

How to Become a Coach: Part II

Ton de Graaf



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1st edition

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Het leidende vakcongres over werkgeversmerken, HR/recruitment en arbeidsmarktcommunicatie.

Meepraten, ervaren, inspireren en ontdekken – je doet het tijdens de Employer Branding Experience 2013. Internationale sprekers, discussies & dialogen, workshops, kennissessies én de uitreiking van de SJP Magneten maken de EBE 2013 tot hét event voor professionals in HR, recruitment en arbeidsmarktcommunicatie.

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1 The future of coaching

The Global Convention on Coaching



1.1 What is the GCC process?

The GCC is a yearlong process in which all the key stakeholders in coaching (consumers, practitioners, educators and industry bodies) will be gathering together to discuss the difficult issues facing us in professionalizing coaching. It is a world-wide collaborative dialogue that seeks to understand the needs of coaching consumers, practitioners and educators in order to develop commonly agreed understandings, guidelines and frameworks for the practice of coaching and the training of coaches.

Some background:

Coaching is gradually emerging as a valued intervention in a wide variety of areas. Buyers of coaching are increasingly demanding evidence that its practitioners are well trained and operating according to clear professional standards underpinned by evidence. (CIPD, 2006)

In response to this need, serious attempts to identify competencies for practice, codes of conduct, standards of training and the knowledge base for a profession are being made by a range of organizations, each representing different stakeholders. Worldwide, there are a significant and growing number of Universities offering postgraduate qualifications in coaching. These universities are also beginning to establish regional groups in order to discuss common understandings and standards in the field.

So there are many stakeholders working toward establishing the profession of coaching. However, these stakeholders have yet to collaborate in any detailed way to establish a commonly accepted knowledge base, training frameworks and standards for professional practice.

For this reason the plethora of initiatives are likely to serve to confuse clients, particularly when they are presented as (or perceived to be) in competition with each other, rather than overlapping on commonly agreed standards.

We believe the time is right for the key stakeholders to come together to explore the development of shared frameworks capable of supporting a profession of coaching. These key stakeholders include:

- Coaching providers
- Coaching buyers and consumers
- Universities and coach training organizations
- Coaching industry bodies

Parallel professions involved in coaching internationally, representatives of Australian, North American and European universities have begun to talk about holding a conference for this purpose. Professional Bodies such as the Australian Psychological Society and the British Psychological Society have entered into the dialogue, along with a range of other stakeholders. Concurrently, the ICF has begun discussing similar issues, most notably in Vancouver in 2006.

We have discussed this idea with a significant number of key stakeholders who have all expressed enthusiastic support for a Global Convention on Coaching. Such a convention would not seek to create one standard imposed on all. Rather, its purpose is to begin to develop frameworks of equivalence and shared interests that have wide stakeholder support.

1.2 The benefits of involvement

Coaching is already a multi-billion dollar industry worldwide. Given the growing use of coaching in areas as diverse as organizational learning and development, health care and personal development, this conference may prove to be an event of major international significance. There are a number of important benefits for all stakeholders in developing core understandings around coaching and coach training.

For those who purchase and consume coaching services, it helps develop greater certainty in selection and evaluation of coaches. It also helps them to identify what sort of coaches are needed for particular issues and when coaching may not be the preferred intervention.

For those involved in training of coaches such understandings can guide the development of curricula, more effective targeting of specific areas of specialty and the assessment of coaching competence.

For coach practitioners shared frameworks can provide commonly accepted credentialing, guiding professional development efforts, and in the self-assessment of their practice.

1.3 Participating Organizations

Discussions were held with numerous bodies who have members participating in the dialogue. However, no one of these members is there to represent their body. They come to present their experience and participate in the dialogue. Hence no particular stance is promoted and no association is bound by the outcomes of the process. This is central to the success of the dialogue, they participate as equals, share ideas, produce scenarios and consult with their respective networks. In this way all can be assured that this is an open process, not one designed to meet predetermined outcomes.

In Europe:

- European Mentoring and Coaching Council
- Association Européenne de Coaching
- Irish Coach Development Network
- Association for Professional Executive Coaches and Supervisors
- University Faculty from: Middlesex University, Oxford Brookes, City University London, Sheffield Hallam,
- Charles University in Prague
- Association for Coaching
- Spanish Association of Coaching

In North America:

- Universities across the US and Canada represented by the Graduate School Alliance for Executive coaching (GSAEC)
- Worldwide Association of Business Coaches
- The Alliance of Coach Training Organisations

In Australasia and Southern Africa:

- Universities across Australia represented by the Australia Universities Strategic Alliance in coaching (AUSAC)
- Australian Psychological Society
- New Zealand Coaching and Mentoring Forum
- Comensa (Coaches and Mentors of South Africa)
- Society for Industrial and Organisational Psychology, South Africa (SIOPSA)

Other internationally representative bodies who either buy or provide coaching services. These include:

- International Coach Federation
- Human Resources Associations for example the Chartered Institute of Personnel and Development
- International Business Groups
- Management, Organisational and Work Psychology Groups,
- A range of multinational companies
- Wachovia Bank
- NASA
- The Teleran Group
- Blake Dawson and Waldron

1.4 International agreement – Can it work?

Lessons from Apartheid South Africa

Clearly, gathering together all the major stakeholders in coaching in order to begin to discuss common frameworks and standards is a daunting task. There is much potential for the polarization, division and even disintegration as everyone argues for their own perspective.

Thankfully, discussion processes exist that can help us avoid those outcomes. One such process is the model adopted by the leaders of the opposing factions in South Africa in order to collectively discuss the future for South Africa at the end of apartheid – the Mont Fleur process. This is the model on which we would like to loosely base the Global Convention on Coaching (GCC).

1.5 How does it work?

The process itself is relatively simple. Convention Members gather together to identify the key issues and potential ways forward. They do this by developing a series of future scenarios based on different ways of resolving the key questions. For example, in South Africa, the participants developed four potential scenarios for the way South Africa might develop. The first was based on a strategy of avoiding a negotiated settlement. (they named this the Ostrich scenario) The second considered a prolonged transition process which attempted to respond to all parties but satisfied none. (the Lame Duck Scenario) The third sought to buy a way forward via unrestrained spending, (the Icarus scenario) and the fourth envisaged a systematic approach in which key building blocks are put in place to support change. (the Flight of the Flamingos) Through the generation and discussion of these possible scenarios, previously warring parties were able to reach shared understanding and agreement. (For a more detailed account of this process as used to solve complex issues in South Africa and elsewhere, see Adam Kahane (2004) Solving tough problems. San Francisco: BK press.)

What might this look like for coaching?

Once the areas to be explored have been identified, working groups on each area, made up of Convention Members, would develop scenarios based on different ways of resolving the issues associated with their area. For example, the working party on a code of ethics might consider what the future would look like if there were (i) no formal shared codes of ethics, (ii) a single code to which all subscribe, (iii) a core code with variations for different groups, or (iv) disparate multiple codes for different groups and stakeholders. The scenarios for each key issue area would be disseminated to the wider discussion group for feedback and a white paper produced for discussion at the Global Convention on Coaching in July 2008.

Some possible outcomes for the Convention

There are many possible outcomes for the convention – what they are will depend on the dialogue that occurs. It is possible that we may begin to approach agreement on a core set of common standards around the practice of coaching, and the training of coaches! Once again, the task is not to create a single model of coaching or coach training. Rather it is to acknowledge and value the diversity that exists in field, and to begin the discussion about what competencies, knowledge and practice standards coaches already hold in common, and those we believe we should hold in common. The development of more specific frameworks for areas of specialty, such as business coaching, executive coaching, health coaching etc. is also a possible outcome. Another possible outcome may be the establishment of an international group made up of the member partners to continue this dialogue.

If you want to know more about the GCC and their ongoing activities, go to their website:

<http://www.coachingconvention.org>

After the July Convention in Dublin participants agreed to change the abbreviation GCC from Global Convention on Coaching into **Global Coaching Community**. A more appropriate name I think and better workable for the future.

