting firms have simply gone through their marketing materials and changed the word "consulting" to "coaching." For many in the business world, that sums up what they perceive Coaching to be, a new word for consulting.

Nothing could be farther from the truth! Here are some facts:

- ❖ Executive Coaching IS NOT about giving advice or consulting. It is not about mentoring. It is not about "helping" others by providing solutions to problems.
- ❖ Executive Coaching helps create stronger and more productive people who are more valuable to an organization.
- ❖ While some coaching can appear to be ethereal and too "out there" for companies, that is a much different type of coaching (Life Coaching). There is a distinct form of Executive Coaching that is used in the corporate environment. It is directly tied to personal improvement and increased productivity that in turn pays off handsomely for the organization.
- ❖ Executive Coaching does not "fix" people. It is rare that coaching can be deployed to "fix" those that deem to be in need of a quick change by their manager.
- ❖ Executive Coaching can provide dramatic short term impact for companies. But the reality is that it will take from 6-12 months of quality Coaching to make sustainable changes. Those that tell you that it can be done quicker are not well informed.

- ❖ Executive Coaching is about individual planning, goal setting, and achievement. It's also about personal discovery and enlightenment. It is about realizing one's full potential, which in turn, benefits the organization.

How Executive Coaching Is Different

It's about tangible business results. Plain and simple.

Executive Coaching can:

- ❖ Reduce turnover.
- ❖ Increase personal productivity.
- ❖ Increase job satisfaction.
- ❖ Help attract higher caliber talent.
- ❖ Reduce job-related stress.
- ❖ Provide a sounding board for executives.
- ❖ Increase the value of the organization.
- ❖ Help turn managers into leaders.

Executive Coaching will help attract good, productive people, with the right values, to an organization.

Let's look at turnover statistics. Imagine if a company could lower turnover (*of those who are truly valued*) by 1-2%. Bradford Smart in his book "Top Grading" states that turning over good people can cost an organization up to 24 times their salary! His math is compelling. Even if you put a more modest figure of 4 times a person's salary as the cost to the organization imagine what dollars could be realized if a company reduces "good" turnover by 1-2%. Executive Coaching can and should do that.

It is common in companies to think that they can't measure the impact of "soft/people" related initiatives, like Executive Coaching. A company can track any initiative they invest in and should do so with a coaching initiative. A firm can conduct a pre-coaching assessment and circle back every 6-12 months to test for progress. Looking at everything from employee retention, to personal production numbers, it will be clear

An Executive Coach can help can help an organization design and implement a program that will inspire managers to become leaders.

what effect the initiative is having. A company *can* measure the results.

EXECUTIVE COACHING CAN BE EXTREMELY QUANTIFIABLE!

The return on investment of Executive Coaching can range from 0- 1000%. It depends on how serious a company is about it. The companies that have really embraced coaching have seen a return in the neighborhood of 300-400%. How many training initiatives have paid off like that?

How will a company know if it's working? Well, the math will tell them (*as noted above*) but they will also "feel" it. A company will sense a new energy and vitality in the organization. And also, simply put, the people will tell them. They will appreciate what has been provided for them and feel compelled to give thanks. And by the way, employees will also become the best recruiters for new talent. They will want to share what they have been given with others and will help to attract even better talent for the organization in the future.

EXECUTIVE COACHING CAN HELP TURN MANAGERS INTO LEADERS

Here's the reality... Most managers in corporate America are good technicians at what they do. They typically have deficiencies in the "soft skills" area. Here is where a big distinction needs to be made:

There is a HUGE difference between Leaders and Managers. The difference is that Leaders have mastered the soft/people skills necessary to inspire people to work up to their full potential. Managers often have solid technical skills but don't inspire others to work toward a collective goal. A symptom of a typical manager is that their people are often in need of a "task with consequences" approach to their work vs. leaders who inspire self-motivation for the good of the cause.

What You Need To Have To Become an Executive Coach

1. **Desire** - a true desire to help others succeed.
2. **Awareness** - a trust in ones intuitive “gut.”
3. **Focus** - on the individual and their challenges vs. a need to “solve” things for others.
4. **Listening** - a sincere desire to truly hear what others are saying.
5. **People centricity** - a deep belief that human capital is the most important asset that a company possesses.
6. **Ability to “Weave”** - great Executive Coaches can help “weave” all of the new and improved pieces of human capital into the fabric of the organization, at ever rising levels.
7. **Vision** - a great Executive Coach can “see” what the “new” organization will look like and help others drive toward that vision.
8. **Confidence** - you must be able to perform “in the boardroom” on a daily basis.

A. Drayton Boylston

dboyiston@TheBoylstonGroup.com

is one of country’s leading Executive Coaches. He is an author, speaker, and trusted advisor to many top executives. He lives on a mountaintop outside of Golden, Colorado with his wife and two children.

Visit **The Boylston Group**

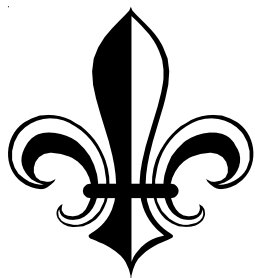
www.TheBoylstonGroup.com

or call 1.800.251.1696.

The Market for Executive Coaching

Simply put, the market for Executive Coaching is nearly limitless. According to Training Magazine, companies spend over \$50 Billion dollars annually on employee training. At present, Executive Coaching doesn’t garner even a small fraction of those dollars.

Executive Coaches charge from \$200-500 an hour for their work, and sometimes more. Some creative Executive Coaches have negotiated profit sharing and/or equity arrangements with the firms with which they work. Many Executive Coaches are engaged on a monthly in advance retainer basis. Executive Coaches typically have longer-term clients (*if they are successful*) and enjoy many referrals, within, and outside of, the organizations with which they work.



CHAPTER 19

Success Coaching

Irene Becker

History teaches us that the secret to success is a passion and purpose that transcends difficulty and obstacles. Literature gives us mythical heroes who have painted vivid pictures of success journeys that are fraught with purpose, obstacles and challenge.

What can we learn about success from history, from life experience and from myth? We can learn that success lies in our ability to access our personal talent, energy and to attain satisfaction and happiness. Success requires the courage and the honesty to unleash the awesome power of our natural talents and to illuminate the purpose that we were meant to fulfill.

While the orthodox definitions of success have changed as our society has evolved from agrarian, to industrial, to knowledge-based, the heart of true success is a sense of personal satisfaction. It is an accomplishment that is nourished and grows with purpose, vision and action.

What Success Coaching Is Like

Success coaching is a courageous adventure, a magical synergy between client and coach. It is a labor of love and acceptance that takes coach and client into a special place of purpose, passion and action.

Excellent success coaching is far more than moving a client along a path of personal and professional strategies and accomplishment of goals. It is a collaboration of client and coach, an ongoing dialogue of non-judgment, acceptance and freedom which illuminates the client's true brilliance and true purpose.

