THIRD EDITION

COACH TRAINING ACCELERATOR

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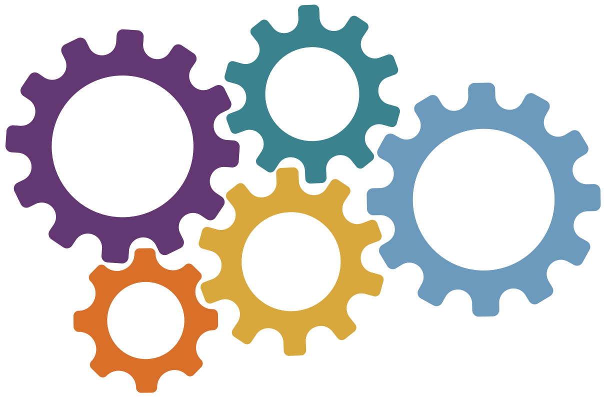
THIRD EDITION



COACH TRAINING ACCELERATOR

This program is designed for use in one of two ways:

1. As a self-paced, self-study program, or
2. As the course text and resource materials for the Coach Training Alliance's *Certified Coach Program*.

The *Certified Coach Program* is a 22-week comprehensive live training course that combines the *Coach Training Accelerator* curriculum with group mentoring, real-time coaching practice, critique and feedback led by proven leaders in the coaching community. You may find that your coaching success is reached more easily with the support of a built-in coaching community.

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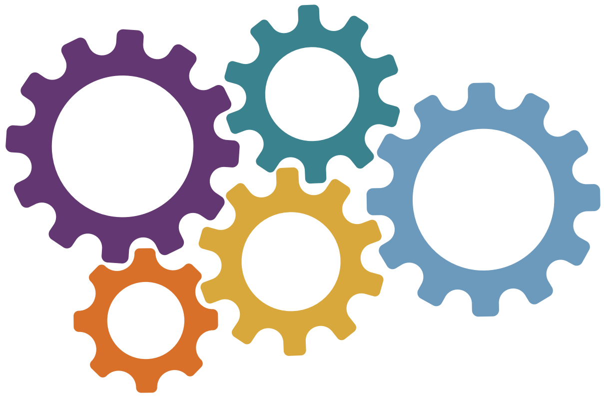

WELCOME TO THE COACH TRAINING ACCELERATOR

CONGRATULATIONS ON TAKING THIS BIG STEP!

Prepare yourself for an exciting journey. Over the coming months you'll discover your own unique coaching style and be able to effectively articulate and market your professional services. This comprehensive program will also:

- Train you in the most effective tools for coaching
- Inspire you to think like an entrepreneur
- Give you tips to run your coaching business with integrity
- Provide you with guidance on how to achieve masterful coaching sessions

The Accelerator program is intended to be used in one of two ways:

1. As a self-paced, self-study program, or
2. As the course curriculum and resource materials for the Coach Training Alliance's **Certified Coach Program**.

www.coachtrainingalliance.com/programs/ccp.php

This 22-week comprehensive live training program combines the *Accelerator* with group mentoring, real-time coaching practice, critique and feedback. Your destination will be reached more easily with the support of a built-in coaching community in the Certified Coach Program.

HELP ALONG THE WAY

If you have chosen to go it alone for now, the Accelerator will assist you with pacing yourself. If, at any point along this journey, you'd like friends and a guide to the world of coaching, we invite you to enroll in the Certified Coach Program.

We will travel through the landscape at a quick pace. If you've opted for self-study, we recommend you set a time limit to complete each of the five sections (one per month, as a suggestion) and stay on schedule to maintain your momentum. If you engage in the Action Challenges and follow our lead, within six months, you will have launched your practice and will be coaching fee-based clients.

Use the **SMART Goals** form in Supporting Documents to set a time frame for accomplishing your goals for this program. From time-to-time we'll remind you to check your progress.

THE ACTION CHALLENGES

"DO or DO NOT! There is no TRY"

-YODA, STAR WARS

NEW COACHES

Throughout the course you will be assigned To-Do items under this heading. These challenges are designed to form the foundation upon which you build your practice. The assignments you do in the beginning dovetail with the actions you take later in this course.

ESTABLISHED COACHES

Under this heading, you will find assignments for coaches who want to stretch themselves and take on advanced work. These are designed for coaches who are ready to go to the next level. These are also good assignments for your second or third time through this course.

The secret is to put consistent and persistent energy into building your practice *every day.* If you get derailed, you might feel momentarily discouraged, but do whatever you need to do to get back on track.

ADVANCED WORK

In addition to the Action Challenges, established coaches will want to take on the Advanced Work. These segments are marked throughout the course.

New coaches are welcome to read through the material but should not feel obligated to incorporate the concepts the first time through the program.

The *Coach Training Accelerator* is best used as a foundational source of continuing education. There is a wealth of material included in this comprehensive program. You are not expected to absorb it all the first time through the course. As you grow as a coach you will experience the information in new and different ways.

Coach Training Alliance encourages coaches to commit to a path of **lifelong learning** and *continuing education*. We encourage a disciplined approach to the expansion of your capabilities. Like other professionals, coaches have a responsibility to ongoing professional development. Established coaches often commit to 12 or more hours of formal continuing education per year. For continuing education resources, see:

www.coachtrainingalliance.com/LifeLongLearning/

RESOURCE LIBRARY

The Resource Library is a compendium of:

- Supporting documents
- Related articles
- Topic enhancers
- Worksheets
- Templates
- Coaching forms

Each is linked within the section of the program that corresponds to that document.

SUPPORTING DOCUMENTS

These accompanying materials enhance learning and comprehension. **Supporting documents are critical to your training and should be included in your studies for each lesson.** You'll find in-depth explanations of concepts, exercises and templates that are designed to increase understanding and ease implementation. They are also accessible in the **Index of Supporting Documents**.

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RELATED ARTICLES

Articles providing added insights and varying points of view are linked to corresponding topics within each section. These are contributions from various coaches and other experts and do not necessarily represent the views of the Coach Training Alliance. They are included to enhance your experience and knowledge. A complete listing by author and title can be found in the **Index of Related Articles**.

COACH'S TOOLBOX

This is the online portion of the program. The resources and opportunities provided here are updated and refreshed. You will need to be online to access **Coach's Toolbox**.

www.coachtrainingaccelerator.com/online-coach-training-accelerator/cta-online-coach-training-accelerator-program-the-tools/

In this section you will find:

- Recordings and other educational presentations available to you at no charge
- Client management programs
- Assessment tools
- Recommended eBooks and other coaching products

It is not necessary to implement all the tools or recommendations at once. These are provided as a resource and should be incorporated into your practice at a time that is comfortable for you.

Coaching is a practice and something at which you will be consistently improving. Your coaching skills, the tools you choose to use, and the style you develop will be revised, reformed, and refined over time. These **Coach's Toolbox** are available to you when you are ready for them.

NOTE ABOUT THE DIGITAL VERSION

Access to all of the Internet Resources as well as instant navigation throughout the entire Accelerator program, can be experienced in the *Coach Training Accelerator* Digital Version.

GETTING THE MOST FROM THIS PROGRAM

The concepts, forms, and material provided in this program are not "rocket science." You could probably collect much of this information, discover many of the resources, sort through it all, decide what is important, and put it to use without the help of this course. We've done that legwork for you so that you can focus on developing your skills and getting clients.

"JUST IN TIME" LEARNING

What you receive here is guidance, direction and the wisdom of experience. **This comprehensive program is a compilation of best practices in the profession funneled into a single stream of knowledge.**

Each component is delivered exactly when you need it and in a way that helps you build on previous learning. It has been organized, discerningly edited, and condensed into what's most important and timely in building a successful career in coaching.

You will:

- Learn from the mistakes of others who have gone before you.
- Discover short cuts that will take years off your learning curve.
- Accelerate your career in coaching and your ability to earn a significant income.

And you'll also experience a few things that you didn't sign on for. Those insights will reveal themselves when you need them most and expect them least.

WHAT IS COACHING?

Coaching is a highly tuned and powerful process of communication and problem solving. The relationship between a coach and a client is **Co-Creative** and focused entirely on the client's interests, challenges, and goals.

If you have ever had a powerful conversation with someone and, as a result, they transformed in some small or even significant way, you were probably using coaching skills.

Many individuals have the potential to be a coach. Becoming a successful coach requires a blend of:

- Authenticity
- Commitment to success

- Discipline
- Integrity
- Honed communication skills
- Business savvy

It is truly a rewarding road to travel.

WHAT IT TAKES TO BE A SUCCESSFUL COACH

It would be extremely challenging to be a good coach without the experience, maturity, and acquired life skills of a journey already in progress. The best coaches are, in essence, guides along the path of life for those who wish to travel new roads.

In its simplest form, coaching is a powerful conversation between a trained coach and a client who is ready and willing to focus on personal and professional growth. The best coaches are those who are just a few steps ahead of their clients carrying a big torch to light the way.

THE FIVE MAJOR SECTIONS OF YOUR TRAINING

There are five major areas of focus, which will help round out your existing skills, abilities, and experience. They are ordered in a sequence that will accelerate your progress the fastest and smoothest along your own path.

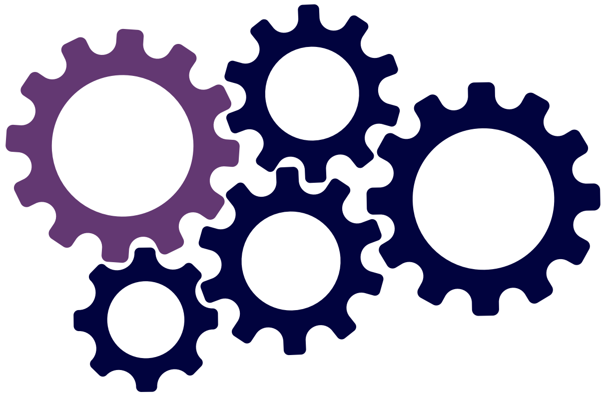
1. **Coaching from Center**
    - Centering yourself and creating your coaching practice out of your vision, your authenticity, and your passion.
    - Getting grounded.
    - Articulating to your ideal clients the benefits of your coaching.
    - How to offer sample sessions.
2. **Impeccable Business Sense**
    - Establishing a solid foundation for your business.
    - Building resources, networks and structures to support you and your coaching business.
    - Setting fees and taking actions with integrity.
    - Making the shift to thinking like a self-employed practitioner.

3. **Effective Coaching Tools**
    - Honing skills and developing tools for coaching.
    - The art of listening and asking powerful questions.
    - Responding to clients intuitively.
    - Strategizing and supporting your clients to take action.
4. **Becoming a Client Magnet**
    - Attracting clients in a fun and easy way.
    - Creating visibility and credibility while earning income and showcasing your skills.
    - Leveraging your marketing and engaging the high touch approach.
    - Creating a referral stream.
5. **Masterful Coaching Sessions**
    - Mastering the four elements of the coaching model.
    - Honoring the client's agenda without hijacking it.
    - Exploring different coaching roads with clients.
    - Creating the impetus for the client to shift.
    - Framing the session with meaningful coach requests.

SECTION I

"What lies behind us and what lies before us are tiny matters compared to what lies within us."

-RALPH WALDO EMERSON



COACHING FROM CENTER

The field of coaching continues to explode. Coaching produces satisfying results for individuals from all walks of life. Corporations, government agencies, educational institutions, and non-profits are discovering the value of coaching for their organizations.

Coaching is also a deeply fulfilling profession. You'll enjoy working in a livelihood that brings a positive impact to people.

To coach effectively, start from the center of who you are, and connect with your client from that authentic place.

As a professional coach, you'll encourage your clients to be themselves, to expand beyond their limitations, and to become stronger, more alive human beings. Often, clients achieve better results because they have gotten "bigger." They have become more of who they are.

A positive ripple effect flows from this out to all the relationships connected to that client. No wonder coaching is so valuable! The world is ready for coaching and ready for you.

LESSON 1:
CREATING VALUE FROM THE INSIDE OUT

Coaches put their focus on people and results. Success resides within each of us and emerges from the inside out. Synergy – that magical energy of co-creation between two or more people – is why coaching helps your clients achieve significant results.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Recognize that I am enough.
2. Be able to distinguish between being and doing.
3. Know and appreciate the value of being my own authentic self.
4. Determine my expectations of this course and myself.

FOUNDATIONAL EXPERIENCE

SPECIAL NOTE: Compared to the other lessons in this course, this first may seem light. This is intentional. It allows you to become oriented to the material and the style of learning.

Make no mistake. Lesson 1 is crucial. It helps you establish the internal foundation upon which you build your coaching practice. Your approach here sets the tone and initiates the habits you will develop through the course whether you plan to integrate coaching into your existing leadership style, use coaching as a stand alone technique or launch your own business.

The tangible results you experience in your business are a direct reflection of the way that you think and what you believe. You are encouraged to immerse yourself in developing a prosperous mindset and developing your coaching business.

In coaching, while the spotlight is always on your client, you will find that the coaching relationship continually calls you to be your strongest, most effective self as well.

AUTHENTICITY

Do you want your coaching to flow effortlessly? Do you want your clients to perceive great value in your coaching? Be yourself.

Be an authentic coach with your own personal style.

Coach your clients directly from the core of who you are. You are truly valuable just as you are. When you coach from your center, your clients benefit greatly and your coaching sessions will energize you.

While you undoubtedly have expertise, and your clients may find that useful, you do not have to be an expert in order to be a masterful coach.

One of the key **distinctions between coaching, consulting and therapy** is that coaches don't need to know more than their clients.

Coaching is about listening to and responding to your client, rather than advising or fixing them. Deep listening ultimately requires practice, not expertise.

> "All the wonders you seek are within yourself."
>
> – SIR THOMAS BROWN

BALANCING DOING WITH BEING

Any endeavor is accomplished more easily and effectively when you are fully present. Being fully present requires a disciplined self-awareness as a coach. In coaching, if your focus is on performing and doing all the "right" things, you won't create the positive impact that you intend with your client.

A SHORT STORY…

A client calls in for her session and tells her coach that she has a big problem. The coach can hear that she's upset, and as she begins to describe her situation, the coach feels himself searching for the answer to his client's problem.

Many suggestions come to mind and he's tempted to blurt them out, to tell the client how he would solve the problem.

The coach resists the temptation to fix the client's problem and shifts his focus from doing coaching to being present. Now with the focus on the client, rather than solving her problem, the coach can listen and respond to her appropriately.

When the client has finished sharing, the coach asks questions with natural curiosity. **The goal is to draw out important details and respectfully support the client to distinguish between the facts of the situation and her interpretation of the facts.**

> Soon the client relaxes and is able to see her situation from a better perspective. **The client no longer feels at the center of her problem, but rather, with the help of powerful questions, she becomes a more objective observer.**

By the end of the session, the client has shifted. She's come up with her own solutions. She tells the coach how valuable it was to hear herself talk. She thanks the coach for his direct questions. And she appreciates how he endorsed her own solutions.

Had the coach been trying to perform well by solving the client's problem for her, the session would not likely have ended with the client feeling empowered. Ultimately, the client would be no closer to her goal.

> "Service is the very purpose of life. It is the rent we pay for living on this planet."
>
> –MARIAN WRIGHT EDELMAN

Coming from the "being" place makes coaching and even building your coaching business more effective. When you feel anxious, shift…

INSIGHTS ON FOCUS

Whatever you focus on E X P A N D S. Your thoughts create your reality. This is the Law of Attraction.

If you find yourself struggling with aspects of coaching or building your business, notice where your focus is.

Fears, perfectionism, and doubt surface when your focus is strictly on the "doing aspect" of coaching and building your coaching practice. Shift to enjoying the journey. Be patient. Move forward. Trust.

Of course, there are many things you will do in order to develop a successful business. **You will easily complete each step when you take it one conscious step at a time.** Make progress daily while you focus on the vision of what you truly want. Enjoy connecting with your prospective and actual clients and let go of attachment to specific outcomes.

> "Whatever you put your attention on will grow stronger in your life."
>
> –DEEPAK CHOPRA

When you re-focus your attention on being fully present with people and the process, knowing that you are enough, you will be able to shift back into action, making progress with ease.

ACTION CHALLENGES

NEW COACHES

1. Ask five people what it is that makes you a great coach already. Listen. Take it in.
2. Ask yourself: *What makes me who I am?* Make a list of your unique character traits, strengths, skills, and talents. Acknowledge yourself.
3. Describe in detail **The Picture of Your Practice**. (See Supporting Documents.)

ESTABLISHED COACHES

1. Record your sessions with clients (ask their permission).
2. Listen for whether you are being fully present with your client. In future sessions, if you notice yourself feeling anxious about helping your client, worried about what you're going to say next, or focused on fixing your clients problems, shift to being present.

LESSON 2: MASTERING SAMPLE SESSIONS

Coaching services are unique. You will quickly develop your own unique style of coaching and enrolling ideal clients. Give yourself time to discover your own approach. Look for what energizes you and your practice.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to give sample sessions to prospective clients.
2. Understand how to gain the desired results from my sample sessions.
3. Consider the value of having my own coach and where to find the right one.
4. Determine who my Ideal Clients are.

The best way for prospective clients to understand what your coaching can do for them is to experience an actual session with you. Sample sessions are a natural, no-cost way for you to enroll new clients.

A sample session is a *real*, not practice, coaching session where the valuable process of coaching is demonstrated to your prospect by coaching around an actual agenda of the prospect's choice.

Because your focus is on listening to and connecting with your potential clients, giving sample sessions doesn't feel like marketing or sales.

If it's your goal to fill your coaching practice with one-to-one coaching clients, it's possible to do that simply by giving 1–2 sample sessions or consults to new prospects every week.

A consult is a slightly different enrollment process than a sample session. It is a short "discovery" conversation with an already "warmed up" prospect. The goal is to uncover overarching goals and discuss possible strategies that can be achieved through coaching with you.

Experienced coaches often offer a consult rather than a full sample session to prospects. Once you've targeted a niche market and have systems in place to build a pre-qualified leads list, you may decide to shift to giving consults. Because targeted prospects already know, like and trust you, they come to a consult ready to buy.

For new coaches, sample sessions are the best approach to enroll clients so that you build coaching skills. **Give as many samples sessions as you can every week. This is the way to enroll clients quickly.** (Review A Simple Coaching Model in Supporting Documents.)

HOW THE SAMPLE SESSION WORKS

Before you offer a sample session engage in powerful conversations with people. These could be colleagues, people you meet at networking events, while waiting in line at the bank, or just about anywhere.

- **Listen intently.** Ask questions and show genuine interest in the person.
- **Connect rather than perform.** When you are genuinely interested, you'll find that people naturally share specific challenges they are facing and goals they want to achieve. In those details you will recognize ways that your coaching may be of benefit to them.
- **Be yourself.** Stay relaxed and don't rush in. When it seems appropriate, offer a sample coaching session as a way to easily uncover what they really want and how to get there.
- **Use their language.** Weave in things you've heard them say about their challenges and goals. Reassure them that there is no cost or obligation and that you're sure they will benefit from the experience.
- **They will either be interested, or they won't.** Don't push or take it personally if they're not. If they show enthusiasm, make an appointment in the near future for a sample session (by phone or in person). If the timing is right and the environment is suitable, have the sample session right there. You'll be amazed how, even when sitting next to someone on an airplane, there is enough privacy for a sample session.

"A good plan right now – is far better than a perfect plan next week."

–GEORGE S. PATTON

Some of the best business-building opportunities occur in non-business settings.

When you give your prospective client their session, remember to listen more than you talk. Review the section on coaching skills and use A Simple Coaching Model as a guideline.

When you've completed the session, ask: *"What are you taking away from this session?"* This helps them understand how and why coaching is valuable to them and why they would want more experiences like this. It also provides you with important feedback. Often, that question will naturally lead them to ask for details about your services, such as your fee and how coaching works.

Be sure that you directly invite them to work professionally with you. Sometimes people are just waiting to be asked to take the next step. If you do not, it may look as if you don't value your services and you might miss the opportunity to enroll a new client. You might say: *"You are exactly the type of client who experiences success with this process and I'd enjoy working with you. Would you like to continue with more powerful conversations to achieve your goals (be specific)?"*

When you have been hired, let them know how you work both verbally and through your **Welcome Packet** (see Supporting Documents). Remember to set-up and firmly establish the **Co-Creative Relationship**. (See Lesson 3 Co-Creating the Relationship.) Once you've received their fee, begin the coaching relationship on an agreed upon schedule for ongoing sessions.

Celebrate! You've got a client. Acknowledge this accomplishment and allow its energy to fuel you and your practice.

> "Show up, or choose to be present. Pay attention to what has heart and meaning. Tell the truth without blame or judgment. Be open to outcome, not attached to outcome."
>
> – ANGELES ARRIEN, PHD., THE FOUR-FOLD WAY

LETTING GO OF OUTCOME

If a prospect does not hire you, it's not necessarily about you. *We can never know the path of another person.* In fact, there is a more than probable chance that their decision not to hire you had nothing to do with you and everything to do with them.

Trust that the session was truly valuable for them AND for you.

The important thing to do now is to establish a non-intrusive way to stay in touch with them, add value, and further develop the relationship you have just established. We'll talk more in-depth on this topic in Lesson 15 **Gaining Visibility and Credibility.**

GAINING THE DESIRED RESULTS

Here's what you gain as a result of giving these sample sessions:

- **Experience**. You are a more experienced coach than you were before the session. You become more masterful each time you coach.
- **Public Relations.** Your prospective client now knows more about the value of coaching and your coaching services than they did before.
- **Referrals.** They might refer someone to you or share their enthusiasm about the coaching session they had with you.

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- **Building your network**. You now have another prospect on your "leads list" so that you can promote future programs and products. Months, or even years, later they may call and hire you.

It's not useful to spend a lot of time and energy stewing about what did or did not happen in your sample session. It's wise not to get hung up on your "conversion rate" - how many prospects you convert to clients.

Look at each sample session as an opportunity to connect with someone interesting, use and develop your coaching skills, and get the word out about the value of coaching with you.

Having done this, it's time to move on to the next opportunity. The more individuals you touch with your coaching, the better coach you will be and the more lives you will enhance.

WHAT MAKES COACHING SO EFFECTIVE

Coaching is a co-creative relationship. There's no authority figure - no dependence. **Both you and your client use all your knowledge, resources, skills and intuition to problem solve on the client's behalf.**

Coaching is a support system that provides the client with:

- An accountability partner
- Safe opportunities for meaningful dialogue
- New perspectives and expanded options
- Inspiration and motivation
- Potential solutions
- Next steps

> "A coach is someone who gets you to do what you don't want to do, so you can be who you want to be."
>
> -COACH TOM LANDRY, FOOTBALL HALL OF FAME

Coaching can promote BIG shifts in thinking. This creates forward movement towards goals. Plus, the continuity of the weekly session builds a foundation of trust.

Coaching is an investment *not a necessity.* No one needs coaching. Anyone can benefit from it if they choose it for themselves. When a client enrolls with a coach, they value themselves enough to invest in a process that will help them become who they want to be, more quickly.

It's magical. When two or more people focus positively on a vision, the result is synergy - dynamic forward moving energy. This is more possible through coaching than it is in many other professional relationships because the coach holds no agenda other than the client's.

HIRING YOUR OWN COACH

If you want to be able to articulate the true value of coaching to potential clients, experience it for yourself. There's nothing like coaching! Once you've had the experience of having a coach, you'll feel even more confident about enrolling your own clients.

Choose your own coach in the same way that your own clients do - through a sample session or consult. Get a referral from someone you trust. Or, find qualified coaches through a coach referral website.

www.coachfederation.org/find-a-coach

www.coachesandmentors.com

In either case, hire a coach that's the right fit for you and who can model success in coaching.

"We discover ourselves through others."

-CARL JUNG

WHO ARE YOUR CLIENTS?

Anyone can be your client but not everyone will be your ideal client.

Think about how you choose professional relationships. You feel comfortable with your doctor, lawyer, and massage therapist or you wouldn't come back to them. To find them, you were probably given a referral. You like their style. You trust them. Most likely, you didn't even check their credentials (most people don't). You based your decision to work with them on your experience of them.

The same is true in coaching. **Your clients will choose to hire you because they like who you are and the way you interact with them.**

Now, here's a radical concept… **choose your clients.** *Yes, that's right.* If you choose your clients, you will fill your practice with individuals you enjoy, and you'll have a thriving business. (See Your Ideal Client Profile in Supporting Documents.)

The sample session is a great way to determine if your prospective client is a good fit for you. They, of course, will also be deciding if you're the right coach for them.

If for some reason, you realize that you and this individual are not the best fit, refer them to another coach. Don't be afraid to do this. Letting go of a client who isn't right for you will open up other opportunities. Referring clients to the best resource for them is a sign of professionalism.

It may take some experience with various clients to determine who your most ideal clients are. You'll notice your preferences about who you like to coach almost immediately when you start giving sample sessions.

IDEAL CLIENT TIP

- If you're not sure who your ideal clients are, start with yourself.
- What aspects of yourself would make you an ideal coaching client for you?
- Are you a linear thinker or an abstract thinker?
- Are you fast paced or methodical?
- Are you a strategic planner or more intuitive?
- Are you logical or spiritually based - or both?

"All adventures, especially into new territories, are scary."

– SALLY RIDE, ASTRONAUT

You get the point. Now expand this out. You might very well be a representation of your ideal client.

Later on, you will also determine your niche. This might be a specific target market or a specialty for your coaching or both. In any case, choosing a niche will help you stand out in the crowd and distinguish yourself from other service providers. You don't have to know your niche now. Let that emerge later.

ACTION CHALLENGES

NEW COACHES

1. Give two sample sessions this week (and every week from now on). This is how you get paying clients! Remember to put your focus on being present with your prospect rather than "doing" coaching. Be interested rather than interesting. (Read **A Simple Coaching Model** in Supporting Documents.)
2. Write **Your Ideal Client Profile**. (See Supporting Documents.) If you get stuck, pull out the list you wrote with your unique character traits, strengths, skills, and talents. Now add on your expertise, knowledge, achievements, life challenges, and personal goals. These may be clues to your ideal clients.
3. Hire a mentor coach. Or, sign up for a live training program that includes opportunities to be coached by another coach.

ESTABLISHED COACHES

1. Ask yourself: *Am I working with my ideal clients?* If the answer is no, consider what characteristics might make up better clients for you now. Often just thinking this through will attract more ideal clients to you. Is your practice full? If not, it might be time to create a bigger network of potential clients.

2. Increase the number of sample sessions or consults you are offering each month by a factor of three.

3. Are you working with a coach of your own now? How is that going? Does your coach challenge you to grow? Can your coach show you how to build a successful coaching practice? Is it time for you to ask for something different with your current coach or to work with someone new?

LESSON 3:
CO-CREATING THE RELATIONSHIP

The most important step of coaching is establishing the co-creative relationship. Make your role crystal clear to your clients and help them to fully understand their role as well. Communicate this verbally and in writing in your **Welcome Packet** before you begin a formal coaching relationship.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Know the roles and responsibilities of the coach and the client.
2. Understand and commit to the standards and ethics of the coaching profession.
3. Be able to distinguish between coaching, consulting and therapy.

THE COACH'S ROLE

A coach is an unattached thinking and accountability partner. The coach is responsible for:

- Setting appropriate boundaries and policies.
- Letting the client determine the agenda for sessions.
- Listening to the client on multiple levels continually.
- Asking powerful, direct questions.
- Genuinely appreciating, endorsing, and supporting the client.
- Taking the risk to be wrong rather than holding back important truths.
- Assisting with setting goals, planning and strategizing.
- Offering perspectives, options, and suggestions to raise awareness and catalyze the client's own solutions.
- Making powerful requests to deepen the client's process between sessions.
- Upholding the highest professional standards and ethical guidelines.

These are things coaches DO NOT do with their clients:

- Diagnose, treat or fix the client.
- Manipulate or take advantage of the client relationship.
- Take responsibility for the client's feelings, decisions, actions or success.
- Do the client's work for them.
- Work with a client when the coach's integrity says it's not right anymore.
- Get invested in what a client does.
- Coach clients without having the fee in hand unless specific arrangements were made for pro bono or barter coaching.

THE CLIENT'S ROLE

Your clients are highly functioning individuals who choose to work with a coach to make more progress towards their goals and dreams than they would on their own.

In a coaching relationship, clients:

- Supply the agenda (their desired takeaway) for each session.
- Are responsible for their own feelings, decisions, actions and success.
- Tell the truth as they understand it to the coach.
- Do their own work.
- Pay their coaching fees on time.
- Show up physically and energetically to sessions.

> "Lives based on having are less free than lives based on doing or being."
>
> –WILLIAM JAMES

WHAT TO DO WITH YOUR EXPERTISE

Many people have expertise in one or more things. Whether you call it expertise or not, there are definitely things you know a thing or two about!

As a coach, your expertise becomes a part of your coaching specialty or niche. For example, if you've been a marketing director for many years, you might choose to specialize as a marketing coach or target Marketing Directors as your focus market. This could be a natural and profitable transition.

When coaching, beware the tendency to lapse into a consulting role with your client. There are strong distinctions between coaching roles and consulting roles. If your client really wants traditional consulting and you are qualified to offer that, set up a consulting relationship with them. If they want to be coached to their own solutions, your expertise will provide guidance rather than step-by-step instructions during sessions.

However, it's quite natural when you serve one narrow niche market to develop expertise and "knowledge capital", which you can utilize as additional income streams beyond 1:1 or group coaching, including:

- Books and eBooks
- Webinars, workshops
- Live presentations
- Recordings and videos
- Educational curriculum or programs
- Retreats and think tanks
- Membership sites

COACHING VS. CONSULTING

- Consultants advise their clients about how to solve problems.
- **Coaches guide their clients to their own solutions.**
- Consultants are focused on results.
- **Coaches are focused on people.**
- Consultants are hired to produce a certain outcome.
- **Coaches are hired to support the client as they achieve a certain outcome.**

Do you know a lot about human behavior and psychology? You may have expertise or training as a counselor, therapist or social worker and are now transitioning into coaching. No doubt you already have powerful communications skills. With coaching clients, put your psychological expertise into the background when you are coaching. Listen intently to a client without diagnosing or treating them. Learn to hear your client without seeing their psychological profile.

There are some similarities between coaching and therapy. Both relationships develop over time. Confidentiality is critical in both. The needs and wants of the client are the focus for both. And there are professional ethics and standards for both.

There are some additional important distinctions. **Coaching is not appropriate as front-line support for individuals suffering from chronic depression, anxiety, neuroses or addictions.** Coaching clients are "well" and highly functioning individuals who have generally accepted their past and intend to focus on their present and future. They are individuals who take responsibility for their own lives and will benefit from accountability.

COACHING VS. THERAPY

Therapists work with clients that need or want professional help to work towards healing, recovery, and issue resolution.

- **Coaches work with clients who want a detached partner to help them enhance their lives through action.**
- Therapists are experts in medical and behavioral sciences trained to treat diagnosable conditions.
- **Coaches use questions and reflection to highlight their client's strengths and areas in need of development and then help the client uncover their own wisdom and solutions.**
- Therapists are required to keep their personal feelings and thoughts removed.
- **Coaches use personal disclosure as a tool to catalyze and challenge their clients.**

> "Those who make it happen will tell you it wasn't easy. Those who think it should be easy won't make it happen."
>
> –WILL CRAIG, FOUNDER OF COACH TRAINING ALLIANCE

ETHICS AND STANDARDS

As in any professional field, there are ethics and standards for coaching. To be a credible and professional coach, it is critical to hold yourself to the highest standards from your first experience coaching.

If you develop and operate from your highest integrity you will do your best. Check in with yourself before you enroll a new client and during every session. Listen for the internal voice that lets you know if you are in or out of your integrity.

The most common ways you might fall out of integrity with your clients are:

- Failing to walk your talk.
- Trying to fix or save your client.
- Breaking the client's confidentiality.
- Manipulating a client into hiring you.
- Taking credit for ideas that are not yours.
- Misrepresenting your credentials or experience.
- Taking the client's responsibility away from them.
- Making unrealistic claims about the benefits of your services.
- Avoiding discussions with clients about current and unresolved issues.
- Creating conflicts of interest or compromising dual relationships with clients.
- Enrolling or continuing a coaching relationship with a client that's not right for you.

For information about the *International Coach Federation's* philosophy of coaching and professional standards, view **ICF's Code of Ethics**.

ADVANCED WORK

WHEN TO FIRE YOUR CLIENT

> "A man's got to know his limitations."
>
> –CLINT EASTWOOD IN DIRTY HARRY

At some time in your tenure as a professional coach, you may find it necessary to close or terminate a coaching relationship with a client. Oftentimes it is as a result of the way the client is showing up in their sessions. Sometimes, it becomes clear that a client would benefit more from therapy than coaching. Or, sometimes, it's just not fun anymore.

If you feel that you are not the best coach or that the process of coaching is not the best for the client, you have an ethical responsibility to come to a close with this client and possibly, refer them to a therapist, consultant or another coach.

These are some indications that a client should be referred to a therapist:

- The client is highly emotional or needy in most sessions.
- The client is reactionary and seems to continually be in "crisis-mode".
- The client continually refers to a traumatic event or abuse in their past.
- The client finds it difficult to respond to the present or plan for their future.
- The client often blames others for their own feelings, decisions and actions.
- The client feels repeatedly "stuck" and makes little progress towards their goals.
- You realize the client has addictive behaviors that continually sabotage their efforts.
- You repeatedly have the feeling that you are out of your league in coaching this client.

These are some indications that this client is not the best fit for you:

- You do not respect the client.
- You find it draining to coach the client.
- You continually over-deliver to impress a client.
- You find out that the client is doing something illegal.
- You feel resentful about your fees or time invested in the client.
- You realize that you have sexual or romantic feelings for the client.
- The client is telling you what you want to hear instead of the truth.
- You repeatedly want more for your client than they do for themselves.
- You can no longer be objective and are repeatedly hijacking the agenda.

> "The world is wide, and I will not waste my life in friction when it could be turned into momentum."
>
> –FRANCIS ELIZABETH

Sometimes clients don't assume their proper role in the coach/client relationship. In these situations, ask the client to correct their behavior. Have a verbal conversation - not email - with the intent of coming to an agreement. Watch to see if the client's behavior shifts.

Here are three things that need immediate conversation:

1. The client is not paying their fee on time.
2. The client continually expects you to have the answers.
3. The client does not bring a real, current agenda topic to each session.

ACTION CHALLENGES

NEW COACHES

1. Determine the policies and procedures you want to establish for your coaching practice. The **Welcome Packet** in Supporting Documents has some suggestions for getting started.
2. Outline a coaching agreement that spells out the terms of the coaching relationship.
3. Develop a complete **Welcome Packet** for your clients. (See Supporting Documents.)

ESTABLISHED COACHES

1. Review your welcome or intake packet and update it to reflect the way you coach now.
2. Ask yourself: *Am I upholding the professional ethics and standards of the coaching field?*

LESSON 4: FOLLOWING VISION WITH ACTION

One of the most exciting things about the field of coaching is that it is a form of creative self-expression. Imagine a livelihood where you can share your wisdom with the world while you support others to do the same.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Determine how to best present myself to potential clients.
2. Consider niching my coaching business.
3. Uncover my hottest undeniable benefits for the people I serve.
4. Learn how to craft my personal message and be able to articulate what I do.

REFLECTING WHAT'S INSIDE TO THE OUTSIDE WORLD

Here's a surprising paradox…

- The more you listen to your clients, the better coach you become.
- The more you learn about your clients, the easier it is to attract them to your services.
- The more clearly you articulate your authentic self, the more your ideal clients respond.

So, becoming a masterful coach comes from being yourself and being present with your clients! Becoming profitable in business (any business) is no different.

This may be the first time that you'll express yourself authentically through a business. The possibilities are endless!

The road you're traveling now has amazing vistas and beautiful features in the landscape. That is you reflected by the world. It's time to understand who you are on the inside and put yourself "out there". You're on the way to magnetically attracting clients.

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PASSION AND EXPERTISE

When you're first getting started as a coach you might be inclined to take anyone as a client. After all, a few "less than ideal" clients are better than none… right? Maybe not.

Enrolling someone just for the sake of having a client isn't likely to be a positive experience for either of you. **Consciously enrolling only ideal clients into your practice will pay dividends for both you and your clients down the road.**

In the Advanced Work and later, in Section IV, we talk about Niches. You'll find that niching is the best way to leverage your expertise and passion while also serving a distinctive and accessible market. It's the easiest way to attract a steady stream of clients.

Most coaches continue to refine their niches after completing coach training. You may choose to further develop your niche by pursuing graduate level work in coaching. See:

www.coachtrainingalliance.com/LifeLongLearning/

For now, let's work on an effective approach for pulling in your first clients.

ATTRACT ONLY YOUR IDEAL CLIENTS

When you work with ideal clients they get more value from you and your coaching. You'll enjoy the relationship more - and so will they - because it's a good fit. Additionally, it's infinitely simpler and more strategic when your marketing is directed at the very people you know you want to work with rather than just anyone.

An amazing thing happens when your marketing is targeted to a particular type of person that fits you best. They respond! That's because they feel that you're talking specifically to them.

It's not surprising when you think about it. When you scroll through your news feed on a social media channel, you barely register anything until something speaks directly to you. **Generic information for the masses is ignored. Distinctive messages for a unique niche get attention.**

When you're online there are millions of minute choices you make about which links to follow. Where you end up is a testimony to *targeted* marketing. When you purchased this course, it was largely as a result of words and pictures that spoke to people like you, not just anyone.

Part of your discovery process on this journey is to hone your marketing and services to reflect:

- Who you are
- The specific niche you want to work with
- (See **Niches** in Advanced Work)
- And the specific challenges and goals that are most relevant to them

This is called **Your Client Attraction Plan** (see Supporting Documents). It's both normal and intentional that it takes some time to develop your Client Attraction Plan. It's a journey. So, relax and enjoy it. We'll cover this in depth in Section IV.

YOUR HOTTEST UNDENIABLE BENEFIT

Would you like to enroll clients now? It's time to develop language that helps your niche understand why they want to hire you.

Start with a succinct but evocatively worded statement that uniquely describes:

- **The niche market you serve**, and the
- **Big problem you help them solve**

In other words, it describes your hottest undeniable benefit or, your "HUB". (See **Your HUB Statement** in Supporting Documents, and **A Practical Discussion About Features and Benefits** in Related Articles.)

A HUB is not:

- About you
- About the features or virtues of coaching

In fact, it doesn't mention coaching at all. Surprised?

Your HUB statement is all about your prospects - who they are and what they will get from working with you (something important enough to pay for).

When you craft your powerful HUB statement, that question, *"What do you do?"* will be fun to answer. You'll respond with authentic style and have your listener genuinely curious to know more. That's the response you want.

"What you are speaks so loudly, I can't hear what you say."

–RALPH WALDO EMERSON

WHAT IS YOUR MESSAGE?

Your HUB is about benefits that people in your niche receive from working with you, your message stems from the very core of your beliefs. And it relates to your niche and HUB.

For example, Suze Orman is one of the leading voices on the subject of attaining financial independence. She gets her message out on a global scale with several best-selling books, keynote speaking, and appearances on public television.

- Suze Orman's message = *Your personal wealth is a direct result of how you think about money.*
- Her niche = people seeking to get out of debt
- Her HUB = Showing people how to be debt-free, amass and protect assets

See how the message relates to the niche and HUB?

Suze Orman's life is a rags to riches story. Her experiences and her courage to share her message have made her a wealthy woman. Whether you aspire to be like her or not, you can take a page from her book…share your special message. It will make you rich in experiences and, potentially, in income as well.

As you coach, you may realize there's a message you share with your clients over and over. Don't expect this to be clear yet. The more you work with your niche, the more it will emerge.

ADVANCED WORK

"It's not what you learn in school that's important. It's what you learn when you get out that makes all the difference."

–WILL CRAIG, FOUNDER OF COACH TRAINING ALLIANCE

NICHES

When you niche, you focus in on a unique group of people to serve. You give yourself the advantage of leveraging your time and marketing efforts so that you achieve better results - attract more long-term clients and make a better income as a coach.

A niche is either:

- **A special area of knowledge or expertise** you offer to a group of people who want that type of support or knowledge.
- **A specific target audience that you learn about and serve.** In this case, you focus on a narrow and specific group of people, find out what they most want, and offer support for those topics.

The concept of niching is not unique to coaching. It's a proven business building technique that's age old. As long as there has been human enterprise, businesspeople have niched.

Long ago enterprising young people found a niche as a butcher, miller, carpenter, or mason - often to become the only one in their region. Their trade and the region they lived in was their niche. In those days, the choices of niche were slim and usually dictated by your ancestral line. Niching helped these businesspeople to:

- Reduce competition.
- Earn a prosperous livelihood.
- Serve a specific need in their community.

Niching will do those things for you as well.

We'll cover this in more depth in Lesson 13 - **Niche to Be Rich**. If you're eager to hit the ground running and choose your niche now, feel free to advance to Lesson 13.

You do not have to narrow to one niche today, or even by the end of this course. However, if you're becoming a coach to make a sustainable living, then plan to niche soon.

As you coach, notice the markets represented by your clients, notice the niches of other *successful* professionals and coaches. Be open to different types of niches and you'll arrive at yours. Or, your niche may find you.

Teachers and mentors in the coaching industry encourage you to niche for very good reasons. It will help you:

- Stand out in the crowd of coaches and other service providers.
- Leverage your time and efforts.
- Create a demand for your services by becoming the "go-to person" for a unique group.
- Earn more because you specialize.
- Bring you more opportunities, referrals and long-term clients.

THE DISTINCTION BETWEEN COACHING AND MARKETING

Niching is not about coaching, who you can coach or the topics you'll coach about. Many coaches get stuck on choosing their niche because they think they have to be an expert on that niche or that they can't enroll anyone else into their practice except people in that niche. Not true.

Niching is about marketing power. Period. It's simply about focus and leverage, standing out in the crowd and reducing competition. That's why it's an advantage. Successful niching allows the coach to build an authentic brand and generates a practice that leads to continued growth and self-propulsion.

TEACHING WHAT WE NEED TO LEARN

There are other kinds of specialties besides those built on knowledge. Have you ever heard the saying: "we teach what we most need to learn"? This is called your growing edge. **Whatever you need to learn most right now, can be a wonderful topic to attract your ideal clients.**

For instance, if last year you were laid off from your job and decided to create a livelihood that is more fulfilling to you, you might enjoy helping recently laid-off individuals create their new careers.

The idea is to be just a few steps ahead - enough so that you have some good perspective on the situation, not so much ahead that you can't relate to your client.

ACTION CHALLENGES

NEW COACHES

1. Write answers to these questions:
    - *What do I feel passionate about?*
    - *What expertise do I have that I'd enjoy using with clients?*
    - *What is my growing edge? What am I learning that I'd like to share?*
    - *What am I currently working on in my life that might be a topic I could pursue with others?*
2. Draft **Your HUB Statement** (See Supporting Documents)

ESTABLISHED COACHES

1. If you don't already have a single statement that clearly establishes your value proposition to prospects, create your HUB Statement.
2. What is your personal message? Begin creating a page full of important thoughts you'd like to pass on to others.
3. Ask yourself "How can I align all my marketing strategies into one consistent approach that reflects who I am now?"

CONGRATULATIONS!

You've just completed Section One of the *Coach Training Accelerator.* The beginning of a journey is always full of excitement, as you get under way. Take the time to acknowledge the ground you have covered so far. You are one fifth of the way to your destiny!

If you have not already, this is a good time to look at your **SMART Goals**, revise them if necessary, and give yourself credit for what you've accomplished. (See Supporting Documents for SMART Goals.)

This is also a good time to review what you've learned so far and to catch up on completing Action Challenges.

SECTION I REVIEW

We've been focusing on the concept of Coaching from Your Center. The best way to coach and let people know what you do is to be yourself; articulate who you are and with whom you want to work. Be consistent in everything you do.

Remind yourself of these key points:

- Authenticity
- Balancing Doing with Being
- Insights on Focus
- Roles of the Coach and Client

No doubt you've begun to develop your:

- Ideal Client Profile
- Hottest Undeniable Benefit Statement
- Your Welcome Packet

> "Fear, resistance and struggle is all in your head. Your heart is the part with courage and wisdom. Live from there. Act from there."
>
> –RHONDA HESS, FOUNDER OF PROSPEROUS COACH®

If you haven't finalized these things, continue to explore them over the next few weeks. Be patient with this process of choosing your direction. Every creative entrepreneurial venture starts with unknown territory.

If you're in the Certified Coach Program, use class time to brainstorm. If you have your own Mentor Coach, get some support there.

It's best not to wait on giving your first sample sessions. The only real way to learn how to coach is to coach. The only way you can have a successful coaching practice is to offer your services NOW!

Remember that you have tremendous life and work experiences that will serve you in your coaching. Even more important, remember that you've probably already been coaching informally. You know the power of listening deeply, giving unattached support, and objective perspective. When you offer professional coaching for a fee to your clients it will be even more valuable to them.

Thinking about your journey only gets you so far. You have to put your feet on the path and move! So, get on "out there!"

In the next section, we're going to shift gears, give you some time to develop your HUB, Ideal Client Profile and help you build a concrete foundation for your business.

SECTION II

"To be successful, have your heart in your business, and your business in your heart."

- THOMAS WATSON

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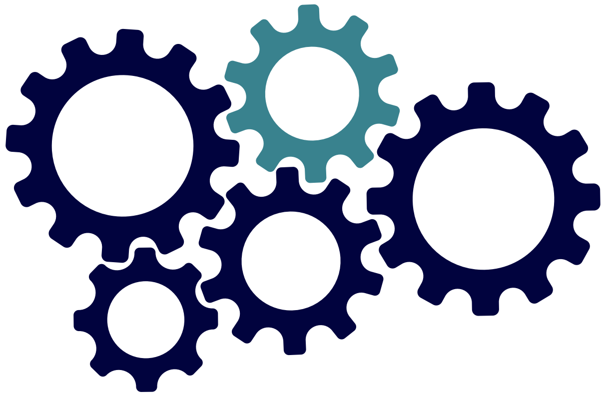

IMPECCABLE BUSINESS SENSE

Perhaps the best part about being a coach is that you get to decide what you offer, the hours you work, the prices you charge - everything! And, maybe one of the hardest things about being a coach is that you have to decide exactly how you want things to be.

In this section, we encourage you to make some important decisions about how you want to run your practice. These decisions are only foundational for the first phase of your business development. It is important to note that the advice and resources in this section can be applied to any business; however, we will speak specifically how they can be used to support a coaching business. As is the case in starting any new venture, you can always choose to change things later when you believe a different direction is appropriate. We provide you with guidelines to impeccable business sense - one of the keys to success.

Remember, you are a Coach and you are also Owner of your own Practice.

LESSON 5:
RISING TO THE PROFESSIONAL LEVEL

Every decision you make or step you take to grow your practice affirms your decision to become a successful coach. We call those decisions "reinforcing moments".

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Understand how to create Reinforcing Moments for myself.
2. Learn the key elements for enjoying a solid start in coaching.
3. Know how to build a community of advisors and coaching resources.

REINFORCING MOMENTS

Reinforcing Moments include when you:

- Choose and register the name of your business.
- Determine your official title.
- Open your business bank account and credit card.
- Announce your new business venture to everyone you know.
- Decide on your niche market or specialty.

And so it goes.

Everything you do to support your coaching business strengthens you. Every action and follow-through gives even more validity to the process of your growth.

PREPARING FOR FLIGHT

Compare your business to an airplane. Getting your business off the ground takes *consistent and sustained* effort. One action alone is not enough to fully support your decision to become a professional coach. **These many decisions and actions strung together, consistently and over time, thrust your coaching business off the ground and into flight.**

One of your goals now is to create as many reinforcing moments as you can. The more actions you make, the more solid and supported you'll feel. You will soar! At some point, and you may not know exactly when it happens, you will show up as a professional coach!

BUILDING A COACHING COMMUNITY

Even if you are a sole proprietor, it's smart to have other people supporting your company. There are many ways to do this. You can:

- Develop an advisory board.
- Establish referral partnerships with other professionals.
- Create a list of business resources that can help you when you need it.
- Network with other coaches and professionals.
- Join coaching associations.
- Build professional alliances.

These relationships will keep you from feeling isolated, further legitimize your business, help you stimulate more ideas and help you attract ideal clients.

> "Experience is something you don't get until just after you need it."
>
> – ANONYMOUS

ADVISORS AND RESOURCES

Associating with colleagues in a new field can bring you confidence and a shared sense of purpose. Here are some ways to surround yourself with a coaching community:

- Enroll in a comprehensive coach training program such as the **Certified Coach Program**.
- Hire your own mentor coach.
- Become a member of the International Coach Federation (ICF) or another coaching association.
- Attend Coaching Conferences.
- Attend local coaching association chapter meetings.

Develop a **Lifelong Learning** plan; focus on what you need to know next to succeed.

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CREATING YOUR OWN ADVISORY BOARD

Successful entrepreneurs often give themselves the advantage of an advisory board: a team of individuals that will support you with feedback, occasional advice, and ideas as you develop your business.

Choose three to five people you know and trust who have enthusiasm for your coaching practice and who have something distinct to offer. Consider giving each of them a sample session so that they have first-hand experience of your services.

Here's one possible makeup of an advisory board:

- Successful Coach
- Attorney
- Accountant
- Marketing Expert

Each person on this team has something valuable to contribute to your board. **Their role is not to give continual free advice, but rather to guide you from the perspective of their expertise regarding a specific topic that you bring to them.**

Professionals are often willing to serve on boards pro bono in return for referrals and public acknowledgment. Formally invite individuals onto your advisory board. Send a written invitation and follow up with a phone call.