2 Qualifications and training in coaching

Here are some examples of associations with their own credentialing program:

Worldwide Association of Business Coaches (WABC)



Worldwide Association of Business Coaches®

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samen ambities waarmaken

nrccarriere.nl
Ook in de P&O



The Worldwide Association of Business Coaches (WABC) offers several designations. To date the best and most rigorous certification for experienced coaches is the “Chartered Business Coach designation” (ChBC™). The ChBC is the only chartered business coaching designation in the world, and is the *highest level of certification*. And I must say that I am very proud to be one of the first coaches in the world who earned this prestigious designation!

2.1 Education & Credentialing

- [Designations for Business Coaches](#)
 - [ChBC](#)
 - [CMBC](#)
 - [CBC](#)
 - [RCC](#)
- [Degrees for Business Coaches](#)
 - [MA](#)
- [Designations for Business Coach Training Providers](#)
 - [WABC Accredited \(Chartered Level\)](#)
 - [WABC Accredited \(Master Level\)](#)
 - [WABC Accredited \(Practitioner Level\)](#)

2.2 Overview

The Definitive Credential for Experienced Business Coaches

[Chartered Business Coach™ \(ChBC™\)](#)

The Most Advanced Credential for Senior Business Coaches™

The ChBC designation is intended for senior professional business coaches who have completed a WABC Accredited (Chartered Level) program. The ChBC identifies you as a leader in our emerging profession. The ChBC is the only chartered business coaching designation in the world, and is the [highest level of certification](#).

[WABC Certified Master Business Coach \(CMBC\)](#)

The Definitive Credential for Experienced Business Coaches™

The CMBC designation is intended for experienced business coaches who have completed a WABC Accredited (Master Level) program. The CMBC identifies you as a master in our emerging profession. The CMBC is the [advanced level of certification](#).

WABC Certified Business Coach (CBC)

The Leading Credential for Practitioner Business Coaches™

The CBC designation is intended for practitioner business coaches who have completed a WABC Accredited (Practitioner Level) program. The CBC identifies you as a practitioner in our emerging profession. The CBC is the [first level of certification](#). These programs are currently available.

2.3 Granting institution

The CMBC designation is awarded by WABC, headquartered in Canada. To keep the process transparent and independent, candidates are evaluated by third-party assessors from Middlesex University and its UK partner, the Professional Development Foundation (PDF).

2.4 Master of Arts (Business Coaching)

The WABC also offers a fully accredited master's degree for experienced business coaches. The MA program is open to those who successfully complete the WABC Certified Master Business Coach (CMBC) designation.

Reprinted with permission of the Worldwide Association of [Business Coaches](#).

2.5 The Registered Corporate Coach designation

The Registered Corporate Coach (RCC) designation is typically for those who are **newer to business coaching**. It is held by hundreds of professionals around the world who have sought to rapidly learn and integrate principles, skills and techniques so they can coach effectively in businesses and organizations. Programs are offered throughout the year by RCC Instructors in various locations.

Registered Corporate Coaches are trained in both internal and external coaching. As internal coaches they work with executives and managers, both individually and in groups, to strengthen the organization's corporate culture. As external coaches they work with business professionals at all levels to achieve personal and professional success.

2.6 Guiding standards

The RCC designation program is guided by a list of relevant skills, both fundamental and advanced, that are necessary to practice business coaching. The program covers internal and external coaching.

2.7 Granting institution

The RCC designation is awarded by WABC, headquartered in Canada. To keep the process transparent and independent, candidates are trained and evaluated by third-party RCC Instructors.

2.8 How to obtain the RCC designation

You are an ideal candidate for the RCC if you have significant business or professional experience, and if you can work independently, grasp complicated concepts easily and draw on personal experiences to deliver practical applications. Specifically, you must meet these requirements:

- Must pass a screening interview with an RCC Instructor;
- Must meet minimum WABC membership requirements for practitioners (currently [WABC Affiliate Membership](#));
- Must hold WABC membership for at least one year; and
- Must successfully complete the RCC designation program.

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International Coach Federation

The **International Coach Federation** offers a globally recognized, independent credentialing program. ICF's credentialing program is now in its second decade of existence with more than 4,000 individuals holding one of the three ICF Credentials.

2.9 Associate Certified Coach (ACC)

The ICF Associate Certified Coach credential is for the practiced coach. It requires completion of a set amount of coach-specific training; a minimum of 100 coaching experience hours; and at least eight clients, among other requirements.

2.10 Professional Certified Coach (PCC)

The ICF Professional Certified Coach credential is for the proven coach. It requires completion of a set amount of coach-specific training, a minimum of 750 coaching experience hours, and at least 25 clients, among other requirements.

2.11 Master Certified Coach (MCC)

The ICF Master Certified Coach credential is for the expert coach. It requires completion of a set amount of coach-specific training, a minimum of 2,500 coaching experience hours and at least 35 clients, among other requirements.

There is an expectation that all ICF Credentialed coaches will continue their education and build on their level of experience. The resulting growth in competency and professionalism will be evidenced by their journey to the MCC credential.

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2.12 European Coaching Institute



The European Coaching Institute (ECI) provides six levels of accreditation for individual coaches. Each level of accreditation demonstrates the training and coaching experience one has as a coach, by showing the number of hours of coach specific training and a coaching log showing the number of hours of coaching experience that a coach has.

Their levels:

WECI: Accredited at Work Coach, 100 hrs training, 50 hrs coaching experience.

PECI: Accredited Practitioner Coach, 150 hrs training, 50 hrs coaching experience.

CECI: Accredited Corporate Coach, 300 hrs training, 750 hrs coaching experience.

SECI: Accredited Senior Coach, 300 hrs training, 750 hrs coaching experience.

MECI: Accredited Master Coach, 450 hrs training, 4000 hrs coaching experience.

FECI: Accredited Fellow Coach, 600 hrs training, 8000 hrs coaching experience.

The question arises, in my mind at least, what the real difference is between for instance a MECI and a FECI. What does it all mean? Is a FECI a better coach than a MECI? Does 150 hours more training and 4000 hours more experience mean that this is a better coach and offers a higher value for money? Should I not always go for the FECI when I have the choice? Or is a MECI more cost efficient? Does a FECI get me to my goals more quickly than a MECI? How come? Where is the proof?

No wonder our clients get confused. They are right when they ask themselves the question: “What’s in it for me?”. We have to start thinking with our potential coachees in mind! It’s all about them. It’s never about the coach! Ponder that for a while!

And there you have it, we’re a busy bunch, us coaches! The purpose of this all is that we can make it clear to the public what we are all about. Are we able to copy our successes as a coach? What can and may the public expect from a certified coach? All these programs help us educate the public and potential coachees.

So, it is good to invest your time and money to become a certified coach. It’s good for you, good for the public and good for the community of coaches around the world.

If you are serious about getting trained in coaching log on to the websites of the following coaching organizations, where you can get certifications in this area:

<http://www.wabccoaches.com/>

<http://www.icoachacademy.com>


<http://www.coachville.com>

<http://www.inst.org/coach/index.htm>

<http://www.coachfederation.org/ICF/>

http://www.achievementspecialists.co.uk/becoming/lch/Personal_coaching_lchdiploma.aspx

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3 Coach Mentoring Program

A coach mentoring program would suit you if you:

- already have satisfactory experience and training and can still offer people a lot, and do not need any accreditation just yet,
- have already been unofficially coaching friends, colleagues and other acquaintances, and now want to get paid for it
- want to first explore the coaching career before getting accredited,
- need a basic foundation to kick off your coaching business.

In order to become an experienced coach you do need to practice, practice, practice and evaluate your performance and , of course, practice, practice, practice. The real benefit from training comes from the feedback from your trainers and fellow coaches. It builds your self-esteem as a coach and it gives you the opportunity to expand your network in the global coaching community.

As a professional coach you can never stop learning and educating yourself. You are never “there”.

The moment you think you have seen it all and know it all as a coach, is the exact moment you'll stop being a coach.