Success coaching is engaging, passionate, purposeful work that allows you to see clients grow and gain in many different areas of their lives and careers. It touches all aspects of work and existence. It is a journey of courage, excitement and challenge that is full of

twists and turns, of known and unknown. It is a reflection and expression of all that our client truly wants and needs to be. As clients begin to flex their success muscles, to stretch out of the comfort zone, they move into a place that speaks loudly to who they truly are and what they truly want... magic happens.

The magic starts when they begin to speak to translating their knowledge and truth into passion, vision and action. The magic requires that each part of our life, each dimension of our value system works in combination to great a successful, satisfactory whole.

How Success Coaching is Different

Excellent success coaching requires the right combination of education and life experience that has given the success coach a broad experience with personal success and also failure. You need to have achieved success and to have experienced failure in order to help a client reach his/her apex of personal and professional excellence and satisfaction.

It requires individuals who are not only trained in coaching, but work with mind and heart aligned to excavate the true seedbed of a client's success through a journey of trial, error and accomplishment.

Excellent success coaching requires that the coach remove his or her perspective of success in order to truly understand the perspective of the client. The success coach has to totally let go of his/her personal understanding of success in order to understand what success truly means to the client.

It is only through honest, confidential, safe communication that we can move clients to a place of illumination, personal growth and potential that will allow them to fulfill their destiny of choice. To do so, coaches must understand that there is a special place where we let go of intellect and fuse with the special purpose of our client, to illuminate their personal and professional best,

"Follow your bliss."

Joseph Campbell

their success path. It is a dance of appreciation; a tango of acceptance and service that necessitates being able to change the tune and change the steps to meet the best purpose and passion of the client.

Success for our clients, and for ourselves as success coaches, is based on honestly accessing what gives and has meaning, relevance, passion and purpose for the client. In so doing, we work hand-in-hand to develop a greater personal understanding of purpose and passion and ways to translate them into effective, ongoing action and motivation.

What You Need To Know To Be a Success Coach

Success coaching requires a particular ability to facilitate the client's courage for self awareness, and his/her willingness to move past the intellectual in order to combine mind, body and soul in a path of positive transformation. Sometimes a client's personal definition of success changes through coaching, other times clients may find that success was clearer and nearer to what they were doing than they anticipated.

"It is one of the most beautiful compensations of life, that no man can sincerely try to help another without helping himself."

Ralph Waldo Emerson

Some coaching sessions bring great revelation, others acceptance of the realization of patterns and actions that sabotage success. Success coaching sessions are always alive with new possibilities and can evoke the best and the worst in clients. They move past their self imposed limitations and the expectations of others to a place of true passion, purpose and action.

Success coaching requires the courage, commitment, confidentiality and mutual respect to move out of the comfort zone in order to explore values, vision and mission. It is the juncture of honest communication, awareness, passion and purpose.

Coaching is a place where the success coach can reach beyond the intellectual and the tangible to excavate and

access the client's power and purpose. The client can then develop new strategies and perspectives of full engagement, satisfaction and success.

The Market for Success Coaching

Success coaching is an investment in personal awareness and accomplishment that a client must have the financial latitude and the personal commitment to engage in. The market for success coaching is enormous, and will continue to expand as we face the reality of a rapidly changing work and personal world.

In due course, success coaching will spawn specific niches of success coaching that recognize different areas of focus. Reality tells us that we will all continue to grapple with personal, professional and societal change. The forward motion and velocity of change will challenge our ability to truly reach an honest point of self awareness.

To determine what we need, want, and must do to attain success can best be accomplished by the co-creative energy that success coaching brings to the table. The greatest, most important business that any of us have is the business of our life; the realization of personal success and satisfaction.



Irene Becker

info@JustCoachIt.com is a CTA Certified Coach and President of **Just Coach It** (www.JustCoachIt.com). She works with executives, core teams and professionals to illuminate and achieve their personal roadmap to success and satisfaction. Irene lives in Toronto with her two sons, Joseph and Mikey.



CHAPTER 20

Mentor Coaching

Will Craig

Mentoring has been around for thousands of years. Mentor Coaching is the latest form of this powerful guidance system.

If you study great individuals throughout history you'll discover they, at one time, served as an apprentice. This apprenticeship usually lasted for years during which time they served as assistants to a master. These masters had them sweep floors, run errands, and do the "dirty work."

In exchange, the masters would eventually share their secrets, their sources, and their contacts. In the process the dedicated apprentice learned to think like they thought, do what they did, and get the same masterful results.

In 1500 BC the King of Ithica, Odysseus, needed someone to look after his son, Telemachus, while he was fighting the Trojan War. He entrusted an old friend to take care of the boy and to impart his wisdom, values, and learnings. This wise and trusted counselor was named Mentor.

What Mentor Coaching Is Like

We live in a much different world now. Life is faster, technology is better, and communication—even halfway around the globe—happens in just seconds. The value of being guided by the wisdom of a Master or Mentor, however, remains as important as ever.

Every successful person has a mentor. Most likely they have had several mentors.

EXAMPLE

Robert G. Allen, co-author of *The One Minute Millionaire*, took the "apprentice route" to reach his goal. He explains:

“...after graduating with my MBA in 1974, I decided not to go the corporate route and chose instead to work with a multimillionaire real estate mentor at a much-reduced salary. What he taught me in those special six months transformed my life. In the next three years, using what he had taught me, I myself was able to become a real estate millionaire.”

Mentors share knowledge and experience that is hard for beginners to grasp on their own. Formidable learning comes easier and faster with a mentor guiding the process.

Just think of the last time you spent hours trying to figure out a challenge with your computer. Then someone came along and—in two seconds—showed you how to solve your dilemma. This is similar to the value of a Mentor Coach except with mentoring the objectives are much larger and the results more fantastic.

Like other forms of coaching, mentoring is about listening without judgment and questioning for clarification, and challenging for results. The safer and calmer the environment, the better the outcomes.

How Mentor Coaching Is Different

Where Mentor Coaching differs from other coaching specialties is in focus. Various types of coaches can help many people with varying levels of experience in numerous fields. The focus of a mentoring relationship is specific to the expertise of the mentor.

If an aspiring writer wanted to become a best-selling author the shortest route would be to hire a Mentor Coach with several best-selling books to their credit. A struggling, new attorney might work with a retired Senior Partner from a prestigious law firm. An aspiring speaker and trainer would become the protégé of a nationally recognized professional speaker.

“A dwarf standing on the shoulders of a giant may see farther than a giant himself.”

Robert Burton

Here’s something else to consider: An up-and-coming Life Coach would do well to engage a Mentor Coach who specializes in working with new coaches. Imagine what a boost that would be.

Mentor Coaching enables the client to take a shortcut without missing the scenery. As a mentor, your protégé will learn valuable life lessons from your mistakes and skip the painful—and often long—recovery period. A mentor provides the wisdom of a lifetime minus the pain of acquiring it.

EXAMPLE

If your goal were to become successful at selling your products on the Internet you would search out a Mentor Coach who is already where you want to be. This person has already made the investment, suffered through the mistakes, figured out what works (and what doesn’t), and would cut your learning curve significantly.

While their fee might seem like a small fortune, the value received would far surpass your investment. In just three months you could be at the point it may have taken your Mentor three years to reach.