When you invite them onto your board, be clear what their time contribution and role will be. The initial meeting of your Advisory Board should be in person. Have refreshments and a well-organized agenda. Subsequent meetings can be conference calls. Stay on topic and don't ever waste your advisory board's time.

See the Related Article on this subject.

> "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that has."
>
> – MARGARET MEAD

HONOR AND RECOGNITION

Once you've got your board, honor them by treating them to an occasional lunch. Recognize their contributions in a public way, such as on your website and at a launch party for your business. When you do this, you make yourself more credible as a professional and other professionals will extend the same respect and courtesy to you.

A good time to establish an advisory board is in the first six months of becoming a coach. Your team can give you ideas and support as you name your company, formulate your marketing approach and launch your practice. Then, they can be on call for an occasional group meeting or quick inquiry by phone about a specific issue related to their expertise.

For more information about advisory boards, see **The Power of the Advisory Board** in Related Articles.

> "Laugh at yourself, but don't ever aim your doubt at yourself. Be bold. When you embark for strange places, don't leave any of yourself safely on the shore. Have the nerve to go into unexplored territory."
>
> – ALAN ALDA

ADVANCED WORK

Take your involvement in the coaching community to a deeper level. It's amazing how immersing in a field can bring you new opportunities and a higher profile.

- Engage in **continuing coach education**.
- Take a leadership role in your local coaching association chapter by being an officer.
- If there is no coaching association chapter in your city or region, start one.
- Develop professional alliances with other coaches.
- Invite a small group of coaches to meet regularly.
- Co-facilitate a workshop or tele-group with another coach.
- Volunteer or create a local coaching philanthropy.

BUILDING AND MAINTAINING YOUR REFERRAL ENGINE

Wouldn't you love to keep your practice filled through referrals? When you get to the point where there's a steady stream of qualified prospects calling you - you have arrived!

- Referrals can come from many sources:
- Current and past clients
- Friends, family and past business associates
- Other coaches
- Professional associates in other fields = Referral Partners

A referral partner is another professional, who has a similar or different service, and who has agreed to send you qualified referrals in exchange for referrals from you. Realtors, massage therapists, hair stylists, CPAs, lawyers, chiropractors, independent consultants, therapists, and other coaches are great possible referral partners.

Why would another coach refer a client to you?

- A wise coach knows that letting go of a client that's not the best fit brings more ideal clients and better experiences for both the coach and the client.
- A smart coach specializes in serving a particular niche market and automatically gets more referrals.
- A successful coach often has a full practice and can't take on another client.

Let your colleagues know about your specialty and make a list of other coaches who serve special markets. It is very satisfying to refer a potential client to a colleague and incredibly legitimizing when they refer someone to you!

Cultivate professional relationships! Ask people directly to refer to you and do the same for them. Offer your referral partners a sample session so that they understand the value of your coaching and will feel confident making a referral.

Plan to give some consistent energy to maintaining your "referral engine". Some people enjoy being a resource and will naturally refer potential clients to you. They tend to be entrepreneurial service providers themselves. Most people, however, need continual reminding and maybe even rewarding to be a good referral source.

ASK FOR REFERRALS OFTEN

- After every sample session, ask your prospective client to refer others to you.
- Remind current clients from time to time both verbally and in a handwritten note.
- Keep in touch with professional associates by calling them, taking them to coffee or lunch occasionally, showing interest in their business.
- Let other coaches know your specialties.

Later, when you have products and group programs that you are offering online, set up an affiliate program that provides cash incentives for referrals.

Always acknowledge a referral, even if the prospective client does not hire you. Do this in a personal way and make it more than just a quick email. Either call, or write a handwritten note, or give your referral partner a small gift in thanks for their referral. This will encourage them to continue referring people to you.

GENERATING A RESOURCE LIST

In addition to an advisory board mentioned above, consider creating a list with a few professional resources for your own business. It's also useful to have a resource list as potential references for your clients. Then, when you or your client needs some support, you can be ready with suggestions. For example, if your clients are local, your list might include:

- Virtual Assistant
- Office Organizer
- Graphic Designer
- Computer Consultant
- CPA
- Lawyers of various specialties
- Therapists of various specialties
- Real Estate Agent
- Hair Stylist and other personal services
- Massage Therapist
- Chiropractor and other health professionals
- Landscaper and other home service professionals

If some of your resources are also on your advisory board, you'll need to make an agreement at the outset about when they are offering you pro bono support and when you are paying a fee. For example, if your CPA is on your advisory board, she might give you occasional guidance on a pro bono basis for your advisory board. When it comes to doing your annual taxes, however, you will pay her fee.

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ACTION CHALLENGES

NEW COACHES

1. Make a list of the Reinforcing Moments you have already experienced in starting your coaching practice. Now, list the next three reinforcing moments you will complete.
2. Write down the contact information of a dozen business professionals and associates you respect and admire. Contact them to arrange a referral partnership.
3. Start your own Advisory Board by contacting the first five or six professionals on your list.
4. Using your HUB as the first sentence, draft **Your 30 Second Intro** and practice it until it becomes comfortable and conversational. (See Supporting Documents)

ESTABLISHED COACHES

1. If your referral engine isn't revved up, establish new referral partners and install a program where you regularly ask your current clients for referrals.
2. Develop a resource list of professional service providers. Formalizing this list will trigger ideas on how to promote your practice as well.

LESSON 6:
TAKING CARE OF BUSINESS

At this point in our journey, let's explore systems for building your practice on a solid foundation.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Know the essentials of setting up my private office space.
2. Establish office hours and set boundaries around my work.
3. Learn about different business structures and what works best for me.

You can already see that being a business owner means wearing many different hats. You are:

- Coach
- Visionary
- Decision-maker
- Marketing Manager

And at first, until you hire experts, you'll also be somewhat of an administrator, accountant, creative designer and computer geek. Setting up a viable business requires a willingness to learn new things, model what successful people do, and invest in expert help.

Most coaches do their coaching on the phone from home. This is a convenient and low-cost way to operate your business. All you need is a little private space, clear business boundaries, and some basic equipment. And you're in business!

YOUR HOME OFFICE - ALL YOU REALLY NEED FOR NOW

There are basic things you need to equip yourself as a professional coach:

- High-speed Internet connection

- Cell phone or dedicated land line and high-quality headset
- Computer with some basic programs and a printer

There are certainly more things you might want, such as an app to scan documents, a place to store information (on the cloud or a filing cabinet) or a large monitor. You can add those as you become more established.

ESTABLISHING CLEAR BOUNDARIES

A basement office or an extra bedroom can easily be converted into office space. Unless you live alone, you'll need a door on your office. The room should have adequate lighting, ventilation and heating, a couple of outlets.

When you work at home, friends and family may be inclined to take advantage of your seemingly "free" time. **Set office hours and inform your friends and family that you're generally unavailable during work.** Even before you have clients, set a precedent up front by telling friends that you'll get back to them when you complete your workday. If you have children, make it clear to them that a closed door means "be quiet" and "no admittance" unless there's an emergency.

CHOOSING A BUSINESS STRUCTURE

One of the first legal decisions you will make when formalizing your coaching practice is that of the business structure. Most coaches can be comfortable operating as a sole proprietor for the first year. Incorporation (or another form of business entity) may, however, provide you with tax advantages.

"The man who really wants to do something finds a way; the other man finds an excuse."

-E.C. MCKENZIE

It is smart to talk with an accountant or business lawyer about what business structure works best for you, and also to gain insights as to the best way to keep your records. Make sure your accountant or lawyer covers all the forms you need to file (with both federal and state authorities) for your form of business entity.

DOMAIN NAME REGISTRATION AND WEBSITES

If you don't already have a website, at some point soon, you will want to have one.

It's best to create your website once you've chosen a niche. Then you can gear the domain, your company name, web content, images and copy to appeal to your market. When visitors arrive, they will know they are in the right place and they will be enticed to take a next step with you, such as sign up for your freebie or reach out to have a Discovery Session or Sample Session with you.

If you want to go a step further and create a site that "works for you while you sleep", create a blog with other web pages connected to that home page - such as your About, Programs, Resource and Contact pages. Your leads list will build more quickly because you are connecting with your prospects by providing relevant content as well as a sense of your style. This kind of site is easy to optimize for search engines too because of the ever-changing content on the home page. And writing is one of the most effective way to build credibility fast!

For either a static website or a blog site, it's a good idea for your domain name to also be your company name or "brand name". This helps with creating a consistent brand. Domain name registrars such as GoDaddy.com are the gatekeepers for domain names. You can search for free to see if the name you want is available. Ideally, register the .com. And you might want to also register the .net, .org and .biz domains as well so that you can really "own" your company name. It's up to you to decide what's best for you.

"Obstacles are those frightful things you see when you take your eyes off your goal."

–HENRY FORD

(Read more about Websites in **Making the Most of the Web** in Supporting Documents.)

SET UP PROFESSIONAL BANK ACCOUNTS

Once you have chosen your company name, you'll want to open your business bank account. Consider also opening a business savings account and credit card. It's critical to have your business accounts separate from your personal accounts for ease and tax purposes. And it's another reinforcing moment.

PROTECTING YOUR WORK WITH COPYRIGHTS

Copyright is a form of protection provided to the authors of "original works," including literary (articles, newsletters, etc.), dramatic, musical, and artistic works. Copyright protection exists from the time the work is created in fixed form.

You do not need to file any government forms in order to claim copyright (although registering does provide benefits for enforcing it). Just place your copyright notice on the bottom of your work (example: Copyright © 2010 John Doe). For more info, visit the US Copyright Office.

ADVANCED WORK

TRADEMARKS AND TRADE NAMES

A trademark is a word, phrase, symbol or design, or combination of words, phrases, symbols or designs, which identifies and distinguishes the source of the goods or services of one party from those of others. A trademark is different from a copyright or a patent. A copyright protects an original artistic or literary work; a patent protects an invention. For more details, visit the US Patent and Trademark Office.

A trade name is the "dba", or the "doing business as" name under which a company is recognized. It may or may not be the same as the company's trademark, or its corporate (or other business entity) name. Trademarks can be registered nationally, internationally, or at the state level. National registration gives much stronger protection than state registration. Trade names can be registered at the state level (usually at the secretary of state's office) and may or may not be protected against others using the same or a similar name. Check with your state's secretary of state.

ACTION CHALLENGES

NEW COACHES

1. Set up your home office. Determine your office hours and privacy needs. Set boundaries with family and friends.
2. Research the various business structures. Have a discussion with an accountant on the best ways to plan and establish your business.
3. Determine your company name then secure that domain name.
4. Think about which kind of website you want - a static website or a blog site.

ESTABLISHED COACHES

1. Re-assess your home office. Is it meeting your needs? Is it time to upgrade your headset or computer?
2. Meet with your accountant and confirm you are on-track with your financial goals and tax planning.

LESSON 7:

SETTING YOUR RATES AND ACCOUNTING FOR SUCCESS

You've made the commitment, you've enrolled in training, you're offering sample sessions and any day now someone will ask, "What are your fees?"

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Understand the factors involved in setting my rates.
2. Decide on the best way to track client information and progress.
3. Learn about accounting and record keeping systems for my business.

We've heard it all before. You say: "I've been doing this for free for so long, how can I suddenly start charging fees?" Coaching can be part of your existing career or you can philanthropically volunteer your skills as coach, but if you want to make a living as a Coach, there's no avoiding this step- so why not decide now and enjoy it?

COACHING FEE RANGES

What is the range for coaching fees? They are all over the board and with good reason. Some are as low as $200 per month, others $1,000 and much higher rates!

There are many reasons the range is so wide:

- Different markets
- Regions of the country
- Coaching specialties and target markets
- Levels of experience
- Types of services
- Lack of regulations, lack of ceiling set by industry

Coaches can charge what they feel is the right fee for them.

It would be an anti-trust violation if anyone told you exactly what to charge your clients. And, since this industry is self-regulated that gives you the right to charge whatever you like.

We recommend that you set your fees from your integrity. Put aside any preconceived notions about what the market will bear (what you think people will pay) and discover within yourself the right fee for your services. Don't be afraid to charge more than other coaches, if you feel it's right for you.

If you're launching a coaching business because it is your livelihood and not a hobby or not-for-profit venture, then also look at your fees from a financial perspective. Figure out what fee you'll need to charge in order to make the income you want to make. This can be eye opening. For example, if you'd like to make $50,000 annually, you'll need to coach ten people every month for $450 per month. Ten clients is a manageable client load. But, of course, you decide how many clients makes a "full practice" for you. And, of course, you can add in other streams of revenue, such as workshops and products designed for your market.

Consider this: would you rather work concurrently with 20 clients at $225 per month or 10 at $450? Whatever you decide, set your fees consciously and then watch how you feel as you earn income as a coach.

Imagine yourself telling a prospective client your fee. Do you see yourself ducking your head ready for an objection? Then you might not be valuing your services adequately. Try again. **When you can say what your fee is *and* feel both confident and well paid, then you've found the number.**

> "If you put a small value on yourself, rest assured that the world will not raise your price."
>
> -ANONYMOUS

CLIENTS INVESTING IN THEMSELVES

As you become a more masterful coach you will increase your fees. This is a natural evolution for professionals. There's another factor that may encourage you to raise your fees…your clients. This is one you might not expect.

If you notice that your clients aren't showing up fully, they are expecting you to do all the work, and you feel drained after a session, raise your fees.

That's right.

If the client isn't investing enough money into coaching, they probably aren't investing themselves in the process. Remember coaching is a co-creative relationship of peers. And your clients do their own work. What are you waiting for? It's time to enroll your clients and that means setting professional fees.

RECORD KEEPING AND BUSINESS SYSTEMS

Being organized and keeping good records is part of being a successful businessperson. Every coach develops their own style of record keeping. Consider that the simpler system you use the easier it is to maintain. For example, keep file folders on your computer and in your email program for each client and have a spreadsheet with relevant details for all of them.

In your email folder, keep all emails to and from each client.

In your folder on your computer keep:

- Your client's completed Welcome Packet documents
- Their session prep forms and perhaps a one-page client log that you keep updated
- Or, you might prefer an online CRM (Customer Relationship Management) program. Be sure to figure the expense into your budget.

Set up rudimentary systems now even if you don't as yet have clients. Be ready to enroll a client at any time. As you learn more about your most efficient record keeping style, upgrade your systems and update your records. Once you've established your business you might opt to hire a virtual assistant to help you with record keeping, accounting, marketing or other tasks.

ACCOUNTING - KEEPING IT SIMPLE

A simple accounting system goes a long way. Once you're established or if you aren't into doing your own accounting, you might want to hire a bookkeeper. It is possible to do it all on your own, but it does take time away from working with clients and building your business.

Track your income and expenses. Here are some simple steps to creating an accounting system that works:

> "If you don't have time to do it right, how will you find time to do it over?"
>
> – ANONYMOUS

1. Set-up your own business checking account using your name and add a DBA (doing business as) when you choose a company name.
2. Purchase and set up easy accounting software such as QuickBooks. If you're working with a CPA, ask them what categories they would recommend. (Note: set your own categories based on your taxes.)
    - Phone and Internet expenses

- Education
- Advertising
- Consultation and Supervision (mentor coach fees)
- Dues and subscriptions (memberships, publications)
- Office expenses - other monthly fees, postage, supplies
- Travel
- Meals and Entertainment (with clients)
- Client Gifts

3. If you have a home office you can deduct a percentage of your utilities, property taxes, etc. - ask your CPA.
4. Keep receipts and statements filed by each category of expense.
5. Every month total your income and expenses by category and keep a running total for tax return preparation. Double-check your figures.

If you know you can and will pay it off each month, open a business credit card account and pay for all your business expenses with that. Then your monthly statements help you keep records.

Accounting software options are continuously changing and expanding. If you work with a CPA it's best to use the system they use for easy transferring of files at tax time.

ADVANCED WORK

CREDIT CARD MERCHANT ACCOUNTS

It's convenient for your clients and easy for you if you take credit card payments for your services. There are many ways to set up a merchant account. Research those online.

Another common way to accept fees is with a PayPal business account. You can send invoices to clients, receive payments, transfer funds to your bank account with ease.

Be aware that both merchant accounts and PayPal do take a small percentage of your fees — around 2.5%.

CLIENT TRACKING AND MANAGEMENT

We all know that time = money. It is critical to organize your business time well and to respect your clients by managing your session times. The most efficient way to schedule your time is a matter of personal style.

Whatever method you choose, be sure to plan your time out. Decide what hours of the day, days of the week, weeks of the month you will dedicate to:

- Session time slots
- Planning and administrative tasks
- Marketing and writing
- Live networking and social networking
- Developing new products and programs

The key is to set these times now and allow for some flexibility. Don't wait until you're busy!

If you don't want to work on the weekends, don't. If you want to have Fridays off, take them. Whatever you do, don't make the mistake of leaving your calendar completely open and taking clients whenever it's convenient for them. You won't be able to leverage your time. And you'll be amazed how if you offer one or two time options to clients they will make it work and you show up as a professional valuing your time highly. **You will be better off making it clear to prospective clients what your available hours are than letting them pick from 24/7.**

> "Good plans shape good decisions. That's why good planning helps to make illusive dreams come true."
>
> –LESTER ROBERT BITTEL

If you don't set specific times for marketing, planning and developing your business, you may put it off or fill that time with whatever comes along. That's a recipe for a low income and too few clients. It won't serve your intention to be a professional and profitable coach.

A good way to start is to pick 2–3 days a week and specific session hours for each of those days that start at the top of the hour. This way, if you give a 45-minute session you'll have a 15-minute break between clients. The other 2–3 days can be spent in marketing, planning, networking and so on. As you get your systems in place these tasks will take less time. This will dovetail with the growth of your practice and allow time for more clients, seminars, workshops, book writing.

If you are transitioning into coaching and have a full or part time job, you can still set a coaching schedule with your evening and weekend time. As you shift from your current job to full-time coaching you can either move clients into daytime slots or just let the old system dissolve away with attrition.

ACTION CHALLENGES

NEW COACHES

1. Establish your fees. Land on an amount that when you say it you feel both confident and well paid.
2. Set up a record keeping system or database that enables you to maintain client information and track progress.
3. Open a separate checking account for your business and determine how you will do your bookkeeping.

ESTABLISHED COACHES

1. Allow your clients the ease and convenience of paying by credit card. Already taking credit cards? Set your clients up on an automated monthly payment system or have your VA handle that for you.
2. Upgrade your client tracking and management. Consider using a coaching software system or other formalized database program.

LESSON 8:

THINKING LIKE A SELF-EMPLOYED PROFESSIONAL

If you've decided to become a coach, you may have also decided to be a self-employed professional…an entrepreneur. If that's the case, it means you will organize, manage and assume the risks as well as the benefits of your business.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to shift my thinking to that of an entrepreneur.
2. Know how to begin gathering prospects and referral sources.
3. Understand the value in timely and professional communications.

What you do and when you do it are entirely up to you. Your coaching enterprise is born out of your creativity, your motivation, and your growth. The sum of your efforts becomes your profit and the satisfaction of seeing your clients progress.

In the field of coaching there's no cap on your income potential or opportunities. Your coaching experience can readily translate into articles, syndicated newspaper columns, seminars, book deals, as well as podcasts and television shows. You can take this as far as you want to go.

POSSIBILITY THINKING

You might be surprised by what you'll be doing in a mere six months. As you expand your services, become more confident and realize that you have something truly valuable to offer, opportunities will come to you and you will be ready for them.

If you've never owned a business or been an entrepreneur before, we acknowledge that your excitement might be tempered by fear. The truth is, if there's not a little fear involved, you're not shooting high enough. It's okay, feel the fear and do it anyway. Start by learning to shift your way of thinking from that of an employee to that of an entrepreneur.

If you've been working for someone else up until this point, then you've been working for money. **As an entrepreneur you**

have the opportunity to *make your money work for you*. Individuals can make meaningful global contributions and significant profits without fancy degrees or venture capital.

You don't have to think in-depth about this right now. We'll go into more detail on the topic later. For now, just open your mind to the possibilities. Spend a bit of time each week envisioning your new future. Don't get too hung up on the 'how,' just dream. Your future is taking shape as we speak, and your thinking controls the shape it takes.

ANNOUNCING YOUR ARRIVAL

> "If you think you're too small to make a difference, you've never been in bed with a mosquito."
>
> –ANNITA RODDICK

When a new business arrives in your town, they might offer something useful or enjoyable to you. Unless the company "hangs their shingle" or puts out an announcement, it's likely you won't find out about them. They have lost you as a potential customer.

In order to have clients, they need to know you are here. And you'll want to continually remind them that you're here for them. It's time to hang your shingle. Start by creating an announcement that goes out to everyone you know telling them about your new business practice.

We call this a warm letter – warm because it's from you to *people you already know*. Your warm letter is a great way to launch your business.

- It's a big reinforcing moment!
- It plants a seed for developing referral sources.
- It raises awareness about your services for people in your niche market.
- It may bring you your first opportunities for sample sessions or consults.
- It develops a support network for your business. People will want to know how it's going.

In your warm letter:

- Write in a conversational tone, friendly and professional, but not formal.
- Make it only a few paragraphs long.
- Consider offering sample sessions to everyone. Every sample session you do makes you a better coach and increases your opportunities for paying clients.
- Make your niche clear and invite referrals.
- (See a sample **Warm Letter** in Supporting Documents.)

Don't linger too long over your warm letter. Write a draft, edit and proof it. Then, take the plunge! Get it in the mail or out by email.

It's *not necessary* to have your business name, web address, and business cards done before you send this out. When you go on a journey, it's the times you get out and move among the people that are the most meaningful. The warm letter is like stepping off the train at that first station in an exotic foreign country. And this is not the only announcement of your services that you'll make, just the first.

"Knowing others is wisdom; knowing yourself is enlightenment."
–LAO-TZU

DEMONSTRATING AUTHENTICITY AND INTEGRITY

Ask any group of people what the most highly valued characteristic of a professional businessperson is and it will boil down to authenticity and integrity. We want to do business with upright, honest individuals who provide something of genuine value, with impeccable customer service.

What informs us of a person's integrity is the way they respond to us. It's how quickly and sensitively they reply, the language they use and the personal touch they give us. If you want to be respected as a professional coach and businessperson, develop the skill to respond appropriately to your clients, colleagues, even your critics.

RESPONDING WITH ABILITY

You can demonstrate your integrity to clients in the coaching relationship by taking responsibility. That means walking your talk, showing yourself at your best, responding with ability rather than REACTING.

This doesn't mean you have to be perfect, just set an intention to always be at your best. And when you aren't, rather than beat yourself up or take it out on someone else, own up to it.

Respond rather than react in public too. Making thoughtless comments, blaming others and getting defensive are reactions. These usually have more to do with some past experience that has been unconsciously layered onto the present situation. Knee jerk reactions can take away your cool so fast.

Responding happens in the present moment. It requires conscious thought, acknowledging your feelings, and speaking from the place of self-responsibility.

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Learn how to respond, rather than react, to any situation. Your reputation is constantly being formed when you're with other people. Your clients could be anyone. A referral could come from anyone, anytime.

Another aspect of responding with ability is committing to **ongoing learning**, to help ensure that your clients are getting your most up-to-date skills.

MAKING A TIMELY RESPONSE

What you say will always have more power when the timing is appropriate. **Set a standard of returning phone calls and emails within 24-hours.** When a communication sits for days without a response, the sender is likely to feel a level of disrespect regardless of the reasons. Not responding quickly is called "shooting yourself in the foot."

We continually have people tell us that they came back to take our training program over the dozens of options out there because we were the one that responded to their inquiry in a reasonable time. Some companies never reply. You're not that kind of company.

The most desirable way to respond is further explored in the supporting document: **When to Use High Tech or High Touch Communication**.

PROFESSIONAL COURTESY

Coaches are relatively non-competitive and very well connected individuals. They enjoy sharing what they know with new coaches. You'll be amazed at the opportunities that come early on your journey to foster a new coach who is just a few steps behind you. Share what's worked for you. Otherwise, refer them to a more experienced coach.

However, always be mindful of how coaches make their living and don't take advantage of their generosity. For example, if you want to interview an experienced coach about their practice, pick their brain and get some guidance, go about it in a sensitive manner. Consider hiring them as your coach, offer to pay them a fee for their time, or at the very least, give them a gift in exchange for the valuable information they give you.

If you do hire your own coach, you have permission to take advantage of the rich resources they offer. When you terminate the relationship, understand that your access to that resource is also terminated. If you continue a social relationship with your former coach, be clear with each other about the nature of that new relationship.

ADVANCED WORK

COACHING FRIENDS AND FAMILY

When you send out your warm letter, you may have friends and family ask for a sample session. It is possible to coach people who are close to you. If you feel uncomfortable with it then don't offer sample sessions to those people. If you think it could work for you, go ahead.

The key to coaching anyone you know is good boundaries. Make sure that coaching sessions are separate from social or personal conversations. Make sure you are crystal clear about your fee and how the co-creative relationship works.

> "Try not to be a man of success, but a man of value."
>
> –ALBERT EINSTEIN

We don't recommend coaching friends and family pro bono or for significantly discounted fees. It muddies the water and makes the relationship too casual. Coaching fees encourage the client to take responsibility and invest in their success.

ACKNOWLEDGING AND RECIPROCATING

There are a lot of great ideas floating around in the collective consciousness. You may pick up some ideas that are "out there" and unwittingly make them yours. Whenever you use their ideas, give credit where credit is due to the individual or organization. If you use someone else's words or graphics, be sure you comply with any copyright restrictions.

You can take the process of acknowledging to the next level by reciprocating. This can be as simple as providing a link to the coach or organization. It can also be as exciting as exploring a joint venture together or collaborating on a new project. This is part of the etiquette in social networking on sites like LinkedIn, Facebook and Twitter. Passing forward valuable information and promoting others builds your "social cred" (credibility).

For Example:

The Coach Training Alliance is founded on this very principle. CTA is a virtual campus where the best coaches and mentors exchange ideas and shared knowledge with other coaches and experts. The Related Articles in this course are an example of reciprocity.

The contributing coaches benefit the reader by presenting new information and a fresh point of view. In the process, CTA is able to provide a more comprehensive program for its participants and reciprocates by linking the writers' email and website addresses in the article.

Every course and program CTA delivers is formed from an alliance of coaches and mentors collaborating for the betterment of everyone involved: the course participant, the contributing coach, and the organization.

What reciprocal arrangements could you create with the people who inspire and educate you?

ACTION CHALLENGES

NEW COACHES

1. Set an appointment with yourself or go for a long walk and do some Possibility Thinking. Where could your coaching business take you? How far do you want to go?
2. Where do you see yourself in six months? Make a list of ways you will legitimize your business over the next few months, (i.e.: set up an advisory board, become a member of the local ICF chapter, develop referral partners).
3. Send out your **Warm Letter** and follow up with phone calls to reinforce your invitation to a sample session. (See Supporting Documents.)

ESTABLISHED COACHES

1. Put your mark on your coaching community by getting involved at a deeper level. Become a leader. Volunteer for a project that will give you exposure.
2. Make a conscious improvement in your response time to calls and emails.
3. Consider how you might acknowledge a coaching colleague and reciprocate their kindness. How can you “pass it forward”?

Wow! You’ve really covered some ground. Compare what you know now to what you knew when you started this journey. Get out your SMART Goals and cross some things off your list. Also add in any new goals that are more immediate.

By now you’ve put finishing touches on Section 1 Action Challenges:

- Your HUB Statement and 30 Second Intro
- Welcome Packet
- The Picture of Your Practice

And you're working on your Warm Letter!

How are your sample sessions going? **If you're not up to speed yet with giving two sessions each week, figure out what is holding you back and go get what you need to make it happen.** This is how you'll get clients. In the weeks ahead you'll learn much more if you have real coaching experiences to draw from during this course.

Remember, every time you coach you learn more about how and why coaching works. You're becoming more intuitive, more articulate, and a better listener.

SECTION II REVIEW

We've just explored Impeccable Business Sense - from creating your home office and establishing business practices, to building a coaching community, resource list and your referral engine.

Review these key points:

- Reinforcing Moments
- Building a Coaching Community
- Your Home Office
- Setting Your Rates
- Responding with Ability
- Thinking Like a Self-Employed Professional

By now you've got at least a draft of your warm letter, plus a plan to send that out and follow up by phone. Your fees are set and opportunities for sample sessions are multiplying.

If you're in the Certified Coach Program, use class time to help you move through anything that's hanging you up. Your colleagues and the mentor coach are here to support you.

In Section III, it's time to step into a higher gear. We're coming to really exciting territory…developing your tools and skills for coaching masterfully.

SECTION III

"Don't judge each day by the harvest you reap but by the seeds you plant."

-ROBERT LEWIS STEVENSON

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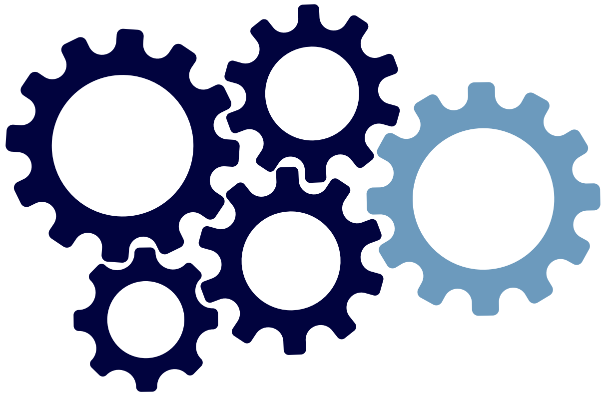


EFFECTIVE COACHING TOOLS

In coaching, the tools of the trade are all innate abilities. You already have gifts and talents that are valuable for this profession. Once honed, these powerful tools will shape, form, and finish your coaching sessions and help clients transform themselves.

- The Master Tools of Coaching are:
- Listening deeply to your clients
- Asking powerful questions
- Responding intuitively
- Setting up strong support systems

As you develop each of these skills your personal style of coaching will emerge. Once you find your strengths, emphasize those while you also raise your awareness about skills that feel more challenging to you now.

Practice. **Every coaching session you give strengthens your coaching abilities.** Each time you coach you increase your mastery.

LESSON 9: TUNING IN

As a coach, you are like a highly sensitive receiver, able to tune into your client, discern even the weakest vibration on all frequencies, and distinguish the strongest channels.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Recognize and apply the different levels of listening.
2. Learn how to prepare for sessions and how to tune in to my clients.
3. Know the key reference points that bring my clients to their own solutions.

When you tune in to your client you not only hear the words being spoken, but also those words not said. Listen carefully and you sense the spirit behind the words, as well. You pick up on subtle changes in tone of voice and energy. You'll naturally learn to read the emotions that carry the words. At the same time, you are aware of your own thoughts, feelings, and the field of sound around you and your client.

OFFERING A MOST PRECIOUS GIFT

Listening is the cornerstone of coaching. **Every other coaching skill is informed by listening.** Through listening you can ask direct questions born out of your curiosity. When you listen, you can respond appropriately to what your clients say and don't say. Even the most dynamic coach request will dawn on you because you have listened closely to your client.

The single most important thing a coach can offer their client is the gift of being fully heard. Think about the times when someone has fully listened to you without trying to "fix it" for you. It is fulfilling and empowering to be heard and understood.

A masterful coach hears it all and learns to discern what's most important. A masterful coach knows how and when to respond to their client (or not to respond). As a coach you will develop your listening skills far beyond your current abilities.

GETTING OUT OF THE WAY

Most human beings have a constant dialogue going on in our heads. Voices of judgment, hope, and fear are normal. All sorts of fleeting abstract thoughts swirl around inside us as a result of the slightest stimulation.

Learn to recognize these voices within you without letting them drown out what you hear from your client. In effect, you can compartmentalize all of your own internal dialogue and become blank, so that your full attention can be put on hearing your client.

Practice doing this. As your client is speaking, listen while also noticing your own thoughts and feelings. Don't latch onto to any of them. Just let them pass through you. Imagine bundling them safely together and getting them out of the way so that you can put your full focus on your client.

Your observer self - your integrity - will always be there watching the big picture and informing you of how to respond. Listening from this blank space is how you'll be able to hear your own intuition and respond to your client from a place of strength. This is when coaching really becomes magical!

Soon, we'll go into more detail about Intuitive Response. For now, learn to put your focus on your client and keep listening.

BEING BLANK

Remember the concept of **Balancing Doing with Being?** Coaching is about connecting rather than performing. Before coaching, clear your mind. Become blank. It is best not to do too much prep work before sessions. Remember that the client, not the coach, brings the agenda to each session. This means the client has the privilege of deciding the topic of discussion and what they want to take away from the session. What they say will determine the course of the session. If you try to plan this out in advance your agenda takes over. In effect, you hijack the agenda.

If your client has sent in a session prep form or given you some background in advance, read it and respond to it lightly at the beginning of the session. "Thank you for your session prep form. I've read it and appreciate this background information."

Resist the temptation to come to conclusions or design the flow of the session before you've heard your client speak. After the client confirms what their agenda is, let them talk, prompting them from time to time with questions.

Learning to be blank requires that you recognize and quiet your own thoughts when your client is talking. Let their words, and all that comes with them, wash over you. **Resist the impulse to jump in and problem solve. Just listen.**

Listening deeply is about being with your client. When your client perceives that you are listening to them, you've earned their trust. If they trust you, your coaching will be more effective.

WHAT TO LISTEN FOR

There are Five Reference Points for listening in all coaching sessions:

1. Choosing the Destination
   Where does the client want to go?

2. Packing the Bags
   What do they need with them on this journey?

3. Anticipating the Hurdles
   What obstacles may get in the way and how will they move beyond them?

4. Finding the Short Cut
   What is the most direct route to get them where they want to go?

5. Enjoying the View
   How has the client's perspective changed?

Notice that it's not until later in the session that you get to solutions to problems. And you always want to end with helping the client notice the shifts they've made.

If you are listening closely to your client and letting your natural curiosity lead you, your coaching session will have a natural flow that will bring the client to their own solutions with ease. Don't worry about memorizing these reference points. This is just a metaphor for the coaching dialogue. For expanded details on this topic, click on: **Five Listening Reference Points**. (See Supporting Documents.)

ADVANCED WORK

CURIOSITY BUILDS TO THE COACHABLE MOMENT

Our clients give us volumes of information in every session that tell us who they are, who they want to be, and clearly point to where they want to go.

If you listen very closely, your client will spell out for you:

- What they want to take away from the session (their agenda).
- The best way to coach them.
- And, possibly the seed to their next steps.

Often, this information comes across in the first few minutes of a session. But you must listen closely to hear it.

> "Listening is a form of accepting."
>
> – STELLA TERRILLMAN

That doesn't mean, however, that it's time to jump into problem solving mode. Listen longer. Let your natural curiosity build. Ask simple, direct, open-ended questions to draw out more information. Keep listening. Gather information without coming to conclusions.

When you truly hear your client, you'll know what questions to ask and when. You will know when the coachable moment arises and when the energy is right to complete the session.

If you find yourself doing most of the talking in a session, you may not have listened deeply or long enough. Remind yourself to connect rather than perform with your client. If your attention is on what you're going to say next or how to solve their problem, your client won't get the feeling they have been truly heard and you will miss important cues.

Our job, through listening, is to distinguish - what the finger is pointing to - from the finger itself.

For example, sometimes a client will have an elaborate story to tell. It's usually not the story itself, but rather the meaning behind the story (what the finger is pointing to) that leads to the coachable moment.

WADING INTO THE STORY

A client's story is their perspective of a scenario that combines both factual and interpreted details. Wade cautiously after your client into their story rather than diving in over your head.

Client: I had a disappointing annual review today. My supervisor said I wasn't taking enough of a leadership role. I have been working so hard! I can either get my work done or be a leader, not both!

Coach: What would be helpful to you right now?

Client: I don't know. That review really cut me to the quick. I feel totally deflated.

Coach: I hear that. (pause) Tell me exactly what happened in the review - what he said and what you said.

Client: He started by going over the numbers. He actually did say some positive things about the quality of my work. But then, he dropped the bomb about my lack of leadership and that just wiped out the good stuff. It seemed like he was focused on getting that point across.

Coach: He dropped the bomb? The way you conveyed it, what he said sounds more like a challenge to me. (pause) It's possible your supervisor might see something bigger and better for your future. If you look at the conversation from that perspective, how could you turn his direction about your leadership into an opportunity?

Client: Well, it would be the next step in my career path to move into a management role. If I could delegate some of my tasks, I might have more time to take a leadership role.

Coach: That's a great idea! What specific tasks could you delegate now?

Rather than "buying into" your client's story, listen for the facts versus the client's interpretation. Ask questions to clarify the facts. Check the usefulness of their interpretation. Listen for your client's shift in perspective as you do this. Be aware of your voice throughout the dialogue - keep it neutral, avoid parental or dramatic tones.

Through the course of your coaching relationship, help your clients learn this skill for themselves. They will become less dramatic, more positive, solution oriented, and responsible. Also, use this "facts vs. interpretation" tool to coach yourself around your own stories as well.

ACTION CHALLENGES

NEW COACHES

Before each session, become blank.

1. Listen for the first three Reference Points. Ask simple direct questions if you don't hear where they are going, what they need, what's in the way.
2. Practice wading into the story and distinguishing facts from interpretations.
3. Give two to four more sample sessions over the next week focusing on honing your listening skills.

ESTABLISHED COACHES

1. Record five coaching sessions with different clients and play them back. What improvements can you make in your listening skills? What do you notice about what is easy and more difficult for you to hear?
2. Ask yourself: *What story am I telling myself right now?* Separate out the facts from your interpretations. Use this tool with your clients when appropriate.
3. Experiment with a coaching assessment tool (either for yourself or your clients). Gain insights into new areas you might not reach for months.

LESSON 10: DELIVERING POWERFUL QUESTIONS

Listening and asking questions are the dynamic duo in coaching. If you are listening closely to your client, the most appropriate question for that moment will come naturally to you.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to formulate different types of questions.
2. Understand what makes a question POWERFUL.
3. Learn to read how questions land with my client.
4. Know how to use the question-response pattern that enables my client to focus.

Explore different types of questions. Learn how to formulate powerful questions and gauge how they land.

By asking meaningful questions, the coach:

- Controls the flow of the session.
- Gathers useful data.
- Develops rapport.
- Unlocks the client's mind and stimulates insight.

It is the coach's responsibility to keep the session moving in a useful direction. **Asking questions enables the coach to facilitate the session, and to continuously learn more about who the client is, what they want, and how they can get there.** The client's answers tell the coach where to go next with the coaching.

When a coach asks a meaningful question in response to something the client has said, the client feels heard and rapport is built between the coach and client.

Simple well-placed questions will:

- Open the client's mind.
- Focus the client less on "how to", which can make a client feel stuck, and more on possibilities.

- Move the client beyond automatic responses and into their creative process.
- Help clients unearth and express their truth.
- Allow the client to hear their own answers out loud. For many, this external processing is critical for growth.

To a degree, the more powerful the question asked, the fewer questions are needed. Our role is not to interview our clients, firing question after question, but rather to connect and guide them to their own wisdom, insights and solutions.

"The life that is unexamined is not worth living."

-PLATO

APPRECIATIVE INQUIRY

Coaching uses the process of *appreciative inquiry* to draw a client out and move them towards their objective. Problem solving models tend to focus on what needs to be fixed, whereas appreciative inquiry focuses on what is working well, and how to expand on that. Coaches use both approaches, but coaching is often more effective if the mode of inquiry comes from a positive approach.

By assuming that the best solution is already present within the client, the coach can reflect the client's own intelligence and wisdom. This is achieved by deep listening combined with questions that are responsive to the client.

A positive flow in a session might look like this:

- Coach ask a question…
- Client answers…
- Coach responds to the clients answer…
- Client responds to the coach…
- Coach asks a question…

And so on.

Take care not to riddle your clients with questions, but rather appreciate what they have shared by inquiring further, until you have both heard enough to move towards helping the client shift and solve.

FORMULATING QUESTIONS

All questions are not equal. The best questions are worded simply and directly. It takes practice.

- Stay present with your client.
- Keep listening.
- Raise your curiosity.
- Observe. Is the question you posed the question your client heard?
- Let go of assumptions.
- Honor your client's intelligence.

Rather than struggling to figure out what to ask or say next, allow your questions and responses to come from an intuitive place. This is more about heart-connection than it is about brain work.

Take time to formulate your questions and drop them neatly in front of your client without a lot of positioning before and after. Look at the difference in impact of the first question below and the second question that has another sentence before and after:

> *"What one change would make the biggest positive difference in your life?"*
>
> *"Sometimes there's one simple thing that will affect your life positively. What one change would make the biggest positive difference in your life? Is there something you could do right now?"*

If you have a question that's half formed, take a moment to hone it into a concise, clear question. Slow down. You could even say to your client:

> *"Give me a moment, I'm formulating a question …"* Your clients will happily wait and it gives them time to center themselves.

A moment or two of silence in a coaching session can have a big positive impact. Rushing a session doesn't feel good to you or your client. Spaciousness can often mean that transformation happens more smoothly and quickly.

COMING IN FOR A LANDING

When you ask a question, listen for how it has landed with the client. Aim to ask questions that have impact. They might even say: "Good question!" and then take a bit of time to answer. That just means they are thinking it over.

If you've hit the mark, you'll know it because you'll hear a direct response, and sometimes a change in your client's tone of voice, energy, or perspective. Acknowledge any shifts and seize this moment to go deeper into the topic.

If you hear a weak response to your question, your client is telling you to try a different approach - reword the question or come at the subject from a different angle.

> **Coach:** I hear you are really fed up with your current situation. (pause) What do you want to do about it?
>
> **Client:** I don't know what to do about it!
>
> **Coach:** What one change would make the biggest positive difference in your life?
>
> **Client:** I need to take better care of myself. If I were healthy, this whole scenario wouldn't stress me out so much.
>
> **Coach:** Good. What does healthy mean to you?

Here the question didn't land on the first try, but a more focused wording was enough to give it the desired impact.

TELESCOPING IN AND PULLING BACK

The question/response pattern in coaching can telescope into or pull back from the situation to find either the specifics or the big picture, whichever is needed in the moment. In the previous example, the coach was able to focus the client into the specifics.

Here's an example of pulling back:

> **Client:** It was so embarrassing, I just opened up my mouth and put my foot right in.
>
> **Coach:** I can understand how that might feel embarrassing. (pause) And, it happened quite a while ago. Can you take the 30,000-foot view and see how this situation really means very little in the grand scheme of things?
>
> **Client:** Yeah. I guess I need to put it into perspective.
>
> **Coach:** I agree. It's time to forgive yourself and put your focus on what's next for you. (pause) So, what is next for you?

FIVE TYPES OF QUESTIONS

Use different types of questions for different situations. Some questions are for uncovering details, some draw out emotional states. Some spur your client into action, while others are provocative questions that take the client deeper.

1. **PROBING. Use this type when gathering information.**
   "What is the 'it' you just referred to?"
   "What happened then?"
   "How did that make you feel?"

2. **LEADING. Use this type rarely. The question is closed and requires a specific answer with few options.**
   "Can you do better than that?"
   "Do you see how futile that is?"
   "Are you feeling sad or mad?"

3. **STRATEGIC. These questions are best for the later stages of the session when you help your client create an action plan or next steps.**
   "What is your next step?"
   "When will you have that done?"
   "How much time will you devote to that?"

4. **CHALLENGING. This type of question can be very effective if the client is clearly not stepping up to the plate or sabotaging their progress.**
   "Is that really in your best interest?"
   "What happened to your commitment to this?"
   "When will you stop beating yourself up about that?"
   "What are you feeling attached to right now?"

5. **INQUIRY. Use these types of questions to 'wake up' the client or as a coach request for a client to answer in a future session.**
   "Could you be playing a bigger game?"
   "What is your default mode?"
   "Are you living from your integrity?"
   "What would bring you closer to what you want right now?"

If you are not certain which type of question to use, try asking a question that naturally arises from your curiosity and begins with the words What, Who, When, Where or How. Occasionally but rarely will you begin a question with Why.

> "One does not discover new lands without consenting to lose sight of the shore for a very long time."
>
> – ANDRE GIDE

For more information about powerful questions see these two Supporting Documents: **Open-Ended Questions and Six Keys to Powerful Questions.**

ADVANCED WORK

DON'T LET THEM WIGGLE AWAY

Sometimes, clients won't answer the question they were just asked. They will wiggle away from difficult questions, answer what they haven't been asked, provide stories that don't seem to relate. We all do this. It's partially because we're caught up in emotions or belief that we don't know the answer.

Ask the question again in a slightly different way.

> **Coach:** I'm not clear, what is your agenda for this session?
>
> **Client:** Well, I've been so busy and I'm way behind. I feel so overwhelmed. I'm not going to be able to finish my project on time …
>
> **Coach:** What would be helpful as our focus for this session?
>
> **Client:** I'd like to make a plan.
>
> **Coach:** A plan for what specifically?
>
> **Client:** I'd like to plan out what I'm going to accomplish for the next two days.

It would have been easy for this coach to let the client wiggle away, get caught up in the story, even take on the feeling of overwhelm. Asking simple, direct questions and listening closely to the answers helped this coach find out the client's agenda, exactly what the client wants from the coaching, and what's missing for the client. Now there are clear intentions for this session.

Sometimes a client will continue to step over your question. You can decide in the moment if you want to let go of your question or if you really do want an answer. In that case, pause, acknowledge the information your client has provided and then note, without any emotion, that your original question is still on the table. Restate it.

> "I feel like I am diagonally parked in a parallel universe."
>
> – STEVEN WRIGHT

THE NON-ANSWER ANSWER

Some individuals are not coachable - either temporarily or at all. As you become more experienced, you'll be able to recognize the "uncoachable client" in your sample session before you engage in a coaching relationship.

Sometimes, a client just isn't in the mood to be coached that day. Or, it may be that the process of coaching is not ideal for the client for various reasons.

If you continually hear one-word, non-committal, or short phrase answers - "yeah", "no, not really" "I guess" - ask the client to engage. *"John, are fully with me in this conversation?"*

You don't want to be put in the situation of having to drag information out of your client. You are not their parent or therapist. If they don't "show up" after you ask them to engage, try these approaches:

- Ask them what they are feeling.
- Change to a lighter agenda item to warm them up. Once that discussion is complete, ask if they are ready to discuss their original agenda.
- Suggest a short break for centering.
- Reschedule the appointment, if you're willing.

Consider whether the client would be better served by someone else (such as a therapist, consultant, or perhaps a different coach), and refer them to a qualified professional.

Terminate or postpone the coaching relationship if it doesn't shift by the next session.

USING YOUR VOICE

> "The voice is a window on the soul."
>
> – GERALD DE NERVAL

The coach's voice has a tremendous impact on their client. With questions especially, be aware of these aspects of your voice:

- **YOUR ENERGY.** Check your own energy before you coach. If you are anxious, nervous, in a hurry, hyped up or dragged out, that will come across to your client. **Do what you need to do to either calm or raise your energy before and during the session.** If you are normally upbeat, be sure you don't blast your client out with your enthusiasm if they are more subdued. On the other hand, if you're normally laid back or have a downbeat voice, amp it up a bit.
- **YOUR TONE.** Always use a neutral, friendly and professional tone with clients. **Take care never to take on a parental, condescending or childish voice.** It's most effective to be fairly light in manner and only on a rare occasion put on slightly more "edge" with your clients when you are challenging them or wanting to get across an important point.
- **YOUR VOCAL PACE AND RHYTHM.** Be aware of your vocal pace and rhythm. **Generally, it's most effective to match your pace and rhythm to your client's.** Sometimes, though, your client may be "wound up" and

talking fast. Then, deliberately slow your pace. This might help them slow down. Or, your client may be "in the dumps" and dragging along. You might slow to their pace to show them a mirror, but be ready to bounce back to a more neutral pace.

- **YOUR VOCAL INFLECTION.** Use neutral inflections. **Learn how to moderate your inflections subtly for different circumstances.** If your voice is naturally high and lilting, train yourself to keep inflections to a minimum. High inflections can sound childish or affected. If you tend to speak in a monotone, practice adding a little more modulation - just enough to hold attention and convey engagement.

It's critical that your client can hear you clearly. The best way to test the resonance and qualities of your voice is to listen to yourself coach on tape. Your voice or phone might need a few modifications if you can't hear your voice clearly on the recording. Voice lessons are also very helpful for coaches. Know that your voice can be your best asset or a detriment in coaching. Treat your voice like a musician treats his instrument.

ACTION CHALLENGES

NEW COACHES

1. Make a list of powerful questions you've asked clients or you've been asked by a coach or someone else. Notice what type of question they are and the effect they had.
2. If you are in the Certified Coach Program listen for the different types of questions in the Coach the Coach sessions.
3. Practice formulating questions and watch how they land in your two to four sample sessions this week.

ESTABLISHED COACHES

1. Are there standard questions you are using in sessions? Are they impactful? If not, consider tossing out the old standby and letting your intuition lead you to powerful questions in the moment.
2. Practice "wading in" when your clients tell stories. Use the facts vs. interpretation tool in your sessions and with yourself.
3. Consider the effectiveness of your voice. Would this be a time to invest in your best asset and get voice lessons or set up a method to get feedback about your voice?

LESSON 11: RESPONDING INTUITIVELY

You have learned that listening informs all other skills in coaching. Through listening and asking meaningful questions, coaching sessions progress naturally to valuable conclusions.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Know the value of intuition and how to use it in my coaching.
2. Learn ways to encourage intuitive thought.
3. Understand the need for respecting and trusting both my clients and myself.
4. Develop the skills of intuitive response: relating, mirroring, challenging, and endorsing.

But coaching is not just about questions, answers and solutions. It is also a pattern of intuitive response: the coach responds to the client, who in turn responds to the coach, and then again the coach responds to the client, and so on to conclusion.

For a client to feel heard, they need to be responded to.

