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Lecture Series

The 24 lectures in this series have been developed by Express Coaching to engage students in the art and science of life coaching and to deliver training, skills, competencies and ethics necessary to pass the Final Examination leading to coach certification.

*Information that is **bolded and underlined** is text that students fill into their notes when listening to the lecture host or to the recorded versions of the lessons. When performing the lecture series, leave time for the students to fill in this information appropriately.*

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Performance Note:

When the program is delivered to students via recording you must develop your production series in the following order:

1. Principles of Coaching
2. Skills Building – Rapport
3. Skills Building – Listening
4. Skills Building – Intuition
5. Skills Building – Asking Questions
6. Skills Building – Feedback
7. Barriers to Coaching
8. Co-Creative Relationship
9. Coachable Moments
10. Process & Structure – Part ONE
11. Process & Structure – Part TWO
12. Choosing Beliefs
13. Practice Makes Perfect
14. Client Enrolment Strategy
15. Business by Design
16. Specialty Niche
17. Selling Coaching
18. Marketing 101 – Part ONE
19. Marketing 101 – Part TWO
20. Group Coaching
21. Time Management Coaching
22. Assertiveness Coaching
23. Networking and Promotion
24. Staying in Business

The specific should be delivered via recording as the students do not have the accessibility of asking questions of a live trainer. When delivering the program via live interactive teleconference calls, the classes can be given in a continuous rotation model.

When delivering numerous teleconference calls each week, either morning or evening, all teleclasses should remain on the same topic rotation. This makes for easier facilitation changes should a student require a move from a morning to an evening teleclass for example.

ASSERTIVENESS COACHING

Introduction: Welcome to today's lecture. We'll talk about what assertiveness is and what it is not. Let me begin by saying: The Penguin English Dictionary defines assertiveness as 'pushing oneself forward aggressively' and this is precisely the problem many individuals see in assertiveness. And finally, Wikipedia defines assertiveness like this: "Assertiveness is a skill taught by many personal development experts and the subject of many popular self-help books. It is linked to self-esteem and considered an important communication skill."

Assertiveness as Defined

Isn't that a great definition: Assertiveness is considered an important communication skill! That's awesome. If you ask your friends what the word assertiveness means, I bet you don't get very positive responses to the word assertiveness at all. Assertion usually is equated with aggression. In fact, assertiveness training – is really just a practical approach to "Saying No."

Of course, there are times when saying the 'n' word is a necessity. But in our experience, there is so much anxiety around the possible consequences of using it, that people don't say anything at all, but not saying anything at all – means that they have agreed to things they'd rather not, or they get landed with extra work and so on.

Behavior can be divided into 3 broad modalities.

1. **Aggressive**
2. **Assertive**
3. **Passive**

Essentially, aggression includes

- Being overly competitive.
- Being loud.
- Belittling others.
- Being offensive.
- Being judgmental or critical.
- Being impatient or irritable.
- Being violent or abusive.

Key phrases of aggression include "You'd better, or else", "Just do it" or "Shut up" - etc.

To be passive includes the following types of behavior – Let’s read these together: (class is reading these with you)

- Being anxious to please.
- Avoiding conflict.
- Avoiding decision-making.
- Self-blame, self-criticism.
- Rejection of compliments.
- Frequent apologizing.
- Low self-esteem.
- Putting self last.
- Keeping quiet.
- Feeling unconfident or weak.

Passive key words are words like: “**Sorry**”, “**Would you mind if**”, “**I’m sure you’re right**” etc. Assertive behavior, on the other hand, includes the following:

- **Listening** to others.
- Stating needs clearly.
- Expressing feelings **appropriately**.
- Coping positively with disagreements.
- Being **trustworthy**.
- Taking responsibility.

Assertive key words include “I think”, “I believe”, “I understand your viewpoint”, “I really do need ... blank.” etc.

Invariably, most of us experience a combination of all three behaviors (that is: aggressive, assertive or passive), as we each have areas of our lives in which we feel less confident, or find certain things irritating. The role of an Assertiveness Coach is to encourage the client to be assertive in as many areas of their life as possible. Life is not as black and white as having to be “top dog” or “under dog”. There is a middle path where we can respect the feelings, rights and needs of both others and ourselves. This equality is a hallmark of assertive behavior. Here are three different ways of making a complaint in a restaurant:

- **Aggressive:** “I’m not eating this! It’s got a ***** fly in it!”
- **Passive:** “Umm, excuse me, I’m really sorry to bother you, I don’t normally make a fuss, but there seems to be a fly in my soup. I’m ever so sorry to mention it, sorry.”

- **Assertive:** “Excuse me; I have a fly in my soup. Would you please replace it? Thank you.”

The aggressive customer will no doubt cause a scene, cause embarrassment and in all likelihood ruin the evening. The passive customer will probably remain red-faced and feeling guilty for most of the evening. The assertive customer will receive just what was required and will move on to enjoy the remainder of the evening.

Clarity and directness, or assertiveness, are not the same as bluntness and rudeness, which is considered aggression. However, most dictionary definitions of assertiveness do back that "in your face" style.

The key to assertiveness is: being **clear** about what is required and sticking to it without being provoked into **changing**.

Being provoked is a common throwback to assertiveness, and provoking generally takes one of three forms:

1. Argumentative provoking.
2. Manipulative provoking.
3. Irrelevant logic provoking.

An example of argumentative provoking includes such statements as, “If you don’t like the way I do it, do it yourself!”

An example of manipulative provoking includes, “You know how much I hate having to do that. It’s so unfair!”

An example of irrelevant logic includes, “If you did it yourself, you’d be sure it would be done the way you want.”

The difficulty arises as soon as the provoking is responded to. The provoking comment is the bait and it is easy to get hooked. Returning to the earlier example of “Waiter, there’s a fly in my soup”, the waiter may provoke with such comments as “I’m too busy”, or “We’re short-staffed at the moment. You’ll have to wait.”

The solution is to field an assertive response such as “I appreciate that you are busy, under pressure and short-staffed but I still want you to replace my soup.” The waiter gets the message and whether he is good-natured or sulky, the customer will get a replacement bowl of soup.

So it’s important to understand the matter of problem ownership as related to asserting needs. The problem of the fly in the soup is initially the customer’s. The customer then

asserts his right to have his soup fly-free. By clearly stating his requirement to the waiter the customer has transferred the problem to the waiter where it rightly belongs.

It is now up to the waiter to deal effectively with the problem. Aggression of course, means never accepting the problem, and passivity means taking on additional problems.

Fundamental Human Rights

Whether we are men, women or children, we all have the following rights: (The class is reading these with you.)

- To state our needs.
- To set priorities based on our needs.
- To be treated with respect.
- To be respected as an equal human being.
- To express our feelings.
- To express our values and opinions.
- To say “yes” or “no” for ourselves.
- To make mistakes.
- To change our minds.
- To say “I don’t understand.”
- To ask for what we want.
- To decline responsibility for the problems of others.
- To interact with other people without needing their approval.

It is the last one on the list that can give us the most difficulty. Instinctively we often look to other people to like and approve of us. We have an inherent need to be acceptable to others. This is human nature. With assertiveness comes less of a need to be acceptable to others and more of a sense of being comfortable in accepting ourselves.

Body Language

55% of our “summing up” of another person is based on appearance, 37% is based on mannerisms and tone of voice and only 8% is actual verbal content. We all know what an aggressive person looks like. They are full of tension and ready to fight.

We know their mannerisms and tone of voice; argumentative and hard. By this point it doesn’t really matter what they say. We are already primed to receive some kind of verbal attack.

So how does a person look and act assertively? Posture should be tall and confident, not slouched (passive) or threatening (aggressive). Approach should be direct, not sidling (passive) or “in your face” (aggressive). Eye contact should be direct, not shifty (passive)

or intimidating (aggressive). Voice tone should be relaxed and clear, not whining or mumbling (passive) or sarcastic or hostile (aggressive). Finally, gestures should be relaxed and natural, not fidgety and nervous (passive) or confrontational (aggressive).

The more assertive a person appears the more effective their communication and self-presentation will be.

Saying “No”

Many of us are brought up to feel that we should say “yes” to most situations as a “no” may cause offence. We will therefore say “yes” in many situations, even when we don’t want to, as we concern ourselves with the approval of others.

The refusal of something is often perceived by the person who wants to say “no” as being one or more of the following: You have 4-blanks below, we’ll fill them in as we go.

1. **Callous**
2. Uncaring
3. **Mean**
4. Selfish
5. **Small-minded**
6. Petty
7. **Rude**

And if we do find the courage to say “no”, we pad it with any number of excuses, such as “I’d really love to say yes, but unfortunately...” We hover and dither and feel uncomfortable, becoming anxious and red-faced.

To be assertive means that if the requirement for our needs is to say “no”, we can politely and firmly state it without worrying about causing offence.

EXTERNALISING

Whenever we have a problem within a relationship, whether it is on a personal or professional level, human nature dictates that we externalize the problem. We tend to blame the other person for the way we are feeling. There are three tendencies that we follow when it comes to externalizing.

- Overvaluing our contribution to the relationship and undervaluing the contribution of others.
- Criticizing others for being different from us, rather than appreciating and building on those differences.
- Seeing others’ sins against us but not seeing ours against them.

In the above examples note that none of the behaviors are assertive. They may be aggressive or they may be passive depending on the individual's personality.

So why do we externalize? It doesn't do any good and in fact may do serious harm to our relationships with others. There are a few reasons why:

- Being unable to see things from another person's point of **view**
- Finding it much easier to spot someone else's faults than our own.
- Not wanting to feel the **discomfort** of facing our own faults.
- Tending to be attracted to people who will reinforce our externalizing. We might moan to someone who supports our view that it is someone else's fault.

AVOIDANCE

A passive tendency, the avoidance of tough relationship issues, means not having to face them and deal with them. We know we really should sit down and have a sensible discussion about the issues that are troubling us but avoiding is so much easier. A typical scenario is when someone does or says something that causes us to experience some strong negative emotions such as:

1. **Anger**
2. **Frustration**
3. **Embarrassment**
4. **Humiliation**
5. **Disappointment**

Rather than assertively dealing with the issue we stay quietly upset for a while; hours, days, even weeks. We replay the scene over and over in our minds but remain silent and angry until at some point the intensity subsides. We then decide not to talk about it, but harbor it.

At some point something is said or done that triggers the memories of what happened and the old feelings come back. We still say nothing. Why? Usually, because most of us have a fear of conflict. We're afraid of how others may react. If at work, we may be concerned about being fired, if at home, our concern may be that our partner may leave if we have a conflict. As the incidents of externalizing or avoidance build up over a period of time, we become rather like pressure cookers as the psychological steam builds up pressure.

When we avoid assertive discussion and problem resolution the steam builds up, fuelled by the inevitable behavior that externalization and avoidance causes. By this we mean:

- Put-downs; making someone feel demeaned and valueless.
- Faultfinding by **criticizing** someone else's behavior, personality or ability.
- Blowing up and acting aggressively.
- Arguing constantly and **senselessly**.
- Lecturing and talking down to others.
- Cold shouldering; **ignoring** others.
- Complaining to others and **griping**.

Sooner or later the pressure cooker will blow and aggressive behavior will usually follow, causing much negative feeling. The assertive approach involves seeing someone else's point of view, appreciating that we all have personal opinions of value and expressing our feelings appropriately.

ACTION VERSUS REACTION

Reaction is always either **passive** or **aggressive** - we choose to **avoid** or **confront** as our reaction to something. Action is assertive. It means making the first move, initiating a situation, taking control.

Too many of us react passively, waiting for someone else to act when there is a problem. We wait for others to:

- Apologize.
- Hold a hand.
- Do something for us.
- We wait for someone to make the first move.
- Waiting for someone to come back
- Waiting for someone to forgive us.
- Waiting for someone to make the offer.

Before we go on, let's quickly cover the rules of assertion: (generally speaking – there are 10 rules). These are not in your notes, so please write them down.

1. **Respect myself** - who I am and what I do.
2. **Recognize my own needs as an individual** - that is separate from what is expected of me in particular roles, such as "wife", "husband", "partner", "daughter", "son".
3. **Make clear "I" statements** about how I feel and what I think. For example, "*I feel very uncomfortable with your decision*".

4. **Allow myself to make mistakes.** Recognizing that it is normal and acceptable to make mistakes.
5. **Change my mind**, if I choose.
6. **Ask for "thinking it over time"**. For example, when people ask you to do something, you have the right to say "*I would like to think it over and I will let you know my decision by the end of the week*".
7. **Allow myself to enjoy my successes**, that is by being pleased with what I have done and sharing it with others.
8. **Ask for what I want**, rather than hoping someone will notice what I want.
9. **Recognize that I am not responsible for the behavior of other adults.**
10. **Respect other people** and their right to be assertive and expect the same in return.

Assertiveness is taking your **life** into your own hands, doing something for yourself.

To summarize, assertive behavior needs to be learned. The client will need to learn different types of behavior to replace old habits. All habits can be unlearned in time. To be clear in their aims and objectives, clients should be encouraged to write down the following lists in order to have direction to which they can assert themselves.

- I want to achieve (blank)
- I want (blank) from my relationships.
- I want to learn (blank)
- I want to visit (blank)
- I want to make (blank)
- I want to own (blank)
- I want to work as (blank)

Some research studies suggest that being assertive also can help people cope better with many mental health problems, including depression, anorexia, bulimia, social anxiety disorder and schizophrenia.

So, in closing today – let me say: Being assertive is being able to say no in a way that is clear and understandable, while at the same time still caring about the other person's feelings. A person who is a healthy, assertive person is able to act assertively without concern that the other person will no longer like them.

Personal Growth Exercise:

- *Why is it important to be assertive?*
- *List five of our fundamental rights.*
- *Write briefly about body language.*

BARRIERS TO COACHING

Introduction: Welcome everyone. Today as we discuss the “Barriers to Coaching” we’re going to talk about:

- The physical and environmental barriers to coaching
 - We’re going to talk about fatigue
 - We’ll talk about barriers resulting from the coaches behaviour and beliefs
 - We’ll look at empathy
 - Playing “fix-it”
 - Staying present in the coaching conversation ... and a whole lot more
-

Often as important as what a good coach does is what a good coach doesn’t do. By using the word ‘barrier’ we are referring to things that get in the way of the coaching practice. Or rather, those things that can get in the way of effectively coaching your client.

Physical and environmental barriers

Is the room right? This never feels important until you find yourself in an awkward situation. But, when you coach in the corporate environment – you take control:

1. Always ask for a **private** room of a reasonable size
2. And in a good **quiet** location.

It is up to you to decide if the room is an appropriate environment for coaching. If it is not, ask for another room. You take control here.

Is your room right for coaching?

Again, we never think about this until it happens to us. Here is what you want consider:

1. Is your room quiet enough?
2. Are the chairs in the room comfortable but not too cosy? (You want to stay awake – Remember coaches don’t get paid for cozy chats!)
3. Is the room private, (e.g. away from other people’s hearing, out of view, etc.)
4. Can you sit where you can see and hear your client properly?
5. Is your client happy and comfortable in the room?

These are only guidelines and we can usually work effectively in less than ideal conditions. Your personal preference and choice will ultimately determine if the coaching environment is right or not. Of course coaching doesn’t have to happen in a room, does it? Other potentially great environments can be found outdoors. The possibilities are endless there.

Fatigue

Some barriers relate simply to the state of the coach. Fatigue, for example, can cause a lack of concentration, poor memory retention, lack of patience and inflexibility, just to name a few. So you want to be sure that you are well rested.

One solution lies in scheduling a reasonable number of sessions in one day and allowing at least 15 minutes between sessions to recuperate or to allow for running overtime. Can anyone tell me what the average number of coaching sessions most new coaches think will be ideal to handle within their day?

Well, the average seems to be 5 and it may be too many. 4 is probably more ideal – remember, its important for you to manage your time effectively - or – time will run you ragged. Look at it this way – if you are doing 4 sessions per day and you charge \$75.00 per session for example, you are doing well. No need to over book.

Barriers relating to the coach's behaviour and belief

Less obvious, but possibly more harmful to the coaching process, are behaviours that you might adopt that obstruct the collaborative coaching process. This would include: Asking too many **questions** for the client to respond to – or becoming **impatient** when the client becomes confused or unclear.

Keep in mind - as with most principles we discuss, there is no right or wrong, only results and outcomes. For example it's not wrong to ask too many questions, it's just unlikely to produce the results that the coach wants.

So, when we are coaching, we are looking to develop the following three-step process:

1. Become aware, when you're doing or thinking something that is **not** working.
2. **Acknowledge** that and give it up, let the thought go.
3. **Substitute** or re-focus with another more effective intention or behaviour.

Too much talking

When you begin a collaborative coaching conversation the client should be doing at least **70%** of the talking. Coaching simply isn't possible if your client is continually listening to you. But keep in mind, as your coaching skills get better, we expect that you will be keeping to the **80 / 20% rule**. Overall the balance of the talking rests with the client.

Less is **more**. Allow for silence. By not having to feel pressured into speaking or listening at every given moment, your client can spend time in quiet reflection on their internal thought processes. Some thoughts and feelings take time to form – so allow the client time to formulate their responses. Embrace the silence, if you will. Let's explore silence just for a moment. **(HAVE SOMEONE TIME 15 SECONDS)**

A good coach will notice when the client appears to be reflecting on **thoughts** and **ideas**. The coaching conversation is a living, breathing thing.

We won't go through this exercise now, but please read it and do the exercise. These are always fun to do.

An exercise Just be quiet

Emotional states

Generally you want to be in a resourceful state of mind to do your job effectively and coach to your greatest potential or ability as well as being watchful of physical conditions such as general **fatigue** or even **illness**. You should be careful to be in a good emotional state for coaching as well. Emotional states that are conducive to coaching include:

1. feeling **relaxed**
2. being **aware**
3. being **focused**
4. being **objective**
5. being slightly **detached**. (in other words, your client is free to make their own decisions without you feeling anxious or the need to intervene.)

Sympathy as an emotional state

As a coach it's important that we understand the nature of both empathy and sympathy as they can create different results.

Empathy means: the ability to **identify** mentally with another person and his or her situation. In other words if you feel sad I can relate to that and if you are angry I can appreciate how you feel. Empathy does not mean that I feel what you feel, only that I can relate to how you feel.

Sympathy means: to **share** in an emotion or feeling with another person so that two people experience similar emotional states at the same time. For example if you feel sad, I am sad and if you feel angry so do I. A coach who continually sympathizes throughout the coaching conversation is likely to become **emotionally drained**.

When empathy seems cold

There are times when empathy is not appropriate in relating to the client's emotion. Let's explore this. Empathy is fine in response to typical emotions of mild frustration, annoyance, disappointment, etc. The risk of merely empathizing with the client is that sometimes this can appear a little cold and unsupportive.

For example a client has experienced a significant loss of some sort and is visibly upset by discussing it. For the coach to say 'I can appreciate how that must feel' might be inadequate.

Maybe the client simply needs to know that their sadness is normal and that you genuinely care in that moment. In this instance sympathy often feels more supportive and demonstrates a willingness to take on the experience of the client's sadness.

This delicate balance rests on a combination of factors. You have to consider what the client might want and what seems effective for the coaching at that point.

Seeking to control or dominate the conversation

Collaborative coaching is based on encouraging the client to explore their own thoughts and experiences in a way that promotes insight and learning.

The coach needs to maintain a balance between keeping the conversation focused and supporting its natural flow. So what might cause the coach to try to control the conversation? Here are some possibilities:

- The coach thinks they've spotted a solution to a problem and wants to **lead**.
- The coach is **frustrated** at the amount of time it is taking to discuss a subject.
- The coach thinks the client expects them to take **control**.
- The client seems **unwilling** to talk about an area that the coach wants them to discuss.
- The coach knows a lot about the subject being discussed and wants to display this **knowledge**.

Awareness is always the key to choice. Effort and energy need to go into listening and facilitating thoughts rather than constructing the conversation. Be open natural flow.

Needing to be right

Some of us are better at finding out we're wrong than others. In coaching, it is recommended that any coach **give up** an attachment to being right. It simply gets in the way of the conversation.

An attachment to being right is closely linked to our need to look **good** in conversation. In order to let go of an attachment to being right we also have to give up an attachment to **looking good in the eyes of others**. So you don't need to be right – you don't need to have all the answers. Relax and let the coaching process take it's course of action.

Playing ‘fix-it’

Now, on the other hand, when a coach plays ‘fix-it’ they assume that the client has a **problem**. The difficulty here is that once you begin this process, you will always tend to focus on searching for problems in what’s being said and then try to solve it. The drawbacks of this include:

- The coach develops an inappropriate filter to listen only for **problems**.
- The coach tries to come up with solutions without the **input** of the client.
- The client can end up feeling flawed or inadequate, something of a ‘**problem**’ case.

As a coach, you are NEVER in the position to fix anything. The need to fix another is **NOT** the function of a coach. Remember, we live by this motto: We assume that every client comes to us complete and whole – able to generate their own perfect solutions.

Assuming your experience is relevant

When you get to the place that you have done a lot of coaching, sometimes what one client is saying sounds just like something another client has discussed in the past. This might cause you to assume that the same **solution** or way forward would be of benefit this time also.

We’ll keep this short and sweet. Whatever brilliant insight, question or idea you may have had in a previous session, may be **irrelevant** or **inappropriate** in this session, with this client.

PLEASE WRITE THIS DOWN ... **Everyone’s experience is different.**

Looking for the ‘perfect solution’

Sometimes in coaching there is the experience of a magical ‘Aah-ha!’ moment between the coach and the client. You know, that fabulous idea or insight presents itself and problems dissolve, blockages are cleared, the clouds part and the sun comes out! For a coach this feels great. But beware ... the buzz can be addictive.

The really is this ... BIG moments are quite **rare** and usually occur when a coach least expects them. Trying to produce these moments will rarely work. Insights and learning emerge as much between coaching sessions as they do within them.

So what I want you to know is this - ultimately the client determines the value and effectiveness of coaching. Some clients don’t need amazing insights or breakthroughs to bring about BIG changes. They simply need support with their learning and development process. Here’s a word of advice that comes directly from my heart as a coach – to yours – as a coach – don’t expect more for the client than they expect for themselves.

Trying to look good in the coaching conversation

As humans we have the “need – or want” to look good in the eyes of others. In coaching this can get in the way of an effective conversation. It gets in the way because it diverts your attention from staying fully present in the conversation. When the coach is not fully present the following can be true.

By ‘looking good,’ we refer to an almost **subconscious** tendency to devoting a lot of effort or energy to looking good in conversation and it really detracts from the quality of the coaching.

Within coaching, there are some pressures put on the coach to ‘look good’ and I want to acknowledge these. Lets read them together You’ll feel pressure to:

- Have all the answers.
- Say clever or smart things.
- Have a real impact.
- Be professional and businesslike.
- Be very experienced and knowledgeable.
- Know just what to say within the conversation.
- I love this oneThe client believes because you are a coach, you have a happy fulfilling life, free of problems or conflict.

Wanting to look good is not necessarily a bad thing. It is a way we have learned to cope with some of the risks and pressures of life. Actually the alternative to using behaviours intended to make us look good is simply to be our natural selves. Remember, your client is drawn to you for a reason.

Staying present in the conversation

Any time we increase our awareness of ourselves, our appearance, how we are sounding, etc., we decrease our awareness of the other person. We become **‘not present’** to the person and to what is happening in the coaching conversation. Staying present to what is happening requires commitment and concentration. Our reward to staying present in the coaching conversation is a better understanding of a sense of relatedness.

We won’t take the time to read though this next exercise “Are you present?” now, but please, do the exercise and talk about your findings on the message board with one-another. Again, these are meant to be informative and fun. Please move down to the topic – **Strategizing in the Conversation.**

Are you present?

Strategizing in the conversation

This next barrier to effective coaching is a subtle form of control known as strategizing. Strategizing is what happens when the coach starts saying or doing things in order to create a certain outcome. Please note that in this context, the word “strategizing” means to lead the client to a certain outcome or way of thinking – rather than strategizing or making a plan to get to a certain goal or achievement. Is this clear to everyone?

The opposite of strategizing is being authentic. Being authentic means you always speak your truth. If you are busy strategizing, thinking ahead, you are not fully present with the client.

The way to avoid strategizing begins with catching ourselves doing it. We need to develop an internal alarm bell for this behaviour. Wherever we have an agenda for a conversation or think we know how it’s going to go we tend to strategize.

In any encounter when you feel yourself strategizing GIVE IT UP! Simply let it go. Acknowledge that you have caught yourself strategizing and trying to lead or take control and give it up – then simply carry on. With practice, eventually, you’ll stop doing this in your coaching conversations. Keep in mind it takes practice, but you will train yourself not to strategize by maintaining control over it.

Focusing on what to do

There is an obvious risk in focusing on what not to do during a coaching conversation. For example if I tell you not to think about a blue rabbit wearing sunglasses what do you think about? (Surely not a blue rabbit wearing sunglasses!)

So a coach needs to not think about what they are not supposed to be doing ... confused? That’s exactly the point.

If your head is full of thoughts like ‘Now, don’t control the conversation, don’t treat them like they’re a problem, don’t take on their feelings too much,’ ... obviously that’s not going to work because your head is then full of your own internal conversation rather than listening to the client. And, by focusing on what not to do ... we may end up doing it. Within coaching the three-step process of awareness, acknowledgement and substitution can help to refocus thought.

Summary

Here follows the three steps once again:

1. Become aware that we are doing or thinking something that is not working.
2. Acknowledge that, give it up, and let the thought go.
3. Substitute or refocus with another more effective intention or behaviour.

The key to avoiding these barriers to effective coaching is an ability to develop an intuitive sense of when we are doing them. As said earlier, it all begins with awareness.

First create a focus for just one of them, for example: playing fix-it, in your next conversation with someone who appears to have a problem. Make it your game to catch yourself doing it then decide to give up doing it.

Over time you won't have to wonder if you are playing fix-it. Your subconscious will let you know. Intuitively you may get a feeling or thought that you are not comfortable with the conversation. If that should happen ... simply acknowledge the realization, give up doing whatever you are doing and move on letting the thought go!

***View the following Supplementary Forms:**

- B101 – Benefits of Working with a Coach
- B102 – Are You Ready to Get the Most Out of Coaching?
- B103 – Who, What, Where, When & Why
- SC101 – Self Care

BUSINESS BY DESIGN

Introduction: Welcome to the call everyone. Today we're going to be talking about "structure" or the things we need to do to pull off your coaching practice in a professional manner. Some of the things we'll discuss today are:

- General Office Structure
 - Telephone Options
 - Setting your fees
 - Accounting and client management systems
-

Have you ever noticed that some business owners continually complain about how bad their industry is? Or how bad their customers are? Yet in the same industry and in the same city there is a 'switched on' business owner that is absolutely blossoming.

Switched on business owners work within the same conditions yet they just seem to be able to make it work. Why are they able to make it work? And how can you do the same?

We find that the best business owners focus on their business. And they focus on the things that they can control. They adapt their business as necessary so that they can continue to survive and prosper. Mediocre business owners tolerate poor performance. They will whine and complain about it, yet they won't do what it takes to improve or eliminate potential problems.

So, the top business owners don't tolerate poor performance. And everyone that works with them knows it. That's how you run a business. By setting the rules that everyone agrees to, and having known consequences for poor performance, everyone knows where they stand. So take control in your business. Set your rules. Clearly define expectations and outline consequences for poor performance. It's your business, so take control of it.

Your business may be the ultimate vehicle for creating your life, so don't let other people create it for you. Create it yourself and value what you do. Value who you are, what your business does and what it has to offer. For example, if you don't want to work weekends, you don't have to. It's up to you. Don't make decisions based on what you believe is the status quo. Making arbitrary decisions that will ultimately hamper your overall desire to sustain your business will not serve you well.

As an individual entrepreneur of a private coaching business you must take control of every aspect of your practice. You must ...

- Become the primary decision-maker.
- Decide if you will work at home or from an office.
- Control and handle your expenses.
- Learn to become a 'computer geek.'
- Set up viable practice hours.

- Become the creative designer of the look of your business.
- Be the paper-pusher.
- Be the banker.
- Be the promoter.
- Be the consummate professional.

Has anyone heard the term: “Chief, cook and bottle-washer?” This pretty much describes the roles that you will take on as you undertake your coaching business. You will be the individual out front in the business attire and the person in the back office in the apron.

Office structure

Developing your office structure is an element of your business that is integral to your day-to-day activities. A home office is the number one choice of coaching professionals the world over. The costs are low and the rewards are many. A well-defined space for your private working area should include: (these ideas are written for you – let’s read them together)

- A desk with usable space.
- A small filing cabinet or filing drawer.
- A quality phone with headset capabilities (so your hands are free to write or type while you are speaking on the phone).
- A good computer with basic programs installed.
- A quality printer.

There are some added software that may make your job a lot easier when communicating with clients and that would be:

- Ensuring that you use Microsoft Word as your document creation tool. It is still the most used word processing software world wide – other wise, folks may not be able to open your documents.
- Purchase of a PDF creation software – to send PDF documents to your clients. One great free program is PDF 995. This program does display “sponsor pages,” however, the program is easy to learn and use. You can choose to upgrade and purchase PDF 995 for only \$9.95 or a total package of upgrades for \$19.95. You’ll find this great program at www.pdf995.com, so check it out.