This approach is not for everyone but can be very desirable to the right client. Mentors have been down the path the protégé now walks. They know the terrain, the potholes, and which path to take when there is a fork in the road. They walk ahead holding the torch of wisdom that lights the path and leads the way.

Without a mentor there is no guide. Individuals without Mentor Coaches are limited to their own knowledge, experience and resources. They might be able to reach the same level of success—eventually—but the amount of time it will take combined with the pain of trail and error will take its toll.

For this reason Mentor Coaches easily command the highest fees in coaching. The requirements to become one, however, are extensive and very specialized.

What You Need to Know To Be a Mentor Coach

Mentor Coaching is a unique combination of undeniable expertise and exceptional coaching skills. This is not the level at which coaches normally start out. Even those individuals who have experienced tremendous success in their field may not have what it takes to mentor others.

Mentor Coaches know:

- ❖ **How to create the ideal environment** and to provide opportunities for their protégés to experience “teachable moments” and use new skills.
- ❖ **How to transfer their knowledge** and articulate the critical ideas and relevant points that lead to the desired results.
- ❖ **How to manage the learning curve** and allow protégés to explore the consequences of their potential decisions.

Mentor Coaches have:

- ❖ **Significant expertise** in their chosen field of mentoring.
- ❖ **A burning passion** to share their wisdom.
- ❖ **Confidence and self-esteem** to give the best of themselves

Lastly, the best Mentor Coaches are those who are protégés at the same time. Having your own mentor enhances all the relationships in your life.

*“Come to the edge
He said. They said:
We are afraid.
Come to the edge
He said. They came.
He pushed them, and
they flew...”*

Guillaume Apollinaire

The Market for Mentor Coaching

Many people feel mentoring should be done for free. They see it as a way to give back and it feels good to do so. Many community programs, like Big Brothers-Big Sisters, are designed around this arrangement.

For clients who want to catapult their knowledge and level of success quickly, there is no better way than hiring a Mentor Coach. The challenge comes in connecting with a mentor who has been down the specific path they're looking to travel. When a match is made the rewards and fulfillment for both are enormous.

Mentor Coaching is the ultimate in serving a narrow niche market. The better you are as a Mentor Coach the fewer prospective clients you are likely to attract. Ironically, this also means you are enormously valuable to this smaller market and warrant an exceptionally higher fee for your services.



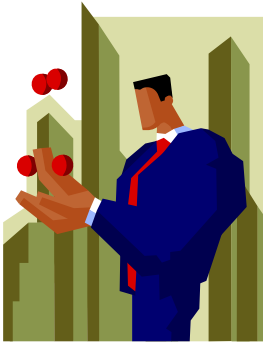
Will Craig

www.WillCraig.com) is a Knowledge Guide and Mentor Coach. He is the founder and president of **Coach Training Alliance** (www.CoachTrainingAlliance.com) and author of ***Think and Grow Rich for Coaches***. He lives near Boulder, Colorado with his wife Lanie and their son, Griffin.

Special Section

The Light Bearers

*Inspiring true stories of ten coaches
who have gone before you and the
paths that lead them to success.*



How I Got Into Coaching *(and How Coaching Got Into Me)*

A. DRAYTON
BOYLSTON

Executive
Coach

How Coaching Cured a Corporate Lobotomy

“Drayton, you’ve got to read this!” With my feet propped up on the coffee table reading the paper (don’t tell) my wife’s words reached me from the kitchen. I was in the middle of my year-long sabbatical when I read the article on coaching. It hit me like a huge bonus check before Christmas.

I had just sold my interest in a company I was leading and had committed (after almost needing to *be* committed) to a year off so that I could reintroduce myself to my family. Having grown up in the world of athletics, I was attracted to the headline of “Coaching” and was curious as to why it was in the business section of the paper.

As I read the article it was like looking into a crystal ball, viewing my career. Not quite like the wicked witch’s in the Wizard of Oz, but close (I could swear that I saw some flying monkeys but they were only accountants).

The article was describing what I had done all of my working life. From the time I was a clueless 22-year-old Regional Manager with 20 employees reporting to me (all much older than I), to the time I was building and running companies, I had always approached business from a human capital standpoint. This article was now telling me that people were building businesses based upon this very premise!

My Aha Moment Took Only 20 Years

All through my career I had loved leadership development and was truly energized by seeing people improve. I knew that if companies focused on people that the profits would follow.

As I read this article on coaching I saw the future. I knew that the buzz I was feeling was my sleeping intuition saying “this is it!”

Immediately I immersed myself in as much information as I could find on this new industry called coaching. I ordered books, I bought tapes, and I started taking every course on coaching that I could find. I wanted to find out as much as I could about what people thought coaching was.

I had no clue where this might lead and that made me feel a bit uncomfortable, yet completely energized. Ambrose Redmoon said “*Courage is not the absence of fear but rather the judgment that something else is more important than fear.*” This thought kept driving me to learn more.

The Alpha Dog Approach to Coaching

True to my nature (*I've never been a good follower, alpha dog comes to mind*) I then took all of this data and created my own unique style of coaching. It is not of “one school” or of a certain discipline. It is a combination of coaching, mentoring, and simply put...caring.

I knew that I was inspired to focus on executives. All during my career I was mystified, and at times horrified, by what I witnessed in the corporate world. From executives throwing things at their people to so-called leaders taking great delight in seeing their people cry, I was always driven by the belief that it didn't have to be

that way. I was completely inspired by the fact that I could help organizations lead based on a solid set of values, values focused on their human capital. I knew that I could help change the course of companies, and the individuals within them, by coaching them on how to focus on “*profits through people.*”

Why Do I Coach?

As I look back at the start of this new chapter of my life I am convinced, now more than ever, that I made the right decision. In looking to serve others before myself I have (hopefully) found a way to make a profound difference in many lives. How much better can it get?!

I often ask people to create their own eulogy. I want people to think about how others will view their life’s work. As I do the same I think of a quote by Walter Lippmann– “*The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.*” I only hope that my work in coaching has achieved this to even a small degree.



A. Drayton Boylston

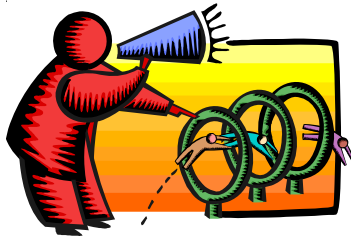
cboylston@TheBoylstonGroup.com

is one of country’s leading Executive Coaches. He is an author, speaker, and trusted advisor to many top executives. He lives on a mountaintop outside of Golden, Colorado with his wife and two children.

Visit **The Boylston Group**

www.TheBoylstonGroup.com

or call 1.800.251.1696.



How I Got Into Coaching

(and How Coaching Got Into Me)

DEBORAH
BROWN-
VOLKMAN

Career Coach

How I Got Started

I had been a coach long before I officially joined the profession in 1998. Coaching is something that I enjoyed doing as far back as I can remember. Friends, family, and co-workers always came to me for advice and understanding. I listened well. I encouraged them to GO FOR IT, take chances, and live their dreams.