Ponder that for a while!

4 What You Will Need to Start your Coaching Business

Hey! When you finally decide to go for it, please don't do what Ashley did. Ashley Hill, one fine day, left her secure job as a librarian and decided to start up a Personal coaching business of her own. The young lady was enthusiastic but her sense of planning was poor. Unfortunately in a couple of weeks she had to start hunting for a new job because her Personal coaching business shut down even before it could officially kick-off!

Well, let's not get into the details of how and why it all happened. No, I'm not trying to scare you. All we are trying to say is it is important to plan well and stay organized.

On that note, let's take a look at the factors we have to pay attention to while setting up our very own Personal Coaching business. And oh yes, it is obvious that finances are primary and no investment is possible without it.

Naming the business

Now this is totally dependent on you and the attitude you want to display. It could be a thought or idea that expresses your brand identity like "A Better You", or you could name your business after you, "James McCauley's Personal Coaching".

Company formation

The safest way to commence your business would be to form a separate Limited Liability Company (Ltd or LLC), even if yours is a part time business. This is so that your day job and personal assets are safe even if someone sues you! It's important to keep your business separate from your personal life.

Telephone

Get yourself a new phone number before you start your business. This is a great way of ensuring that your personal and official calls are separated. Get two lines. One for your home and the other for your 'office' room. If you can afford it, get a phone line with an answering machine.

Stationary

While meeting new people you need to hand over credentials or ID so they remember who you are, what you do and how they can get in touch with you. This is when you need business cards and letter-headed papers. You can also create a brochure about your services. Get them professionally designed and printed. They won't cost much and create sufficiently good impression on potential clients. A great resource for this is <http://www.vistaprint.com/>

Computer

Once you start your business, you may have to check client emails. Buy yourself a computer with Internet facility. Computers can be very useful in doing a lot of paperwork, calculations and record-keeping for business. Your investment would be worthwhile. Get a computer from a trustworthy company and pick up a printer if possible. Get a fast and reliable ISP (Internet Service Provider). You are sure to get great deals from various firms.

Website

A website goes a long way in covering areas where you cannot make your physical presence felt. Moreover, prospective clients can get all the information they want about you from your website. It will be like a shop window to your business. At a time when every business organization goes for one, it will be against your credibility to not have a website. What's all the more business-like is your email id, which would look so much more professional if it is james@Johnsoncoaching.com rather than jamesJ@hotmail.com.

Now that we are talking about building a website, here's one that can help Personal Coaches build their very own site at lowest costs. You can have a professional looking website for the investment of just £149 + vat (US\$297, \$350 AUD) (prices August 2008)

<http://www.lifecoachwebsolutions.com/>

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You can carry out secure online payments through www.worldpay.com. Check their site for the actual costs to set it up and maintain.

Autoresponders

Get your website an autoresponder that ensures that all visitors to your site are tracked and you can follow up with them as many times as you want. Do you know that it takes nearly 7 follow-ups to finally be able to sell something to your potential client and make a conversion? How do you propose to do that if you don't have their email address and contact details?

Once the list of your clientele increases, you will not be able to manually send information. Autoresponder does that for you in a matter of seconds. Check out details on autoresponder at <https://www.aweber.com/landing.htm>

Insurance

Play safe and get insurance. Take up "Home Business Insurance" that will safeguard your equipment, and looks after issues like sickness, jury service and theft.

You should also go in for "Professional Liability Insurance" since this covers you at times when someone sues you for breach of copyright or for what you have voiced, among others.

Advertising

Advertising is a crucial aspect to render publicity to your business. Try the following so you can bring attention to your business:

- Direct mailing
- Speaking
- Articles
- Magazines
- Newspapers
- (Virtual) Networking
- Facebook ads
- Google ads

Accountants

From maintaining your records to minimizing your tax outlays, accountants can be really precious! Get one as soon as you start your business. Trust us. It's worth the investment of \$300+ per year.

Well, go over what you came across in this session and plan your business accordingly.

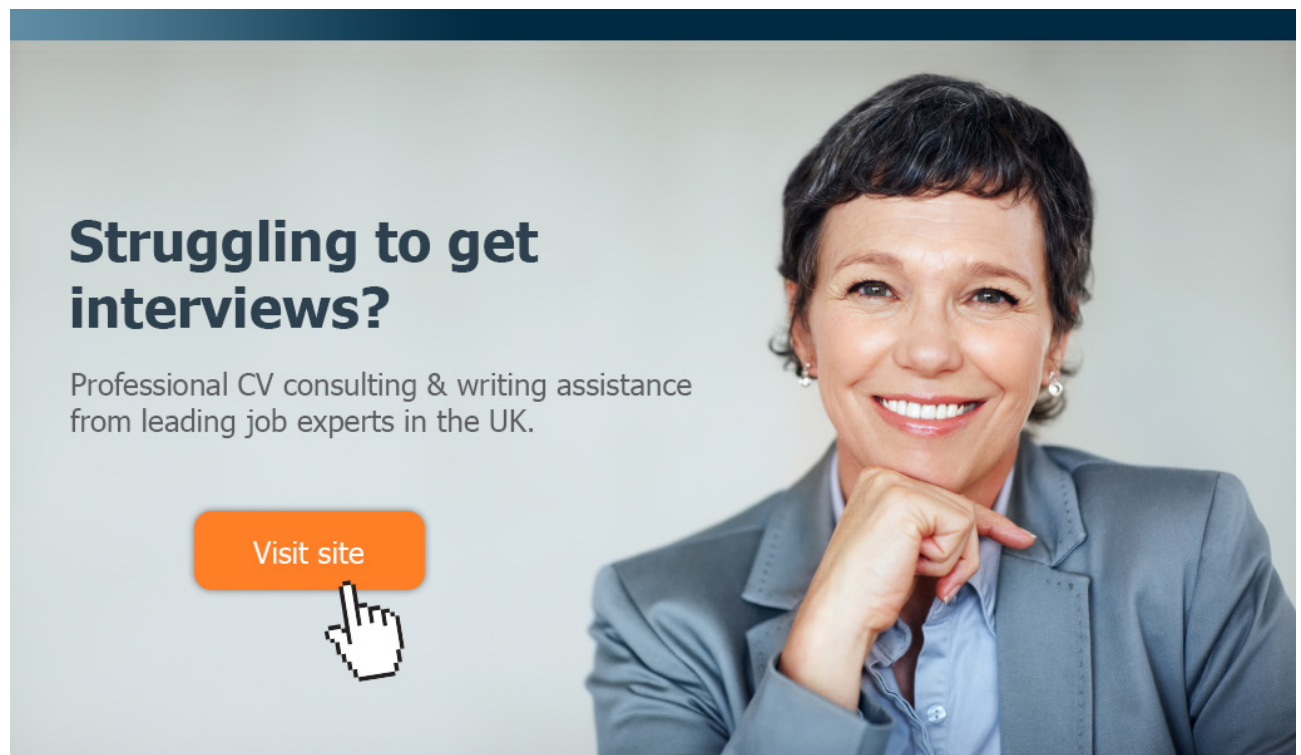
Think up names. Arrange for your business essentials. Plan your timing. Once you are done with your strategizing, see how it looks and whether it's just how you want it to be.

To help you out, here are two templates of what a business and marketing plan might look like to give you an idea on how to go about it.

5 Business & Marketing Plan

brought to you by
XYZ Coaching
Table of Contents


1. Vision Statement
2. Mission Statement
3. Biography
4. Business History
5. Business Status
6. Weak Points
7. Strong Points
8. Projections & Action Plans
9. Outline of Products & Services
10. Industry Analysis
11. Target Market Identification
12. Reaching out to the Target Market
13. Bullet Point Action Plan – for the next two years



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Template for a business plan:



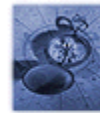
vision



mission



objectives



strategies



action plans

6 The Income Streams of a coach

Let us now look at the income generators of a coach.

You don't have to put into action all the income streams I mention. These are just to give you an idea of the versatility of this field, and let you know in what ways you can make money as a coach.