Your Office / Your Space / Your Structure

Having a home office brings with it some distinctive challenges. Can you think of some? Anyone?

It is important that you define your space and make it yours. That’s easy if you live alone – right? But if you don’t live alone, be sure that others within your home know that this is your workspace and it must be respected. Also, when you work at home your family and

friends may tend to take advantage of your time. Right from the start you should do the following.

- Establish your **boundaries**.
- Establish clear working **hours**.
- Establish times that the family may not **interrupt** you (unless it is an emergency).
- Do not receive personal **phone calls** during working hours.
- Tell people who **interrupt** you that you will get back to them.

Consult the service professionals

When starting your business always consult with an accountant. There can be many tax advantages to working from home. Advice from an accountant can make or break your business. If you can find one that does work with professional coaches, all the better! Find a good advisor who can provide you with all of the options that you will be able to take advantage of.

Consult telephone professionals. You may decide to open a second phone line for your business use. This would mean a little extra cost but it will make sure that messages get to you and that the phone never presents a busy signal when someone calls, due to family members using your business phone.

You may want to initiate an 800 or other alternative of a toll free number. These can be purchased whereby you pay only for the minutes used. You may want to set this up for incoming calls only, or for incoming and outgoing calls so that you can do telephone sessions with your clients at a lower cost.

You can also look into the various options presented through computer online broadband telephone services. These are extremely reasonable in price. 'Skype,' for instance, is a service that permits you to place phone calls directly from your computer with amazing clarity. Calls placed from computer to computer are free of charge. When placing calls from computer to landline the average cost is approximately 3 to 7 cents per minute.

A well-rounded professional look

As we have mentioned many times, and will again, you may decide that you should have a website. Not a bad idea! We believe that you should. A website will provide you with a 24-hour referral service. Is there any business that doesn't have a Website today? Don't we expect that every viable business will have a Website?

Our advice is to work with an established company to put together a professional Website that will clearly state the dimensions of your work, your expectations of the client, your fees and your contact information.

The biggest mistake that new coaches make with their first website is **looking for the cheapest web hosting deal that is available.**

Those really cheap Web hosting plans look attractive until you find out three things:

1. Sometimes you get a very limited number of Web pages in your account. Plans only give you 5 or 6 pages. You should know that you will require at least 8 or so pages minimum. Think about it: Homepage, About You, About Your Services, Your Sales & Product Page, Your Order Page, Your Contact Page and so on. But think this through – you also require a Thank You page for when you complete the customer's order. And what about the Thank You page that tells someone that their email has been successfully sent to you. I've given you 8 pages right there and didn't include specials or give-aways. So look at your site realistically and think ahead – because a Website is a living breathing thing and continues to grow and evolve over time.
2. Most cheap plans don't give you access to what is called a SQL Database. Why is this important? SQL database is necessary to run a blog from of your site. If you don't have access to SQL database – you won't be able to have a blog – and every coach (this includes you), MUST have a blog.
3. Also, think about this – if you build your site using a 'site builder' (you find these all over the Internet – those no experience necessary to build your site), you will find that in most cases you can't run SQL scripts. What's more, if you no longer want to be hosted with your current hosting plan and you've built your site with a "site-builder," you won't be able to move your site because it will only run on their servers. Your site is stuck where you post it because it's part of a site builder program and you don't own the site, the hosting company does.

You can look into programs to build your own site like Microsoft FrontPage or Net Fusion. Now, Microsoft no longer supports FrontPage, but it still works very well and most Website hosting companies offer FrontPage extensions at no extra cost: meaning that you can uploads sites using FrontPage. You can find out more about Net Fusion by visiting www.netobjects.com.

Your site is your single-most important investment that you will make next to your business card and sample information – think before you purchase and get some sound advice.

Setting your fees

A challenge for any new business entrepreneur is setting fees. We grapple with what we want to charge versus what we think we can get. One simple way to begin the process is to phone various coaches or visit their websites and explore their rates.

Get to know what the highest and lowest fees are. You will find that different coaching specialties will have different pricing structures. This is because different markets can achieve different fees. For example, a coach who works with high-powered executives

can request a higher fee than a coach who works primarily with stay-at-home moms or small business owners.

The usual range for coaching fees can be as low as **\$149.00** per month or as high as **\$1,200.00** or more for 4 one-hour coaching sessions per month. The range is vast. It is important that whatever rate you choose, you are happy and comfortable with it and it matches your integrity. In other words, can you live with your price and not back-peddle when you're asked for your fees?

You might want to take into account the following.

- A range of markets.
- Level of experience.
- Your specialty.
- Your target market.
- The region of the country you live in.
- Your background coming into Coaching.

Structuring your fees

You must remain in total integrity with your fee structure. This way you will never feel uncomfortable or awkward about discussing your fees. Always remain positive about your fees. If you find this to be one area that slows you the most, offer a sliding scale to individuals who may require it. In that way, you will be able to work with most everyone that you would like to.

When you discuss your fees with a potential client and you feel completely confident, then you have found the right fee to charge at this time. A fee structure is never set in stone. As you further master your talents and skills you can adjust your fees to equal your abilities. Watch your client-base and you will know when to raise your fees.

Your accounting practices

Being financially organized is very important. Keeping good clear records is the sign of a good and successful businessperson. You may keep manual records or choose to use computer software to help you. Either is a viable option.

Keep your accounting simple. You may want to hire a bookkeeper to lend you a hand in the beginning to assist in setting up your paper trail. Here are some simple steps to help you begin your accounting system that can be further refined as your Coaching business grows.

- Open a business checking account at your local bank.
- Organize where and how your expenses will be tracked.

- If your office is in your home remember that a certain percentage of your expenses can be written off of your taxes each year, so keep careful track of the bills.
- Keep every receipt. And I mean every receipt.
- Every month, total your Coaching income. Other wise, how will you know if your coaching practice is delivering more financial rewards?

Accounting management software for the small business is cost effective and well worth having. Most software packages are inexpensive and fairly intuitive to use.

Taking payment

Certainly, we all understand that it is wonderful to be able to accept cheques from clients and put them into the business account with little cost involved on the part of the coach. However, it is important to remember that not everyone who wants to hire your services right now has the financial resources to do so just when they want to.

Taking the step to receive payment by credit card will make a vast difference to your income. Once set up, clients with a credit card can purchase your services – RIGHT NOW!

Yes, you will pay a percentage to the credit card company for processing the payments, but the rewards are far greater than those few dollars that you will be charged for your ‘Merchant Service.’ Credit card processing will give you a significant edge in the market and further establishes you as a professional rather than a fly-by-night operation.

In the US there is a vast array of merchant credit card processing services available to you that you can have set up in a few short days. If you reside in Canada however, it’s another story. In Canada you need to provide years of banking information, credit information and extensive information on your business to open merchant credit card service.

If you want to process all of your payments via the Internet on your own website, this will be a little easier to set up. You can begin by working with PayPal (www.paypal.com), it is quick and easy to set up within a couple of days and you can even purchase the use of their “Virtual Terminal” whereby you can enter your client’s credit card information and the charges directly from your computer at home and the money goes instantly into your PayPal account.

You should also explore 2Checkout (www.2checkout.com). Again, they are quick and easy to set up and you’ll be up and running in just a few days.

Client management system

If you do not already have a database or a client management system, consider starting a paper file system and research the options that are on the market.

We know many coaches who use the “Coaches Console.” This is a Web-based client management system that you log into over the Internet. You can purchase the “Coaches Console” service for a one-time License fee of \$99.00 or \$39.00 per month, ongoing. There are lots of features and customization that can be created by you. You can even use your own logo or colors to match your website. You can even allow your clients to book appointments with you online by logging into your system.

How ever you want to begin your client management system is fine. There are no absolute rules, but ensure that you are organized. You can always choose to upgrade your system as your business becomes more established and maintains a positive cash flow.

Time is money

Time is money so always try to keep your business information at hand and easy to locate. There are easy flexible paper day-timer systems that are easy to use. If you prefer, to use your computer, check out “The Journal” at: <http://www.davidrm.com>. You can create as many journals on your computer as you need. You can create as many journals as you like, so how about creating one for your personal use and devote another to keep your clients information. It’s cost effective at only \$49.95 US.

When planning for your business, always begin with setting firm hours of operation and keep them. These are the times that you will be available for work within your business and should not be easily changed or altered without careful thought. If you don’t recognize the priority of running your business and being available to further establish yourself in coaching, neither will anyone else.

Set your time and keep to it. As you transition into full-time coaching you can alter your work schedule to reflect the new hours of operation and your availability.

Time management

By establishing a few principles or guidelines for your time, you are able to prioritize them to fit your personal lifestyle and family life. Your time management plans allow you the flexibility to adapt your duties, responsibilities and obligations around your personal choice and needs.

Listed below are some general time management principles to help guide you.

- You can mix business with pleasure as long as the game rules are agreed upon in the beginning. Your family, spouse, children, should fully respect your business hours and in fact, become your strongest allies.
- Set reachable goals and deadlines, and track your progress. Set daily, weekly, monthly and annual deadline check lists, to-do lists, electronic memos, calendars,

events, etc. Keep an accountability chart that works best for you and stick to it

- Set Family Rituals: Daily routines, weekly date nights, monthly family trips, annual vacations, etc your family comes first.
- Set religious/spiritual time. Have daily, weekly, monthly appointments, devotions, prayers, etc. Practice freely and openly and let faith, peace and joy guide you.
- Set Personal Time. Vacation and down time is critical to your success. During your personal time, check emails and voice messages only during downtimes but don't make it a priority. Make the priority to stay away from the office and take of you.
- Being flexible gives you the ability to prioritise your work obligations in your life, with faith and family taking precedence.

Challenge yourself to grow and prosper in the luxury of adjusting your time, rather than systemizing it.

***View the following Supplementary Forms:**

- B101 – Benefits of Working with a Coach
- B102 – Are You Ready to Get the Most Out of Coaching?
- B103 – Who, What, Where, When & Why
- B104 – Coaching 90 Day Goals and Objectives
- F104 – Setting Your Fees

- In the Student area under “Week FOUR” see: Three Steps to a Profitable Coaching Business.

It is important that you begin to know and USE all of your forms correctly:

- Sample – Thank You Letter
- Sample – Time and Billing Log
- Sample – First Coaching Session Agenda
- Sample – Coaching Assessment Form
- Sample – Coaching Agreement Form
- Sample – 90 Days Goals and Objectives
- Sample – Progress Report
- Sample – Promise Log

*There will be additional resources at the bottom of your lecture transcript so please look for those.

CHOOSING BELIEFS –

Introduction: Welcome to today's call on choosing beliefs. Some of the things that we are going to cover today are:

- Understanding how beliefs hold us where we are
 - Where do beliefs come from?
 - What are beliefs?
 - What beliefs give you?
 - We're going to look at changing beliefs
 - Managing fear
 - We're even going to look at minimizing fear of foes ...
-

Your client may have already formulated a plan of action in working with a coach, but has never really gotten around to carrying it through. As a result of time passing and no action being taken, maybe frustration and procrastination sets in and the client starts to think of reasons not to begin and is maybe becoming more discouraged along the way.

So, just what is going on for the client? Is the client weak or lazy? The good news is that the reason the client is blocked may have nothing to do with weakness, laziness, or any other 'label' we might choose to put on the individual. They may well be blocked because deep down, they don't believe they are capable of executing their plan for their life. Or even worse, that they don't really deserve happiness in their life. It all comes down to beliefs.

Understanding how your beliefs shape you

History is full of men and women who defied the odds and overcame seemingly immovable obstacles to reach their goals. These people all had one thing in common; an unshakable belief that they were exactly the right person at exactly the right moment in time to achieve whatever they set out to do, whether scaling an impossible mountain or winning a marathon.

In life coaching a belief is simply a feeling of **conviction** about something, specifically about one self, and strong positive beliefs are the foundation for action. Holding negative **beliefs** or ones that no longer serve you well, has the opposite effect and keeps you stuck. Your inner critic specialises in these destructive beliefs and can produce them at the drop of a hat.

Beliefs are tricky things. For the most part they tend to appear logical and watertight, that is their nature, but whole communities have built their worldview on beliefs that were later proved wrong. For example the world isn't flat but people used to believe that it was, and wasted a lot of energy in formulating strategies to avoid falling off the edge.

Where do beliefs come from?

Some of the beliefs we hold go right back to childhood. There were the assumptions of Santa Clause and the Tooth Fairy! These are harmless. But, some beliefs we picked up in childhood are harmful. What about school reports, leaving us with the conviction that we were lazy and easily distracted? This belief can remain and become a part of our identity long after we've become hard-working and focused adults. (Can anyone think of a childhood belief that might stay long into adulthood?)

Beliefs learned or 'given to us' in childhood can be extremely powerful, and if they are negative beliefs, they can really hold us back from seeing and fulfilling our true potential.

Sometimes our firmest beliefs can be overturned in an instant. As an example: you're probably read true stories where someone discovers that their partner of many years has been leading a double life for decades. Having a 'core belief' overturned like this, cuts to the quick of our belief system and makes us begin to question many things we've always held to be true.

Sometimes concepts that we pick up may be incomplete or misleading. Most of us at some time have formed an opinion about someone just from what a friend told us, and later found out that there was a lot more to the situation than the small bit of information we had learned.

Realising that our assumptions can be wrong doesn't mean that we need to walk around in some kind of conspiracy theory state, challenging everything that comes our way. But we can see how our strongly held beliefs propel us into acting with conviction, for good or ill. Choosing different beliefs that may challenge you, but drive you forward doesn't make you naïve or just thinking positive, it is simply good sense.

The beliefs that hold someone back are no **truer** than the beliefs that spur someone into positive action, so why not choose to focus on the beliefs that get you the great results you want?

What are your beliefs?

Many of our convictions are so much a part of us that we rarely have a good objective look at them. A quick glance isn't always enough, because at face value all of our acceptances may look perfectly reasonable. Building a strong positive belief system starts with dusting off each one of those beliefs and taking the time to truly examine them. Only then can you decide which beliefs are still necessary for you to hold on to and which ones are out-dated and no longer valid with your current way of thinking.

We won't take the time to read the next exercise now, but please read it after the call, or tomorrow and do the exercise. You can put your results up on your Message Board and discuss results there.) Let's move down to **"What Do Your Beliefs Give You?"**

An exercise Finding beliefs

What do your beliefs give you?

All the beliefs you hold are likely to feel very real to you. Even negative or destructive beliefs exist for a reason. At some point you have gathered evidence that supports everything you believe. If you are convinced that you are hopeless at sports, that is probably because you have some compelling examples of it, such as missing an easy goal or coming in last in a race. If you have had more negative examples than positive instances where you performed well, you have probably grown accustomed to looking only for the evidence that supports your negative belief about your sporting ability. In reality, you are almost certainly able to become quite capable at sports if you want to do so enough, and are willing to put in the practice and effort required.

Our most limiting beliefs about ourselves may get in the way of any action we need to take to change something. Many of us are surprisingly attached to our misconceptions and are reluctant to let them go. That is because our beliefs serve us in some way. If we believe that we're not bright enough to get a promotion, then we give ourselves permission not to try. If we believe that all the men or women we date are selfish and untrustworthy, we will tend to build comfortable protective armour so that we don't get hurt.

Your limiting conclusions have a function, but a very limited one. Your empowering acceptances on the other hand, serve you far better by helping you to expand the range of what is possible in your world.

We won't take the time just now to go through the following exercise – **Beliefs and Payoffs**, but please take the time to read and do the exercise either later today or tomorrow. Please move down to blow to exercise to: “**Changing Your Beliefs.**”

An exercise Beliefs and Payoffs

Changing your beliefs

Sometimes, simply by recognizing a limiting belief, you take away its power. It is then able to be seen for the false friend that it really is. Whatever you believe about yourself, you can always find plenty of evidence to support that if you look closely enough. Nevertheless, behaviour does tend to define the results that you get, and those results determine how good you feel about your life. Changing our assumptions will allow us to act differently more often. The more we choose positive behaviours, the greater the results achieved, and the better we feel about ourselves.

Reshaping a limiting belief

Can you simply decide in an instant that you no longer hold a limiting belief, even if it feels that you're playing mind games with yourself? Yes, absolutely.

You can replace a limiting belief through regularly repeating affirmations and mantras; powerful and positive, present-centred statements that help to change your thinking patterns. For example, 'I radiate energy and vitality' is a great affirmation to use if you are working to cut out unhealthy foods that make you feel sluggish. Let's come to this understanding ... your brain believes what you tell it. So a great starting point is to experiment with simply switching the language that you use. Over time the new belief becomes embedded and you begin to gather more evidence to support that belief, and it soon replaces the accumulated evidence that supported the old limiting belief.

So instead of always seeing the evidence that you are lazy you will begin to notice and focus on the contrary evidence, like when you take a walk, clean out a cupboard, or knuckle down to a work task.

You need time and practice to embed a new habit. New research suggests that you need to do something 15 times before it becomes a part of you. Other research suggests that you must repeat something up to 30 days consecutively to develop a new habit. Either way, practice is the key to developing a new belief system. The best approach is to keep practicing the new habit until you catch yourself doing it three times in a row without having to make yourself do it.

Getting under your most stubborn limiting beliefs

What happens if a client has particular difficulty in changing a limiting belief using the methods we just talked about? It is likely that the client will have to investigate a little deeper to get to the root of the fear that is holding them back. It becomes relevant for the client to begin asking some questions of their "inner coach." Getting to the bottom of the fear usually brings about a true sense of relief and, at times, an immediate clarity about how to best release the limiting belief.

Understand that it is not necessarily important why the client has the fear that is preventing the release of the limiting belief, simply knowing the truth that the fear is there may be enough to make the 'shift.' It's important to remind the client that we are not our past. Our primary concern is to be at peace with the experiences of the past, to be focused on the present, the here and now that creates the future.

Sometimes we have to make peace with the past before focusing on the present. If your client has beliefs associated with a strong childhood trauma that causes distress, then some counselling or therapy by a professional may be necessary to first understand how the limiting belief was formed.

Managing fears

All limiting beliefs stem from some kind of fear. Strange as it sounds fear is often a good thing. The physical symptoms you get when you are scared are exactly the same ones that accompany extreme excitement. Compare the butterflies in your stomach before you're about to speak before a group of people with the butterflies you get when you meet the person of your dreams on a date. The meaning you attach to the feelings can cause the poor outcome.

Jill Bolte Taylor (a brain research scientist), got a research opportunity few brain scientists would wish for: She had a massive stroke, and watched as her brain functions -- motion, speech, self-awareness -- shut down one by one. An astonishing story. In her book, *My Stroke of Insight*, Dr. Jill Bolte Taylor says: "We are born with only two fears... the fear of falling, and the fear of loud noises.

Athletes and stage performers have learned to channel their natural fear into excited anticipation before they are required to perform at their peak. And having no fear of any kind in your life isn't as great as it sounds. People seem to love the thrill of the chase and are hardwired to respond to challenges. So even when the feelings are unpleasant, your mind and body may choose a state of fear over that flat feeling that nothing exciting is ever going to happen to you.

Fear gets in the way when you allow it to stop you from taking action and achieving things. Managing the fear is essential in order to coach yourself to success and ultimately rid yourself of any limiting beliefs.

Conquering fear leading to procrastination

Procrastination is often a mask for fear. Maybe you are putting off doing something because you are afraid to fail, or afraid to succeed, or afraid that you may be embarrassed or be rejected. Realising this fear can help you deal with your procrastination. The key to getting to the root of your procrastination is to know what is behind it and then pick the strategies to remove these reasons.

Here are some statements you might say to yourself when justifying your procrastination. (These are written out for the students.)

- 'I'm a perfectionist, that's why things take longer for me to complete.'
- 'It isn't fair that I have to do this.'
- 'I'm not really able to do this thing well.'
- 'This is just too hard.'
- 'I haven't got enough time.'
- 'I don't have the knowledge.'
- 'I don't want to fail.'
- 'I don't want to look stupid.'

Sometimes the fear behind your procrastinating belief is easy to spot. If you put off completing things because you're a perfectionist, your fear may be that if you don't get things 100 per cent right, people will mock you. Other fears may take a bit more exploration to get to the bottom of.

What do you get when you procrastinate? Well, often this brings stress and anxiety. Yet the reason it is so easy for you to carry on procrastinating is that quite often when you leave things to the very last minute, you somehow pull out a good enough result to prove to yourself that your procrastination strategy works. You can even say to yourself that you are applying economy of effort! Yet every time you procrastinate you reinforce a habit of inaction. You avoid the task at hand instead of participating. And the action you take feeds your fears by reinforcing your limiting beliefs.

Ask yourself these three simple questions at regular intervals.

- What am I currently **procrastinating** on?
- What **belief**, about the thing I want to do, is holding me back?
- What **fear** is behind that belief?

Identifying fears that drive you – and fears that block you

Fear can be a friend. Fear of a certain outcome can allow you the necessary leverage to take action. If you are prone to move away from what you don't want more than to move towards what you do want, then you are using fear to spur yourself into action.

Using your fear of consequences may seem like a good strategy to employ, but it comes at a cost. Using guilt, fear, and shame as mechanisms to make you take action may work in the short term, but the negative messages you are setting up for yourself can do you more harm than good in the long term.

Going on an extreme crash diet because your partner thinks you look fat isn't likely to have a long term benefit for you. Your overall health may suffer and you may feel resentment as well as low self-esteem, which won't give you the best chance of success in keeping the weight off. Your inner critic has learned to place guilt on you whenever possible and will endure even when the guilt produces a positive result for you.

Take care with using fear to generate results. Keeping focused on what you really want in your life, rather than what you really don't want, is always the most effective and healthiest leverage in the long run.

Fear of failure

Most people can relate to this one. Perhaps your client's biggest fear is failure and they hold the belief that they not good enough. Certainly failure often has undesirable consequences and most people do enjoy being successful, but the client's real fear may

be that not being good enough means that they won't be loved. Conquering this fear means embracing some or all of the following new beliefs.

1. Failure is simply part of the **discovery** process and success comes from being willing to gain knowledge.
2. I am always **good enough**, even when the things that I do don't work.
3. I always **succeed** when I try my best with good intention.
4. Avoiding **failure** means closing myself off to new possibilities that I may never otherwise experience or know.

Fear of embarrassment

Sometimes we avoid activities or things because we don't want to look silly or exposed. So it is easier to stay out of the limelight in case we feel embarrassed. Feelings surrounding the fear of embarrassment can be addressed with the following self-talk.

1. Everyone **admires** someone who has the courage to say what they think, even if they don't agree with it.
2. What is the **worst** that can happen? If I make a fool of myself it breaks the ice and people warm to me.
3. There are no **stupid questions**. I bet everyone wants to know the answer and is afraid to ask.

Fear of achievement

Fear of achievement seems an odd fear to have, yet it holds many people back at some point in their lives. Doesn't everyone want to achieve things, reach objectives and goals? Actually, being good at something can seem like a lonely place. Sometimes it is easier and more comfortable to avoid being the best that you can be.

Fear of achievement can be one of the trickiest fears to recognise in yourself because it seems quite unselfish; 'Don't blow your own trumpet', 'be modest', 'avoid pride', etc. But it is a false friend. Marianne Williamson in her book "A Return to Love" writes this: "Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure."

Get comfortable with your own success with the following thoughts:

1. Holding myself **back** doesn't help others and only harms me.
2. I'll **develop the skill** of dealing with my success as I go along.

3. I can be a shining example to others and will **experience** much more joy from this than pain.
4. I'm worth going the **extra mile** for.

Minimising your fear foes

Ironically, reducing the impact of fear in your life means inviting it in to play and taking a good look at it for what it is. You can eliminate fear over time by experiencing the reality, rather than what your imagination conjures up. As you gain confidence you start to realise that more often than not you don't fail, get embarrassed or rejected, or end up lonely and alone. And you begin to appreciate all the great things that come out of taking a try at something new, taking a risk, and trusting in yourself.

When you allow fear to enter, try to perceive it as just another emotion that can serve you in some way. In fact sometimes fighting against these things increases their power of resistance. You can think of your fears as comic book monsters. Why not have some fun creating your own personalities? Be inspired by the wonderful un-scary scary monsters in the Pixar film *Monsters Inc.*

Seeing your fears in this way takes a lot of the power out of them. Do your 'fear foes' have names? Does giving them a personality that is faintly ridiculous allow you to laugh them out of existence? It certainly helps!

***View the following Supplementary Forms:**

- CB101 – Do Your Beliefs Reflect Reality?
- CB102 – How Do You Believe?
- CB103 – Changing Beliefs
- CB104 – Examine One Belief

CLIENT ENROLMENT STRATEGY:

Part 1 – The Sample Session Process

I really think that you are going to appreciate the Success Conversion Client Enrollment Strategy. Much of this process comes from my personal work as a coach. This is what I have learned over time. I can honestly say, that this process is unique to our school – and our graduates are generally very successful at presenting strong sample sessions in the field.

As I was preparing for the class for the very first time, I realized that merely knowing what to do about enrolling your clients and how to go about it wouldn't be enough. I realized that for many you, there may be something going on under the surface, that when recognized and properly dealt with – will help you to become super successful.

What am I talking about – are strong underlying beliefs that you may hold, about you, as a coach, about coaching itself, and about the clients that you will be working with. So first, let's talk about the 6 beliefs that I have, that I feel make me very powerful when it comes to selling coaching or presenting my service as a coach.

Turn with me to page 3. There you will find the 6 fundamental beliefs that I believe every coach must have to be super successful.

Belief number 1 – The #1 priority of all coaching is action. Your free session should be designed to motivate clients to take action. Even if they choose not to hire you, you want to leave the individual committed to making a positive change in his or her life!

The goal of my sample session is that getting the client to start taking action – right then and there – that's my priority. Everything I do, is aimed to get them to get off their butt and start to do something, BUT ... to start to do something different than they're done before.

They need to change, so change or action is priority #1 within the sample session. Taking action could be to sit with your feelings – that's still doing something. The reason why I say that's so important – that taking action is priority number #1 – is because if you just sit around doing what you're always been doing, you're going to get what you've always got, right? We've heard that before.

Having this as my underlying belief has gotten me to design my sample sessions in such a way that it's moved people to take action.

Belief number 2 - Getting a coach is the very best thing that anyone can possibly do for themselves.

This is a belief about coaching in general. When people hire a coach, they will often begin to achieve great results, that have absolutely nothing to do with hiring a coach in

and of itself. Just by deciding to hire a coach, they have now made a new commitment to themselves and to whatever it is that they are trying to change.

You see, when you make a new commitment to yourself, great things happen. I've had it happen where a client hires me and all of a sudden, things just start going crazy. I've talked to other coaches and they often find the same thing. I know I'm a great coach and motivator, but it's not all about the coaching – it's all about the client making a great commitment to his or her self – that makes all the difference.

Belief number 3 - No one can help the individual better than you can. Now you may not believe that just now, but think about it. This is true because YOU are the one who is reaching out – to that person - right now – at this moment ... today!

You see, I believe, that hiring me the best thing anyone could do for themselves, and no one could help them better than I can. I believe that's true for you too! No matter how good of a coach that you believe you are – or – are not, NOBODY, can help the person that you're having your sample session with, better than you can.

So by having this underlying belief, it makes me feel like, 'I really need to get them to sign up for coaching' because even if I am not the most experienced coach, the client is still going to get some great things out of it, just from the commitment they have made to themselves.

Are you with me? I dare you to put this in your literature ... 'I suck, but commit anyway. You'll get good results!' Absolutely, your client will see results.

This leads us into ...

Belief Number 4 – Only good can come from coaching your clients. Only good can come from coaching. If someone hires you, nothing bad can possibly come out of it if you stay within the realm of coaching. That's my belief. If someone hires me, only good can come from it. And I believe that's true for you too. Even if you were a horrible coach – and you're not, you're a great coach – even if you were the worst coach, good could come of it.

Maybe you don't have that belief right now, but after this call, as you begin to deliver strong selling sample sessions, you will operate differently. Can you see if you have this belief, you would have so much certainty about what you're doing? Can you see that? Good.

Belief Number 5 – Your desire is to really want to help the client. I really want to help. That's a belief I have. I'm in this to help people. I like the fact that I make good money, there's no doubt about it, but I'm really in it to help. I'm sure that's just as true for you.

No one makes every single sale. No one I've ever heard of, even the top sales trainers in the world, make 100 percent of their sales – and that's just the way it is.

Don't let it stop you – it's not about failure – it's about the law of averages here.

Belief Number 6 – Your services are well priced and come with great value. My services are a great value as compared to the support and assistance that my clients receive. I feel like what I offer my clients, is the deal of a century; and by believing that, it makes it so much easier for me to sell my services.

If you believe that your services are a well priced for what your clients receive, it's so much easier to sell. It's a no-brainer. The more you can present your coaching so it seems to be the ultimate no-brainer to buy from you, the better. For me, what it does – is it takes the pressure off me.

So – I'd like you to notice if you can see yourself in those beliefs. I've listed 6 different beliefs – some of those you're probably thinking 'I'm with you on that one' – and some – "Wow, I'd like to be with you on that one – but I'm just not there yet!"

I ask you, just to notice what is true for you. If you see that there's a disparity between these beliefs and the beliefs that you currently hold ... you may want to address this and begin to make your way through this obstacle. Maybe seek some help from your coaching partner if you already have one to assist you in making the shift through this process.