In my eighth year working full-time in the corporate world, I was employed by a large global bank, and I was very unhappy. My job was crazy. I arrived at the office before the sun rose and left after the sun set. (Even in the summertime when the sun set later in the day, you could still find me at my desk.)

I was paid a very good salary performing various marketing functions for the bank, yet I was unfulfilled. I remember one day putting my head in my hands and asking the universe for a way out. And there it was, in a Learning Annex catalog that came to my house a few days later.

Included in the catalog was a seminar titled *How To Become A Personal Coach*. I signed up, attended the seminar, and by the end of the seminar, I knew that my passion for coaching could become my full time career.

What I Do To Become Better

The best thing about the coaching profession is that it encourages us to grow. How can we ask our clients to look at their lives and take chances unless we are doing the same? Setting an example for my clients drives me to be my best. I am always learning, taking teleclasses, attending conferences, and reading whatever I can about our profession. Education-wise, I am a graduate of Coach University's Coaches Program, as well as enrolled in CoachVille's Graduate School of Coaching.

I am the president and founder of the United Coaching Associates, a founding member of Coachville, a member of the International Coach Federation, a member of the International Association of Coaches, and a member of the New York City Midtown Coaching Center and 24/7 Coach. I am also a charter member of the ICF-New York City Speakers Bureau.

My current target audience includes Senior Executives, Vice Presidents, and Managers who are out of work or overworked, as well as Coaches who want to build profitable coaching practices. I coach and teach what I know and my clients respond to this. My client base has extended across the globe throughout the United States, Europe, and Asia.

Despite their different backgrounds, my clients all share a common goal of wanting to achieve a deeper satisfaction and meaning in their careers. They choose me as their coach because my dedication and satisfaction in my own career is apparent in every conversation that I have, every article that I write, every class that I teach, and every e-mail that I send.

Before becoming a coach, my background included twelve years running sales & marketing programs for Fortune 500 companies and dot.coms. I left the corporate world in July 2001 to make coaching my full-time profession.

"Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all."

Dale Carnegie

Why Do I Coach?

I love helping people. I love feeling appreciated. I love that people respect my opinion. I love that this is what I do for a living. I love when clients thank me for the amazing results they have achieved as a result of working together.

Sometimes I pinch myself because I cannot believe I have such a great career. Being able to work for myself, from the comforts of my home, while reaching and speaking to people from all over the world, still amazes me every day. I am very grateful for the coaching profession.



Deborah Brown-Volkman

info@SurpassYourDreams.com

is the President of **Surpass Your Dreams, Inc.**

www.SurpassYourDreams.com

a successful career and mentor coaching company that has been delivering a message of motivation, success, and personal fulfillment since 1998.



How I Got Into Coaching (and How Coaching Got Into Me)

LAURIE
CAMERON
Divorce Adjustment
Coach

I don't really remember why I took the "How to Become a Professional Coach" class back in 1998. I hadn't heard of coaching before, and I was just browsing through the course catalog for a local adult education organization here in Denver. The class looked interesting.

In the first 10 minutes of that class, however, I knew that this was what I was here to do.

I had started my own business as a professional motivational speaker the previous year, and I was struggling with marketing and getting speaking gigs. I had worked as a drafting technician for 16 years before going out on my own, and I had absolutely no experience as an entrepreneur.

So when I transitioned from speaking to coaching, my lack of business acumen followed me. I hired my first coach (the instructor for the class – *she* knew how to market!), and signed up for an extensive coach training program.

Meandering

I got my feet wet and started coaching a few clients, but it really took a couple of years before I actually felt that I was on track.

In retrospect, my biggest problem was not choosing a specific niche to work with and market to. There were several different niches I had a passion for – new

*“Go confidently in the
direction of your dreams.
Live the life you have
imagined.”*

Henry David Thoreau

speakers, singles, small business owners, and general life transitions, to name a few.

I had heard from numerous coaches that the key to building a coaching practice was to focus on one narrow target market, and go after it consistently. But I was too afraid that if I limited myself, I wouldn't have enough clients.

I would focus on one niche, then be drawn to a different one, and market to it for a while. Then I would move on to another. I wasn't very effective with any of them, and I wasn't making much money as a coach. I was spending more time *trying* to create marketing strategies for these different niches, and less time getting paid for coaching.

My original coach training program was more focused on coaching theory and skills, and not very substantial when it came to teaching marketing skills. So I still didn't feel like I had much of a handle on that aspect of being an entrepreneur – the same problem I brought with me from my speaking business.

In the background through all of this, there was a niche that kept knocking at my door. I heard it knock over and over again, and I just kept saying, “Just a minute!” That same old fear of having too narrow of a focus kept popping up.

New Light On An Old Problem

The turning point for me came when I found a new coach training program that integrated marketing skills, business skills and coaching skills in a practical, no-nonsense, comprehensive way. Everything clicked.

At that same time, I finally answered that door. The niche that had been knocking was Divorce Adjustment Coaching. After my own divorce in 1995, there was very little support beyond the recovery stage. I felt lost when

Laurie Cameron

www.LaurieCameron.com

is a Master Certified Relationship Coach, a Divorce Adjustment Coach www.HappyAfterDivorce.com and a trainer for **Coach**

Training Alliance

www.CoachTrainingAlliance.com

She lives in Denver, Colorado, is a divorced mother with a fabulous teenage daughter, and has found deep joy and fulfillment with her partner, John.

it came to re-creating my life as a single adult, and there was a huge gap in information and resources to help me. I decided I wanted to fill that gap.

The more committed I became to my target market, the more things fell into place. Support and resources started showing up everywhere. Marketing made much more sense and felt easier than it ever had before. Last year was my most profitable year ever as a coach.

I still enjoy coaching singles and small business owners, and mentoring new coaches, when they come to me. But it's very clear that the time and energy I spend on marketing is dedicated to helping people turn their divorce into the best thing that ever happened to them!

Why Do I Coach?

Simply put, this is what I'm here to do; it's my calling.

I continue to build my coaching skills and learn new ways to be an efficient entrepreneur. I stay connected with my local coaching community – I served as President of the International Coach Federation, Denver Chapter, in 2001-2002. I'm a trainer for the coaching school that helped me turn my marketing around.

I can't imagine doing anything other than coaching.

But if my calling someday evolves and takes me somewhere else, I'll go. Until then, **I am a COACH!**





How I Got Into Coaching *(and How Coaching Got Into Me)*

WILL CRAIG
Mentor Coach

For many people the profession of coaching is one of those things that sneaks up and bonks you on the head. So it was with me.

I first learned of coaching in a newspaper article in the *Denver Post* back in the late '90's. It hit me like a ton of bricks. 'This is it!' I exclaimed. I recognized that much of what I had been doing most of my life was, in fact, coaching. I had just never realized it had been formalized into a field where I could earn a living AND help others at the same time.

I was transitioning out of (*more like burning out of*) a career in marketing consulting with Fortune 100 companies. I had spent the better part of 20 years working in corporate bureaucracies and what I really had a passion for was working with individuals. The only thing missing for me was the vehicle... and here it was: Coaching. I knew, then, I had found my calling.