There are many ways to respond to a client, including through:

- Questions
- Endorsing
- Relating
- Challenging
- Summarizing
- Silence

Each response is a conscious reply that often comes intuitively.

When you tune into your client, giving them all your attention, and letting go of the impulse to solve their problems for them, intuitive response becomes available to you.

WHAT IS INTUITION?

Intuition is a quick and ready insight that comes to us somewhat mysteriously. **Unlike rational thought, intuition doesn't formulate from evidence or intellectual deduction.**

Like rational thoughts, our intuitive thoughts are not always applicable to other people. However, our intuition is our personal truth and it's worth the risk to listen to those subtle messages and nudges.

Coaching intuition comes when you are being fully present, open minded and open hearted. If a thought or idea is accompanied by strong emotions, it is not necessarily intuitive. Intuition originates from your heart or gut, but not your head. Intuition does not come if you are struggling, trying or striving. That's why learning to become blank will help you become a masterful coach.

When you are connected to your intuition, you might feel inspired, slightly warmed, or expansive.

Must you coach intuitively? No. It is, however, the most *powerful* way to coach because it comes straight from being in integrity, connected with your client, and in the moment. You are operating from your observer self, with responsibility and without attachment.

Intuition doesn't cost anything and it's effortless. Whereas, trying to figure something out in your mind takes tremendous energy.

After you coach, you may notice that sometimes you feel drained, sometimes not. That drained feeling is often the result of performing rather than connecting, intellectualizing rather than intuiting.

> "If he was to become himself, he must find a way to assemble the parts of his dream into one whole."
>
> –GEORGE ELLIOT

Intuition is imaginative and sometimes surprising. It's not possible to control it, only to allow it. **With intuition, you receive an impression before you know what to think.** You might get a flashing image, a word, or a name, that doesn't necessarily make sense. Trust it and share it with your client. It may be incredibly useful. If it doesn't hit home, you can let it go while still allowing your intuition to flow.

Build your intuition like you build a muscle. Use it consciously and often. You can encourage it by spending some quiet time shifting your awareness from place to place in your body.

INTUITION BUILDING EXERCISE

> Shift your awareness, right now, to the bottom of your feet. Linger there for a moment. Now, shift your awareness to the front of your face. Once you settle into that spot shift your awareness to your hands.
>
> Next, bring your attention to a memory. Immediately shift forward to a vision of the future and back to the present by bringing your focus again to your body. This exercise will teach your mind to be flexible and open.

You may find certain circumstances where you use intuition and others where you block it out. **Learn to recognize the physical feeling you have when you get a hunch or feel an intuitive impulse.** Many people get an expansive feeling in their solar plexus or heart.

Being still, patient, detached from outcome, and trusting will call forth your intuition. Being busy, impatient, attached to outcome and fearful will chase intuition away.

When you respond intuitively you encourage your client to develop and use their intuition, as well. This teaches your client to trust themselves, to know that their answer, success, and safety is all within them.

> "I have walked the earth for thirty years and, out of gratitude, want to leave some souvenir."
>
> –VINCENT VAN GOGH

RESPECT AND TRUST

As a coach, it is critical that you trust and respect yourself. Even if you make a mistake, say the wrong thing, fumble over a question or response… keep trusting yourself.

If you are aware of but not judgmental toward them, your "mistakes" will make you a better coach. If you allow them to derail you or lose faith in yourself, it will come across loud and clear to your client.

Similarly, trust and respect your client. **If you cannot trust and respect your client, you have no business coaching them.** The coach/client relationship is co-creative. If you feel you could live your client's life better than they could then you've become judgmental and are not able to hold space for your client to grow.

When responding to clients, using either questions or statements, use words that convey respect. Honor your client's intelligence. Allow them to disagree with you and come back with what is true for them.

When you make statements, especially those informed by your intuition, begin with phrases that let the client know you're not attached to being right.

- "I imagine that …"
- "It seems like …"
- "I have the sense that …"
- "I'm wondering if…"

DON'T HOLD BACK

It's common for new coaches to think they should hold back their perspectives, ideas, and opinions. Don't. Your mind will seize on the held back thought and create a separate circuit that breaks the connection between you and your client.

It's better to voice what you are thinking. See how it lands. Own that it's your thought and may not apply. Let go of any attachment that it means something to the client. Your client will respond to your honesty and responsibility.

However, don't making coaching about you. Draw out your client's wisdom, inspiration and ideas first, whenever possible. Use your own only to catalyze theirs.

ENDORSING

Endorse your client's concepts and ideas when they are self-supportive, even if they contradict your ideas. When you appreciate your client's intelligence, wisdom, and creativity - anything that shows their growth and integrity - you empower them and reinforce the behavior.

One of the roles of a coach is to be an advocate and cheerleader. Do this genuinely. If you are not naturally appreciative in style, develop this skill by appreciating yourself and others out loud. Use the words "I appreciate you for…" Think of the times you've been acknowledged in your life. It goes a long way towards encouraging forward movement.

> **Client:** I realized that whenever I'm especially tired I get irritable and tend to lose my boundaries.
>
> **Coach:** I appreciate you for noticing that. What action would you like to take now as a result of that observation?

In this example, the coach takes a moment to respond before asking the next question. Re-read the lines above without the endorsement. The question appears cold and terse. A big opportunity has been lost by not responding fully to what has been said.

Endorsing is especially important in the last step of coaching. (See **A Simple Coaching Model** in Supporting Documents.)

HOLDING UP A MIRROR

Coaches help their clients to see themselves more clearly. In essence, the coach gives the client their sincere experience of their behavior, backed up by evidence. This is done with a neutral tone of voice. You do not have to convince the client, simply hold up the mirror.

This tool can be especially useful if a client is dwelling on something that makes them feel negatively about themselves.

Holding up a kind mirror can give them a better self-image and show the client that you won't endorse their self-deprecation.

Client: I think I'm really insecure. The way I handled this situation shows me how I am continually holding myself back because I'm self-conscious.

Coach: My experience of you is quite different. I see you as confident and self-sufficient. The way you have presented yourself both at work and in your relationships shows that you have good boundaries, that you know what you want, and you make it happen for yourself. Let's talk about what happened in this particular situation.

"Change and growth take place when a person has risked himself and dares to become involved with his own life."

– HERBERT OTTO

Another way to use this tool is to show a client a picture of how they are being and contrast it with another picture of how they could be that would serve them better. Notice the phrase "it seems" and how that allows the client to save face.

Coach: From what you've described, it seems like you led your son around on a forced march, when you could have walked side by side down the road.

Client: Oh, you're right! I didn't treat him as an equal.

Coach: (pause) Would it help to own up to that with your son?

RELATING

Often, clients have experiences that are similar to something the coach is dealing with now or has experienced in their recent past. This is part of the law of attraction.

Clients come to us, in part, because of how we are being in the world. If we are developing ourselves in certain ways, we might attract clients who have similar developmental needs.

Your ability to relate to your client can be very supportive to them. Briefly, let your client know that you are familiar with their current struggles. *"I can relate to what you are experiencing."* Occasionally, tell a brief and relevant personal story that might be useful to your client.

Pick your spots carefully for doing this. While empathy is a wonderful gift, it is effective in coaching only up to a point. Be very careful not to assume that your client's situation is identical to yours. No one experiences the exact same circumstances with the exact same knowledge and challenges.

If the session gets focused on what you thought and did in your circumstance, the client's agenda is hijacked. Check in with your integrity and be sure you are still fully present with the client before you share your story or suggest an approach.

CHALLENGING

One of the reasons that clients hire a coach is they want to be challenged to do more than they would on their own. While challenging your clients is a tool for coaching sessions, it is also a style of coaching.

A challenging coach consistently takes a client to their growing edge, out of their comfort zone, and beyond self-imposed limitations. Decide for yourself whether this style fits for you.

There are several ways to challenge clients:

- Make powerful coach requests (action challenges).
- Increase a goal.
- Call your client to their highest potential.
- Hold your client accountable.

> "All progress depends on the unreasonable man. The reasonable man adapts himself to the world. The unreasonable man persists in trying to adapt the world to himself."
>
> – GEORGE BERNARD SHAW

Here is an example showing all of these:

> **Client:** My business isn't developing as fast as I want it to. I feel discouraged.
>
> **Coach:** What have you done to build your business in the last six weeks?
>
> **Client:** Honestly, not much. I got caught up in all sorts of other things. My kid's soccer, taking the dog to the vet, my wife's new job…
>
> **Coach:** Okay, I appreciate your honesty. Now, what are you going to do to build your business?
>
> **Client:** I'm going to make 2 calls a week for the next six weeks.
>
> **Coach:** It doesn't sound like you want much business. I don't see your actions supporting your goals. Do you still have the same goal to be able to transition out of your job and into your full-time business by the end of the year?
>
> **Client:** Yes. I guess it's time to really get into high gear.
>
> **Coach:** How's this for getting into gear? I request that you make 2 calls a day for the next 8 weeks, then we'll re-evaluate. Are you willing to do that?
>
> **Client:** Yes. It will be a challenge at first, but I do know several people I can call and I've just been procrastinating.
>
> **Coach:** How about if you report to me each week on your progress. The accountability will help you stay on track. Does that work for you?

Coach requests are always negotiable. If the client doesn't agree to the request, it can be turned down flat or countered. Always frame a request so that the client can negotiate if they want to, rather than giving an order.

The goal is not for our clients to please us. It's about getting the client to think bigger than they have before and take leaps in their progress. Thinking big will produce bigger results.

There are certain things that are better not to challenge without the support of another professional. If your client has an issue with trauma, addictions, their health, weight, or legal issues refer them to the appropriate expert - doctor, therapist or attorney.

Occasionally, you'll have a client that couldn't possibly take more on or achieve more towards their goals. You could challenge this client in different ways. Encourage them to add goals that:

- Create better balance.
- Say "no" to more obligations.
- Take more time to rest and rejuvenate.
- Develop better discipline for a self-care program.

SUMMARIZING

When a client hears their words and concepts come back to them from their coach, they not only feel heard, they also feel validated.

There are several techniques for doing this:

- Weave their words and phrases into responses.
- Repeat back exactly what was said.
- Paraphrase what the client said.

Summaries check that you've understood your client. They can be used after the agenda is stated and throughout the session, although don't overdo it or parrot your client. Summaries are also effective when double-checking the answer to a question and when recapping what's happened at the end of a session.

Here is an example of "weaving in":

> **Client:** I'm really in a conundrum. There's this golden opportunity and I can't get my arms around how to make it work for me.
>
> **Coach:** Exciting! Tell me about the **golden opportunity**.
>
> **Client:** Well, I've been offered a job as an independent contractor with a company that makes a wonderful software program for managers. The only thing is, I have some issues with the format. It has a daily affirmation that has a strongly religious tone. While I don't have a personal problem with it, I'm afraid potential clients will be turned off by that.
>
> **Coach:** I can see why this is a **conundrum** for you. How would you characterize your **potential clients**?

Some coaches take notes during sessions. A good way to do this is to jot down words and phrases that the client says. This way you can repeat them back in summaries by weaving in important phrases. Only take notes if you can listen at the same time. For some coaches it's better to forgo the notes and rely on memory.

RE-FRAMING

A reframe is when the coach offers the client a new perspective by changing the original viewpoint or even specific words into something more empowering and positive. In effect, the reframe asks the client to see the glass half full instead of half empty.

In the dialogue below, the coach reframes several times in different ways.

> **Client:** Putting on that event was an exercise in futility. We didn't achieve our goals, I worked to the point of exhaustion, and now all the groundwork is down the toilet because the board has decided to shelve the whole thing.
>
> **Coach:** I know you worked very hard. What useful information came out of it for you personally?
>
> **Client:** I'll think twice about stepping up to that kind of role.
>
> **Coach:** What kind of role is that?
>
> **Client:** Well, one where I'm taking the whole thing on my shoulders. I learned that leadership is really about making other leaders.
>
> **Coach:** That's brilliant! That alone is worth the price of the experiment. What else did you learn?
>
> **Client:** I learned that I'm a visionary and it's best to surround myself with executives and administrators so that I can carry the vision without being bogged down in details.
>
> **Coach:** Another great observation that will serve you well in the future. You learned how to be a leader and what kinds of skills complement yours. What other benefits did you get from this experience?

ADVANCED WORK

INTERRUPTING

Occasionally, a coach might need to interrupt their client while they are talking. If a client is getting caught up in the details of a story, has strayed from their agenda, or appears to be distracted, stop them.

Here is what an interruption might sound like:

> ***"Susan, I'm going to break in here. You seem to be distracted. What's going on?"***
>
> ***-OR-***
>
> ***"Greg, excuse me. I appreciate what you've told me so far. Let's slow down and go back to some of the main points of your story."***

The idea is to cut to the chase and use the client's session time for dynamic conversation rather than story. Although, if the client says they want to use their session to share their story, that's a fair agenda and you can easily serve it by listening.

ACTION CHALLENGES

NEW COACHES

1. Develop your intuition. Exercise it every day by spending some quiet time shifting your awareness from present to past to future and back to present.
2. Notice your use of your intuition in coaching sessions and in your decision-making this week.
3. Practice intuitive response in your 4 sample sessions this week. Try all of these coaching skills: relating, endorsing, mirroring, challenging, summarizing and reframing.

ESTABLISHED COACHES

1. How long are your sessions? Do you continually go longer than the agreed upon time? What can you do to be more on target with your clients?
2. Listen for situations where interrupting your clients will get the session to the heart of the matter more quickly.

LESSON 12: DEVELOPING STRONG SUPPORT SYSTEMS

Coaching calls often start with the client feeling confused and overwhelmed. Ideally, they end with the client having clarity of direction and a distinctive next step toward a particular desired outcome.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn multiple ways to support my client.
2. Understand how to help my client create support systems.
3. Be able to identify the types of goal setters and achievers.
4. Know how to be an accountability partner for my client.

This metamorphosis is the client's victory. It comes about partially as a result of the coach listening, asking powerful questions, responding intuitively, and building strong support systems.

Most of us try to do everything by ourselves. We struggle, strive and find ourselves discouraged by results. We forget to create support systems. We forget to draw on the resources that are at our fingertips.

Imagine the difference strong support systems make in life. It's like having a safety net and a guide wire when you first swing off of the trapeze platform. **Support systems enable us to take the risks and reap the rewards we might not have pursued if we were on our own.**

There are three key points of support that help us to go from floundering to excelling:

1. Attitude
2. Commitment
3. Resourcing

Successful people know how to use all three to their advantage.

THE RIGHT STUFF

The right attitude can make all the difference in any pursuit. The archetypal heroes in myths and movies have strength of heart, passion, focus, persistence, and courage. They feel the fear and do it anyway. They are held aloft by one of the greatest personal support systems…their own determination.

Here's what we often forget…

1. Heroes make mistakes and they keep on going.
2. They meet adversaries of all kinds and keep on going.
3. Nothing stops them from moving toward their destination.

As a coach we embody this unstoppable attitude to fully develop our own coaching business and then mirror that to our clients. Without the right attitude, any endeavor will feel more discouraging, and possibly self-defeating. Notice the prevailing attitude and make adjustments until it becomes a supportive attitude.

Client: Every day the overwhelming number of tasks I need to accomplish is hanging me up. I'm not sure I'm cut out for this. I mean, I truly want to be a coach. It's what I've been dreaming of for years. People tell me I'm made for this; however, I feel so discouraged by how long it's taking me to develop my practice.

Mentor Coach: I hear what you're saying. (pause) I have two important things to say to you. One, you are a coach. You became a coach when you made your commitment to pursue this field. You're past wanting to become a coach. You are a coach. Get it?

Client: I am a coach.

Mentor Coach: Yes! Use that language from now on. (pause) Now, number two: I ask that you decide right now to not feel discouraged.

Client: Well, I can't help it; it's how I feel.

Mentor Coach: You decide how you feel. Decide right now that you will not feel discouraged. Instead, put that energy into steady, persistent action towards your goal. What are you going to accomplish today that will support you in being a coach?

Client: I could make some follow up calls to those individuals I met at last night's Chamber meeting and invite them to have a sample session.

Mentor Coach: Good! How does it feel to say out loud what your next step is?

Client: It feels better to have focus.

Mentor Coach: That's right. Whatever you focus on expands. If you focus on being discouraged, that expands. If you pinpoint your focus on your next step, then forward you go.

In the above example, several things are working in concert to empower and support the client. The mentor coach has taken the challenging approach to help the client adjust her attitude by offering a simple tool: Decide your next step and keep moving forward.

The mentor coach has also let the client know that she is at choice. She determines her feelings, her attitude, and where she focuses her attention and energy.

BEING AT CHOICE

Being at choice is empowering. The opposite of being at choice is feeling victimized - a disempowering state of mind.

We cannot control others or every circumstance, but we can control our own feelings, decisions and actions. To know that you can take care of yourself, make conscious choices, and grow through any consequence is a powerful freedom.

Sometimes, clients need to be reminded that they are at choice. You may be able to tell more easily than your clients when they are adopting a constructive versus a self-destructive attitude. Ask your clients to commit to their success by having a self-supportive attitude.

> "If we don't change our direction, we are likely to end up where we are headed."
>
> – ANCIENT CHINESE PROVERB

MAKING A COMMITMENT

Even the most well-intentioned pursuits can fall by the wayside if they don't have strength of commitment behind them. It's not enough to have a well-defined goal. Even the most clear, compelling vision may not be strong enough to carry a person through to their desired outcome. Commitment is crucial.

Full commitment is when you apply attention, discipline and resources to a certain course of action until it is accomplished. Amazing things happen when we give consistent time and energy, while marshalling other resources in support of a goal.

When your clients set a goal, listen for their commitment. If it's not clearly present, ask about it: "What commitment are you making to accomplish this goal?" Get them to spell it out. Don't let them get away with paying "lip service" to their goal. If they are not willing to make a commitment, applying consistent time, energy and other resources, then it's not a goal worth setting at this time.

Client: I've got to get into better shape!

Coach: I support you in that! Do you have a particular goal in mind?

Client: Not really. I just wish I could fit into more of my clothes, have more energy. I eat terribly because I'm so busy and I haven't exercised in… I don't know how long.

Coach: What kind of time, energy and resources are you willing to commit to getting into better shape?

Client: I guess I'm just tired of putting up with this extra weight. But I'm so busy. I just don't have time to get into a routine right now.

Coach: What will it take for you to be tired enough of the extra weight that you will commit your time and energy to getting into the shape you'd like to be?

Client: Good question. I'll have to think about that and get back to you.

Coach: It's smart to think it through. I'll check in with you next week about that.

STRATEGIC PLANNING

When it's time for your client to plan their future - whether that's the next step or the next 10 years - support them to:

- Integrate their core values, skills and talents.
- Create SMART Goals.
- Commit to taking daily or weekly actions to accomplish bite-size steps.
- Create allies and use resources.
- Maintain balance.
- Create accountability systems.

What makes a plan strategic is partly the integration of the whole picture:

1. What are the client's current values, strengths and knowledge base?
2. Who do they want to become?
3. What new skills or knowledge are needed?
4. What are the short-term and long-term goals and how do they relate?

While clients may present short-term goals as their focus for coaching, check in with them about long-term goals. Help them to integrate the smaller goals into a long-range plan. Even if the details are a bit fuzzy for now, it makes a difference to get all the energy moving towards one long-range direction.

For example, if a client presents these short-term goals:

- Finish MBA
- Lose 20 pounds
- Take a write-a-book-in-a-weekend class
- Join Toastmasters

Ask your client how these accomplishments will move them towards something bigger in the future. Perhaps they want to be a professional keynote speaker or become a high-level executive. Get them thinking now about where all of this is taking them. A long-term objective will be an attractive incentive for staying on track with their short-term goals. Why is this short-term goal important to me?

Your clients will usually hire you with specific goals in mind, but they might not have thought them through. Spend some time in the first few sessions honing these into SMART Goals.

Be sure that for every goal your client sets, they have made a reasonable commitment of time and energy. If it becomes clear - at some point - that they are not committed, encourage them to either postpone the goal for now or muster the commitment.

Once SMART Goals are in place, ask your client to carve their action plan into smaller bites. Then, help them set up daily practices that support the accomplishment of those smaller bites.

OVER-ACHIEVERS AND OVER-PROMISERS

"If you don't know where you are going, when you get there you'll be lost."

–YOGI BERRA

Coaching clients often shake into two categories when it comes to goal setting and achieving: over-achievers and over-promisers.

***Over-achievers* are highly competent and driven opportunists, with lots of energy and many interests.** They are the ones with full-time jobs, several outside commitments, diverse interests, hobbies, lots of connections, no time to spare, AND they're still taking on more opportunities!

These individuals will come with a long list of goals. They are likely to have trouble staying in balance. While they will generally feel overwhelmed, they are raring to go. Over-achievers value excellence and do everything thoroughly. But sometimes they don't complete their ultimate goals.

In coaching this type of individual, work with them to:

- Slow down incrementally over time.
- Create a resource pool and delegate to take tasks off their plate.
- Choose new opportunities wisely.
- Set more realistic goals.
- Focus their energy toward one over-arching long-term goal.

It's important not to push over-achievers too hard about slowing down. They like to be busy. And they don't usually need a lot of support accomplishing short-term goals.

Instead, help them to define long-term goals and to restrict themselves only to new projects that support that future. Help them create systems, find and hire resources that will lighten their load, such as:

- Virtual assistant
- Bookkeeper, tax accountant
- Personal services - house cleaner, dog-sitter, etc.

Over-promisers **are individuals who want a more exciting life and don't know how to create it healthfully, so they say "yes" to every request.** These are heartfelt individuals with some time on their hands and they fill it by doing things for others.

The over-promisers have deeper balance issues than over-achievers because they are not usually focused on doing things that fulfill them. Their energy is scattered into everyone else's needs. They may not know their strengths or value.

With over-promisers, encourage them to set goals that support key areas of their lives and to set up daily practices. For example:

- Career, vocation
- Physical well-being
- Spirituality
- Rest, recreation, fun
- Family and Friends

You may find that they are well-developed and committed in a couple of areas, such as Family and Friends, while highly deficient in others. This is partly due to their habit of saying yes to others. As a coach, you'll want to work with over-promisers to:

- Learn to say 'no.'
- Set boundaries around their time for personal and business development.
- Set both long-term and short-term goals.
- Gain fulfillment through more avenues than taking care of others.
- Be open to the possibility of a meaningful calling or vocation.

Small steps work best for over-promisers. Endorse them for their self-discoveries and whenever they do anything that's just for them.

Encourage them to learn what makes them tick - their passions, values, personal needs, and what they enjoy. Help them decide what they want and how to make it happen. Show them how to clearly communicate with others without having an attachment to the outcome.

Most clients will have aspects of both over-achievers and over-promisers. You'll be able to hear what approach to take with strategic planning over time. Don't be afraid to try a few different things.

There are also some clients who are not goal oriented at all and will resist the goal setting process. One approach with these clients is to call it something else. Instead of goals say dreams, visions, or what they see for their future.

Another approach is to listen, observe and see what unfolds with the client's non-goal model. Stay away from goal setting and strategy unless they ask for it. Work with them organically. If you are a strategic coach and are not comfortable with a coaching style that is not goal oriented, consider referring this client to a different coach.

RICH RESOURCES - CREATING ALLIES

Whether your client is a Fortune 500 executive or a stay-at-home parent, every client can gain tremendous value from the support of others. Life can feel terribly lonely if we don't develop a community of like-minded people to share our ideas, challenges and wins.

During life's transitions - which for many people are happening all the time - the support of friends, family and colleagues can make the difference between struggling and achieving big goals. Help your client learn how to "enroll" the support of others.

This is true for you too. The simplest way to enroll others is to share what you're working on. Remember when you wrote your warm letter? In addition to being a legitimizing, reinforcing moment in becoming a coach, it was also a way of enrolling support. Just by letting people know what you're focused on, you automatically receive energetic support.

Go a step further and ask a few select people for something specific. The support then becomes practical.

Remember the discussion about creating your own advisory board? That's a direct way to enroll others as your allies.

Of course, you are already one of your client's best allies. Coaches provide professional ongoing support to their clients. Encourage your client to enroll others as well including friends, family, and colleagues. Here are some ways to do that (look familiar?):

- Join a peer group with similar interests, values and/or pursuits (networking groups, clubs, affinity groups).
- Create a peer group with similar interests, values and/or pursuits (you design it).
- Ask one or more individuals for a specific type of support in the short term (could be almost anything!).
- Ask one or more individuals for a specific type of support in the long term (Advisory Board, Referral Partners).
- Take live training for a particular goal - classmates and facilitator become your community.

These are all ideas we've suggested to you as you develop your coaching practice. As a coach, you can offer your clients similar ideas to assist them in achieving their goals.

If you get resistance from your clients when you suggest that they develop allies, it could indicate one or more of these things:

- They don't like to ask for help.
- Their current circle of friends, family and colleagues do not align with who they are or who they want to become.
- They are very private.

For many people, it's difficult to ask for help. If you have a client who feels this way, congratulate them for hiring you. This, after all, is a great first step in enrolling support. Encourage them to ask for help in small ways and build up to bigger requests.

Give them some language to assist them in asking for help from others:

> ***"I'm making some big changes in my life. I've decided to quit smoking; I'd appreciate your encouragement. All you need to do is notice when I'm not smoking or don't have a pack of cigarettes around me and lightly encourage me. Would you be willing to do that?"***

As you are working with a client it might become evident that their friends, family and colleagues are not very supportive. Sometimes people outgrow their inner circle of friends. The people that surround them no longer reflect their values, lifestyle and goals. It can be a difficult and lonely time.

Test whether your client is willing to develop new relationships that are more supportive. Let your client take the lead on this. Assure them that "their people" are out there. Work with them to define who they are now and to identify possible ways to meet new people with similar values. Sometimes simply raising awareness about this helps them attract their "tribe".

This type of transition will take patience. It may seem that for a time, you are their only significant support system. Keep an eye on this and occasionally suggest ways for your client to enroll the support of others.

If you find that your client is a very private person, respect this while still encouraging them to find avenues of support. Your clients will accomplish more, faster with a broader support network.

ACHIEVING BALANCE

Often, goals are difficult to achieve because there is too much competition for the client's time and energy. Sometimes, a more balanced life is itself the client's goal. But whether or not it is on the client's radar screen, balance is always a key ingredient for strategic planning.

This topic is so important that a complete Supporting Document - **Achieving Balance** - is devoted to it.

PROVIDING ACCOUNTABILITY

Coaches are accountability partners for their clients. If you notice your client has difficulty accomplishing things, offer to set up a process so the client can be answerable for their intended goals and actions.

One easy accountability process is to have your client provide you with an action plan by email at the beginning of the week. Then, at the end of the week they email the list again noting completed actions.

A coach is not a parent or schoolmaster. Clients are adults and are always at choice. Remain completely unattached to whether your client accomplishes something or not. At the same time, continually re-direct the client's attention and energy to what they most want. Give your clients encouragement, praise their accomplishments, help them plan and remove obstacles.

If your client did not do what they said they would do, simply acknowledge that in one of these ways:

> ***"I noticed you didn't email your session prep form today."***
>
> ***"You didn't complete that task as you had intended. Was there something in the way?"***
>
> ***"What is your revised target date for completing that?"***
>
> ***"That task has been carrying over from week to week. What's going on?"***
>
> ***"You've said many times you want to get that off your list. Have you considered delegating it if you cannot put resources into it now?"***

At some point in time, you may need to ask a more basic question:

> ***"Do you want me to continue to track this with you?"***

Remember, the client does their own work and is responsible for their own feelings, decisions and actions. Doing your client's work for them will ultimately disempower them and inflate your role.

Get creative with accountability. Help the client create rewards, higher stakes, consequences related to their goals.

> **Client:** I've promised myself that I'd stop drinking coffee. It's obvious that it's adding to this continuous wired up state I'm in. It's so hard to resist it. The whole office walks across the street to Starbuck's every day and it's like I'm not a part of the team anymore!
>
> **Coach:** Yeah, I can see how that would be tempting. How about if you develop a reward/consequence system and enroll your colleagues in the game - are you interested?
>
> **Client:** Tell me how that works.
>
> **Coach:** Start by letting everyone in your office know that you've decided to quit coffee and ask for their support. What do you think?
>
> **Client:** I'd never thought of that. Yes, I can do that.

> **Coach:** Let them know that if you go with them and order a coffee you have to pay every one of them a dollar, or something like that. If you don't order a coffee, you put a dollar away toward a lunch on you. That's just an idea. What would you like to do?

The coach's idea will usually catalyze the client's own ideas about how to enroll the support of their colleagues.

ADVANCED WORK

RAISING AWARENESS

When our clients want to make big lifestyle changes - create healthier, more productive habits, start a new career or business - self-sabotaging patterns often arise if support systems are not strong enough. The client may backslide to old habits and mindsets that don't serve them well. They may lose faith in their path or become paralyzed with inactivity. Or they may stray off track completely.

This happens to almost everyone on some level at some time.

Acknowledge the pattern with the client and ask them to give "the judge" a new role - raising awareness. The client can simply acknowledge that they are off-track and get back on track again with your support. Encourage them to acknowledge when they are on-track and reinforce the behavior by celebrating it.

There's no self-sabotage in this pattern, only recognition of what is true for the moment. The more the client can keep their awareness up, the faster the change will take hold. Discipline is developed through continual observation and subtle adjustment over time.

Support systems not only make achieving goals more possible but also more enjoyable. Your clients will value your coaching when you offer them support.

- Help them hone goals and develop daily practices.
- Hold them accountable to their goals.
- Encourage them to enroll others as part of their support network.

ACTION CHALLENGES

NEW COACHES

1. Make a strategic plan for your own SMART Goals over the next six weeks. See how they support your long-range plan. Use what you learn from your own process to support your clients in strategic planning.
2. Ask yourself if your life is in balance. If not, take immediate steps to create balance in your life and work with your own daily practices.
3. As it's appropriate, encourage your clients to set up strong support systems in your 2–4 sample sessions this week.
4. Take the Open Challenge Forum. (See Supporting Documents.)

ESTABLISHED COACHES

1. Create your own daily practices.
2. Practice raising awareness about your own long-term goals and how your short-term goals are supporting those. Use this with your clients as well.

SECTION III REVIEW

Now you know the best tools of the trade. It probably seems like coaching skills are both more AND less complex than you expected. Coaching is simple and yet there are many nuances. One of the things that make coaching so engaging is the level of mastery you can achieve by continually honing your skills.

These are the key coaching tools:

Tuning In (Listening Intently)

Powerful Questions

Intuitive Response

Strong Support Systems

You've just learned how to:

- Be blank and listen to your client on many levels.
- Let your curiosity build the case.
- Employ different kinds of questions and recognize how they land with your client.
- Engage your intuition in coaching.
- Endorse, mirror, relate, challenge and summarize.
- Design meaningful support systems with your client.

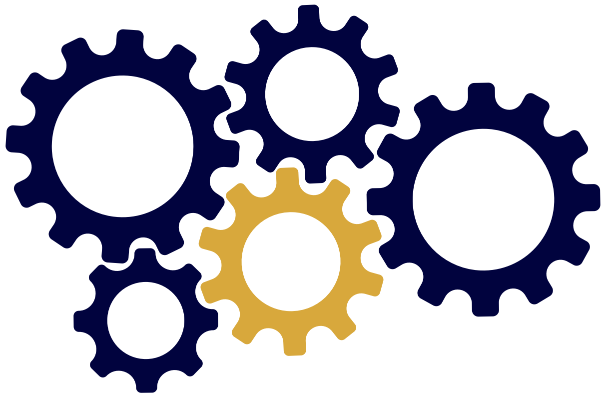
In Section IV, we're going to put all these tools to greater use. It's time to venture further out into the world, meet new people, offer them your services and talents, invite them to enroll as clients.

Before we do that, let's regroup at the Open Challenge Forum. (See Supporting Documents.)

SECTION IV

"Every direct contact with a customer is an opportunity to improve the relationship."

-LARRY DOWNES



BECOMING A CLIENT MAGNET

Good news! You don't have to be a marketing expert to attract ideal clients. In fact, expensive and slick advertising campaigns are rarely effective in gaining coaching clients. You see, most people don't know that they want coaching, so advertising about it doesn't result in a good return on your investment.

What does work is a very simple and effective strategy:

- Choose your niche.
- Develop relationships with those people.
- Invite them to engage in your services.

An ongoing string of personal and experiential connections with people in your niche will result in a steady stream of ideal clients.

That's why we've asked you to give sample sessions *every week*. It provides your prospects with a personal experience so they can understand the value of your services. **Giving sample sessions is the most direct, effective way for you to gain one-to-one clients.**

The question now is: How do you attract a *constant stream* of new clients?

The answer: Develop and execute a **Client Attraction Plan** that:

- Increases your visibility and credibility with people in your niche.

- Shows that you understand them; their pain, problems and desires.
- Shows that you believe in the value of your services.

Gives away a taste of your expertise and skill.

Your prospective clients don't want to be sold. Instead, *connect* with them. When they know, like and trust you, they WILL want to hire you and purchase your products and programs.

In this section you'll discover:

- Why choosing a niche is critical for your long-term success as a coach.
- How to create visibility and credibility in four ways.
- How to leverage your marketing efforts.
- How to develop your own Client Attraction Plan.

LESSON 13: NICHE TO BE RICH

Many coaches find that by targeting a market they naturally develop a set of specialties. For other coaches, they prefer to limit the topics they will coach around, and to attract only individuals for whom those topics are most relevant.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to differentiate myself and stand out in the crowd.
2. Know how to connect with people in my niche.
3. Decide whether to choose a target market to serve or develop a specialty.

As you read earlier in Lesson 4, a niche is either:

- **A special area of knowledge or expertise** you offer to a group of people who want that type of support or knowledge.

  For example, if you have been an actor and have a lot of stage presence, you might work with speakers and news anchors to help them with stage presence. Or, if you are a skilled salesperson, you might decide to work with salespeople to ace that skill and increase their commissions.

- **A specific market** that you target, learn about, and serve. In this case, you focus on a narrow and specific group of people, find out what they most want, and offer support for those topics.

  For example, you might become the "go-to-person" for a group such as expatriates, mompreneurs or financial planners, offering support for that group's top goals and challenges.

Whether you choose to focus your marketing on a specialty or a target market, you will be aiming your attraction efforts at a unique group of people, rather than trying to attract everyone.

While you don't have to niche, nearly everyone who has succeeded in coaching, or any other business, will tell you that niching helps you stand out, earn more and focus your efforts. Without a niche, your coaching business will feel aimless.

The abundance of niche options can be confounding. But it helps to start by understanding:

- The many advantages of niching.
- Common myths about niching.
- Different ways to niche.

GIVE YOURSELF A COMPETITIVE EDGE

You might be concerned that if you narrow your focus, you'll limit your opportunities. But the opposite is true. Narrowing your focus will get you where you want to go more quickly.

Focusing on one narrow niche will help you:

- **Stand out in the crowd** of coaches and other service providers.
- **Save you time** because your marketing is more leveraged and effective.
- **Quickly build credibility** and solidify your brand.
- **Bring you more referrals** and better opportunities.
- **Attract more ideal clients** who stay longer.
- **Dramatically increase your coaching income.**

Even with these clear advantages, many coaches still launch their business as a generalist - trying to serve everyone and anyone. Typically, their websites come across as amateurish and they have trouble attracting clients. Months or years down the road, they realize that approach isn't bringing them the results they most want.

Think of being a generalist this way:

> If you shout into a crowd "Hey you!" you might get a few stares, but it's unlikely that anyone will engage with you. If you market your services to everyone or remain a generalist coach, you'll experience that lonely feeling of announcing yourself to a crowded room where no one is listening.

To be a financially successful coach, give yourself this *competitive edge*. Determine your niche and use it as a magnet to attract your ideal clients.

For more insights about smart coaching niches, listen to "**Prosperous Coach Podcast**" , hosted by Rhonda Hess, co-author of the *Coach Training Accelerator*.

prosperouscoachblog.com/ep-8-3-crucial-parts-of-a-smart-coaching-niche/

COMMON MYTHS ABOUT NICHING

Many coaches get stuck on choosing their niche because they think:

- They have to be experts in their chosen market.
- They will get bored only helping certain groups of people.
- They have to give up the things they feel passionate about.
- They can't coach anyone outside their niche.

But these are all myths.

Niching is about marketing power and distinction. It's simply about focus and leverage. **It's easier to attract clients when you focus on one distinctive niche.** That's all there is to it!

> "Regardless of what we are selling at any given moment, the basic product is ourselves."
>
> –MARCIA GRAD

The TRUTH about niching:

- You do not have to be an expert to niche. But you will build expertise quickly when you narrowly niche.
- You'll never be bored serving people from any walk of life, because human beings are richly diverse and will bring all sorts of agendas to coaching.
- All of your passions, talents, strengths, values and skills will come into play when you niche. In fact, even more so because you'll be able to creatively build your business.
- You can enroll anyone that you want to coach, whether they are in your niche or not.

Strangely, when you focus on a specific market you may find it makes you more attractive to those not in your market. You get to choose who you want to work with.

So you see, choosing a niche is the smart approach to becoming a successful coach.

You'll recognize these broad coaching niches:

- Life coaching
- Career coaching

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RELATED ARTICLES
CCP WEEKLY READING ASSIGNMENTS

- Business coaching
- Relationship coaching
- ___________ coaching (fill in the blank)

At CTA's **Lifelong Learning Center**, you'll find continuing education in these and other coaching specialties, that will enhance the value your clients receive from your coaching.

However, if your goal is to create a demand for your services and truly distinguish yourself as a coach, we recommend that you drill down further and niche more narrowly than these broad coaching niches. You can also find resources for further developing your niche market at CTA's Lifelong Learning center.

THREE WAYS TO NICHE

There are three main ways to distinguish your coaching business from other businesses:

1. Choose a specialty.
2. Target a market.
3. Choose a target market and specialize in something highly relevant to that market!

CHOOSE A SPECIALTY

A specialty is a topic of interest about which you have significant knowledge or experience. The most powerful specialties are born out of true expertise or longevity in a field. For example, if you have worked in finance for a decade, you might want to coach individuals to become financially solvent and independent.

But a specialty could also be a skill or talent you possess that you realize is highly valuable to others. For example, if you've discovered that you're really good at helping people create their signature talk for public speaking, you could offer that as a specialty.

There are some topics that rarely result in a sustainable coaching business: balance, fulfillment, life purpose, confidence - anything that any coach might have in their toolbox - won't be a compelling enough specialty to attract clients for long-term coaching. It's more useful to think of those topics as tools for helping clients who have already enrolled with you rather than benefits people are likely to buy.

If you choose a specialty, choose something that people are likely to invest in. If you're considering a certain specialty and are not certain it's marketable, ask yourself: *Would I hire a coach to help me with that topic over the long term? Would I invest hundreds of dollars each month to achieve that?* If you would not, it's unlikely that many others would either.

Even though you are niching based on a coaching specialty, ultimately you still must know WHO you intend to attract. The narrower that group, the easier attracting clients will be. For example, "women in transition" is too broad a specialty and too large a group to attract enough clients in the long run. But if your specialty is helping people create their signature talk for public speaking, you may be able to attract a sustainable flow of clients from groups who need that skill - public speakers and people who rely on succeeding with high-stakes presentations.

TARGET A MARKET

Some coaches choose to target and serve a narrow market. The idea is to pick a well-defined group of people that's easy to locate in groups. You may think you have to know a lot about this group's work or life, but you don't. That's because target marketing is not about expertise but rather about becoming the go-to-coach for that group. They will bring their agenda; you will coach them about all sorts of topics.

Here is a small sample of possible target markets. Notice how narrow and specific each market is:

- HR Managers
- Pharmaceutical Sales Reps
- Hair Stylists
- Massage Therapists
- Virtual Assistants
- Gym Owners
- Pastors
- Hospital Administrators
- Non-profit Executive Directors
- Independent Lawyers

Many of these are sub-markets of a much larger market. But don't be tempted to lump a bunch of smaller markets together into a larger group, such as all small business owners, all entrepreneurs or all health care professionals. You'll lose the advantages of targeting if you broaden your aim. Think of shooting an arrow into a bullseye. It's easier to focus on just one narrow market.

Once you choose your market, find out what problems they are trying to solve. Then, tailor your website, your services - everything about your business - to appeal to them. **Target marketing is the fastest and easiest way to build up credibility, visibility, clientele, income and expertise as a coach.**

Targeting a market creates a powerful client magnet because when you show that you understand the people in your market, they feel seen and heard by you before you even begin coaching. Nothing is more compelling than when someone has taken the time to fully understand what you are all about and provide services to help you become the person you most want to be.

The Magic of Small
In developing your niche, smaller is better. The more focused you are on a specific market or specific area of interest, the better you can serve and the easier it will be to attract. Each client attraction effort can be leveraged into the next. Whereas with larger niches, you'll find yourself feeling like you start over again every time that you venture out to get clients.

Let's say you're considering working with business owners - a huge market full of thousands of narrower submarkets. Here is how you could drill that down:

- All Business Owners
- Small Business Owners
- Service Providers
- Health and Beauty Services
- Salon and Spa Owners
- Spa Owners

Notice that each line is a submarket of the line above.

Spa Owners is simply an example of one narrow market, so stay with this example even if you think you wouldn't be interested in working with people in this market.

If you consider, for example, how many Spa Owners there are in the US and Canada, this market is certainly big enough that a coach could find thousands of prospects simply by:

- Going where people in the market go - conferences and associations.
- Writing articles for publications they read - trade journals and blogs.
- Speaking about the topics that interest them - service, beauty, health etc.

The individual people in this market gather themselves into a ready-made group and you can even find them in a phone or Internet directory.

Again, don't assume that means you have to speak or write about how to be a more successful Spa Owner. The challenges you face as a coach aren't exclusive to the skills of coaching. Neither are the challenges that a Spa Owner faces exclusive to the skills of being a spa owner.

The advantage to a market this narrow is that few coaches would be targeting Spa Owners. Let's say that YOU ARE a Spa Owner and there's a coach specializing in working with Spa Owners, wouldn't you be inclined to hire THAT coach instead of the thousands upon thousands of service providers targeting the larger market of small business owners?

Yes, you would, because you would instantly feel at home and trust that coach. That coach speaks your language, understands your challenges, and has services tailored just for you.

You might think it's odd to choose a market such as Spa Owners unless you've been one yourself. But remember, **niching is simply about client attraction power, not about how you coach them or what you coach them about.** Spa Owners are just like any client you might coach. They're just gathered conveniently into one narrow market and that's where the advantages come in.

Your "life coaching" skills will be highly valuable with a narrow market just as they would be with the general public. But targeting makes it easier to get more clients fast.

TARGET A MARKET AND SPECIALIZE!

"You can't be all things to all people. People won't be able to get you, which –after all– is what they are buying."

–WILL CRAIG, FOUNDER OF COACH TRAINING ALLIANCE

If you target a market, you can quickly become the go-to-person for that market. You'll truly understand those people - what they want, what's missing for them, the dreams that elude them. So it makes it easy to attract and serve them. As you do, you'll recognize common themes and be able to specialize in an area of interest for them.

For example, a coach that works with mompreneurs soon recognizes that their top challenge is finding enough time for their business. An intro webinar that helps mompreneurs find ten more hours every week for their business would be a hit! Leveraging time is a great specialty for this coach because it's highly relevant to the market. Naturally, some of the attendees at the webinar will want to work with the coach privately.

Some coaches choose their target market based on a skill they already have. For example, a coach who had been in sales for years might choose to work with salespeople. That's a very large market so it will help to narrow to an industry and perhaps even to a specific position, for example sales managers of technology companies.

Trust that you *will* develop a specialty as you serve a narrow and distinctive market.

If you're not ready to narrow to one niche yet, at least head in that direction. Narrow as much as you're willing to now and then continue to drill down to subgroups of your niche later.

MAKE THE UPGRADE

Now, it's time to approach your market from a position of strength. Once you identify how you can support and benefit a certain target audience, you can fully integrate and understand how powerful your coaching will be. You'll find yourself acting on your knowledge about your market with newfound confidence.

When you make the upgrade, you:

- Choose your niche.
- Do research to understand the people in your niche.
- Launch a website or blog and create your HUB to show how you benefit people in your niche.
- Create a set of ways to stay in front of your market and build relationships.
- Invite people in your market to enroll in your coaching programs.

ADVANCED WORK

DRILLING DOWN TO YOUR NARROW NICHE

- Where would you say you are right now in terms of your coaching niche?
- I have narrowed my niche and know where to find those people.
- I am considering a few different specialties or target markets.
- I'm not ready to make a choice right now.

Wherever you are…it's okay. Don't feel like you must land your niche now. Regardless of whether you have a niche or not, enroll full fee clients now!

If you're open to looking into a possible niche, try this drill down process:

- Determine a broad niche.
- Drill down to sub-markets or sub-specialties.
- Choose a niche that's at least halfway down.

Examples

- All Corporate Employees
  - Corporate Level Management
    - **Senior Executives**
      - **Female CEOs**
        - **Female CEOs of companies with 50-100 employees**
          - Women
            - Women in Transition
              - Women Re-entering the Workforce
                - **New Women Entrepreneurs**
                  - **New Women Service Entrepreneurs**
                    - **Women Direct Sales Reps**

Allow the process of drilling down to help you choose a narrower niche and to see the advantages of specificity. The narrower the niche, the more value you bring to the client and the easier it is to find them. Hopefully, you have gained an awareness of how your interests can steer you in the direction of becoming an expert.

COMING UP EMPTY?

You may not be sure about this niche thing, or it may not be the right time for you. Here are some questions to ask yourself:

- Am I enjoying the clients I already have? What markets do they represent?
- What do I have a real passion for?
- If I were to specialize in one area or target one market, what would it be?
- What am I really good at, and how can I best serve my clients?

As we said before, you don't have to decide on your niche now. But consider taking this step very soon. It will give you aim and focus. **Everything you do from here on to build your business will be defined by your niche.**

ACTION CHALLENGES

NEW COACHES

1. Use the drill down process to choose your niche.
2. Talk to a few people in your niche and learn about their challenges and goals.
3. Refine **Your HUB Statement**, **Your 30 Second Intro**, and **Your Ideal Client Profile** for your niche. (See Supporting Documents.)
4. Update **The Picture of Your Practice**. (See Supporting Documents.)

ESTABLISHED COACHES

1. Drill down your market even further. Take the leap to stand out even more distinctly.
2. Design all future marketing efforts around this new drilled down market.

LESSON 14: ATTRACTING VERSUS SELLING

If you dread marketing it's probably because you think you need to package yourself into something you're not. Where's the fun in that?

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to attract clients by being authentic and understanding my niche.
2. Be able to shift my focus from being interesting to being interested.
3. Know how to connect with prospects and demonstrate the value of my services.

Market yourself as you are. Remember the concept of balancing being and doing? Any endeavor is accomplished more easily when you are being fully present and then you can focus on accomplishing one task at a time. Be yourself. Move forward.

You'll get more clients and have more fun if you approach all of your marketing tasks with an attitude of:

- Creativity
- Authenticity
- Experimentation
- Open-mindedness
- Service to your market

You might think that you need to be fascinating, have lots of credentials and experience, tell people all the great things you can do for them, and convince them to buy coaching. But actually…that will get you nowhere.

Marketing your services becomes effective, fun and easy when you put your focus on:

- Attracting vs. Selling
- Being Interested vs. Interesting
- Showing vs. Telling

STOP SELLING AND START CONNECTING

When people perceive that you want something from them - to hire you and value coaching as much as you do - the walls go up!

Don't try to sell anyone your coaching services. They'll run away from you emotionally. Instead, remember why you decided to become a coach. It's about people. It's about helping them get where they want to go, empowering them to be who they want to be. So be about them and they will be interested in you. Marketing is a much more powerful and sustainable force in building your practice than selling ever can be. Put your energy where you will find reward.

Engage in powerful conversations with people:

- Listen to your prospects.
- Show genuine interest in their life and what they want to accomplish.
- Ask them lots of direct questions.
- Respond sincerely to what they are saying.
- Let go of the need to impress them.
- Be unattached to outcome.

Sound familiar? That's right, **the way you coach is very similar to the most effective way to attract clients.** *It's all about the client.*

When the time feels right, invite them to have a sample session and that will naturally lead to the next step with you, which could be one-to-one coaching, group coaching or another service you offer.

The more genuine interest you show in other people - their stories, challenges, and passions - the more interested they will be in you and your services.

When you show people you understand them and talk about the things that are most relevant to them, you're connecting at a level where they can begin to trust you. Once you've earned their trust, they'll be interested in what you have to offer.

SHOW, THEN TELL

With sample sessions or consults, it's easy to show people who you are and how your services benefit them, rather than *telling* them. Show them what coaching can do for them in a sample session - your "live brochure".

When people *experience* the magic of coaching, they don't need to be sold on it.

When you connect with people, whether through social networking, blogging, on your website or in a sample session, give them something of value for free, such as:

- The gift of being heard (in conversations and sample sessions).
- Tips and tools that relate to their issues (through blog posts and articles).
- Your expertise (in a freebie report, assessment, audio download).

Over the next few weeks you'll design a Client Attraction Plan that offers your niche market multiple ways to experience you and to understand the value of your services, starting with some free information or experiences.

"You can't stay in your corner of the forest waiting for others to come to you. You have to go to them sometimes."

–WINNIE THE POOH

THE IMPORTANCE OF BEING SEEN

When your business is a service, both visibility and credibility are crucial for your success. **Only people who know about you can hire you.** It's a good idea to stay "in front of" people in your niche frequently with these four key approaches:

1. Direct one-on-one contact
2. Live and online networking
3. Joining and speaking to groups (either live or by teleseminar)
4. Writing (blogs, articles, eBooks etc.)
5. Podcasting, videos etc.