Experienced coaches will tell you that coaching makes up just 25% of their earnings. This means that 75% of their income is derived from other sources.

Keep this in mind as you set off on your coaching business. Here are some popular money-making techniques in coaching.

One-to-one personal coaching, by month – Through emails, over the phone and even face-to-face.

One-to-one executive/ business coaching – The returns for these are a lot higher than personal coaching. This one is BIG MONEY!

Group coaching, by month – This is a classroom environment with nearly 10–30 people attending.

Tele-classes – This is a group coaching class taking place over telephone. You can use a conference phone and chat with any number of people at a time. Check out <http://www.freeconference.com/> to see how it works. You will find more information on teleclasses and bridge line providers in the 'Forms and Templates' tools on www.youcoachnow.com site.

License your program/ IP (Intellectual Property) – If you are a natural at coming up with new ideas, why don't you just think up of your own products and services and sell it to people?

Mentor other coaches – Well, this is for someone who is an established coach and has a certain amount of name and fame in the coaching industry. You can make a lot of money by training and mentoring other coaches.

Deliver keynotes/ speeches – You could either get paid for this or use this opportunity to build new contacts and spread the word around about you and the Personal Coaching industry. You are sure to pick up new business from every speech or address you give.

Sell/Offer assessments – You can sell or offer assessments just like MYERS BRIGGS or SDI online.

Write/sell a book – Pretty obvious how this one works! You have to be established before you trudge along these lines.

Write/sell an ebook – This one gives you passive revenue. Choose a topic people want, write an e-book and sell it on the net.

Conduct local seminars/ workshops – Book a conference hall in a hotel or a lecture hall in your local college or school and run a seminar.

Set up a specialty training company or program – Training is a very lucrative field. Set up some specialty training programs and make money!

Start a new company – Start an unrelated company and implement all that you learned as a coach. Turn this into a money-making project.

Set up a portal/ membership site – Make money even while you are asleep!

There are few other methods you could apply:

- Create and sell audiotapes or CDs
- Start a coaching school
- Don't quit your day job
- Keep your newsletter open to other's ads
- Take up the role of a resident expert to other coaches in your area of expertise. Provide them with training. Don't forget to charge a fee for your advice and training.
- Act as a coach to those from your previous or present industry
- Get a slot to host a television or radio show
- Work for a larger coaching organization
- Take up a part-time regular job
- Become a vendor or service provider for the coaching industry
- Create an affiliate program for your products or services
- Become an affiliate and sell items from your site (including Amazon.com, software, etc.)
- Do some column-writing for a newspaper or magazine
- Write a paid newsletter or an web-zine or e-zine
- Teach a webinar type course
- Write or sell an e-course
- Create software
- Build Joint Ventures with other coaches
- Write articles

7 How to Build Your Business

Brad Seymour wanted to start an Ale-by-Mail business while he was working as a Construction Supervisor. He took one step at a time. He researched the business proposition fully. While he was still at his day job he developed his business plan, built contacts, looked for financiers, decided where he wanted to advertise and basically got his 'hows' and 'whys' ready.

He realized that he couldn't live off his new business, at least in the initial stages. So, he saved six months' living expenses and then picked up a part-time job so he could devote rest of the time to his business. He worked slowly to finally refurbish his home so he could work from home. He timed his business development thinking about the impact of routine paperwork involved. To cut a long story short, Brad Seymour was well-prepared!

And with this anecdote we would like to announce that we have finally reached the last part of this session!

Here is where you will be getting some "golden" advice on how to be a successful coach.

Well, if at this point many of you are thinking that you can make lots of money as a Personal Coach, you are more wrong than right!



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Only Personal Coaches with the largest exposure are taking home the dollars.

This clearly means that you are now entering an industry where only around 10% of the coaches in the world are making 90% of the revenue.

Now then it doesn't mean you can't make a good living out of coaching, because you certainly can. In fact you can easily make anywhere from \$500 to \$1500 per month.

Making more than this can be quite a tough job. However, to make it easier for you, here are some tips.

In the order of importance, here are the tips & tricks (if you want to call them that) to becoming a high-income Personal Coach.

- Your day job is your saving grace. Don't give it up until you can afford to do so. It is best to start off part time and build up your business while you still have a regular income.
- Get yourself a mentor coach and pay them for training you in mentoring skills and how to build up a client base or both.
- Go beyond just "coaching" by offering more. This is very important. You need numerous revenue streams of income to pay the bills, right?
- Build a website – the easiest and most accessible way to show your services and products.
- Keep a credit card and PayPal payment facility available since maximum payments will come through them.
- Develop marketing skills! You may have good coaching skills but if you can't sell your skills and get clients, there is no point in having those abilities, is there?
- Separate your business from your personal finances.
- You have to be passionate about coaching. If you are not, don't do it. Working long hours in the initial days won't suit you. You have to enjoy coaching. No? Bid goodbye!
- Creativity and innovation pays. Lead and produce new products and services.

Here is what I do when it comes to building my business

I don't go out to build relationships. I never leave home, or the office, with the objective to build a relationship. I never have a sales conversation, I never close a deal. I don't sell anything, I never make a cold call, I never convince people to become my client. I never discuss my fee, I never negotiate my fee. So what is my (and soon to be yours) secret?

I am a coach, always. It's not a job, it's a way of life, it's what I am 24/7, it's what I do, it's what I love. So, what am I doing?

As a coach I add value to people's lives.

When I meet someone for the first time and we enter a casual conversation, they soon find out that I am genuinely interested in them. I ask questions in a non-judgmental way (in other words: I show respect), I am interested in their future (I make them think) and I'm curious about the road they have chosen to get there (the action part).

And there you have it: the principles of coaching.

In general people love to talk about themselves and love it when others take the time to listen to their stories (just as I am doing now). When you start asking questions which make them think, you're adding value to their life, you're presenting them with the opportunity to increase the quality of their life. It also makes them wonder what else there is about them that they haven't noticed yet or have forgotten throughout the years. It might even bring up some challenges that they are facing. And hey, wouldn't it be great to accelerate the learning process by asking the services of a coach? And if it doesn't come to that, that's fine too. They will have been adding value to my life as well, just by sharing their story. And if they don't want to answer questions or talk about their life or think about coaching, that's fine too...maybe later...

Getting clients is not about **telling** them what you do, it's about **showing** them what you do. And as long as it is not a trick and you sincerely mean what you say (being authentic), you never have to worry about clients. Often it is not about you getting clients, it's about making it easy for your potential coachees to find you. Start with them in mind.

Homework***Finding your Niche***

Here is an exercise that will help you identifying your niche.

I am highly experienced in

I have a personal interest in

I am passionate about

I like people who are

I am interested in the following industries, professions, and niches:

I have specialized training in the following areas:

I am unique because:

Special benefits to my clients will be:

My hobbies are:

Three niches I am interested in are:

- 1.
- 2.
- 3.

Benefits I have to offer the people in these niches:

- 1.
- 2.
- 3.

I am qualified to coach the following people in these niches because:

- 1.
- 2.
- 3.

Ideas for targeting my niche market



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8 Examples of Niches:

These are examples of some of the niches that exist today. Some are very popular, while some are just developing. This is not an all inclusive list. Each coach brings their own unique qualities to coaching. There are as many niches as there are coaches.