The closer you can get to these beliefs, the better. Make sense?

Turn with me to page 4 and let's talk about the sample session.

Now the purpose of the sample session is to provide value to prospects. It also, is the opportunity for your client to get to know, trust and love you – and to begin the process of creating change in their lives. That's the purpose of the free session in my mind.

As coach, my job is to help my potential client begin to create the mind-set toward change. Why do we want to do that? Anyone? Because they will hire you! Hiring you would really mean helping themselves long term. Do I say that is because you can really help them solve their problems and reach all their goals – in ONE SESSION? Of course not!

Well, maybe if they only have one little goal. So we want to bring value to the client and to begin moving them toward change.

Don't try to solve all of the client's problems in the sample coaching session; in fact, if you do this right, you will want to begin to coach the client DEEP on one particular thing that interests them most. Then, you'll leave them wanting more. Does that make sense?

The truth is, there's a science and there's an art to the sample session; the science I'm going to teach you, and the art is you performing the free sessions. You will bring your own personality, your own unique way of doing things, that's the "art."

Now, what I'd like to do is move into what to do in your sample coaching session. There are 7 parts to the sample coaching session. I'm just going to quickly tell you all of the 7-parts, and then we'll go back and go through all seven.

- 1 – make the connection.
- 2 – stimulate their desire.
- 3 – increase emotional connection to their desire
- 4 – uncover the blocks and barriers
- 5 – increase emotional connection to pain
- 6 – the turnaround
- 7 – the offer

Okay? This is very scientific and I want to emphasize how powerful this is. We have learned this approach through trial and error, through the study of what others do – really and we have found what does and does not work.

I think there's no better way to produce the sample session than what I'm about to share with you. Here we go. The 7 parts of the free session – the anatomy of the sample session; part one, make the connection. **TURN TO PAGE 5!**

Part 1 – Make a connection. The object here is to make a connection, which is basically some small talk about the client for several minutes ONLY. Don't let this go long; you don't want their life story. We just want to gain some rapport – to make a connection – to feel comfortable with each other. We're talking about "small talk." Great! That was it – not that hard, right?

Now we'll move into part 2 – stimulate the desire. If you're coaching someone on business – here you could say, 'Where would you like your business to be?' You could also use the word 'Ideally' – you could make this question time-defined by saying "saying "Where would you like your business to be in six months? Or, make it time-defined by a year, or however you feel works best. Your client will give you an answer – write it down!

Then as a further example say: "Okay, excellent. And how much revenue will your business be generating six months from now? Your client will give you an answer. Write it down.

Again, what you are wanting to do, is stimulate your prospects desire for what it is that they are wanting. So, continue by saying: "If you could wave a "realistic" magic wand, where would you want your business to be in six months?

Now, I'm telling you this **from a sales point of view**, you want to hold up the client's goals in front of him or her – because these, are what you are going to coach them on when they purchase your services.

What are they buying when they're buying coaching? Can anyone tell me? That's right ... they are buying your services to assist them in realizing their goals and objectives.

The reason a lot of coaches struggle, is because they try to sell coaching. Here's a little secret I learned the hard way ... **MOST PEOPLE DON'T WANT COACHING!**

Surprised? What do they want? They want their dreams, their goals and they want to get

rid of the challenges that they have. They don't want coaching. Coaching is just a means to an end. When you take your car in to be repaired, you don't care what tools are used – all you want is your car to be fixed. The same thing goes for coaching.

Our job as coach, is to stimulate the prospects desires so that we can then sell them on it. 'I'm the mechanic; let me get into the car and work on it with you.' Does that make sense? That's the "sales" side.

Then, from the coaching side, we want to help our prospect to get some clarity around what it is, that they want most – and then to begin to create some goals. We want to increase motivation by talking about the goals so that our prospects are motivated to want to achieve them.

And none of this is rocket science. It's a beautiful, beautiful thing. This is where it gets a little more sophisticated, yet still very simple and very powerful.

Part 3 – Increase the emotional connection to the desires. Ask questions like:

- What will change in your life, when you reach this goal?
- What impact would reaching this goal, have on other aspects of your life?
- What would be the best part, of having what you want?

Then you will say something like this to your prospect: "I want you to go ahead and imagine yourself there right now; it's six months in the future and you've already achieved those goals. I want you to notice how that feels in your body. Where in your body is that feeling coming from?"

Identify where the feeling is coming from. Is it the stomach, heart, solar plexus, etc.

A secret here – it doesn't really matter where they are feeling this reaction – it is important that they are feeling something within the body that they can relate the desire to. Ask about the area and get a full response regarding the feelings related to having met their goal. Bingo! Motivation is stronger.

Now, we also discovered something that happens that is called "approach avoidance." This is when part of us wants something and part of us is afraid of it. Only about 15 percent of the people have approach avoidance. Now, many of us tend to have it in certain areas and at certain times, but there's a difference regarding approach avoidance when it comes to just having the goal; versus taking action on a goal. Let me give you an example to make this clearer.

So, approach avoidance is like this: let's say you're single and you want to meet a prospective romantic partner. You saw someone you wanted to ask out and the thought about dating them feels good, but the part about asking them out feels scary because they might reject you, so then you don't go for it. That's approach avoidance.

But it's a little different to have approach avoidance about having the relationship. For example, there's a part of you that wants the relationship because then there would be love, there would be excitement. But then the avoidance part would then be 'What if they leave?'

So to sum up: there may be a fear of having to work hard or give up things, to get what they want, while the other side is, once they get what they want – will they be able to keep it or not? If you find this, you'll probably want to point it out to the client and do a little bit of coaching around that in the sample session.

This moves us into Part 4 – Uncover the blocks and barriers. You will want to explore what this fear or block is. Just talking about the blocks and barriers usually begins to motivate the client even more to find answers.

Now, if you notice fear surrounding of what it would take to reach the goal, or the fear of losing it – this helps us to understand the feelings of the client. And it's good to know that because if they have "approach avoidance" about meeting their goal, they're probably going to have it about hiring you. It's probably going to be reflected in their decision about hiring you. Does that make sense?

Here you can also choose to explore excuses, procrastination, being a perfectionist, etc. You can additionally ask something like this, for example:

- "What else do you think is stopping you?", explore if there is self-judgment present, or anything else that you can notice, then you can ask:
- "What other challenges might be holding you back?" – Then, move through the discussion.

This moves us into Part 5 – Increase the emotional connection to the pain. This is where we begin to discuss how all of the challenges are affecting the client. How the experiences of the challenges make them feel. You want to clearly define the unhappy feelings that come from not being able to overcome the challenges necessary to reach their goals and desires. You want the feelings to be brought forward as strongly as possible.

We all have things that are hard to go through, but as you continue to talk about this, it brings the pain to the forefront for the client. Ideally, this is what you want to have happen. We want to bring forth the strong desire to change the feelings – to overcome the challenges so that the client is motivated to move forward – NOW! After all, as I told you earlier, when a client is very motivated to move into change – they are willing to pay money – to get out of the pain and into the pleasure of achieving their goals.

We're basically making them stew in the juices of how horrible it is to have these things going on. The reason we're doing this is to move the client into action – action then, becomes the number one priority. If someone is in enough pain, they're going to do something about it. Even though it may not seem like such a "nice" thing to do, it's ultimately, very important.

There are really only two reasons that people have for doing anything –

1. to obtain pleasure
2. to avoid pain

You want to stimulate the pleasure and stir up the pain. Any questions about that?

This moves us into Part 6 – The turn around. At this point we want to acknowledge that all of these things that the client is experiencing as “normal.” We all experience these feelings and problems with one thing or another. This is called “normalizing.”

These are sounds of reassurance. This is where I would say something like this: “All these challenges are very common, and they’re very solvable. In fact, I’ve worked with dozens and dozens of people who’ve had similar challenges and overcome them. I’m certain if you and I were to work together, we could overcome them too and help you achieve your goal. Does that sound good?”

Telling them these challenges are common, they’re solvable and that you have helped many other people with these over time – it’s like saying: ‘Of course, I’m very familiar with these things.

This moves us into Part 7 – the offer. So, this is your opportunity to ask what the prospect found most valuable. The reason you do this is to establish that this was coaching, this is good stuff, and it was valuable to the client. It also potentially creates some feelings of reciprocation (of course, a selling point), and may make the prospect feel like he or she wants to give back to you. It may or may not do that – I don’t know.

By asking that question, it establishes value and may establish reciprocation. Does that make sense?

Then, the next part is that you say something like this: ‘Allison, I have a program designed specifically to help people like you, who are in your situation and want to overcome exactly these same kinds of challenges you are facing and achieve the results you’re looking for. Would you like to hear about it?’

Okay. That is called: “zero pressure,” not moving right into coaching, not assuming the sale or ANYTHING! It’s just saying that I think I have something he or she wants and asking if they would like to hear about it.

I think you have to feel comfortable with putting a little bit of pressure on. My goal is for the potential client to feel none, but you might have to put a little bit on – it will depend on the individual that you are working with – as well as your own personal preference and approach.

A lot of coaches fail because they have too many offers, too many possibilities, and they try to let the client figure out what they want – instead of being the expert that they should be and saying “I recommend that we do coaching session every two weeks for the period of 3-months.” REMEMBER – you are the expert – act like the expert. You are the professional – take control here.

Also, there's a philosophy out there that if you have 3 options, most people will buy the middle one. I hear that all the time, and it may be true for everybody on the planet but me. I've never found that to be true. I find that too many offers makes the client confused.

So, we have gone through the first few segments of the Enrolment Strategy. Where to go to from here – we recommend that you take the time to study the remainder of the document, begin to learn it and apply it as soon as possible.

Please click on the tab “Achievement Challenge 1” there is a challenge you'll find there. Please read it – I would also recommend that you complete this challenge.

Please click on “Section 2” – “Packaging and Selling. Here you'll find more methodology on the Packaging and Selling your practice.

Then, please click on “Achievement Challenge 2” – once again, our recommendation is that you complete this challenge.

So, I truly hope that you found this discovery on the Enrollment Strategy helpful. This is a powerful concept – and it works. There are no notes coming your way after this class, because you already have the Enrollment Strategy in front of you.

COACHABLE MOMENTS

Introduction: Today we're going to talk about clues so that we recognize the "coachable moment" and this will include energy and vocal changes. We are going to talk a little bit about timing and recognizing that change can be difficult for the client – it may even cause some distress. Change is hard for all of us – so expect that your client may come up against some resistance.

We'll talk a little bit about supporting the client when they come up against some stress about change and a lot more.

First, let's point out that a coachable moment can be defined as: "*a moment – or moments*" that occur during the coaching conversation when the client receives a revelation, or a moment that the coach can use to demonstrate the tactics being developed.

Coach-able moments are the 'juice' in the session. These are the potential moments where the 'rubber meets the road' for the client. The intended outcome of exploring coach-able moments is to discover how the client can make a 'shift' in understanding in order to take action. Coach-able moments are not the point in the session to push for strategy or action. That will come later.

The coach's job is to notice these potential moments and explore one or all of them. Not all coach-able moments are equal in importance. To be a masterful coach, learn which to explore first, how deeply to examine it, and when to look into it more fully. Begin by investigating the most useful or the most urgent points first. It comes down to doing ... or experience.

Clues to finding the moment

Your client will provide you with clues on how and when to coach them. These will come in the form of subtle comments and actions. When listening closely you can hear these points differentiate themselves from other things being said, almost as if they were highlighted in your awareness.

Coach-able moments present themselves as opportunities for powerful coaching. Look for clues in the agenda that the client sets. Later in the session you might detect additional opportunities as well. Here are some subtle clues your client may unknowingly supply.

- Missing pieces to a **story**.
- Strong or weak **energy**.
- Repeated words or **phrases**.
- Inconsistent **statements**.
- Nervous **laughter**.
- Assumptions, interpretations, limited **perspectives**.

- Sudden, strong or contrary **emotions**.
- Throw away **comments**.

Sometimes you will hear clients say something that seems a bit strange. It is likely that this is something valuable to explore. Also they may repeat words or phrases that could indicate a coach-able moment.

Coaching requires both parties energy

Most often when something is missing from a client's story it is also missing from the client's understanding. They might be disregarding it, or not wanting to face a certain critical piece of information. REMEMBER ... it's not the Coach's job to force the client to deal with ANYTHING. If you believe you become aware of something, gently check it out with the client. Sometimes uncovering the missing pieces unlocks the client's mind about their issue and decisions are more easily made.

Should 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 regroup, gather their thoughts and be more fully present.

If your client's energy remains low, note that as well. Coaching requires both you and the client to have sufficient energy for the session. If either of you can't bring that energy into the session, it might be best to postpone it until a later date. Try "calling the client forth." Ask your client to take a few deep breaths, brighten their voice and raise their energy a bit and continue with the work.

Exploring vocal cues

By your client's raising of their voice or energy, there will be a dramatic change in their presence as well as in their general state of mind. It might be the very thing that will make coaching possible or give them the spark to take more action.

If you hear your client make quiet audible sounds or say something that simply doesn't fit with something else they have said earlier this usually indicates that there is something more going on under the surface than the words alone are conveying. It is a cue for the coach-able moment and for the coach to listen closely and possibly ask the client about the sound. Pointing out these sounds will often reflect to the client where they are stuck, and get them rolling toward their own solution more quickly.

It would be so easy for the Coach to step right over this Coach-able moment and agree with the client. Instead, don't let the client wiggle away from exploring the issue. This is always another opportunity to operate from the client's values, wants and desires. Make a statement or formulate questions that points this out.

When possible, it is best to hold up a mirror to help the client see who they are actually being, contrasted to the way that they want to be. Mirroring is transformational because it allows the client to see themselves from the perspective of an observer.

Change can be difficult

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. Only chronic or unmovable emotions are cause for concern. Strong emotions are often a necessary release of energy that could pave the way for a time of meaningful action. Take care not to step over emotions and go on as if you didn't hear it.

On the other hand, limit your empathetic response. It is generally not helpful to console or become emotional yourself. Show understanding and compassion, keep your boundaries, and encourage your client to release and move through the emotions.

Remember, this time of change is often very difficult, and as we know, we all get stuck in our ruts. Along with the process of change there may come a sudden fear or uncertainty at the prospect of changes that are taking place or are about to take place.

Each one of us has assumptions and interpretations that unnecessarily limit us. When you notice this, give your client another way to look at matters. Your point of view doesn't have to be right. All you are trying to do is awaken the client to new perspectives. Once their mind is open, they'll be on their own way.

Timing makes all the difference

Throw away comments are dismissed words or phrases muttered under the breath. Train yourself to listen when this happens and to carefully hear what is being said. They often point to a coach-able moment.

The throw away comment often points to that which is missing for the client. If the coach hears the dismissed point and repeats it back to the client, more useful information emerges as a result. Then the coach can slowly unravel the skewed logic that the client has bound themselves with.

Timing is everything. Every time you coach you will learn which coach-able moments to go after and when to tackle them. Timing can make a big difference in the flow of the session. If you launch in too soon the client might not be ready for the shift. Encourage your client to talk unless they are naturally very talkative. We are not suggesting you hold yourself back completely, but learn how to reign yourself in a little so that you can be sure you have allowed the client time to be ready for the coach-able moment.

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 are certain that the timing is right, you can proceed into the coach-able moment.

Deep and meaningful coaching

Staying safely on the surface with the client may not serve them at all. Coaching can go deep and be very meaningful.

As you get to know your clients better they may present you with opportunities to coach at a deeper level. You are not a guru. As a coach you don't need to be, because coaching is not about teaching or leading. Coaching is about showing your client their own inner 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 for you to ask yourself before going deeper with a client.

1. Are you fully within your integrity? If you have an impulse to go deeper into a topic with your client, check in with yourself first. What is your motivation? If you are certain you are not bringing your agenda in, ask these next two questions.
2. Are you operating within the realm of your training? You've got permission to coach your client, not diagnose or treat them. Keep out of the realm of therapy. Be clear about the differences between coaching and therapy.
3. Has the client given their permission to go deeper into a subject? The client's agenda always rules. Ask your client whether they would like to pursue a topic to a deeper level. Ask again if you notice resistance. Take no for an answer if that is what you hear.

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 are there to guide them to their own 'internal intelligence.'

Client distress

There may come a time when your client moves into a moment of distress. Distress can show up in several forms. It could be that your client raises his or her voice in anger or irritation. It may also be that your client becomes emotional – perhaps even beginning to cry. At all costs – this is the time that the coach must absolutely remain in control and take active steps to move the client through the moment and back on course with the coaching conversation. This is not to minimize the client's distress, but unless the client successfully moves through the movement – the session will come to a complete standstill or in the worse case scenario – the issue that caused the distress may never be adequately explored in future sessions.

Supporting the Client in distress

As there is always a possibility of a client moving into distress so it is important that the coach have a plan if the client becomes angry or emotional. Women and men may need to be supported differently.

When doing face-to-face coaching, with a ‘woman client’ – it may be acceptable to put out your hand to lightly touch her hand, or you might ask if she would prefer a hug. Keep in mind that if the coach is a male, keeping your response appropriate is particularly important.

For the ‘male client’ – it may be acceptable to sit for a moment in silence, or alternatively, to place a hand on a shoulder in a show of support. For some men, any kind of reaching out may be unacceptable.

It works best if you develop your plan for success surrounding ‘client distress’ by setting the guidelines for these moments at the onset of the coaching sessions. This can easily be done by simply having a conversation with the client and asking:

‘There may be moments that you become overwhelmed with our conversation. This could be because you may be asked to think about things that may cause you to have an emotional response such as anger, or perhaps even a moment of tears. This may not be your experience at all; however, should you experience a moment of anger or emotional distress, how best would I be able to support you though that moment?’

Then give permission to the client tell you what the appropriate response from you would be in either of the two situations.

The shift

One reason why coaching works so very well as a process for achieving goals is that it catalyzes change to begin and brings about a shift in awareness. Your clients will accomplish small and more significant changes in their personal lives when they clearly see what they are doing that hampers their success. Once your client’s agenda is clear and one or more coach-able moments have been explored, the coach invites the client to shift or leap beyond the stuck phase toward possibility thinking.

A common mistake coaches make is that they try to move a client from a coach-able moment directly into strategy or action mode. Before outward action, the client needs to recognize within themselves a readiness to move forward openly and freely.

The shift in readiness is that of the client ‘getting it.’ They need the conscious clear understanding about what has been holding them back. The action comes after this consciousness takes hold and flows naturally from the shift that takes place within them.

The shift happens within the client, not within the Coach. When listening to a client it is counter-productive to lock into a solution and push before the client is ready to do the shift. That would be putting into motion the coach's agenda. The client needs to see the move forward from a different perspective than before so that they can put themselves into creative action.

Making the shift

A shift will often happen within a single session, or even between sessions. There are also larger shifts that occur with long-term clients. This is when coaching is really rewarding. Inviting the shift is a subtle thing and with practice your intuition will guide you.

To begin understanding the process, acknowledge verbally every shift your client makes during coaching sessions. In a short time you will see what shifts look like and how vital they are to your client's success.

Have you ever seen your reflection in a window and noticed that your posture could be better? In effect that is what happens with coaching the client. You show your client a reflection of themselves so that they can begin to make the necessary changes and adjustments in what they are doing and who they are being. Suddenly there is a distinct contrast between the before and after reflection. That contrast is the proof that a shift has occurred.

Sometimes showing a client what the future could look like, provides a contrast that invites the shift.

Continue or hold accountable

Remember, whatever we focus on expands. This is true for you, and it is true for your clients. Shifting focus provides the needed contrast for the client. It is sometimes also true that just shining the investigative light of awareness in the right place will aid in a remarkable shift for the client. Again, this develops contrast between where the client is and where they want to be.

Coaching means that you must be **supportive**, **compassionate** and **challenging** all at the same time.

You never want to come off patronizing. This can intimidate the client or keep them in a heavy frame of mind. It is not appropriate to push aggressively at a client to make changes. It's important that you don't find yourself in the place where you are caught up in wanting more for your client than they want for themselves.

On the other hand accountability is what most clients want. Remind the client of their goals or what they have said they wanted. Sometimes a well-placed question moves a client to action. If the client continues to roll away from the commitment, goal or coach

request, you will need to check in with your integrity and with the client to determine whether to continue to hold them accountable.

Inviting the shift

There are ways that you can ‘invite the shift.’

For instance – as the Coach you can say: “You have said that you want this for yourself and yet I am not seeing your actions follow your words. Do you want me to continue to hold you accountable for this?”

When inviting a client to shift consciousness, consider these ideas.

- Give your client a positive glimpse of the future.
- Suggest a shift in focus or perspective.
- Use contrast.
- Use metaphors.
- Use illustrations.
- Use stories (always “limit” your stories and keep them short!)
- Be direct and challenging in your approach.
- Don’t push, just remind the client of what they want.

Recognizing the coachable moment

If you listen closely, the client will spell out very clearly where he or she wants to go. You may have to listen to what lies below the surface, but you will hear it. The most helpful information usually flows out in the first few minutes of the session. Sometimes some brainstorming may be required to help the client clearly articulate what she or he truly is saying, but the information is there!

As you listen, your intuition will tell you what questions to ask. With practice, you will learn to clearly recognize those ‘Coach-able moments’ that come up in a session.

If you find yourself talking more than listening during a session, you may not have listened deeply. If this happens, just remind yourself to connect – not perform. If your attention is on what you are going to say next or how to solve the client’s problem, your client won’t get the feeling that you are truly in the moment.

Ascertain the facts

Clients give us volumes of information about the human condition in every session. They tell us who they are, who they want to be, and clearly point out the way that they would like to proceed. Your job is to discern just where the highway to success is, and how best to get to your destination.

When listening, try to ascertain the facts rather than the client's interpretation. Ask questions that will cause the client to search more deeply. As you do, listen to your client's shift in perspective. Be aware of your tone of voice and always keep your tone neutral and non-judgmental. Avoid parental or dramatic tones at all cost. As you continue work with your client, he or she will become more solution oriented all on his or her own.

Coachable in the group setting

Coachable moments within the 'group coaching' situation must be handled differently. You might notice that an individual within the group coaching event has had a moment of revelation. Perhaps the eyes have lit up or there has been an audible cue. Just remember that within a group setting it is never appropriate to 'unwrap' an individual's private moment to the others without permission.

A good method of handling a discussion about coachable moments or personal insights is to put aside time during each coaching session when there is opportunity for anyone to discuss their personal revelations to the group. Once everyone becomes comfortable with one another, these discussions can be enlightening and encouraging to everyone. You may ask to speak with the client after the group session is over, or perhaps give you a telephone call or send you an email to discuss the insight that the client received through the session.

The masterpiece

In all coaching sessions the masterpiece is the shift that the client makes toward possibility thinking. Everything that happens in the session after that turning point is about framing the masterpiece. When a work of art is framed it is clear that someone values it enough to show it off. The piece is complete and ready for public display.

PERSONAL GROWTH CHALLENGE:

From this moment on, during every sample and/or paid coaching session that you execute, be open and watchful for the 'coachable moment.' For several months, keep a 'coachable moments' journal. Keeping a record of these moments will remind you of the power of coaching and just why it is that you have decided to become a coach.

When you face moments of feeling that your client didn't get quite what you had hoped from a coaching session – read your journal. You will find encouragement within your journal's pages when you need them – encouragement to keep you growing, learning and enhancing your skills.

There is no additional reading directly related with this lecture.

The CO-CREATIVE RELATIONSHIP

Introduction: Welcome to today's call! Today we're going to explore the co-creative relationship. We'll explore:

- Respect & Trust
 - Connecting with the Client
 - Strength of Commitment
 - We'll talk about Attitude
 - We'll explore the coaching request
 - And some of the do's and don't that you have to be aware of when coaching.
-

Clients will often make their first contact with a coach because they are experiencing a time of confusion in their lives, or simply because they are overwhelmed with circumstances. Ideally they hold the hope that the coach can clarify things and promote a better sense of direction or a distinctive step toward a desired outcome.

The initial contact with the coach is of particular importance because this is usually the first step to personal victory for the client. Your initial contact is crucial to the client's acceptance of your help. Like most people, your client will probably have tried everything on their own first, and then turn to a professional coach for help later.

We all know what a difference that strong supportive relationships can make in life. With the coaches support client's will find their way to accomplish what seemed impossible or beyond belief.

There are three key points of support that will help your client excel.

- **Attitude**
- **Commitment**
- **Resources**

Successful people know how to use all three of these to their personal advantage.

Respect and Trust

In coaching, respect and trust is of utmost importance. Even when you make a mistake, say the wrong thing or fumble over a question or response, trust yourself. If you let small things like these overcome your efforts to be helpful to the client, it will come across loud and clear.

Similarly, trust your client as you trust yourself. If you can't, you should not be coaching this client. The coach/client relationship is based on what we call a co-creative relationship. That means that both of you have to pull your weight. Both always work together as one. As you continue working you will find that both of you will develop

your intuitive powers and work more effectively with each other. But, without respect and trust – the relationship can't flourish.

Supporting the client

Supporting your client's concepts and ideas whenever they are being self-supportive (even if they contradict your ideas) is the paramount way to coaching. Any type of self-supportive effort that your client puts into the work is helpful. Let the client make his or her own decisions.

Showing that you have no stake in the outcome, except to better the client, is what coaching is all about. Frankly, do you care that the client has succeeded even though they have not used all of your 'good ideas'? Of course not! The main consideration is that your client has found their way to where they want to end up, (their goals and objectives).

So, supporting the client means that you only need hold up the mirror, or reflect back what you have heard and understood the client to say. With each clarification, reflect back once again and refine each statement until it breaks down to the underlying idea. This tool is especially useful for your client's exploration and growth – because probably, they have never thought about their life as much as when they began working with you.

Connecting with the client

Our clients are attracted to us because of what is happening in our lives. This seems rather mystical but it is true. When we are moving through shifts within our own lives, we attract different clients. At any particular time, we can attract clients that will help us through our current journey, or we will attract those clients who are in need of our direct experience and insights.

Your ability to connect with a client and to be supportive of them is what makes a valued coach. Upon occasion, when appropriate – you can tell a brief and relevant personal story that may be useful for your client's current journey.

Remember the coaching conversation is all about the client – not about YOU! And be careful not to assume that the client's situation is identical to one that you may have had. No two experiences are exactly alike. And remember, while empathy is a wonderful gift to offer the client; it is only effective in coaching when limited.

Strength of Commitment

Having this choice of strength of commitment is really empowering. Clients should be reminded (and reminded often), to commit to their success and to becoming self-supportive.

Because, even the most well-intentioned pursuits can fall by the wayside if they don't have strength of commitment behind them to go the distance. It is not enough to have a

well-defined goal for the client. Even the most clearly formulated vision may not be strong enough to carry a person through to their desired outcome without making a firm commitment.

Commitment means applying **willpower** and **resources** to the course of action until the goal is accomplished. Let's discuss for a moment the process of setting a goal. When clients set a goal, listen for their commitment. If the commitment is not clearly present in what your client says, ask about it. "What commitment are you making to accomplish this goal?" Get it spelled out as clearly as possible. We like to have you ask your client something like this: "On a scale from one to ten, ten being the highest commitment and one being the least – where would you say your commitment is to completing this task is? If the client can only commit to 8 or less – find another coaching request that they will commit to that is eight or higher.

Attitude

The right attitude can make all the difference between winning the race and losing miserably. During a coaching session - with yourself and your clients, notice the prevailing attitude that is present. If you notice that the attitude is one of self-defeat and discouragement, change it immediately! A little tip is to ask your client about past victories during your first intake session – so that you have a few goodies to remind them of if they are feeling down. Make all the necessary adjustments that you need to make, to turn the situation around.

As a coach and mentor you may have to remind yourself and your client that attitude is EVERYTHING. Remember, attitude is a matter of **choice**. We don't often think of it in that manner but it's true. We can make a definite choice to change our attitude from self-defeating to self-supportive. Once the right attitude is tuned in, we become un-stoppable.

Planning

Strategic planning is essential to further the client's goals. It takes careful planning to prepare the future for what you want. When your client is making self-supportive, strategic moves toward the future – support them by:

- Helping to **formulate** clear goals
- Committing to daily practice of **envisioning**
- **Creating** allies and resources
- Staying in **balance**
- Being **accountable**

What makes the difference between a client who succeeds and one who fails is strategic planning. Right from the onset of your coaching sessions, start your client thinking about strategic planning. Be sure that every goal that the client makes has reasonable commitment (80% or greater), and also that the client has enough time and energy to

follow it up with action. If at some point it becomes clear that the client is not committed, encourage them to either postpone the goal for now or to muster up the commitment.

Once the goal is in place ask your client to carve their action plan into smaller bites. Then help them to set up daily practices that support these smaller goals that they wish to accomplish.

Coaching Clients and Goal Setting

The Coaching client most often falls into one of two categories when it comes to goal setting and achieving.

1. The over-**achievers**.
2. The over-**promisers**.

The over-achievers are highly competent and driven individuals who take advantage of opportunity with lots of energy and gusto. They have full-time jobs, several outside commitments, diverse interests, hobbies – they have little time to spare and are still looking for more opportunities.

The over-promisers are individuals who often come with a long list of goals. They are likely to have trouble staying in balance. While they will occasionally feel overwhelmed, generally speaking they rarely stop.