We'll cover direct one-on-one contact and joining groups now. Speaking to groups and using your writing abilities will be covered in-depth in the next lesson.

DIRECT ONE-TO-ONE CONTACT

The most effective way to enroll individual clients is to connect with them directly. When prospective clients have firsthand experience with you, and the two of you are a good fit, trust and rapport are the natural result.

If you already know a lot of people professionally, you could enroll enough paying clients simply by contacting them and inviting them into your practice.

1. Call them or connect with them online.
2. Offer them a sample session.
3. Invite them to become your client.

Believe it or not, it really is that simple to enroll clients who will pay your full fee. Often, the fear of rejection keeps coaches from asking people to hire them. But those who do actively enroll clients from the get-go are earning more and enjoying more clients. Those who don't, tend to feel discouraged and may abandon their dream of being a coach.

We've noticed that some coaches faithfully go out and get clients, stepping right into professional relationships, and it's very satisfying. Some coaches hold themselves back or only offer their services for free and barter at first. Get to the point where you offer full fee professional coaching as soon as you can. You'll build more confidence, income and a more appreciative clientele that way.

If you do not have a large enough network yet, you can build one by joining groups, attending networking events, and making public presentations. And of course, if you've narrowed your niche, all those actions will be easier.

JOINING GROUPS AND HAVING FUN

If you've chosen a distinctive niche, focus your networking activities where large groups of people in your niche meet. If you're not ready to drill down to a niche, then connect with people in all sorts of places and situations.

For now, wherever you find a group of people together there is an opportunity to connect. The people you meet may hire you, refer others to you, or lead you to individuals who want your services. You never know when or how that might happen.

The secret to making this work for you is not to make it into "work". There's nothing worse than having to go to a meeting and sell your services. Instead join groups that interest you and where you know you'll have fun regardless of who is there. Be your true self, get involved (which is key), and you'll be someone that people want to be around.

This is all about *attracting versus selling*. Aim for creating a large network of people who know about you and who like you as a person.

Here are basic networking groups to consider if you haven't identified a narrow niche:

- Chambers of Commerce
- Leads groups
- Civic groups
- Professional business associations

"Scatter joy."
–RALPH WALDO EMERSON

- Recreational and special interest groups
- Churches

You can find these types of groups for your region on the Internet or in the yellow pages, in references at the library, or by asking around. You probably already know of one or more groups built around an interest you have.

If you've clearly defined your niche, then seek out groups that are specific to that market. For example, if your focus is executives of non-profit organizations, visit a meeting of your local Association of Associations. Or, if you want to work with financial planners, look for their conferences, associations and special publications. The Internet makes this so easy.

"Fortune favors the audacious."

–DESIDERIUS ERASMUS

LETTING PEOPLE EXPERIENCE YOU

Create even more visibility and credibility with these groups by:

- Taking on a leadership role.
- Writing articles in the publications for those groups.
- Speaking to those groups at events.
- Delivering your HUB Statement and improving it as you go.
- Creating special offers for members of the groups you belong to.
- Getting subscribers to your blog to build your leads list (best if you've niched).
- Inviting group members to a sample session or consult.

Prospective clients are everywhere. You might meet them at a party, the grocery, on an airplane, or as a result of other business that you conduct with them. Be ready to connect with individuals and offer them a sample session.

ACTION CHALLENGES

NEW COACHES

1. In all of your conversations and sample sessions this week, focus on showing genuine interest in the other person and letting go of the need to impress.
2. Shift your paradigm about marketing from that of selling coaching to the concept of connecting with people in your niche. When you buy services for yourself, notice how your choices are made as a result of your attraction to the service providers and how well they understand you, rather than their attempts to convince you.
3. Review the section on **Sample Sessions**. Answer these questions:
    - How many sessions have you given so far?
    - Where did you find those prospective clients?
    - Did you invite them to continue with ongoing coaching?
    - Have you followed up with those people since the sample session?

    How will you be certain that you don't miss opportunities for offering a sample session and enrolling a client in the future?

ESTABLISHED COACHES

1. Have you set up a process that will send you a steady stream of prospects for consults or sample sessions? If you're not giving at least two sample sessions each week, it will be challenging to keep your practice and programs full.
2. Discuss this challenge with your coach and get ready to create a new plan.

LESSON 15:
GAINING VISIBILITY AND CREDIBILITY

No one can hire you if they don't know you exist. If you've just chosen your niche, it's time to get serious about building visibility and credibility with that group of people.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn multiple ways to create visibility with my Ideal Clients.
2. Know how to reach a large number of prospective clients.
3. Understand how to use my knowledge to gain credibility and awareness.

If at any time in your coaching business you find yourself wondering why you don't have more clients, ask yourself:

- How many people actually know who I am and how I can benefit them?
- How consistently am I connecting with people in my niche and building relationships?
- How many of those people have I actually invited into my practice?

It can be eye opening to realize that you have not built your visibility to a point where you can expect a have steady stream of clients. To keep your practice full and earn a satisfying income as a coach, you need to connect with a lot of people in your niche continuously. It's the law of numbers.

Successful coaches have ongoing ways to build their leads list - a list of names and email addresses of people in their niche - and stay connected.

The gardening analogy:

- A smart gardener plants hundreds of seeds, knowing that many, but not all, will sprout.
- He waters and fertilizes and thins the plants to give room for the strongest to grow.
- With consistent care, the harvest is abundant.

To attract an abundance of ideal clients:

- Plant hundreds of seeds on the most fertile ground you can find–where people in your niche are found.
- With regular connection and active enrollment, some people will hire you.
- Choose to work with prospects that are the best fit–your ideal clients.
- Even when your practice is full, keep connecting with your market to grow future clients.

It's time to significantly increase those numbers. Start planting seeds!

REACHING A WIDE AUDIENCE

While public presentations are not as personal as one-to-one contacts, they can be very effective for increasing your visibility quickly by getting you in front of many people at once.

We'll go into detail about each of these options below:

- Speaking to groups
- Workshops, Seminars, and Webinars
- Writing and Publishing
- Podcasting and Videos

SPEAKING TO GROUPS

Public speaking is great way to build instant credibility with a large group. It's also a great lead-in for developing relationships and trust with prospective clients. Many coaches develop their public speaking abilities to a professional level where they can charge fees for their talks.

To get started, offer your talks for free to civic and service organizations or other groups of interest to you. Once you've chosen your niche, focus on more relevant topics and venues.

- Design 1–3 "keynote" talks.
- Develop a basic outline for each, including benefits for the audience.
- Create an email listing your separate talk titles and a short description of the talk.

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- Send the email out to the program directors of civic and service organizations, associations, etc.
- Follow up with a phone call to schedule your talk with the program director.
- Consider joining a local Toastmasters or National Speakers Association chapter to get experience and network with experienced speakers.

HOT TOPICS WITH ROCKIN' TITLES

Compelling topics with the right title will get you better speaking gigs. They'll also attract a bigger, more enthused audience.

The topic of your talk should ideally be:

- Highly relevant to your niche.
- Pertinent to the proposed audience at the association or organization.
- Something that you know a fair amount about or can find out about.
- Enjoyable for you and experiential for attendees.

Create a title that's compelling and that clearly expresses the benefits of your talk.

> "Creativity starts in the dark."
>
> – RHONDA HESS, FOUNDER OF PROSPEROUS COACH®

STRUCTURING A PRESENTATION

Designing your 20–30 minute talk doesn't need to be intimidating. The Q and A structure is simple and effective. Build it one segment at a time.

- **The Question.** Pose a question or point of inquiry to your audience. Make it evocative, relevant to current issues, and challenging. Essentially you will answer this question in the rest of your talk.
- **The Answer.** Provide a maximum of three key points that resolve the question. While you don't want to directly promote yourself during your public presentation, have the solution "point" to your services.

Below is an example of a presentation put together by a coach whose niche is "Recovering" Corporate Executives longing to become entrepreneurs.

- **Talk Title.** Next Stop: True Calling - Going from Golden Cage to Golden Years with Purpose

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- **Inquiry.** When you fully step away from your corporate life, what will you be known for?
- **Key Points.** Take the 30,000-foot view to where your new life is taking you…

  Are you going screaming and kicking or peacefully and intentionally?

In this experiential presentation we'll discover:

- What's your big WHY?
- Is there a calling you're longing to hear?
- What's the best timing for creating your new directions?
- What role would you like to take for greater meaning now?
- What next steps are you ready to take towards your brilliant future?

THE CALL TO ACTION

Speakers often leave out this crucial step. Make sure you have a compelling way to invite your participants to take immediate action in some way that offers another direct experience with you. They have just had experience with you. They now know what it is like to work with you and the value you provide. How can they do more? At the end of the presentation, point attendees to ways they can connect with you and do business with you (Group Coaching, One-on-One coaching, Newsletter, Workshop…etc.)

Design your presentation with a follow up fee-based program in mind.

- Send attendees to a webpage to fill out a web form that gets them notes from the talk or another freebie that's relevant.
- Enroll them into a related workshop, seminar or webinar that you're offering soon. (Have fliers available on a back table or follow up with an immediate email with the offer.)
- Follow up with an invitation to a consult or sample session.

Stay in touch with individuals who opted in for your freebie with your weekly blog or podcast. Provide real value.

Be sure not to make your talk too promotional. As a guest speaker, your role is to provide valuable information to your audience. If you make it something they can use to improve their lives, you'll have won their appreciation…and, if you have a follow up process planned, you may enroll new clients into your practice.

For more information about public speaking, see **How to Land Speaking Engagements** in Related Articles.

FACILITATING WORKSHOPS AND CLASSES

Whether you already have experience facilitating groups or you're new to the experience, it's a lot of fun and can be a very profitable way of making yourself visible and credible to many people at once, while you also earn an income.

Group Facilitation is a collection of many skills:

- Listening
- Asking questions
- Responding
- Designing structure
- Tracking energy

"Be sincere; be brief; be seated"

– FRANKLIN D. ROOSEVELT

Sound familiar? These are skills you are honing as a coach. That's one of the reasons why it's an easy leap from coach to facilitator. You'll become more masterful at these skills when you set up situations to use them. Your experiences as a facilitator will also make you a more masterful coach.

While you do want to prepare a well-structured event, don't strive for perfection. It has always been over-rated. In fact, something that feels perfect may also feel inaccessible or stiff. The most important thing is to get out there! Try new things. Be willing to test and tweak.

Create an experience and people will enjoy it. Craft an atmosphere of exploration, levity and collaboration. Keep in mind that **your participants will remember the experience they had in your program more than the content you delivered.**

MODES OF FACILITATION

There are two main types of events where facilitation skills are used:

- Face-to-face workshops, seminars and other events
- Webinars

Face-to-face events are multi-dimensional and have many advantages:

- Ease with visual elements
- Ability to break participants into small groups
- Creative uses of music, movement, and icebreakers

However, face-to-face events tend to require a greater investment of time and out-of-pocket expenses (for venues, food, travel, marketing). And you are limited to serving individuals in a certain region, unless you market the event in a way that people would be likely to travel for the program.

Webinars, which are still live programs and have different advantages:

- Participants are not limited to your region.
- Students can call in from wherever they are at the time.
- It's inexpensive and easy to set up.

To move forward with facilitating live or online programs, see the Supporting Document called **Ten Steps for Designing and Facilitating Events**.

WRITING AND PUBLISHING

Putting your expertise into print is another quick way to gain credibility with your niche market. It's been said there is a book inside all of us. The challenge is getting it out and into the hands of your audience!

> "(People) like getting me-mail, not email."
>
> –SETH GODIN

Discover the author in you. A practical way to work toward this goal is to start small. In the process, you secure a tighter grasp on your subject matter and gain confidence. Most importantly, you'll be gaining visibility and credibility.

If you don't feel you're a great writer - don't worry - no one does when they get started. But you'll gain skills quickly by writing often.

- Here are a few places to begin:
- Write articles for journals and publications that your niche market reads.
- Write a weekly blog for your niche.
- Write your own eBooks and books.

These are great ways to extend your reach to prospective clients and add value to their lives at the same time.

WHAT TO WRITE ABOUT

The best topics to write about are those of high relevance to your niche. As you work with clients, you'll hear topics they're interested in knowing more about. You can even ask them what they want to hear from you.

You have more expertise than you give yourself credit for. To get your creative juices flowing, ask yourself:

- What is important to people in my niche?
- What do I feel passionate about?
- What message do I want to share with others?
- What's my growing edge?

Ideally, what you write about reflects both your niche and your authentic self. That way, your writing shows your ideal clients a bit of what you have to offer.

Pick subjects that you can write about directly from your personal experience, and in detail. And watch what other coaches and service providers who serve your market write about as well. In the long run, there's no better source for your topics than your clients. **As you coach, you'll hear about topics that will capture the attention of people in your niche.**

FIVE GREAT REASONS TO WRITE

1. Quickly establish your credibility as the "go-to-person" for your niche.
2. Consistently build your niche leads list.
3. Develop know-like-trust connections with prospects.
4. More readily attract clients and buyers for your products and programs.
5. Attract better opportunities and amass your "knowledge capital".

PUBLISHING A BLOG

While some people in your niche will take immediate interest in your fee-based programs, others will take longer to "warm up".

It is said that it takes 7–12 connections with prospects before they will begin to pay full attention to your offers. This is true for any coach, any marketer – any business. When you write frequently, you stay in front of your niche and keep the relationship warm until they are ready to engage at a deeper level with you.

> "Readers want to feel you are writing to them personally."
>
> –JEAN MARIE STINE

Your weekly blog has long-term impact on your visibility for relatively little effort and cost. Your readers are getting to know you, and because you cover topics that are relevant to them, they listen more closely each time. You develop fans.

Eventually, you'll be known for your posts and articles. It can even help you with publishing a book or attracting speaking gigs.

Publishing a weekly blog is a commitment and shouldn't be taken lightly. We recommend that you explore some of the many great resources online that can provide a deeper level of understanding on how to maximize Search Engine Optimization (SEO), key phrases, Key words and Meta descriptions. Does it make sense for you to publish a blog or send out a weekly newsletter? Newsletters are great for connecting with established contacts. Blogs can be a great way to connect with new, potential users. Sending a newsletter out infrequently and inconsistently has been proven to lose subscribers. Posting relevant and meaningful blogs can generate interest and get in front of new prospective clients. Consider your goals and create a communication plan that will support those goals. It's all about delivering consistent value like clockwork. You can do it!

ADVANCED WORK

GROUP COACHING

Group coaching is a special format where you create live opportunities (in person or online) for individuals to gather and experience coaching within a group.

Distinct from a seminar or workshop, which is information based and focused on delivering content, group coaching is focused on providing space for group creativity and synergy - the coalescing energies that create a magical experience for each individual. The whole is greater than the sum of its parts. No doubt you've experienced this for yourself.

Group Coaching can be an exciting addition to one-to-one coaching. Some coaches prefer group experiences to individual coaching experiences.

For most coaches, group coaching will be an additional way to interact with clients they already support. For others, group coaching provides an income stream that you'll add after you have some experience coaching one-to-one and you've developed a list of leads. But if you already have coaching experience or facilitating experience, you may opt to offer group coaching immediately. It's up to you!

Why Group Coaching Works for You and Your Clients

Group coaching is a fun, profitable and meaningful experience for both you and your clients. Adding this to your core suite of offers allows you to:

1. **Leverage your time.** Because you are serving many people at the same time.

2. **Increase your earning potential**. You earn more money for your time even though you charge each member of the group less than your one-to-one client fee.

3. **Enhance your skills**. Holding space for many people at once builds new strength in coaching skills and increased awareness.

Clients will enjoy a different set of benefits than those of one-to-one coaching:

1. **Richness in diversity.** Groups are inter-developmental, providing participants with a richer experience because of the diverse energy and ideas. Each member's unique voice and perspective is honored.

2. **More "aha" moments**. Each member's issues, insights and solutions are highlighted with brilliant clarity because their own experience is witnessed, triggered and mirrored by other members in the group.

3. **Collective wisdom**. Members come to trust and respect the enhanced wisdom that emerges from a well-facilitated and committed group.

4. **Accelerated growth**. Members may progress faster, learn more deeply, and derive more joy from the journey.

5. **Safety in numbers.** The group coaching community provides a safe place to stretch and develop both personally and professionally. The sense of isolation and loneliness can drop away and be replaced with a sense of belonging.

You can see there are many advantages to both you and your clients when you offer group coaching. Your role is not just as facilitator. You are an agent of change - holding space for possibilities for each member of the group and the group as a whole.

Four Types of Coaching Group Structures

> "Coming together is a beginning
> Keeping together is progress
> Working together is success.
>
> -ANONYMOUS

1. **Company Groups** include people who all work for the **same company or corporation**, such as a group for:

    - Executives deepening leadership skills and defining leadership roles
    - Managers of teams building management skills and improving creative problem solving
    - Team members who are focused on a specific project

SECTION 1 LESSONS 1–4
SECTION 2 LESSONS 5–8
SECTION 3 LESSONS 9–12
SECTION 4 LESSONS 13–16
SECTION 5 LESSONS 17–20
SUPPORTING DOCUMENTS
RELATED ARTICLES
CCP WEEKLY READING ASSIGNMENTS

2. **Affiliated Groups** are made up of people in the **same company or industry** who do not interact on a daily basis, and have similar issues, such as:
    - Lawyers
    - Architects
    - Real estate agents
3. **Affinity Groups** are made up of like-minded people in the **same circumstance**, such as:
    - Parents with special needs children
    - Downsized individuals
    - Expatriates making a home in a new country
    - Mompreneurs launching a new business
4. **Focus Groups** are made up of people who share the **same desired outcome**, such as:
    - Writing and publishing a book
    - Growing a new business
    - Crafting a keynote speech

Unless you are an executive or business coach coaching inside large companies, you will likely be facilitating an Affiliated, Affinity or Focus Group.

For more information about group coaching, see **Eight Steps for Creating a Group Coaching Program** in Supporting Documents, and **The Answer is Group Coaching** in Related Articles.

ACTION CHALLENGES

NEW COACHES

1. Make a list of small bite-sized topics that are highly relevant to your niche.
2. Consider whether it's time for you to publish your own blog.
3. Make a list of possible venues where you could speak and line up some gigs.

ESTABLISHED COACHES

1. Get your writing and speaking into bigger venues that reach people in your niche.
2. What are you known for? Leverage that more fully.
3. Launch your own coaching group.

LESSON 16:

GAINING TRUST WITH CONTINUOUS CONNECTION

Your professional work with clients is an intimate and highly privileged position. If you have your own coach, you know this personally - to hire them you had to have trusted them.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Know the most successful marketing approaches.
2. Understand the key elements that build people's trust in my abilities.
3. Learn specific ways to leverage my marketing efforts.

For people in your niche market to hire you, to convert from your prospects into your paying clients, they must first:

- Know, like and trust you.
- Feel that you understand them.
- Perceive that the benefits of your programs are worth investing in.

It may seem like a herculean task, but this is a natural selection process that happens all the time. If you are…

- Being your authentic self
- Frequently visible to groups of people in your niche
- Speaking about and offering things that your niche market finds highly relevant

… then you WILL attract ideal clients.

To attract a *steady stream of ideal clients*, it's not enough to put up a website and go to a few networking meetings. You will need to create a set of *leveraged marketing approaches* that put you in front of your market consistently and persistently. That set is made up of both high touch and low touch marketing approaches.

High Touch marketing approaches, such as giving sample sessions or consults, are all of these things:

- Personal
- Direct
- Experiential
- Interactive in real time

Conversely, *low touch* marketing approaches, such as publishing blogs, are:

- Impersonal
- Indirect
- Not happening in real time

For a list of marketing approaches, see the Supporting Document, **Twenty Marketing Approaches**.

BUILDING TRUST IN SIX WAYS

In this course so far, we've spent quite a bit of time asking you to define who you are, what your message is, and who your ideal clients are. We've also encouraged you to choose a narrow niche and find out what people in that market care most about. There's good reason for this. Your marketing language must be an expression of all of those things together. **When people have a sense of knowing you and a feeling that you understand them fully, trust is built.**

The six trust builders are:

- Authenticity
- Integrity
- Clarity
- Understanding
- Persistence
- Responsiveness

"The most exciting breakthrough of the twenty-first century will occur not because of technology, but because of an expanding concept of what it means to be human."

– JOHN NAISBITT

SECTION 1 LESSONS 1–4
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RELATED ARTICLES
CCP WEEKLY READING ASSIGNMENTS

AUTHENTICITY

When you come from authenticity you instill trust. Whereas, if you try to package yourself up as something you're not, it turns people off. So be yourself.

You may feel you need a bit of polishing. That is important. As you patiently develop, keep becoming who you want to be and showing up fully as yourself. It will pay off.

Be sure that what you're saying is what you truly mean. Don't make promises or make your service sound better than it is. Nothing erodes trust detracts faster than false "advertising".

INTEGRITY

Nothing is more attractive than integrity. When groups of people are surveyed for what they are drawn to most in others, integrity always wins. So, what is integrity?

Integrity is being fully integrated and whole. Your actions are aligned with your personal values. Honesty, responsibility, possibility thinking, and good boundaries are the touchstones of integrity.

Come from your integrity in every way that you show up publicly. It's a magnetically attractive quality.

CLARITY

Clarity comes with simple, elegant and direct language that gets to the bottom line fast. That's your HUB Statement. All your marketing effort spokes out from what you learn about your market.

"They may forget what you said, but they will never forget how you made them feel."

–CARL BUEHNER

UNDERSTANDING

When you focus your curiosity and interest on your market and your current clients, you begin to understand them. That understanding is one of the keys to attracting more clients. When people feel special and understood they pay attention.

PERSISTENCE

Put yourself and your message "out there" every day. Consistent, persistent ACTION is the way to build a successful business.

One marketing effort or a few announcements will do little for you. You cannot expect to dangle an offer out there once or twice and build a sustainable business. Keep connecting and putting your message out there again and again, making minor changes as you learn more. Experiment. Enjoy the process.

In public speaking, networking, seminars/workshops, writing, marketing through the web - the more consistent your brand and your marketing presence is, the better your response will be.

RESPONSIVENESS

Once you connect, follow up and connect again and again unless you've been asked not to.

- Invite them to get your freebie and subscribe to your blog.
- Offer a sample session or consult.
- Suggest a follow up call or face-to-face meeting.
- Enroll them in another event.

THE BEAUTY OF HIGH TOUCH

It's not necessary to push or sell when you follow up with people who have just had an experience with you. They already acknowledge your value. All you have to do is ask to connect again. When you give a prospective client a consult or sample session, you not only show them exactly what you do, you invite them to hire you without having to apply any pressure.

> **Prospect:** Your seminar really opened my eyes about how to connect with this new country while my partner is employed overseas!
>
> **Coach:** I'm glad you enjoyed it. What did you come away with that you'll use?
>
> **Prospect:** Since we moved here in January, my teenage son and I have been out of sorts. We don't know anyone and feel lonely, even a bit resentful. So your suggestion about meeting a new neighbor each week is so doable, we're going to start this week. I also love your simple solutions for staying in connection with my home as well.

Coach: It can be such a lonely thing to move overseas. And since you don't usually know how long the assignment will be, it's best not to wait to anchor into your new community.

Prospect: That's what we've been doing. Just laying low and waiting for it to be over. But it's clear we're here for at least another year. I want to find the way to make the most of it and help my son to value this experience.

Coach: You know I'd love to follow up on your experience this week and show you some other ways to make connections and anchor into your community. How about if we have a 20-minute check-in next week?

Prospect: I would truly enjoy that.

Coach: Let's set a time now. Would next Thursday at 2:30pm work?

Prospect: Let me check my calendar … That's perfect! How does it work, do I call you or …?

Coach: Let me grab your email address and phone now. I'll send you a reminder by email, and then I'll call you Thursday for our check-in. Plan for about 20 minutes.

In this case, the coach used a high touch approach to follow up. It's impactful without being sales-y. Learn more on this subject by reading these Supporting Documents: **Twenty Marketing Approaches** and **Eight Ways to Leverage Your Time and Get Better Results**.

THE CALL TO ACTION

We've mentioned this before when we talked about public speaking… call your prospects to action.

Follow up one experience with another:

- Write your warm letter; follow up with a phone call.
- Attend network meetings; follow up by phone to set up a consult or sample session.
- Someone signs up for your freebie; offer a follow-up consult.
- After the consult, invite the prospect to one-to-one or group coaching.
- Put on a seminar, workshop or webinar, then enroll participants into another event.
- Give a talk; sign the audience up for your blog or your group coaching experience.

You get the idea. **String your offers together like pearls.** Don't waste a single connection. Leverage that connection into another connection. When you have someone's attention, move them to the next way to experience the value you offer. In your **Client Attraction Plan**, build in the next step for your prospective clients and you'll be leveraging your marketing efforts.

ADVANCED WORK

DEVELOPING A REFERRAL BASED BUSINESS

If you have chosen a niche and are using a set of high touch, low touch and Internet approaches that are all leveraged together, you will get referrals. This is what every service provider wants. Imagine the day when a large percentage of your clientele comes from referrals…that's pure attraction in action.

Think about it. When you hire a service provider of any kind, how do you find them? Generally, it's through word of mouth or personal experience, not a magazine ad or billboard.

Human beings love to be resourceful. We enjoy leading others to the good things we've experienced. And when a referral comes from someone we trust, it's often enough for us to follow through and contact that service provider without any additional research. How many times have you referred a friend or colleague to a service provider because you value the service?

It really helps if you have a narrow niche, because it keeps you top-of-mind for the people who know you professionally. If you're broadly niched or a generalist, it's unlikely that you'll get as many referrals.

Referral based business is generated from consistent visibility with prospects, current clients and past clients. You need to get in front of and stay in front of prospective clients and create a reservoir of contacts that have experienced your services.

To get referrals you have to ask for them. Let all your clients know that you work by referral.

- Encourage referrals in all your written contacts - warm letters, updates, on your website.
- Tell new clients that you appreciate referrals.
- Ask established clients from time to time to refer their friends, family and colleagues to you.
- Create referral partnerships.

The Referral Type

Some people enjoy being a resource more than others. These are the type of clients to seek out and enroll into your practice. Generally, other professionals are resource oriented. That's another reason why targeting a business market is advantageous. When you recognize this trait in a client, foster it by rewarding their referral impulse.

Rewarding Referrals

The moment you realize that someone has referred a prospect to you, pick up the phone and thank them for the referral. It does not matter whether that prospect hires you or not. Acknowledge the referral so that you encourage more referrals. Never disclose details of your consult or sample session to the person referring as that would breach confidentiality.

Follow up the phone call with a personal, handwritten thank you by mail to the person who referred a prospect to you. Email isn't special enough.

Consider rewarding clients that continuously refer new clients to you by sending a small gift or gift certificate to them.

MAKING MONEY WHILE YOU MARKET

The more avenues that you create for connecting with your niche market and building trust with people, the quicker you'll attract clients and earn a good income as a coach.

There are two approaches to creating multiple revenue streams while you become more visible and credible as a coach:

1. Services
2. Products

GROWING YOUR SUITE OF OFFERS

Once you've established your niche and identified your ideal clients, add group programs targeted to those individuals:

- Group coaching, Masterminds
- Workshops, Seminars, Webinars
- Membership Programs

These group programs give your prospects:

- Another way to develop a trusting relationship with you that may lead to private coaching or add on sales.

- Valuable information and experiences.
- Less expensive ways to engage your services.

At the same time, each event will benefit you by:

- Building your network.
- Generating referrals, new clients, and income.
- Creating more visibility and credibility for each hour of marketing you do.

From Services to Products
Your expertise in the topics you offer through public presentations and groups can be leveraged into products that will bring you "passive revenue" - income that isn't dependent on your time.

- Electronic products - eBooks, eCourses, podcasts
- YouTube channel, Streaming
- Books, booklets, workbooks, notebooks
- Card sets and more

There are various ways to create these products, ranging from self-produced to hiring a service to produce them for you. In any case, you'll provide the raw material - your expertise packaged in digestible forms.

"Passive revenue streams" may provide the easiest money you'll ever make. Rather than fees for your time, you are paid for your expertise over and over again. Of course, there's initial expense and time to create the product. And you must set up a marketing process that attracts, educates and converts the prospect into a buyer.

Selling products gives you more time to do what you feel truly passionate about, without the pressure of needing to make a steady income from your time. And, like group services, every product you sell gives you a higher profile - more credibility, more potential for trusting connections with people in your niche.

The venues for selling products are vast:

- On your website
- On related websites
- Affiliate programs
- As back table sales in public presentations
- At tradeshow, conference and expo booths

- At conference book sales
- Through licensed distributors
- Through professional publishers

For more details on this topic, see the Supporting Document, **Making the Most of the Web**.

ACTION CHALLENGES

NEW COACHES

1. Create a year's worth of client attraction strategies in 4 three-month sections. Remember to leverage your marketing efforts.
2. Half of your marketing efforts should be high touch approaches.
3. Choose at least two Internet marketing approaches for each three-month period in your plan.
4. Write down your marketing ideas in **Your Client Attraction Plan**. (See Supporting Documents.) Use all of the strategies you have created in Lessons 13–16. Develop the long term, short term and daily actions to implement your plan.

ESTABLISHED COACHES

1. What have you done so far to encourage referrals? Come up with a strategy for developing more referral-based business.
2. Develop next year's marketing strategies for **Your Client Attraction Plan**. (See Supporting Documents.) Map out your long term, short term and daily actions. Set an intention to do more over each three-month period than you did all year last year.

CONGRATULATIONS!

You've successfully made it to the summit. Look at where you've journeyed over the last several weeks. You have:

- Distinguished yourself from other coaches by choosing your niche.
- Shifted from the old selling paradigm to attracting your clients.
- Learned multiple ways to create visibility, credibility and make money while you market.
- Learned about high touch, low touch and Internet-based approaches to marketing your services.
- Created a yearlong Client Attraction Plan that can be executed in daily actions.

This is a good time to review your Smart Goals. Your Client Attraction Plan gives you steps for marketing and outreach. Now your Smart Goals can reflect other important goals related to your development of your business and as a coach.

SECTION IV REVIEW

You've been on a steady climb, learning lots of techniques for filling your practice.

- Take a moment to review these concepts:
- Niche to Be Rich
- Attracting Versus Selling
- Gaining Credibility and Visibility
- Twenty Marketing Approaches

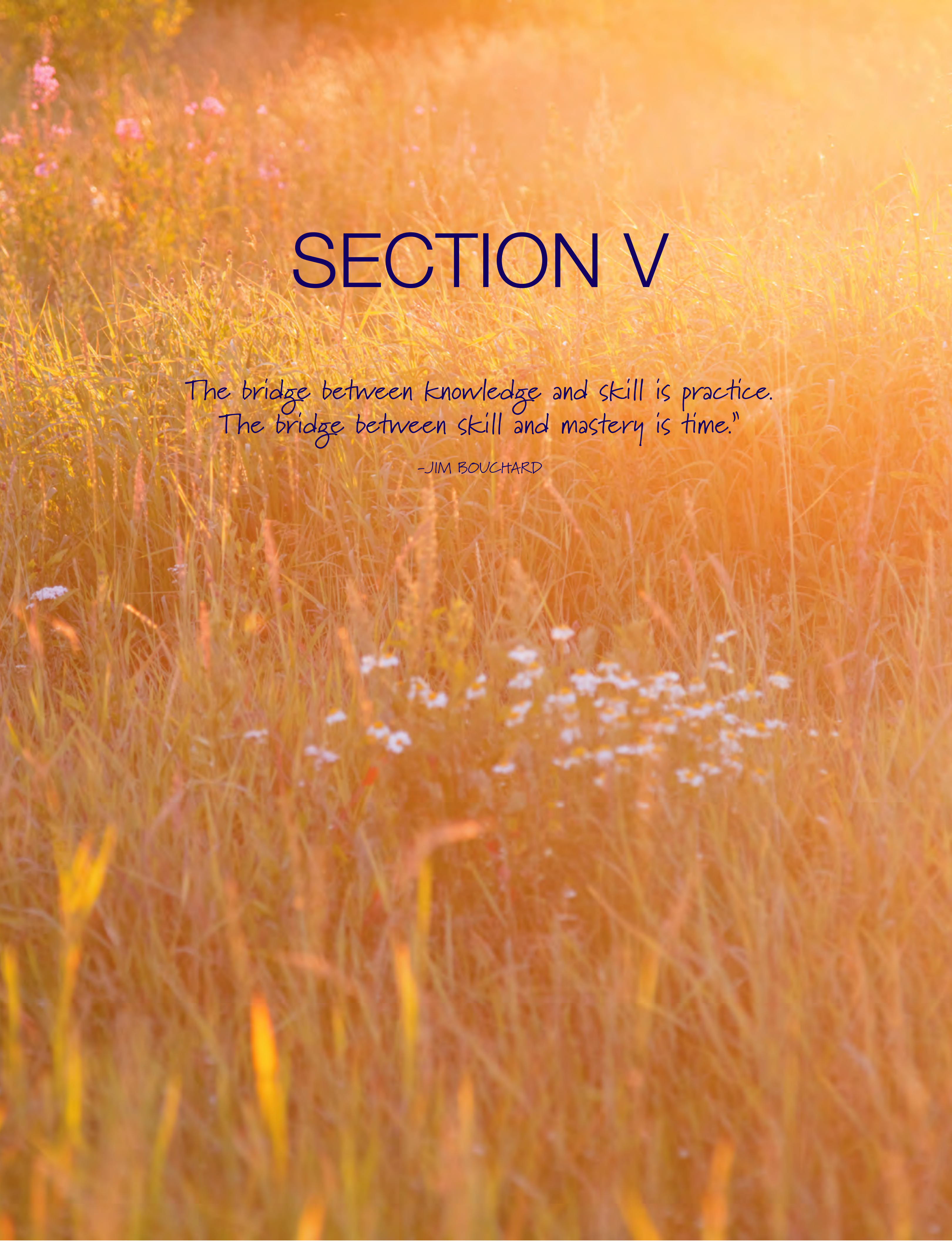
Remember as you draw your clients to you like a magnet:

- Learn what's most important to people in your niche.
- Integrate that into your HUB and website language and offers.
- Enjoy your clients!

We know you're on your way to creating referral-based business. You'll do it one step, and occasionally a giant leap, at a time.

Now, before you go forward, take a look at what's ahead of you. It's a vista full of possibilities.

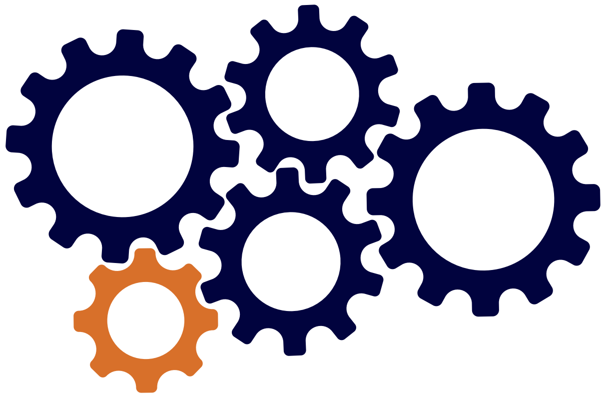
In Section V we'll focus on how to conduct masterful coaching sessions. Your experiences giving sample sessions will continue to inform you of how to apply mastery. Each nuance you learn here will be manifested in the next session you have with clients.



SECTION V

The bridge between knowledge and skill is practice.
The bridge between skill and mastery is time."

-JIM BOUCHARD



MASTERFUL SESSIONS

When does a musician become a virtuoso? When does a conductor become a maestro? When does a painter become a master?

In every craft there is an invisible line crossed where the artist goes from good to great, from excellent to sublime. While experience plays a big part, it's not just time and mileage that create that shift. It takes continual awareness. Notice when something is working well and when it's time to change up your approach with clients. Sometimes you stumble upon a secret and find its effect is reproducible. Lock onto the source of that inspiration!

ARTFUL COACHING

Coaching is an art not a science. There is no one right way to coach, no sure-fire technique to the process. Mastery in coaching comes by learning to read the flow of the session and respond without trying to control it.

Coaching is like painting. The medium is fluid and unpredictable. Sometimes it wants to be concentrated and sometimes thinned out. It's both broad strokes and fine details.

The composition of masterful coaching is rarely planned through brainwork. More often, it's designed with the senses - in the moment. It's a living process, always emerging and evolving. Now that you've set the foundation for your business, honed tools, enrolled your own clients by attraction, it's time to work on your craft.

- Raise the bar on your coaching skills.
- Come out of your comfort zone.
- Become more intuitive.
- Go beyond goal setting and accountability with clients who want more.

In this section, we'll be reviewing and going into more depth with many previously covered concepts. Be ready to take your coaching to the next level. Print out the **Coaching Session Transcript** from Supporting Documents so that you can see an example of each step. You can also access recorded coaching sessions at CTA's center for Life Long Learning…

Take a closer look at the scenery on your journey. There are gorgeous details and subtleties to see that will make this a richer road to travel.

LESSON 17: THE ART OF COACHING

Three things must be fully present for artful coaching to take place:

1. The coach is fully focused on the client.
2. The client is willing to be coached.
3. The client has brought a particular agenda for this session.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Discover three factors that must be present in order for coaching to be effective.
2. Investigate whether you have clearly set up the co-creative relationship.
3. Understand how you can avoid hijacking the agenda.
4. Learn how to hear underlying agendas.

If any piece goes missing, the possibility for masterful coaching diminishes. If any piece is weak, the coaching will likely be weak. When each piece is strong, coaching can be transformational!

When you enroll a new client into your practice, it's an exciting beginning to a potentially long term and fruitful partnership. Some clients may stay with you for years. Your client has made a commitment to invest both money and time into their growth. They anticipate great change and accomplishment of big goals. For you, it's an honor to engage deeply with another human being. There's the promise of more experience, income and credibility.

BEING RIGHT SIZED

Every bright and positive thing has a shadow side. Being aware of the shadow side of coaching will help you stay in a healthy co-creative relationship with your client.

Sometimes, a strange thing happens in a coaching relationship. The coach becomes inflated in their role and/or the client never fully assumes their role. Feeling uncertain of the breadth or limits of the coaching process, the client hesitates. Be alert for this kind of imbalance. It can cause trouble.

For the best result, always consciously establish the co-creative relationship when you begin with a new client. Make it clear what you do and don't do as well as what they do in the coach/client relationship.

At any time, if you realize that you've not been clear about this, correct it immediately by having a conversation with your client. Make sure the co-creative relationship is clear before you continue.

When you're just getting started as a coach, it's natural to be nervous and to feel a bit wobbly. Notice if:

- You are nervous during sessions.
- You feel the need to perform for your client.
- You are anxious to solve problems and to prove your value.
- You tolerate your client's late fees, lack of a clear agenda, or chronic lateness to sessions.
- You feel drained after sessions.

All of these are symptoms that you are taking on more responsibility than is rightly yours.

You are responsible for you and for monitoring the relationship. Be careful not to take on your client's responsibilities as well. Your client is responsible for his or her own feelings, solutions, actions and progress.

If your client…

- Is not bringing a well-formed agenda to most sessions.
- Misses or shows up chronically late to sessions.
- Repeatedly makes late payments or their credit card won't authorize.
- Doesn't fully engage in sessions.
- Expects you to have the answers and solve their problems.
- Doesn't tell the truth as they know it in sessions.

…bring these things to your client's attention respectfully. Review the coach and client roles if necessary. Most clients will begin to understand and step fully into their role if you track the relationship and make subtle adjustments.

As coach, it's your responsibility to monitor the "health" and integrity of your coaching relationship. It won't work for you to inflate your role or for your client to avoid stepping into the appropriate client role. If the roles remain unbalanced, the only ethical choice is to terminate the relationship.

THE BLANK CANVAS

Once you've set up the "container" for the co-creative relationship, it's time for your client to begin the process of transformation and create something new in their life. Provide a blank canvas for each session and encourage them to wield the brush through your questions and reflection.

"Good teachers are not conduits for information, they are coaches for understanding."

–WILL CRAIG, FOUNDER OF COACH TRAINING ALLIANCE

We've talked about being blank. You've learned to quiet your mind in sessions so you can listen to your client. Now it's time to ***learn how to leave your agenda*** **behind completely.**

Telltale signs that *your* agenda has crept into the session:

- After reading your client's session prep form you plan out what you'll say in the session.
- Your suggestion or observation doesn't land with the client and you can't let it go.
- Your focus is primarily on what you're going to do or say next.
- You feel judgmental towards your client.
- You think you know what's better for your client than they do.
- You fill the time with your own opinions, perspectives, and stories.
- You make your client wrong.

As soon as you notice any of these, take a moment and a breath. Let go of your position. **Become blank again.**

Your judgments, biases, opinions, perspectives, stories, assumptions and interpretations may or may not have relevance in the session. If you decide to share them with your client, do so lightly. Consciously, open up your mind and allow your client to have their own way, their own perspective and choices.

If you notice that you've come on too strong and are attached to your client seeing it your way, come back to holding the client's agenda. It might be best to own up to your mistake with your client. They will respect you for it and it will clear the air between you.

HIJACKING THE AGENDA

The client's agenda is the guideline for the session. It empowers both the client and the coach by providing a pinpointed focus for the conversation. If the client's agenda isn't clear or the coach doesn't fully serve the agenda, sessions tend to ramble, feel more like therapy than coaching, and are often not very effective.

> "Consciously or unconsciously you are using your power at every moment."
>
> – ANONYMOUS

You cannot hold your client's agenda and yours at the same time. If you let go of the client's agenda and bring in yours instead, the session will spiral downward. That's called "hijacking" the agenda.

Here's an example of hijacking a client's agenda:

> **Client:** I don't feel like working on my business plan today even though I said that was my agenda on my prep form. I've had a great realization come to me and I want to tell you about it.
>
> **Coach:** Okay, let's start there.
>
> **Client:** I just bought office furniture and equipment for my business. It's feeling so real all of a sudden that I'm doing this. I know that I've made all the right choices for myself around this new business. I've been working really hard on transforming myself and I've watched myself become who I want to be over the last year. I'm ready for this challenge!
>
> **Coach:** It's fun to hear your excitement. I've enjoyed witnessing your transformation.
>
> **Client:** I also feel humbled by the process of creating my own business. It's so wild. I don't always know what I'm doing. I feel like sometimes I'm just dangling in the wind. There's something really liberating about that, but it's also frightening.
>
> **Coach:** I think if you focused on your business plan, you'd have some direction and it wouldn't seem so frightening. [AGENDA HIJACKED]
>
> **Client:** No, really, I feel exhilarated by the risk I'm taking. I've recognized the value of being an entrepreneur.
>
> **Coach:** That's great but don't go too long without anchoring your business with a plan.

Notice how the coach's comment about the business plan made the client defensive. The client's agenda was never fully stated or clarified. The coach had not heard enough details or found out what the client wants to take away from this session. Instead this coach gracelessly pushed what she thought should be the client's agenda at her. The client's energy was in a different place. The coach began by listening, but then made the client wrong.

Don't be too eager to get to solutions and action with your clients if they're not there yet, and certainly not at the beginning of the session before the agenda is clarified. Stay with the energy of the moment. **Explore without manipulating.**

Here's a different outcome to the same conversation:

> **Client:** There's something really liberating about that, but it's also frightening.
>
> **Coach:** Sometimes those feelings go hand in hand.
>
> **Client:** Yes. I'm learning that it's part of being an entrepreneur - taking risks so I can have a high return on my investment of time and energy. As you say it comes with the freedom of working for myself.
>
> **Coach:** Excellent! If you can acknowledge and move through those feelings into action, you'll build up your business easily. Do you know what you'd like to take away from this conversation today?
>
> **Client:** What's most important to me right now is to process my realizations out loud and not focus on anything pragmatic today. I trust my inspiration will lead into action.
>
> **Coach:** Great. Tell me more.

This time the coach encouraged the client and made her point without being a killjoy or hijacking the agenda. She endorsed the client's self-discovery and let her have a simple agenda - to process out loud.

> "Trust in yourself. Your perceptions are often far more accurate than you are willing to believe."
>
> – CLAUDIA BLACK

CLARIFYING THE CLIENT'S AGENDA

The client's agenda is more than just the topic of discussion for the session. The client's agenda **includes the details surrounding the topic and what the client wants to take away from the session.**

The first phase of your coaching session is about setting the stage. You may be tempted to rush through this part to get into more dynamic coaching, but don't. Make sure their agenda is crystal clear before you proceed.

As your client begins to share what is on their mind, listen closely for the key points that compose their agenda:

- The *specific topic* they want to explore in this session.
- Any important *details* about the topic.
- What exactly they want to *take away* from this session. This may be a shift in perspective, solutions or next steps.

Ask open-ended questions until the agenda is crystal clear to you. Also take note of:

- The client's **exact words** about their topic.
- The feel of the words in their voice and **energy**.
- Potential other or ***underlying agendas***.

If you are listening closely the client will usually tell you exactly what they want out of the session in the first 1–5 minutes of the session. If you don't hear it, it's critical to ask: *"What would you like to take away from this session?"*

> **Client:** I've got a big writing assignment at my new job and I'm still developing a project for the other organization I've been working for. That project is not going to be done for a while. It feels like I've got one foot in my past and one foot in my future. I feel scattered. Maybe I need to develop a better scheduling system, learn how to divide my day up differently.

You might think it's best to start coaching around the scheduling system. But the client's statement "I've got one foot in my past and one foot in my future" indicates a potential perspective shift the client my need first, before she can move into pragmatic solutions. It's an opportunity to help the client connect her previous work with her new work.

> **Coach:** When you said you have one foot in the past and one in the future, I think you've hit the nail on the head. Would it help you to build a bridge between the two projects?
>
> **Client:** Yes! I'd love to find a way to relate them.
>
> **Coach:** Are there common factors in the projects that would allow you to leverage your work?
>
> **Client:** Well, they are both writing projects for social services organizations and I have complete control over the topics. . . You know what I could do? I could make the topics the same for both projects. Then I could write each piece from a different angle!
>
> **Coach:** Great idea. I imagine your expertise will grow a lot from working those projects that way. Would you like to brainstorm more about this?

Often the client will not state their agenda plainly. "My agenda for today is..." Instead, they will let you in on what they've been thinking, what's been getting in their way. If you do not understand exactly the topic that the client is bringing to you or what they want to achieve in the session, ask questions until it's crystal clear.

Here's an agenda that needs more clarification:

> **Client:** I've got a dilemma that I want to resolve in our conversation. I'd like to create a consulting business of my own in St Louis, but I won't be ready for two more years. I'm not well suited to my job here in Colorado. I've been asking myself: Do I stay in this job I hate for two more years or find a new job in St. Louis now and start my business later? I'm certainly marketable with my skill set. But high-level positions in my field are few and far between.

"I shall become a master in this art only after a great deal of practice."

– ERICH FROMM

While the client clearly stated his takeaway and the topic, the details of this agenda are a bit tangled up. What can the coach glean from the client's presentation of his agenda so far?

He says he has a dilemma he wants to solve in this session.

For some unknown reason, he feels he's not ready for another two years to create his new business in St Louis.

He's considering only two options: stay in this job or get a new job in St Louis.

He says he hates his job because he's not well suited to it

It's time to probe for more information until the agenda is clear. There several ways to do this. Here are two:

> **Coach:** I hear that you are waiting two years to build your new business. What's the reason behind waiting two years?
>
> ***-OR-***
>
> **Coach:** What other options might there be, besides stay with your job in Colorado or look for another in St. Louis?

THE TIP OF THE ICEBERG

Sometimes the agenda presented is only the most visible surface of a larger or more relevant agenda. Explore this with your client by encouraging them to look below the surface. Be casual about this. You're helping them test the waters, not forcing their head under. They always have choice.

Client: I'd like to talk about time management today. [TOPIC BUT NOT NECESSARILY THE AGENDA.] I'm feeling really behind on this new project.

> **Coach:** What's going on?
>
> **Client:** I'm so bored. There's just no juice for me in this. Every time I sit down to work on it something else distracts me. Like today, when I was supposed to be writing an update, I just kept checking my email and voice mail, wasting time.
>
> **Coach:** What are you avoiding?
>
> **Client:** I don't know.
>
> **Coach:** (waits in silence)
>
> **Client:** I guess I'm avoiding the next step of this project.
>
> **Coach:** What happens in the next step?
>
> **Client:** I'm supposed to give a report to the team. I'm not ready to do that and I'm way behind deadline. I'll have to face my team manager. I don't even feel qualified to do this. I feel resentful that he gave it to me in the first place!
>
> **Coach:** (pause)
>
> **Client:** I didn't realize I was so angry about this. I've needed some additional help since the get go and I haven't asked for it.
>
> **Coach:** It's great that you've realized that now. What would you really like to get out of this session today?

If the coach had misunderstood the topic of time management for a clear agenda he might have jumped immediately into strategizing with the client and missed the underlying agenda.

The coach's direct question: "What are you avoiding?" helped this session cut to the chase. When a client says, "I don't know", they usually do know. Give them the space to express the truth. In this case, the coach's well-timed silence calls the client to say more, uncovering the real issue.

The agenda is the starting place in every session. Without a clear agenda to guide the session, it will meander aimlessly. Masterful coaches take the time to fully clarify the agenda before moving into the coachable moment.

ADVANCED WORK

Longer-term clients need to be challenged to take bigger leaps. If you've noticed that your client's weekly agendas are starting to be a bit dull and their progress is plodding, consider challenging your client to bring more powerful and meaningful agendas to their sessions.

VENTURING OUT OF THE COMFORT ZONE

As they fill out their session prep, encourage the client to ask themselves if this is just a "good" agenda, or the best agenda for now? What will take them further faster? What shift in attitude, habit or direction will have the greatest positive impact on their life?