Business Coach

Vision Coach
Turnaround Coach
Career Coach
Project Coach
Entrepreneur's Coach
Integrity Coach
Team Coach
New Business Coach
Executive Coach
Corporate Coach
Leadership Coach
Professional Networking Coach
Sales Coach
CEO/President Coach
Diversity Coach
Marketing Coach
New Business Coach
General Practitioner Coach
Direct Marketing Coach
High potentials coach
JV coach
Generation Y Coach
Realtors Coach
Competencies coach
Conflict management coach
Mentor coach
Transitional coach
Management coach
Performance coach

Personal Coach

Energy Coach
Relationship Coach
Life Planner Coach
Recovery Coach
Balance Coach
Flow Coach
Money Coach
Pleasure Coach
Wardrobe Coach
Legacy Coach
Life Mission Coach
Christian Coach
Buddhist Coach
New Thought Coach
Spiritual Coach
Parent Coach
Teenager Coach
Single Parent Coach
Gay/Lesbian Coach
Professional Organizer Coach
Fitness/Wellness Coach
Grief/Loss Coach
ADD Coach
Attraction Coach
Mental Health Coach
Web Coach
Creativity Coach
Weight Loss Coach
The secret coach

9 Selling your coaching

There are two main schools of thought regarding selling. Naturally, the proponents of one school believe passionately that theirs is the way. This says more about the proponents than the methods. You will probably find that one method suits your personality and style better than the other.

We can call these two schools the Traditional model and the Buyer-centric model.

9.1 Traditional selling model

The more traditional method is based on persuasion. Some call this the “hard sell” school. There is undeniably some manipulation happening here.

This model assumes a hierarchical, some would say adversarial, relationship between sales person and prospect. In this model, the sales person is in control, and it is the sales person’s job to persuade.

The traditional selling model is a numbers game. The concept is that if you contact enough people and persuade them correctly, you will get sales.

This school of selling is a “zero-sum game”: in other words, it is in some ways a win-or-lose model.

Assumptions:

Most people are potential buyers if they can only be persuaded

If your techniques don’t work, “they” are being uncooperative, they don’t get it, or you’ve “done it wrong”.

The seller is in control.

Doubts must be overcome.

The seller “holds the cards”.

It’s the seller’s job to convince the prospect to buy the product or service.

Difficulties:

Relies on a particular, aggressive/extrovert personality type.

Could lack integrity, as the goal is to “sell no matter what”.

The disappearing prospect: People who have been manipulated tend not to show up for their trial sessions! Could be disrespectful of the prospect: It assumes they don’t know what’s best for themselves.

Prospects sense this.

9.2 Buyer-centric model

A newer model is based on cooperation and exploration. Sharon Drew Morgan calls her version of this “Buying Facilitation”.

This model sets up a partnership between prospect and seller that is about **finding the best solution**. Simply put, if the best solution is that the person doesn’t need your services, or would benefit from another service, then that’s what happens.

It is a quality game, not a numbers game, in that you automatically eliminate those people who are not prospects in the exploration process.

“Buying Facilitation” and similar buyer-centric models are probably most appropriate for those people who are uncomfortable with the concept of selling.

Assumptions:

Not everyone is a potential buyer.

You cannot sell in the absence of a need or want.

People buy only when they cannot fulfill their own needs.

The buyer is in control of the process.

Your goal is to uncover the best solution for that person.

The purpose of questioning is not to convince or persuade, but to uncover the truth of that person’s situation.

Doubts must be acknowledged and explored. In this way, there are no “objections” to overcome.

This school of selling is a non-zero-sum game: in other words, it is a cooperative, win-win model.

Difficulties:

At first, seems counter-intuitive, even passive. Drew Morgan, however, claims that this method is highly effective, shortens the selling cycle, and respects the prospect.

Homework:

What are your negative perceptions of sales people? List them.

When you are the prospect, what sales techniques do you dislike/resist?

In what ways do you show this resistance?

What is your perspective on selling? See if you can articulate this in one sentence.

Do you resist the idea of selling? What does this resistance come from? See if you can identify the root of this. Is it fear? Lack of clarity?

Why coaches need to learn about selling:

Selling needs to be done strategically. You need to develop a method that works for you.

By a “method”, we’re implying that there are definite, identifiable steps in the selling process. By developing your own method, and actually outlining the steps involved, you will begin to lose your fear of selling.

Isn’t coaching desirable enough on its own that people will see the benefits?

At least at present, not until you make the connection for people. The benefits have to be stated explicitly.

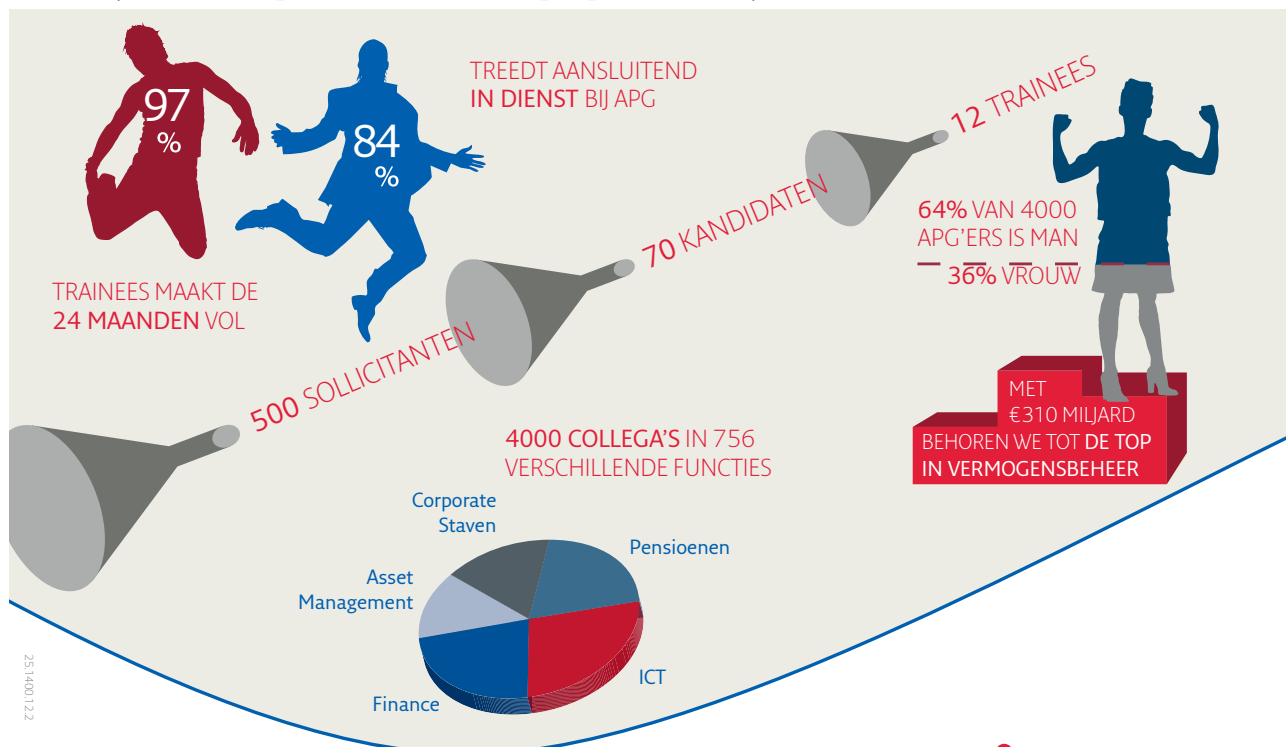
You must sell on needs/wants (i.e. “problems”) and how your coaching services/products meet those needs/wants/solve those problems.

Selling in the context of building a coaching practice

Selling is a multi-step process that begins long before you have “trial sessions” or any other direct contact with your prospects.

This is your sales cycle. You may have a three-month cycle – which means that, if you want trial sessions in May, you need to start preparing the ground in February.

Obviously, this sort of process needs to be kept up continuously.



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Homework:

What is your sales cycle? How does it begin? What steps are involved? How long is it?

Application-based selling

Application-based selling means relating your services directly to that customer's needs.

It's not merely a "features and benefits/one size fits all" approach. People need to see the benefits directly relating to THEM.

This application-based selling can be used effectively in trial sessions or whatever types of selling conversations you have.

Homework:

How would you incorporate application-based selling into your trial sessions?

To your web and brochure copy?

To articles you might write?

The first step: Define WHAT you are offering!

By "selling coaching" you are selling a solution to people's needs/wants (their "problem") and the benefits of YOUR coaching. People want those solutions and benefits, whatever the delivery method is called.

The first step in this process, then, is defining a way of targeting your marketing.