Bump In the Road

You would think I immediately jumped into my new career. Not so.

I **thought** I had decided to become a coach but I really hadn't. I had tricked myself into believing I had taken action when all I was really doing was trying coaching on for size. It took 12 months before I finally made the real decision and fully committed to becoming a coach. Looking back, I spent an entire year "fixin' to get ready," as they say in the South.

One reason for my hesitation is that I couldn't clearly see how to make the transition. Marketing—in one form or another—had been my focus for the past 21 years. I had an extensive background in advertising, public relations, and entertainment production. Twelve of those years I was writing and producing film and television projects in Orlando and did a stint as the president of the *Florida Motion Picture & Television Association*.

Leveraging Experience

As a marketing strategist and media consultant, I had worked with individuals from all walks of life, as well as entertainment giants like *Walt Disney*, *Up with People* and *Universal Studios*. I earned my Master's degree in Education and Human Development from the *George Washington University* and undergraduate degrees in Organizational Management and Computer Science from less prestigious, but equally challenging schools.

“The way to get things done is not to mind who gets the credit for doing them.”

Benjamin Jowett

What finally struck me is that I could be of most benefit to individuals who were on a similar path that I had just traveled. I know it doesn't sound like rocket science now, but at the time, it was a big realization.

Ultimately, when I immersed myself in the profession is when coaching started to “pay dividends” for me. I discovered the undeniable benefit that I bring to my clients. I became involved with other coaches in my area and, eventually, I served as the 2000-2001 President of the *International Coach Federation - Denver Chapter*.

Why Do I Coach?

The short answer... I wish I had had one (*I actually do, now*).

When I was growing up, I had a Scoutmaster named Nelson Lehman. Outside of my father, he was probably the most influential man in my life. I don't know if he

just took a special interest in me or if he was this impactful on all the scouts. He was more than just a Scoutmaster; he was a coach. He didn't just show me how to build a fire, but he showed me how to do it in the rain and stayed with me until I was proficient (and warm) and could keep the fire burning myself.

I outgrew merit badges and troop meetings long ago, but I have never outgrown the desire of having a Nelson Lehman looking over my shoulder. He's long gone now but I've never stopped wishing there could be a Nelson Lehman for each of us in our adult years. In a strange way, I feel I have picked up the torch he lit inside me in my youth. It is my sincerest hope to be half the coach Mr. Lehman was.



Will Craig

www.WillCraig.com is a Knowledge Guide and Mentor Coach. He is the founder and president of **Coach Training Alliance** www.CoachTrainingAlliance.com and author of ***Think and Grow Rich for Coaches***. He lives outside of Boulder, Colorado with his wife Lanie and their son, Griffin.



How I Got Into Coaching (and How Coaching Got Into Me)

MARGUERITE
HAM
Corporate Coach

Coaching found me, and in the most unexpected way! Being a presenter, that is a “professional speaker” for the last 15 years, has brought so much joy and satisfaction into my life that it never felt like work!

My company, *Memorease*, which I founded in 1992, focused in the world of memory. How to remember names, facts, product knowledge, foreign language and more. I created products (*Total Recall*, a 6-hour audio series, *How to Remember Anything in 60 Minutes or Less*, workbook, and *How to Remember What’s His Name?*, booklet), as support materials for my clients to continuously learn and review what they learned in the workshops. After all, repetition **is** the “mother of memory”!

I would constantly “hone” my platform skills and continuously educate myself in my areas of expertise. As the years passed, my clients began asking me if I had any other topics I could offer their employees, staff or members. Hence, I began to create new programs based on my clients’ needs.

Expansion and Diversification

Priority Shuffle was soon added, how to manage multiple priorities and projects and still have a life! What I discovered through presenting this program was that it really wasn’t about a lack of skill—everyone has taken “time management” workshops. It was about holding oneself accountable for actually taking action!

My challenge as a trainer, who truly wanted attendees to **use** the information I was sharing, was that I did not know what my attendees really did after the workshop. I always wondered what they implemented, if anything! I wanted, with all my heart, for them to use the information and create positive changes in their lives, however I did not know how I could create this kind of support.

Getting Hotter

About this same time, I was invited to a Tony Robbins seminar...you know the one, where you walk on fire...barefoot! Well, I did it...been there, done that...got the T-shirt and the mug! (No, I did not burn my feet!) It was awesome and incredibly empowering, I will always remember it!

That seminar was where I was first introduced to coaching. After the seminar, a free coaching session was offered and I took advantage of it! I enjoyed the session and decided I wanted to get involved. I knew this was the missing piece of offering my clients a way to implement what they learned in my workshops...however; somehow it ended up on the back burner!

Three years later, I met Mentor Coach Will Craig and we instantly became friends. Once again coaching was in my world. Will invited me to a Denver Coach Federation meeting and the energy was contagious! I was hooked. I began reading every book I could get my hands on and attending training seminars about coaching.

Presenting...

Before I knew it, I was a Presentation Coach, helping people who wanted to use Presentations to market their businesses. What a perfect match, with 15 years of platform experience and marketing my own business

and knowing what worked. It was a match made in heaven. I loved helping others create exciting presentations and watching them have fun and grow their businesses as well!

I began to see and experience the power of coaching and how it was changing peoples lives in a positive way. In working with my corporate clients, I realized that coaching was a missing link in leadership development in the corporate world.

Why Do I Coach?

Coaching has changed my life! Because of coaching I am able to offer my clients 360-degree training that does not end because I leave the premises! Coaching has also enhanced my personal life—my personal relationships are so much better because of the skills I have learned and adopted into my life. Coaching is not just a word, or a fad, or just for work. It is for everyone, young and old, it's a way of life. It's a way to make your life better! Jump on this ship of life; you will love the adventure!



Marguerite Ham

[\(\(Memorease@aol.com\)\)](mailto:Memorease@aol.com) is a corporate coach, author and corporate trainer in the fields of memory, priority management and coaching. She gives more than 150 presentations a year nationwide where she has helped organizations implement the coaching culture through training and coach certification. Click here for more information:
www.Memorease.com



How I Got Into Coaching *(and How Coaching Got Into Me)*

DAVID
HERDLINGER
Business Coach

Most career paths are not straight lines. Mine has been so full of twists and turns that a casual observer might conclude I stumbled into coaching by accident.

But with the benefit of hindsight and years of experience coaching individuals, I see a process at work – a process directed toward authenticity, not unlike peeling the layers off an onion. Today, as a business coach, I have the privilege of helping others use that same process to find their passion in life and pursue it. Here’s how this process worked in my life.

A Case of Mistaken Identity

I’ve always been goal-directed. In elementary school my goal was to someday be a lawyer. I imagined myself waxing poetic in front of a jury. Twenty years later I was doing just that, as the managing partner of one of the largest and most successful law firms in my state.

Law led to politics. I worked with the top political leaders in the state on their campaigns for governor, U. S. Senator, and other offices. My business life was exhilarating and financially rewarding, but my personal and spiritual life was in disarray. In retrospect I can see that my goals were based on false images of who I was and what I was created to do.