You also need to be challenged to grow as a coach. Hire a mentor coach to take you to the next level in your coaching skills, coaching business, and other areas of your life. If you've noticed you're doing things by rote, it's time to get out of your comfort zone. As you encourage your clients to stretch, be sure you are also stretching.

ACTION CHALLENGES

NEW COACHES

1. In your Welcome Packet agreements, have you clearly written an explanation about the specific roles of coach and client? Do you articulate this to every new client? If not, do that now.
2. Think about your current clients. Are you "right sized" with each one? Are you tolerating weakness of the client's role or taking the client's responsibility from them?
3. Are each of your clients bringing a well-formed agenda to every session? If not, help them learn how.

ESTABLISHED COACHES

1. Explore with your clients the way they are determining their agendas. If it feels appropriate, ask for more meaningful agendas from your longer-term clients, geared to help them take leaps.

LESSON 18:
SEIZING THE COACHABLE MOMENT

During or after clarification of the client's agenda, "coachable moments" begin to emerge in the conversation. This is the place in the session where dynamic coaching begins.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn what a coachable moment is.
2. Discover how to use the Nine Clues to find coachable moments.
3. Consider timing and the depth to go into with each coachable moment.

A coachable moment is where the coach has an intuitive "aha" about what's at the center of the client's agenda and checks that inkling with the client. No doubt that in some of the previous dialogues you could sense the best direction to go in that conversation.

Coachable moments are potential roads to travel with the client towards their destination. **The intended outcome of exploring coachable moments is to help the client shift perspective relating to their agenda.**

Coachable moments are not the point in the session to strategize or decide next steps. That comes later.

The coach's job is to notice these potential roads to explore and initiate a timely investigation into one or several as needed and as time allows. Not all coachable moments are equal in importance. Begin by probing about the most useful or the most urgent point. To be a masterful coach, "seize" the best one and explore that first.

NINE SUBTLE CLUES

Your client is continuously providing you with clues on how to coach them. That's why it's so important to listen closely and stay present with your client during sessions. These clues are often subtle comments that sound different from other things said, almost as if they are highlighted in your awareness.

Coachable moments present themselves as opportunities for powerful coaching. The first clues appear in the agenda itself. And then more clues emerge as the session progresses.

Here are nine types of subtle clues to the coachable moment:

- Offbeat or repeated words and phrases.
- Missing pieces in the story.
- Strong or weak energy.
- Inconsistent statements.
- Nervous laughter or sighs.
- Sudden, strong or contradictory emotions.
- Assumptions, interpretations, limited perspectives.
- Inflation of roles.
- Throw-away comments.

OFFBEAT OR REPEATED WORDS AND PHRASES

Sometimes you'll hear your client say something that seems a bit strange. It's often something valuable to explore. Also, they may repeat words or phrases that indicate a coachable moment.

> **Coach:** How are you?
>
> **Client:** I'm fine. For the purpose of this call, I'm fine anyway. Maybe a bit stuck. It looks bad on me that nothing is getting done…You know, it's like you're unable to get into a good state of mind. It's about how others perceive you. Your husband is starting to question your sanity because you're so over-committed. . . I signed up to help the Brownie leader for my daughter's troop yesterday. I told my husband I'm fine with it. And I am, it's just that I'm battling with what other people think.
>
> **Coach:** For this moment, put other people's perceptions and feelings aside, including your husband's. How do you feel about this situation?
>
> **Client:** I feel like I'm buried alive in obligations and I just keep taking on more!

This client kept repeating, "I'm fine" when it was obvious she didn't feel that way. Also, her speech lapsed into second person, which often indicates an opportunity to become more self-aware. Now the coach can ask the client what she wants without her being muddled by interpretations of what others think.

MISSING PIECES IN THE STORY

> "Man masters nature not by force, but by understanding."
> – JACOB BRONOWSKI

Often, when something is missing from your client's story, it's also missing from their awareness. They might be disregarding something or not wanting to face up to a certain critical piece of information. It's not the coach's job to force the client to deal with it. But it is the coach's job to check it out with the client.

You'll remember we shared part of this dialogue before. The first missing piece to explore is the reason why the client believes he has to wait two years to create his new business.

Client: I've got a dilemma that I want to resolve in our conversation. I'd like to create a new business of my own in St Louis where there are great opportunities, but I won't be ready for two more years. I'm not well suited to my job here in Colorado. I've been asking myself: Do I stay in this job I hate for two more years or find a new job in St. Louis now? I'm certainly marketable with my skill set. But high-level positions in my field are few and far between.

Coach: I have a sense of your dilemma. Now let's fill in the details. You mentioned that you'd like to create a consulting business of your own. Tell me what considerations went into deciding to wait for two years?

Client: I figured with two more years of experience in my field I would be credible enough to create my own hospital consulting business.

Coach: How many years have you worked in hospital admin so far?

Client: Going on eight now. I just feel a decade is a significant body of experience. It will have an impact on my ability to be successful as a solo player in this field.

Coach: Eight years. That's significant. Let's look at something else for a minute. I want you to rate your passion for me. From 1 to 10, with 10 being highest, what's your level of passion for being a hospital consultant?

Client: Oh, it's a 10! I love the idea of having an impact on so many people's lives and improving health care facilities is something I've got a real knack for.

Coach: Is it possible eight years is pretty hefty tenure already?

Client: Ten would be better.

Coach: Is there something I don't know about the hospital industry that makes ten years the magic number?

Client: No. It's just a bias I have.

Coach: That bias may be the only thing keeping you from moving on your plans more quickly. What would it be like to dump the bias, make your move to St. Louis and start your new business now?

Client: I could do it. I guess ten years was an arbitrary goal I set for myself a long time ago and I've just been doing the time. Some changes in the system that I'm working in right now have me wanting out of this scene as soon as possible. I'd have to get my act together, but I could do it.

Coach: Would it help to talk through a transition plan that's more timely?

Client: This really changes the picture…I COULD move on my plans sooner. I've just had this arbitrary number in the way. Yeah, let's work on that transition plan!

Sometimes, uncovering the missing pieces magically unlocks the client's mind about their issue and decisions are more easily made.

STRONG OR WEAK ENERGY

If you hear breathlessness, an unusual pace in your client's speech, or if you sense intense energy, take note of it. If it doesn't smooth out in the first few minutes of the session, point it out to your client. You might even suggest that they take a moment to become fully present.

> "Life shrinks or expands in proportion to one's courage."
>
> – ANAIS NIN

If energy is low, note that as well. Coaching requires that both you and your client have sufficient energy for the session. If either of you can't bring that energy into the session, it might be best to postpone. Ask your client to take a few deep breaths, brighten their voice and raise their energy a bit. Do this yourself and you'll help your client arrive.

Coach: Susan, I noticed you are talking very quickly and seem breathless. How about taking a moment to fully arrive? Take a few breaths and talk more slowly.

-OR-

Coach: John, your energy seems a bit low. What's going on?

Client: Oh, really? (Already brightening his voice and energy.) I didn't realize.

Coach: You sound back to yourself already. Thank you for raising your energy. That will help us explore your topic for today.

Bringing your client's awareness to their voice or their energy will often dramatically change the way they are showing up as well as their state of mind. You can also suggest they adjust their posture, open up their shoulders, sit up taller. That will often shift their energy and allow more to flow through them. It might be the very thing that will make coaching possible or give them the juice to take more action.

INCONSISTENT STATEMENTS

If you hear a client say something that doesn't fit with something else they've said, make a non-judgmental comment or ask a question that points that out.

> **Client:** I'm ticked off that my boss didn't tell me what was going on. He doesn't seem to have any integrity. I try to operate from my personal values at work. It's not okay for him not to be straight with me! I don't know. If I talk to him about it, I'm afraid I'll appear too confrontational.
>
> **Coach:** Tell me about your personal values.
>
> **Client:** Integrity. Being honest and up-front with people, giving them the benefit of the doubt.
>
> **Coach:** I think I heard you say that you didn't want to bring this issue to your boss because you don't want to appear confrontational. Does that support your personal values of being honest and up-front with people?
>
> **Client:** I see your point. So you think I should talk to him about this?
>
> **Coach:** If your intention is to operate from your values, I support you in doing whatever allows you to do that. What do you think?

First, the coach gave this client some time to rant without interruption. The coach's silence gives the client impetus to go into more depth.

It would have been so easy for the coach to step over this coachable moment and agree with the client - "yeah, you don't want to be confrontational". Instead the coach didn't let this client wiggle away from being at his best. He showed his client another opportunity to operate from his values.

Essentially, the coach just held up a mirror to help the client see the way he was being, contrasted with the way he wants to be. Mirroring is transformational because it allows the client to see themselves from the observer place.

NERVOUS LAUGHTER OR SIGHS

> "The gem cannot be polished without friction, nor man perfected without trial."
>
> – CONFUCIUS

Little audible sounds are similar to body language. Usually they indicate that there's more to what's being said than what the words convey alone. It's a clue for the coach to listen closely and possibly ask the client about the sound.

> **Client:** I'm in this unexpected situation. My sister was laid off from her job a year ago and hasn't been able to find another job. She and my ten-year-old niece want to stay with us while she gets back on her feet. I really want to help my sister. I just don't know how this works (giggle). I don't know how to approach this arrangement.
>
> **Coach:** Have you determined exactly how you want to support your sister?
>
> **Client:** I think I should let her stay with us. It's just that I just don't want to offend her with a lot of rules. (giggle)
>
> **Coach:** Put aside your concern about offending her for the moment. What arrangement would suit YOU best while also providing the support you want to give your sister?
>
> **Client:** I'd prefer to give her a limited time frame where we're willing to let her live rent free and set up specific responsibilities that both she and her daughter would have in the house.
>
> **Coach:** You sound very strong and clear. What specific boundaries do you want to establish with your sister?

The nervous giggle seemed to be saying that this client really did know what arrangement she wanted to make, she just felt sheepish about it and needed some support in setting boundaries that would suit her.

Another approach would be:

> **Coach:** You laughed a little when you said: "I just don't know how this works." What's that giggle about?

Pointing out the sound often helps the client realize where they are stuck and gets them rolling on to their own solution quickly.

SUDDEN, STRONG OR CONTRADICTORY EMOTIONS

Just because a client occasionally breaks into tears or raises their voice doesn't mean you need to stop the coaching and refer them to a therapist. Don't be afraid of your client's tears and strong emotions. Only chronic or unmovable emotions are a cause for concern.

Strong emotions are often just a discharge of energy that precedes a time of meaningful action.

Take care not to step over emotions and go on as if you didn't hear them. On the other hand, limit your empathetic response.

- Slightly slow your voice.
- Show understanding and compassion.
- Keep your boundaries.
- And encourage your client to let their emotions move.
- Give them time and space to feel through their emotions.

Coach: (With a slightly softer and slower voice) I hear that you feel strongly about that. It's okay to let your tears flow. (Followed by silence until the client is ready to speak.)

When you let your clients have their tears or a rant, they often come out the other side with clarity and new vitality.

ASSUMPTIONS, INTERPRETATIONS, LIMITED PERSPECTIVES

Every one of us has assumptions and interpretations that limit us and keep us stuck. When you notice this in your client, provide them with another way to look at things. Your point of view doesn't have to be the right one for your client. All you are trying to do is awaken their mind to new perspectives. Once their mind is open, they'll be on their own way.

> **Client:** I don't seem to be marketing my new business in a way that I can manage. It feels bad making all these calls to people for lunches. I guess I just don't understand how this is done.
>
> **Coach:** What have you done to market your business so far?
>
> **Client:** Oh, you know, I've sent out direct mail pieces to these three mailing lists inviting people to sample my services. Now, I need to follow up by phone. It's incredibly difficult to get anywhere with these people.

Coach: Are these "cold" leads?

Client: Cold? I don't know them, if that's what you mean.

Coach: Exactly. Cold leads are people you've never connected with before. I can imagine that cold calling is very unsatisfying. Have you considered offering your services to people you've met already or making connections with new people in another way first?

Client: I've never done that because I didn't want to impose on anyone.

Coach: Have you ever had the experience of having a conversation with someone and you find out they offer a service that you need or want?

Client: Yes.

Coach: Describe what happened.

Client: Well, a few weeks ago I happened to meet a general contractor at the hardware store. We got to talking as we were waiting and when I heard that he was a contractor, I asked for his card because I wanted to do some renovation on my house. But, I didn't feel any obligation because he wasn't trying to sell me anything. . . Oh, I get it! So I can just make a connection with people first, then let them know what I do?

Coach: Exactly! That's a warm lead. It's a much more satisfying and effective way to market. And later, once you've chosen a niche, it will be easier to create a relationship of trust first and they'll be interested in connecting with you further. What are some ways you can get in front of lots of people and get to know them right now?

There were two separate and progressive coachable moments in the dialogue above. One showed up in the agenda when the client said he felt bad making calls and he didn't know how it was done. The client had a limited concept of how to market. The coach asked probing questions to be certain that was the issue.

Later the client said he felt that offering a sample of his services to someone he knows would be imposing. The coach helped the client to see it another way, and the client was able to move forward.

> "Life is like a coin. You can spend it anyway you wish, but you can only spend it once."
>
> – MIGUEL DE CERVANTES

ROLE INFLATION

Often when an individual takes on a new job or position, they inflate that role. There's the perspective that "it's all up to me now." They forget about support systems and resources and begin a pattern of stress. It's a lonely place to be, and it stops progress in its tracks. As a new coach, you may be able to relate to this.

Client: I've just taken on this new board position in a non-profit company. I regret volunteering for this. I've got to clean up years of neglect! I feel like I'll never have enough time to get everything done that needs to be done. I want to discuss how I can get it all done.

Coach: What's your position on the board?

Client: I'm the program chair. There's been nothing done in the way of long-term planning. We have no speaker contracts. There's no list of leads. Nobody has surveyed the members for their interests. As far as I can see no one has ever given this any attention.

Coach: I get the picture. First, I want to invite you to let go of your interpretation that no one has ever given this role any attention. My guess is every previous program chair felt just like you do. It's a big deal to take on a volunteer position on a board. Everyone did the best that they could do. With that approach could you take some pressure off of you too?

Client: That's a good point. I'm sure you're right. In fact, I've already seen evidence that the person before me was very savvy but she, just like me, was a volunteer for this position.

Coach: Exactly. It's good to put it into perspective. Now, what actions do you CHOOSE to undertake with the time and resources that you have available?

Client: This is good. I just need to decide what I'm willing to do, right? Okay. I'm going to ask the volunteer coordinator to put together a survey team and get ideas from the members. I'll oversee it, but I won't do it all myself. Then, I'll ask that team to develop a simple speaker's contract.

Coach: That's really smart and you're 100% clear about what's first. No one has to reinvent the wheel here. Are there some similar organizations that might be willing to share their templates, surveys - those sorts of things?

The coach's job here is to gently bring the client back to "right size". She asked the client to stop the blame game and make room for possibility thinking. Then, the coach asked her to be at choice about her contributions on the board. The coach also helped the client to see that she does not have to do it all alone. Empowered, the client naturally moved into her own solutions.

THROW-AWAY COMMENTS

Throw-away comments are dismissed words or phrases, hurried through or muttered under the breath. Train yourself to hear these as if they were spoken loudly and clearly. They often point to the coachable moment.

Client: All my life I've vacillated about my career. My wife says I could wallpaper my house with all of my business cards. I've always been a creative entrepreneur. **But, I think it's time I grew up.** I get excited about something new and add it to my list of business ventures. I don't know what I'm doing or where I'm going.

Coach: You just said you thought it was time you grew up. What did you mean by that?

Client: Well, it's time to go out and get a job.

Coach: Really? What makes you think that?

Client: That I've got too many interests. There's no one thing I'm known for.

Coach: I get it. So, before we move forward, can you tell me what you'd like to take away from this session?

Client: A more grown up direction for my livelihood that I can enjoy and that will satisfy my income needs.

Coach: I hear you. Let's take a look at what you're doing now first. Is that okay with you?

Client: Sure.

Coach: Tell me, how are you feeling satisfied by your life and income now?

Client: Well, I'm doing well financially. That's not a problem. I have lots of different income sources, but I really like getting up each day and deciding what I want to do. It's a little overwhelming sometimes but I need variety or I'll get bored.

Coach: So, you enjoy what you do and you're doing well financially. You like your lifestyle and the freedom to choose what you do each day. What's not grown up about that?

Client: It seems more grown up to join the ranks of the employed.

Coach: Hmm. Tell me, where is that idea coming from?

> **Client:** I was at a dinner party the other night. Everyone at the table is gainfully employed by a corporation with benefits packages and paid vacations. I feel like they look at me as if I'm a kid playing with my toys - all my various businesses. I feel sheepish telling people what I do. And they don't understand because I'm in a different world.
>
> **Coach:** You may not realize this, but for many people you are living the dream life. Lots of folks wish they had your entrepreneurial skills and courage. But what's truly important is whether YOU get joy out of it.
>
> **Client:** Yeah, I really do. I laugh sometimes when I get paid these commissions for my art projects or I get a consulting gig for some municipality that just seems like a piece-of-cake way to make money for me. But…you really think other people want what I have?
>
> **Coach:** You bet! There are more new entrepreneurs in the world than ever before. The question is: what's missing for you?
>
> **Client:** Good question…It's just me out there. I don't have a boss or colleagues. I've got to make all the decisions and, really, I'm just flying by the seat of my pants most of the time. I think I'm missing a sense of belonging.

The throw away comment often points to what's missing for the client. If the coach hears the dismissed point and repeats it back to the client, more useful information emerges. Then, the coach helps to slowly unwrap the skewed logic that the client has bound himself with. When that's undone, the coach can investigate with the client how to gain the sense of belonging he's looking for.

ADVANCED WORK

Every time you coach you'll learn more about which coachable moments to go after and when it's best to tackle each one, if at all. Timing can make a big difference in the flow of the session.

TIMING…IS EVERYTHING

If you launch in too soon with dynamic coaching, the client might not be ready. Encourage your client to talk more and uncover a few more details, unless they are naturally very talkative. We're not suggesting you hold yourself back indefinitely. Learn how to rein yourself in for a few beats so that you can be sure you've allowed the client time to be ready for coaching.

Try this: When you hear your client pause in their story, count to five before you speak. Usually, your silence will encourage them to give more valuable information.

On the other hand, if you're certain the timing is right, proceed into the coachable moment.

GOING DEEP

Staying safely on the surface with a client may not serve them at all. Coaching can go deep and be very meaningful. As you know your clients better, they may present you with opportunities to coach at a deeper level. They might be interested in raising awareness, building integrity, or evolving.

> "People adjust to the level of demands made on them."
>
> –PETER DRUCKER

You're not a guru or their spiritual leader. As a coach you don't need to be, because it's not about teaching or leading. **Coaching is about pointing your client to *their own wisdom.*** All you need to do is show them the mirror and let them choose what they want to change.

There are three critical questions to ask yourself about going deeper with a client:

- **Am I fully within my integrity?** If you have an impulse to go deeper into a topic with your client, check in with yourself first. What's your motivation? If you are certain you are not bringing your own agenda in, ask these next two questions.
- **Am I operating as a coach within the extent of my training?** With your coaching agreement you have permission to coach your client, not to diagnose or treat them. Keep out of the realm of therapy. Be clear about the differences between coaching and therapy.
- **Has the client given me permission to go deeper into a subject?** The client's agenda rules always. Ask your client whether they would like to pursue a topic to a deeper level. Ask again if you notice resistance as you wade into the "deep end" with them. Take 'no' for an answer if that's what you hear or intuit.

Remember, coaching sessions are not the place for you to get your needs met or to be acknowledged for your wisdom. You are privileged to be sharing this space with your client, and you're there to bring them to their own intelligence.

ACTION CHALLENGES

NEW COACHES

1. In each session, listen for the coachable moments and make conscious choices about which one is best to approach first.

2. Think about sessions you've had in the past. Can you remember specific clues your client dropped that led to the coachable moment?

ESTABLISHED COACHES

1. Try counting to five after a client has stopped speaking to see if more information is available. Choose your timing wisely before investigating a coachable moment.

2. Slow down your coaching sessions. Speak more slowly. Take a breath between comments or questions. Less is more.

3. Ask permission to go deeper into a topic with a client if it seems appropriate and wanted. Always ask yourself the three questions before you go into more depth.

LESSON 19: INVITING THE SHIFT

One of the reasons why coaching works so well as a process for achieving goals is that it catalyzes internal change. Before actions are taken, your clients move toward big goals by making small and significant changes in both who they are and how they see themselves and their situation.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Learn how to catalyze change for my clients.
2. Discover different ways to invite the shift.
3. Learn about the value of metaphor for inviting the shift.

Once the client's agenda is clear and one or more of the coachable moments have been explored, the client is likely to experience a shift in perspective or understanding, or to take a leap beyond the stuck place and towards possibility thinking.

A common mistake coaches make is that they try to move the client too quickly into strategy or action mode. Be patient with the process of coaching. First allow the client to "get" the juice of the session - the shift.

It's counter-productive to lock onto solutions and push for action before the client is fully ready. Any actions planned before the shift is invited, will fall flat because there's not enough impetus from within the client.

As Einstein said: **Problems cannot be solved at the same level of consciousness that created them.**

Usually, but not always, a shift or several shifts will happen within a single session. There are also larger shifts that occur over many sessions with long-term clients. It's rewarding to see your clients evolve. On the other hand, don't try to push or force a shift. Every person has their own pace. Honor your client's pace.

Inviting the shift is a subtle process. In a short time, you'll learn to recognize the moments that lead up to internal transformation and how critical they are for the success of the session, the coaching, and the client's goals.

FIVE POSSIBLE WAYS TO INVITE THE SHIFT

REFLECTING

Have you ever seen your reflection in a window as you walked by and noticed that your posture could be better? Without thinking about it you straighten up and move on.

In effect, that's what happens with coaching. You show your client a reflection of themselves so that they can make an adjustment in who they're being, how they are behaving, attitudes and habits. Suddenly there's a distinct contrast between then and now. That contrast highlights the shift.

> "Problems cannot be solved at the same level of consciousness that created them."
>
> – ALBERT EINSTEIN

A GLIMPSE OF THE FUTURE

Sometimes showing the client what the future could look like provides a contrast that invites the shift. Positive glimpses of this imaginary future are the most useful. Occasionally, an unattractive picture of the way negative habits play out has a more compelling effect. Wait until you're really experienced to try the negative glimpse.

Here's the positive approach to glimpsing the future:

Client: I've been struggling with the content of my blog. After only four months I have 200 subscribers already and I've suddenly got writer's block.

Coach: Congratulations on accumulating a leads list of 200! What do you think your "writer's block" is about?

Client: It's abject fear about putting myself out there to big groups of people. It's like stage fright.

Coach: I get it, there's more people "watching" now. Describe your stage fright in detail for me.

Client: Well, there are all these people I don't know reading my writing. It's a nameless crowd all expecting something from me. I'm literally paralyzed by the idea of that.

Coach: People you don't know, a nameless crowd. I can see why that could give you stage fright. Are you interested in trying a visualization exercise?

Client: Okay.

Coach: Here we go. Relax…Close your eyes, if you want to. Look down the road to when your next blog is published. See yourself pushing the 'Publish' button. Visualize just one of your ideal clients opening and reading your blog with great interest. Can you imagine her doing that? See her face as she re-reads her favorite parts, makes a few notes about things she wants to remember. . . Then, see her forward the link to a colleague. Okay. Take a deep breath. Come back to now. Open your eyes. And when you're ready, tell me how you feel?

Client: Calmer. It's really different to imagine someone I know reading my blog.

Coach: How is it different?

Client: It's more personal. I don't feel like I have to perform.

Coach: Exactly. What would happen if you wrote your blog for just one person you know every time? You could connect with them in your mind before you write.

Client: It would be more like writing a letter. Easier. I wouldn't second guess myself.

Coach: So it's easier. You won't second guess. What else?

Client: I feel like I can be myself.

Coach: That's huge. And really important because that's how you connect best - by being yourself. And what happened to your stage fright?

Client: It's almost completely gone.

Coach: Do you know why?

Client: Because it's not about performing anymore. I'm not on a stage anymore.

In this case, the coach literally invited the client to shift by showing her a kinder, more effective perspective to hold while writing her blog posts.

SHIFTING FOCUS

Whatever you focus on E X P A N D S. We talked about this concept in the first lesson. This is true for you and for your clients. Shifting focus provides the needed contrast.

Look at the way the coach used a visualization process to invite the shift in this session:

> "The important thing is this: to be able at any moment to sacrifice what we are for what we could become."
>
> – CHARLES DUBOIS

Client: Today I'd like to talk about my website. I've been working on this for months and I'm stuck. I think I might have over-researched. I'm feeling overwhelmed with data.

Coach: How would you like to use this session?

Client: I'd like to get unstuck so I can move forward on my website.

Coach: Good. You said you might have over-researched. Tell me more about that.

Client: I thought it would be helpful to look at lots of different websites. So I have conducted various searches to locate sites that have anything to do with my field. I've found so many. It's mind-boggling. There's everything from the most basic to the most elaborate. I've found a lot I really like and there are many that are very poorly written and developed. I think part of the problem is that my head is swimming with these images and words, with formats and navigational bars. I'm afraid I won't be able to create a site that really works for me.

Coach: It sounds like it might be time to turn off the information faucet.

Client: It is!

Coach: Will you?

Client: Yes. Done! I'm not going to do any more research for my website. I still don't know how to sort through the information I have.

Coach: Pretend like all this information is heaped on your desk. See it? Now open up a drawer and sweep it all, every last bit, into the drawer. Close it and lock it. Is it put away?

Client: It is. Now I've got a blank desk.

Coach: Yes, you've cleared it. Now you have a clear mind and you can tap your own creativity.

Client: (sigh) Yeah, you know it WAS too much information all at once. I just realized that I lost sight of what I wanted for my website.

Coach: Tell me what you envision for your website.

Client: I want it to truly represent my target market…for them to feel at home there and want to spend time there, reading my blog posts and commenting. I want it to have a feeling of aliveness and…clarity. I want new visitors to take immediate action by signing up for my freebie, excited to see the value there. They read it as soon as it comes to them by email. . . I want them to get a strong sense of who I am and how I can benefit them from every aspect of the site. That's it! And…I want it to be so easy to navigate and all the words to be clear and simple!

Coach: Excellent! Now your own creativity is juiced up. While you were talking, could you SEE your website?

Client: Yes, in fact I saw colors, images, some of the words. I can somewhat imagine the layout.

Coach: You've got some momentum with this now. Would it be helpful if I wrote down what you say while you let your brainstorm take shape?

Client: Yes!

Coach: Keep going. Tell me everything - the images you see, the colors. How many pages?

Client: I'd like to use white, green and purple, just a couple of web friendly colors. There are only a few pages besides the blog itself; I think five or six to start with. My banner will have my logo on the top left, a picture of me, then my title and my HUB Statement on the right. Immediately below that is my navigation bar. It's simple. And immediately below that on the right is the offer for my freebie with a web form. But I'm not sure what to have for my freebie?

Coach: Just focus on what you can see for now. Trust that will come to you and we can talk about that in another session. Keep going, what else do you see?

Client: I'll have just a little bit of text about my market - their challenges and things they really want to achieve but haven't been able to on their own. To the left of that will be my most recent blog articles. I'm going to have all the bells and whistles so people can share my posts on Twitter and Facebook. On my Services page there's a short description of my coaching programs with a clear invitation to sample my services. I already have a great idea about that. . . Oh, man. I'm really ready to just get going on this!

Coach: Way to go! You got out of your own way. Yes! You're on a roll and your vision is so clear and attractive. Let's end here and I'll email what you just shared. Quickly, what did you get out of this process?

Client: This is exactly what I needed. To put away all those images of other people's sites that were keeping me stuck. I like to think out loud. Visualizing what I want has me on the path now. I can't wait to get working on this! I'm not sure about all the words. . .

Coach: You know what? That will come. This is how creative process is. Just allow it to flow. Pretend that you are a person in your target market who has never met you but just arrived on your site. What do you want them to see and do first? How do you want them to feel? You're already on track with that. Trust yourself. Take it as far as you can go. Then, put it away for a while and come back.

Client: Oh good! Thanks - I'll think about my ideal clients and how I want them to feel and respond on my site. I'm feeling a huge surge of creative energy!

Coach: All right! I can't wait to see what else you'll envision.

Client: Me too!

The client was drowning in data overload. She needed a hand up from the coach to shift perspective from looking at what other people do to deciding from integrity what she wants to do.

When clients compare themselves to others, they tend to get stuck and lose sight of their own values and vision. This coach used a simple visioning process to help the client discover, from within herself, what she wants for her website. The shift occurred the moment the client cleared her mind and allowed her own ideas to germinate. The coach endorsed the client's authentic vision, encouraging her to stay with the creative process without getting caught up in "how".

Notice that the coach did not take on the responsibility of the whole process or push for too much structure at this time. Most clients just need a little boost to soar on their own.

LIGHTING THE WAY

Sometimes all that's needed to encourage the shift is to light the way for the client. Sometimes a little illumination from the coach helps them see the contrast.

> "To keep the lamp burning, we have to keep putting oil in it."
> –MOTHER TERESA

You'll recall the client below who said she was fine about over-obligating her time when she clearly was not. With one direct request (leave others out of this) and one laser question (what do you feel?) the coach was able to uncover the real agenda and the coachable moment all at once. Now watch how the coach invites the shift.

Coach: How are you?

Client: I'm fine. For the purpose of this call, I'm fine anyway. Maybe a bit stuck. It looks bad on me that nothing is getting done. . . You know, it's like you're unable to get into a good state of mind. It's about how others perceive you. Your husband is starting to question your sanity because you're so over-committed. . . I signed up to help the Brownie leader for my daughter's troop yesterday. I told my husband I'm fine with it. And I am, it's just that I'm battling with what other people think.

Coach: For this moment, put other people's perceptions and feelings aside, including your husband's. How do you feel about this situation?

Client: I feel like I'm buried alive in obligations and I just keep taking on more!

Coach: Wow! That is a very descriptive metaphor. Tell me more about what being "buried alive in obligations" feels like to you.

Client: I can't breathe and the weight of this is too much. If I keep this up, I'm going to die.

Coach: Okay, I hear this is really serious for you. Take a moment and breathe…(pause) It sounds like you're ready to make a significant change in the way you do things. Is that right?

Client: Yes. I have to! (sniffles)

Coach: (Pause, then slightly softer tone) I appreciate you for knowing it's time to change and making that commitment. (Pause, voice back to normal) Did you realize? This is a breakthrough moment! You're about to stop burying yourself alive. You're making a conscious choice for your own good! How does that feel?

Client: Phew! It's such a relief. I feel a lot lighter.

The coaching isn't done here, but there has been a shift and the coach invited it by acknowledging this time as a breakthrough. The coach was supportive, compassionate and challenging all at the same time.

First, she asked the client to describe in detail her own metaphor of being buried alive. Metaphors and stories are very powerful for inviting the shift, so go along with them for a bit. Then, the coach asked if she was ready to make a significant change - a very direct invitation to shift. If the client had said 'no' there would have been a different conversation. The coach would come at it from another angle or let it go.

However,the client said 'yes', so the coach paused, acknowledged the client's emotions, paused again, and then called attention to the potential breakthrough. If the coach became too sympathetic with the client's emotion, the lightness might not have emerged for the client. Patience and understanding, rather than sympathy, are the best approach when a client is emotional.

From here, the coach can ask if the client would like to deepen the process.

> **Coach:** Are you ready to change your life by changing this over-obligating habit?
>
> **Client:** Yes, absolutely.
>
> **Coach:** You've been very clear. You know that you'll be better off if you're not constantly over obligating yourself. You are transforming right here and right now. Are you ready to go deeper into this conversation by looking at what happens in the moments before you over obligate?

"Effort only fully releases its reward after a person refuses to quit."

-NAPOLEON HILL

WHEN TO NUDGE

Shifts can have far reaching impact on a client's life. Some clients may be ready for it and dive right in. Others may put one toe in the water and pull back trembling, because it's not easy to immerse into change.

It's not appropriate to push aggressively at a client to make changes. **Don't get caught wanting more for your client than they want for themselves.**

On the other hand, most clients want to be sufficiently challenged and to have space held for who they are becoming. Remind the client of their goals or what they've said they want. Sometimes a well-placed question calls a client to shift. If the client continues to shy away from transformation that seems like it's "wanting" to happen, check in with your integrity and with the client, to determine whether it's best to nudge the client towards a shift.

Coach: There have been a couple of times recently where you've come to this point of frustration and wanted to change. Sometimes, a person has to feel they are "mad as hell and not going to take it anymore!" Are you there yet?

When inviting your client to shift, consider these ideas:

- Use contrast.
- Give your client a positive glimpse of the future.
- Suggest a shift in focus or perspective.
- Use metaphors, illustrations and stories to help clients see and feel the shift.
- Be direct and challenging in your approach.
- Don't push it, just nudge the client toward what they most want.

ACTION CHALLENGES

NEW COACHES

1. In sessions, look for opportunities to invite your client to shift. Try different approaches.
2. Ask yourself if you're jumping into action or strategy mode too early.
3. Ask yourself: *"Do I want more for my clients than they want for themselves?"* If the answer is yes, adjust your attitude and the way you coach. Let your client have their own pace, while also being challenging at times.

ESTABLISHED COACHES

1. If your clients make lots of natural shifts, consider inviting them to shift in deeper and more challenging ways.

LESSON 20: FRAMING THE MASTERPIECE

One of the reasons why coaching works so well as a process for achieving goals is that it catalyzes internal change. Before actions are taken, your clients move toward big goals by making small and significant changes in both who they are and how they see themselves and their situation.

LEARNING INTENTIONS

As a result of completing this lesson, I will:

1. Understand how Framing the Masterpiece works in the session.
2. Learn how to acknowledge my client's shifts.
3. Discover how to make a Coach Request.

In coaching sessions, the masterpiece is that shift your client just made. They are in the zone of possibility thinking. Everything that happens in the session after that turning point is about "framing" the masterpiece.

When a work of art is well framed, it's being honored, given a spotlight for appreciation.

When a coach helps their client frame the session, it's about fully appreciating the shift and moving it forward into the client's future. Up until now, the activity in the coaching session has been about mental and emotional transformation, opening the mind. Now, what will the client do with the shift?

Framing includes:

Confirming and appreciating the client's shift(s).

Encouraging the client to integrate and apply the shift.

This is the time in the session where strategizing, goal setting and action planning takes place.

ENDORSING AND EMPOWERING

Any opening toward possibility thinking is a victory to be celebrated. It's the client's victory. They have changed their perspective, their attitude and their ability to think with an open mind. They've discovered their own wisdom and solutions.

In coaching, seemingly small things can have a huge impact. It's very empowering for your client when you endorse their ideas, resolutions and solutions. You'll notice in the previous dialogues how the coach acknowledges and appreciates the client while raising awareness about the ways the client is transforming.

Develop this tool and have it handy in your coaching toolbox. People rarely get enough genuine praise. Coaching is one place where they can have their brilliance reflected.

It's not necessary to be dramatic. Take care that you don't sound like you are praising a small child or a pet. Be genuine and think of your client as resourceful and whole. Smile with your eyes and it will come across in your voice.

Coach: That was brilliant! You've really transformed your thinking. (Be specific. Pause.) Now, how can you fully integrate and apply it to your future?

It would be easy for the shift to go unnoticed. Human beings tend to move on to what's next without pausing to reflect. Enjoy your client's success. Honor their wisdom and intelligence. When you do, changes come easier to them.

"If we don't change, we can't grow. If we don't grow, we aren't living."

–GAIL SHEEHY

INSPIRING INTEGRATION AND ACTION

The ideal outcome of coaching is integration of the shift, which may include planned, targeted action. We want to keep our clients moving, but we're not herding cattle here. Remember that getting a client to the point of meaningful action takes constant listening and thoughtful questions. Once they have fully arrived in the shift, asking them to take action is straightforward.

When you've worked with the same client for several months, they recognize the rhythm of the session and will naturally begin to integrate and plan actions before the session is over. Some individuals will need a little more encouragement to follow through. And some clients will enjoy it if you make "coach requests".

Coach requests are negotiable suggestions about how to move into action now. Your client can agree to your request, or change it, or say 'no'. If they do say no, ask them to come up with a different action point or find out what they think comes first.

- When you ask a client to take action:
- Use a simple, direct, well-formed question.
- Give them time to respond.

- Ask more questions to lay out the details.
- Be certain you hear agreement.

Most of the time you will have intuitive ideas for a coach request based on what's been said in the session. Don't jump in to tell your client what to do. Wait to see if they'll come to their own conclusions. Sometimes a general question gets the ball rolling. Here are simple and direct questions to initiate integration:

- "Now that you know that, what are you going to do with it?"
- "How are you going to effect that change?"
- "What is your next step?"
- "What are you willing to do now?"

GETTING SMART

Listen for the details - who, what, where, when and how - of their next step. Ask questions to glean this information if the client hasn't supplied it. Use what you know about SMART Goals to help your clients hone their strategies.

Any plan or goal should be:

- Specific
- Measurable
- Achievable
- Risky (require taking some risk)
- Time Limited

When the details are clear, check your client's willingness to act.

> ***"How committed are you to doing this?"***
>
> ***"What resources will you put into this plan?"***
>
> ***"What type of accountability do you need for this?"***

SPOTTING THE TIRE KICKERS

Occasionally, you'll discover you have a client that isn't serious about moving forward in their life. They may be articulate about what they want and seem to make meaningful shifts in perspective. But when it comes to integrating and applying that shift, they don't. They'll set goals, procrastinate, abandon their goal and then cycle around for another slightly different round of the same thing.

> "Teachers open the door, but you must enter yourself."
>
> – ANCIENT CHINESE PROVERB

Most everyone does a bit of this. If you find you are coaching someone who does this chronically, tell your client what you've noticed. Use a neutral tone of voice. Ask them how they can get the most out of the coaching process right now. You might find out they just have a slower pace and there's nothing wrong with that. They may prefer to take smaller steps. Or, in a few cases, you'll realize that coaching isn't the best process for them and will let them go.

This is another of the many reasons why it's critical to establish the co-creative relationship at the outset. If you make it clear that the ideal outcome of coaching is for the client to integrate what they learn about themselves and their new perspectives into tangible actions, you'll save yourself from working with "tire kickers".

ADVANCED WORK

Some of your clients want to do more than achieve goals. They want to affect people and things on a larger scale. They want to become more.

> "We are the creators of our own destiny, the authors of our own story."
>
> -WILL CRAIG, FOUNDER OF COACH TRAINING ALLIANCE

UPPING THE CHALLENGE

With clients who are ready, challenge them to take bigger, bolder actions and to make changes at a deeper level. They don't have to say 'yes'.

Thinking big brings bigger and better results. Besides coach requests, you can also leave them with an inquiry - a question that can ruminate about on their own. Here are some examples of inquiries:

- Who do you want to be now?
- Who do you need to be to accomplish this?
- What commitment are you willing to make to yourself now?

- What impact will your actions have on your life over the long term?
- What impact will your actions have on other's lives?
- What obstacles might get in the way of you making this change?
- What resources or allies can you call upon to support this change?
- What action can you take right now that will be for your highest good?
- What consequences might you face as a result of your actions?
- How could you go even further with this?

Here's an example of a session where the coach helps the client frame a couple of significant shifts, and then challenges the client to take it a step further:

Client: I've had this long-range goal to become an expert on leadership. I'd like to give seminars, write books and develop a name for myself. I'm frustrated because it seems I'm constantly derailed in that goal. Things come up like the approval of this new project at work, my son's move to Japan, and my wife needing support in her business. Now, my daughter has announced her engagement and we've got a wedding to plan.

Coach: Your life is very busy and prosperous, and there's something important to you that isn't there yet.

Client: Indeed, my life IS prosperous. These are high-class problems to have. And, I still feel derailed every time I think about this goal.

Coach: How would you like to use this session?

Client: I want to figure out how I can put my focus and time on this personal goal.

Coach: I'm hearing conviction in your words. Excellent! Now what's your next step to shift your focus?

Client: I've got to carve out some time. Maybe it would help to take a class and get a few books on leadership.

Coach: Definitely you'll want to carve out some time. As far as the classes and books go, is it possible you already have what you need inside of you?

Client: What do you mean?

Coach: My guess is that your interest in becoming a leadership expert has a lot to do with the expertise you've already amassed on this subject.

Client: I've not really thought of it that way. You know…it's true. I have been a natural leader all my life. If I took the time to think about it, I'd probably be able to come up with dozens of examples of leadership and a whole training and development process to teach others about it.

Coach: What is the one most important point you've discovered about being a leader? (silent until client speaks)

Client:…Being a leader isn't necessarily about having followers. Do you know what I mean?

Coach: I think so. Say more.

Client: It's possible to lead from behind or the side. The most important aspect of leadership is integrity, being true to yourself. That can be modeled. Leadership doesn't require getting on a soapbox and telling everyone how it's done. It's about showing people how you do it.

Coach: That's compelling. There's a message in that - a potential seed for your seminars and your book. Are you ready to dedicate some time to developing your ideas further?

Client: Yes. I'm going to do it! The first thing I've got to do is set aside some time for myself. Maybe an hour each day to write and contemplate this topic.

Coach: Fantastic. You've moved into possibility thinking. Where could you find that hour?

Client: I've got to start by tell my family about my goal. I know they will be supportive. They will help me carve out an hour. I have quite a few time wasters I could get rid of.

Coach: Good. Are you interested in taking this a step deeper?

Client: Yes, I'm open to that.

Coach: Take this question away with you today and get back to me next week with your thoughts. What impact will this project have on your life over the long term?

Client: That's a juicy question. I can see I need to answer that so I'll really commit fully to this goal once and for all. Okay I'll give that some thought and bring my ideas back to our next session.

> **Coach:** I can't wait to hear your ideas. You did a beautiful job in this session. You went from wanting the idea of something to moving toward it in a tangible way. Once you carve out time for becoming an expert on leadership, all the wisdom and knowledge you have about that will flow even more freely. Well done!

Take time to thoroughly frame your client's shifts in your coaching sessions. Your clients will benefit from knowing you are fully with them, appreciate them and are holding space for them to transform even more with their next step.

ACTION CHALLENGES

NEW COACHES

1. With each of your clients:
   - Quickly and genuinely endorse their shift(s).
   - Encourage them to integrate and apply their new perspectives, ideas, possibility thinking. If it's time for action, help them set a SMART plan.
   - Confirm their willingness to complete the plan. If they want it, hold them accountable for their actions.
2. Set up the co-creative relationship so it's clear to your clients that they will make changes and do their own work. This will help you avoid tire kickers.

ESTABLISHED COACHES

1. Ask your clients more powerful questions - inquiries - to take the shift to a deeper place, or to help them think bigger and take bigger, bolder actions.

You've arrived! You have accomplished a lot over these weeks and months. You have:

- Learned the foundations of coaching.
- Set your coaching business up for success.
- Put the most essential tools in your coaching toolbox.
- Learned strategies for attracting ideal clients.
- Investigated different approaches for serving your clients.
- Grown in ways you probably didn't expect.

Each step you take on this path from now on will continue to hone your craft to the point of mastery.

YOUR OWN COACHING MAGIC

You will integrate knowledge and experience from every coaching session. How will you hone your craft?

After each session, think about what worked, and what will work better next time. Be conscious of your own evolution as a coach.

From time to time, ask yourself what your coaching magic is all about. If you've coached many clients, you've felt an inkling of this already. It's a sense of personal style. It might be something you do that sets you apart from other coaches. It could be a practice you've developed in your coaching sessions that gives your clients the best experiences.

If you don't know what this is now, watch for it. It will emerge, and one day you'll know that each session is a masterpiece.

SECTION V REVIEW

We've been exploring how to have masterful sessions. The four parts of the coaching model are the keys. Each is equally important. One flows from the other.

In every session remember to:

- Clarify the agenda.
- Seize the coachable moments.
- Invite the shift.
- Frame the masterpiece.

"You must be the change you wish to see in the world."

– MAHATMA GANDHI

When you coach, focus on your client. Listen deeply and you will naturally flow through these steps. Your client will give you each piece of information you need to move to the next step. Stay in tune and curious about what the client is saying. And, remember to:

- Be right sized in your role as a coach.
- Ensure that your client has stepped into their role.
- Start sessions blank and uncover the full agenda.
- Stop yourself from hijacking the agenda.
- Look for the nine clues to coachable moments.
- Hear the shift before you move the client into strategy.
- Put a solid frame around the session.

With these steps to guide you, every session can be masterful!

It's time to celebrate!

We've come to the end of this journey together. Take a look at the new view around you. You've come a long way!

Those SMART Goals you've been working on are almost complete. You've been giving sample sessions, enrolling clients, mastering your coaching skills.

Now it's time for you to take your experience deep into the field of coaching. Choose your own roads and plan your itinerary. Keep on moving through the ever-changing landscape. Encourage your clients to stretch and move yourself beyond the comfort zone.

We invite you to make this training come alive. Here are a few ways you can do that:

If you haven't already, enroll in the **Certified Coach Program**.

www.coachtrainingalliance.com/programs/certified-coach-program/

- Hire your own mentor coach.
- Use your coaching skills in all communication.
- Take coaching into your community.
- Create a group of coaching colleagues.
- Continue to invest in yourself and your learning.

That's tomorrow. Today, raise a glass to yourself; you are living the life of a coach!

> "In the end, it is important to remember that we cannot become what we need to be by remaining who we are."
>
> – MAX DE PREE

SUPPORTING DOCUMENTS

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LESSONS 1–4

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LESSONS 17–20

SUPPORTING DOCUMENTS

RELATED ARTICLES

CCP WEEKLY READING ASSIGNMENTS

SUPPORTING DOCUMENTS

These accompanying materials enhance learning and comprehension. They are critical to your training and should be included in your studies for each lesson. You'll find in depth explanations of concepts, exercises and templates that are designed to increase understanding and ease implementation.

[Index of Supporting Documents]

THE PICTURE OF YOUR PRACTICE

This and **Your Ideal Client Profile** are both visioning exercises to help you manifest the best coaching business for you.

Before going on a vacation, you choose a destination, do a little research, make plans and begin to visualize what it will be like. You prepare mentally for your journey. You're beginning an important journey into coaching now, so before you get too far, think about where you want to go.

Write a page or more about what your coaching practice will look and feel like. Paint a detailed picture by writing about it in the present tense, as though it were already happening.

Keep in mind; this picture of your practice is just the first draft. You probably don't have all the answers now. Come back to this now and then to refine the picture of your practice as you know more. When you gain actual experience coaching clients, that will help you understand much more of *what* you want your coaching business to look and feel like, as well as *who* you want to work with.

Open your mind and do some possibility thinking. Expand it out! The more you know about what you want, the easier it is to recognize it when you've created it.

Begin by answering these questions:

- What hours of the day/days of the week/weeks of the month will I offer sample sessions with prospects?
  (***Example:*** first three Thursdays from 1:00–4:00pm)
- What hours of the day/days of the week/weeks of the month will I offer ongoing sessions with clients?
  (***Example:*** Monday–Wednesday, 10am, 11am, 1pm, 2pm)
- When will I set time blocks for other things I need to do for my coaching business?
  (***Example***: 9:00–10:00am Monday–Thursday for email/admin, Thursday 9:00am–noon for writing/marketing projects, Fridays for personal appointments and developing programs.)
- Where is my professional office? What does it look like? What do I need to make it work for me?
- Am I offering coaching by phone, in person, or both?

- What are the different ways that I want to work with clients and earn my income? (One-to-one, Group Coaching, Masterminds, Workshops etc.)
- What is my niche so far? (When you're ready, target a market or choose a specialty or both.)
- What do I know about my niche so far?
- Where will I easily find groups of people in my niche?
- What are some ideas I have so far about how I will attract my clients?
- What are my fees and how do I express them? (Example: $500 per month for three one-hour sessions.)
- How will I collect my fees?
  (***Example***: I'll invoice and collect fees using PayPal or something similar.)
- What is the name of my coaching company?
- What else do I see happening in my coaching business?

A SIMPLE COACHING MODEL

It's helpful to have a model for the coaching process when you're first getting started. The model below is simple for good reason. Your attention should be fully on the client instead of on what you're doing and saying.

Coaching flows through these steps *naturally*. If these steps are not clear to you now, don't let it hold you back from offering sample sessions to prospective clients and enrolling them into your practice. When you're fully present and listening deeply to your client, this model will come alive for you without you having to "get it" cognitively. You will integrate it easily into an effortless process with your clients.

1. CLARIFY THE AGENDA

This phase of the session sets the stage for a successful and satisfying coaching session.

After you welcome your client, they will begin to share what's on their mind. Ask open-ended questions to uncover these three aspects of their agenda:

- The ***specific topic*** they want to explore in this session.
- Any important ***details*** about the topic.
- What exactly they want to ***take away*** from this session. This may be a shift in perspective, solutions or next steps.

Before you can proceed with coaching, all three pieces of information should be crystal clear to you. If not, ask more questions to clarify the agenda.

2. SEIZE THE COACHABLE MOMENT

Once you've clarified the agenda and if you've been listening closely to your client, you may have an "aha" about what's at the center of their topic. Often, in the first few minutes of the conversation, your client supplies clues about how best to coach them. These clues point to "coachable moments".

Coachable moments are potential roads to travel with the client to eventually arrive at their desired take-away for that session. Key in on what seems like the best road to explore first. As the conversation unfolds, you may explore multiple coachable moments, but not necessarily all that are presented.

Do not rush the client towards solutions. Take your time and allow the session to feel spacious by asking direct, open-ended questions as you listen deeply and respond intuitively to your client. Your goal is to let the client's wisdom unfold as a catalyst for their transformation.

3. INVITE THE SHIFT

With one or more of the coachable moments explored, the client is likely to experience a shift. They may have a new understanding about something, a renewed sense of inspiration, motivation, commitment or direction. A whole new world of options may have opened to them.