Define your target

Define their needs/wants

Adapt your marketing to address those particular needs/wants

This will get more specific as your target market defines itself.

You may have to start general, then get more specific as your coaching practice takes shape.

The steps in offering your services:**Here's an overview of what getting a customer entails:**

1. You need to be positioning yourself in your field – that's **pull** marketing rather than **push** (old-school "hard sell") marketing.
2. You need to be in front of **qualified** prospects at a time when they're ready to buy – that's the trial session or your selling conversation (see below)
3. You need to earn the prospects' **trust** (credibility, testimonials, ethical, reliable, over-deliver, etc., etc.)
4. You need to speak specifically to their **needs/wants**.
5. You need to respect and speak to their **objections** – preferably before they raise them.
6. You need to **ask for the business** – otherwise, you've just given a free tour.

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Positioning:

Means becoming known as an expert or authority in your field.

Teleclasses, articles, seminars, interviews, press releases, talks, etc. etc. all accomplish this. You become known as “the person to go to” for that field. This can be termed **mindshare**.

Qualified Prospects:

The key word is qualified.

William T Brooks, in his book, “Sales Techniques”, describes qualified prospects as follows (our comments in parentheses):

1. They have a **need** for what you sell and they are **aware** of that need.
(You can't create a need/want where none exists – everything comes down to tangible or intangible needs. However, you can possibly create awareness of a hidden need.)
2. They have the **ability to pay** for that need. If you were selling to a company, you'd also want to know that they have the **authority to pay**.
3. They have a relative sense of **urgency** about the decision. (Burning, itching, flaking!)
4. They **trust** you/your organization. (credibility)
5. They are **willing to listen** to you.



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When you're first finding clients, your focus is all on # 5: willing to listen. There's nothing wrong with that for a start, and it's good practice to be talking to people. But it is the least efficient way to find customers.

The more of the above points apply to your prospects, the more successful you are likely to be.

Focus for a trial session/selling conversation:

What you will mainly be doing in the trial session is **asking** open-ended **questions** and – **listening** to the answers.

You're asking open-ended questions to uncover what that person needs and wants. That's so you can address those needs – in other words, you're applying your solution specifically to their problem. You are going to speak to them in such a way that what you offer seems specifically tailored to them.

You will notice that this still entails a somewhat "one-size fits all" approach. You are trying to make your solution fit the problem.

In "Selling with Integrity", Sharon Drew Morgan rejects this mindset. She states, as one of her Six Principles:

**"Service is the goal; discovery is the outcome;
a sale may be the solution."**

Homework:

"When you enter into a selling interaction with the purpose of making a sale, you are predetermining an outcome. The prospect ends up defending himself. When you enter into a selling interaction with the purpose of serving, the prospect feels he is being supported in his decision and will trust the seller enough to begin a collaboration."

– Sharon Drew Morgan, "Selling with Integrity", p. 28

How does your experience of selling your coaching and trial sessions confirm or contradict the above assertion?

Dealing with price:

"All transactions come down to cost in the absence of **value**". This means that, if your potential customer is haggling with you, you have failed to create sufficient value for what you do.

The value needs to outweigh the "emotional cost" – the effort and commitment required on the customer's part.

If the customer is trying to lower your price, there are various responses. Some would say to lower the price if you need – although that seems closer to begging than selling.

One suggestion is to say:

“I understand price is a concern
Here’s why the price is where it is:
[*list the benefits*].

“Now, I can come down in price, but I’ll need to remove one of those benefits. Which one would you like to leave out?”

You could also say – “I have different programs, let me tell you how they work.”
Follow up: “Does that address your concern?”

Objections:

Every objection must be uncovered and dealt with. If objections are left uncovered, you will likely hear:

“I’ll think about it”
“It seems a bit expensive”
“I don’t get it.”
“I’ll need to ask [*the marketing manager/ the training department / etc. etc.*].”

Closing

“Is there anything that would stop us from moving ahead?”
“Where do we go from here?”

[if there is, probe, get their answers, rephrase back to them, say, “does that answer your concern?”
“Is there anything else?”)

Assuming the sale:
“Shall we go ahead and get started?”
“Let me show you how we can move ahead.”

Homework:

What do your successful sales conversations have in common?

Your unsuccessful ones?

What is your method of selling – more traditional or more facilitative?

If you are new to selling, which one appeals to you?

References and Recommended Reading:

“Sales Techniques”, by William T. Brooks. Briefcase Books, McGraw-Hill, 2004.

“Selling with Integrity”, by Sharon Drew Morgan. Berkely Books, 1997.

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11 Overcoming objections

Here's what you can do to turn the complementary session into an ongoing coaching relationship:

Client: "It all feels great but coaching is too expensive and I really can't afford it right now."

Coach: "How much would it be worth to you to achieve this goal?"

Client: "Sounds fantastic but I don't have the time for coaching."

Coach: "Since the coaching is done over the telephone it is convenient. You don't have to go anywhere, you can receive coaching in your home or your office. Is it worth spending an hour a week to create the life you want?"

Client: "I think coaching is a great idea, but I don't need it. My life is great just the way it is."

Coach: "Wonderful. Coaching is for people just like you. As your coach, I will support you in maintaining a great life and create a space for more of what you really enjoy. Coaching can also support you in creating new perspectives and open you up to new opportunities."

Client: "I think there is something wrong with people who cannot do it on their own. I don't want to be seen as a weak person."

Coach: "The most successful people in the world have some type of support system. Many of them have coaches."

Client: "What do you know about my life, why should I trust your opinion?"

Coach: "Very often, we are simply too close to our own situation to get a clear and thorough picture. A coach makes a non-judgmental observations without emotional attachment to help you objectively decide what is best for you. Whereas a friend or partner would tend to hold on to an emotional judgment of their own. As your coach, I will support you to achieve the life you really want and help you set up a structure to do so."

"It is never about time or money. People make the time for what they want and spend their money on what they value."

The real measure of your wealth
is how much you'd be worth
if you lost all your money.

— Unknown

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12 The basics of coaching

All said and done, coaching comes down to just a few essential do's and do don'ts:

- Have a genuine interest in people (you've got to like them!)
- Be non-judgmental (show respect by accepting them for who they are)
- Be focused on results (facilitate the desired change)
- Get your coachees to move forward (action oriented)

If you are able to incorporate these essentials, you're well on your way to become a terrific coach. But in order to become a successful coach you need to think about your own coaching **model** and the coaching **process** you use during the sessions with your coachee. Which means you have to develop your own method that will give you the best results or enables the most effective change with your coachees.

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13 Models and processes

A ‘model’ or visual representation is used to illustrate what is done in a particular process. The model tells you about the ‘what’ and the coaching process tells you about the ‘how’. Having a model supports the coach to articulate what they actually do. Together with a written description of the coaching process it helps the coach to explain what coaching is and how it may help potential coachees. It also proves that coaching is not about ‘having nice conversations’ but that it is based on a solid body of knowledge. A coach has to know what he/she is doing during a coaching session and how this is connected to the bigger picture. As a coach you would like to copy your success and use it time and again. You can’t achieve that when you are just ‘doing something’. Models can explain extremely complex processes in a very short amount of space. By creating a model you go through a useful conceptual process of determining exactly what is you do that helps you to focus clearly on your business.

One example of a model is the **GROW** model. GROW stands for Goal, Reality, Options, Will.

The framework provides a simple four-step structure for a coaching session:

Step 1: Goal. Coach and player agree on a specific aim, objective and topic for the discussion. This goal is not the longer-term objective that the player has. This desired outcome is to be achieved within the limits of the discussion.

Step 2: Reality. Both coach and player invite self-assessment and offer specific examples to illustrate their points and achieve the most accurate picture of the topic possible.

Step 3: Options. In the options stage the coach’s intention is to draw out a list of what all that is possible for the player to do without judgment and evaluation. Coach elicits suggestions from the player by [asking effective questions](#) and guides him/her towards making the right choices.