Showing Up

As a coach, I challenge people to allow themselves to “be,” before they “become.” I encourage them to “just

“There are countless ways of achieving greatness, but any road to achieving one’s maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection of mediocrity.”

Buck Rodgers

show up and be themselves.” Without realizing it, by God’s grace, that’s what I started to do. When a large healthcare company offered me an executive position that included oversight of training and development, I accepted.

In my new position, another layer of the onion peeled off. As I worked with some of the top international consulting firms on various organizational issues, I discovered how much I enjoyed developing people. So much so, in fact, I left the healthcare company after five years and started my own training and development firm.

A Good Question

Initially *Herdlinger Associates* (www.herdlinger.com) offered training and development services to small and medium size organizations. We witnessed tremendously positive results using the dynamic program developed by *Resource Associates Corporation* (www.rac-tqi.com). It employs a “full life” process that focuses on the development of both the company and the individuals involved.

Some of my clients who wanted more privacy and in-depth help asked me to work with them on an individual basis. One of these clients said, “David, a friend of mine has a business coach. Is that what you do? Are you a coach?” I had never before heard the term “coach” used in a business context. The importance of the question deserved a week of thought, but within five seconds I answered, “yes.” Then I got on the Internet to find out what I had just committed myself to being.

Why Do I Coach?

It turned out that coaching organizations were as plentiful as law firms. After careful research I selected *Coach Training Alliance* (www.CoachTrainingAlliance.com) as the best for my needs. I then set out to expand my coaching

David Herdlinger

Coach@Herdlinger.com

helps business executives and entrepreneurs develop a balanced business and life plan to discover their purpose and maximize their potential. He is co-author of ***10.5 Reasons Why Even Top-Notch Executives Fail***. Click here to learn more: www.Herdlinger.com

capabilities by taking additional training in areas where I lacked expertise. Soon the results from my individual coaching efforts far exceeded what I had been able to accomplish in group settings. The transition from lawyer to politician to business executive to organizational development consultant to coach was complete. I had found my purpose in life: to help others develop to their greatest potential.

In 2002 I partnered with Dr. David G. Mutchler, president of one of the premier training and development companies in the nation, to form D.G. Mutchler, LLC. Our combined talents allow us to offer the highest quality training and development services to organizations, and then expand and deepen the results by providing individual coaching for the company's executives. A copy of the book Dr. Mutchler and I co-authored, entitled *10.5 Reasons Why Even Top-Notch Executives Fail*, is available through our website (www.dgmutchler.com).

Today I'm coaching approximately 40 clients all over the United States, in Canada, Germany, England, Switzerland and Italy. That's in addition to mentoring other coaches.

The twists and turns of my life have turned out to be a blessing. Because I had to learn through experience to "show up and be myself," I'm better able to help others do the same. And what a privilege and joy that is!





How I Got Into Coaching

(and How Coaching Got Into Me)

**RHONDA
HESS**

Mentor Coach

Before I became a coach, I had career achievement but no career direction — no real sense of what I wanted to do. A series of jobs in the corporate world dropped into my lap, seeming to choose me more than I chose them. I gave them my all, and was rewarded with the badges of success in that world: more income, more authority, more stress.

The Seeds of Inspiration

In my sixth year of retail management, I became a protégé of Dan Paul, a charismatic department store manager who coached forth the potential he saw in me. He knew how to build my confidence, draw out my best performance, and keep me on my growing edge. His way of encouraging me to stretch into a more expansive way of expressing who I am through my work was a seed of inspiration for me.

Those years produced plenty of lessons that are still useful in my coaching career. I learned a lot about responsibility and follow-through. I learned to look at challenges through the lens of their opportunities for me — a perspective I still offer my clients and students.

When I found coaching, I was working as the marketing director for an analytical laboratory that tested dietary supplements. From an outside perspective, it was a dream job — great salary, creative authority, easy work schedule, autonomy. And yet, it made me sick. Literally. The position was high stress, and my body would

not put up with it. I went through a string of escalating health challenges that prodded me to look for my next career.

I also became aware that my current work was too bland for my spirit. I decided to quit without another position to move into. I didn't want a "job" anymore. I wanted to find my calling.

Finding the Path with Heart

A few months into my search, a good friend said she thought I'd make a great personal coach. I'd never heard of it but the tingle in my spine said, "find out about this field!" After an Internet search, I knew, without a doubt, that this was a career that I could choose with integrity. Within weeks, I'd hired a mentor coach, enrolled in a coach training program, and set up my home office. I've never looked back at the corporate world.

*"Those who bring
sunshine to the lives
of others cannot keep it
from themselves."*

James Barrie

Coaching immediately fulfilled my hunger for more heartfelt work. And yet, I floundered in my first two years in the profession. My coaching was effective, but my ability to enroll clients was inconsistent.

I moved to strengthen my ties to the coaching community by joining the volunteer leadership of the Denver Coach Federation. It was there that I met my second mentor – Will Craig, the owner of *Coach Training Alliance* (www.CoachTrainingAlliance.com). Will asked me to be a trainer for CTA. In his curriculum, I found what was missing from my original coach training and put that into action. I treated my coaching practice as a real business and it became a financial success.

Now, six years into coaching, there's no doubt I've found my calling. I chose this livelihood as much as it chose me. My coaching practice has grown dramatically since discovering the secrets to marketing. But the pattern (*more success, more stress*) is broken. I rarely find my

work stressful, as it's MY vision, my choices, and my ideal clients.

Being a facilitator for CTA puts me in front of my ideal clients: brilliant individuals leaving the corporate world to build their own dynamic coaching practices. I coach with a spiritual style, always keeping an eye on my client's opportunities and encouraging them to integrate all that they are while they create their new work and new world.

Why Do I Coach?

I've found kindred spirits in coaching. My colleagues are my mentors now. I have the satisfaction of being my own boss, and the pleasure of venturing frequently into the magic of the coaching relationship. Teaching what I've learned, and learning from those I teach, are further joys I didn't know I'd have. This career just keeps getting better!

Rhonda Hess

Coach@BubblingWell.com

is a Mentor Coach, helping new coaches to prosper in their businesses by seizing spiritual opportunities.

She is co-author of the

Coach Training

Accelerator

[www.learnmore.com/
about/coachtraining.htm](http://www.learnmore.com/about/coachtraining.htm)

Click here to learn more about Rhonda:

www.BubblingWell.com





How I Got Into Coaching

(and How Coaching Got Into Me)

DAVE MEYER

Leadership Coach

Coaching is the kind of profession that people get into for all of the right reasons. They feel a need to give back to the world; they have a desire to help those around them; they are looking for a way to share their graces with the world.

For me, it started with deep dissatisfaction in my job. I was a very successful executive in a large and growing firm. I had the salary and perks that come to those who excel in business and have successfully navigated the maze of Corporate America. I had the trust and admiration of a staff of more than 500 people. My boss respected my opinions and often looked to me to help guide him through troubled times. The CEO knew my name personally and called me to get my perspective on the business.