You will "invite" the client to acknowledge their shifts. After they acknowledge their shift, you will encourage them to use their new awareness to spark new possibilities.

4. FRAME THE MASTERPIECE

Endorse the client for their new perspectives, ideas, self-awareness, clear understanding – whatever came out of the coaching conversation. If appropriate, help them develop next steps, goals or strategies.

Close by asking the client something to the effect of: *Where did you find value in today's session?*

See a **Coaching Session Transcript** that illustrates each step of the Simple Coaching Model.

IN THE FLOW

Like a river emptying into the ocean, coaching ultimately takes the client to a bigger place, a better life, a more profitable business. Masterful coaching flows like a river. There's a source – the client's agenda – from where the session originates. There's the end point – new perspectives and, possibly, next steps for the client.

And in between the source and the end point there is the current with its occasional eddies and forks. Those are the coachable moments. Some are more dynamic than others.

The shift is the rapids. It's where the flow really takes off and carries significant volume way down stream. As you become more experienced, you'll discover the most direct routes to convey your client further faster.

Think about every wonderful conversation you've had. It's like a river. It flows. Coaching is a powerful conversation, with the focus entirely on your client that carries them to a more expansive place.

CLIENT WELCOME PACKET

Your new client just said YES to coaching with you! Now, what?

It's time to set up the co-creative relationship and officially enroll your client into your practice. Before you begin ongoing coaching sessions (but after the sample session), have your client complete your Welcome Packet (also called an Intake Packet) and collect their first month fees.

Your Welcome Packet doesn't have to be fancy and it shouldn't be too laborious. The idea is to gather the initial information you need from your clients and to establish a positive professional relationship.

Download easy-to-use-and-customizable **Templates for Your Welcome Packet**

In any case, we suggest you create your Welcome Packet documents in Microsoft Word and then convert them to Adobe pdf. Send the pdfs to your clients as attachments in an email. If you are using a Merchant Account, gather the information for the Credit Authorization by phone as it's not safe for your clients to send that back to you by email. Make sure your documents include:

- **Your branding** – your company name and/or logo, your name/title
- **Contact info** – your email address and website

Your Welcome Packet should include:

- **Coaching Terms and Agreement**
  - Explain how the co-creative relationship works
  - State the services they receive, your fees and how/when they are collected.
  - List your policies and session procedures, such as how you handle cancellations/postponements/no shows. The number they call for sessions, etc.
  - Consider adding a caveat that you're not a licensed therapist unless you are.
  - Have a signature block to acknowledge they have read and understood the agreement.

NOTE: This is not a legally binding agreement.

- **Credit Authorization**
  If you're accepting credit cards for payment of your services, using a service such as PayPal, Square, Venmo or other payment service can help expedite payment. You may need to collect your client's credit card information. For security reasons, collect this information verbally on the phone. It should not be emailed to you.

- **Client Profile**
  Here, your client provides contact and other info about themselves. Collect their name, physical address, phone/fax numbers, email address(es), website addresses, social networking profile addresses (such as Facebook, Twitter, LinkedIn), spouse and children's names, current occupation, birthday, hobbies, etc.

You may decide to include other items to learn more about your client while you also help them begin to strategize about how they'll utilize your services.

- **Client Questionnaire**
  This is an example of a short survey that helps you get to know your client better. Of course, you'll eventually develop your own questions that you want to ask. We've included an example.

- **SMART Goals**
  You've done this yourself in this Accelerator program. Now you can gather the same information from your clients.

- **Assessments**
  This isn't necessary if you don't have any assessments created or you're not yet utilizing any. Including one or two assessments in your initial work with clients can be powerful.

- **Free Resources**
  This could be a few choice articles you've written, links to your other programs or resources.

If you're mailing out your Welcome Packet, you can always include a business card, if you have them. But, it's more efficient to send your Welcome Packet documents as attachments to an email.

Remember that most anything you create for your coaching business is a work in progress. Don't get hung up in perfectionism with these. Get it to "good enough" and get out there and enroll clients! Later, you'll realize things you want to change, delete or add to your Welcome Packet. Your clients will help you learn what works best for you.

COACHING TERMS AND AGREEMENT

Dear New Client:

Welcome to the magic of coaching! I look forward to working with you.

Please read through this entire document and let me know if you have questions. The last page is the Coaching Agreement. Please fill that out as directed, note your agreement with your initials and then return that page to me as an email attachment.)

THE CO-CREATIVE RELATIONSHIP

The relationship between a coach and client is Co-Creative, meaning that we are equals. I am not a therapist, counselor or consultant. I am a trained coach using honed communication skills to support you as a thinking partner. Together we create more power for you to effect meaningful change and take dynamic actions towards your goals.

YOUR ROLE

- Please take time before each session to determine what you'd like to take away from the session. This is called the "Client Agenda". Please email me your agenda and any background information needed 24 hours prior to each session. ***(Coach: consider creating a session prep questions template for your clients.)***
- Treat our coaching as the valuable investment that it is. Protect your investment by showing up to every session on time and setting an intention to be centered, ready to engage and take meaningful actions.
- Give me feedback in the moment about your coaching experience.

MY ROLE

- I will listen closely to you, respond to what I hear and ask questions. If I hear something in your voice or language that sparks an intuitive thought, I'm likely to ask you about it. Often, it is the small moments that bring about big shifts. If I'm not on target, just tell me. I'm not attached to being right.

- At the end of the session, if you do not set specific actions you are ready to take, I may make a coach request. I ask clients to stretch themselves, deepen the work done in the sessions by writing, taking some action, resolving relationships or things that feel incomplete. You are always free to negotiate, accept or decline.

EXTRA TIME

Between sessions, if you have questions, a brief update, or want to bounce some ideas around, please contact me by email. If it seems best, I may suggest a brief phone call or to add that as an agenda item for our next session.

Ways You Can Get More From Your Coaching Experience

- Make our coaching sessions a priority. Come to every call with a specific agenda.
- Complete what you agree to do in between sessions. Integrate what you learn.
- Be open-minded. Try new approaches. Experiment.
- Be willing to change your beliefs and patterns if they do not serve you anymore.

Fees

- ***(Coach: consider using PayPal to invoice your clients and collect fees. Or, set up a merchant account to directly take credit cards for payment.)***
- ***(Coach: state your fees and how many sessions are included here.)***
- Please budget for this investment.
- I do not accept late payments. Please make certain funds are available.

SESSION PROCEDURES

- Please call me at ***(Coach: add your business phone number here.)*** for sessions.
- If you call in for your session and get my voice mail, please call back after one full minute.
- Please do not leave a message and wait for me to call you back. I might not receive your message between clients.
- If you do not call in within 15 minutes of your scheduled session time the session will be lost.

SCHEDULE CHANGES/VACATION/BUSINESS TRIPS

- We will set a mutually agreed upon time for our sessions.
- Please give our call high priority and arrange your schedule to honor our agreed upon time.
- I require a minimum of 24 hours notice to reschedule a call. In any case, if you must miss a call, let me know as soon as you are able. If something must change temporarily or permanently, I'll offer other times, if available.
- If you forget a session or do not call in, that session will be counted as a completed session under our agreement and will not be rescheduled. However, I will consider emergency situations case-by-case.
- If you have planned vacations or business trips that will conflict with our sessions, please notify me of these as soon as you have an itinerary and we will discuss when to reschedule. I will do the same with you when I plan trips.

FIRST CALL PREPARATION

Prior to our first call, please read and send back the five welcome packet documents. Also, complete and email your answers to the Session Prep Questions, sent to you as an email template. Keep this template for future sessions.

I am looking forward to our Coaching Relationship!

CREDIT CARD AUTHORIZATION

I authorize ____________________ to charge my credit/debit card for the amount shown below each month for coaching services, until I discontinue services.

Client Name: ____________________

Name as it appears on card: ____________________

Billing Address: ____________________

City: ____________________

State: ____________________ Zip: ____________________

Phone: ____________________

Email: ____________________

Card Type: Please check one.
(Coach: add card names if you are set up to take them.)

☐ MasterCard ☐ Visa

Card Number: ____________________

Verification Code (three digits on back of the card): ____________________

Expiration Date MM/YY: ____________________

Amount: ____________________
(Coach: enter the amount to be charged per month.)

Authorized Signature: Date:

Please fax this form before your first scheduled session to:

Do not email as your credit information will not be secure. ***(Coach: collect this information verbally over the phone. Email is not secure for this information.)***

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CLIENT ACKNOWLEDGMENT

Dear new client: Please sign below and return this page to reflect your agreement:

I understand that ________________ is not a licensed therapist and that I am responsible for all my decisions, actions and feelings.

I agree to pay my monthly coaching fees on time, at the beginning of each month. ***(Coach: state your monthly fees for how many sessions and what length for each session. For example: $500 for three one-hour sessions each month).***

I have read the coaching terms and agreement. I understand my role and my coach's role in our co-creative professional coaching relationship. I will ask questions and clarify anything I don't understand. I am committed to doing everything I need to do to get 100% from my coaching relationship.

[Please put your initials next to each statement you agree to below:]

______ I give ________________ permission to release my name, phone and email address as a client to the International Coach Federation (ICF), a professional association and accrediting body for coaches. This information is given for credentialing purposes only and will be held confidential by the ICF.

______ I give ________________ permission to record my sessions. At any time, I can ask for a session not to be recorded. I understand she (or he) may share or discuss these recordings with her (or his) own coach for peer review or credentialing purposes. Otherwise, they will be kept safe and held confidential.

Client Signature: ________________________________ Date: ________________

CLIENT PROFILE

Dear New Client: The following information will help us develop a rich relationship. Please fill out the personal information to the degree that you feel comfortable sharing the details. Once it's complete, email this form back to me as an attachment. Your information will be held in confidence. Thank you!

PERSONAL INFORMATION

Your Name/Nickname: ______

Your Birthday: ______

Hobbies: ______

Favorite Books or Movies: ______

Partner's Name (if applicable): ______

Names and Ages of children (if applicable): ______

CONTACT INFORMATION

Street Address: ______

City: ______ State: ______ Zip: ______

Home Phone: ______ Cell Phone: ______

Work Phone: ______ Fax: ______

Primary email: ______ Alt. email: ______

EMPLOYMENT INFORMATION

Occupation: ______

Title: ______

Company or Employer: ______

Times/Days at Work: ______

Website Address: ______

MISCELLANEOUS

Is there anything else you want me to know about you at this time?

CLIENT QUESTIONNAIRE

Dear New Client: The purpose of these questions is to illuminate me about you! Please take some time to answer them. Feel free to use more space.

What are your strongest beliefs about yourself and the world?

What bits of wisdom/life lessons would you like to share with the world?

When in your life have you felt most creative?

When in your life have you been most committed to something/someone?

What are the greatest accomplishments of your life so far?

About what have you taken the strongest stand?

What does prosperity mean to you and when/how have you experienced it?

What energizes you?

How might you sabotage this coaching process? What do you want me to do if I notice sabotaging behavior?

How will you know that effective coaching has been for you?

YOUR IDEAL CLIENT PROFILE

You've created the **Picture of Your Practice**, now add to that by beginning to craft a picture of your *ideal* client.

Knowing yourself well and the kinds of people you enjoy most, imagine that you are designing the best coaching client for you. Start by creating a short bullet-pointed list identifying the most important characteristics that describe the individuals you would like to coach.

Don't worry if this is not crystal clear yet. Write what you do know now and keep updating this profile as you know more. Doing samples sessions and enrolling full fee clients will best help you learn about your ideal client.

First, consider their gender and other demographics. Also, think about aspects of their personality, values and beliefs. For example:

Professional career women that…

- **Have ambitious long-term goals**
- **Are intuitive and spiritually based**
- **Are highly committed to their own success**

Then consider their abilities, availability – anything that might affect your working relationship.

- Are financially sound and happy to invest in their development
- Are savvy computer and Internet users
- Are active on social networks
- Available for sessions on Mondays and Wednesdays, 9:00am–3:00pm ET

Now, if you've decided your niche (your target market or specialty) then you may also know some of the following details. List the answers to these questions to round out your profile. Or leave this blank and come back to it when you have decided your niche.

- ***Who is my target market or the population I want to serve?***
- ***What are their biggest challenges, opportunities and goals?***
- ***What big problems are they looking to solve?***

- ***What are three ways I can easily and inexpensively reach groups of them?***

Lastly, put the key points into a short paragraph. Read this paragraph often. Eventually, it will be fully fleshed out and you'll be able to share it with others without referring to this page.

SAMPLE IDEAL CLIENT PROFILE

> *My Ideal Client is a mompreneur – a stay-at-home mom with her own home-based business. She's serious about contributing significantly to her family's income, but not at the expense of her family time. Because time is her biggest obstacle, she has to find creative ways to grow her business and raise her children. She is computer and Internet savvy, utilizing social networking as one method to build her business. She's guided by her own integrity and spiritual beliefs. Primarily, I connect with mompreneurs through social networking, blogging, and other live events. I have a "tribe" of mompreneurs that share and support each other. My core suite of offers includes one-to-one coaching, mastermind groups and eventually a membership program.*

Use this space to begin assembling your Ideal Client Profile:

PRO BONO AND BARTER COACHING

Established professionals, including coaches that are financially sound usually give up to 10% of their services for free. Pro bono means “for good”. Once you have an established practice, you have an opportunity to give back to your community in whatever way you choose.

If you’re just getting started as a coach and you’re eager to feel yourself coaching, you may decide to offer your services pro bono to a client or two for a month or so. This might be a good way to get experience at the outset. **But don’t use that as an excuse to avoid engaging fee-based clients.** It’s an important step to tell clients what your fee is and stand confidently by it. Until you cross this threshold, you won’t know that you can. The sooner you do, the easier it is to fill your practice.

CONSIDER THIS

Providing pro bono coaching to a client and expecting them to eventually pay you a fee can be tricky. Without a clear understanding of the arrangements and expectations, the perceived value of your coaching will be established at zero. After all, that is exactly what they are paying you.

When clients pay your fee, they are investing in themselves. If they never have to pay you a fee they might never fully engage in coaching. Fees encourage an emotional investment. Think about how you treat the things you get for free as opposed to the things in which you invest.

Many coaches start their practices by charging significant fees right out of the gate. Do whatever will help you take steady steps towards professionalism as a coach.

FROM FREE TO FEE

When you do arrange a pro bono coaching relationship, make it clear to your client *exactly* how many sessions they will have that are free. Discuss precisely when the relationship will go from free to fee and how that will work.

Also, ask for something in return during the free coaching. Ask your pro bono client to provide you with feedback, referrals and testimonials. Most pro bono clients are not only willing to do this, they are excited to be able to do something for you in return for your coaching with them.

It doesn't hurt to have all the details and expectations written down in an informal agreement and provide a copy to your client. When you approach this mutually beneficial arrangement with professionalism, so will your client.

Stick to this agreement even if the client decides they don't want to continue. **Don't sell yourself short by continuing a pro bono relationship beyond the agreed upon length of arrangement.** You are providing a service of significant, if not life-changing, value.

BARTERING

Barter is an age old tradition of exchanging one product or service for another. It can be a feasible solution with some clients. But again, be sure **bartering is a strategy you use in addition to, not in lieu of, enrolling full fee clients.** Bartering is a special circumstance for when both parties, you and your client, have something of equal value that you each want from the other. For example, you and your web designer exchange coaching for design.

If a potential client asks to barter with you, be sure you really want what they have to offer. Otherwise, it will feel like you're giving something for nothing, and that will interfere with the co-creative relationship.

Example:

An individual approaches you saying he can't afford your coaching fee but wants to barter for biofeedback training.

These questions will help you decide if bartering is right for you at this time:

- *Am I interested in this service at this time?*
- *Is there potential for enough longevity in this relationship?*
- *Is this potential client offering a professional service?*
- *Do I feel I can make this arrangement with integrity for the right reasons?*

If you can't answer all 'yes' to all of these questions, it's best to let the situation go rather than trying to make it work just to have a client or not disappoint someone. And, you may need to ask yourself this question…

- *Am I inclined to take this opportunity because I don't trust the value of my services and want any client under any terms?*

A 'yes' to this question indicates you need to take the plunge and enroll fee-based clients, rather than continuing to look for free or barter situations.

DESIGNING FOR WIN/WIN

Assessing the value of the trade can be a bit uncomfortable. It's helpful to know what you want in advance and set the barter relationship up for win/win. One way to approach this is to ask yourself now:

- *What services am I willing to barter for?*
- *What is the correct exchange for each type of service?*
- *How many barter clients am I willing to have concurrently?*

Unless it's not your intention to earn income as a coach, consider allowing only one barter and one pro bono client at any given time. If you know the answers to these questions *before* the barter opportunity arises, you'll be able to respond from your integrity every time.

SETTING CLEAR BOUNDARIES

It's important to set clear boundaries with all barter clients. For example, don't coach your client while she's giving you a massage. Set up specific times where you each receive services. And just like pro bono, set up the parameters at the beginning. Have an agreement to review the arrangement after a short predetermined period of time.

Experiences with pro bono and barter can teach you to value yourself and your services. When your clients perceive value, they get more out of your coaching.

YOUR HUB STATEMENT

Your Hottest Undeniable Benefit (or HUB) Statement is the first sentence you say out loud when describing to people what you do for a living. It will be the most prominent sentence on your web site and other marketing materials, and you can even include it on your business card.

Your HUB is the critical first piece of your branding. It is the centerpiece, or hub of your marketing. Take the time to develop your HUB Statement and then use it! And it's okay if you change it later. You'll want to as you learn more about your ideal clients.

A HUB Statement is also referred to as a *Unique Benefit Statement* or *value proposition*.

If you simply say that you are a business or life coach and then tout the virtues of coaching, prospects will likely smile, but quickly lose interest. Similarly, **broad lofty statements like this won't attract professional clients:**

> *I help people have a more fulfilling and passionate life!*

Why won't this attract clients? It's abstract and non-specific; it's meant for no one in particular; it isn't compelling enough to inspire action.

A HUB is not:

- About you
- About the features or virtues of coaching

In fact, it doesn't mention coaching at all. Surprised? Instead, your HUB is a single sentence that specifically conveys:

- Who you work with
- The Benefits they receive from working with you.

Your HUB Statement is all about your prospects. That's why it's helpful to narrow your niche and find out what that specific group of people really wants (and would invest in services to help them achieve). If you position yourself as a generalist coach, it will be difficult to craft a compelling HUB Statement and attract clients.

Powerful HUB Statements:

- Are simple, direct and specific
- Are short, no more than 10–15 words
- Are written in non-formal, conversational language
- Provide a clear solution to your market's most urgent challenge or goal
- Do not contain technical babble, jargon, or legalese

Take a look at the following HUB Statements for other types of service providers.

A HUB for a Financial Planner:

I help families reach financial independence on their current salaries.

The statement above is succinct and all about something the market really wants. This is so much more compelling than a statement like the one below, which focuses on the service provider, rather than his market.

I am a financial planner and I represent more than thirty quality investment vehicles. My specialties are optimized annuities with automatic annual rollover and short and long term debentures.

Boring!

Here are two more HUB statements that really rock:

A HUB for a Publishing Consultant:

I help new authors get their book out of their head and onto bookshelves.

What's great about this HUB is the way it describes going from a challenge – the book out of the head, to the desired outcome – onto bookshelves. Ultimate success is implied.

A HUB for a Marriage Counselor:

I help couples find a safe place to love.

This HUB is powerful because it's so short. The challenge – finding a safe place to love – is also the desired outcome.

In each of these HUB statements above, notice the clarity of the populations served and the specific benefits they receive.

Now take a look at HUBs for coaches with various niches:

I help women executives reach financial freedom by transforming their relationship to money.

Notice that even though the coach is focusing on women executives as her target market, she's not saying she's going to help them be better executives. Instead, she's targeting this group with a very specific specialty – helping them attain financial freedom. If you have a special set of skills, you too might opt for a specialty and target a market who would most benefit from that specialty.

I help college administrators create positive change at their institution.

This coach has drilled down to a narrow market – college administrators – now imagine how a life coach could be a thinking partner with a college administrator and have a positive impact.

I help women sales managers create an inspired sales force.

For this target market, the coach has zoomed in on the single most challenging aspect of a sales manager's job. Can you imagine how a coach would help people in this niche create an inspired sales force? Remember, coaching is all about drawing the wisdom from the client. You do not have to know more than your clients.

To create a powerful HUB statement:

1. Choose your niche. Come up with a brief description for the group you serve = WHO
2. Describe the most compelling and specific challenge and/or the desired outcome for that particular group = BENEFIT. Sometimes the outcome implies the challenge.
3. Put this together in a succinct sentence of ideally 10 and no more than 15 words.
    - Use syntax that is easy-to-read and understand – the fewer prepositional phrases used, the better.
    - Eliminate formal phrasing or unnecessary words.
    - Choose words and phrases for their impact and clarity.
    - Avoid poetic language or abstract concepts.

HUB Sentence Structure

I help (WHO) ________ to (WHAT) ____________________.

What's wrong with this HUB?

I help people in transition (niche not narrow or specific enough) *to achieve balance and follow their dreams* (abstract and non-specific).

It's time to make a strong statement about how your clients benefit from your services.

As you develop your HUB, remember that:

1. Everything you create in your coaching business is a work in progress. It's not written in stone. It's best to craft one now and improve upon it by using it in the real world, then tweak it as you learn more about your market.

2. **Your goal is to stand out in the crowd in a way that will have your ideal prospects paying attention and asking for more information or engaging in next steps with you.**

STEPS TO CRAFT YOUR HUB STATEMENT

First, outline these key pieces of information about your niche:

What are the most critical problems people in my niche face?

What are the most important and specific goals they want to achieve?

What is the most important and specific benefit or outcome my prospects will receive by working with me? (Hint: See above. Make sure this is based on what they really want rather than what you most want to coach about.)

Now, begin to play with words and phrases to craft a compelling HUB that is evocative, easy to say, and highly relevant to people in your niche.

Ask yourself these questions to test the completeness of your HUB:

1. Does this HUB describe in concrete terms (rather than abstract or non-specific language) what I do so that anyone can understand it and refer clients to me?

2. Does this HUB distinguish me from other coaches?

3. Does this HUB give me several great ideas about where I can find my ideal clients and how to market to them?

If you answer 'no' to any of the above, go back and hone the WHO and WHAT further.

Other phrases that you have written that don't make the grade for your HUB statement might be appropriate in your 30 Second Intro or other collateral marketing, such as your web site. These might be more complete descriptions, details, steps, your philosophy, etc.

COMMON CONCERNS ABOUT NICHES AND HUBS

Marketing and coaching are two separate things entirely. The coaching skills you are learning in this course are to be used in sample sessions or with enrolled clients. Marketing is the way you attract your clients. Don't confuse the two.

When you choose a niche, it's for ease of marketing and attracting a steady stream of clients. When you craft your HUB, it's an attraction device as well – meant to engage the curiosity and interest of people in your niche.

- You always get to decide who you enroll into your practice. If someone approaches you that isn't part of your niche, no problem! Give them a sample session and if the fit is right, enroll them into your practice.
- Your client always gets to decide their agenda for each session. Even if you choose a narrow target market (for example financial planners), it does not mean that all you'll coach about is financial planning. In fact, it's unlikely you'll ever coach about that. All people in all markets are diverse and individually complex. No matter what niche you focus on, your clients will bring all manner of issues to coaching spanning topics in every territory: life, business, relationships, careers, self-esteem – what have you.

Enjoy your discovery and commitment to marketing yourself distinctively!

SMART GOALS

When you want something new to happen in your life, commit to make it happen. Do whatever it takes to bring the result you want.

You've made the commitment to enroll in a comprehensive coach training program. Now, it's time to commit to the steps that will bring you a successful coaching business. Have some fun creating SMART goals. Don't allow questions of "how?" or self-doubt to stop you from setting the goals that will get you where you want to go.

Every SMART goal has each of these five elements. SMART goals are:

- Specific
- Measurable
- Achievable
- Risky (require taking some risk)
- Time Limited

As you create your goals, keep these things in mind:

- You are in the perfect place in your life now…exactly where you need to be.
- Whatever you need to get started will surface.
- The point of power is in the present moment.
- You create your own reality. You are infinitely powerful.
- Simply decide what you want and move toward it.
- Choose success and switch to feelings of abundance RIGHT NOW.
- Success is a decision. Have no doubt you can do it.
- 100% commitment is easy. 99% commitment is hard.
- Now is the time to start. Take action that will move you forward every day.
- Wins come with "failures".
- Each effort is a chance to learn and rediscover yourself.
- You are capable. The answers you seek are already inside you.

- You are worthy of your ideal. Make your goal worthy of you.

Trust your intuition. Persist. Make it happen NOW!

STRIVE FOR BALANCE

Include goals for all facets of your development as a coach.

- Skills/Tools
- Experience
- Income, Number of Clients
- Knowledge
- Support Systems, Community, Professional Associations
- Personal Growth, Overcoming Personal Obstacles

SUCCESS STARTS IN YOUR HEAD

Whatever you focus on E X P A N D S and what you give energy to will become your reality. Take a risk. Stretch yourself and allow your imagination to take over for a while.

If a goal doesn't make you a little uncomfortable, consider raising the stakes.

Imagine a successful, more joyful you. The only limits placed on you are the limits you place on yourself. Imagine, with all your senses, living the life you dream of. Hold onto the vision that feels right to you and GO FOR IT!

HOW TO SET GOALS THAT ARE S-M-A-R-T

Create a minimum of three and a maximum of ten SMART Goals that you want to accomplish in the next 6 months, so that you will achieve what you intend from this program.

Examples of 10 SMART goals:

- Give two sample sessions with potential clients every week, 20 by Week 16
- Set up my business checking account and credit card systems by Week 2
- Attend local Chamber of Commerce meeting by Week 3
- Join the local ICF Chapter by Week 4

- Decide on my coaching niche by Week 6
- Interview people in my target market by Week 10
- Enroll my first four full fee clients by Week 10
- Design a Group Coaching program to launch by Week 15
- Launch my website by Week 20
- Have made enough coaching income to pay for this course by Week 22

BITE SIZE GOALS

After you put your SMART goals together, delineate them into smaller "bite size" goals to support your ability to accomplish them. For example, with the goal – Launch my website by Week 20 – smaller delineated goals are:

- Interview and select web designer by ________.
- Find examples of websites I like, choose colors, graphics, and style by ________.
- Have all text written and emailed to web designer by ________.

Your SMART Goals, like many other documents you'll create, are works in progress. Update them often. Plan your work then work your plan each week and you'll find yourself where you want to be much sooner.

YOUR 30 SECOND INTRO

The Internet and social networking has changed the way we communicate. If you want prospects to listen when you tell them how your services benefit them, even when speaking to an audience of one, express it in a succinct and compelling way.

The formula for successful communication is: Short and to the Point.

1. Start by giving them your name and company name.
2. Next, give them your Hottest Undeniable Benefit – this is the short 10–15-word sentence that evocatively describes who you work with and specifically how they benefit from your services.
3. Finally, restate, using different words, what you do and the benefits of doing business with you in one or two sentences. By restating, you are telling them what is important to remember. Don't be afraid of repeating yourself when you restate your key points. Your contacts will thank you for it by remembering you.

SAMPLE OF 30 SECOND INTRO USED BY A REAL COACH

I'm Lara Galloway, The Mom Biz Coach. I help mompreneurs build a successful business while taking care of their family. Moms need to accomplish a lot in little time, so I show them how to take a passive approach to earning income and an aggressive approach to spending quality time with family. I help moms turn the business they have into the business they love.

WARM LETTER SAMPLE

[Jane Doe, Coach • ACME Coaching • (123) 456-7890]

[Tuesday, April 14, 2020]

Dear Holly, [Customize each letter or email.]

[Consider having a more personal sentence here to connect with the person.]

You are one of the first people to hear about my new business.

[I help mompreneurs (moms with home-based businesses) create a successful business while taking care of the family.

Moms need to accomplish a lot in little time, so I show them how to take a passive approach to earning income and an aggressive approach to spending quality time with family. I help moms turn the business they have into the business they love.]

Why am I telling you about this? Three reasons:

> [I'm very juiced up about what I'm doing and wanted to stay current with you.
>
> I imagine that you know some moms with home-based businesses that you could refer to me.
>
> I'd like to show you exactly how I serve others.]

I'll give you a call soon to catch up. I'd enjoy connecting with you and offering you a sample coaching session so that you can see what I do for mompreneurs. We'll find a topic that's relevant to your life, so you come away with something valuable.

In the meantime, check out my website at [www.ACMECoaching.com] and bookmark it so that you can send mompreneurs my way.

Warmly,

Jane

[Jane Doe, Coach
ACME Coaching
(123) 456-7890]

P.S. My business is growing quickly through referrals. Please keep me in mind whenever you're talking with friends who are moms and business owners.

WHEN TO USE HIGH TECH OR HIGH TOUCH COMMUNICATION

Much of your marketing and a great deal of your client communication outside of sessions will take place by email, text or similar apps.

Choose your use of email, text and similar apps wisely, however. Never hide from difficult conversations by using email. Email volleys do not occur in real time and written words don't fully convey meaning. Sometimes the tone of your voice makes all the difference in the world.

Many situations are best handled through voice-to-voice communication rather than email. In your business, we suggest you opt for voice communication:

- Whenever there's any possibility of misunderstanding, such as a difficult conversation with a client or colleague. This promotes and preserves good relationships.
- When you are enrolling a client into your one-to-one coaching or a small group program where fit is crucial.
- When thanking someone for a referral.

There may be other situations where it's wisest to opt for real time, face to face, or on the phone. Balance the fast and easy benefits of high-tech communication with the high touch skills of personalized communication. You will create a feeling of availability while still approaching situations with good boundaries and professionalism.

Let's say…

Your new client writes you an email saying she's confused about the coaching fee – she thought you gave a lower quote. *Is this an email or voice conversation?* VOICE

A colleague sends a message saying you mistakenly used some of her copy on your website. Email or voice conversation? VOICE.

A current client sends a testimonial by email. Email or voice response? VOICE

Give them the high touch. Always give your gratitude for referrals or testimonials by voice or a handwritten note sent through regular mail. People will value you for it.

These personal touches don't have to take much time. Think of the time and embarrassment it will save by sidestepping a possible misunderstanding with a client, prospective client or colleague. The personal approach makes a positive impression and shows a sense of integrity.

FIVE LISTENING REFERENCE POINTS

For every agenda your client presents, there are five points of reference to listen for throughout the session:

1. Choosing the Destination
   Where does the client want to go?
2. Packing the Bags
   What do they need with them on this journey?
3. Anticipating the Hurdles
   What obstacles may get in the way and how will they move beyond them?
4. Finding the Short Cut
   What is the most direct route to get them where they want to go?
5. Enjoying the View
   How has the client's perspective changed?

1. CHOOSING THE DESTINATION

Where does the client want to go?

Listen for the client's current challenges or goals. This relates to Step 1 of **A Simple Coaching Model** – *Clarifying the Agenda*. Make sure you hear the topic, details and takeaway directly from the client. This will set the main focus for the session and tell you how they want to be coached. If their agenda is not crystal clear to you, ask questions until you fully understand what they want. This is the most critical step in any session. Do not proceed into the session until you have clarity of focus.

2. PACKING THE BAGS

What do they need with them on this journey?

Listen for what is missing for the client. This and the next two reference points relate to Step 2 of **A Simple Coaching Model** – *Seize the Coachable Moment*. Do they need perspective, options, confidence, skills, support, energy, ideas or a plan? They may need several of these during the session. Remember, your role is not to

SECTION 1 LESSONS 1–4
SECTION 2 LESSONS 5–8
SECTION 3 LESSONS 9–12
SECTION 4 LESSONS 13–16
SECTION 5 LESSONS 17–20
SUPPORTING DOCUMENTS
RELATED ARTICLES
CCP WEEKLY READING ASSIGNMENTS

supply what your client needs but rather catalyze them toward their own solutions. Coaching assumes that the client already has access to the resources they need within them to reach their destination. Offering your own perspectives and ideas might help to open your client's mind. Own that it's your perspective and know that it might not be the "right" one for your client. Encourage them to brainstorm.

3. ANTICIPATING THE HURDLES

What obstacles may get in the way and how will they move beyond them?

Listen for current or possible pitfalls, stumbling blocks, resistance, doubts and fears. Assist your client in putting these things into proper perspective and moving into action. Often that requires changing focus and re-commitment to goals. Fears and doubts are often like cardboard walls without real substance. Encourage your client to trust their ability to move right through them. Sometimes a session will move back and forth between reference points 2 and 3 a few times. (What is the obstacle? And what resources or support do you need to help you move through that obstacle?)

4. FINDING THE SHORT CUT

What is the most direct route to get them where they want to go?

Listen for possible solutions. Clients will almost always give you clues to their own solutions. Help them to see the merit in their own ideas so that they can buy in. Endorse them. Appreciate them for their intelligence, creativity, and wisdom when you see it.

5. ENJOYING THE VIEW

How has the client's perspective changed?

Listen for the upbeat in the session. This reference point relates to Step 3 and 4 of **A Simple Coaching Model** – *Invite the Shift* and *Frame the Masterpiece*. Acknowledge when your client has successfully opened their mind and generated energy toward their goals. Endorse your client for their new perspectives and awareness. If they don't come to it on their own, make a coach request that supports their next step or a strong point of inquiry to deepen the process. End the session by asking them to share what of value they received from the session. Even if there's still time in the session, end on an upbeat rather than take on a new agenda with too little time to explore it.

OPEN-ENDED QUESTIONS

WHO? WHAT? WHEN? WHERE? HOW?

The most effective type of question to use in coaching is an open-ended question that begins with Who, What, When, Where, or How (or could be rephrased that way). Take a look at these questions. Notice how each one is simple and direct.

Who do you need to be to reach this goal?

Who will you ask to help you with this?

What do you want to take away from coaching today?

What would you like to have happen now?

What is your immediate goal or objective?

What are you willing to change in order to achieve it?

What is missing for you right now?

What new skills, attitudes or knowledge do you need to succeed in this situation?

When will you make that call?

When will you feel you have enough?

Where do you feel stuck?

Where is your focus now?

How do you want to proceed from here?

How did that feel when you said that?

How much is it costing you to keep that up?

How would you like to be coached around this issue?

WHY NOT WHY?

Rarely is it useful to use a why question in coaching. Why do you think that is? It's because why can have an accusatory or defensive tone. Why questions often focus the client on the problem at hand, rather than solutions. Why is it so hard to get past this point? We suggest you train yourself away from using why questions. As you gain experience, you may find the perfect timing for an occasional why question. Otherwise, stick with Who, What, When, Where and How.

OPEN-ENDED VERSUS CLOSED-ENDED QUESTIONS

A closed-ended question is one that encourages a short or single-word answer such as yes or no. Most people tend to use closed questions much more than open-ended questions, perhaps because the closed question keeps control of the dialog with the questioner.

An open-ended question turns over control of the dialog, and encourages a full, meaningful answer from the respondent's own perspective. Open-ended questions allow for a spontaneous, unstructured response – which makes them far more useful in coaching.

Occasionally, you'll use a closed-ended question to punctuate something for your client. But, aim for open-ended questions because they will draw out more details, and more surprises, from your client.

- *Do you get along with your boss?*
  is better asked this way…*Tell me about your relationship with your boss.*
- *Are you complete with the session?*
  is better asked this way…*Where did you find value in this session?*

SIX KEYS TO POWERFUL QUESTIONS

Asking questions is easy. But asking the right questions, at the right time, in the right way, is what adds power to coaching.

The most powerful questions are:

1. Open-ended
2. Direct
3. Relevant to what's been said
4. In service to the client's agenda
5. Timely
6. Impactful

OPEN-ENDED

Open-ended questions elicit more than a yes or no response. They stimulate the client to go deeper. See the Supporting Document called **Open-Ended Questions – Who? What? When? Where? How?**

DIRECT

Direct questions are designed to stimulate your client – awaken them to their own wisdom and solutions. Direct questions get right to the point without beating around the bush. At first, it may feel daring to ask direct questions. Be willing to take the risk.

It's okay to make a mistake. You'll be able to tell if you're off the mark by your client's response, and you can ask again in a different way.

RELEVANT

Make sure your questions are relevant to what's been said. Jumping around in the session will confuse your client and you. And it might indicate to the client that you're not really listening, or that you are more interested in your own process rather than theirs.

Respond directly to what was just said, or verbally anchor your question to a previous topic or statement.

> **Coach:** "A moment ago you mentioned that you feel desperate to get this project done this week. Tell me, what happened to bring up that desperate feeling for you?"

USEFUL

Ask questions that will be useful to the client's stated agenda. Until you have thoroughly explored the client's agenda and the client is complete, hold back unrelated questions, such as setting up future coaching schedules. Stay on track with the agenda.

TIMELY

If you're fully present with your client, it will be easier to ask questions that are well-timed. If you try to think ahead, you won't hear the important cues your client gives you.

Every question has its best timing. Some questions need a few beats of silence before and after them to frame them well.

Here are six powerful questions that work well in many sessions at the right moment:

1. *Who are you being right now?*
2. *What one change can you make now that will get you where you want to go?*
3. *What is it costing you to think like that?*
4. *When you imagine what you want, what exactly do you see?*
5. *Where are you in your own picture?*
6. *How will you know this is working for you?*

ACHIEVING BALANCE

Ah…balance. Everyone is seeking it, but it's a moving target. No wonder we're all seeking it. The fast pace of the 21st Century makes balance even more elusive. But make no mistake about it, balance is found and found again internally, not externally.

Balance, as defined by Webster, is:

1. **to bring into harmony or proportion**
2. **physical equilibrium**

Harmony, proportion, equilibrium. Sounds good doesn't it? Living in balance comes by making space to breathe. It's making choices in the moment. In balance, we have the energy, attention and space in our lives to seize new opportunities. We can also more easily recognize potential pitfalls (or learning opportunities) without falling headlong into them.

THE MOVING TARGET

Balance is a moving target. From day-to-day, our own point of balance can change depending on how much energy we have available and where our focus is. And, like the juggler who keeps throwing another ball into the air, the more things we have going in our life, the more difficult it is to keep it all up without dropping the ball.

If you know the point of balance,
You can settle the details.
If you can settle the details,
You can stop running around.
Your mind will become calm.
If your mind becomes calm,
You can think in front of a tiger.
If you can think in front of a tiger,
You will surely succeed.
- Mencius

The ability to find and maintain balance is a skill. One of your roles as a coach is to help your clients learn this skill. For many clients this will be a long-term process. For some, it will be a matter of giving them a few tools and encouraging them to apply the tools.

WATCHING THE SCALES TIP

Your clients may tell you that they want your help to establish more balance. If they don't identify it for themselves, keep an eye out for the tell-tale signs of imbalance:

1. Continual stress, poor health
2. Their voice sounds heavy during sessions
3. A pattern of overwhelm and feeling stuck
4. Difficulty in making progress on goals
5. You feel stressed just listening to them

If a client is chronically stressed, overwhelmed, or sad, it's possible they would be better served by therapy and/or medical attention. However, most people have occasional periods of stress or sadness and coaching may be supportive to them. Listen closely to your clients. Watch your own integrity and be certain that you are coaching clients within the level of your training. Be ready to refer a client to a therapist if you feel you are out of your realm.

SENSING STRESS

Sometimes stress is palpable. You can feel the anxiety over the phone lines. When you notice that, check in with yourself. Is it your anxiety? If you're clear that it's not, let your client know what you've noticed.

> *"Let's slow down for a minute. Take a few deep breaths. Talk more slowly."*

Just breathing consciously has an amazing effect for many clients, especially if you do it too. Then, when you sense they've calmed down, ask them to describe their current state. Metaphors are illustrative.

> *"What are you feeling right now? Can you describe it visually as in a metaphor?"*

MAKE IT SIMPLE

Simplifying life is the easiest way to find and maintain balance. The fewer balls in the air, the easier it is to juggle. When there's open time to rest, to contemplate what's gone before and what's next, it's natural to come back to center.

When we're centered, we can operate from integrity and make conscious choices Centering creates room to breathe. The concept is so basic that's it's easy to forget. Remind your clients to breathe and to take time out.

1. Start by asking clients to under-obligate their future so that they have some space in their schedule.
2. Explore whether they can let go of any current obligations or delegate things to others.
3. Ask them to make a list of only 5–7 areas in their life that are important to them. Have them put energy each week into all of those areas, especially the ones that are being neglected.
4. Encourage your clients to make conscious choices about where they dedicate time and energy.

GET SOME PERSPECTIVE

Some clients are so used to living in the fast lane that, when trying to slow down, they don't feel right. They become listless if they are not working at full tilt – always on deadline and putting out fires. If things get too quiet, these people might seek drama or sensationalize their experiences.

Work with your client to broaden their definition of what it means to feel alive without constant intensity and drama. Support your client to make this shift by helping them to see from a new perspective.

Client: I took a day off last week like you suggested. I was so bored! I paced around the house from room to room. I felt like a tiger in a cage.

Coach: That's a vivid description. You know…even tigers rest. What was valuable about that day you took off?

Client: I caught up on errands. I even took a nap – I haven't done that for years. But later I jumped up and got busy on some reading because I felt like I needed to do something productive.

Coach: It sounds like to be productive you feel you need to complete things, is that right?

Client: Well, yeah. I just don't want to waste my time.

Coach: Here's a different perspective: It's in the dark, quiet, open time that creativity germinates. Did you have any seeds of creativity come to you about the book you want to write while you were resting?

Client: You know I did, but I didn't write them down because I thought I'd better get something else done.

Coach: Let's reconstruct your day and see if that seed of an idea comes back to you.

In the dialogue above, the coach plays off of the client's language to give him a broader perspective. This client is used to the fast track and he'll need consistent encouragement to shift his habits for the long term.

RETURNING TO CENTER

Balance is about returning to the center. Living in the extremes is okay for the short term. In the long run it creates health problems and keeps us from achieving what we most want in life.

Where are your clients are living in the extremes? Show them the other side. Eventually they'll find their center – their balance. There are many ways to look at balance:

Balance **intensity** with *lightness*

Balance **working** with *playing*

Balance **planning** with *spontaneity*

Balance **acquiring** with *letting go*

Balance **giving** with *receiving*

Balance **ending** with *beginning*

Balance **living** with earning a *living*

Balance **becoming** with *being*

OPEN CHALLENGE FORUM

This is an opportunity to pull together all that has happened so far on this journey. No doubt you've experienced a mix of excitement, fear, uncertainty, and satisfaction. This is all expected and normal. You're learning to be comfortable with traveling into the unknown.

For now, take time to regroup. In this Open Challenge Forum, you will:

1. Learn how to determine what's holding you back.
2. Understand the process to push yourself forward.
3. Discover the challenges you create the moment you set a goal.

WE ACKNOWLEDGE YOU

Many people don't finish what they start. The fact you've come this far demonstrates your capacity for success and your ability to achieve. We know it hasn't been a walk in the park. If it were easy, anybody could do it. You are special. You were called to be a coach.

Congratulations on sticking to your commitment to yourself. You are now in a perfect position to launch your coaching career.

WHAT'S TRUE ABOUT THIS COURSE

The majority of the work, and ALL of your success, happens outside of the class. Ask yourself two questions on a regular basis:

> *What have I been doing – the actual activities – that have made a difference in my business or have created new business for me?*
>
> *What have I done that has proven effective in moving my business forward?*

WHAT'S HOLDING YOU BACK?

Here are some of the things coaches have shared with us that hold them back:

- Not feeling ready to step out.
- Lack of confidence in trying something without knowing if it will work out.
- Comparing themselves to others without appreciating their own strengths.

- Paying too much attention to their inner critic.
- Fear of failure and rejection.
- Buying into creative avoidance techniques – the "bright shiny object" syndrome.
- Not being fully committed.

IT'S TIME TO MOVE FORWARD

If you are not sure you're ready to step out, it's probably the best time to take a leap. Trust that the net will appear, and it will, if you've done your groundwork.

Waiting for confidence is like waiting for a ship to come in that has never set sail.

Stop comparing yourself to others. You cannot give what you do not have. Determine your uniqueness and boldly share it with others.

Your inner critic 'plays it safe.' It will attempt to convince you not to try anything new or step out of your comfort zone. **When has 'playing it safe' gotten you what you really wanted?**

Take action without being 100% certain things will work out. Be willing to experiment and learn as you go. This experience will be priceless when working with clients who are also stretching for their dreams.

You may hear a voice in your head that SOUNDS rational but tends to take you away from your goal. This may be your scared and uncertain self taking over in sneaky ways. You may be creatively avoiding what needs to get done.

Get fully committed. You're overdue. 100% committed is a lot easier than 99.9%. Find at least one area in your practice in which to be fully committed.

WHAT COACHES DON'T TALK ABOUT

By nature, coaches are very giving people. We'll share just about anything with anybody…even with our closest competitor. But there is one thing coaches don't talk about: the number of clients they have. It's just not done.

Don't take this to heart.

The fact is the majority of people with the title COACH on their business card do not have a full stable of clients. Some people integrate coaching into the work they do as community volunteer, leader at an organization or skill-set they bring forward when talking with close friends. For professional coaches who offer coaching as their business, having a full stable of clients may not be their goal. However, for entrepreneurs who want to grow their practice, not having a full stable of clients could be rooted in a fear of success, a fear of failure, or reluctance to take a risk.

If you're not coaching the number of clients you set as your goal, what's holding you back? **What action will you take to put yourself at the top of your game AND stand out from the crowd?**

THE SECRET TO A SUSTAINABLE PRACTICE

The number one secret to enjoying a sustainable practice is creating awareness in your market that precedes you. What do we mean? Developing a reputation through your writing, speaking, networking, and promotion that establishes you as an expert in your niche. You'll know you've reached this pinnacle when people you meet for the first time say, "Hey, I've heard of you!"

COMMIT TO GROWING YOURSELF

Recognize the importance of your ongoing learning in growing your coaching practice. Treat your **Lifelong Learning** plan with the commitment you deserve.

www.coachtrainingalliance.com/LifeLongLearning/

CHALLENGE YOURSELF

You get to decide how you're going to respond to this Open Challenge Forum. What was your intent when you entered this program? Are you where you wanted to be at this halfway point? What is your commitment to yourself now? That's what really matters.

The only difference between successful people and less than successful people is the successful ones do the things the others don't like doing. It's not any more complicated than that.

People who make it happen will tell you it wasn't easy. People, who think it should be easy, won't make it happen. Successful people experience setbacks just like the rest of us. The difference is they persist, take consistent action, and make course corrections until they achieve their desired result. Once they've done that…it looks easy.

Now, revisit your SMART Goals and determine your next logical step. Focus only on that and when it's done, go to your next step. We're going to venture out into the world of opportunities on the next leg of this journey:

Becoming a Client Magnet.

TEN STEPS FOR DESIGNING AND FACILITATING EVENTS

Designing successful workshops, seminars and webinars is simple.

1. **Pick a topic.** Choose something that is highly relevant to the people in your niche, that you know well and would enjoy.
2. **Decide the length and size of the event.** How much material do you want to cover? How many people would bring in the optimal amount of energy for the time you're planning?
3. **Create an outline.** A rule of thumb is to cover no more than three key points for a 1–3-hour program. Resist the temptation to over-develop your program. Less is more when it comes to facilitation. It's better to have three well-developed points than ten weak points. Because you'll be facilitating discussion and discovery around a topic, leave plenty of time for interaction.
4. **Create a compelling, keyword rich title!** Your title needs to do most of the work to attract ideal participants and make it clear what your event is about.
5. **Design interactive processes and active learning.** Question and answer sessions, interactive exercises, illustrative stories and possibly small group breakouts should be planned for each key point. Keep in mind that webinars will require active learning opportunities and some form of interaction.
6. **Set your price per participant.** One option is to have an initial short-term session that is free, to enroll people into a fee-based program of longer length. Another option is to charge lower fees for multiple individuals who enroll together. Remember, fees indicate the value of the program to the participant. Be careful not to under-value your event.
7. **Reserve a location for your event.** If it's a webinar, research and choose a webinar platform. There are some free options with limitations, such as Zoom. Consider using your home for a small group face-to-face event. For many topics, it's perfectly appropriate to have a more casual atmosphere.

   Some coffee shops, libraries or local businesses rent out back rooms or conference rooms for events.
8. **Create your marketing materials.** Ideally, you'll have a dedicated sales page for your program, where prospects can read about all the details, be persuaded

to enroll, and then sign up online using a credit card or PayPal to pay the fees. If you're charging a fee and pre-register attendees, you'll have fewer no-shows.

Remember to include the following in your marketing:

- Your branding
  Company name/logo
  Your name/title
  Tag line and/or HUB statement
- Your website (for flier or email broadcast)
- Compelling title and description.
- Who the group is designed for.
- "Pain points" that your event will solve.
- Benefits they'll gain from the event.
- Logistics
  Date and time (if virtual, specify time zone)
  Venue location, or if online, you'll send links and directions to registrants.
  Cost
- Registration instructions – generally online registration is best.

9. **Promote your event.** Begin marketing about 3–6 weeks out for face-to-face events. For webinars, 2–3 weeks is usually plenty. When the program is marketed online, people often enroll on a whim the day before or even the last minute. Market often and consistently.

   Set up a follow up system. If you're enrolling online, set it up so that enrollees automatically receive logistical information and reminders prior to the event date. If you are using a more low-tech way to get sign ups, be sure to email or call each participant to remind them about the event.

10. **Leverage your efforts.** Have ready another way that your participants can experience you in the future. Offer them sample sessions. Enroll them in another program or service that you offer. Invite them to subscribe to your newsletter. Place your business cards, brochure and products on a back table. If you are doing a webinar, send a pre-class and post-class follow up email with your contact info, web link and announcements for future offerings.