Over-achievers value excellence and do everything as thoroughly as possible. Over-achievers should be worked with, to do the following.

1. Slow down incrementally over a longer period of time to ‘reduce shock.’
2. Stop over extending themselves.
3. Focus energy in one direction at a time.
4. Create a resource pool for support and delegation.
5. Choose projects that are realistic and manageable.

The importance of the challenge

One of the reasons that clients hire a coach is that they want to be stretched and challenged. While actively challenging the client is a great tool used by coaches, it is also important for the coach to discover how to best challenge each client.

A good challenging coach consistently walks along that fine line of the client’s comfort zone. You must decide for yourself, just where that is and with continued practice you will soon learn the style that best fits you. There are several ways to effectively challenge a client:

1. Increase your client’s goals.
2. Challenge your client to their highest potential.

3. Provide challenging feedback.
4. Supply your client with lots to think and ponder on.
5. Hold your client accountable.

Provide some challenging work for your client to do between sessions.

Coaching requests are always negotiable

A coaching request is always negotiable. If the client does not agree to the request that you make, you can always counter it with another idea. Try to always frame a request so that the client can negotiate if they desire to. The goal is to provide challenges that work for the client, but think BIG! The bigger you think, the bigger the results will be.

As we chatted about earlier – use the “1-out-of-10 Commitment Rule.” Make sure that the client is 80% or greater committed to the challenge or coaching request that you make and you have a winning system.

Summarising often

It helps to summarise often during your sessions, because each time the client hears their own words or concepts come back to them from their coach, they not only feel heard but also validated. There are several ways that are valued techniques for doing this.

1. Repeat back **exactly** what you heard.
2. **Paraphrase** what was said.
3. **Reframe** what you heard in useful ways.

Reframing is when the coach offers the client a new perspective by changing the original viewpoint, or even specific words, into something more positive. The key here is to always reframe in a more positive way. In effect, the reframe asks the client to see the glass half full instead of half empty. Use the reframe minimally – to use reframing often when coaching may give the impression that you are doing some type of therapy.

Summarising is a way to check that you have understood the client. This can be used throughout the session.

Never interrupt

Occasionally you may feel the need to interrupt while a client is speaking. Try and only do so if a client is becoming stuck in a certain train of thought and not moving through it, if the client is moving from their agenda or if they appear to be momentarily distracted. At any of these points you may choose to stop them. When interruption is necessary, then cut right to the chase. Certain circumstances and certain clients will require you to get more comfortable with honing this skill.

Baby Steps Work Best

Remember – change is hard! As a Coach you'll want to work with over-promisers to:

- Learn to say “**no.**”
- Commit to **personal** time.
- Commit to **family** time.
- Set both **long** and **short** term goals.
- Develop **stronger** boundaries.
- Gain **fulfillment** through more avenues.
- Be open to the **possibility** of a meaningful calling or new vocation.

Baby steps work best here. Endorse them for their self-discoveries and when they do anything that is just for them. Encourage them to learn what makes them ‘tick’ and to learn about their passions. They would be enhanced by exploring the following.

1. Values.
2. Personal needs.
3. What they really enjoy.
4. Spiritual side.

Listen and Observe

You will find that there are also some clients who are not goal oriented at all. They seem to actively resist the goal-setting process. One approach to take with these clients is to call it something else. Instead of goals, use words like: **dreams**, **visions**, or what they see in their future. Whatever works, use it!

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 the way that they work best. 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.

Accountability

The coach must always set up the mechanism for accountability. This means asking your client to be accountable to themselves and the coaching process in reaching their goals, for their plans and actions and for the statements that they make. Setting a standard of accountability coincides completely with the establishment of a co-creative relationship between the client and the coach.

If it becomes clear that the client did not do what they said they would do, you must simply acknowledge that. Here are a few examples of what a coach might say:

- “I noticed that you didn't complete your assignment. What happened to interrupt your work?”

- “What is your revised target date to complete that?”
- “You have said that you wanted to get that off of your list of things to do. Have you considered delegating that item, if you do cannot put your resources into it right now?”
- “Do you want me to continue to track that for you?”

As a coach you are not the parent or schoolteacher. Your client must be considered adult and must always have a choice. You may make recommendations but you must remain unattached to whether the client accomplishes something or not. You are fully encouraged to get creative with accountability. Help your client by creating **rewards** and higher stakes or consequences, related to the achievement of their goals.

Raising Consciousness

When your client desires to make bigger changes in life, and therefore sets a big goal, a destructive but common pattern may arise. They may fall back to old habits and paths of least resistance. This is because their inner judgment may rise, and then steals the client’s motivation and they end up feeling somewhat defeated.

It is helpful to acknowledge this pattern tendency with the client and ask them to give ‘the inner judge’ a new role, one of raising consciousness. By doing this we help the client to create a better relationship with self, helping them not to self-sabotage. The more the client actively keeps up their awareness of the situation (or what they do want), the faster the desired change will be achieved.

This comes to the end of our lecture for today. Are there any comments or questions before we close?

***View the following Supplementary Forms:**

- CCR101 – Co-Creative Relationship
- Success Conversion Co-Creative Coaching Model (PDF) and accompanying MP3

GROUP COACHING

Introduction: Today, we're going to talk about group coaching in general. We'll talk about the financial advantages, the forming, quality and intricacies of a group. We'll examine the personalities and learning styles of a group. We are even going to talk about the coach's roll as a facilitator of a group.

Ask people about the dynamics of life coaching and the likely response is that it is a one to one activity performed between an individual wishing to address an issue and a coach either in person or over the telephone. The model is established and it works for most personal issues where the individual alone can make a change.

Group life coaching however is growing rapidly in popularity particularly within the business community. Group life coaching can be unbelievably powerful however the central principle of team should always be that the whole is going to be greater than the sum of its parts. In other words, each member of the group has something special to bring to the table.

A coach will apply the same coaching principals of self-revelation to the group environment because many team performance problems can be addressed within the team setting and the group should be oriented towards identifying solutions.

Of course you can introduce "group coaching" to most any topic you have a current interest in. But, when performing group "business coaching" it shouldn't be confused with team building events or team training. Its aims are very direct and focus on learning about the particular topic. Within group coaching, there is discussion to get the problems out on to the table, agree what needs to be acted upon and agree what the causes of the dynamic are likely to be and then finally for the whole team to agree what actions are going to be taken.

Not only is a group life coaching approach the right approach for certain team issues but of course it might also be the most cost effective to the business as well. You will find as you explore the possibilities of group coaching, there are many companies that hire coaches for team building and skills building workshops. This is a very lucrative area and has become a foundation of many coach's income.

Coaching in numbers

Typically, for group coaching you would want between six and ten people in the group. Some coaches feel more comfortable with smaller numbers. This size of class allows you to split your time between the participants and deal in more depth with each individual's situation and needs.

Typically, any group coaching program would have a theme (say: making a great career transition) and involve a series of meetings held weekly or twice a month. With a greater degree of individual interaction, you would require less content in each coaching session.

Financial rewards of group coaching

Larger group numbers also allows you to lower the cost of participation to far below your one-to-one personal coaching rates. For example, if you charge \$300 per month per client for a total of two hours of one-to-one work; a group call would allow you to charge five people \$50 dollars for a one-hour group session twice a month. This would allow you to leverage your time, (five people x \$50 x twice a month = \$500 per month.)

That said, some coaches find that their coaching groups become very popular and therefore, permits them to raise the cost of their group coaching classes.

You would be making more money on an hourly basis through group coaching and equally important; you would be offering another way for people to work with you at a much lower price point. The cost of the group work is \$100 a month per person versus the \$300 per month for your one-to-one coaching dependant upon your own price-point, of course.

This lower priced service would translate into allowing a larger number of people to experience your coaching. (This is great for them and great for your business.) And once you offer a group-coaching program, you now have a place to steer prospects that want to work with you, but simply can't afford your one-to-one rates.

Qualities of a group

The essential qualities of group work are:

1. **Identity:** each member has a role to play.
2. **Responsibility:** all members are equally responsible.
3. **Communication:** the group should develop an overall style.
4. **Ideas:** free exchange of ideas should be possible.
5. **Self-Control:** all members should demonstrate self-control of expression.
6. **Safety:** the group environment should be safe for experimentation and disclosure.
7. **Self-Esteem:** allowing members to appreciate their own input/value.
8. **Empowerment:** group goal-setting and achieving in a supportive environment.

Group extremes

There are two extremes from which group interaction takes place.

At one extreme, the group can be unstructured, with the focus being on emotional responses. This type of group calls for **sensitivity** and **empathy**. At the other extreme is the **task-orientated** group where specific goals exist.

Between these two extremes there are many variations, but generally, the emphasis should lie equally between the two extremes. A no-nonsense “get on with it” type of approach will fail, as will an overly “touchy-feely” approach which lacks practicality.

Personality types

Within all groups there are naturally a number of different personalities. As in any group, each member will find his or her own place. The following roles have both positive and negative input into a group: (Pick a few at random to read.)

ROLE WITHIN GROUP	POSITIVE ASPECT	NEGATIVE ASPECT
Self-disciplined role	Organized, hard-working, confident, trusting, tolerant	-
Energiser role	Stimulating, outgoing, dynamic	Impatient
Dreamer role	Ideas, imagination, knowledge	Impractical
Communicator role	Promotes group spirit, sociable, reduces conflict	Poor decision-maker
Innovator role	Enthusiastic, inquisitive, sets clear objectives	Loses interest after initial stage
Rationalizer role	Encourages, offers information/opinions, helpful	Moves people on too fast
Follow-through role	Conscientious, strives for perfection	Worries if things are not perfect
Facilitator/leader role	Calm, self-confident keeps group together	-
Evaluator role	Hard-headed, wise, bases on facts	Lacks motivational skills

Of the various personalities, the following are essential, the others are useful:

1. **Self-disciplined**
2. **Communicator**
3. **Innovator**
4. **Facilitator**

Learning styles

Each group member is unique, and according to their personality type, they will enjoy learning according to four main learning styles: (Pick a few at random to read.)

LEARNING STYLE	REQUIREMENT FROM GROUP	POSITIVE ASPECTS	NEGATIVE ASPECTS

PRACTICAL LEARNER	Simple instructions, short activities.	Logical and appreciative of tasks set.	Need to be praised, not very adaptable.
INTELLECTUAL LEARNER	Learning via research, brainstorming and simulations.	Appreciate knowledge, enjoy discussing facts.	Need successful outcomes to feed self-esteem. Find decision-making hard. Often don't like groups.
CREATIVE LEARNER	One-to-one support, audio-visual enhancement & opportunities for generating own ideas.	Enjoy personal attention. Show empathy & understanding. Creative, expressive.	Need praise for their empathy.
INTUITIVE LEARNER	Problem-solving activities, analogies, use of mind maps.		Needs to be valued in the group.

Group skills

As the group facilitator it is important to be aware of the individual personalities within the group and have the necessary skills to incorporate each member's role and learning style into a successful group. It's challenging at the beginning, but it becomes easier as you come to know the group members.

The group as a whole needs three areas of group-building skills. These skills can be placed into three types:

1. **Thinking**
2. **Feeling**
3. **Action**

Thinking skills

Let's explore thinking skills: (These are written for the students.)

- The ability to be aware of yourself without dwelling on your weaknesses.
- Realizing that you are responsible for your own happiness and your own goals.
- Accepting that you can make mistakes.
- Being non-judgmental of others.
- Being able to ask for help.
- Having self-motivation and being capable of empowering others.
- Being able to listen.
- Being aware of your self-beliefs.

Let's explore feeling skills:

- Able to relax.
- Having empathy.
- Being able to appreciate other members.
- Able to disclose personal information.

Let's explore action skills:

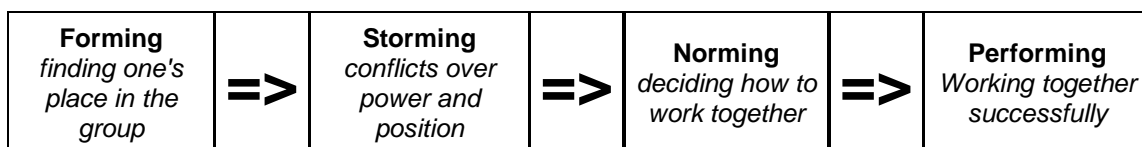
- Being able to communicate with other members.
- Being assertive.
- Making decisions effectively.
- Sustaining positive relationships with other members.
- Completing tasks.
- Setting goals.

For a group to succeed, it must have sufficient skills to be able to do the following:

- communicate with each other
- participate within the group
- trust one another
- disagree/agree/discuss positively
- take responsibility for individual activities/actions

The facilitator's role

The facilitator's, or coach's role, is to assist in the group forming process. Initially, when the group first comes together, the group of members require boundaries to be set so that they know what is expected of them and what to expect of the facilitator. It is generally during the first group meeting, where power struggles often take place and conflicts ensue. Some members will attempt to take over the group; others will try to withdraw. As the group progresses further, each member will develop their own role within the group, developing group skills. An ideal group will travel through four stages of development:



Now understand, some groups get stuck within a particular stage and will need facilitating or they may not move on towards successful dynamics. So keep a watchful eye on the dynamics of the group as a whole.

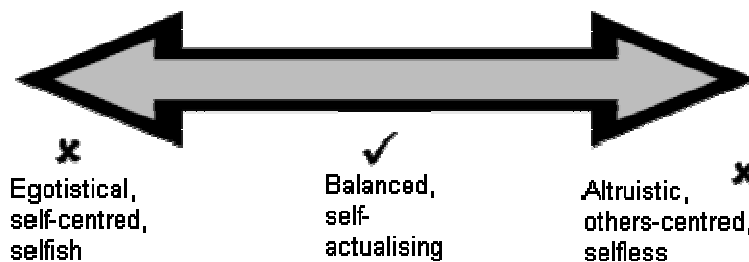
Failures in group development

The obvious problem is that of certain personality types being unable to operate in a group environment. These people are individualists who may not respect or like other members. They are always right, they are not interested in what others have to say, they interrupt frequently and are generally very difficult to absorb into a group.

Another problem may be that of rivalry and, conversely, non-rivalry. As group facilitator, you must always be aware of group dynamics and take control when necessary.

Motivation and empowerment

Generally, a person who is entering a group environment is motivated by self-interest, or a 'what's in this for me?' attitude. As everyone is paying for group coaching, this is not unexpected. It is important that you design your program to show value from the very first session. This will keep your group motivated and empowered to move forward.



The group is ultimately more successful as each member becomes 'others-centred' and 'selfless.' This is when the greatest work is done. This is when the whole group begins to benefit.

Personal motivation

A person who decides to enter group coaching will have first decided that they see a need for change and that they feel that they can change.

For him or her to have come to this conclusion they have made use of positive self-esteem and believe that they are capable of improving and have therefore set themselves the goal of improving. To feed their motivation and enhance their self-esteem they need encouragement and support from the facilitator and the fellow group members.

Because motivation needs constant feeding and enhancing, you will need to assist them in setting goals in a realistic manner. Assisting them in breaking each step down into

smaller bite-size, short-term goals. The group as a whole should be able to set small, realistic goals and discuss them so that every member is motivated by the others. The group as a whole will only enjoy interpersonal motivation if communication incorporates everybody's needs and views. Each member needs appropriate goals, a choice of how to reach them and the responsibility for their own learning.

Strokes

A stroke is a transaction which makes us feel good. It has only to do with making the members of the group feel good. Stroking include both positive and negative strokes. In coaching, we only recognize "positive strokes." Here are some examples:

1. applauding another member
2. **congratulating** another member
3. supporting another member
4. **smiling**
5. paying a **compliment**
6. **offering** to help out
7. nodding in support of what another person is saying

It's important to remember that we all have a "comfort zone" of stroking requirements, and again each person is unique in their needs. We get on comfortably within our accepted boundaries, but outside of those boundaries we need to adjust back to the comfort zone. Try and assess each member's needs and do your best to meet that need, however, remember, you are not the member's babysitter, mother or fairy godmother, you are the coach.

A-Z OF REQUIREMENTS FOR SUCCESSFUL GROUP WORK

Now, this comes naturally, over time with experience. You can't cover it all of these at once, just do your best to incorporate what you can as you can.

(Pick a few at random to read.)

Acceptance - of others	Freedom - of choice	Rewards - for success
Action - skills	Fun - lots of	Safety - confidentiality
Atmosphere - friendly	Goals - clear, staged	Self esteem - enhancing
Attitude - openness	Habits - new good ones	Self awareness - encouraging
Achievement - praising	Helpfulness - all round	Sensitivity - to others
Awareness - of others	Humor - safety valves	Sharing - experiences
Bonding - with each other	Imagination - using	Shyness - overcoming
Boundaries - ensuring	Justification - better skills	Smiles - cost nothing
Celebrating - success	Keeping it up - motivation	Strokes - positive
Change - encouraging	Listening - to self/others	Support - vital
Cheerfulness - facilitator	Motivation - enhancing	Tea - breaks

Comfort - of members	Names - remembering	Thinking - skills
Compliments - paying	Nurturing - self/others	Time - using well
Conflict - resolution	Observing - learning from	Transactions - healthy
Courage - to change	Patronizing - not healthy	Uncertainty - accepting
Curiosity - openness	Perfectionism - not healthy	Unconditional - acceptance
Determination - to succeed	Planning - effective	Understanding - clarity
Disclosure - safe	Politeness - costs nothing	Uniqueness - accepting
Emotions - examining	Praise - lots of	Values - morals
Encouraging - all members	Quality time - group time	Voice - good communication
Energy - for change	Questions - freedom to ask	Wants - options/consequences
Failure - protection against	Relapses - without criticism	X-tra help - for the nervous
Faith - in self/others	Relaxation - de-stressing	Yes - we can change
Feeling - skills	Responsibility - accepting	Zero negative strokes - the goal

Telephone vs meetings

Ultimately, it is up to you to decide just how you would prefer to present your group coaching class. You may want to think about your own personal delivery style. If you are a dynamic individual who can get your point across without visual aides, then you may want to consider telephone group coaching.

If telephone group coaching feels right for you then you can begin to think about creative ways to deliver your classes in a positive, upbeat manner. You may want to limit the size of the group to six members. This will allow you the opportunity to team up your members so that they can strategise together and support each other between telephone meetings.

You can explore the availability of telephone conference lines, just like the one that we are using here today. These are relatively inexpensive and usually are at your disposal 24/7. Your line can also be used for personal coaching sessions when you are not doing group facilitation.

If you decide to move forward with face-to-face group coaching, you will want to explore local venues. You want to look for something affordable. Visit the local library and community centers as they usually have rooms for rent at a little cost. You may also encounter community centers that permit members to book a room at no cost – so you might want to consider becoming a member.

Live coaching means having a location that is fairly quiet and with limited interruptions. Make sure you choose a place that provides easy access and parking for your group members. Good air flow is also important. If the room is stuffy, everyone will fall asleep.

Refining your skills

As you begin refining your group coaching skills you may decide that this income is beneficial to your overall success. Beyond the financial element, group coaching provides the coach with an opportunity to funnel group members into your one-on-one coaching schedule. Group coaching also provides a consistent opportunity for ongoing referrals.

Referrals are the life-blood of the coaching business. Make it easy for people to refer others to you. Offer incentives and opportunity for your successful group members to feel like they are appreciated and that you will reward them for their personal referrals.

Group coaching offers a tremendous dynamic for personal growth, for both the coach and the group members. The difficulty will be in finding something that you would absolutely enjoy coaching a group of individuals on.

***View the following Supplementary Forms:**

- Goal Setting & Action Plan.PDF
- Group Building Activities PDF file.

Marketing 101-Part One (Growing Your Clientele)

Introduction: Today we're going to talk about marketing - specifically, some of the things we're going to talk about are ...

- Attracting clients – not selling them;
 - We're going to discuss “connecting with a client in a meaningful way;”
 - We'll address in importance of “being seen;”
 - We'll look at the power of attracting versus selling;
 - We'll address pricing your services;
 - And we'll even talk about making it easy for your prospects to say “yes.”
-

You do not need to have a full marketing department behind your coaching business to get new clients enrolled. Expensive and slick advertising campaigns may often turn out to be less effective. What generally works best is far simpler. Developing relationships by connecting with people on a personal level is your best advertising to get your coaching business off the ground.

This, in fact, is why you are urged early in the program to begin providing sample sessions every week as soon as you felt confident. It gives people personal experience with you and helps them to understand just how the coaching process works and how it can be of value to them. For both the new coach and the established one, the sample session is the most direct way of marketing your business and your skills while gaining clients.

If you have not already done so, begin developing your marketing plan and what that looks like. You should include your marketing plan, as part of the Business Plan that you submit just before you complete your final exam. Let's quickly look at what a good marketing plan would include:

1. Making you more **visible**.
2. Making you more **credible**.
3. Showing individuals your **value**.
4. Promoting your **service**.
5. Providing a taste of your **expertise**.

Your prospective clients don't want to be sold. They need to know about you, gain trust in you, and come to understand your key values and services.

Attracting Clients - Not Selling Them

If the idea of marketing is intimidating to you, you are not alone. The key in marketing is to accurately echo exactly who you are as a professional. Marketing yourself means doing so in a manner that promotes who you really are and reflects your values and area of specialty.

You should try to approach your marketing with the following attitude:

1. With complete Authenticity.
2. By being **creative**.
3. Through experimentation
4. With **open-Mindedness**

You might think differently, however, you don't need to be concerned with being fascinating, telling everyone all the great things you can do for them or trying to hard sell them on your services. That will usually promote your coaching business in a way that will not be very successful.

Your goal should be to promote your business in a manner that will get you the best results possible. Marketing becomes fun and easy when you put your focus on these following 4 things: (I believe all of these are written for you)

1. Attracting the right client.
2. Removing the 'selling' part.
3. Being interested rather than being interesting.
4. Showing rather than selling.

Connecting with people is the key to effective marketing that begins to get the results that you desire. After all, isn't that what you want – results?

When people perceive that you want something or expect something from them, a wall often goes up. That wall can become very difficult to bring down. When someone wants to sell us something and approaches us in a 'sales-person' stance and tone of voice, we automatically put up boundaries to become inaccessible.

Within your coaching practice you should always present yourself as a professional who is open and honest about what you do, confident in building a steady growing practice that does not require a hard sell. Your business should speak for itself.

Connect In a Meaningful Way

Do not focus on trying to sell anyone your services. Again, the hard sell usually is not a good approach to take. Rather, put out your efforts in the following manner.

1. Listen to the needs of others.
2. **Ask** lots of direct questions.
3. Show genuine interest in others.
4. Let go of the need to **impress**.
5. Let go of the need to provide all the answers.
6. Be unattached to the **outcome**.
7. Offer a sample session when the time is right.

The more that you take the time to show genuine interest in other people, the more likely they will be to take active interest in what you and your coaching business have to offer them.

Show Your Skills

It is important that you show your skills and not just talk about them. Show others by being interested in their lives, being a good listener and asking great questions of them. Show others that coaching is exactly what they need to help them when they are stuck in seeking a path to their goals and dreams.

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

Telling others about your coaching services, in a manner of speaking, is still selling your services. It may not feel like selling, but it is. Making consistent connections and sharing your work in your everyday conversations with others in a non-selling manner not only makes the connection with others effectual, but it makes them intrigued.

When you go out to meet people, give them something of value.

1. Good tips and tools that they can employ in their lives.
2. The gift of being a good **listener**.
3. Making others feel heard.

4. Your expertise.

Being Seen

Is there importance in being seen? Definitely! When your business is a service-oriented operation such as coaching, visibility and credibility are crucial to your success. Here are a few key ways to become more visible and show your credibility.

1. Direct one-on-one contact.
2. Speaking to groups. (Civic groups like the Lion's Club, Optimist, Legion, etc)
3. Joining group activities. (Anything of interest to you!)
4. Writing. (For local periodicals, newsletters, community newsletters, etc.)
5. Speaking to individuals. (Wherever you go – there are opportunities to speak with people – be the first to say hello and open up the conversation.)

One-on-One Contact

Again, the most effective way of promoting your coaching business and attracting clients to your work is to connect with them directly in a one-on-one manner. People want to hire a professional that they trust. When prospective clients have first hand experience with you, trust is built more quickly.

If you happen to already know a lot of people, you might be able to completely fill your practice simply by contacting them and letting them know that you have opened your doors as a life coach.

1. Call persons that you already know.
2. Take them to coffee.
3. Offer anyone interested a sample session.
4. Invite them to become your client.

and finally,
5. Take down the phone numbers of any prospective clients that you meet.
(Remember, everyone and anyone is a potential client or a potential referral.)

If you do not have a large network when beginning your business, build it by joining groups, attending various networking events and making public presentations.

Whenever you find a group of people together, there is an open opportunity to network and develop new contacts and referrals. The secret to making this work for you is not to 'make it work.' Remember, you must always remain unengaged from the outcome.

Attracting Versus Selling

Join groups that interest you and where you know will enjoy yourself regardless of who is present. You will be your true self. You will get involved, which is key, and you'll be someone people want to have 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 some types of networking groups you may want to consider.

1. Lead your own groups.
2. **Chamber of Commerce.**
3. BNI (Business Networking International – bni.com, allows one individual representing one business type in each group)
4. **Civic Groups.**
5. Recreational groups
6. **Professional business associations.**
7. Small business associations.

And finally -

8. www.meetup.com – (This is an online opportunity where you can either join a group, or if you like – start a group. So, please feel free to explore that.)

You can find a myriad of interesting groups in your community through your Yellow Page directory, local newspapers and newsletters, the library and the Internet. Ask your friends for input also. You probably already know of some groups in your area that would be of interest to you.

You can grow your coaching business if you clearly define who your ideal client is. Then seek out groups that would have your ideal client in attendance.

Letting People Experience You

Continue to create greater visibility and credibility in your community by

- Taking leadership roles.
- Speaking to groups of interest.
- Writing publications that you can distribute throughout the community.
- Offering something special to members.
- Delivering some consistent message for the first six months.
- Asking individuals on your email list if you can send messages.
- Asking the individuals that you email to forward the emails to others they think may be interested.
- Beginning an online newsletter.
- Inviting group members to sit down with you for a sample session.
- Building a data base of present and possible contacts.

Your prospective clients are everywhere. You might meet them at a party, at the store, on an airplane, at a meeting. Always be ready to connect with individuals wherever you are and invite them to take a sample session.

Pricing your services

Many coaches struggle with pricing their services. A very common error among new coaches is to let their doubts and insecurities rule the pricing of their coaching services. The logic goes like this, "I have only been coaching for a few months, I cannot be really good, and therefore I can't charge much for my services." Thus the average new coach charges between \$150 and \$200 per month per client in the first 12 months of their practice. This price would usually include one full coaching session of approximately 1-hour, each week.

Your humility may be a natural reaction, but it's kind of like offering a discount for brain surgery. "I'm new at brain surgery. In fact you are my first patient, so I would like to offer you the surgery for half the regular price." Most patients would head for the door because they wouldn't want to be your guinea pig.

Remember the 20% rule. As a general pricing rule, you will know you are correctly priced for the particular clientele you are targeting if **one** in **five** (or 20%) objects to your pricing. If fewer than one in five objects to your pricing, you are priced too low. If more than one in five objects, you are priced too high.

When you are beginning your practice your greatest need is to build your competence and confidence as a coach. Therefore, if you want to work with a client who cannot afford your regular rate, and since you do have lots of room in your practice, find a way to make it work for the client. You can simply say, “I would really like to work with you. Can you afford ‘X’ amount of dollars?” (Use a dollar amount that is 2/3 of your usual rate). Alternatively you can say, “Well, I would love to be your coach. How can we make this work?” Your client will get a coach and you will get the practice. Some income is better than none.

The Sample Session

The Sample Session is the single most important selling tool that the life coach has, to recruit new clients. As you practice the art of the Sample Session you will find that, by the sheer law of averages, you will soon begin to gain a consistently growing number of clients. So – look at the document we call the “Enrollment Strategy” and read it until you know it inside out. Practice it and practice it until you have it down flat. By knowing how the Enrollment Strategy works the higher the likelihood of enrolling a greater number of clients in your coaching program.

Making it easy to say yes

Always make it easy for a client to say yes to your offer. For example, after a powerful complimentary coaching session, if the prospect indicates that they want to work with you, make it easy to begin.

Don't digress into a long dissertation about contracts, minimum commitments, cancellation notice and extra fees for intake sessions. Follow the Enrollment Strategy. The client wants to make a decision to move ahead. Any complicated intake process right at the start may make the client want to reconsider their decision. If you have a preference to work with contracts, spell out all the necessary details on your brochure, website or intake form in a simple and straightforward fashion so that any prospect can understand it. You may want to consider the following.

- Speak freely to any serious prospect: get to know what they want to achieve through the coaching, to give them a feel for the process and to help them understand how it all works.
- If the client decides to proceed: send a welcome letter that spells out the commitments of coach and client and a questionnaire that provides all the necessary contact information. The answers to the questions will provide insight into the client's strengths and weaknesses, and what they want to achieve through coaching.
- Don't charge separately for an intake session, but cover all the necessary information in the welcome letter or welcome package or within the first few calls.