Step 4: Wrap-up. In this stage the coach’s intention is to gain commitment to action. Coach and player select the most appropriate options, commit to action, define the action plan, the next steps and a timeframe for their objectives and identify how to overcome obstacles.

Many coaches work to a particular model of coaching. A model is a system or set of steps that the coach can follow. Different coaching models have been developed over time by various coaches, each coming from a slightly different philosophical basis. There are vast arrays of books available that outline the benefits of each coaching model, usually written by the coach who founded the method. Below is a list of some well known coaching models and the name of the author or authors who developed each one.

- GROW Model (Landsberg, 1996)
- Single-, double-, triple-loop Model (Hargrove)
- Co-Active Model (Whitworth, Kimsey-House and Sandahl, 1998)
- Solution Focussed Therapy/Coaching (O’Hanlon)
- CAAACS Model (Auerbach)
- Eight Stage Model (Hudson)
- Stage of Change Model (Procheska & Norcross)
- Systems Perspective (Tobias, 1996)
- Systems & Psychodynamic Approach (Kilburg, 1996, 2000)
- Iterative Feedback Model (Diedrich, 1996)
- Multimodal Therapy Model (Richard, 1999)
- REBT (Anderson, 2002; Sherin & Caiger, 2004)
- Transformative-developmental model (Laske, 1999)
- Constructive-developmental theory approach (Fitzgerald & Berger, 2002)
- Action Frame Theory Approach (Cocivera & Cronshaw, 2004)
- Existential Approach (Peltier, 2001)
- Authentic Happiness Coaching (Seligman)

Most coach training schools train coaches in a specific coaching model. Graduates from these schools will often then go on to use the model that they have learned as part of their marketing brand. For example, they may refer to themselves as a Co-Active Coach or an Authentic Happiness Coach.

It’s good to think up your own coaching model and the process you use during your coaching sessions. Not only for marketing reasons but also for yourself as it will help facilitate the change that your coachees are going through.

Once you’ve completed a model check whether or not:

1. This model depict what is happening during your coaching sessions.
2. This model helps clarify what happens during the coaching session.
3. It helps to have a model that depicts what happens during the session.

Below is an article by Marshall Goldsmith, a very successful executive coach, in which he describes his coaching process. I did not put this here to tell you what’s right, it’s here to give you an example of a coaching process.

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Coaching for Behavioral Change

(Adapted from *The Art and Practice of Leadership Coaching*, edited by:
H. Morgan, P. Harkins and M. Goldsmith, Wiley, 2005)

By: Marshall Goldsmith

My mission is to help successful leaders achieve positive, long-term, measurable change in behavior. The following process is being used by coaches around the world for this same purpose. When the steps in the process are followed, leaders almost always achieve positive behavioral change – not as judged by themselves, but as judged by pre-selected, key co-workers. This process has been used with great success by both external coaches and internal coaches¹.

Our “Pay for Results” Behavioral Coaching Approach

Our coaching network (Marshall Goldsmith Partners and collaboration with Hewitt Associates) provides coaches for leaders around the world. All of the behavioral coaches that work with us use the same general approach. We first get an agreement with our coaching clients and their managers on two key variables: 1) what are the key behaviors that will make the biggest positive change in increased leadership effectiveness and 2) who are the key stakeholders that can determine (six to eighteen months later) if this change has occurred.



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Jane, Chinese architect

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We then get paid only after our coaching clients have achieved a positive change in key leadership behaviors as determined by key stakeholders.

I believe that many behavioral coaches are paid for the wrong reasons. Their income is a largely a function of “How much do my clients *like me?*” and “How much *time* did I spend in coaching?” Neither of these is a good metric for achieving a positive, long-term change in behavior.

In terms of liking the coach – I have never seen a study that showed that clients’ love of a coach was highly correlated with their change in behavior. In fact, if coaches become too concerned with being loved by their clients – they may not provide honest feedback when it is needed.

In terms of spending clients’ time – my clients’ are all executives whose decisions often impact billions of dollars. Their time is more valuable than mine. I try to spend *as little of their time as necessary* to achieve the desired results. The last thing they need is for me to waste their time!

Qualifying the Coaching Client:

Knowing When Behavioral Coaching Won’t Help

Since we use a “pay only for results” process in behavioral coaching, we have had to learn to *qualify* our coaching clients. This means that we only work with clients that we believe will benefit from our coaching process.

We refuse to work with leaders who don’t care. Have you ever tried to change the behavior of a successful adult that had no interest in changing? How much luck did you have? Probably none! We only work with executives who are willing to make a sincere effort to change and who believe that this change will help them become better leaders. Our most successful coaching clients are committed to being role models for leadership development and their company’s values.

Some large corporations “write people off”. Rather than just fire them, they engage in a pseudo behavioral coaching process that is more “seek and destroy” than “help people get better”. We only work with leaders that are seen as potentially having a great future in the corporation. We only work with people who will be given a fair chance by their management. We refuse to work with leaders who have been “written off”.

There are several different types of coaching. We only do behavioral coaching for successful executives – not strategic coaching, life planning or organizational change. I have the highest respect for the coaches that do this kind of work. That is just not what our network does. Therefore, we *only* focus on changing leadership behavior. If our clients have other needs, we refer them to other coaches.

Finally, I would never choose to work with a client that has an integrity violation. We believe that people with integrity violations should be *fired*, not coached.

When will our approach to behavioral coaching work? If the issue is behavioral, the coaching client is given a fair chance and they are motivated to improve, the process described in this article will almost always work. If these conditions do not exist, this process should not be used.

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Involving Key Stakeholders

In my work as a behavioral coach, I have gone through three distinct phases.

In phase one – I believed that my clients would become better because of *me*. I thought that the coach was the key variable in behavioral change. I was wrong. We have recently completed research with over 86,000 respondents on changing leadership behavior². We have learned that the key variable for successful change is *not* the coach, teacher or advisor. The key variables that will determine long-term progress are the people being coached and their co-workers.

In phase two – I spent most of my time focusing on my coaching clients. I slowly learned that a motivated, hard-working client was more important than a brilliant coach! I learned that their ongoing efforts meant more than my clever ideas. My results improved!

In phase three (where I am now) – I spend most of my time not with my coaching client but with the key stakeholders around my client. By doing this, my clients results have dramatically improved³.

How do I involve key stakeholders? I ask *them* to help the person that I am coaching in four critically important ways:

- 1) *Let go of the past.* When we continually bring up the past, we demoralise people who are trying to change. Whatever happened in the past happened. It cannot be changed. By focusing on a future that can get better (as opposed to a past that cannot), the key stakeholders can help my clients improve. (We call this process *feedforward*, instead of feedback⁴).
- 2) *Be helpful and supportive, not cynical, sarcastic or judgmental.* As part of our coaching process, my clients involve key co-workers and ask them for help. If my clients reach out to key stakeholders and feel punished for trying to improve, they will generally quit trying. I don't blame them! Why should any of us work hard to build relationships with people who won't give us a chance? If my clients' co-workers are helpful and supportive, my client experience increased motivation and are much more likely to improve.
- 3) *Tell the truth.* I do not want to work with a client, have them get a glowing report from key stakeholders and later hear that one of the stakeholders said, "He didn't *really* get better, we just said that". This is not fair to my client, to the company or to me.
- 4) *Pick something to improve yourself.* My clients are very open with key stakeholders about what they are going to change. As part of our process, our clients ask for ongoing suggestions. I also ask the stakeholders to pick something to improve and to ask my client for suggestions. This makes the entire process "two-way" instead of "one way". It helps the stakeholders act as "fellow travelers" who are trying to improve, not "judges" who are pointing their fingers at my client. It also greatly expands the value gained by the corporation in the entire process⁵¹.

Steps in the Behavioral Coaching Process

The following steps outline our behavioral coaching process. Every coach in our network has to agree to implement the following steps. If the coach will follow these basic steps, our clients almost always get better!