EIGHT STEPS FOR CREATING A GROUP COACHING PROGRAM

1. **Choose your niche – the group of people you serve.** When you focus this way it helps you stand out in the crowd of service providers. Your marketing will be more effective. Ideally your niche is narrow enough so that it's easy for you to:

    - Find hundreds of them.
    - Connect with them frequently.
    - Identify their unique top challenges and goals.

If you are having difficulty with any of those points, narrowing your market further will resolve that. See Lesson 13, **Niche to be Rich**.

2. **Identify the most pressing problem this market faces.** What would they like to explore in depth or solve? What big goals are they pursuing that they'd be willing to pay for support to achieve?
3. **Identify the many talents, skills and experiences** you have in your toolbox to help your market solve their problems; but remember, you don't have to be an expert. You came to coaching with vast skills and experiences and you can use that expertise to craft great questions for your clients.
4. **Decide the type of Coaching Group Structure.** Which structure best suits your topic and market? (See the **Advanced Work in Lesson 15**, Gaining Visibility and Credibility.) Choose among these or create your own model:

    - Focus Groups
    - Affinity Groups
    - Affiliated Groups
    - Company Groups

Also decide the number of members in your group. We recommend 6–8 so that you have enough energy in the group and can easily serve each member.

5. **Decide what days/times your group will meet.** 75-minute sessions provide ample time for contributions and support for all.
6. **Set fees for your coaching group.** A per person/per month fee is an easy

way to charge and often fits your prospects' budgets. Group coaching fees are generally less than your one-to-one coaching fee. Remember, fees are directly related to the value you deliver. Be careful not to under-value the service you provide.

7. **Choose or reserve the location or platform where you will meet.** For virtual groups, there are a variety of options for audio only (conference call) or video conferencing (Zoom, Microsoft Teams, Skype and other providers).

   For face-to-face groups, options are:

   - Your home
   - A reserved room in a coffee shop, library or conference room
   - Hotel conference center

8. **Create your marketing materials,** marketing plan and begin the enrollment process. Make sure they include:

   - Your branding
     Company name/logo
     Your name/title
     Tag line and/or HUB Statement
     Your website (for flier or email broadcast)
   - Compelling title and description.
   - Who the group is designed for.
   - "Pain points" that your group will solve.
   - Benefits they'll gain from the group.
   - Logistics
     Date and time (if virtual, specify time zone)
     Location address, or if online, provide links to registrants later by email
     Cost
   - Registration instructions – online registration is best

(Eventually you can create a sales page with an "enroll now" feature that takes them to an order form where they can provide their credit card info. For your first groups it's fine to go low tech.)

The enrolling conversation is when fit is determined:

- Are you the right coach for this prospect?

- Is the prospect a good fit for your Coaching Group?
- Is your group the right service for this prospect at this time?

Pay attention to your intuition and integrity during the enrollment conversation. Trust yourself. It's better to have a group that fits well than to enroll just anyone into your group. Similarly, let go of attachment to outcome. If your prospect doesn't enroll right now, trust that they know what's best for themselves.

Many of these steps apply to creating other group programs such as webinars, seminars, workshops, and Mastermind groups.

TWENTY MARKETING APPROACHES

A high touch marketing approach is one where you are able to interact with prospects in real time. A low touch marketing approach can also be very effective, but it does not allow for real time interaction.

There are many high impact ways of marketing through the Internet, and several traditional approaches that are tried and true. You'll want to use a combination of high touch, low touch, traditional and online methods, all in concert to expand your reach, build relationships, and attract a pipeline of clients.

To fully leverage your marketing, so that it's powerful, efficient and highly effective:

- Tailor everything – language, offers, designs – to be highly relevant to people in your niche.
- Set up processes and automated systems whenever possible.
- Frequently connect with hundreds of people in your niche.
- Use several marketing approaches that work well together.

At first, as you begin building awareness with people in your niche, choose a set of methods that utilize your strengths. Fully leverage those methods. Set up frequent ways to interact and stay in touch with people in your market.

As soon as you can, pick one new approach, learn it and leverage it fully.

The list of marketing approaches below is not exhaustive. These are the most commonly used approaches and are ordered top to bottom from the most high-touch to the most low-touch. The bolded approaches are Internet-based.

1. Sample sessions or consults
2. Face-to-face or telephone encounter with one person
3. Live networking in groups/attending conferences
4. Live group events where you are featured – workshops, seminars, interviews
5. Public speaking events where you are presenting

SECTION 1 LESSONS 1–4
SECTION 2 LESSONS 5–8
SECTION 3 LESSONS 9–12
SECTION 4 LESSONS 13–16
SECTION 5 LESSONS 17–20
SUPPORTING DOCUMENTS
RELATED ARTICLES
CCP WEEKLY READING ASSIGNMENTS

6. Having your own booth at an event
7. **Social media**
8. Appearance on radio or television
9. **Your website** (a blog or static website)
10. **Blog posts**, articles, books, written by you, published for your niche
11. **Videos, podcasts**, recordings you created
12. Being quoted in a published article
13. Press Releases about you that are distributed
14. **Broadcasted email** to your own list, warm letter
15. **Broadcasted email** or endorsement to someone else's list
16. **Web listing**
17. **Action email signature**
18. Form letter or direct mail piece to database
19. Advertising, including social media ads
20. Brochure/business card

1–6 allow for interaction in real time. When you and your prospective clients can connect directly, you've planted a seed for a trusting relationship in a very personal way. Those seeds grow more quickly into actual clients. Social media is not high touch because it's not in real time, however, there is potential here for a back and forth connection that can be very powerful and influential.

7–16 are credibility builders. They can make you visible to many people at once. They do not, however, allow for direct interaction with people in real time.

9 and 18–20 are collateral marketing pieces. They primarily provide information. You may never need a brochure, but a website is crucial if you want to have a professional coaching business. If your blog or static website is designed correctly and optimized for Search Engines, it can also provide multiple points of connection as well as credibility and list building opportunities. No website by itself will be enough to keep your pipeline full of prequalified prospects, but it can be the centerpiece to a set of highly effective marketing strategies. To find out more about this, see **Making the Most of the Web** in Supporting Documents.

As you know, we recommend that all coaches give weekly sample sessions or consults. Set up a system that will bring you those opportunities on a regular basis.

Here are some marketing approaches that go well together:

- Blogging + social media + podcasting or videos + email broadcasts + live events.
- Article writing + public speaking + networking + conferences/booths.
- Writing books + blogging + public speaking + radio and TV appearances.

Cherry-pick from the list of 20 approaches those that suit you best. Look for ways to use the methods in concert, to leverage your time and build more visibility. Come up with your own ideas.

EIGHT WAYS TO LEVERAGE YOUR TIME AND GET BETTER RESULTS

To leverage means to make something more powerful and effective. Leveraging allows you to get better results with less expenditure of resources. Create leveraged marketing and enrollment systems so you can spend less time marketing and more time coaching.

Here is how to leverage your time to create a successful coaching business faster:

1. Choose your niche.
2. Find out what these people most want to achieve/solve.
3. Design programs and products that are highly relevant to them.
4. Have each of your offers lead naturally to the next one.
5. Connect weekly with large numbers of people in your niche.
6. Show how your services benefit them and solve their top challenges.
7. Continually build a list of pre-qualified leads.
8. Create opportunities every week to enroll new clients.

See **Niche to Be Rich** in Lesson 13.

CONSISTENCY AND CONGRUITY

As you develop your Client Attraction Plan, keep asking yourself:

How do I become the go-to person for my niche while utilizing my strengths?

Consistent marketing is easier and more effective because you are delivering a congruent inspiring message to a distinct group.

To be congruent in your marketing, integrate who you are – your values, talents and skills – into everything you do to raise awareness about your services.

- Value yourself and your services.
- Know your strengths.

MAKING THE MOST OF THE WEB

In the 21st Century, most every company and entrepreneur is taking advantage of the free and nearly free ways to get the word out about their products and programs online. Every day, new companies, systems, and networks emerge designed to provide easy online ways to connect with people in your niche. Some stick around, some go as fast as they arrived.

You will want to get into this game and learn how to use it to your advantage. Plan on it.

Think about how you found out about this program. Chances are it was through an online search. Or, maybe you saw a listing for a webinar called *Becoming a Coach.* You might have followed a link forwarded to you by a friend that came from a blog or email about coaching. All of these are online methods of marketing.

The best part is that you received the information you wanted about a topic you were interested in IMMEDIATELY…on-demand. And upon finding exactly what you wanted, you took action.

That's exactly how you'll be able to use the Internet to spread the word about your coaching services. If you don't feel computer savvy at the moment, take some steps to learn more about how to use your computer, email, social-media and the Internet. You'll be glad you did, because it will make the task of getting and keeping clients easier and less expensive.

We'll start with the simplest ways to raise awareness about your services and move into a few that will take a bit of research and learning on your part to implement.

ACTION EMAIL SIGNATURES

This is an easy one and very effective. Just add contact information and a brief promotional message to the signature of your emails. Here is an example of one of the authors:

> Rhonda Hess
> Coaching Niche Success Strategist
> Founder of Prosperous Coach
> Listen to Prosperous Coach podcast
> 303-881-5187

The linked call to action gives readers immediate access to more information.

Use your email signature to say whatever you want, but it's not necessary to give your physical address. Keep it short and give the best info for now. Then, set up your email program so that your email signature automatically drops into every business email you write. Change it up from time to time. If you don't have an offer or website yet, add in your HUB Statement.

BLOGS AND PODCASTS

These are probably the best vehicles for offering value to your readers and building a pre-qualified leads list. And writing is one the fastest ways to build credibility with your niche. If you feel you're not that good at it now, you'll be surprised how quickly your writing skills improve as you use them. Every great writer started as a mediocre writer.

Both blogs and podcasts will help you:

- Build a leads list.
- Stay connected to your leads.
- Create a library of your own writing, which may later be re-purposed into an eBook, book or other product.

For blogs and newsletters, there are various ideas about how long articles should be. Typically, blogs should be 700–1,000 words; the longer the better. And there are excellent sources online that can provide 'best practices' on how to improve the searchability (Search Engine Optimization) of your blot. Newsletters are usually 300 words or less. Coach Training Alliance has always published short articles of 300–800 words in our "Coaching Compass". Newsletters get right to the point, giving your reader a tip, technique, or thought to ponder. Don't do too much self-promotion. Remember, this is a marathon, not a sprint.

Once you've chosen your niche, do an Internet search to find blogs and podcasts on topics of interest to your niche, to see what your "competitors" are doing. Then, figure out how you can specialize and stand out in the crowd.

As an example, check out the **Coach Training Alliance Blog**.

WEBSITES

Your website is your online brochure. (This could be a "static" website, or a blog with static pages included.) Your site can help you build your leads list, attract clients and sell your products and programs while you sleep – depending on how it's designed, what content you include, and how you drive traffic to it.

You can continually change and update it, as you learn more about what makes people in your niche tick.

It's critical that your website do a good job holding the attention of your ideal clients. When you surf the web, you know that millions of things attract you, and distract you from your purpose. It's important to create a site that's tailored for your niche, so that when they arrive, they feel like they are home. You want them to stay and get to know more about what you're offering them.

It's About Your Ideal Client

A common mistake coaches make on their websites is putting too much up front about themselves and the wonderful features of coaching. If you want your website to work well for you, be sure that the site appeals to your target market or specialty.

On the Web, you have only a few seconds to engage your visitors so that they'll stay. People like to feel understood, so your content should be full of keywords and concepts that are important to your niche.

Your home page essentially tells the visitor about themselves – a few concise paragraphs that describe their "pain points" and what they're trying to achieve. These paragraphs will, in effect, point to your services as a potential solution.

In a prominent place on the home page offer a "freebie" – an immediately downloadable resource that provides real value to your visitors, while it helps to build your credibility and raise awareness about your services. To build your email list, require your visitors to fill out a web form to get the freebie.

You'll also have pages for your bio, a description of your services, and a contact form.

ONLINE GROUP PROGRAMS

When you gather a group of your target market together, it's a great way to add value, generate awareness, and develop community. Some programs you design will be free – to enroll or promote a fee-based program as a follow-on to the free call. Some will be fee-based from the start. It's your choice. Watch what others do and try different approaches.

Before you do this, determine your niche. Then, outline a topic that will attract your niche and showcase your strengths.

- Promote the program to your list.
- Post on social media such as Facebook, Instagram, Twitter and LinkedIn
- Announce it on different websites that reach your audience.

- "Joint venture" with other entrepreneurs who target your audience but don't compete with you. Let them do the marketing for you with their list.

SOCIAL MEDIA

Another boon for the 21st Century…If people in your niche are engaging in social channels, then you'll want to be as well. At first, the social networking culture was young and purely "social". But now a large majority of businesses use social media marketing now.

Social media leverages the concept of "six degrees of separation" and the viral power of the Internet to help you get in front of people that you could never otherwise meet. Think about it – if your message is compelling and people like you, your message can spread to thousands of people in seconds!

That said, the world of social media requires an explorer's attitude and a strategy. Get in there and play for now. After you've chosen your niche and gained some experience with your favorite social channel, you can start to develop it as a method of promoting your coaching business.

For more information see **Social Networking** in Related Articles.

PODCASTS AND VIDEOS

Publishing audio or video content on the Internet has become as easy as publishing your writing online. Now anyone can produce their own mini movies and podcasts for free or very low monthly costs! The possibilities for promoting your coaching services are endless.

Amateur work is the norm for online video and audio, so don't let lack of experience stop you. The best way to learn it is through practice, and even a "good enough" audio or video could give your marketing a viral boost.

We encourage you to check out **The Prosperous Coach Podcast** by Rhonda Hess, co-author of the *Coach Training Accelerator.*

prosperouscoachblog.com/prosperous-coach-podcast/

YOUR CLIENT ATTRACTION PLAN

To successfully attract your coaching clients, design a marketing strategy that:

- Is targeted to your niche.
- Can be done a little bit every day.
- Is fun for you and uses your strengths.
- Is consistent and congruent with your message.
- Incorporates high touch, low touch, and online approaches.
- Keeps you in front of and connecting with many people in your niche continuously.

You'll naturally start with your strengths. But as you go along, plan to develop new marketing approaches so that you are fully leveraging your niche.

THE KEYS TO YOUR CLIENT ATTRACTION PLAN

Before you create your plan, take a minute to assemble important pieces you've been crafting and can now use to attract ideal clients.

1. Describe your niche:
2. Describe the other attributes of your Ideal Clients.
3. What are the top challenges and most important goals of people in your niche? Be specific.
4. Write your HUB Statement and 30 Second Intro:
5. List all the places where you can connect with people in your niche. List specific associations, clubs, conferences, publications, blogs, social media channels, etc.
6. List "spheres of influence" for your specialty or niche market – this is someone who knows lots of people in your niche market. Also list any companies/organizations that have a big list of people in your niche market.
7. List your strengths, talents, expertise.
8. What is your growing edge? What are you learning right now that might be relevant to people in your niche?

STRATEGIZE – PLAN – TAKE ACTION

Now, using the information in **Twenty Marketing Approaches** in Supporting Documents, begin to conceive of a marketing strategy that uses a combination of high touch, low touch and online marketing approaches.

You will design and execute your year-long plan in 90-day segments by taking daily actions.

> **Step #1:** To the best of your ability, plan out the next 90 days of activities to build your visibility and credibility with your market.
>
> **Step #2:** Delineate that plan into bite-sized tasks and actions that can be completed in one day or less.
>
> **Step #3:** Then, create another 90 days of activities and another and another until you have a full year planned. Add to this plan as you know more.

It's important to get into a discipline of:

- Planning your work and then working your plan.
- Marketing in little ways on a daily basis.
- Marketing in more significant ways on a weekly and monthly basis.
- Setting up sample sessions with people in your niche.
- Giving sample sessions and enrolling ideal clients.

An example of a 90-day Client Attraction Plan follows.

SAMPLE CLIENT ATTRACTION PLAN FOR FIRST QUARTER

This coach's target market is Realtors. This is not a general to do list but a Client Attraction Plan with specific tasks and activities to build relationships with prospects in the niche and enroll clients.

This coach is using a successful mix of high touch, low touch and online approaches. Most actions involve calls, posting blogs, public speaking, live networking or social networking.

Repetitive actions are strategic. You can leverage your approach over and over. Notice how this coach is utilizing spheres of influence early on. Setting up speaking gigs and weekly sample sessions is the #1 priority.

In your own plan, add more detail. For example, put the specific names/phone numbers of people you'll call. Make those calls in the morning. Try again, just after lunch, if you miss someone. Put in specific titles for blogs you write, specific names for your events and promotions. Give yourself daily tasks.

Week 1

- Contact three Brokers. Set up coffee or lunch ASAP. Schedule sales meeting luncheon/talk ASAP. Ask about other opportunities to connect with Realtors.
- Send out warm letters.
- Set up at least 10 sample sessions for the next five weeks.

Week 2

- Two Sample Sessions.
- Contact three more Brokers. Set up coffee or lunch ASAP. Schedule sales meeting luncheon/talk. At luncheon, remember to ask for sample sessions and invite all to sign up for my blog (launching Week 4).
- Follow up calls to 20 people who rec'd warm letter, ask if they've worked with a realtor. Ask for email or phone introduction. Send out quick thank you notes to those people and ask for more referrals as they come across realtors.
- Contact Remax, find out if they allow guest articles in their newsletter. Agree on best topic now for realtors. Write and send it. Offer freebie for Realtors as gift that they can get when they sign up for my blog.

Week 3

- Two more Sample Sessions.
- Contact three more Brokers. Set up coffee or lunch ASAP. Schedule sales meeting luncheon/talk. Pick Broker's brain about best places to connect with Realtors and ways to help them/help Broker.
- Investigate national real estate conferences. Decide which I'll attend based on which ones I can speak at and/or have a booth. Watch budget!

Week 4

- Set up profiles on Facebook, Twitter and LinkedIn. Do search for Realtors, make connections at rate of 20–100 per week for each network. Engage some people directly each week.
- Launch blog. Connect Blog RSS to social networks.
- Two more Sample Sessions.
- Contact three more Brokers. Set up coffee or lunch ASAP. Schedule sales meeting luncheon/talk. Continue to ask about other opportunities, publications, conferences the Brokers know about.

Week 5

- Do social media searches for more Realtors, continue to make connections at rate of 20–100 per week for each network. Engage ten Realtors this week directly.
- Publish blog post.
- Research three places where I can post guest blogs and comment on blogs for Realtors. Contact authors to set up guest slots.
- Two more Sample Sessions.
- Contact three more Brokers. Schedule sales meeting luncheon/talk. Ask for sample sessions and invite all to sign up for my blog.

Week 6

- First sales meeting gig at Broker's office. Prepare! Set up at least five more Sample Sessions. Collect biz cards from all. Talk to Broker about top challenges Realtors face. Offer a workshop on topic for fall. Preview with Broker.
- Continue to make social media connections at rate of 20–100 per week for each network. Engage ten Realtors this week directly. Invite sample sessions.
- Publish blog post. Promote my social profiles/invite followers/friends.
- Two more Sample Sessions.
- Contact three more Brokers. Set up coffee/lunch ASAP. Schedule sales meeting luncheon/talk. Preview idea of workshop or webinar with them. Ask for sample sessions and invite all to sign up for my blog.

Week 7

- Second sales meeting at Broker's! Set up at least five more Sample Sessions. Collect biz cards. Talk to Broker about top challenges Realtors face. Share details about workshop this fall. Share outline or preview. Discuss ways to promote.
- Continue to make social media connections at rate of 20–100 per week for each network. Engage ten Realtors this week directly. Invite sample sessions.
- Publish blog post. Promote Workshop Preview Call.
- Research three more places where I can post guest blogs and comment on blogs for Realtors.
- Two more Sample Sessions.
- Contact three more Brokers. Schedule sales meeting luncheon/talk. Ask for sample sessions and invite all to sign up for my blog. Tell about and leave fliers for workshop.

Week 8

- Do social media search for Realtors, makes connections at rate of 20–100 per week for each channel. Engage ten people directly, invite some to sample sessions.
- Publish blog post. Promote workshop Preview Call.
- Contact three more Brokers. Set up coffee/lunch ASAP. Ask about ways to promote webinar. Schedule sales meeting luncheon/talk. Ask for sample sessions and invite all to sign up for my blog.
- Two more Sample Sessions.
- Research three more places where I can post guest blogs and comment on blogs for Realtors.
- Put comments on other blogs.

Week 9

- Third sales meeting at Broker's! Set up at least five more Sample Sessions. Collect biz cards. Talk to Broker about top challenges Realtors face. Give incentive to sign up for workshop. Find other ways to promote it.
- Continue to make social media connections at the rate of 20–100 per week for each network. Engage 10 Realtors this week directly. Invite sample sessions.
- Blog post. Promote Workshop Preview Call.
- Put up daily Tweets and post for all social media in Hootsuite.com about webinar preview call.
- Two more Sample Sessions.
- Contact three more Brokers. Set up coffee/lunch ASAP. Schedule sales meeting luncheon/talk. Ask for sample sessions and invite all to sign up for my blog.

Week 10

- WORKSHOP Preview Call. Enroll people from call into six-week fee-based program starting in two weeks.
- Continue to engage ten people daily in social networks. Put up daily Tweets and post for all social networks in Hootsuite.com about webinar.
- Blog post. Promote Webinar 6-week program.
- Two more Sample Sessions
- Contact three more Brokers. Set up coffee/lunch ASAP. Schedule sales meeting luncheon/talk. Invite to workshop.

Week 11

- Make calls to Realtors I've met that have not yet enrolled for workshop.
- Continue to engage ten people daily in social media. Put up daily Tweets and post for all social channels in Hootsuite.com about webinar.
- Blog post. Promote Webinar six-week program.
- Two more Sample Sessions
- Contact three more Brokers. Set up coffee/lunch ASAP. Schedule sales meeting luncheon/talk. Invite to workshop.

Week 12

- WORKSHOP Launch Day! Record workshop to create product. Tease the Mastermind they can enroll in at the end of the six weeks.
- Continue to engage ten people daily in social channels.
- Create Facebook page. Invite FB friends to "Like".
- Blog post. Promote Facebook page.
- Two more Sample Sessions.
- Contact three more Brokers. Set up coffee/lunch ASAP. Schedule sales meeting luncheon/talk.

COACHING SESSION TRANSCRIPT

Below is a transcript of a coaching session, beginning to end. Each step of the Simple Coaching Model is illustrated in this dialogue. As you read this session, see if you can identify how the session flowed through these phases:

Step 1: Clarify the Agenda

Step 2: Seize the Coachable Moment

Step 3: Invite the Shift

Step 4: Frame the Masterpiece

Coach: Hello Greg. Welcome to your session. How are you?

Client: Feeling anxious to talk to you…

Coach: (pause) Okay. Let's get to it. What are we talking about today?

Client: I'd like to talk about my work.

Coach: (pause) What exactly do you want to discuss about your work today?

Client: All my life I've vacillated about my career. My wife says I could wallpaper my house with all of my business cards. I've always been a creative entrepreneur. But, I think it's time I grew up. I get excited about something new and add it to my list of business ventures. I don't know what I'm doing or where I'm going.

Coach: You just said you thought it was time you grew up. What did you mean by that?

Client: Well, it's time to go out and get a job.

Coach: Really? What makes you think that?

Client: That I've got too many interests. There's no one thing I'm known for.

Coach: I get it. So, before we move forward, can you tell me what you'd like to take away from this session?

Client: A more grown up direction for my livelihood that I can enjoy and that will satisfy my income needs.

Coach: I hear you. Let's take a look at what you're doing now first. Is that okay with you?

Client: Sure.

Coach: Tell me, how are you feeling satisfied by your life and income now?

Client: Well, I'm doing well financially. That's not a problem. I have lots of different income sources, but I really like getting up each day and deciding what I want to do. It's a little overwhelming sometimes but I need variety or I'll get bored.

Coach: So, you enjoy what you do and you're doing well financially. You like your lifestyle and the freedom to choose what you do each day. What's not grown up about that?

Client: It seems more grown up to join the ranks of the employed.

Coach: Hmm. Tell me, where is that idea coming from?

Client: I was at a dinner party the other night. Everyone at the table is gainfully employed by a corporation with benefits packages and paid vacations. I feel like they look at me as if I'm a kid playing with my toys – all my various businesses. I feel sheepish telling people what I do. And they don't understand because I'm in a different world.

Coach: You may not realize this, but for many people you are living the dream life. Lots of folks wish they had your entrepreneurial skills and courage. But what's truly important is whether YOU get joy out of it.

Client: Yeah, I really do. I laugh sometimes when I get paid these commissions for my art projects or I get a consulting gig for some municipality that just seems like a piece-of-cake way to make money for me. But . . . you really think other people want what I have?

Coach: You bet! There are more new entrepreneurs in the world than ever before. The question is: what's missing for you?

Client: Good question . . . It's just me out there. I don't have a boss or colleagues. I've got to make all the decisions and, really, I'm just flying by the seat of my pants most of the time. I think I'm missing a sense of belonging.

Coach: It sounds like you want to be part of a professional community. What do you think?

Client: I've always kept to myself, but that's just because I have a wacky free form schedule and everyone else is off at "work". Community sounds good. It would change things for me.

Coach: What about networking with other creative entrepreneurs?

Client: That's never occurred to me. How would I do that? I'm not really interested in the Chamber of Commerce. Too many suits!

Coach: That's not the only way to go. You could gather a group of other artists together into a mastermind group. You could collaborate on projects or just share resources – whatever the group wants to do. It could just be a social group, if you prefer.

Client: It would be amazing to just hang out with some other creative types and share stories, commiserate, do some projects together. I still don't know where to find these people though.

Coach: One of your ongoing businesses is your handmade furniture. What about talking to the people where you get your woodworking supplies? Invite some people to gather once a week for coffee to share resources and ideas.

Client: I know what I could do. I'm part of an Artist's Guild. I'll let people there know what I want to do. I already know a bunch of artists there! I just haven't reached out to any of them before.

Coach: It's a great idea. And I hear a lot of energy in your voice. How do you feel about this?

Client: I'm jazzed. I can imagine five or six professional artists getting together on a regular basis. Who knows, we might even learn something from each other. Spark some collaborations.

Coach: It's really wonderful to have a close network of people in your field. So, when will you start pulling your group together?

Client: I'll do it this week. My wife will be thrilled I'm not moping around by myself in my studio every minute of the day.

Coach: Good. I can tell that you're already sparking some ideas. What do you think about writing down your vision for this? Paint a picture of it in your mind so you know what you're going for.

Client: That's a good idea – strike while the creative juices are flowing. Could I run it by you through email?

Coach: I'd enjoy that. Let me know what kind of feedback you want, if any.

Client: Will do.

Coach: Great work! Where have you found value in this session?

Client: I'm really in a different place than when we started. I really didn't want to go work for a corporation. I guess I just needed to see my situation from a new perspective and get "permission" to keep doing what I love to do even if it's not traditional. You also helped me see that I need more interaction with people – my own colleagues. And that will keep my perspective fresh. I have a plan now and that feels good.

Coach: All good things. Okay, I'll hear what happened when you talk to your Artist Guild friends next week and look forward to receiving your email.

YOUR COACHING MAGIC

When you feel passionate about something, you immerse yourself into it, mind, body and spirit. You find a way to make it your own, to bring your own style to it.

Think about a leader you respect or your favorite celebrity. The quality of their work and presence in the world is singular, distinctive and authentic. Some people become famous for a way of being, but what's more important is that they know for themselves what sets them apart or what makes their work theirs.

Put a personal touch on your coaching. Bring yourself fully into this field. If you want, become known for a certain style. Let your coaching be defined by who you are.

Below are a few anecdotes from experienced coaches about their personal coaching magic. These aren't used in marketing; they express the personalized approach each coach takes to working with clients.

> *In the beginning of the coaching partnership I work with my clients to create their Vision. Everything we do after that is a reflection of that Vision. It becomes our point of reference. As they define and work through their goals and actions, any resistance or obstacles are managed by referring back to their Vision. Each step they take in any area of their lives is vision centered. This keeps my clients focused on moving toward what they want in their lives. They create momentum quickly and experience lasting, sustainable results from the coaching process.*
>
> Laurie Cameron, Coach-Speaker-Catalyst

> *Our bodies have an amazing intelligence that is comparable in depth, wisdom, and power to that which we access through our brain. During a coaching conversation, I often check with my body to see what it feels, at a very visceral level, about the client's concerns, breakdowns, or opportunities. Does it feel tense, relaxed, heavy, light, balanced, fluid, expansive, restrained, etc.? Most of the time, the body knows the answer, the best decision, the right question to ask, or an area to focus in the conversation before the brain does.*
>
> Eddie Marmo, Master Coach

I consistently ensure masterful coaching by starting each session with a centering prayer that acknowledges the coaching session as a Mastermind alliance. In that centering, I set an intention with the client that we expect wonderful things to come from the session and therefore they do! My entire job involves staying extremely present and allowing Spirit to guide me in supporting the client.

Ann Strong, Spiritual Coach and Mentor

I believe in people. I find their intelligence and wisdom to be vast and awesome. In every session, I look for my client's brilliance and reflect it back to them, to show them who they've become and the seed of who they most want to be. When they see it for themselves, it's as if their heart grows larger. Their ideas and beliefs become more expansive. Their actions are far reaching. And their results are better than they ever thought they could be.

Rhonda Hess, Coaching Niche Success Strategist

Expectations are amazing things. I expect my clients will exceed their goals and hold that intention for them throughout the coaching relationship. When they first establish their objectives, I nudge them to set "the bar" higher, just beyond their perceived capabilities. Even if they miss the elevated mark, they exceed their original expectation of success. This allows us to set the bar even higher the next time with increased confidence and momentum.

Will Craig, MA, Knowledge Guide and Entrepreneur

Coach Training ALLIANCE

MARKETING VIA SOCIAL MEDIA AS A COACH

In the last few years, social media has become a place where potential clients spend much of their time.

Potential clients use the platforms to socialize, discover information and often find services. Statistics show that more than 80% of consumers research businesses on social media before making a purchase decision, whether it be for products or services. The segmented nature of social media offers you, the coach, a great place to find prospects who have already somewhat defined their interests, their curiosities and often times what they might be looking for in terms of life changes. This affords the niched coach a great opportunity to "go where the clients are." As a general guide, when marketing on social media, be consistent with how we have discussed marketing and building your business in your training.

Social Media marketing is now a multibillion-dollar business with many companies and individuals focused on providing these services for large companies as well as solopreneurs. While social media's dynamics and pace of change can overwhelm any of us, do not be intimidated. There are easy steps to begin social media marketing as well as numerous resources to help should the task or the opportunity require more of your time or more expertise. A good basic approach leveraging your HUB statement and niche will go a long way.

Marketing on social media is about achieving two main goals as a coach:

(1) Building a brand (2) engaging potential clients.

Coach Training ALLIANCE

BUILDING YOUR BRAND ON SOCIAL MEDIA

Social media offers the great opportunity to share who you are as a coach with your clients and prospects.

It is a fantastic platform to showcase the lighter side of your business: your brand personality. Your niche and your HUB statement can now be supported by your sharing of images, thoughts, challenges or ideas with your potential clients.

Brand Building on Social Media

FIND YOUR PEOPLE

On any and all of the social media platforms you choose, look to join groups and interact in networks where your potential customers are. Think first about influencers in your niche and then build a brand in those areas where your potential clients spend their time

IMAGE AND ATTITUDE MATTER

Approach what you share with an authentic representation of who you are and what you do for the people you look to attract. Be guided by your HUB Statement and your passion. Choose positive images that reinforce your intention and value.

BE CONSISTENT

Stay top of mind but not repetitive in content. Rather than focusing on "selling yourself", think about social media as your opportunity to build your story. As you become real to your audience, they grow to know and trust you as an individual.

SHARE YOURSELF

Tie content to your value, your experiences and your accomplishments. Be real and recognize your brand is your story. Always be clear as to your value and be sure to attribute the values of others when sharing content.

CREATE A CALENDAR

Create a "calendar" of posts, so that you offer a variety of messages, and don't get stuck in one wheelhouse. For example, in one month you might share a few inspirational pieces, a few news artifacts, a couple of posts to drum up business, and a few posts to highlight other experts in the industry.

Coach Training ALLIANCE

ENGAGING CLIENTS ON SOCIAL MEDIA

Once you have established yourself on social media platforms and have begun to build a brand, an important thing to remember is that the purpose of the effort is to continue to engage clients and potential clients. Engagement is often measured in terms of likes, shares, clicks or comments. This is the most basic measure of your engagement.

Quantity can make a difference in social media. That is, the more of the aforementioned you have, the better you appear in rankings, visibility and thus brand awareness. But true engagement comes from interaction and opens the door to potential clients. Individually engaging your followers on social media is the first, and if not too overwhelming, the best approach for the individual coach.

Always use links or other information (email addresses or business phones) to afford your potential clients a way to reach out. Many social media platforms offer you a way to message followers directly. Do not hesitate to do so with some offering of value like a sample session of additional information.

As your social media presence grows, you may wish to build a marketing funnel that allows your potential clients to learn or experience more about your particular service offering. Approach these offers like brand building: respect your clients' time, be clear about your HUB, and be authentic.

EXAMPLES OF SOCIAL MEDIA PLATFORMS

The list below is not comprehensive but contains examples of social media platforms where coaches are most active.

Facebook

Founded in 2004, Facebook is one of the most prevalent social media platforms. Facebook has more than 2.2 billion monthly active users as of January 2018. Facebook allows you to build, manage and advertise your business through a homepage. Its interface allows for direct messaging and community building around events, interests or specific groups. The pages can be managed to be private or public. It can be integrated with Instagram (an affiliated company) to allow for broader reach and easier management.
Follow CTA here: https://www.facebook.com/LifeCoachTraining/
And follow our alumni group: https://www.facebook.com/groups/CTAgrad/

LinkedIn

LinkedIn is a business and employment-oriented online platform that operates via website and mobile apps. Founded in 2002, it is mainly used for professional networking, including employers posting jobs and job seekers posting their digital resumes. As of October 2018, LinkedIn had 590 million registered members in 200 countries. The platform has both user specific networks as well as interest or service specific groups. Follow CTA here: https://www.linkedin.com/school/coach-training-alliance/

YouTube
Less of a social media platform but a platform nonetheless coaches can use to post video content tied to their offering, experiences or community building efforts thru building "channels". Advertising on this platform is available. CTA recommends as mentioned earlier seeking expert advice when developing paid advertising in social media channels as the cost can be high and the reach should be managed to align with your offering and niche.
https://www.youtube.com/channel/UCeiJfF88yq6KzAzgWUapBCA

Pinterest
Pinterest, Inc. is a social media company that operates a software system designed to discover information on the World Wide Web, mainly using images and, on a smaller scale, GIF's and videos. The platform is very visually focused and more oriented as a storyboard of ideas and inspiration. It is relatively new to allowing advertising. It is a forum to provide inspiration and ideas via images and text to your network or audience. It has 250 million users as of 2018 with much growth being international. Coaches may find it a fun place to share inspiration but a tough place to target specific audiences.

Instagram
Instagram is a photo and video sharing social network owned by Facebook. It was launched in October 2010. Instagram allows users to upload photos and videos to the service, which can be edited with various filters, and organized with tags and location information. Users can browse other users' content by tags and locations, and view trending content. Users can "like" photos, and follow other users to add their content to a page termed a "feed." Like Facebook, the platform can be private to approved participants or public and open to all on the platform. As of September 2017, Instagram reported 800 million users.

In conclusion, Social Media marketing is a very popular tool for coaches. It affords the ability to target an audience and a niche and regularly communicate, inspire and engage clients and prospects alike. The rules of each platform change frequently but having some grounded presence on one or more platforms and pursuing regular engagement is a foundational marketing effort many successful coaches make.

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GOAL MAPPING

Getting from Where You Are to Where You Want to Go

by Laurie Cameron

No matter where you go, it helps to have a map. Whether you want to get around town or across the country, using a map will help you get to your destination more quickly and efficiently, with fewer detours. And on the road of life, when you know where you're going and how you're going to get there, you waste less time wandering around, wondering which direction to go next.

Creating a Goal Map for your life and your coaching practice is the quickest way to get focused and motivated. This process will help you create momentum and achieve lasting, sustainable results. The purpose of this article is to share with you how to create your own Goal Map that will take you from where you are right now to where you want to go!

The three major parts of this map are your Vision, your Goals, and your Action Steps.

YOUR VISION

When you decide to take a trip, what's the first decision you make? You pick your destination! Because if you don't know where you're going, you can't decide what to pack, how long it will take you to get there, what transportation you need to arrange, etc. The same is true with your life and coaching practice. The destination of your journey is your vision. The question to ask yourself is: "If everything was just right in my life and my business, what would it look like and feel like?"

Sometimes creating a vision for your whole life can be overwhelming. It's just too big to think about and there are too many pieces to put together. The trick is to take one piece at a time and create a number of smaller visions. To do this, begin by listing all the different areas in your life and your coaching practice. Some of the more general life categories include physical health, finances, relationships, lifestyle, physical environment, hobbies, free time, spiritual health, and career. There will be similar categories for your coaching practice, along with some areas that are more specific to your business. These include marketing, products, services, revenue, expenses, office space, clients, systems and procedures, etc.

Once you have a list of categories, create a vision for each category. For instance, think about your vision for your office space. If your office was exactly the way you wanted it to be, what would it look like? What kind of desk do you have? What colors do you see around you? Are there plants? How do you feel when you walk into your office? Continue this process with all of the categories you listed.

YOUR GOALS

The next step in creating your Goal Map is to identify the specific goals that will help you live your vision. Keep in mind that goals are S.M.A.R.T.: Specific, Measurable, Action Oriented, Realistic and Timely. Your goals are the smaller milestones on your journey to living your vision.

Identify the goals for each of your visions. For example, if part of your office vision is to work in a professional building and you currently have an office in your home, one of your goals would be to find a building that has the office space that would accommodate your needs. Another goal might be to purchase new furniture and equipment. You will know you're living your vision when you are actually IN your new office, sitting at your new desk, coaching a client on your new headset.

Potentially, there will be many goals within each vision. And as you journey through your Goal Map, it will change and evolve. Remember this is a dynamic, fluid process.

YOUR ACTION STEPS

This is the place in the process where many people get stuck. They continue to focus on their goals, without taking the next step: list all the smaller, individual action steps they need to take in order to actually achieve their goals. The major distinction between goals and action steps is that goals are an endpoint of the process and action steps have both a beginning and an end.

Continuing with the previous example, where the goal is to have an office in a professional building, merely stating this desire doesn't yet identify what needs to be done to accomplish this goal. Some of the specific action steps would be to get the map out and decide where in town to search, call a real estate agent who specializes in office space leasing, schedule visits to different locations that meet your requirements. After that, other action steps would be to research and purchase new furniture and equipment, call the moving company to schedule the move, pack your home office; arrange for phone service in your new office, and so on.

This may sound a bit elementary, but this level of detail can be very helpful in eliminating "overwhelm-induced inertia". When larger tasks are broken down into smaller, more manageable pieces, they tend to actually get done! So, the question to ask yourself about an action step is: "Is this something I can do today?" If the answer is no, break it down further, all the way down until there's something you CAN do today.

What's helpful about this final stage of the Goal Mapping process is that when you have identified the action steps you can do today. That's all you have to do! You don't have to waste time focusing (or worrying) on what's days or weeks ahead of you. All you have to do is concentrate on one action step at a time. Small individual action steps add up quickly!

YOUR GOAL MAP

Now that you have the essence of the Goal Mapping process, you can apply it to any area of your life or your business. You can define your Vision, identify your Goals, and take Action, one step at a time. No matter where you want to go, you can draw your own Goal Map and you can get to where you're going with more focus, direction and confidence. **HAPPY MAPPING!**

Laurie Cameron is a Coach Training Alliance Certified Coach and Trainer, and a Master Certified Relationship Coach. In the last 12 years she has coached, trained, and mentored over a thousand people around the world. She's passionate about empowering people to "wake up" their relationships and their lives, and to make powerful, confident, integrity-based choices. She can be reached at Catalyst@LaurieCameron.com.

IDENTIFY YOUR INTENTIONS BEFORE YOU START

by Fabienne Fredrickson

People get into coaching for different reasons. Maybe you've always dreamed of working for yourself, maybe you've been coaching for years and feel it's time to finally charge for it. Perhaps you're looking at coaching because you want to reduce your hours to be at home with the kids.

Whatever it is, you're in it now, or are transitioning into your own coaching practice. And chances are, there are as many definitions for success as there are reasons to become a coach.

For me, it was a combination of a few different reasons. One, I've always dreamed of having my own business, whatever it was, since childhood. Just a yearning for it. Maybe it's not too far-fetched if you know that both my parents worked in their own businesses at one point or another. The bug got me too. But it was also, and more importantly, the fact that I wanted to call my own shots, to work the hours I wanted to work, to not have to answer to anyone and to make as much as I wanted to make, not what someone dictated to me. Besides, in the corporate jobs I held (and there were many!) I could only take 2 weeks of vacation per year. Now I take 14 weeks. Enough said, right?

Figure out what success in business means to you (before you begin!)

When you look at being a coach and successful, what does that mean to you? Write it down because it's important. There are too many sole proprietors that are miserable. I'll bet you they never defined what success meant to them as a business owner. And when you don't know what to look for, you may not know when you're far from it (or close to it.)

List the reasons you got into (or are getting into) coaching. Once you've done that, write down the things that would make your practice feel successful (a dollar amount, a feeling, a passion fulfilled, etc.) If you're already in business, how far are you from these measures of success? If it's far, you have a lot to do to fix it and get back on track.

GET CLEAR ON WHAT YOU WANT YOUR PRACTICE TO LOOK LIKE

It's also important to write down the everyday details of your coaching practice as you'd like it to be (this is especially helpful if you haven't started your business yet.) How many hours do you want to work per day? What's your work environment like? What types of clients are working with you? How much do you make per month or year, etc.

Spend some time writing down the vision of how you want your business to operate, what you want it to look like. When you have a clear idea, you know what to work for. That's what we call goals. And goals are more attainable than anything vague.

What do you need to make per month (minimum)?

OK, now that you've got a good idea of what you want your coaching practice to look like, it's time to get clear on the cold hard facts: numbers. Unless you're lucky, you're probably not independently wealthy, so what's the sense of having a business if you don't cover your expenses? Let's find out what you NEED to make to survive (we'll worry about what you WANT to make a little later.)

Tally up all of your monthly fixed expenses, disposable income needed, etc. Figure out what you need to survive and then what you need to live comfortably on. Then take into consideration what you're making now if you still hold a full-time or part-time job. This should help you with a dollar amount you need to get from new clients. Congratulations, you're on your way to getting really clear about what you need.

INCLUDE REALISTIC MEASURABLES AND TANGIBLES

Many people jump into coaching without really stopping to think about what they're shooting for. They have no specific short-term goals or well-defined long-term goals. When working with clients to grow their client base, this is one of the very first questions I ask them.

Practically speaking, it's important to get clear on the details of the business you want to build, even details of the short term. I call these the Measurables and Tangibles. You can also call this "How-muches and By-whens."

- How many clients do you have now?
- How many clients do you want to work with?
- How long will it realistically take you to attract these clients and turn them into paying clients?

- How many clients will you have next month, in 3 months, 6 months, 9 months, next year at this time?

Now, remember it usually takes a few months for the momentum to kick in, so keep it at a number you think you can achieve – this also helps with not getting discouraged too quickly.

Take a pad of paper or spreadsheet on your computer and map out a rough idea of what number of clients you can safely (and realistically) achieve each month of the following year. Take into consideration holiday periods and that some clients will leave sporadically, for whatever reason.

Set a maximum number of clients you can handle without losing your sanity!

I speak from experience on this one. I've been known (more than once) to take on more clients than I can realistically handle. Now, I know that it may seem like a good problem to have, but truthfully, you're doing yourself and your clients a disservice when you run out of time, mental capacity and energy to serve every one of them the way they deserve to be served. Worse, things start falling through the cracks, big things, and you can begin to look bad.

So, it's really important to set a limit, in a service business, to how many clients is too many clients. And then to stick with that number until you find another solution, no matter how good the money looks.

Is your goal for a number of new clients appropriate for your schedule? Take into consideration a minimum of 3 to 4 hours of marketing per day the first 6 months to a year; don't forget networking time, follow-up and actually working with the clients. Start out conservatively. You can increase that number as you go, and it's important to do that, but keep in mind how many you can handle and keep it realistic. It'll keep you from deflating your ego or feeling hopeless and helpless.

When you identify your intentions before you start your coaching practice, you have a much better chance of filling it with clients more quickly than you would without a plan, or with a vague idea of what you want to do.

Fabienne Fredrickson, The Client Attraction Mentor, is founder of the Client Attraction System™, the proven step-by-step program that shows you exactly how to attract more clients, in record time…guaranteed. To get your F.R.E.E. Audio CD by mail and receive her weekly marketing and success mindset articles on attracting more high-paying clients and dramatically increasing your income, visit ClientAttraction.com

RIGHT USE OF POWER

A humanistic, restorative, and engaging approach to ethics for Coaches

by Cedar Barstow, M.Ed., C.H.T.

What is your relationship to power and authority? How do you hold your power? How does your use of power impact others? How are power and ethics related?

RIGHT USE OF POWER AND ETHICS

In my work with ethics, I consider that the **right use of power and influence is the use of power to encourage, support, self-correct, inspire, and collaborate.** It is also the use of personal power to express compassion and kindness and to be of service by manifesting one's purpose and gifts.

This level of integrity is the heart and soul of ethics. Ethics in this context focuses not simply on identifying behaviors and attitudes that may cause harm to clients, but also on behaviors and attitudes, which will empower clients.

We have the capacity for such magnificence in the right use of our power and influence. We are capable of powerful acts of wisdom, compassion, goodness, altruism, peacemaking, courage, relationship repair and love–for healing, for connecting, and in the service of something greater.

And yet we have also been profoundly wounded by misuses and abuses of power. We have been wounded by people in positions of trust (teachers, therapists, supervisors), who have power over us. We have also, inevitably, misused or underused our power and caused harm while in positions of power. We've made decisions and developed habitual responses, both unskillful and skillful, to power–others power and our own–based on these experiences. **While basic goodness is inherent, the right use of power is learned through becoming more informed, conscious, accountable, and skillful with your power.**

THE FOUNDATION OF AN ETHICAL ORIENTATION

I'd like to focus here on the foundation of an ethical orientation–the power differential and its impact. When you are Coaching, you enter into a relationship in which, by virtue of your role, you have a particular and greater power and influence than your client does. This inherent difference in role-related power is referred to as a power differential.

GETTING A FELT SENSE OF THE POWER DIFFERENTIAL

To get a felt sense of the experience of this power difference, please take a minute to either imagine or, with a partner, role play this scenario so that you each have a chance to experience each role.

1. Imagine yourself in your role as Coach. In this role you have training and skillfulness to offer, you are in service to your client, you are getting paid and you keep the time boundary.
2. Turn your awareness toward your experience, noticing your posture, your attitude and feelings toward your client, your intention, your sensations, the kinds of thoughts you are having...get the fully embodied sense. Stay in this experience and self-study for a bit.
3. Now, slowly and mindfully, let this role go. As if you were taking off a robe, notice again what shifts and changes in your experience as you return to neutral. Take a breath.
4. And now move to a different chair, move your chair to a different spot, or switch roles if you are with a partner, and mindfully settle into getting a felt sense of your experience as a client. Imagine that this is your first Coaching session. You need or want something from this relationship, you know you may feel vulnerable and may be revealing information about ways in which your life isn't working so well, you will be paying for this service, and you hope you'll be able to trust your Coach.
5. Check in with your posture, your feelings–maybe vulnerability, excitement. Notice how you feel toward your Coach, your sensations, your thoughts, impulses.... Gather the information and self-study.
6. When you're ready, once again notice what shifts as you let go of this role and return to neutral.

What kinds of power accompany each role?

What kinds of increased power and influence do you have in your Coach role?

How could acknowledgment and sensitivity to this power differential be translated into your Coaching work?

POWER DIFFERENTIAL RESPONSIBILITIES

Here is a summary: Of course, both Coach and client are 100% responsible for the integrity, satisfaction, and success of their Coaching relationship, the role power that accompanies the Coach role means that as Coach, you are 150% responsible for the relationship.

You are responsible for:

- maintaining boundaries
  physical
  emotional
  sexual
  financial
  social
  time
  role
- protecting trust and being trustworthy
- creating safety
- staying in charge
- holding the larger container of wholeness and hope
- inviting and being responsive to feedback
- keeping your own personal life in the background so that you can be fully in service to your client
- tracking and attending to the relationship and resolving difficulties

SENSITIVITY TO IMPACT

In my years and years of experience with ethics and ethical grievance processes as a psychotherapist, I have found that almost all ethics complaints are the result of the practitioner not understanding the impact of the power differential. Most often, practitioners (being devoted to service and equality and often, unfortunately, associating power primarily with force, manipulation, disrespect, and hurt) tend to underestimate or deny their power and influence and thus unconsciously misuse it. These misuses range, for example, from causing harm by getting sexually involved with a client because the practitioner didn't understand the trust importance of holding appropriate boundaries–to a more subtle level of disclosing too much personal information and unconsciously creating a feeling that the client needs to take care of the practitioner.

Like bread and butter, going hand in hand with increasing your sensitivity to the impacts of the power differential in your Coaching relationships, is increasing your skillfulness at tracking for (noticing) signs of difficulty in the relationship. This means tracking for signs that:

- your impact may be different than your intention
- there is a misunderstanding
- your client is feeling upset or angry or hurt

Your client will be letting you know, sometimes quite clearly and directly and verbally, and sometimes non-verbally, passively, or unconsciously, for example by facial or postural information, or being late, overly nice, awkward, or silent. As your skillfulness in tracking these signs increases, as you become less defensive, and as you understand that difficulties (when acknowledged and attended to right away) can be used to clarify, resolve, and even deepen the relationship, your Coaching practice will become more and more successful and effective.