- Encourage them to make a commitment: If you desire, don't have the client sign a contract. In this way they are free to quit anytime they choose. However, encourage them to make a commitment to themselves to stay with the coaching for at least three months to experience the full results.
- You may typically call your clients so they are not faced with any long distance charges. With a good long distance plan this only costs you a few dollars a call, but it makes it easier for the client.

Broadening your offerings

Most coaches have a store with one product in it, and that is one-to-one coaching. As we have discussed, there is a limited percentage of people at the higher end of the economic ladder who may be able to afford this product. But if you also provide group coaching, teleclasses, tapes, books or articles, you can offer a wide variety of products at different price points. You will benefit by having more to offer and the world will benefit because more people will have been coached.

I want you to know that you will receive products from us as a graduation gift that you can re-brand to make your own. That means you can change the name, the content, anything you like – but we recommend that you change at least 20% of the content if you are going to sell your products under a different name. That way, your products won't be exactly like anyone else's. You're going to receive coaching products, email products and a whole lot more, so be thinking about your website and how you are going to work other products offerings into your coaching website.

***View the following Supplementary Forms:**

- M101 – 50 Potential Client Selling Questions
- M102 – 25 Steps to Filling Your Practice
- M103 – Selling Coaching that People are Buying

Marketing 101 – Part Two

Introduction: Thank you, today we are going to talk a little bit about Reaching Your Ideal Client Base. We're going to talk about Public Speaking – Big or Small and public presentations. We'll be looking at the importance of Group Workshops and Being Creative. We are even going to discuss the option of Authoring and Group Coaching and Designing a Group. We'll even talk a little bit about radio and writing for newspaper columns.

Let's face a fact. There is no coaching business if nobody knows that you exist! If you find yourself wondering why you don't have clients to coach, ask yourself: "How many people actually know who I am and what services I have to offer?"

To fill a coaching practice a great deal of people need to have heard about you. It comes down to the simple law of numbers. As a new coach building a practice you must let as many people as possible know that you are currently building a practice, and who your ideal clients are. When those who may be ideal clients see you often in the community, notice that you are familiar, available, and solidly in the picture, they will likely become interested in your service.

Your aim should always be to significantly increase the number of prospective clients that you can serve. Start by making yourself as visible as possible, as often as possible.

Reaching Your Ideal Client Base

While public presentations are certainly not as personal as the one-on-one approach, they increase your visibility quickly and lend you the air of professionalism that you need to become successful. You can reach out to others in a professional manner though

1. Workshops
2. Seminars
3. Speaking to groups
4. Teleclasses
5. Writing
6. Publishing
7. Internet outreach

Public Speaking - Big or Small

Public speaking is a great way to build your practice while boosting your credibility with people. It is also a great lead-in to building necessary networking relationships that lead to other opportunities for building your practice.

Many coaches develop their public speaking skills to a professional level where they can charge fees for their lectures. But we don't expect you to go that far if you don't have a desire to. To get started, just offer your speaking engagements for free to civic and service organizations or other groups of interest to you.

Here is how you would begin:

- Develop a basic course outline.
- From the outline, further develop 3 to 5 separate talks.
- Send out your postcard or introductory letter to civic and service organizations.
- Follow-up by phone to see if you can schedule a speaking engagement.
- You might want to consider joining a local Toastmasters or National Speakers Association chapter to get some experience and network with more experienced speakers.
- You might want to consider the following topics.
 - Speaking about your specialty niche.
 - Form a talk distinctly around a topic that your ideal clients would have an interest in.
 - Something that you know a great deal about.
 - Enjoyable topics that interest you.

Relate the topics one-to-another or develop a series. That way, interested parties will have you back to listen further to what you have to say. Create a title that is compelling and that clearly expresses the subject of your speech.

Presentation

Designing a lecture does not have to be intimidating. You can design your talk using a 10, 20 or even 30 minute guideline. A good question and answer format is always a good way to go because it gives the listeners the opportunity to participate. It also gives you the opportunity to talk about some of the fundamentals of coaching that you may not be able to do in other formats. Provide a maximum of three key points that revolve around the listener's questions. While you don't want to overtly promote yourself during public presentations, present the idea that you have some solutions to your audience's problems or concerns.

Now some speakers often leave out this NEXT CRITICAL STEP. Have your participants take immediate action in some way that offers another direct experience with you. And here is how you can initiate immediate action:

1. Collect **business cards** at the beginning of your talk.
2. Do a draw from the cards for a free **sample session**.
3. Enrol folks in a related **workshop**.
4. Have **flyers** at the back of the room.
5. Pass around a sign-up sheet for a **newsletter**.
6. Provide **information** about your free sample session.

It's imperative that, after you have completed your lecture, you stay for a while to network with the individuals who have attended. Meet as many as you possibly can. Enter all of the information from the business cards into a database for future reference. They are all potential clients. Follow up with each one within 24 hours.

Be sure not to make the presentation too promotional. As a guest speaker your role is to provide valuable information on a topic to your audience. If you make it a talk that is simply to impress and promote your services, it generally won't go over very well.

Group Workshops

We talk about group workshops all the time – and they can play a very important role for you as you begin your practice. Whether you already have experience in facilitating groups or you are brand new to the experience, it is a lot of fun and can be very profitable. Being seen and heard also makes your work more viable and credible. Group facilitation is a collection of many skills.

1. Listening.
2. Asking questions.
3. Responding.
4. Tracking the group's energy.
5. Making your comments clear.

These are all skills that you have already learned and are currently working on to hone further. That is one of the reasons why it is an easy leap from coach to facilitator and you will become more masterful at these skills the more you utilize them.

While you do want to prepare a well-structured group event, don't feel like it has to be perfect. It doesn't. In a group setting – just create an atmosphere of exploration, fun and collaboration. If you have never done this before, keep in mind that what you want your participants to remember most is the feeling they got from their experience of you, than the content of what you said.

Be Creative

Workshops or seminars are generally known as face-to-face experiences. But a teleclass takes place over a telephone bridge line that is like a high-tech conference call. Both of these have distinct advantages. Workshops and seminars can be multi-dimensional because you can add visual elements or break participants into small groups for activities.

You can also do creative things with music, movement and icebreaker activities that are a bit more challenging in telephone-based events. Teleclasses have different kinds of advantages:

1. Participants can call in from **anywhere**.
2. Participation is not **limited** to a small number of individuals.
3. It is cost **effective**.
4. There are free or low fee teleclass **services**.

Teleclasses are very popular. Always keep in mind that there are many ways to produce an event of this nature and there are no absolute rules. So just be inventive, be yourself and enjoy creating this experience!

Authoring

The challenge for most of us who wish to become authors is getting it out! Out of our head and onto the page. The most practical way to do this is to start small. I'd encourage you to join the CCA Business Strategies Group. With that membership you will receive a number of Private Label Articles for your use. Here are a few other things that you can do:

1. Send out **press releases** about your business
2. Write articles for the local **newspaper**.
3. Write for other's **newsletters**.
4. Put out your own regular **newsletter**.
5. Write a **booklet** about your niche.

These are great ways to extend your reach beyond the walls of your office. You could write about anything that you have some expertise in, such as:

1. What you feel passionate about.
2. What you are most interested in.
3. Your message to others.
4. What moves you to continued inner growth.

Ideally you can write about anything that reflects you, and specifically your values and the values of your ideal client. Pick subjects that you can write about, directly and in detail, from your personal experiences. This will:

1. Establish your **credibility**.
2. Increase the number of people **interested** in your work.
3. Build your data base of **subscribers** and **contacts**.

Monthly or bimonthly newsletters written and emailed will provide you with opportunities to make new contacts, answer questions, invite feedback, promote trust, and help in solving other peoples' problems.

Group Coaching

Group coaching is just what it sounds like, coaching several individuals in a group session at one time. It can be thought of as facilitating a group process whereby you will coach a number of people at once.

Group coaching is great experience, especially for the beginning coach. It provides plenty of opportunity for interaction between the participants as well as taking the focus off you while doing group processing and discussion.

Group coaching is an efficient use of time and shows many people at once the value of coaching. Like workshops and teleclasses, group coaching involves facilitating a group of people around a certain topic.

Group facilitation Coaching assists you in leveraging the following: (These are written out on the student's page)

- Your time; because you are Coaching many individuals at once.
- Your marketing; because you are marketing Coaching to many individuals at once.
- Your earning potential; because you are earning more money for your time by charging each individual in the group.
- The group experience; because groups are inter-developmental, providing participants with more value for their experience.
- Ongoing value; because the aspects of group coaching is like an ongoing support group.

Designing a Group

With group coaching it is not possible for each participant to bring their own agendas. However, by design, each person has time to respond to a common theme or question and receive Coaching in the moment if it is called for. There are two main approaches to gathering a group for Coaching.

1. Create a group based on one overall topic of interest where there are numerous related points or themes to cover over time.
 1. Creating financial independence.
 2. Opening the way to prosperity and abundance.
 3. Finding and following your life-purpose.
 4. Parenting teenagers.

This approach requires rich subject matter that has almost endless opportunities for exploration and progress.

2. Create a group of individuals with a common background or goal where their special challenges and potential solutions and strategies are discussed.

1. Stay at home parents.
2. Entrepreneurs.
3. Retired persons.
4. Self-publishing.

(My first group coaching project was on “Job Finding.” – great subject matter there – everyone in the group throws in ideas and everyone is very excited to find new answers and ways to gain work.)

Radio

If you have already learned how to market yourself one-on-one, and in public presentations, broaden your scope of reach. One way to accomplish this is to share your business and your products with a larger audience via a radio talk show.

Creating a radio interview opportunity is not as difficult as you may think. With today's technology you can be heard on the radio all over the country without leaving your home or office. There are also Internet talk show stations that can deliver your message using streaming media. This is an opportunity that is more readily available than you can imagine.

Small community radio stations are always in the market for adding to their current broadcasting play and are usually very approachable. There is also the possibility of local community broadcasting organizations seeking viable programming of interest.

Newspaper columns

Most coaches completely overlook the most hungry media center of them all – the local NEWSPAPER. The media is continually interested in the phenomenon of coaching. There is always a need for local newspapers to present quality articles on an ongoing basis.

I bet you never have thought that if you approached the editor of your local newspaper that you could begin to write a column of your own on a weekly or bi-weekly basis, but you probably can!

Present your local editor with ideas that will enhance the lives of everyday individuals who are seeking practical information that they can use on a daily basis to improve the quality of their lives. Write several articles as examples and use them as the framework for carrying your articles.

Paid or not – this type of publicity will grow your business more quickly than any other method known.

The main reason most coaches don't take explore this opportunity is because they are afraid that they won't be prolific enough to keep up with the demand. This simply isn't true. We are generally talking about 500 words, or one page double-spaced at font size 12. You can also research private label article sites that are available on the Internet. They are relatively inexpensive and they offer quite a variety in topics.

In short, you can't afford not to investigate this incredible opportunities available to build your business through the various things that we've talked about today.

You have the following supplementary reading forms that correspond to this lecture:

***View the following Supplementary Forms:**

- M104 – Are You Ready for Coaching (from the client's perspective)
- M105 – Coach's Goals and Objectives
- SC101 – Self-care Checklist

PERSONAL GROWTH CHALLENGE:

If you haven't already, begin to build a 30-second message for radio. Include your description of your ideal client. Use the 'Goals to Action Plan' work form if it helps.

Begin to research the different options that there may be in your area for Radio broadcast opportunities.

Over the next few weeks continue to sharpen your 30-second radio message. Continue until you are absolutely sure that you have put together a message that ultimately reaches your ideal client.

NETWORKING and PROMOTION

Intro: Today on this call we're going to talk about:

- Building your network
- We'll talk about getting some "Sound Advice" about setting up your business
- We're going to address gathering your support
- We'll talk a little about your marketing materials
- We'll address referrals
- And a lot more ...

Perhaps the most exciting part of being a coach is that you get to decide just where your practice will go and how you are going to get there. The hard part is deciding where you want to be! Every decision that you make in growing your business will ultimately bring about huge change.

Everything that you do to support your coaching business will become a defining moment for you. Has everyone begun thinking about what you will name your business? As you begin your planning and practice, begin a journal. Keep track of your voyage right from the start. In that way you can look back upon your journey and recall your defining moments.

Opening decisions

You may decide to take on a partner in your business. You might choose someone who is of like-mind and practices coaching or a related field that goes hand-in-hand with your coaching skills. You may decide to be a sole proprietor working from home.

No matter how you decide to set up your business you will want to have the backing and support of others. You can accomplish this in many different ways:

1. You can establish partner **referrals**,
2. **Networking** referrals,
3. Develop an **advisory** board,
4. Put together a **steering** committee or
5. Develop a **network** of colleagues.

Building your network

Professional networking is the **BEST** way to:

1. Make business contacts,
2. Identify leads and
3. Turn those leads into sales.

The further you take this, the further along the road you will be to legitimizing your practice and gaining recognition from your community and professional peers. We need to say that there may be moments of intense isolation as you build your business on your own. To reduce your isolation you may also choose to build your network by doing the following:

1. Attending classes.
2. Enrolling in a mentoring group.
3. Attending conferences.
4. Joining your local Chamber of Commerce.

Getting sound advice

Most successful entrepreneurs give themselves the advantage of the following:

1. **a steering committee**
2. **or an advisory.**

We strongly suggest that you too. An advisory would be made up of a number of individuals that will support you through the rough spots and just lend good advice for direction as you need it. Feedback is important as you begin your work. Sometimes we cannot see the forest for the trees so it is helpful to have others to provide some clear unobstructed feedback. The ideal advisory would be made up of the following.

1. Four to six people that you know and trust, and who know you.
2. People who have **enthusiasm** about what you are doing.
3. People who have something distinct to offer.
4. People who have a variety of **experience** and **interests** (they don't have to coach).
5. People of different ages and from different walks of life.

Each person will have something valuable to offer. The role of your advisory is not to give continual advice. Rather, their post is to guide you when you feel that you need a fresh perspective on what you are doing.

Gathering your support

Always recognize the contributions of your supporters no matter how small. Remember that these folks add to your credibility. Always refer their services to others and be sure you never fail to mention that he or she sits on your advisory committee. When you feel ready take your coaching commitment to a new level commit to the following:

1. Develop professional alliances.
2. Co-facilitate **workshops.**
3. Offer free workshops.
4. **Volunteer** to be on someone else's advisory.

5. Invite fellow coaches to meet on a regular basis to share information and ideas.

Narrow your focus

To narrow your focus from the marketing standpoint means that you are not trying to be all things to all people. You've heard it before, 'What is your niche?' You really must find a target market. That may not sound like new information but it is amazing how easy it is for new coaches to miss this. You really need to follow through on this one.

What we are really saying is this; take the time to discover who your ideal client is. Who do you desire to work with? Once you do this, discover what their wants and needs are, their common problems and concerns. Then put your effort into marketing to meet those wants, needs, problems and concerns.

If you don't yet know who your ideal client is, think in terms of going to some complementary businesses; ones you admire perhaps; ones that probably serve the same target market as you.

Ask them to describe their ideal client. One of the things we have found is that when you go this far, you usually find that your ideal client, the individual that you really want to work with, rises to the top. You suddenly know who he or she is.

This exercise is very important. We have found that it helps the new coach get a clearer picture of who their ideal client is. Then, it can be as simple as asking yourself, "Where can I find this ideal client?" Once you know where you can reach this ideal client – you can go after him or her more directly.

Communicate a core difference

In many cases something that differentiates your business can be as simple as serving a very tight niche market, for instance, "Retirement Coaching." It can also be the way that you package your services or it can be in an image that is related to your service that differentiates you from another coach.

A problem can present itself if your prospects really can't tell the difference between your service and another. One accountant looks like another. One electrician looks like another. One coach looks like another. It may not be true, but in many cases the client cannot distinguish between you another coach unless you go about it in a more creative way.

What usually happens is the prospect picks up the phone and asks 'How much.' That's the way in which they determine one coach from another. They base their decision on price if they cannot find any other distinguishing marker that sets you apart. If you can find a way to stand out and be different, you will rise to the top and **PRICE** won't be an issue at all.

A lot of times businesses will say they provide quality work and fair pricing. Those are not differences. Those are expectations. If you aren't sure what differences you offer, ask your practice partner, one of your practice clients to articulate what you do that is different or unique. For most new coaches, your clients will be an excellent resource for testimonials.

Here's a tip. If your clients have agreed to doing a testimonial for you but don't seem to get around to it, ask him or her if you can write a few lines and then call them back to fine-tune it. Be sure you let him or her know that you won't use the testimonial without their final approval. By doing this, you can ensure that you will receive your testimonial.

Another great place to do some discovery around differences is by looking at your competitors. What do they claim to do that is special? What don't they claim? Where is the industry not served? Maybe there is a special service that you can pinpoint, expand on and use as YOUR point of difference.

Once you've gone out and done some discovery, or even some interviews the hard creative work begins. What you want to be able to do is to let people know how you're different and unique. You can put it into a powerful short phrase.

Capture a phrase that really gets at the heart of what your market is missing or at a frustration or something you do that is exceptional. Use eight or ten words. That can become not only the way to differentiate your business; it can become the real seed of all of your marketing messages. Everything will grow from that statement.

Packaging your business

Everyone has heard the phrase 'image is everything.' In some ways people really can relate and attach themselves and better remember if they can connect to an image. That image can be a photo or the color of your logo. These are great ways to differentiate your business.

Think in terms of packaging. How best can you package your service or services? If you look at most coaches sites what do you find? ONLY coaching services! How about creating products from your services? What about e-books, reports or evening recordings? All of these can be very easily created. How about selling telephone coaching as well as an email coaching program? The whole idea is to create something much bigger than providing coaching alone. You are limited only to your imagination. Search the Internet for ideas. Keep track of what you see that you like and don't like.

Marketing Materials

Some of you probably have a few rough drafts of tri-fold brochures that you may have been working on – or some sales copy about your business. That is just what a lot of small business owners believe they need to create. What we have found works best is a marketing kit. It is a series of documents that can be very flexible and can be

personalized easily. Once you personalize them, you can easily create a pdf to send to your prospect by email.

This kit is something you can actually personalize and gear toward a specific industry, lead or prospect. It can come in many forms; a pocket folder or file folder that you can get custom printed or print yourself. Then you can create a series of sheets.

The first one to create is called “The Difference.” Whatever your business is, start by creating a one-page document containing:

1. Three biggest **benefits** of your business
2. Three ways you are **different** than any other coach.

Take one whole page and explain how you are different. Rather than talking about how great you are, spend an entire page getting into the three benefits and three differences. That page alone will be so different than what most other coaches are producing. Use the actual words and examples that your clients are telling you as to how you are different. In many cases it's little things that will make an impact.

You'll need to have a page that talks about your coaching service. Just give the basics. People love to read case studies. A case study is proof that you have helped someone. You're showing prospects an example of somebody that got the result you're telling them they can get.

Testimonials are so important. Begin getting them NOW with your practice clients. These are invaluable. If you don't do it now – you'll have no testimonials to put on your website when the time comes.

Every marketing kit should have a STORY, either about how you got started, you overcame adversity, and how your business came to be in the specific niche that it's in. People love stories. People relate to stories – they build trust.

Live by the calendar

This step is more of a housekeeping one, but it is amazing how important it is. There really is a lot to do in your business. There is an age old phrase, “You are the chief, cook and bottle washer.” You do it all.

You didn't start your business because you wanted to first be a marketing expert. We suspect that most of you started your business because you wanted to do coaching. Unfortunately, marketing is very easy to shove aside and let other things come before, but, marketing is essential to your business. No marketing ... no clients. Simple.

What we would strongly suggest you do is to get a giant calendar or at least something that will stare you in the face as it hangs on the wall. At the very least, map out one thing you intend to do and what steps it will take to do that, then schedule it. Even if it takes

you six months of scheduling, you'll get it done! Make marketing appointments with yourself. It's essential. Carve out a portion of every day, if that's what it takes, and make an appointment to do marketing.

Referrals

Your goal should always be to keep your 'referral machine' well oiled. Referrals are the life-blood of your business. Referrals can come via several sources:

1. Friends.
2. Family.
3. Current and past clients.
4. Business associates.
5. A related business.
6. _____
7. _____

Let's think of two more if we can ... anyone?

Wherever and whenever possible continue to build your referral contact list. Professional networking requires diligent follow-up. Cultivate new and on-going relationships with individuals who can assist in building and maintaining your coaching practice. You can call them or send emails, getting together at the diner for a cup of coffee, meeting for breakfast, or playing a round of golf. **KEEP IN TOUCH!**

Acknowledge a successful referral

It is important for you to feel confident enough to ask for a referral. Always ask for a referral when:

1. You have **completed** a sample session. (Ask if the person knows of anyone else who may benefit from your work.)
2. When you **meet** fellow coaches.
3. When you are meeting with **successful** clients.
4. When you are taking a **peer** to coffee.

Always acknowledge a successful referral. Rather than make a phone call, may we suggest that you take the time to send a card through snail-mail to say thank you. A hand-written note goes a long way in this information age.

Business Cards

First impressions are lasting impressions. How many times have we heard that? When starting with your venture, a business card is most often the first item of stationery you obtain. It is sometimes your very first purchase before you even begin.

Don't let this happen to you. We have all been handed a business card that looks cheap, is printed on poor quality paper or has perforated sides from being printed on a home computer. Always hand out a professional, quality business card. After you leave your card remains.

When you are starting a business, carefully consider the way you want to present your ideas, the type and quality of person and company you want as clients, and then consider the visual image of your business card and stationery.

If your card represents you in a professional way, so it needs to be done RIGHT! Get the input of a professional and think about your prospect perception when they see your card.

Now let's talk about that most UNERSUDED yet most expensive piece of business real estate you own as an entrepreneur. Does anyone know what that is? **THE BACK OF YOUR BUSINESS CARD.**

Use of a Website

With the rising popularity of the internet, people are expecting that any reputable business will host a website. There are two types of website you should be aware of - Social Networking and commercial websites. Whichever type of website you have, you can help to promote it with online social networking websites.

You will want a professional looking Website. Don't settle for the "mom and pop" look just because it's cheap! The fact is, most people won't stay on a site very long that doesn't appear professional in look or content. Look at the hosting and development packages that we offer in the resource area of the School's Student Area.

When you join an online networking community, you should be given your own profile page. On this page describe yourself, your online professional Website and what it is that you do. We recommend checking out www.meetup.com. We currently have students that find that this site has opened doors immediately. One student has over 70 members to the group that she started in as little as 5-weeks! Membership is FREE!

If you have a website that is selling products or services, you may find it a little bit easier to use social networking sites to your advantage and help to grow your business.

Blogging to promote your business

Blogs are turning out to be a very effective method of promoting your business on the Web. So what exactly is a blog? A blog (short for "web log") is basically a simple web site that allows you to post articles or information quickly and easily at regular intervals.

If you are concerned about blogging – thinking that you won't be able to keep coming up with new information or new topics to write on ... you must consider using 'Private Label Articles.' Now understand, there is nothing immoral or illegal about using these.

They are prepared and written by ghost writers who freely allow them to use their work as your own if you have paid for their use.

If you decide to use private label articles, you should change or add 20% of the content and change the name of the article so that it reflects your own viewpoint. This way your article won't show up the same as someone else's with the same name.

Now Art and Science of Coaching membership includes 26 weeks of specialized business-building materials and monthly products worth \$1,200 – \$1,400 each and every month. The cost of student membership is \$200.00 for one year – you can even pay in two payments of \$100.00. The regular monthly membership is now \$749.00 USD.

There are blogs on almost every topic imaginable. Here are a few highlights of how a blog can help promote your business online. (These are written for the students.)

- Search engines LOVE blogs because the content is being updated constantly.
- Niche visitors are more likely to discover your business because blog entries can be very specific.
- Blogs can be organized by topic making it easy for readers to find topics that interest them.
- Blog entries continue to bring in web traffic 24/7.
- Information on your blog can be easily distributed directly to your readers with an RSS news feed. RSS stands for “Really Simple Syndication.” RSS feeds notify your readers automatically whenever new content has been posted to your blog.
- You can differentiate yourself from your competitors with your blog.

If you want to help extend your reach, improve your search engine rankings, and give your business an edge to finding new clients then you may want to consider a blog! My personal view on how best to blog as a coach is to set up 3 blogs. One hosted on your Website, and then set up two more out there in cyberspace on free blogging sites. You can set up free blogs at www.blogger.com or at www.wordpress.com and then what you will do is you will link your two free blogs to point visitors back to you Website.

I believe that there is just a bit more information on “blogging” there in your notes that you can read on your own. And of course, your lecture transcript will even give you more specific info on all the things we talked about today.

***View the following Supplementary Forms:**

- BR101 – What is My Brand?
- N101 – Beyond Self-Promotion
- N102 – Developing a Marketing Mindset
- N103 – Public Relations Kit

PRACTICE MAKES PERFECT

Introduction: Today, during this hour we are going to talk a little bit about practice, and how practice will bring about the results that you want for your coaching business. We are going to talk about getting ready for your sessions and about the importance of active listening and recognizing coachable moments. We'll discuss a bit about developing your own personal affirmation and managing your inner struggle. **SO LET'S BEGIN.**

First let me say here, that providing great coaching doesn't depend on your ability as a coach to be great – it depends solely upon the innate belief that within your client is **SOMETHING GREAT!** After all, you already know how to coach. You have within your Coaching Session Guide a complete outline of a sample session and coaching session. You can coach!

Your job is to bring out that something great in your client – to inspire the client to dig deep and to think big – and then help the client to articulate what he or she most desires and wants in his or her life – **THAT IS COACHING.**

So once again, I say to you ... providing great coaching doesn't depend on your ability as a coach to be great – it depends solely upon the innate belief that within your client is **SOMETHING GREAT!**

Practice Makes Perfect!

Take every opportunity that you can to fully develop your skills. Find practice partners – willing friends and family members to engage in your learning process. Practice with the coaching outline. As you do, you never have to worry about what questions to ask, the questions are right there for you, just read them.

As you get more comfortable, you'll begin to hear your own inner voice and intuitive abilities. Your personal style begins to emerge and bring you the clients that you want. Every session that you give will strengthen what you know and give you further insights into your intuitive powers. Each time you coach will add a building block to your Coaching foundation.

As a Coach you must become a sensitive receiver. As you do, you'll remain in-tune with the client by listening with both the mind and the heart. As a sensitive receiver, you'll be listening to all that is said and all that is not said. You begin to pick up on subtle changes in tone of voice and energy behind the emotions that may be carrying the words.

Listening is the cornerstone of your work. Every other Coaching skill is based on the level of listening that you do. Even the most dynamic Coach knows how to listen, because in so doing, he/she can ask the right questions and request the right work for the client to do.

The Big Picture

Each of us longs to be heard. Oftentimes, the one thing that people are starved for is a listening ear. Knowing that someone has fully heard your words and understood is very powerful and sometimes, overwhelming. A Master Coach hears all and discerns what is useful and what is not. A Master Coach knows when to respond and when to be silent and let the client continue to speak. It all comes with practice. Your practice is important.

Most of us are in constant dialogue in our heads. Voices just keep rolling and rolling, all wanting to be heard. A Master Coach learns to become 'blank' so that the noise within the head is silenced, giving total attention to the client. How do you practice this?

As your client is speaking, notice your own thought processes. Notice where your mind wants to wander off to as you are listening. When your mind wanders, imagine putting all of those thoughts in a big black box and locking it up tight! Keep adding to the boxes if you must. Eventually, the mind will take heed and become silenced. It just takes practice.

The big picture is putting your client in the foremost of your mind and at the forefront of your total attention. That is what the client is paying you for. Listening from a 'empty place' is how you will be able to hear your own intuition and respond to your client from a place of strength. This is when Coaching really becomes thrilling.

To Ready for Your Session

Before you begin any coaching session it is essential that you clear your mind and become focused on what you are about to do. Take a few minutes before you begin the session to center yourself and focus on emptying yourself of your own thoughts and concerns so that all of your energy and thought process can be present and available to your client. Many coaches choose to perform a type of ritual like a breathing exercise or meditation before beginning a session. Others utilize prayer to center themselves.

As you embark on your new coaching career it would be helpful if you formulate your own ritual that you will carry out before each session. Again, as you practice this, it will become second nature to you and you will easily and quickly be able to become 'empty' of your own life, needs and concerns and ready to receive your client and do the work with him or her that needs to be done.

Explore different breathing exercises and short meditation techniques until you find something in particular that works well for you. You may feel somewhat inhibited at first if you have never experienced techniques of this kind, however, any feelings of self-consciousness will shortly pass as you settle into a method that works well for you.

Active Listening

It is important that ‘active listening’ always come into play with your client. As you find your center and become ‘empty’ of self, your listening powers will become clearer and your intuitive powers will be enhanced and far more effective. As you listen and choose the direction you’re going ...

- What does this client need to take along on this journey in order to **succeed**?
- Ask yourself what baggage must this client **drop** to continue this journey successfully.
- Anticipate any **hurdles** or **obstacles** that may come up along the journey to success.
- Watch for any **shortcuts** that can be employed to shorten the route to success.
- Watch to see how the **perspective** changes along the route to success.

If you focus on the above points during each session you will find a natural flow that will bring about positive solutions with greater ease.

Recognize Those ‘Coachable Moments’

When listening very closely the client will spell out very clearly where he or she wants to go. You may have to listen to what lies below the surface, but you will hear it.