Something to Believe In

But something just didn't feel right. In spite of all appearances, I knew that the life I was living was not the real me. I knew that while I was accomplishing the companies' goals, I just didn't believe in them. And most importantly, I knew that I did not believe in the leadership style that my company, and other companies were espousing.

Troubled by my self-doubt, I decided that it was time for a change. I spent hours with my wife and grown children reviewing what was important to me. We tossed

around hundreds of ideas of what would make me more happy in my life. I love to be outside, so we discussed the idea of working at or buying a golf course. I love people, which led me to consider becoming a counselor, or even a bartender (*this from a man who may have a dozen drinks a year*). I even considered dropping out entirely and stacking boxes at Wal*Mart just to keep myself occupied.

But like all coaches, I found the calling to be a coach in the way that only the universe can deliver it.

Incoming Call

One day in the middle of winter I was sitting in my den, going through a pile of papers that had been growing since I moved to Colorado two years earlier. In the middle of this pile I found the Mission Statement that I had written for myself back in the mid 1990's.

I read it slowly.

*Give back what you have learned
to the community.*

Help others.

Listen to others so that you both can learn.

*Be honest with everyone, but don't let honesty
be an excuse to hurt someone else.*

And so on.....

I sat back and reflected on what I had written. I knew that I had lost my way and that I had become more caught up in being successful than in giving back to those who needed it. I shook my head in wonderment and pondered how to apply the lessons I had learned.

As I sat there I looked down at the pile of papers that I still needed to go through. The very next piece of paper was an article from Time Magazine that I had cut out a year or two earlier. They subject: *The Art Of Coaching*.

*"The purpose of life is
a life of purpose."*

Robert Byrne

Answering the Call

As I read through the article it was abundantly clear to me that God and the universe were trying to tell me something. All the things I longed to do, and all I longed to be resonated through the article on coaching.

I jumped from my chair and ran to find my wife so that I could share with her my discovery. Two weeks later I was sitting in a room full of coaches at the Denver Coach Federation, listening to other coaches talk about what they did and more importantly, **why** they did it.

I was hooked. The next morning I started my search for a coaching school. I searched long and hard before deciding that the Coach Training Alliance offered me everything that I needed to be a successful coach. I did not hesitate for a moment. I joined the very next *Becoming A Coach* free teleclass (www.learnmore.com/about/becomingacoach.htm) where I volunteered to be the trial coach in the class. The morning after I completed that class I signed up for the *Certified Coach Program* (www.learnmore.com/about/certification.htm) and called my boss to give him the news.

I had found my calling. Or maybe more correctly, it had found me.



Dave Meyer

(Dave@CoachingForTomorrow.com)

is a Leadership Coach with over 25 years of leadership experience. He is the founder and president of

Coaching For Tomorrow

(www.CoachingForTomorrow.com)

and a contributing author of the book, ***Creating A Workplace Community: Motivating Employees***. He lives outside of Denver, Colorado with his wife of 30 years, Kathy.



How I Got Into Coaching

(and How Coaching Got Into Me)

IRENE
BECKER

Success Coach

In the late 1980's when I was one of 10 Canadian career women who were asked to set up the first mentorship program for business women in Canada by a Canadian government bank, the FBDB. The excitement of working to structure a program that would facilitate mentorship was engaging, exciting and evoked a passionate chord that spoke loudly to the need and desire to share, care and give back.

In the midst of an era of materialism, it was refreshing and encouraging being involved in a pursuit that took me back to my core values. I continued to be interested in activities which had a coaching or mentorship component. The profession of coaching had not yet emerged and I was living the career life by default. I continued a successful career that brought me financial independence and an affluent, comfortable lifestyle.

One Big Leap

By 2000, the wealth I had once known was gone and I was on single parent track trying to find the right career. I did a couple of years in financial services and due to personal circumstances decided to re-evaluate my career path. I decided that it was time to find a career that spoke to my desire to make a positive difference.

Well, before I could turn around, coaching had found me and I had found *Coach Training Alliance* (www.CoachTrainingAlliance.com). I really enjoyed the coach certification program very much, and knew very

quickly that I wanted to do business and life coaching with executives and professionals. Enrolling in the program and deciding to concentrate on getting my certification and starting a practice was an economic leap of faith, but I am a big leaper!

My kids encouraged me. My mentor coach at CTA encouraged me to concentrate on coaching. My best friend helped me out with food supplies. I was off to the races, and boy did I race trying to define my niche, my brand, and to get clients on board. The first six months were difficult, but month six was magic as clients started to come in and I was off and running.

Pulling It Altogether

Before I knew it I had a bank loan, a business account, and clients who were satisfied and referring me to others. For the first time in my life I was working at something that touched my mind and my heart.

Each week, each session was so invigorating, so terrific. I was always in the moment. I had found my calling or my calling had found me.

Starting a new business with little money is not for the faint hearted, but when I look back I am glad that I threw myself into the profession hook, line and sinker. This would not be everyone's cup of tea as the economic reality of my course of action was challenging, to say the least, but it was also exciting.

Choosing My Path

One of the decisions I made from the get-go was to take only clients that had the same value system and those individuals or teams who were an excellent fit and that I knew I could help. I joined the ICF, to meet other coaches and to be able to refer prospects that were not a good fit for me to other coaches.

The more I worked with clients, the more I recognized that the most important business we have is the business of our lives. Success coaching was the perfect avenue for my practice as it allowed me to work in a holistic manner by combining business/career coaching and life coaching.

Why Do I Coach?

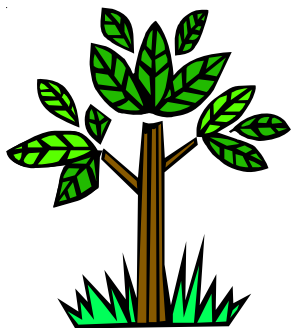
I coach because it feeds my mind and my soul. Success coaching allows me to use my broad business experience, my life experience, my university studies in sociology and business to the best of my ability. Each client comes with his/her individual business and personal goals and challenges.

Each experience is intriguing, insightful and a great path of learning for coach and client. My late father, Joseph Becker, was a great mentor figure for me and he instilled in me the desire to be of service. He was a great coach, a great mentor, and a super role model.

Irene Becker

info@JustCoachIt.com) is a CTA Certified Coach and President of **Just Coach It** (www.JustCoachIt.com). She works with executives, core teams and professionals to illuminate and achieve their personal roadmap to success and satisfaction. Irene lives in Toronto with her two sons, Joseph and Mikey.





How I Got Into Coaching

(and How Coaching Got Into Me)

ANN STRONG

*Life/Business
Coach*

One day in the spring of 1997, a woman I barely knew called me and said, “I’m a coach. Would you like me to coach you?” Taken aback, I replied, “I don’t know. What does that involve?” I did hire her and by the fall of 1997, I had begun coaching people myself.

That woman, Kimberly, became my first coach. And, as I found out much later, I signed up that day as her first client! At the time she called me, I happily ran my own marketing consulting business, yet I longed to make more money. As she supported me in working toward that goal, I fell in love with coaching.