Those who learn to use their power consciously, caringly, and skillfully:

- are familiar with contemporary ethics issues,
- have done personal work with their power history and beliefs,
- are willing to be held responsible for their behavior and can self-correct
- know how to track for and resolve difficulties whenever possible within the therapeutic relationship,
- have proactively assessed their ethical challenges,
- understand dynamics around power,
- are actively engaged in the empowered and empowering use of power for the good of all.

The journey to mastery in the use of power is numinous and potent and brings personal development and soul work into form through creation, accomplishment, and service. Use of power in the development and full expression of Self is both a right and a responsibility.

Cedar Barstow (cedar@rightuseofpower.com) is an ethics consultant and teacher. She has developed a resource manual and training program in the **Right Use of Power** that teaches and inspires high integrity use of power that is informed, conscious, caring, and skillful. Cedar also teaches Hakomi Body-Centered Psychotherapy. Click here to learn more: www.RightUseOfPower.com

PERSONAL POWER

Are Your Clients Prepared to Pay the Price?

by David Herdlinger

You will encounter many types of clients in your coaching practice. Many will aspire to be leaders. Most people relish the idea of being in charge–guiding people and organizations to great success. But many are not leader material.

How do you help your clients recognize their own potential–or lack of potential–for leadership? How do you guide them to identify and set appropriate goals and aspirations for themselves–whether those be leadership-related or in another role?

Coaching, of course, is all about guiding, encouraging, and fostering the individual's personal development.

The key, then, is to help your clients recognize and understand their own personal power–their own ability to change their lives in the ways they desire.

But power is directly proportionate to responsibility.

Each and every choice or decision an individual makes will create a direct or indirect result. Sometimes the result will be crystal clear. At other times, we can make predictions about the possible results that might occur from our choices, but we cannot know with certainty what the result will be. Sometimes we will have only a vague guess about the result. Regardless, we are responsible for the outcome.

We must be prepared to accept the responsibility for our choices and decisions and the results of those choices–whatever they may be–whether we like them or not.

Yet some of the people you will encounter in your practice are accustomed to playing the blame game or identifying themselves with the role of victim. They are unaccustomed to making conscious choices and decisions and then accepting responsibility for the outcome.

How can you help your clients recognize, understand, and utilize their personal power?

1. **Verbally walk through a typical day with your client.** Notice–and point out–the many choices and decisions he makes throughout the day, often automatically, without any conscious thought. Discuss daily routines and challenge your client to make conscious choices that will break those routines, noting how he feels about those choices and recognizing that in doing so, he is exercising his personal power.

2. **Dialogue with your client.** Explore the reality that many of the things we do every day are prompted by our desire to "fit in" or conform to societal expectations. Identify some of those "expectations" and challenge your client to support or refute them.

3. **Play the devil's advocate.** Dispute some of the commonly held notions that most of us unconsciously accept as the norm–particularly those that don't seem to fit your client's present needs and goals in life. Identify an area your client wants to change and challenge him to defend his desire to make this change. Why does he want to change this? How does he want to change this? What is prompting the desire for this change? Does the client desire this change for himself or to conform to someone else's expectations?

4. **Draw an analogy between childhood and adulthood and the amount of personal power and responsibility that accompanies each stage of life.** (i.e., children have little personal power and little responsibility; adults have greater personal power and, therefore, greater responsibility)

5. **Ask your client to identify those areas of his life he wants to change–and specifically identify the desired changes he seeks.** Examine any past attempts to make a similar change and whether it was successful or not. Guide the client to examine the role of taking responsibility for the choices and decisions he made during that process and how it affected the outcome.

6. **Brainstorm with your client:** In order to make the desired changes, how will this time be different? Coach your client to make a list of all the possible choices they might face and the correlating potential or probable outcomes of each choice.

7. **Finally, challenge your client to consciously choose one of the choices he identified.** Start with something small so your client can explore the concept without any significant risk if he makes a poor choice or decision. Discuss the fact that "not deciding" is in itself a choice and a decision.

8. **Discuss the outcome of the choice or decision and hold the client accountable for the result.** Discuss whether the action taken, or the decision made was a wise one or a valuable learning experience. Talk about how it felt to make the choice and how it felt when the outcome became evident.

9. **Identify and discuss areas where your client may be playing the blame game and assuming the role of victim or giving his personal power to someone else.** Discuss the ramifications of this behavior. Remind the client that his personal power is his–to keep or to give away. What would happen if he took his personal power back in this area of his life? How would his life change? What would he need to accept responsibility for? How would that feel? Why has he tried to avoid accepting responsibility in this area previously?

10. **Particularly if a client aspires to a leadership role, encourage your client to imagine that he has achieved the desired goal.** It might be very helpful to have him write about it–describing in detail what living that goal or role would be like. Identify the changes and choices required to achieve this goal and the resulting responsibilities. Help your client evaluate whether he is realistically ready, willing, and able to make those changes/choices and accept those responsibilities. Be sure your client is examining his own motives and not merely acquiescing to the expectations of others.

11. **Study and examine the other great leaders your client admires.** Discuss with your client the choices each made and the responsibilities each bears in conjunction with their power and success. The greater the power, the greater the price each paid to get where they are.

It is important that anyone who aspires to a position of leadership recognizes and acknowledges that they–and they alone–are responsible for the choices and decisions they make–all the way from the small, everyday things to the big decisions in the board room. The small, seemingly insignificant decisions are just as apt to change lives and circumstances as the larger decisions, and all should be made consciously and with forethought and clear understanding of the probable outcomes.

If your clients want to be leaders, they must act like leaders. And they've got to pay the price.

Responsibility = Power

Power is directly proportionate to responsibility in *all* areas of a person's life.

The key to your success in coaching your clients to a better life–in whatever areas they wish to change–will be directly proportionate to your ability to help them recognize that responsibility equals personal power. They must clearly recognize that if they feel their life is lacking in any area, they can take control of that area of their life and change it. They have the power. They can make the change. The moment people decide to consciously take more responsibility for themselves and their actions, they will have the power to change them–in any area of their life. It's that simple.

David Herdlinger is Founder of Kashbox Coaching. David@TheCoach.biz, www.KashboxCoaching.com "We Don't Deal In Small Change".

A PRACTICAL DISCUSSION ABOUT FEATURES AND BENEFITS

by Jackie Black, Ph.D.

Most of us become coaches because we want to help people do one thing or another.

Most coaches don't realize that coaching, whatever kind of coaching they do, is a business. Success in business is never automatic. Success depends primarily on good planning, preparation, organization, commitment, foresight and perseverance.

Imagine practicing archery with your eyes closed or throwing a football with a blindfold on. In both cases, being prevented from seeing your target would make it nearly impossible to hit it. It's exactly the same in business.

Building your coaching business without knowing who your target market is and without clearly articulating your compelling message will prevent you from reaching your objectives: attracting your ideal clients, enrolling ideal clients, building visibility and credibility in your niche or area of specialty, starting up your referral engine, and rolling out programs and products that your target market is clamoring for and is ready to buy from you today!

Prospects are people who don't know you and don't know anything about you. Your prospects are only asking one question: *What's in it for ME?"* **W I I F M** (pronounced *whif - hum*).

The underlying idea is that people are best motivated by self-interest and when they clearly understand the direct personal benefits that result from hiring you, their "decision to buy" will be set in motion.

WHAT IS THE DIFFERENCE BETWEEN FEATURES AND BENEFITS?

Features describe the physical characteristics of the product or service; what the product or service does:

1. Dr. Jackie understands the different challenges facing people living with life-threatening or chronic illness and those who love them.
2. Coach Dawn recognizes the disconnection everyone can feel in a blended family.
3. Coach Brad knows firsthand that to get where you're going in business you need a plan.
4. Coach Roberta believes you can be a good parent and have your own needs too.
5. Coach Edward was a successful corp. exec who struggled for years and finally figured out how to uncover "what's next!"
6. Coach Diane knows many ways to help people be more successful.
7. Coach Marlene is committed to helping women feel better.
8. Coach Bob is an expert when it comes to relating to highly motivated people who are looking for more balance.

Benefits describe how the product or service will help the client solve his/her problem; what s/he will gain by enrolling in your service or buying your product.

1. Partners of those living with Alzheimer's will get the support you need so you can promote your own physical and emotional well-being to whatever extent possible under the circumstances; and effectively control the stressors that tax and deplete you.
2. Couples blending their families learn to make choices based on values, love and respect, and create a family that everyone feels they belong in.
3. Gen X male corporate executives gain clarity about their life's ambitions; harness their natural talents; and provide financial security for their families.
4. Moms who are committed, involved, and joyful parents can also pay particular attention to their own legitimate needs and burning desires, and stop sacrificing themselves in the name of "good parenting".

5. Folks who are too young to retire find creative solutions to living a full and satisfying life after formal employment.

6. 30-Something entrepreneurs maximize their creative juices and analytical problem-solving skills to consistently increase their productivity and exceed their revenue goals.

7. Health conscious women over 40, exhausted from years of neglecting themselves, create and implement self-care strategies and ensure an alert mind and strong body for years to come.

8. Corporate Executives improve their leadership effectiveness by identifying leadership gaps and creating strategic solutions.

When you want to capture your prospect's interest, speak to their need or to solving their problem (the thing that makes them want to hire you), and clearly articulate the benefits, not the features of your coaching service.

Let's use the electric drill as an example, and I'll demonstrate exactly what I mean by clearly articulating **benefits**:

Nobody is going to buy an electric drill just to have one. People buy electric drills because they want holes: clean holes, deep holes, accurate holes, fast holes, holes of many sizes, holes in different materials (all **compelling benefits**).

Most people don't care what the drill is made from or how the circuitry is toggled–they care that it makes the holes they want to make (**benefit**). They might also care that the drill is light-weight (but spare them a discussion of the space-age aluminum alloy casing (feature), or that it is maneuverable (feature), UL approved (feature), has a super-long cord (feature) and that it comes in its own carrying case (feature).

People who want to buy an electric drill only care about the *features* of the drill because they add to the fact that the drill makes precisely the holes they want/need to make (the **compelling benefits**).

Or take lipstick, as another example:

A woman does not care that a tube of lipstick contains tetroboxomanganite hypoperoxidase (I'm making this up) unless the ingredient, by itself, is a major selling point (think Spandex™ - ok, not for lipstick, but you get the point). What is going to grab her interest is that the lipstick makes her look more attractive (**benefit**); stays put longer so she doesn't have to keep reapplying it (**benefit**); doesn't smear or "kiss off" so she doesn't have to worry about curling up against someone's shirt (benefit). Less fuss, fewer worries, and great look–these are the **compelling benefits** of this lipstick.

Clearly articulating the compelling benefits of the value, you deliver to your clients is the way to make prospects wave their credit cards in your face and want to hire you.

People buy **benefits** not features!

Are you talking about what you do, or are you talking about the compelling benefits your clients receive when they work with you?

And finally, two important points to remember:

Don't worry about excluding potential clients by defining a very narrow target or niche, and clearly articulating the compelling benefits. This aspect of marketing is counterintuitive. The opposite is really true! The narrower your target is, the clearer your message is, the more compelling your benefits are, the bigger the magnet is drawing *more* prospects to your coaching business–NOT fewer.

And lastly, don't confuse marketing efforts with enrolling efforts. They are NOT the same. You may enroll and work with anyone you want to. You are marketing to a very narrow target, sending a powerful message, clearly articulating compelling benefits, keeping a steady flow of prospects coming into your pipeline so you can spend more time doing the work you are meant to do with clients, and less time marketing.

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Dr. Jackie is also a Mentor Coach for private practice professionals and supports them to build the infra-structure of their business, repurpose their intellectual property and develop products and services. www.DrJackieBlack.com

THE POWER OF THE ADVISORY BOARD

by David R. Meyer

Of all of the challenges that face the small business owner or solopreneur, the biggest challenge may well be the isolation, both physical and mental from those around you. Being a solopreneur can be a wonderful, exciting and freeing experience that opens you up to whole new worlds of possibilities that you never knew existed. But it can also put blinders on your thoughts and creative process that can hinder you and your business and allow you to become sheltered from your clients and stagnant in your thinking. A well-structured and well-designed Advisory Board can help break down those barriers and can be one of the most powerful tools in the solopreneur's arsenal.

Sitting alone with our thoughts and ideas in a quiet place can sometimes allow thoughts to grow and expand, but we've all experienced the rush of excitement and ideas that come from brainstorming with others. One simple idea takes on a whole new life as different perspectives and thoughts allow the idea to grow and change and transform into something entirely new and delicious.

This is part of the power that an Advisory Board can bring to your business.

WHAT IS AN ADVISORY BOARD?

An Advisory Board is a small group of individuals who come together to provide advice, guidance, insight and support to a small business owner, or in this case, a coach. Advisory Boards are generally small in size often having between 3 and 7 members with most if not all of the members coming directly from the target market. They often have a wide variety of experiences and successes on their own and are willing to share their thoughts, ideas, and expertise to help you grow your business. They serve as a sounding board and much more. Because a well-constructed Advisory Board brings talent and expertise often not found within the coach.

You became a coach for your own reasons. Often these reasons are related to your personal experience that you want to share with others, specific knowledge of a field or situation, or maybe just a simple passion for helping others. In any event, you brought with you to your practice a wide variety of skills and talents. But if you are like most people by yourself you do not have all of the skills and talents to truly be successful on your own. While you may be an outstanding coach you might find that you are not comfortable with the idea of placing a value on your time and energy. As a result, you may find yourself constantly undercharging for your services. Or you know that you would like to open up multiple streams of income but are having trouble defining what products your clients would be attracted to. Or maybe your natural modesty prevents you from creating marketing material that truly represents the value that you are bringing to your clients. Whatever it is, a properly structured Advisory Board can help you by allowing you access to talent, skills and insights that you do not already possess.

Let's take a look at the examples above and talk about how an Advisory Board might help you with these problems. Let's imagine that you are an Executive Coach looking to work with newly promoted executives who need help adapting to their new roles and responsibilities. You start out charging $350 a month for your services and find that you are having trouble attracting clients. In a meeting with your Advisory Board you mention your struggles and state, "I'm trying to make myself affordable to bring some clients on board, but I'm just not having any luck. Maybe my rates are still too high and I'm chasing my clients away."

With an Advisory Board made up of people inside of your target market you will likely get an entirely different perspective. Instead of discounting your prices your Advisory Board would likely tell you that executives equate price and quality. By promoting such a low price, you are effectively telling your potential clients that your quality is low and really don't have much confidence in yourself.

That's not likely a perspective that you would have picked up on your own. So instead of reducing your prices even further you increase your price to $900 a month and suddenly your potential clients start to take you seriously.

In another session you approach your Advisory Board about creating multiple streams of income. After all, the idea of just trading your time for money is not something that appeals to you in the long term. You've come up with a couple of ideas and present them to your Advisory Board. Because they are already in your target market, they can tell you how much appeal your different products will have. Your idea of the "How to be an Executive Workbook" doesn't pass muster with the board. But their idea of monthly audio recordings that the executive can listen to in his car on the way to and from work sounds like a real winner. After all, executives are very busy people and making good use of their commute time has strong appeal to your client base.

Lastly, you've had some excellent results from your clients, but your natural modesty prevents you from bragging too much on your website and your marketing materials. After all, you just weren't raised to blow your own horn. But with the help of your Advisory Board you decide to interview 5 of your top clients and ask them a few simple questions.

- How has our coaching helped you?
- What kind of challenges do you bring to your coach?
- Would you advise other new executives to hire their own coach, and why?

Suddenly the answers to these three questions provide you with a mountain of real-life testimonials that tout your coaching and your results with your having to say a word. By interspersing the answers from the questions on your webpage potential clients suddenly have a whole new perspective on the concept of hiring a coach, and specifically on the concept of hiring YOU as their coach.

The mission has been accomplished with nary a toot from your own horn.

I use these examples because they are quite personal to me. These are just a few of the problems that my Advisory Board has helped me solve over the years. By providing not only an outsider's perspective, but the perspective of the potential clients, my Advisory Board allows me to stay focused on the client and their needs. They remind me to speak in terms of client benefits rather than coaching features, and they help me understand quite clearly the most current concerns of my clients in the very words that they, my clients will use.

In other words, my Advisory Board supplies me with the very insights that my clients are looking for in a coach.

WHO SHOULD BE ON YOUR ADVISORY BOARD?

The first criterion should be that they fit into your target market. You want people who clearly understand and think like your clients. Secondly, they should have a variety of perspectives. Having multiple people who think exactly the way you do won't give any new thoughts or insights. Thirdly, they should bring a variety of talents to the table as well; especially talents that you yourself lack. If creating visuals is a challenge for you, have someone on your board who has a clear visual eye. If you tend to skip by the details, make sure your board contains at least one member who wants and will demand every detail of your plan. Lastly, they should care about you and your success. Not only should they want you to succeed, but they should want it bad enough that they will tell you the truth about your ideas and your business, no matter how much it hurts.

With a strong Advisory Board in place you are positioned to help and connect with your clients in ways that are just not possible for most solopreneurs. You can get expert advice and guidance from people who know what your potential clients are looking for. And you get a clear view of your business from the outside in.

David R. (Dave) Meyer (CTACC/CBC/EQP/CBABP) is a graduate of the Certified Coach Program and a Mentor Coach for the Coach Training Alliance. An Executive Coach and Trainer with a specialty in human behavior, Dave is a certified DISC expert, the author of *Management Essentials: A Guide for Today's Emerging Leader* www.ecilearning.com/managementessentials and the *Fusion Blog* ecilearning.blogspot.com/ Dave is also a principal at ECI Learning Systems LLC, a Denver Based Coaching and Training Company.

A VIRTUAL ASSISTANT PARTNERSHIP…HOW IT WORKS

by Kathy Sparks

Virtual Assistants = Virtual Assistance:

Virtual: Existing or resulting in effect though not in actual fact.

Assistant: To help, aid.

You might say that a virtual assistant/entrepreneur partnership is somewhat like a distant friendship. It takes the right chemistry, the right set of skills, and a common goal to make working at a distance successful. Distance, yes, distance. A virtual business partnership can be as close as two blocks away or in another country.

If you are not familiar with the concept of a virtual partnership, you are missing a most incredible and efficient method of working or getting help with your business without hiring a person. Why? Based on unfailing trust, each partner works in his/her personal business, yet works with each other as if they are combined as one business; one complimenting the other. Working virtually works without the need to manage or be managed, hire onto a payroll, purchase equipment or provide space because these two people maintain individual businesses and because they are professionals and trustworthy.

Key ingredients for a virtual partnership are honesty and professionalism. Since both partners own their own businesses a common respect for the challenges and skills that each possess is set forth in the beginning of the relationship and built upon as time goes by.

Virtual partnerships work best when there is a commitment to maintain a long-term relationship, enabling a rapport between partners to build and work toward a common goal. Long-term partnerships are more efficient than short contract projects or short-term partnerships because of the knowledge gained through constant communication. Think of this as working at one company for many years. A long-term partnership can almost become automatic when communication is maintained.

We call this a partnership because the virtual assistant provides equipment, insurance, software, office space and most importantly, professional skills that enhance and compliment the business arrangement. Likewise, the successful entrepreneur wanting to bring a VA into his/her business has their own complimentary set of skills and requirements relating to his or her business, namely expertise in the business, a personal office and the need for help to become even more successful. These needs and skill sets provide the foundation for a successful virtual relationship.

Of course, in the VA partnership, the biggest difference is skills. The skills the VA brings to the partnership are usually those skills the business partner considers as tasks getting in the way of doing what he or she really loves to do. These tasks can be anything from building a web site to personal shopping. The skills the successful entrepreneur brings is expertise in a business, the ability to delegate and ongoing succinct communication.

When speaking about a virtual assistant partnership, there are always concerns relating to working at a distance. The two biggest concerns are, "how do I know my VA is putting in the hours she/he is billing me" and, on the VA side, "if I spend 10 hours for this client, how do I know I will get paid?" This is where the trust part becomes essential. VAs are professionals and it is okay to ask for project updates, remembering that it's almost impossible to second guess the amount of time a project takes someone else to complete.

A professional VA will always have an efficient time measurement system and will be very diligent about keeping accurate records. From the VA point of view, it is of utmost importance that the entrepreneur requiring services pay for those services the VA has provided. After all, no one works for free and a VA is maintaining an office to do projects for you and supports you 100%.

A virtual business partnership can only work if both partners 'get' the concept and are willing to communicate, ask, coordinate, discuss, confirm and above all, trust each other.

If you are not convinced that a Virtual Assistant partnership works, read what some people have said about their VAs:

> "You are my most valuable team member (not to mention champion nag and motivator!"
>
> "YES! The new e-commerce setup works beautifully, and I am more than happy. :) I think you walk on water!"
>
> "I want to thank you for your outstanding work. I think the website you put together for me looks great!! I am THRILLED to have you working with me!!"

> "You are wonderful. I love having you with us!!!! thank you thank you thank you for all that you do for us!"

> "Very good idea. Thanks for literally putting the spark underneath us."

Virtual assistants are masters at their skills and their partners are successful entrepreneurs who want to take their business to the next level. Before entering into a VA partnership, it is important to make sure you understand the concept and requirements. To help with the process of learning about VAs, I've provided a free assessment on my web site to see if a VA partnership is for you.

Kathy Sparks (kathy@yourvirtualresource.com) began building her Virtual Assistant practice after being certified with AssistU. She has partnered with successful professionals in a number of professions, including online Internet entrepreneurs. She publishes *Connected Virtually*, a monthly newsletter for virtual business partners. Her background includes information technology, market research, management and administrative assistance. www.yourvirtualresource.com

UPSIDE DOWN MARKETING

by Will Craig

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

If you are in business for yourself, you know the feeling all too well. Advertising and marketing can seem mysterious. You may not be sure what works; you just know you have to do it.

Regardless of what business you are in, you probably got into it because you have a talent for it. And, chances are, if you're good at dentistry or interior design or welding, you're probably not as good at marketing. That's okay. You can't expect to be good at all things.

"ME TOO" MARKETING

What normally happens when we go into business for ourselves – and come to the realization that we must market – we start looking around to see what others in our profession are doing. Then we commit to a version of that, close our eyes, cross our fingers, and hope it brings in customers.

Here's the rub…good advertising and marketing is making your prospect aware of your product or service in a unique and exciting way that motivates them to take action on your offer. So, if you're doing "me too" advertising, how unique and exciting is that? If you were a prospect for your service, would you be motivated to respond to your marketing?

One way to differentiate yourself in the marketplace is to turn your marketing plan upside down.

THE OLD MODEL

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 old model looks something like this:

Sale

Service

Other Products

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 in THIS century? Just for grins, let's flip this formula on its head and see if it works any better when it is upside down.

THE NEW MODEL

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 that 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 importantly, we already have a relationship with this client. The sale is automatic. We do nothing. The sale comes to us.

Here's the new Upside-Down Marketing model:

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 one sale at the end of this cycle.

You have started a long-term relationship with your new client/customer 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.

Will Craig (will@CoachTrainingAlliance.com) is a Knowledge Guide and President of the Coach Training Alliance. He is co-author of the *Coach Training Accelerator* and developed of the Fill Your Coaching Practice system. In his private practice he works with self-employed professionals helping them reach their potential and exceed expectations. Learn more: www.FillYourPractice.com

HOW TO LAND SPEAKING ENGAGEMENTS

Powerful Value-Added Marketing for Your Coaching Business

by Laurie Cameron

Although pubic speaking is one of people's biggest fears - right up there with death and divorce - it's also one of the most efficient ways to leverage your marketing efforts and promote your coaching business.

Public speaking leverages your time. Speaking to 50 people for 30 minutes can be much a better use of your time than speaking for 30 minutes each to 50 individuals - that's 1500 minutes - just over a full day!

Public speaking leverages your credibility and expertise. When you're speaking in front of a group, there's a perception of expertise that's automatically afforded to you. Of course, it's even better when you can live up to that perception once you open your mouth!

Public speaking leverages your revenue potential. One 30-minute talk can be expanded into more in-depth coaching programs, workshops, retreats, seminars, and classes. It can also be developed into print and electronic books or courses, as well as other informational products that generate passive revenue.

Most coaches who want to integrate public speaking into their overall marketing plans truly understand all these benefits, but the question they often ask is: "Where do I find places to speak?"

The simple answer to that question is another question:

> *Where is your target market?*

If your answer to that question is *"I don't know"*, then you might have to back up a bit and make sure you're clear on who it is that you coach before you can go out and speak to promote your coaching business.

BEGIN YOUR SEARCH

Once you're specific enough on your target market, it will be easier to know where to find them, and from there create a strategy for getting in front of them.

You can begin by asking members of your target market these questions:

- What groups, associations, or other organizations have been created to support your specific needs?
- What conferences, expos or other events do you attend in order to share information, resources, and build community?
- Where are your favorite places to network?

You can also do an Internet search for organizations, conferences and events designed for your target market. For example, if you work with nurses, you might search for "nurses+associations+[your city or state]"

If you work with "sales and marketing professionals", an Internet search will yield numerous national and international associations that might use speakers at their meetings, conferences, and events.

There are also lists of associations, clubs, and organizations who want speakers that people have researched and complied that you can purchase.

GETTING YOUR FOOT IN THE DOOR

Once you've identified specific organizations, conferences and events that support your target market, the next step is to determine who books the speakers.

SPEAKING AT REGULAR MEETINGS

For professional organizations and associations that meet weekly or monthly, this will be the program chair or program director. Call or email the contact person for the Association and ask for the name, email and phone number of the program director.

Association lists that you purchase typically include program chair contact information, and that information is usually updated on an annual or semi-annual basis.

Most of the people who have taken on the program chair position in an organization or association are very open to being contacted by potential speakers - it makes their job easier when you show up and offer to speak!

Make the call brief and to the point (you can develop and tweak your own call script as you get more experience).

"Hi, *[their name]*, is this a good time to talk? My name is *[your name]* and I have a 30-minute talk titled *[your brilliant, compelling title that highlights the benefits of the program and makes it clear that it's pertinent to their membership]*. If this is a topic that you feel would interest your membership, how far out are you booking your speakers?

The program director will likely ask for more information about you, your program, and your background to present to their committee, or to make the decision himself or herself.

In your call script, have simple bullet points about the benefits and the "take-aways" for the audience. This will help you keep your conversation brief, concise and on track. A lot of wandering, "ums," and overt selling of your topic will more likely come across as unprofessional and lacking confidence.

Also be sure to have at the ready:

- Program description - a benefits-focused paragraph that very clearly states what their members will take away from the program, learn, or be able to do better afterwards.
- Your bio - another paragraph with your most pertinent credentials, your passion for your topic, where you've already presented this program, etc.
- Professional photo in digital format - they will frequently add it to the program listing in their email meeting announcements.

Once they have approved your topic, you can then clarify the logistics - day, time, location, typical number of people at each meeting, average demographics, audio/visual setup, stage, podium, and seating (theater, classroom or round tables).

It can help both you and the program chair to have a simple contract or confirmation sheet that you can email or fax to confirm the terms and logistics you agreed upon.

It's also very helpful to visit the meeting space beforehand, in order to get a feel for the room.

Then you spend the time until the program date practicing, refining, and practicing some more!

SPEAKING AT ONE-TIME EVENTS

For a conference, expo or other one-time event, you will likely be required to submit a speaker proposal. Most organizations will have speaker proposal forms posted on their conference websites.

Many will require a video of program samples. If you don't have this yet, plan on arranging to have a future talk videotaped and edited by a professional videographer.

Speaking at a conference is often a much longer lead time because they want to have keynote speakers and breakout session facilitators confirmed before they put their marketing out to their members.

This kind of speaking opportunity is great to work up to. You can build your confidence quickly if you "cut your teeth" on the smaller organizations, clubs and groups first.

CREATING YOUR OWN OPPORTUNITIES TO SPEAK

The two previous examples are considered "captive audience" programs: your ideal clients are already a part of a cohesive group, and you show up and present your program to them.

Another way to use public speaking as a promotional tool to build your coaching business is by creating a free or very low-cost public talk and inviting your target market to you.

This is more labor intensive because you're the one in charge of securing the room, doing the marketing, handling the registration, clean-up, etc.

Many coaches prefer this format because they like having this level of control over their programs. It's really up to you to decide what works best for you!

FREE OR FEE?

Although some groups do pay their guest speakers, the majority of associations and professional organizations that meet weekly or monthly have little or no budget for speakers. It's assumed that the value of the exposure and the marketing is payment "in-kind."

Many coaches have built full, thriving practices in a few months by doing only free talks - but doing 3, 4, or 5 a week. There again, it's all about leverage, and about being consistent and persistent.

Likewise, a speaker who facilitates a break-out session at a conference will not always get paid, but they might instead be given a free ticket to the rest of the conference, a reduced-fee or complimentary booth, or perhaps even access to the list of conference attendees to use for marketing their coaching and other programs.

So, just as you do not get paid directly to go to networking events, consider every speaking gig as an investment in improving your visibility, credibility and confidence, and in building your client base.

Working with a coach who can support you in making these decisions and creating engaging, compelling talks can also be a strategic investment in your business development.

The key is to decide if public speaking is a good strategy for you to employ to promote your coaching business. If it is, then get out there and SPEAK UP!

Laurie Cameron is a Coach Training Alliance Certified Coach and Trainer, and a Master Certified Relationship Coach. In the last 12 years she has trained and mentored over 700 coaches around the world. She's taught public speaking at a technical college, has assisted some of the top speakers in the country, and has been using public speaking to promote her coaching business for over a decade. She loves to work with professional coaches who want to add public speaking to their coaching businesses, both as a marketing strategy and as an additional service and source of revenue. She can be reached at Catalyst@LaurieCameron.com.

HOW TO TURN YOUR WISDOM INTO A WORKSHOP

by Suzanne Falter-Barns

The Technical Revolution has done a lot for us coaches – we merely have to pick up a phone or send an email to conduct business. Yet, there still is no substitute for live, personal appearances when you want your teaching to count, and that's why I love workshops. Your participants benefit from the short-term intensity of the experience, and you benefit from actually seeing your principles and exercises in play.

If you've got the solution to any problem that's out there, you can deliver it in workshop form. Here are some steps I've developed in my years of designing and delivering self-help workshops:

1. **Put together a workshop people actually need.** What's the biggest problem your target market faces – and what do you know about solving it? This is the key to filling your workshop. Find the problem you are uniquely qualified to solve. Do not rely on vague promises like "improving your life" or "boosting your creativity". Offer us something we can really use, such as "How to Create More Time for Your Dream."

2. **Decide Where and How You'll Lead the Workshop.** Basically, you have a choice: you find a location and hold the workshop yourself, or you pitch and sell it to a larger venue, such as an adult ed learning center. If you hold the workshop yourself, you will have a bigger job, but you potentially could make much more money. If someone else holds it, your audience may be more certain ... or it may not. Also, it may be hard to place your workshop with a larger venue if you don't already have a track record doing such – unless your idea is so 'killer' that learning venue can resist. There is no 'right' answer here. Test the waters to find the best solution.

3. **Choose a great location.** Nothing is more depressing than a workshop in a dimly lit church basement painted an institutional green. Instead, look for a sunny, fresh environment that makes you (and them) feel good. When

holding your own workshop, look for inns or even BandB's that have a meeting room or living room available. Often such places will provide a room for free if they are catering your event. For shorter workshops, look to grand old libraries that have seminar rooms, or churches or temples that have recently renovated or offer more upscale facilities.

4. **Plan the day around food.** Believe it or not, this is key. A workshop has to have an air of retreat to it, or it won't have nearly the impact you want. That's why I like to hold longer, full-day workshops that include a nice lunch and afternoon tea and cookies. This gives your participants the sense that they're really getting away from everyday life and nurturing themselves, which facilitates breakthroughs. At the same time, you can offer more benefits, and thus a more valuable workshop package.

5. **Structure your day with lots of play.** Give these folks some things to do that get them out of their usual routine, right off the bat. In my own How Much Joy Can You Stand? workshops, I have people come to the event with a 'no-name' tag – something they can comfortably wear that expresses their essence without using their name. It's a fun way to get everyone on level playing ground. This sort of hands-on exercise can be used at least two or three times during the day to make your points more effectively. To create exercises, simply think about what sorts of activities would really move you to have fun and think outside of the usual box.

6. **Combine teaching with feedback.** Don't just preach; ask. During your lecture time, take occasional breaks to ask for their ideas, observations, questions, etc. You can also drive home points by creating front-of-the-room lists on a flip chart, or by having brief writing exercises, which they can share afterwards. I like timed writing exercises, quick top of the mind lists, and written responses to questions.

7. **Don't be afraid of group meditations.** If you're doing work that is at all spiritually attuned, guided meditations can be fantastic tools. Most people will give them a try, even if they've never done so before. Be sure to speak clearly throughout the meditation, and urge people to sit on cushions or chairs, but not recline. Some may be willing to share what they observed, which is often quite powerful.

8. **Let them guide you.** Sometimes you need to put aside your plan for a while and let a powerful group conversation take over. Be sure to design your day with an extra half-hour to hour (if it's a full day) for such tangents to develop. That way, you won't be a slave to the clock, and can allow for spontaneous insights to occur.

9. **Start with a group of friends…and get evaluations.** Your very first workshop can always be held with friends, or your RandD group, right in your own living room. Offer it for free, in exchange for detailed feedback on what worked, and what didn't. Then be sure to have the evaluation forms ready to fill out at the end of the workshop – before anyone leaves. In your evaluation, also include a place for enthusiasts to leave glowing testimonials, for use in your promo materials. (Include a request for a signed okay for use of their name and quote in your form.)

10. **Experiment.** You're going to get a lot further leading workshops if you can view this aspect of your career as a grand experiment. Some things will work; some things won't. Your job is to find out which is which, so your workshop becomes the very best it can be…and that's the best way to fill them up!

Suzanne Falter-Barns is the author of *How Much Joy Can You Stand?* (Ballantine Wellspring) and has led workshops across the US and Canada. She also trains coaches on how to create, book, fill and lead their own creativity workshops in her *How Much Joy Can You Stand?* Facilitator's Course – a new course is just starting. Details are at www.howmuchjoy.com.

THE ANSWER IS GROUP COACHING

by Jackie Black, Ph.D.

The question is:

What is a legitimate coaching business model, that takes the same marketing effort as one new one-to-one client that leverages your time and your earning potential, and is highly profitable?

That's right! Group Coaching!

We used to believe that group coaching was an extension of one-to-one work with our clients. We believed that we could only fill groups with the folks who were already in our "base."

The truth is that Group Coaching is a legitimate business model. It takes the same marketing time, skill and effort to market, enroll and fill an entire Coaching Group as it does to get one new one-to-one client!

Group Coaching is the best way to leverage your time and earning potential as a coach; meaning you serve more clients, in less time, for more dollars.

When you facilitate small coaching groups you…

- Position yourself very competitively in the marketplace;
- Create demand for your expertise;
- Deliver accessible, affordable and tremendously valuable services;
- Charge group clients less than your one-to-one clients;
- Greatly increase your own hourly earnings in the most highly profitable coaching service you can include in your mix of services.

Group Coaching is far more complex than you might imagine! It isn't as simple as putting several people on a bridge or in a room and coaching them as if you were coaching one-on-one; or delivering fast-paced, high-content material as if you were facilitating a Teleclass.

There are specific design and development elements, and facilitation skills that are the backbone of any successful coaching group. There are five specific kind of coaching group structures and when you design your group you will do so around one of the specific structures.

Facilitating a coaching group means creating an experience for each member; and being people-focused and experience-focused. Coaching groups are NOT content driven like webinars, workshops and seminars. In a coaching group the coach's roll is to birth or surface each member's personal wisdom and intelligence for the good of the group and for the benefit of each individual collectively.

In today's economic environment people need our services more than ever before and we have an obligation to be available to support our clients. Group Coaching is a delivery system that allows us to do just that, at a price point that people can afford, and in a format that will leverage our time and be highly profitable.

I wish you well on your journey to *Be, Do* and *Have* everything in your life that supports and affirms your best and most brilliant, passionate Self!

Jackie Black, Ph.D. is an internationally recognized relationship expert, educator, author and coach and serves clients who are pre-married, newly married, couples in trouble, couples facing illness and those grieving the loss of a loved one. She is a CTA Certified Coach, a graduate of International Life Coach Training and the Relationship Coaching Institute and is a Licensed Coach for Singles and Couples.

Dr. Jackie is also a Mentor Coach for private practice professionals and supports them to build the infra-structure of their business, repurpose their intellectual property and develop products and services. www.DrJackieBlack.com

SOCIAL NETWORKING

A Powerful Way to Connect with Prospects

by Rhonda Hess

Some of you are early adopters and know more about social networking than your mentors do. Some of you are skeptical about the value of social networking. And some of you are cautiously dipping a toe in to find – the water's fine!

Social media is the latest big evolution of the Internet – so big that Facebook has been accused of aiming to dominate the entire Web. The phenomenon is too important for any business owner to ignore.

The three leaders in English language social networking are Facebook, LinkedIn and Twitter.

- **Facebook,** by far the largest social media platform, is a general network that encourages people to build an online community and share a wide array of information about themselves.
- **LinkedIn** is a business-oriented network. Users are encouraged to include education and job histories in their profiles, and most of the conversation has a business focus.
- **Twitter** is sometimes called a "micro-blogging" service, because it is limited to sharing extremely short (140 characters) status posts that answer a question like "what's happening?" or "what's interesting?"

Besides these three, hundreds of other social media platforms exist. Many of them count their users in the millions. Every day more social media sites arrive on the scene (and some depart).

These sites provide a new way to do old fashioned networking, reaching people you would not otherwise have access to. For coaches who figure out how to use social networking strategically, the potential for attracting clients is unlimited.

GETTING STARTED WITH SOCIAL NETWORKING

I highly recommend you incorporate social networking as a strategy for:

- Generating traffic to your website, qualified leads, and new clients.
- Creating referral networks and connecting with colleagues.
- Building credibility and brand awareness.
- Distributing free publicity for your events and your message.
- Having more fun in your business.

From the beginning, keep three key points in mind:

- To use social media effectively for business, you must first have a website that is directed to your market and that includes a way to collect email addresses. (A blog is ideal.)
- Social networking offers endless distractions, which accounts for its reputation as a time waster. To get results, maintain your focus, and strictly limit how much time you spend on these sites each day.
- Anything you put online may become public. So, don't put it online unless you are comfortable with clients and colleagues seeing it.

GET IN AND PLAY

The only way to learn social networking is by doing it. When you have questions, you'll find a ton of information online. As long as you keep your interactions respectful and professional, there's not much you can do wrong.

For those who are new to the world of social networking, here are the opening steps:

1. **Choose one network to start with.** Facebook is probably the most friendly and easy to understand for people who are not used to interacting online. If your coaching market is business corporations or employed professionals, as opposed to entrepreneurs, then LinkedIn is the place to be. With its 140 character limit, Twitter can seem like an alien universe at first, but those who "get" it can start getting results fast.
2. **Open an account and set up your profile.** Take care to make your profile complete and professional. Regardless of which site you start with, you'll need at least:

- **A username.** Choose wisely, because you won't want to change this. I'd recommend your real name without prefixes, suffixes and middle initials.
- **A headshot.** It doesn't have to be formal but avoid goofy. A professional headshot is ideal, but any good sharp close-up of you will do.
- **A short tagline** or Unique Benefit Statement.
- **URLs** for your website or blog, product sales pages, etc.

3. **Make some initial connections.** Start by inviting people you know to connect on your new network. With some limitations, the big three networks allow you to use your email address book as a way to find connections. Facebook and LinkedIn will also suggest connections to you over time.

4. **Follow some people who are leaders on that network and watch what they do.** Follow some of the leading users of your new network, or users you know personally who are savvy about that network. (Feel free to connect with me on any of the big three.) Observe and model how they use the service. Watch:

   - How often they post.
   - How they interact with other users.
   - How often their posts are promoting someone else or giving away value, in proportion to how often they promote their own programs.

5. **Start contributing.** Social networking is about connection, supporting others, being a real human being, and being seen. To succeed, you have to build "social cred" by showing that you are interested in others, not just self-motivated.

   This leads to the main point about what *not* to do in social networking. **Don't overdo the marketing.** When you are new to a network, don't lead with marketing. First, get to know the place and build some social cred.

   Even when you're established on a network, you'll want to keep your marketing to a small part of what you post. Many experts recommend keeping it below 20%. This ethic is sometimes called "give, give, get" – where "giving" is delivering immediate value, sharing resources, promoting others, and nurturing relationships, and "getting" is anything about you, your business, your content, and your offers.

6. **Keep making connections.** Building quality connections tends to happen slowly at first. And it requires you to contribute consistently to the network in order to nurture your connections and encourage them to spread.

The number of connections you make *does* matter; they will bring you coaching leads and traffic to your website or blog. But the quality of your connections matters a lot more than the quantity. So, don't be in too big a hurry to bulk up your connections. Social networking is not a popularity contest.

TAKE IT TO THE NEXT LEVEL

All the established networks offer powerful options to the sophisticated user. If you've spent much time on these networks, you're used to seeing them:

- **Facebook** Events, Groups, and Fan Pages.
- Groups and Answers on **LinkedIn**.
- **Twitter** tools from third parties, like TweetDeck and Hootsuite.

Once you've gotten your feet wet, start looking into these tools. Your exploration will be rewarded.

Social networks are designed to help you maintain connections with far more people than you would be able to manage using previous techniques. From a marketing point of view, that's powerful.

Rhonda Hess is co-author of the *Coach Training Accelerator* and Founder of Prosperous Coach®, where she helps coaches choose a viable niche market, position their services as essential, and build a soul-satisfying coaching business from the ground up. She blogs on coaching business-building strategies at www.prosperouscoachblog.com. Enjoy the vibrant community of coaches on Facebook at www.facebook.com/prosperouscoach and connect with Rhonda on Twitter at www.twitter.com/rhondahess

WEEKLY READING ASSIGNMENTS

WEEKLY READING ASSIGNMENTS

The *Coach Training Accelerator* is intended to be used in one of two ways:

1. As a self-paced, self-study program, or
2. As the course curriculum and resource materials for Coach Training Alliance's **Certified Coach Program**.

For those of you participating in the Certified Coach Program, the Virtual Classroom provides complete and comprehensive access to all details for your course. However, to help students quickly navigate the various Reading assignments, we have also provided a summary for each week and hyperlinks that will take you to the exact location for that week's reading. Where relevant, we have also included homework assignments that refer to materials found in this document.

READING and **HOMEWORK** assignments for each week are expected to be completed prior to class. Clicking on the hyperlink will take you directly to the Reading Assignment.

WEEK 1: SETTING INTENTIONS AND BUILDING COMMUNITY

READING:

Welcome and all of **Section I**.

ASSIGNMENTS:

1. Create your **SMART Goals**. Share a copy of your SMART Goals with your class buddy so that you can hold each other accountable.
2. Begin writing about **The Picture of Your Practice**.

WEEK 2: COACHING FROM CENTER

READING:

Review **Lesson 1**, and **Lesson 3**, including the **ICF's Code of Ethics** and the Related Article called **Right Use of Power**.

ASSIGNMENTS:

1. Ask yourself: What makes me who I am now? Make a list of your unique character traits, strengths, skills, talents, passions, expertise and areas where you are growing and learning. Discuss this with your buddy and save it to help you in writing your HUB statement in Week 12.
2. Complete **The Picture of Your Practice**.
3. Begin to develop your policies and procedures for your coaching practice. Also work on a **Coaching Agreement** for your practice.

WEEK 3: THE SIMPLE COACHING MODEL

READING:

- Review **Lesson 2**. Print out and read through these two documents: **A Simple Coaching Model** and **Coaching Session Transcript**. We will be discussing these in detail in class.

ASSIGNMENTS:

1. Write a list of characteristics that identifies **Your Ideal Client**.
2. Consider hiring a mentor coach of your own.
3. Complete your **Client Welcome Packet**, (additional examples can be found in **Lesson 2** and **Lesson 3**).

WEEK 4: MASTERING THE SAMPLE SESSION

READING:

Review again **Lesson 2**.

SAMPLE SESSION:

1. This week give two sample sessions to someone you know. (It doesn't count if you don't get permission to coach your "client".) Focus on being instead doing. Connect with people. Be with your "clients". Be unattached to outcome. (Include date and client's initials on the CCP Reporting Form located in your virtual classroom.)

WEEK 5: CLARIFYING THE AGENDA

READING:

Lesson 17

ASSIGNMENTS:

1. Review your **SMART Goals.** Update them, noting what you've accomplished and give a copy to your buddy.
2. In today's coaching sessions, the emphasis is on being crystal clear about what your client wants to accomplish in the session. If you are a coach today, please have a follow up session with your "client".

WEEK 6: NICHE TO BE RICH

READING:

Review **Lesson 13**

Marketing Via Social Media as a Coach

ASSIGNMENTS:

1. What are your top markets? **Drill down to your niche**.
2. Create an **Action Email Signature.**
3. Consider creating a website or newsletter.

WEEK 7: SEIZING THE COACHABLE MOMENT

READING:

Lesson 18

WEEK 8: IMPECCABLE BUSINESS SENSE

READING:

All of **Section II**, including the Review and all Supporting Documents and Related Articles listed below:

The Power of the Advisory Board

Your 30 Second Intro

Making the Most of the Web

Warm Letter Sample

When to Use High Tech or High Touch Communication

ASSIGNMENTS:

1. Make a list of all the reinforcing moments you've had so far in developing your coaching skills and coaching practice.
2. Consider who might make good referral partners.
3. Write **Your 30 Second Intro** and **Your Warm Letter.**
4. Develop a database of people to send your warm letter to.
5. Establish your home office and record keeping systems.
6. Determine your fees.
7. Consider opening a business checking account/credit card account.

WEEK 9: INVITING THE SHIFT

READING:

Lesson 19

WEEK 10: YOUR HOTTEST UNDENIABLE BENEFIT (HUB)

READING:

Review **Lesson 4** and all of **Section IV**, including all Supporting Documents and Related Articles listed below:

Your Client Attraction Plan

Your HUB Statement

A Practical Discussion About Features and Benefits

How to Land Speaking Engagements

Ten Steps for Designing and Facilitating Events

Eight Steps for Creating Group Coaching Program

The Answer is Group Coaching

Twenty Marketing Approaches

Eight Ways to Leverage Your Time and Get Better Results

Making the Most of the Web

ASSIGNMENTS:

1. What is the message you want to share with your clients?
2. Create **Your Hottest Undeniable Benefit Statement**.
3. Print out **Your Client Attraction Plan** and begin to develop your one year plan over the next few weeks. You will be asked to share details in class soon.

WEEK 11: FRAMING THE MASTERPIECE

READING:

Lesson 20

WEEK 12: EFFECTIVE COACHING TOOLS – LISTENING AND ASKING QUESTIONS

READING:

Section III, including all Supporting Documents and Related Articles listed below:

- **Five Listening Reference Points**
- **Open Ended Questions**
- **Six Keys to Powerful Questions**
- **A Simple Coaching Model**
- **Achieving Balance**
- **Open Challenge Forum**

SAMPLE SESSIONS:

Give two more sample sessions. In those practice the following:

- **Five Listening Reference Points**
- Listen for **Who? What? When? Where? How?**
- **Six Keys to Powerful Questions**
- **Telescoping In and Pulling Back**
- **Don't Let Them Wiggle Away**
- **Using Your Voice**

WEEK 13: TRUSTING YOUR INTUITION

READING:

Review **Lesson 11**.

WEEK 14: EFFECTIVE COACHING TOOLS – RESPONDING AND SUPPORTING

READING:

Review **Lesson 11** and **Lesson 12**, including all Supporting Documents and Related Articles listed below.

A Simple Coaching Model

Achieving Balance

Open Challenge Forum

WEEK 15: MASTERFUL COACHING

Reading:

Review **Section V**.

WEEK 16: YOUR CLIENT ATTRACTION PLAN

READING:

Review **Lesson 16**, including all Supporting Documents and Related Articles. Give extra attention to **Twenty Marketing Approaches** and **Eight Ways to Leverage Your Time and Get Better Results**.

Marketing Via Social Media as a Coach.

WEEK 17: CHALLENGING YOUR CLIENTS

READING:

Upping the Challenge

WEEK 18: GAINING VISIBILITY AND CREDIBILITY

READING:

Review **Lesson 15**, including all Supporting Documents and Related Articles.

ASSIGNMENTS:

1. Develop your own group events to put on within the next 8 weeks - workshops, webinars, talks, group coaching. Make plans for future events that will leverage your efforts.
2. Ask yourself: What way can I use writing and publishing to attract clients and improve my credibility? Implement some ideas now.

WEEK 19: KEEPING THE MOMENTUM

No assignment today. Catch up this week.

WEEK 20: FACILITATING AND GROUP COACHING

READING:

- **Ten Steps for Designing and Facilitating Events** and **Eight Steps for Creating a Group Coaching Program**

ASSIGNMENTS:

1. Complete details for your public events listed on **Your Client Attraction Plan** Worksheet. Be ready to share them with the group today.

WEEK 21: YOUR OWN COACHING MAGIC

READING:

[Your Coaching Magic]

ASSIGNMENTS:

1. Record yourself coaching a client. Review the playback and notice your strengths.

WEEK 22: THE COACHING LIFE

No reading assignments for this week.

ASSIGNMENTS:

1. Look at the list of all that you have accomplished and recognize how far you've come.
2. Renew your commitment to being a coach and building a successful practice.
3. Revise your Client Attraction Plan, set up daily actions.

This concludes the weekly reading assignments for the Certified Coach Program.