The most helpful information usually flows out in the first few minutes of the session. Sometimes some brainstorming may be required to help the client clearly articulate what she or he truly is saying, but the information is there!

As you listen, your intuition will tell you what questions to ask. With practice, you will learn to clearly recognize those ‘Coachable moments’ that come up in a session.

If you find yourself talking more than listening during a session, you may not have listened deeply. In this case, remind yourself to connect – not perform. If your attention is on what you are going to say next or how to solve the client’s problem, you client won’t get the feeling that you are truly in the moment.

Ascertain the Facts

Clients give us volumes of information about the human condition in every session. They tell us who they are, who they want to be, and clearly point out the way that they would like to proceed. Your job is to discern just where the highway to success is, and how best to get to your destination.

When listening, try to ascertain the facts rather than the client’s interpretation of the facts. Clearly ask questions that will cause the client to search more deeply. As you do, listen to your client’s shift in perspective.

It is very important to be aware of your tone of voice throughout the dialogue. Always keep your tone neutral and non-judgmental. Avoid parental or dramatic tones at all cost. As you continue work with your client, he or she will become more solution oriented all on his or her own.

Ask Questions That Have Impact

When you ask a question, listen to how it has landed with the client. Aim to ask direct questions that have impact. When you hit the mark you will know because you will notice a direct response and even perhaps, a change of tone in the voice. Should this happen, acknowledge their shift and seize this moment to go deeper into the topic.

If you require a moment of silence during the conversation to formulate a question you will find it valuable to do so. Simply say to the client, “Give me a moment, while I am formulating a question.”

Should you hear a weak response to your question, your client is telling you to try a different approach. In this case reword the question and come at the subject from another angle. The question – response pattern is the heart of the Coaching session.

There are different types of questions and it is important that you practice them:

1. Probing: use this type to **gather** information.
2. Leading: use this type rarely – this is a **closed** question and requires a specific answer.
3. Strategic: best suited for later stages when working on **action** plans.
4. Challenging: effective when the client is not **stepping** up to the plate.
5. Inquiry: use these types of questions to **‘wake up’** the client or use in future sessions.

If you are concerned which type of question to use, just remember to start with “who, what, when, where or how.” So let me say, rather than 'buying into' the client's story, listen for the facts versus the client's interpretation. Listen for your client's shift in perspective as you do this.

Getting the Answers

Sometimes clients will not answer your question directly. If the client should try and wiggle out of an answer simply tell him or her that you would like an answer to your initial question. It is a disservice to the client to let him or her wiggle out of answering any questions.

If the client is not coachable – either temporarily or completely you will be able to better recognize this as you advance in your work. Sometimes a client is simply not in the mood for the session that day. This happens. You don't want to be put in the situation of having to drag information out of the client. You are not their therapist.

If the client does not return into active session when you ask him or her to ‘engage’ try the following:

1. Ask what he or she is **feeling**
2. **Change** to a lighter agenda (always have alternatives ready)
3. Suggest a short break for **centering**
4. **Reschedule** to another time
5. **Consider** if the client is better off with another Coach or process
6. **Terminate** the relationship if it doesn’t shift by the next session

An important part of getting the answers that you need is using your voice in the appropriate manner. When asking your client questions, be especially aware of your vocal tone.

- **Vocal Energy:** Check the energy of your voice. If you sound anxious, nervous, in a hurry or too distant, that will all transfer to your client. You should remain upbeat and enthusiastic with your client at all times.
- **Vocal Tone:** Use a natural friendly tone. Be sure that you NEVER sound parental or condescending in any way. Be in a ‘light’ manner.
- **Vocal Pace:** Generally the more effective pace and rhythm is to match that of your clients. If however, the client is wound up too high, or dragging too low, your job will be to reign in the client to where you want the pace to be. Try to achieve a natural pace.
- **Vocal Inflection:** Keep your voice in a ‘medium’ modulation so that you are easily understood. Your aim is to not fall into a monotone sounding range. Sounding ‘flat’ will make it seem like you are disinterested in the session.

Your Voice is Your Instrument

It is critical that your client hear you clearly. Always speak clearly. One good way to listen to the way that you speak is to listen to yourself on tape. It can be a bit scary at first, however, once you get over the initial shock of how your voice sounds to others (much differently than it sounds in your heard), you will be able to master your vocal styling. If you find that you are not communicating well with your clients vocally – voice lessons can be very helpful. Your voice is your instrument, treat it like one!

Timing is everything!

Every time you coach you'll learn about which Coach-able moments to go after and when to tackle them. Timing can make a big difference in the flow of the session. If you launch in too soon, the client might not be ready for the shift.

Encourage your client to talk unless they are naturally very talkative. We're not suggesting you hold yourself back completely, but learn how to reign yourself in a few beats so that you can be sure you have allowed the client time to be ready for the Coachable moment.

Centering practice

We live in a culture that teaches us how to do things. We learn very little about how to be. Few of us have discovered a reflective or spiritual practice that brings out our very best on a daily basis.

If you are in the majority that have never properly investigated this area, you can profoundly benefit from developing your own centering process, practice, or ritual to help get you into your most powerful and present state, routinely.

For most people, feeding this best part of us involves some regular reflective practice or centering routine. The reflective practice that works well for one person may not work for another. All reflective practices involve a journey inward and the cultivation of more presence. Presence leads to peace and the ability to have more choice in your life.

So here, in no apparent order, are a few of the most common reflective practices.

- Meditation
- Prayer and contemplation
- Walks, runs, hikes, swims, or other solitary exercise
- Yoga
- Visualization of a compelling, hopeful future
- Journaling
- Listening to reflective music or relaxation tapes

It's not important which reflective practice you choose. What is important is that you find something you enjoy and can do everyday that gives you the results you want. And what you want is something that leaves you feeling more centered, relaxed, loving, open, and refreshed.

As to the amount of time to devote to this, 25 minutes a day is great, ten minutes is good, and five minutes is better than nothing. If you are approaching this for the first time, don't expect some earth-shattering outcome. The benefits are subtle but accumulate quickly under steady reinforcement.

Developing your own personal affirmation

For those dozens of times a week when an unexpected event stirs up a flurry of disturbing thoughts, it helps to have an affirming phrase to remind you of who you are - at your best - and bring your attention back to where you want it. If you can change your thoughts, you can change your feelings. And if you have positive thoughts and feelings, you will find it easier to move forward in building your practice.

Finding the right personal affirmation is something that deserves a little coaching and introspection. Generally you want to think back to times when you felt very much empowered, and discern the qualities that were present in you at that time.

For example, if you remember a time where you gave a great sample session - and confidently asked for and received the business – ask yourself what qualities did I display? Courage? Confidence? Intuition? Trust that it would all work out as it was meant to? If these are some of the qualities that were present when you felt most powerful or are unusually successful, then your affirmation might be. *“I am a courageous, intuitive, man/woman that trusts things are unfolding as they should.”*

If you have a good personal affirmation, that reminds you of who you are at your very best, and you let it sink in deep enough to actually feel the affects, it can act as a powerful internal compass to guide you through the rough moments.

Managing the inner struggle

The final force we need to explore here are the doubts and fears that slow us down, keep us small, close our hearts, criticize us, exaggerate the challenges ahead, and minimize our ability to move forward.

In coaching this is often called the “Inner Critic” from popular psychology, or the “Gremlin” as named in Richard Carson’s book, Taming Your Gremlin. Richard is a pioneer in this work that has been widely adapted in professional coaching. His book is an important addition to any coach’s library.

Anyone who wants to become the person they are meant to be - and in your case have the coaching practice you deserve - will need to know how to manage the various normal and natural factors that work in opposition to any progress. If you find that you need help to manage your ‘inner struggle,’ don’t put off seeking help! Find someone to talk to, read books on managing your thought processes – in short – do everything that you can to empower yourself to move forward, just as you would for your client.

The bottom line on being

As a coach we need to be at peace with our past, so we can focus all our energy on what we are doing today – working with our clients, working on our marketing, living and loving – so we can create the future we most want.

We must also connect to our inner fire, the passions and values that call us to coaching, and give us the courage and commitment to move past our doubts and fears.

And finally we must find the way or practice that allows us to get past our ego - the fertile home ground of a thousand distractions - and thus have the greatest impact on the world. In your coaching practice, your success will be heavily influenced by how you show up in the world.

Be authentic, operate with full integrity, and seek to add value at all times.

***View the following Supplementary Forms:**

- F103 – What to Do About Fear
- PDF – Top 5 List Collection.pdf
- PDF – Advanced Coaching Skills.pdf
- PDF – Coaching Program Intake Questionnaire.pdf
- PDF – Essential Communication Skills.pdf
- Q102 – Asking Good Questions

PRINCIPLES OF COACHING

Introduction: Today we'll be talking about the Principles of Coaching and learning what the 7-principles are. We're going to discuss maintaining a commitment to our client and how we perform our coaching from a place of non-judgement. We're going to discuss building the coaching relationship on trust and honesty; we'll talk about the various postures the client may take as well as how the client is responsible for their own solutions ... and a whole lot more.

Operating principles

Let's begin our lecture today by examining the general principles of coaching:

- Maintain a commitment to **support** the client.
- Build the coaching **relationship** on truth, openness and trust.
- The client is **responsible** for the results they are generating.
- The client is capable of much better **results** than they are currently generating.
- Focus on what the **client** thinks and experiences.
- Clients can generate their own perfect **solutions**.
- The coaching conversation is based on **equality**.

These principles are what the Life Coach operates by. You are reminded to operate from the assumption that the client is always held responsible and accountable for their own circumstances and actions.

Some of the key principles occur as **rules of behaviour** that a coach must remember. Others appear as **perspectives** of what the coach is there to do, or not do. So, when you are consistently able to adopt these principles, your ability to coach effectively will certainly get better with practice.

Maintain a commitment to support the individual:

You are going to want to coach the individual that you are working with in order to remain committed to the coaching relationship. You'll have to maintain a supportive attitude towards your client or consider withdrawing from the coaching assignment.

At the beginning of the coaching relationship this appears fairly easy, doesn't it? The coach is probably thinking more about how to make the assignment successful than anything else. But as time goes on, the coach may experience different factors that could make it harder to maintain their support. It may or may not be something the coach is even aware of. For example, simple fatigue with the coaching conversations and even with the client themselves may creep in. You need to be aware of this possibility.

Where the coaching process feels laboured and difficult - perhaps showing little sign of progress, you might begin to withdraw your commitment to the client without even

knowing it. So, it's important that as a coach, you are self-coaching. Regularly evaluate your coaching relationships and identify any negative thoughts or beliefs about the client relationships and put them into perspective. Recognize what is real and what is self-generated from your own ego.

When getting ready to coach, take a few moments to prepare and clear yourself to ensure that you become 'empty', before the client arrives or before you make that phone call. Read through your notes from previous sessions, reflect on what the client's goals are. Remind yourself how you are contributing to meeting those goals. This will get you into the mental mode of supporting the individual regardless of how challenging it might be.

In the Student Area we also have an MP3 called the "Coach Meditation" that will help you get ready for your client-based coaching sessions. Please download it, listen to it, and if you are comfortable with it, begin to use it even during your practice sessions.

Coaching from non-judgement:

On a tougher note, the coach may decide that they don't actually like the person they are coaching very much. Remember, as human beings, we have a natural tendency to judge others. We compare how someone else looks, thinks or acts, with ourselves. We might approve or disapprove of another person because of their hair, clothes, general appearance, their choice of words, their tone of voice, etc.

As a coach, we will not debate whether any of the client's behaviours or choices are right or wrong. The coach must always detach your own personal thoughts, belief systems and modes of moving through life from that of the client. After all, coaching is not about the coach – it's all about the client.

A coach who can't detach from making judgements is less likely to successfully understand the client. Any coach who begins to have internal thoughts and dialogue about what the client is saying, e.g. 'Ooh, you must be difficult to live with.' will block the ability to listen fully. It would be like trying to watch television with the radio on.

If the coach doesn't see the client objectively and with an open mind, they will be less likely to begin to understand the client. The client is also likely to sense the coach's disapproval, possibly from facial expression, tonality, gestures or phrases the coach is using. When the client recognizes disapproval, they become more guarded in their responses.

Once the coach starts to see the client as 'flawed' in some way, they begin to adopt the role of fixer. Again, the client is likely to sense this and perhaps feel defensive or uncomfortable.

The coach's role is not to judge the way the client treats other people or how the client chooses to live their life. A coach's role is simply to make clear links between the behaviours a client is generating, and the results they are getting.

So, for example let's say the client wants a promotion at work, and knows the reason this isn't happening is linked to the lack of support being received from his peer group. So in this example, let's say that the client discusses several confrontations that have happened at work between colleagues, and describes cruel things he has said.

It may be easy for the coach to make a link between the client's goals and his current behaviour, but if the coach spends energy on convincing the client that his behaviour toward others is wrong, the client will probably reject the suggestion.

Far more straightforward and insightful for the client, is to highlight the fact that his behaviour simply doesn't serve the aspiration for a promotion and that his behaviour has a direct impact on the outcome of his goals.

What does non-judgement feel like to the coach?

Quite simply, to be in non-judgement feels like nothing, because there's nothing going on. The coach is not having internal dialogue along the lines of 'that's awful, cruel, dumb, etc.'

The coach is not frowning with disapproval, shaking their head or making little 'tutting' noises. Instead, the coach is really listening and staying with the flow of the coaching conversation. At all costs, the desire to judge should be replaced by a pervading sense of curiosity toward what is being said and what the client is experiencing. The coach's overriding purpose is to seek to understand what is really happening and what is relevant or important about that, in relation to the goals and objectives.

How do we let go of judgment?

Unless you have spent years gaining the enlightenment of a Buddhist Master, you'll probably have a lifelong journey with this one. You will likely judge others from time to time, but the trick is to notice that you're doing it and release it whenever you catch yourself doing so.

Now, we do have a download for you ... a short meditation that will assist you in getting into the right frame of mind for working with your clients. Please make sure you grab it. You'll find it under the "link tab" on the left call "MEDITATIONS." The download is called the "Coach Meditation."

Build the coaching relationship on truth, openness and trust:

When you step into a coaching relationship, you must seek to honestly serve your client. This is worth mentioning because your integrity in this issue can be corrupted if you don't approach your coaching relationships in this manner. So to reiterate, the coaching relationship is ALWAYS based on truth, openness and trust.

Rating openness and honesty:

Ask yourself these questions to help you understand the level of openness and honesty in a coaching relationship. This is especially useful if you can use an existing coaching relationship as your example.

Q: Did you ever **said** anything to the client that wasn't true?

Q: Did you ever **avoid** talking about any subject or situation with the client?

Q: Did you ever feel that the client **avoided** talking about certain things with you?

Q: Have you ever **said** anything about the client that you wouldn't want them to hear?

Q: How freely **expressive** are you able to be when you are coaching the client?

Q: How **comfortable** are you in the client's company?

The client is responsible for the results they are generating:

We ALWAYS coach from the principle that an individual is ultimately responsible for their life and the results that they are getting. That includes their job, their relationship, where they are living, etc. If we acknowledge we are responsible for something, it follows that we have the power and influence over it.

As a coaching principle this sense of personal responsibility is a main key if we are to empower individuals to act powerfully and positively in their personal situations. It is useful to break the word itself into two halves, as it literally becomes 'response' and 'ability', or ... the ability to respond.

The basic framework that coaching is built upon is the belief that every individual has the innate ability to conceptualize and bring to light the right answers for any given situation in their lives. It is the coach's position to assist the client in locating the internal information that will bring about powerful change to ultimately modify the client's life in the areas that change is directed.

Victim Postures:

The opposite of this responsible, powerful posture ... is 'victim' posture. Individuals who adopt the victim posture act as though life were something that happens to them, and they can do little or nothing to influence it. In their language and behaviours it might show up as statements like 'Well, what can I do about it?' or 'This seems to keep happening to me.' or 'It's pointless, there's not much I can do about it.'

From the coaching perspective, a victim posture will impair the client's ability to imagine that they have real influence over how their lives are going, and the results they are experiencing. Clients acting like victims will perceive far fewer possibilities for themselves in difficult situations. They may see no way out of situations and no point in attempting to find one. When the client enters the coaching relationship with the mind-set of adopting the perspective of responsibility for their situations, they will immediately feel like they have some power and influence over them.

Responsibility is not blame:

It is important to be clear that responsibility is not the same as blame. Blame implies that someone has done something wrong and should possibly suffer as a result. Blame is also associated with shame, guilt and suffering. Responsibility is about acknowledging our own influence in situations and as a coach you must create a clear distinction between the two.

If the client takes the blame instead of the responsibility, it will do little to create a sense of personal power. They tend towards feeling 'bad', 'worthless' or 'burdened.'

As a coach, it is sometimes appropriate to ask your client to adopt a more powerful posture by, '**trying on**' this principle or responsibility with you, and '**acting** as if the principle were already true for them.' Then examine the situation from this perspective to discover new insights and learning.

The client is capable of much better results than they are currently generating:

As a coach you must believe that the individual you are working with is capable of being more, doing more and having more, especially in relation to their stated goals. That might be anything from increased fitness, to a lasting relationship, to getting a better job. If as the coach you secretly believe that the client is unlikely to succeed in their objectives or that that they are simply not capable, then that simple belief is likely to undermine the coaching process.

If you have a **negative** expectation of the outcome of the coaching, this is probably going to get in the way during the coaching conversations.

It is suggested that where you're sure that something isn't possible for the client that you deal with it honestly. If you allow yourself to continue the coaching relationship where you haven't told the truth about how you feel, then the integrity of the relationship is corrupted. For the client, having a coach who secretly feels that they are going to fail is not the kind of support that they need or that is helpful.

Are you a support or saboteur?

Think about an existing relationship where you coach or support the goals of someone else. The following questions will help you consider your levels of commitment to this person.

Q: How do you feel about the **goals** this person has described?

Q: How **achievable** do you believe this person's goals are?

Q: Do you **believe** this person will really benefit from the results they want to produce?

Q: How do you **feel** about the person you are coaching?

Focus on what the client thinks and experiences

The focus of the coaching conversations should always be on the client. Does that sound obvious? It is possible for coaching conversations to be all about what the coach thinks, knows and does, as though the coach were an example to be followed.

Remember that the collaborative or co-creative coach is not there to tell the clients what they should do, or have them make choices based on the coach's life or experiences. In collaborative coaching you are working with someone to assist them to get where they want to go.

The principal focus has to remain on the client's thoughts and objectives, as those are the reason the conversation is taking place. If you hear yourself taking over the conversation, introducing your own beliefs and views or giving advice, immediately to shift your emphasis back to the client and focus on him or her.

There is a time for sharing your own experience as a coach but this should be done only when appropriate, in small doses and only to encourage a greater sense of sharing and trust between you and your client.

Clients can generate perfect solutions

You win when your client wins. Your pleasure comes from being part of someone else's process. In practical terms, solutions or ideas voiced by the person being coached are often more reasonable and pragmatic for them, and more likely to be formed into action. Why is this? Anyone? (wait for a response – take one answer). Well, they will feel greater ownership of the idea and link that to a sense of responsibility for its success.

You want to resist the temptation to always have the answers. A good coach operates from the perspective that the best solutions come from the client, not from the coach.

It is recommended that under most circumstances the coach refrain from giving advice and telling the client what they should do. Infrequently, if you feel that you must break this rule; ask permission before you offer a suggestion, e.g. 'May I offer a thought?' or 'May I offer a suggestion to think about?'

Once you have offered your suggestion – LET IT GO! Don't become attached to it in any way. The client may go with your idea immediately, or take time to consider or accept the suggestion. No matter what the client decides to do you need to remain totally detached from the outcome.

Next you'll find an exercise called "Help Someone Find the Answer." For the sake of time, we won't go through it on the call, but please read it, and do the exercise later with a friend, family member or study partner. Let's move down to "**The Conversation is Based on Equality.**"

An exercise Help someone find the answer:

The conversation is based on equality:

As a coach, you are working together with someone to provide them support in achieving what they want for themselves. Your relationship will feel more like a partnership of equals than anything parental or advisory.

The client you are coaching should always feel that they are receiving constant support, while remaining your equal to you.

Where the coach adopts the unfortunate posture of superiority, e.g. 'Trust me, I know about this' or 'Hey, I really think you should listen to me on this one', not only can the coach alienate the client, but also run the risk of giving poor or irrelevant advice.

This unbalanced approach can also **undermine** the client's confidence as they begin to feel subordinate in the relationship. They may dislike the inference that the coach is somehow superior in matters relating to their own situation.

By acting from a sense of **equality** and **collaboration** we promote an environment where the truth can be told, mistakes made and insights discovered.

Are we equal?

The following questions can help you in discovering the levels of equality between you and your client.

Q: How much do you **respect** or **admire** this client?

Q: If you were not managing or coaching this person how **comfortable** would you feel asking them for advice?

Q: And think about this ... If your client really wanted to do something, and you told them you didn't agree, what would they do?

1. Go ahead anyway?
2. Ask you more about your views before making a decision?
3. Go with your decision, assuming that you know better?

SUMMARY

Coaches operate from principles of success in much the same way as sportspeople or businesspeople do. Here is a repeat of the key principles.

- Maintain a commitment to support the client.
- Build the coaching relationship on truth, openness and trust.
- The client is responsible for the results they are generating.
- The client is capable of much better results than they are currently generating.
- Focus on what the client thinks and experiences.
- Clients can generate their own perfect solutions.
- The coaching conversation is based on equality.

So this brings the lecture to a close for today, now I'll run through the supplementary forms and reading that goes with this topic today:

***View the following Supplementary Forms:**

- V101 – Vocabulary of Coaching
- PDF – Pledge of Ethics
- PDF – How Do I Coach.pdf
- PDF – Essential Communication Skills.pdf
- C-101 – Releasing The Client
- CM101 – Success Coaching Model
- Meditation download – “Coach Meditation” A short 10 minute meditation we created to assist you in getting into the mindset of getting ready to work with your client. You'll find that download in the Student Area under the “meditations” tab on the left navigation of the page.

COACHING PROCESS AND STRUCTURE – Part ONE

Introduction: During today's lecture, here are a few things that we are going to cover:

- We'll discuss the progression or the are four stages of the coaching conversation and how we begin working with a new client;
 - We'll talk about establishing the context for coaching;
 - We're going to discuss if the client is engaged in the coaching conversations and why this is important;
 - And we're going to explore if the client really wants change.
-

So, by introducing a certain amount of structure that you are happy with - to each session, you can aim to maintain certain standards like the following:

- The client understands key information relating to the coaching: *the client should know as much information as they need to feel comfortable and enthusiastic about the coaching relationship they're entering into.*
- The coach demonstrates a commitment to the client's success or learning: *the client needs to know that the coach is working hard for them, focusing on their progress and taking their development very seriously.*
- The coach develops an approach tailored to the client: *the client should to feel that the coach is approaching them as an individual. This may include requesting feedback and reviewing progress on goals.*
- The coach is a professional and can be relied upon: *a coach usually encourages high standards of integrity from the client such keeping promises or commitments. As coach must lead by example. These are things you must demonstrate.*

What's important is that you are comfortable with your structure and that your client is comfortable.

Checklist – how much structure do I need?

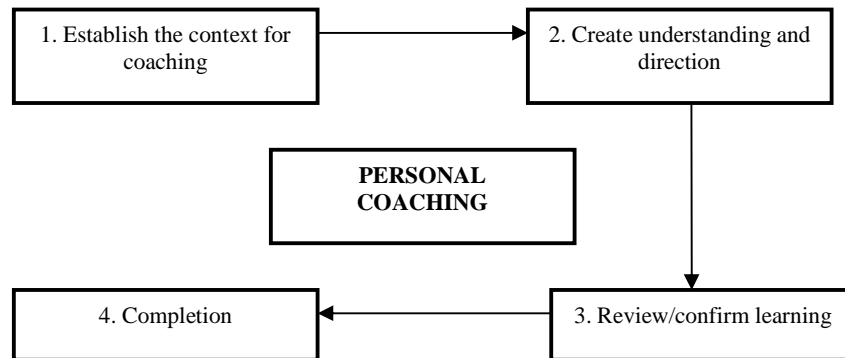
How much structure you use is totally up to you and your way of working. Questions you might consider before deciding how much structure to undertake might include the following:

1. What do I already know about the **objectives** for this coaching assignment?
2. How many coaching sessions will there be with this person?
3. Where will the coaching take **place**?
4. What is the total duration of the coaching assignment, e.g. three months?
5. How **long** should/can each session last?

6. What experience of coaching or training might this person have had previously?

Four stages of a coaching assignment

So, we can identify four key activities or stages that support any series of coaching sessions.



Some of these stages will often happen naturally and others will require you to make them happen. Most coaching assignments are more effective though, when you work with these four stages as a foundation or framework.

While a series of coaching sessions will never develop according to a prepared formula, working within a **flexible** framework certainly serves the coach well. In other words, flexibility is key. The more you are able to remain fluid and flexible, the stronger your coaching sessions will be.

A set of four developing activities

Once begun, the four activities are like plates that are kept spinning in the air. Much of this happens naturally with very little effort. The movement from one of the activities to the other usually flows easily. Let's look at each of these individually:

1. Establishing the context for coaching:

First build a supporting context within which to coach. This might be anything from physical aspects such as the room and the lighting, to non-physical aspects such as the client's awareness of what is happening and their enthusiasm. This is all about forming expectations, ground rules and awareness.

So, here are some things that you will want to ensure: (I believe that these are written for you)

- Ensure that the physical environment supports coaching.

- Ensure that the room is quiet.
- Ensure that the mechanics of coaching are mutually agreed upon.
 - Schedule dates of coaching sessions.
 - Start and end times of coaching sessions.
 - Will you need a physical location for sessions or will it be by telephone.
 - Who else might be involved in the coaching, e.g. their manager, another coach or other.

An often overlooked aspect would be ... is the client aware of what they can expect? Talk to your client about the following ... (these are written for the students).

- Does the client know what coaching is?
- Does the client know what to expect from coaching?
- Has the client been given a written overview of the coaching process?
- Has the client signed a coaching agreement?
- Does the client clearly understand the cost of the session package?
- Is there additional information you can provide for the client?

Taking notes

If you expect the client to take their own notes (some coaches do), then they need to know that they will be responsible for that. And what about your notes?

Coaching notes should be kept under lock and key, they are considered confidential. If you are using a computer for notes as most of us do, set up a password protected desktop so other family members can't access your notes.

Think about trying a program call "The Journal." This is a low cost program at \$49.95 and allows you to set up any number of journals on your computer that include, notes, calendars, and lots more. How about starting one for your personal use and one for following your client's progress? You can find out more by visiting www.davidrm.com.

You may also want to check out "Coaches Console." www.coachesconsole.com. This program is a monthly billing, but provides a place for notes; email services and your clients can even book appointments on your calendar. It's a pretty neat program.

And what about doing your session on a teleconference service just like this one? Your client can have access to the call afterwards for later listening by MP3. There are lots of free teleconference services out here. Do an Internet search for "Free Teleconference Services." This is a great offering so that your clients can listen to your sessions again. Be creative in what you offer. It adds value to your services.

Engage the client in coaching

Engagement means that the client is interested, involved, and is actively a part of what's going on. The difference between coaching someone who's engaged in the coaching process versus someone who's not engaged or 'bought-in' can mean the difference between fabulous results and no results. So engagement means: (these are written for the students)

- The coach's level of enthusiasm for the conversation, energy, ideas and questioning, all suggest active engagement.
- How active the client is between sessions in completing actions, reading background material to coincide with the coaching?
- Level of openness in discussion, positive comments or questions, willingness to consider fresh approaches and ideas.

Does the client really want change?

Some people say that they want coaching, they involve themselves in a coaching relationship, attend sessions, join in conversations, but they don't actually want anything to change. It's not uncommon for clients to have problems that they don't want to solve. Why is this? Does anyone have any idea? (Wait for response.) Well, it is simply because by solving them, they think that they could end up with what seems to be a bigger problem. In other words, fear of change takes place that sets everything else out of balance. Clients need to know that they will have to embrace change to be coached. Again, fear of change can be outlined in your welcome package.

Does the client really want to change? Consider the following.

And these are written for you:

- During sessions, to what extent does the client demonstrate enthusiasm for acquiring new thoughts, seeking other ways of doing things?
- During sessions does the client prefer to discuss problems rather than solutions?
- Between sessions how 'in action' is the client? Do they complete agreements, use new behaviours, continue to learn, read, do their own research?

There are lots of reasons for the client not to appear engaged in the coaching. Not really wanting to change is just one.

STARTING YOUR FIRST SESSION

Now let's quickly examine the four elements of "Establishing the Context for the Coaching." (You can find more about this in your "Enrolment Strategy" document):

Step 1: Relax the conversation, gain rapport - *Introduce yourself once again if necessary. Lighten the situation a little by discussing something familiar and if you are really stuck, use the good old stand-by ... talk about the weather!*

Step 2: Check that the client is oriented to the conversation – *Tell the client what is going to happen: 'So I'm hoping to spend the next hour getting to know a little bit more about you and what you'd like to get out of coaching. Is that OK?'*

Step 3: Gently get to know the client – *Take notes on some personal details. This is an obvious place to create some more easy conversation. Take genuine interest in what they're telling you.*

Step 4: Gently explore what they think they'd like to get from coaching – *If some of these goals are already known to you then acknowledge them. Once you have found something that they are comfortable discussing, that's it, you're off!*

Now let's move into Part 2: Create Understanding and Direction.