As she coached me, I saw how I could help my clients apply coaching tools to more effectively market their businesses. In addition to developing logos and brochures for them, I began to ask if they wanted support in the marketing process. For about a year, I offered marketing coaching in addition to marketing materials development.

As I coached clients, I realized their marketing would work much more effectively if we looked at their businesses and their lives holistically. So, I transitioned from offering marketing coaching to offering business owner development coaching.

All the while, I continued being coached myself. By this time, I had hired a second and a third coach, one who worked specifically as a financial coach. Ironically, during this time my income did not increase significantly,

*“The true meaning of life
is to plant trees,
under whose shade
you do not expect to sit.”*

Nelson Henderson

but coaching had taken hold of me. My whole life began changing in wonderful ways.

Making the Connection

I moved from central Denver to the New Mexico desert thirty miles north of Taos for a year and a half. I wrote a book while I lived there. I transitioned away from the marketing consulting and into coaching full time. And, I found a deep connection to nature that I didn't know I had longed for. I blossomed into more of my best self.

My entire adult life, I had been self-employed. I felt very fortunate to work with wonderful clients. Before I knew about coaching, I loved my life and work. Yet, serving as a coach and having a coach myself took my life and my work to a richer, deeper place than I knew possible. And, throughout my life I had struggled with intimate relationship – until a few months ago.

Vigilantly working with my current coach and using many coaching tools, I have finally brought into my life a beautiful partnership. Our relationship exceeds my wildest expectations. It easily meets a stringent 37-point checklist I created with the support of my coach. I champion coaching because working with coaches has absolutely transformed my life and work.

Why Do I Coach?

At age 15, I gave my grandma a plaque I had made that read, “We are what we make ourselves.” At 21, I wanted to start a business called The Listening Post. I didn't start that business because I didn't think anyone would believe a 21-year-old really wanted to listen. At 28, I started studying to become a minister in the Unity church. I didn't complete my studies because I realized

my entrepreneurial spirit would not have flourished in the confines of a church setting.

Many years later, in 1997, I began to fulfill my yearning to minister through this incredible calling named coaching. As I coach, I listen to and honor the essence of each person. I help them believe more fully in their inherent goodness. I call them to more fully share their natural gifts and unique skills.

Today, I live the dream of the young woman—me—who wanted to listen and who knew that we are what we make ourselves. Coaching sat quietly inside me for decades, waiting to burst forth at the right time. I feel so thrilled and honored to offer people tools, which allow them to step out of their own unconsciously self-imposed prisons into more of their true magnificence.



Ann Strong

Ann@AnnStrong.com,

life and business coach,
supports mid-life women
creatives and business
owners in using spiritual
principles to make positive
life changes. She
publishes a free weekly
ezine, **Success Notebook**,
and authored the **Steady
in the Wind** ecourse.

To learn more:

www.AnnStrong.com

RESOURCES

Coaching & Mentoring

Links and Recommendations

Recommendations

Coach Training Resources

Coach Training Alliance (CTA)

Condensed coach training using a 'just-in-time' learning system that is delivered in the shortest amount of time for the lowest tuition.

www.CoachTrainingAlliance.com

Certified Coach Program

Comprehensive 6-month training and certification course. Group mentoring, coaching experience and feedback.

www.LearnMore.com/about/certification.htm

Coach Training Accelerator™

#1 bestselling coaching program designed as a 20 lesson, self-paced home study program . Includes Client Tools and Resource Library.

www.LearnMore.com/about/coachtraining.htm

The Sage and Scholar's Guides to Coaching®

Discover your niche in the coaching business. Learn how to specialize to gain more credibility, have more control, and earn higher fees.

www.LearnMore.com/about/coaching

Prosperous Coach™

The route to success has been mapped out. Tools, short cuts, and support for achieving your dreams. Step onto The Coach's Power Path.

www.LearnMore.com/about/prosperity

Coaching Teleclass Resources

Becoming A Coach

A free orientation where you hear straight talk on the challenges new coaches face. You can phone-in to this class and get the inside scoop.

www.LearnMore.com/about/becomingacoach.htm

Coaching Association Resources

Association of Coaching & Consulting Professionals on the Web (ACCPOW)

Membership benefits focus on practice building and promotion, including: articles, interviews, tools, tutorials and discussion groups.

www.LearnMore.com/about/ACCPOW.htm

International Coach Federation (ICF)

Fosters development of the coaching profession through conferences and other educational events with 145 chapters in 30 countries.

www.CoachFederation.org

Worldwide Association of Business Coaches (WABC)

Dedicated exclusively to business coaching, the members of this group consist of business, corporate, executive, and leadership coaches.

www.WABCcoaches.com

Coaching Ezine Resources

Coaching Compass

A complimentary weekly directional with info and insights on building a coaching practice. Read a sample issue at the link below:

www.CoachingCompass.com

Leadership Lantern

A monthly newsletter lighting the path for leaders inspired by personal and professional ethics and integrity.

www.TheBoylstonGroup.com/LL.htm

Unlimited Potential!

Filled with feature articles, motivational quotes, and practical tips to help you to be the best.

www.Herdlinger.com

Sacred Space Notebook

Inspiration, tools and practices to help you consistently express your naturally radiant self.

www.annstrong.com/newsletter.htm

Mentor Coach Resources

A. Drayton Boylston

www.TheBoylstonGroup.com

Deborah Brown-Volkman

www.SurpassYourDreams.com

Laurie Cameron

www.LaurieCameron.com

Will Craig

www.WillCraig.com

Marguerite Ham

www.Memorease.com

David Herdlinger

www.Herdlinger.com

Rhonda Hess

www.BubblingWell.com

David Krueger, MD

www.MentorPath.com

Dave Meyer

www.CoachingForTomorrow.com

Ann Strong

www.AnnStrong.com

Additional Coaching Resources

SYSTEM - Client Attraction

Learn exactly what to do--and stop doing--in order to have more clients. How to double your clients base and start making more money beginning today.

www.LearnMore.com/about/attraction

SYSTEM - The Coaches Console

Take the stress out of the business and marketing of your practice. A command center of powerful administrative tools to drive your coaching practice.

www.LearnMore.com/coachesconsole

ePROGRAM - Boost Business with Your Own Ezine

A complete system for positioning yourself as an expert, improving business, and attracting new clients with online publications.

www.LearnMore.com/about/eazines.htm

ePROGRAM - Charge What You're Worth

How to quickly and easily charge 20-30-40 percent more than you do right now. Follow 10 simple straight to-the-point steps that guide you start-to-finish.

www.LearnMore.com/about/charging

eCOURSE - Fill Your Coaching Practice™

A step-by-step proven marketing system for winning new clients. Fast, comfortable (no pushing yourself on people), and it's affordable.

www.FillYourPractice.com

eCOURSE - Steady in the Wind

14-week ecourse for increasing your peace, confidence and sales.

www.LearnMore.com/about/steady.htm

ePROGRAM - Success Without Selling

How to dramatically increase your income, without selling, using the resources you already have.

www.SuccessWithoutSelling.com