- 1) *Involve the leaders being coached in determining the desired behavior in their leadership roles.* Leaders cannot be expected to change behavior if they don't have a clear understanding of what desired behavior looks like. The people that we coach (in agreement with their managers) work with us to determine desired leadership behavior.
- 2) *Involve the leaders being coached in determining key stakeholders.* Not only do clients need to be clear on desired behaviors, they need to be clear (again in agreement with their managers) on key stakeholders. There are two major reasons why people deny the validity of feedback, wrong items or wrong raters. By having our clients and their managers agree on the desired behaviors and key stakeholders in advance, we help ensure their "buy in" to the process.
- 3) *Collect feedback.* In my coaching practice, I personally interview all key stakeholders. The people that I am coaching are all potential CEOs, and the company is making a real investment in their development. However, at lower levels in the organization (that are more price sensitive), traditional 360° feedback can work very well. In either case, feedback is critical. It is impossible to get evaluated on changed behavior if there is not agreement on what behavior to change!

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- 4) *Reach agreement on key behaviors for change.* As I have become more experienced, my approach has become simpler and more focused. I generally recommend picking only 1–2 key areas for behavioral change with each client. This helps ensure maximum attention to the most important behavior. My clients and their managers (unless my client is the CEO) agree upon the desired behavior for change. This ensures that I won't spend a year working with my clients and have their managers determine that we have worked on the wrong thing!
- 5) *Have the coaching clients respond to key stakeholders.* The person being reviewed should talk with each key stakeholder and collect additional “*feedforward*” suggestions on how to improve on the key areas targeted for improvement. In responding, the person being coached should keep the conversation positive, simple and focused. When mistakes have been made in the past, it is generally a good idea to apologize and ask for help in changing the future. I suggest that my clients *listen* to stakeholder suggestions and not *judge* the suggestions.
- 6) *Review what has been learned with clients and help them develop an action plan.* As was stated earlier, my clients have to agree to the basic steps in our process. On the other hand, outside of the basic steps, all of the other ideas that I share with my clients are *suggestions*. I just ask them to listen to my ideas in the same way they are listening to the ideas from their key stakeholders. I then ask them to come back with a plan of what *they* want to do. These plans need to come from them, not me. After reviewing their plans, I almost always encourage them to live up to their own commitments. I am much more of a facilitator than a judge. I usually just help my clients do what they know is the right thing to do.
- 7) *Develop an ongoing follow-up process.* Ongoing follow-up should be very efficient and focused. Questions like, “Based upon my behavior last month, what ideas do you have for me next month?” can keep a focus on the future. Within six months conduct a two-to-six item mini-survey with key stakeholders. They should be asked whether the person has become more or less effective in the areas targeted for improvement.
- 8) *Review results and start again.* If the person being coached has taken the process seriously, stakeholders almost invariably report improvement. Build on that success by repeating the process for the next 12 to 18 months. This type of follow-up will assure continued progress on initial goals and uncover additional areas for improvement. Stakeholders will appreciate the follow-up. No one minds filling out a focused, two-to-six-item questionnaire if they see positive results. The person being coached will benefit from ongoing, targeted steps to improve performance.

The Value of Behavioral Coaching for Executives

While behavioral coaching is only one branch in the coaching field, it is the most widely used type of coaching. Most requests for coaching involve behavioral change. While this process can be very meaningful and valuable for top executives, it can be even more useful for high-potential future leaders. These are the people who have great careers in front of them. Increasing effectiveness in leading people can have an even greater impact if it is a 20-year process, instead of a one-year program.

People often ask, “Can executives *really* change their behavior?” The answer is definitely yes. If they didn’t change, we would never get paid (and we almost always get paid). At the top of major organizations even a small positive change in behavior can have a big impact. From an organizational perspective, the fact that the executive is trying to change anything (and is being a role model for personal development) may be even more important than what the executive is trying to change. One key message that I have given every CEO that I coach is “To help others develop – start with yourself!”

References

^{Mark} For a study on the effectiveness of this process with internal coaches in GE Financial Services, see “Leveraging HR: How to Develop Leaders in ‘Real Time’, in *Human Resources in the 21st Century*, M. Effron, R. Gandossy and M. Goldsmith, eds., Wiley, 2003.

² “Leadership is a Contact Sport”, H. Morgan and M. Goldsmith in *strategy+business*, Fall 2004.

³ This process is explained in more detail in “Recruiting Supportive Coaches: A Key to Achieving Positive Behavioral Change” in *The Many Facets of Leadership*, M. Goldsmith, V. Govindarajan, B. Kaye and A. Vicere, eds., FT Prentice Hall, 2003.

⁴ “Try *Feedforward*, instead of Feedback” originally published in *Leader to Leader*, Summer 2002.

⁵ For a great description of the impact of co-workers’ focusing on their own improvement, read “Expanding the Value of Coaching: from the Leader to the Team to the Organization” in *The Art and Practice of Leadership Coaching*, H. Morgan, P. Harkins and M. Goldsmith, eds., Wiley, 2005.

14 Ethics



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As coaches, we have an opportunity to present a positive image of coaching. Our behavior doesn't reflect only on ourselves, it reflects on the whole field of coaching. If we want coaching to thrive as a field we must fiercely protect its reputation as an ethical practice. Ethical behavior is the best way to demonstrate the positive qualities of coaching.

An ethical business is a successful business. Research in the business development field has consistently found that ethical business practices reap the greatest rewards in the long term. This is because ethical behavior builds a reputation, which in turn builds customer loyalty, which fuels business growth.

Ethics builds trust not just with your clients but with the business community at large. It is a form of insurance. The more ethical your conduct, the less likely you will be subject to client complaints or lawsuits. This is particularly important in a small business like a coaching practice. While a client may overlook the unethical behavior of one person in a large enterprise, if the rest of the organization behaves ethically there is no room for this in a small coaching practice. In coaching, your personal reputation IS your business reputation.

Creating an ethical coaching practice

There are a number of simple measures that you can deploy to ensure that you operate an ethical business. These should be developed up front, before you register your business, build your website or print up your business cards.

1. Create policies and procedures that outline how you run your coaching practice. Make sure you share those policies and procedures with clients BEFORE they begin working with you. A big part of ethics is making sure that everyone is clear on what they can expect from each other and when they can expect it. Be clear on what coaching is and is not and have this reflected in your policies and procedures. If you want an example of policies and procedures you might want to take a look at the Forms and Templates repository which can be purchased at the www.youcoachnow.com website.
2. Make sure your marketing materials are an accurate reflection of what you actually do. Better to under-promise and over-deliver than the other way around. Don't get yourself caught in unethical behavior by thinking that you can deliver something that you can't.

3. Refer clients to other professionals when necessary. It is an immense privilege to be invited into someone's life to be a partner in his or her success. With this privilege, however, come responsibilities. It's important that our desire to be of service doesn't cloud our judgment about a client's needs. Know your limitations. If a client begins to show signs that they need a more therapeutic approach, refer them to a therapist. Don't blur boundaries. If you happen to be a trained therapist, outline the differences between therapy and coaching and make sure that the client actively chooses one or the other.
4. Be willing to admit you made a mistake, clean it up, and move on. Ethics are an ongoing disciplined practice, not a one off decision. If you make a mistake or inadvertently engage in unethical behavior, stop, acknowledge, apologize and then move on.
5. Have a support system in place to help you make ethical decisions. Work with your own coach to help you determine the business standards you will adhere to. A problem shared is a problem halved. A colleague, coach or friend in the same field can help you to clarify the ethical response to a particular problem.
6. Join a professional body. When you join a professional body like the Worldwide Association of Business Coaches or the International Coaching Federation, you sign on to their code of ethics.

Well, that's it folks!

Hope you not just enjoyed this e-course but also have answers to all your questions on coaching. Go ahead now and make a difference in the world.

They need you and coaching is so much fun!

To your continuing success,

And...You coach now!

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Endnotes

1. For a study on the effectiveness of this process with internal coaches in GE Financial Services, see “Leveraging HR: How to Develop Leaders in ‘Real Time’, in *Human Resources in the 21st Century*, M. Effron, R. Gandossy and M. Goldsmith, eds., Wiley, 2003.
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