2. Create understanding and direction:

The second stage of a coaching assignment puts its emphasis on what the client wants to achieve from coaching while identifying where they are right now. It all begins with ...

Getting to know what the client wants

From the first session there needs to be agreement on what areas of their life the client wants to change or improve - what specific goals they might have. Why? Without a focus coaching conversations can develop into cosy chats with no real purpose or sense of direction. The point is, with no underlying goal or sense of direction, this is just a cozy chat. Not that there is anything wrong with cosy chats, it is just that they are not considered coaching!

Maintaining direction within each session

The need to establish purpose and direction is an important part of each coaching session. Now what I'm about to say is going to free you from any fear you might have about a coaching conversation ending at a dead-end.

REMEMBER: you don't have to worry about making mistakes. If at some point in the coaching session you feel that the conversation has lead you down to a "dead-end" or that the conversation isn't working, it probably isn't working for the client either. Simply ask:

“I am feeling that our conversation has lead us to a place that isn’t very helpful, do you feel that way?” If you client agrees that the conversation isn’t going anywhere, ask permission to backtrack to where you left the main conversation and simply pick it up again. If the client feels that the conversation is relevant – stay with it.

Developing goals

It’s very difficult to work on achieving something when you don’t know what exactly it looks like. Both coach and client must be on the same page. If for example the client wants to get a better job or career, both you and the client need to understand what exactly the client means by definition of “a better job.”

- What specifically does ‘better job’ mean? Define it. Shape it, so that both of you know what you are talking about. Define salary, benefits, responsibilities, working conditions, job content, working location, job title, training needed.
- What circumstances currently relate to that goal? Are there money problems, frustrations with current employer, contractual obligations?
- What are the client’s reasons (motivators) for wanting that goal; financial security/freedom, lifestyle, personal profile, respect?
- What might stop or form a barrier to the client achieving this goal? A fear of change/risk, academic qualifications, work experience, peer pressure?

Often just discussing what the client actually wants and defining it with extreme clarity it’s not uncommon for clients to have a complete change of heart about what they want. Goals within each coaching session are essential to success. If you don’t know what you are working toward ... you can’t formulate a plan to attain it.

Coaching questions – be positive

Just like working within the guidelines of the Law of Attraction – goals and objectives should be stated in positive terms: so, stated in terms of what the client wants – not what he or she doesn’t want. Here are some examples for you:

- ‘What do you want?’
- ‘What would you rather have or have be true about the situation?’
- ‘What do you want instead?’
- ‘What is it you actually do want?’

In order to be really clear about the goal you can then begin to add more and more detail. Fill in as much detail as you possibly can. Frame it entirely – get a crystal clear picture of that goal.

Use the senses to pull it closer

Using the other senses of **sight**, **sound**, etc. (or future pacing), helps the individual to create images or ways of representing the goal enabling them to understand the goal more easily. Again, this works much like the law of attraction. Here are some examples of questions that pull the desire closer – for an individual wanting a new job:

- ‘How will you know when you have your dream job?’
- ‘Imagine you have your dream job. What do you feel like?’
- ‘How are things different now that you have your dream job?’
- ‘How does this affect the way you look?’
- ‘What are people saying about you now that you have this dream job?’
- ‘So, imagine you have this dream job. Now tell me what that’s like.’

Coaching questions – check influence

Checking influence means to ensure that the client has direct influence to attain their goal, or is someone else in the driver’s seat? You can ask ...

- ‘How much influence do you have over this?’
- ‘Are you alone responsible for making your goal happen?’
- ‘What can you do to achieve it?’
- ‘Is it within your power to influence this?’
- ‘Who else wants this for you?’

You’ll find more on this in your Success Conversion Client Enrollment Strategy document.

Coaching questions – check balance

We want to make sure that it is ‘OK’ for the client to have this goal, in relation to the rest of their life.

- ‘What would the consequences of getting this goal be?’
- ‘Are there any **negative** consequences of having this?’
- ‘How would having this affect your home life?’
- ‘How does this **affect** other things which are important to you?’

Coaching questions – increase motivation

We always want to find ways of moving the client into the future, to a place where they have already achieved their goal in order to increase their motivation. You can ask the following to increase motivation: (here are six ideas that are written for you)

- ‘What would the achievement of this do for you?’
- ‘What higher purpose does this fulfil?’

- ‘What else will you get if you have this?’
- ‘What is stopping you from having this?’
- ‘What might stop you from having this?’
- ‘If you could have this right now, would you take it?’

The final question is a clever one. It works with people’s gut instinct. Ask someone who says they want to quit smoking that question. ‘If I could make you a non-smoker right now would you let me?’ if they hesitate they usually have some doubt.

Taking action – do it now!

This check identifies the next logical action in relation to the goal and gains commitment to taking this action. We begin to move out of thinking and talking about it, into doing. For example, ‘I want to study for my degree’ becomes ‘I’m going to call three colleges and get their current syllabus.’ I think you get the idea – this is the forward movement, or homework between the coaching sessions.

Coaching questions – taking action

I believe these are written for you – but let’s read them together:

- ‘What can you do to achieve this goal?’
- ‘What is the next/first step for you now?’
- ‘What is the next logical thing you would do to achieve this?’

***View the following Supplementary Forms:**

- PDF – Essential Communication Skills.pdf
- PDF – Advanced Coaching Skills.pdf
- P101 – Client Coachability Index
- P102 – Client Fast Start Form
- Q101 – Introductory Coaching Session Questions
- Q102 – Asking Good Questions
- Q103 – 50 Power Questions
- CM101 – Success Coaching Model Supplemental Handbook
- Zipfile – Goal Setting Forms

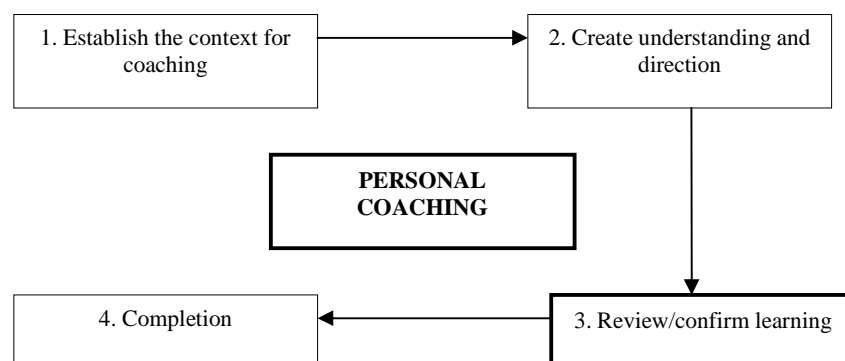
Coaching Process and Structure – Part Two

Introduction: Hi everyone and welcome. Today we're going to discuss the importance of confirming the client's learning and we'll also look at the review process so that we know that the client is moving forward.

We're going to discuss the importance of linking results to the coaching and we'll even look at what to do if there don't seem to be any results. We're going to talk a little bit about Personal Development Plans for our clients as well.

By way of introduction, let me say - if you have already been through the Process & Structure Part ONE – you already know what the 4-stages of coaching are – but have no fear – Process & Structure Part ONE and Part TWO are considered stand-alone.

The chart at the top of your crib-notes begins to build a picture of the 4 various activities and stages of a coaching assignment. These will simply move one through the other as the coaching session's progress one to another.



3. Review / confirm learning

When coaching, regular reviews are wanted to maintain good progress within an ongoing coaching assignment. You will be interested in both the effectiveness of the coaching sessions and whether or not the client is making progress to achieving their goals. During a review activity we might explore any or all of the following.

- Are the coaching sessions working well, are they **productive, worthwhile**?
- What **impact** are the sessions having on the client?
- What **progress** has been made on the client's goals?
- Is the coach's **style** and **approach** working for the client?
- Are there any **issues** that need to be resolved; is there anything that is **not** working?
- How could the sessions be **improved**?

If the questions we just looked at appear to be intended only for the client, that's not strictly true. Mostly it is the client who places a value upon the coaching because they are the focal point of conversations and the person who should be benefiting from them. That said – the coach will also have views on all of the above.

Ways to review progress of a coaching assignment

So, let's look at ways that the review process of the coaching assignment can be done:

- Give the client a questionnaire to complete between sessions. (email)
- Use a questionnaire to conduct a structured review session with the client.
- Schedule an unstructured discussion with the client (explore the progress)
- Conduct regular, smaller reviews with the client.
- Ask for informal feedback from the client on an ad hoc basis when appropriate.

Other options for review include a telephone call between sessions to 'check in.' Email may work easily as well for some individuals. We should say that the "Third Party" and "Review by another Coach" are very uncommon – but some coaches like to use that method.

Confirming learning

By reviewing the progress and results of coaching we are able to affirm learning with the client. Once we know there are results, we are simply going to link what the client is learning with the benefits they are experiencing from coaching. As we continue here, you'll see why this is so important. So, let's talk about ...

Linking coaching to results

Here are some questions that you can ask your client to link coaching to your client's results:

Q: What **benefits** do you see from the coaching?

Q: What **effects** are the coaching conversations having on your work/home/relationships?

Q: If you hadn't had the coaching what would be **different** now?

Q: If you continue with these new **behaviours** and **routines** how is the future different?

Q: What have you **received** from the coaching conversations?

Q: How has coaching **affected** your quality of life?

So, a question here for you – can anyone tell me why it is important to link the results that they client is getting to the coaching?

What if there aren't any results?

Where the client is experiencing no results, noticing this is important. If you neglect to identify that the coaching is having no effect, then you have no opportunity to improve the situation. And remember, you are taking the lead here – it's your job to notice the results or the lack of results.

Sometimes coaching doesn't produce the results that we had hoped for. By identifying that the coaching seems to be having no effect on the individual, the coach and client can look at what is happening and why, and then decide on a course of action if that is appropriate.

We have to remember - sometimes the client finds that things have gotten **worse**. This is usually only **temporary** and soon things turn around if they are persistent. This can be a natural part of the learning cycle.

If the conclusion is drawn that the client either doesn't want to make changes or is not committed to doing the work necessary to bring about change, the coach may have to face the possibility of releasing the client from the coaching assignment.

Releasing a client is never easy, but honestly, as a coach you must always be ready to have a serious discussion with a client who is not committed to making adequate progress, or is simply not at a point in their life where they are able or prepared for the coaching assignment and forward movement.

4. Let's move into: Completion

This is logically the **final stage** of coaching and its purpose is to bring the coaching assignment to a natural conclusion.

No matter how amazing the benefits from the coaching have been each coaching assignment comes to an end (Now, that is unless you have moved the client into a 'quarterly session' contract). We would also acknowledge that some clients decide to return to a coaching relationship when they need a clearer focus or more support over a period of time. This is why ongoing follow-up with your client's is so important.

When the client has completed the coaching agreement check in every few months! Make a phone call, ask how things are going, get caught up on what your client is up to. And guess what? When the client requires help again – who will they call on? YOU!

The purpose of completion

When completing the coaching assignment the coach aims to do the following:

- Leave the client feeling that the coaching has been **worthwhile**.

- Identify ways in which the client may continue to **learn** when the coaching sessions end.
- Make sure that the client feels they have ways of accessing further **support** if they want it.

It is so important to remember here – it's not about you – it's all about the client. In other words, don't expect more for the client than they expect for themselves. (Repeat the phrase)

Begin with the end in mind

It may seem strange but preparing for completion begins right at the beginning of a coaching relationship. As the coach you must operate from an assumption that the coaching will have an end to it and that end should fulfil the criteria that we just discussed. Throughout your coaching assignments you should keep an eye out for ways that would encourage your client to create long-term learning.

Leave the client feeling good about coaching

Where the coaching has gone especially well completion becomes easy. For the client, the review process has identified benefits and the client knows that the coaching has really worked for them. Remember, if there was an employer involved, the review processes should have identified positive gains for the client and the organization.

Whenever the client and the employer are left feeling uncomfortable about some aspects of the coaching you must work to resolve the discomfort. Whatever is incomplete about the coaching assignment will normally be identified, discussed and made complete by a good coach. Overall – everyone involved in the assignment should be happy about the final results.

Personal development plans

A personal development plan identifies areas that the client wants to develop further once the coaching assignment has ended. Here the goals tend to be over a longer period of time, sometimes months or years rather than weeks. This might typically include gaining new experience or qualifications, hitting targets of earnings, health and fitness. It may also include commitments like using a daily planner or making a weekly phone call to someone.

Personal development plans are particularly useful in business when the client wants to focus specifically on career development. Also personal development plans are great for individuals who want to begin some solid planning for their future. Building personal development plans for your private clients is also a very ulcerative add-on for your business. I'll talk about this in a few moments.

Keys elements of a personal development plan (PDP)

The following are overall elements that the Personal Strategic Plan develops:

1. Area of development.
 - This is the general skill or competence the client wishes to develop;
2. Development of an objective (goal).
 - This is specifically what the individual wants to do;
3. Behaviours to develop and demonstrate competency.
 - This is what the individual will be doing more of when they start meeting their objective;
4. Actions to create progress.
 - This is what the individual must do to really get into action on their objective and to reach there goal;
5. Date to complete or review objective.
 - Here we record the completion dates for the tasks or review of the initial objective.

Remember – building the Personal Development Plan is all about the client – it’s not about you. Keep this in mind: Don’t expect more for the client than they expect for themselves. (Repeat phrase).

Other ways to encourage ongoing learning

If a personal development plan is not appropriate or the client doesn’t want to work on a Personal Development Plan, there are a variety of other ways that a coach might suggest a client continue learning.

- Book recommendations, titles and authors.
- Audiotape the coaching sessions (with permission) and give your client the tapes.
- Night school.
- Home study courses.
- Start a personal development group of like-minded people.
- Attend live courses.
- Listen to training tapes and CD’s.
- Get a colleague or friend to help focus the client on their ongoing learning.
- Ask for regular feedback from friends and colleagues.

The list can probably be much longer and a coach is limited only by their imagination. A Personal Development Plan will be a great “add-on” service to your coaching products. The CCA has a Personal Development Plan template available for purchase. Just print out a copy for your client, a copy for you – and get working on a Personal Development Plan.

You can expect to sell the service of building a Personal Development Plan from \$249.00 to \$350.00 USD and up!

Make sure an individual feels supported

What's really great about the coaching relationship is the level of involvement and support that a good coach can create for the person they are working for. When that is gone an individual may sometimes experience a sudden withdrawal of support. To avoid this from happening, the coach needs to:

- **Prepare** the client for the **ending** of the sessions (if they don't plan on quarterly sessions).
- Identify **other** potential ways the client may get support if needed.
- Check back on the client soon after the coaching assignments have **ended**.

Checklist – are we complete?

At the closing stages of the coaching assignment ask yourself the following questions to make sure the sessions are complete.

Q: Have you had a conversation with the client to find out what they thought of the coaching?

Q: Is the client comfortable with the fact that the coaching is coming to an end?

Q: Does the client have goals to continue with learning objectives, e.g. how they might improve even more at something?

Q: Is the client clear about how their learning can be supported from now on, e.g. asking for regular feedback from colleagues, finding a mentor, etc.?

Q: Are there any other stakeholders you need to update or complete the coaching process with, e.g. managers, training department, etc.?

SUMMARY:

Any coaching assignment will benefit from some advance preparation by the coach. As the coach, you need to decide on where the formal checkpoints or reviews happen. In the end there is no right or wrong, only choices to be made. By spending a little more time planning how you want your assignment to work you can increase not only your enjoyment but your effectiveness as well.

***View the following Supplementary Forms:**

- P101 – Client Coachability Index
- Q101 – Introductory Coaching Session Questions
- Q102 – Asking Good Questions

- Q103 – 50 Power Questions

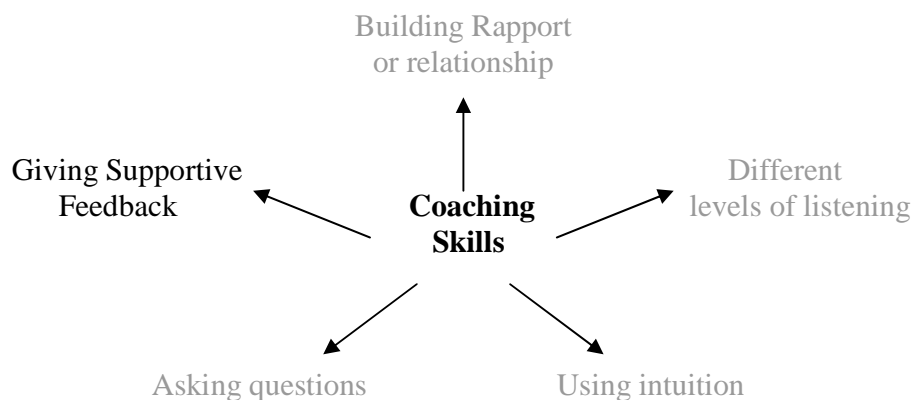
SKILL BUILDING – FEEDBACK

Today during this lecture we are going to address the skill of giving Feedback. As you can see by the diagram on the top of the first page - Feedback is one of the basic five skills that every coach needs to hone to enable him or her to coach effectively.

Some of the topics that we will cover today are:

- Feedback as a way of learning
 - When to give feedback
 - We are going to explore feedback given with a positive intention
 - We are going to address feedback based on fact and behavior
 - We are going to talk about what to do if your feedback gets a negative response
-

The 5 Fundamental Skills of coaching:



Feedback as a way of learning

One of the great things about a coaching relationship is that it helps the client to **experience a different view of themselves**. One obvious way that they experience this view is through the eyes of the coach. The coach's input may provide additional information so the client can:

1. **picture of themselves**
2. **and their experience.**

The ability of a coach to provide constructive feedback is important to the coaching experience. Effective feedback can accelerate a client's learning, inspire, motivate, help them feel valued and literally catapult them into action! So it's important that a coach learn to deliver feedback that is:

1. **Given with positive intention.**
2. **Based on fact or behaviour.**
3. **Constructive and beneficial.**

What do we mean by feedback?

The term feedback means literally to feed information back to someone. This information relates to the person receiving the feedback and provides data from which they can assess their performance or experiences.

Knowing when to give feedback

There are no hard and fast rules as to when to give feedback, but there are guidelines. An opportunity for feedback may be prompted either by the coach or the client. In either instance the coach should offer feedback only in the genuine belief that it would benefit the client.

Potential benefits for the client, when they receive feedback, would include:

1. A **positive** impact on their learning.
2. Useful information or **perspectives**.
3. **Encouragement** or **motivation** for the client.
4. **Confirmation** or comparable views and options.
5. **Promotion** of insights or ideas.

Sometimes a client simply hasn't noticed something, is avoiding considering something or is stuck in their thoughts and/or process. At these times, using feedback is a good choice to make because you'll help to clarify the client's thinking and offer alternatives that may undo blocks.

If a client asks for feedback and a coach is not willing to give it, the client can easily become **uncomfortable**. The situation might go something like this: e.g. 'I just don't seem to be making progress with this, why do you think that is?' If the coach refuses to comment, the client may view this as withdrawal of some kind. The client might even become slightly **paranoid** if they suspect that the coach has formed negative thoughts or judgements about them.

As a balance, there are some occasions where it would not be relevant to give feedback:

1. When it's an excuse for the client to avoid taking **responsibility** (e.g. 'What do you think about all this?')
2. If you are **interrupting** the flow of a conversation or the thought process of the client.

3. If giving feedback leads to an **inappropriate** level of control by the coach, (e.g. 'Let me tell you what I think about your situation.')
4. Where the coach does not have enough **information** to give feedback effectively, (e.g. 'Well I could guess what might be happening is ...')

It is always appropriate to challenge the client's tendency to place too much importance on what other people think. And by doing so, you encourage the client to use a different decision-making strategy that relies more on what the client themselves thinks and feels. The coach simply needs to balance the pros and cons of giving feedback, and to act accordingly.

How to give feedback

As we said earlier, feedback should be:

1. Given with **positive** intention.
2. Based on **fact** and **behaviour**.
3. **Constructive** and **beneficial**.

NOTE of CAUTION HERE – The person hearing feedback that is clumsily worded and badly delivered can experience it as criticism.

Feedback given with a positive intention

There are both positive and negative reasons to give someone feedback.

- Positive reasons:
 1. To **learn** through your feedback.
 2. To provide **perspective**.
 3. To provide **support** in reaching a goal or objective.
 4. To overcome a **problem**.
 5. To **acknowledge** and make the client feel valued.
- Negative reasons:
 1. To **teach** someone a lesson.
 2. To **gain** favour with someone.
 3. To help someone else **avoid** giving feedback – (getting them first.)
 4. To **control** a situation.
 5. To **dominate** someone by telling them what to do.

Once our intention is clear and positive toward the individual, we are more likely to deliver a message that they will experience as respectful and supportive.

Need for integrity

Personal judgements, frustrations or a need to gain control of a situation may all corrupt a coach's ability to deliver really great feedback. For example, at the end of a very full day of coaching the final session is running over time and the coach is conscious that he or she is going to miss the train home. The client is slowly deliberating over a decision and there is silence in the room. The coach interrupts with:

Coach: 'Can I give you some feedback?'"
Client: 'Err – Okay ...'
Coach: 'You seem to be procrastinating. I think you simply need to make the decision now and then stick to it.'

If the coach was honest, he or she would admit that the comment was borne out of frustration, and the intention was to control the conversation by bringing it to a close. This is not an intention that's going to benefit the effectiveness of the coaching relationship. The remark might upset both the client's feelings and their decision-making process.

Feedback based on fact and behaviour

Feedback is more likely to be effective if it is factual, and based on something the individual can do something about to change. Usually it's best to comment on behaviour, because a person can appreciate that they have choices about how they behave. Feedback that is non-specific or vague leaves people guessing, e.g. 'You're not doing that right, are you?', or 'You need to get better at that.'

Feedback that relates to who someone is, as in their identity, is also difficult. While changing behaviour can seem fairly straightforward, changing who we are as an individual seems almost impossible. For example:

- 'Well, the presentation didn't go well, did it? That was because you're someone who 'tries too hard.' That became obvious during the question and answer session.'

This remark is too general, too vague for the person hearing it to do much with. The individual is left with the opinion of being someone who 'tries too hard.' This may not be something they can do anything about.

Within the same situation, the following feedback is more useable and may be more effective:

- 'I noticed that some of your answers to the questions were quite long and I suspect that caused some people to lose the sense of what you were saying.'

This is an observation of behaviour, plus a personal opinion of the effect of that behaviour. The person hearing it can disassociate from their behaviour enough to evaluate the situation more objectively. After all, most people know how to stop talking.

Within coaching it is useful to understand the difference between a statement that is objective and one that is subjective.

- Objective statements are **based solely on the fact**, (e.g. something that actually happened.)
- Subjective statements contain **views and opinions of an individual person**.

To be really clear, neither form of feedback is right or wrong. What is important is that we appreciate the varying degrees to which we are being subjective or objective. The amount of fact and personal opinion within our statements affects the potential benefits, risks and results of feedback.

Subjective – the cons

There are both benefits and risks attached to giving subjective feedback. Potential risks include being wrong and directing or controlling the client in an inappropriate manner. By using their own views and opinions, e.g. ‘I think’, the coach is introducing a form of guidance which might be considered directive.

Objective – the pros

Objective statements reduce the coach’s influence to a minimum, and allow the client to respond only to facts. Of course these facts rely on the ability of the coach to observe behaviour correctly, or else the whole process is flawed. The potential downside of the coach making only objective, factual statements is that the client may actually need the coach’s personal input to help them progress.

We won’t read through the Exercise “**Who’s being Objective**” but please do this exercise, its fun and interesting to do. Please move down to just below the exercise.

An exercise Who’s being objective?

Feedback that is constructive and beneficial will do the following:

(Student are reading these with you.)

- Balance difficult messages with positive statements.

- Take personal responsibility for the views you are giving e.g. ‘I notice’ or ‘I think’
- Use open questions to encourage the client to shift perspectives or explore other avenues of thought.
- Use neutral or diminished emphasis of words and phrases to describe difficult situations or emotions, e.g. ‘some discomfort’ or ‘slight resistance’, etc.
- Communicate supportively using non-verbal signals, e.g. posture, facial expressions, tonality, eye contact, etc.
- Link observations to goals, e.g. ‘This may help you to approach your time management a little differently.’

For the coach to judge the feedback as constructive the conversation must be in balance and positive in nature.

What if my feedback gets a negative response?

Sometimes we find our feedback isn’t received the way we intended it to be. Responses we hadn’t hoped for might include the client’s being upset, angry, unpleasantly surprised or maybe they simply reject the feedback given completely. Causes of negative responses to feedback can vary, from an unsupportive statement clumsily delivered, to a simple misunderstanding of what’s been said.

There are a number of principles that can support a coach if this should happen:

Make sure that this is a genuinely negative response that you need to act upon.

Take full responsibility for your unsupportive feedback. Acknowledge that your feedback hasn’t worked the way you intended. Apologize and accept that you have regret about causing their response.

1. ‘I’m sorry, I’ve upset you and I didn’t mean to.’
2. ‘I’ve upset you with what I have said, I’m sorry, that’s my fault.’
3. ‘I’m now really regretting putting it like that, I am so sorry.’

If you are not sure what it was you said that caused the upset, just acknowledge your responsibility, e.g. ‘I think I’ve upset you with what I’ve just said – have I?’

Make amends, explain if possible / appropriate

Explain your intentions but don’t excuse yourself. Stay responsible. For example: ‘My intention was to be helpful but I haven’t been have I?’ or ‘I wanted to give you another way of looking at the situation, I hoped that might give you another way forward.’

After the session:

While maintaining responsibility for causing the responses, seek to understand what it was you did that caused it and learn from the experience. Your options for learning include

1. When the client is in an appropriate state of mind, ask them to help you understand what you did that **didn't** work. Be careful to maintain a position of full responsibility and ask them to help you learn. Be prepared to explain your intentions but avoid justifying yourself or making excuses.
2. **Review** the situation with someone you trust to help you learn from the situation. (while maintaining the confidentiality of the client).

If you're going to learn to give feedback you're going to make mistakes, so it's important that you know the principles of giving good feedback and focus on them. Where we give feedback that is unsupportive, we need to acknowledge that and make amends if possible. Then we need to learn from the experience.

My advice is this: that you not let a bad experience of giving feedback stop you from ever giving it again – the world needs you to be great at giving fabulous feedback!

We won't take the time just now to read through the next exercise "Get Some Feedback" but please take the time to read through it and do it. These exercises are for your learning and they are fun to do. Perhaps put your findings up on your Message Board

An exercise Get some feedback

SUMMARY

As a coach, your observations and experiences can make a significant difference to the person you are coaching. By making observations about the client's situation, the coach provides an external point of reference that the client can use to compare with their own thoughts and ideas.

When delivered with the appropriate balance of objective information and personal views, great feedback is a **valuable contribution** to the whole process of coaching.

General guidelines for giving feedback include:

1. Know **why** you want to give feedback. (know your intent)
2. Concentrate **observation** on **behaviour** or facts.
3. **Balance** objective and subjective statements wisely.
4. Maintain the **emotional** state of the person by remaining constructive.

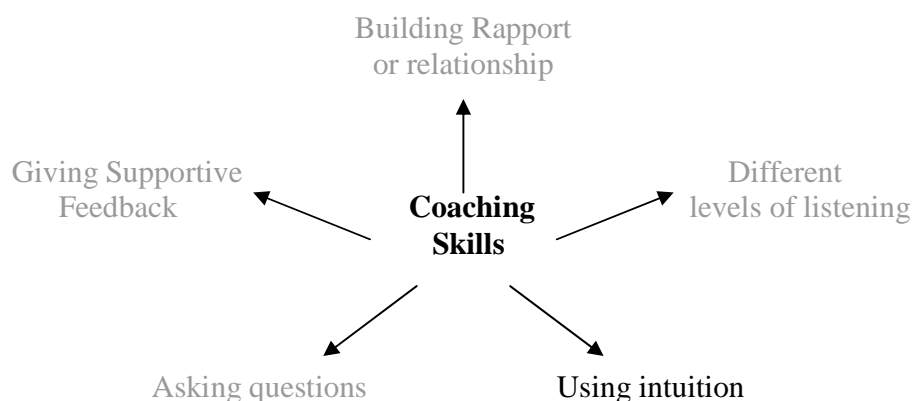
***View the following Supplementary Forms:**

- F101 – Rules of Feedback
- F102 – 7 Tips On Giving Positive Feedback

SKILL BUILDING – USING INTUITION

Introduction: Today we're going to be talking about 'intuition in action,' how to develop intuition and the use intuition when coaching your client. We're going to talk about communicating non-verbally with our clients. We're even going to talk about the pit-falls of intuition. I think you are really going to enjoy exploring intuition.

The 5 Fundamental Skills of coaching:



Before we jump into your notes to day, just let me say ...you are probably asking, what exactly is intuition? Webster defines intuition as:

1. quick and ready insight
2. a: immediate apprehension or cognition
b: the power or faculty of attaining to direct knowledge or cognition without evident rational thought and inference

Other related words to intuition would be: higher sense perception, hunch, precognition, sixth sense, and second sight.

Intuition is an important but often unrecognized part of our lives. Most of us constantly receive its messages but choose to ignore them. Our rational mind gives us all of the very "sound" reasons why we should ignore the intuitive impulse. When we ignore our intuitive mind it speaks to us less often. Intuition, in most cases, is never forceful or loud - except in times of extreme danger. We must listen carefully to hear it. It is that part of us that always knows the correct answer. Intuition is information from our highest level of consciousness.

Carolyn Myss Said: (If you don't know Carolyn she is a medical intuitive)

“Intuition is neither the ability to engage in prophesy nor the means of avoiding financial loss or painful relationships. It is actually the ability to use energy data to make decisions in the immediate moment.”

“I recommend that you search out some of Carolyn Myss’ books, they are really fantastic.”

Osho Said: (A teacher of meditative practices, a renown speaker and teacher)

“Intuition is the highest rung of the ladder, the ladder of consciousness. It can be divided into three divisions: the lowest and the first is instinct; the second, the middle one, is intellect; and the third, the highest one, is intuition.”

Although we all use intuition unconsciously, it can be used consciously and for such practical purposes as finding people and things, diagnosing illnesses, healing, and even such fun activities as predicting the outcomes of horse races (we probably all know people who work their intuition in that manner). As a matter of fact, sometimes the less known about the subject, the more intuition comes into play.

Developing intuition starts by realizing you have it already. If you've ever had a hunch about something, that was intuition. Intuition is just your mind using more ability than what you are consciously aware of at that moment. But can you trust your intuition? How do you improve it?

Here is a three-step process of how to develop intuition: (PLEASE WRITE THESE DOWN!)

1. Recognize it and encourage it.
2. Study it to make it more trustworthy.
3. Give it good information to work with.

And of course, intuition is also a warning device, isn't it? Can anyone provide us with an example of intuition being a 'warning device?'

So, here is where your crib-notes kick-in!

Intuition – within coaching:

Study any great coach and you will notice that they often seem to know what direction to move the conversation in, to get the relevant information or insight that proves most helpful. There is what is considered two great distinguishing characteristics of a great coach that come about through conversation. These are:

1. A breakthrough in **understanding** for the client
2. A **solution** for the client

Sometimes the coach may choose to ask a question or make an observation that completely changes the direction of the coaching conversation. From one simple remark or phrase the coach may unlock an issue for someone or cast a whole new light on a situation. The way we explain this kind of behaviour is to call it intuition. Intuition is an ability we all have, one we can develop into a skill. For a coach it becomes something they rely upon to help shape and guide a coaching conversation.

Intuition – wisdom in action:

A short definition of intuition is to: access to our brain's potential to provide guidance and information free from the confines of our limited conscious mind. Intuition is one way our brain communicates with our conscious mind by subtle means such as:

1. **thoughts**
2. **feelings**
3. **sensations**
4. **imagery**
5. **sounds** or various combinations of these.

Intuition seems to be a function of both our

1. **brain**
2. **body**

Think of how we talk about 'gut feelings' or 'having a feeling about something.' Intuition seems to potentially involve any part of our body, as it attempts to guide and direct our thoughts.

Use of Intuition:

Intuition flows when you are fully present in any given situation. It is a quick and ready insight, not formulated by

1. **rational thought** or by
2. **what you have or have not already learned.**

It is not always evidenced by intellectual thought. Intuition works only when you are

1. **open**
2. **fully present in the moment.**

Should an idea come to you that is heavy with emotion or feeling, it is probably not intuition. Intuition should flow naturally and easily. There is no struggle between 'brain' and 'heart' when intuition is working and flowing as it should. When your intuition is working you may be inspired or feel a strong desire to share what you have received and

it will usually be void of pure emotion. Any emotion that is present is usually that of your own doing so intuition is not fully engaged at that moment.

You must always aim to coach **intuitively!**

Without intuition you cannot get to the heart of the matter with your client. It is often your keen insights from out of the blue that will best aid your clients and show them that you 'know your stuff.'

Communicating non-verbally:

Intuition incorporates the brain's ability to understand communication from situations or people, by going beyond the signals we normally respond to. Logically we can respond to sight, sound, conversation, events etc. We would suggest that there are some forms of communication that happen where our conscious minds don't register them. It's a bit like dog whistles – we're simply not tuned into them. Our subconscious mind is able to gather, assess and interpret different kinds of information from people and situations that we are simply – not conscious of.

As people, we can communicate quite well without language and after all, animals are able to do so. For example, after walking into a room where the two people in it have obviously been arguing, we say things like 'You could cut the air with a knife.' What do we mean by that? Can anyone offer a suggestion of what we mean by that?

The human brain is known to be an **underestimated** resource. Research suggests that we currently use less than **10 per cent** of our brain's true potential. While we struggle to compare more than three thoughts at a time, our brain's background processing is far superior. We might say that our brain is a lot smarter than we are.

A practical tool:

There is nothing mystical or spooky about intuition. It is something that we all use regularly. Right now, quickly write down an example of when you last used your intuition. (Wait a few seconds and check to see everyone is ready to proceed).

Intuition simply builds on what we already know. As a life coach – your position must be and your client's already have the answers to everything, but need to learn to access their intuition to find that information within. The wonderful thing to know is ... anyone can generate intuitive information, but it takes an experienced practitioner to interpret the information in a useful way. As with any skill, practice makes perfect.

How we develop intuition:

Improving how we use our intuition takes practice. It may help you to begin by acknowledging how you already use it. How many decisions or choices do you currently

make with minimal rational thought? Please write down three that come to your mind really quickly. (Wait a few seconds and check that everyone is ready to move ahead.)

So think about it - what happens with you before you make these types of choices? Call it instinct, call it a gut feeling – you already have it.

Once you have an awareness of the forms of language your subconscious is using you can practice tuning in. In order to tune in you need to work at creating a state of mind, body, breathing, etc. that enables you to hear, feel, or imagine the messages coming from your subconscious. Your strongest signals from intuition will come when you're feeling calm and relaxed.

When beginning to notice and acknowledge your intuition, you need to start observing what happens when your mind shifts from the logical state to the intuitive state. Does the temperature of your body change? If so, does it feel hot or cold? What happens with your breathing? Does the focus of your attention seem different? Intuition should not be the sole guide in your life any more than logic should, but using it in addition to your other faculties will enable you to make effective decisions.

We won't read the following exercise right now, but please read it and do it. These are for your enjoyment and learning – please do them. Please jump down to “**The Subtle Nature of Intuition**.”

An exercise Using your own intuition

The subtle nature of intuition:

Intuition is not infallible. Name a time when your intuition was completely off and right it down. Intuition is simply another source of thoughts and ideas. Because it is a subtle channel of information it is easily interrupted or drowned out by the thoughts already going on in your conscious mind. It is a little like tuning a radio to a particular station. If you get two stations at the same time you tend to focus on the one that is louder.

The pitfall of intuition:

Through experience you will find that intuition can be wrong, or at least at times can seem to be wrong. What most individuals find is that within the coaching situation, when intuition is combined with deep listening, intuition is usually very strong and in most situations quite precise.

When depending on your intuition always check to see if the information that you feel you are getting is **correct**.

An implied need to develop intuition:

So, two aspects that assist the coach in maintaining a well developed intuition are:

1. Continual **learning** and
2. **Self-development**

These will continually allow you to feed and improve your intuition. These broaden your pool of knowledge and give your intuition more to work with. Here are a few things that will assist you on continuing your learning adventure when it comes to intuition:

- **reading**
- **attending courses**
- **debating with others**
- **seeking feedback**
- **listening to tapes**
- **studying others or any combination of these.**

Intuition is like a muscle:

Intuition is built like a **muscle**. The more it is used the stronger it grows. Begin to use it consciously and often. Spend some time each day sitting quietly, arriving into your 'empty' place and using a quiet shifting of awareness to engage your intuitive ability. After a short time you may be surprised just what your intuition tells you.

****So please, if you will put down your pens for a moment*** – and if you are willing, place your hands on your lap or on your desk in front of you with your palms up. And if you are comfortable and willing please close your eyes and continue to breath easily with me ... taking in a deep relaxing breath in through the nose now ... holding it for just a few seconds, and then gently letting it go out of the mouth with a gentle Hhhh! sound ... and as you continue to breath gently and relaxed, just follow the sound of my voice ...

- Shift your awareness right now to the bottoms of your feet. Linger there for a few moments, feel the sensations.
- Now, draw your consciousness to the front of your face. Wait there for a short while, notice what you are feeling.
- Turn your attention to the tip of your nose. For a few seconds be aware of what you are feeling.
- Once you have settled into that spot – Allow your focus to be on your hands for a bit, note the feelings.

- Next, bring your attention to a past memory. Immediately shift forward to a vision of the future, and then finally, back to the present by bringing your focus again to your body.

Practice makes perfect!

This exercise will teach your mind to be flexible and open. By using a journal to keep track of your experiences of using intuitive powers, you will also learn how your abilities are becoming stronger and more active.

You may find on some occasions that intuition engages more easily than at other times. This is normal. Learn to recognize the **physical signs** that happen in your body as intuition takes over. Again, practice, practice and practice!

Being still, patient, detached from the outcome and trusting, will forth your intuition. Being busy, impatient, attached to the outcome and fearful of what you may intuitively receive will close down your intuitive power.

When you respond to your client intuitively you encourage your client's trust, and you further develop your intuitive powers as well. Your intuition teaches your client to trust themselves as well. As you teach your client about intuition they will learn that they can trust themselves and that all the answers that they are seeking are already within them.

Don't hold back:

When making statements that are being expressed from your intuition, begin the phrases in a manner that indicates that you are not attached to the question being right, or to the answer that the client will give. Try using these four phrases:

- **"Imagine that ..."**
- **"It seems like ..."**
- **"I have the sense that ..."**
- **"I am wondering if ..."**

Do not hold back. It is important that you freely share your perspectives. You never know just what will spur your client on to new ideas and enlightenment. If you are worried about what you are going to say, your mind will freeze up and create a jumble of messages that will be unclear and vague. It is better by far to voice your impressions and what you are thinking. Chances are your thoughts will amplify those that are happening within your client's mind. Clients always respond to honesty and responsibility.

In closing:

Once you recognize your intuition, you'll have hunches and ideas more often. Study it and you'll learn when to trust it. Give it good information and you'll be repaid with good hunches and ideas. This is the simple formula for developing intuition.

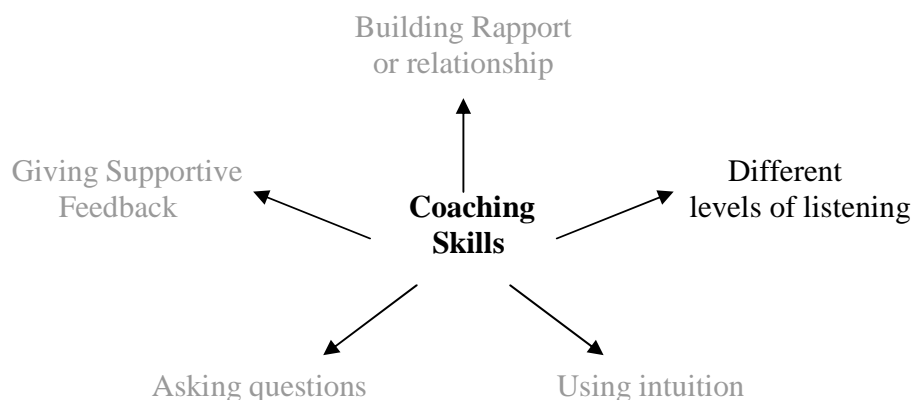
***View the following Supplementary Forms:**

- IN100 – Develop Intuition
- IN101 – Practical Intuition
- IN102 – Developing Intuition

SKILL BUILDING – LISTENING

Introduction: Today we're going to spend the hour discussing the levels of listening and why listening is considered a gift that we give to our clients. We're going to explore how listening plays a most important part in the coaching session.

The 5 Fundamental Skills of coaching:



Skill two – different levels of listening

Introduction

Before you jump into your notes, let me say this: Every day we listen to many different things in many different ways. Perhaps your alarm clock rang this morning ... you heard it and woke up. That's listening. Maybe the TV or radio was on as you ate breakfast. You weren't really paying attention until something of interest came on -- the weather or the news. Then you focused in. Being aware of the sounds in the background and your focusing are both types of listening. Maybe you had a conversation with your partner, roommate or children. I hope you were listening. You got to work where you talked -- and listened -- to different people in different ways for different purposes. The list could go on. The point is this:

*What's important is not just what we're listening to.
It's what we're listening for.*

(STUDENT NOTES START HERE!)

The art of listening is generally misunderstood and underrated as a skill. The potential benefits of listening, for both the listener and the speaker, are not often acknowledged or valued.

An example of this would be, good listeners obtain a better understanding of

1. **people**
2. **situations**

Someone who has that better understanding can respond to situations more effectively than someone who has not. The first thing we must tell you is that listening is not the same as hearing. The key difference between the two is that hearing is the physiological process of registering sound. It is passive. Listening is hearing plus an understanding of the message, its context and storage for future use. It is an active process.

In business good listeners make fewer mistakes, they upset fewer people and generally operate using better quality information. Good listeners also make a contribution to the person who is speaking. The speaker benefits by:

1. Feeling **encouraged** to share their thoughts and their ideas.
2. They are viewed as someone with **valued** opinions.

Much of the time the consequences of poor listening aren't devastating, they're simply frustrating. Within coaching especially, sometimes the results of poor listening are more significant. Poor listening by the coach can lead to an inability to **understand the client and his or her situation**. And this becomes a real barrier to effective coaching.

The gift of listening:

People who are great at listening can be found everywhere. There is room in your notes to write down five examples of people that you know that are great listeners. As we move through this call, try to think of five good examples of good listeners that you know and write them down. Maybe you've had people say you're a good listener? It is a compliment because people like to be listened to. The fact is, people love to be listened to!

When someone listens to you, we are more able to open up because we feel valued and acknowledged. It's almost as though we grow larger in the conversation, simply because of the quality of the other person's listening skills.

There is a saying that goes like this: 'A problem shared is a problem halved.' Listening and sharing their load most certainly benefits a person in this way, as they feel that they and their problems are listened to.

Listening is a **gift** that the coach gives to others. It is a gift because it requires effort on the part of the listener, to set aside themselves and focus entirely on someone else. When you've had a hard day and have your own complaints and stories to tell, think about what it takes to put those to one side and listen attentively to someone else's day! Most people don't find this easy.

For the coach, no matter what has been happening before the coaching session, he or she must put personal events to one side and focus fully on the person they are coaching.

Listening in order to influence:

When individuals are trying to influence, convince or 'sell' to others, they usually talking more than they are listening.

When we do most of the talking ...

1. We **diminish** our ability to draw information from the client..
2. We **reduce** the space and time available to process information and to respond to it.

People in sales professions will sometimes miss loud signals that the person is ready to buy from them simply because they are in a talking mode and not a listening mode!

More regularly people will pursue a line of debate or argument that is having no persuasive impact on the other person. If they switched instead to a mode of :

1. **listening more**
2. **reflecting more**

They might more easily gain information that would allow them to be of help. Listening carefully really can put you in the place of influence.

Listening within the coaching arena:

All good coaches generally listen more closely and effectively than the average listener. A really good coach will have an ability to listen that often goes beyond the point at which most people are actually able to listen. As a result of these skills a coach is able to hear beyond what is actually said, and begin to notice what is unsaid.

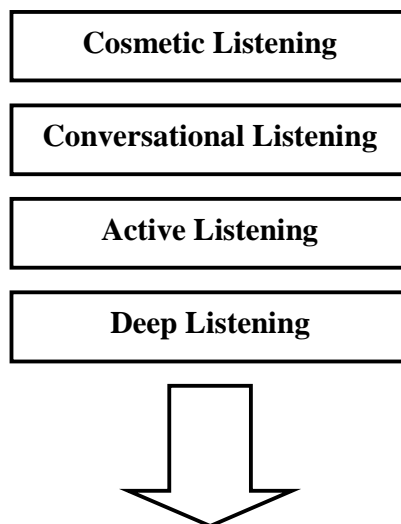
For example a client might be explaining how they are very excited about an upcoming job change, describing how it's good for them right now to be moving in a certain direction, and how it feels right. In listening well, the coach might actually hear something else that's not spoken, that completely contradicts what the client is saying. Perhaps the coach hears a change in the person's tone of voice or something about their

words that doesn't quite ring true. This might be something very subtle that would be easily missed by poor listening.

By noticing this, the coach is able to make this observation and potentially surface some reservations or anxieties about the job move. If a coach is able to deal with what is both spoken and unspoken, the conversation has much more depth for both speaker and listener.

What we mean by levels of listening:

There are actually several different forms of listening, although generally we discuss the topic as though there were only one.



I believe the following 4 levels of listening are written for you ... lets read them:

Level 1 – Cosmetic listening: It looks like I'm listening, I'm not really, I'm some place else.

Level 2 – Conversational listening: I'm engaged in the conversation, listening, talking, thinking, talking.

Level 3 – Active Listening: I'm very focused on what you're saying; I'm recording facts, paying attention.

Level 4 – Deep listening: I'm more focused on you than on me; I'm getting a sense of who you are now.

As our level of listening deepens, so does our focus and attention on the person we are listening to.

So let's explore each level of listening.

Cosmetic Listening:

This you would probably recognize as 'pretending to listen.' That is, you are looking at someone, you might be nodding, and adding 'listening noises' such as 'Hmmm' or 'Yes' or 'That's interesting.' The person speaking may or may not be aware of the way you are listening to them, and may be continuing to speak, regardless.

Occasionally you might miss something that the person has said and, realizing you're losing track of the conversation, say something like 'Sorry, I drifted off just then, what did you say?'

Cosmetic listening may be appropriate when you sense that the other person isn't actually talking to you, but is just enjoying talking, letting off steam perhaps, and is requiring little input from you to make the conversation happen.

This type of listening does not work in coaching as your objectives for the conversation rely on your gathering information from the other person.

We have to acknowledge, however, that most coaches occasionally drift off into other thoughts from time to time, and it can be difficult to avoid. If it happens and you believe that you may have missed a key point, we recommend that you be as open as possible, e.g. "I'm sorry, while you were saying that, I was still thinking about your ideas for a new job. Can you repeat that last thought?"

By declaring that you stopped fully listening, you re-affirm your commitment to listen. The person speaking then knows that what they say is still important to you.

Conversational Listening:

This is the kind of listening we do most of the time. In general conversations with others we listen, talk, think, listen, talk, and think and so on. When we model this listening, there is a balance between

1. **talking**,
2. **listening** and
3. **internally processing information**

Conversational listening is a natural activity for most people. It requires little effort and is present in most of our normal, daily conversations. This is usually what we consider to be a "fun" conversation.

Coaching conversations, simply because of their nature and purpose, are not the same as these day-to-day conversations. Within coaching we must develop a deeper form of listening.

Just for the sake of time today, we won't read the next exercise, but please take the time to read it and do it. Perhaps place your findings on your Message Board.

An exercise Listen and learn

Active Listening:

One of the skills a coach must have before they begin coaching is active listening. There are certain characteristics to active listening ... lets read these together ... they are written for you:

- The listener is devoting more effort to listening and processing information than to speaking, themselves.
- The listener has the intention of staying focused on what the other person is saying in order to fully understand what they are saying.
- The listener is mentally registering and recording facts so they can potentially be used later (taking notes).
- The listener is continually confirming that they are still listening by making appropriate sounds, gestures or expressions.
- The listener is actively seeking to understand what the person is telling them, by using clarifying questions, repeating information back, offering observations, etc.

Deep Listening:

This last category of listening is unlike any other. It goes beyond what is logically possible to achieve by the other modes of listening to someone. It is often stated that good coaches are almost '**telepathic**' in their ability to listen, understand and form insights into what another person has said, or even to understand what they have not said. These understandings and insights become possible when a coach practices a state of deep listening.

When a coach is able to generate this quality of listening, he or she is able to experience the other person with a sense of who they are as well as what they are saying.

This type of listening can only be described as **a slightly altered mental state** and would be characterized as follows. (the following are written for the students)

- The mind of the listener is mostly quiet and calm.
- The awareness of the listener is deeply focused on the other person.
- The listener has little or no sense of awareness of themselves.

- The listener is totally lucid and present to the person speaking.
- This state can easily be broken or disturbed by the speaker asking the listener a question or seeking acknowledgement of some sort.

This state of listening feels almost elusive in nature, in that once you realize you have it, are in it, the thought registers and is gone again! This seemingly ‘higher’ state of listening has similar characteristics to **meditation**, because the listener’s mind is essentially quiet, with occasional thoughts or insights passing through.

Seeking to serve:

The intention that is usually pervasive in the coaching relationship is one of “**seeking to serve.**”

For the listener it can almost feel as though you are experiencing ‘being’ the other person, although of course you are not. In terms of your ability to relate to the other person and what they are thinking and feeling about the subject matter, the quality of the information that you will receive is significant. The person being listened to will undoubtedly feel understood, and might experience a deeper sense of relatedness to the listener.

Developing deep listening:

Every coach-to-be must seriously be committed to developing their own ability to listen in this way. Deep listening challenges us in a different way from a lot of other activities, possibly because working harder can actually work against us.

The following Exercise “Developing Deep Listening” is a rather long one – we won’t go through this today, but please read it through and do the exercise. You can put your finding up your message board and discuss it there.

Please jump down about 2 pages or so to the Exercise SUMMARY.

An Exercise Developing deep listening

Jump down to beneath the Exercise Summary

As we draw to a close for today, you may find some of the next few minutes interesting. Please make some free-hand notes as you listen.

We want you to understand that listening is a skill, like talking or walking. We learn it through practice; we lose that skill by not practicing it. Its mastery is necessary to holding competent conversations, even to be able to actively practice empathy: if we cannot really hear others, how can we understand them, and if we cannot understand them, how can we care about them?

To listen, we need to silence both the external noise and the internal noise or the machine in our heads which prevents us not only from hearing and listening, but from thinking and from being our authentic selves.

Researchers who measure such things find that most people are poor listeners. Those who live in North America are often cited as among the world's worst. Studies from the last two decades show that most of us listen at about a 25% level. That means we miss 75% of the messages people attempt to convey to us. This is true whether the speaker is a boss, employee, client, mentor, doctor, child or spouse. It also means that others miss the point of what we say three out of four times. **THREE OUT OF FOUR TIMES!**

Listening was identified at the top of this list, second only to "learning to learn." People spend most of the day in some form of communication and the biggest part of it is spent listening. When people don't listen effectively the results are mistakes and misunderstandings as well as stress, tension, friction and lost opportunities.

In conclusion, let me end this lecture as we began it ... As a coach -

“What's important is not just what we're listening to. It's what we're listening for.”

***View the following Supplementary Forms:**

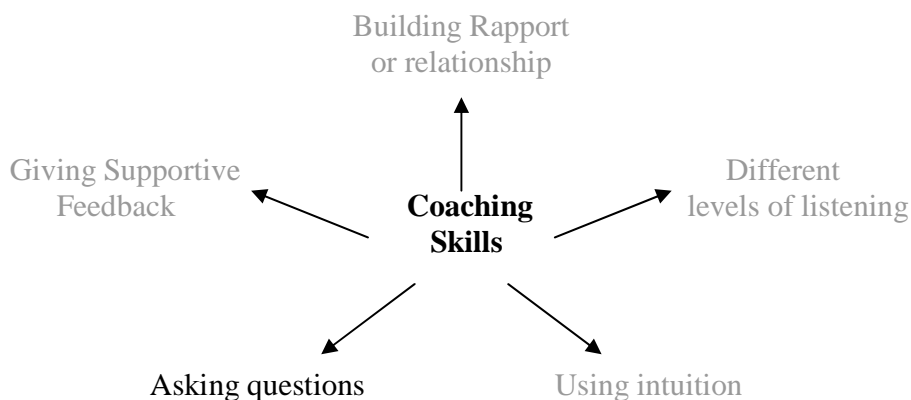
- L101 – How To Listen As A Coach
- L102 – Learning How To Listen

SKILL BUILDING – QUESTIONS

Introduction: Today we are going to be talking about Asking Questions – and as we do, some of the topic we’re going to cover are:

- Keeping questions simple;
- We’re going to explore complex questions and why we shouldn’t use them;
- Maintaining integrity within the context of questions;
- We’re even going to talk a little about what we do when we can’t think of the next question ... and a whole lot more.

The 5 Fundamental Skills of coaching:



The ability to ask great questions is consistently uncommon enough to seem like a rare talent. It is actually a skill that can be developed with concentration and practice. Within coaching a beautifully timed and perfectly worded question can remove barriers, unlock hidden information and surface potentially life-changing insights. In other words ... to be a great coach you need to be able to ask great questions.

What does a great question look like or sound like? Well, this might be surprising to you ... but a great question will have the following characteristics.

1. It is **simple**.
2. It has **purpose**.
3. It is influencing without being **controlling**.

Keeping things simple:

The simple question often has the greatest impact because it allows the client to use their energy to form their response rather than to struggle to understand or follow the wording of the question. In addition, simple questions often get to the heart of the matter more easily simply because of their direct nature. We obviously need to balance that directness with a need to maintain rapport and that is still possible. When asking questions being clever just isn't **clever**.

Complex questions confuse people:

Unfortunately for a coach, asking simple straightforward questions isn't always automatic. Let's look at an example. Perhaps a coach hears their client say, 'Well, I need to earn more money, you see. That's important.' As the coach you will probably want to understand the motivation behind that statement and so might respond with the following complex question:

Too complex a question: *'When you consider your motivations, and what causes you to want to earn more money, what does this lead you to realize?'*

What do you feel is wrong with this question? Anyone?

This is not a great question. It's fairly long, and complicated. All at once the client is asked to compare, analyze and then realize something. There is also an implied pressure to come up with a particular realization – almost as if the coach already knows the answer that the client should come up with. As a result the client may fear getting the answer 'wrong,' or worse, not be able to produce an answer. From there the conversation could become pretty uncomfortable.

Alternatively, the coach's question could be: *'So, what's all this earning money about then?'*

Again, not a great question, although it is brief. The question lacks some focus and you may get a 'flippant' response. As an example: "I don't know, that's just me I guess."

You'll notice that there is a subtle tone that suggests the client is wrong to want to earn more money. The phrasing is similar to that used by parents discussing a problem with their children: 'So, what's all this noise/crying/fuss about?' So, when we make a person wrong in the conversation, we begin to lose rapport.

Another simple option might be:

Questioning 'why:' *'Why do you want to earn more money?'*

This is easy to understand, fairly easy to respond to, but it contains the word 'why,' which has risks associated with it. When we ask someone 'why,' it can easily be

interpreted as a request for them to **justify themselves**. When a person feels pressure, they can easily become defensive so the type of response you may get might be something like: ‘Well, I just do, why should I keep putting up with the lousy wage this place is paying me?’

Questions are like keys to doors:

The best question is one that the client is willing to answer because it’s simple to understand and inoffensive in its tone. If the question is right, it will surface the information. An example of suitable questions might be:

- ‘*Can you perhaps say a little more about how that’s important?*’ This is a gentle, respectful question.
- ‘*What is it about earning more money that’s important to you?*’ A little more direct, relies on you having good rapport, using fairly gentle tone of voice.
- ‘*So money’s important – can you tell me a bit more about that?*’ A little more casual, a little less direct and still might easily hit the mark. If it doesn’t, you can be sure it’s going to get closer.

In coaching, simply worded questions encourage the smooth flow of conversation as the client is able to concentrate on their thoughts, and respond naturally.

Questions with purpose:

When we ask a question of someone, or even of ourselves, the question normally has purpose. For example, some questions gather information; some questions influence a person’s thinking. Within coaching, the questions that a coach uses often do both.

Occasionally a coach will ask a question without really knowing why they’ve asked it. Where the question is based on instinct and experience, this is entirely appropriate. This is the **exception** rather than the rule.

In other words, if you ask random questions to frequently with no direction or purpose, it will create a very strange conversation. So remember to keep in mind where you are going and what information you want.

Maintaining integrity of purpose:

Questions can do many positive things in a conversation such as

1. create **clarity**
2. explore different **perspectives** (if live, ask participants to come up with 3 more!)
- 3.
- 4.

5.

Just remember that questions can also narrow options, imply judgement and leave the client feeling pressured or defensive. So, try to make sure that the purpose of the question is not corrupted by strong personal opinion.

For example a coach may hear a client describing his desire for a new job that involves more money and much more travel. The coach also has some insights into the client's personal life. The coach also knows that the client has recently said that his wife is expecting their first baby. Logically it seems reasonable to check out the effect of the new job on the client's family. So, the coach might ask:

- *'Isn't that a bit unfair to your wife right now?'*
- *'Won't that be difficult if your wife has just had a baby?'*

Both questions, however, have an implied outcome and sense of **judgement**. The coach is expressing their own opinion by using words like 'difficult' and 'unfair.' The potential of exploring the effects of the job move is almost lost as the client is pressed to justify his statement.

With less of a sense of judgement, the following questions work better.

- *'How will a lot of travel affect things at home?'*
- *'Who else will be affected by you changing jobs?'*

These are examples of a **non-directional** approach. When the coach keeps the questions **open** and **neutral** the client can explore their own thoughts and awareness of the situation.

Influence 'versus' control – leading the client:

Asking someone a question automatically influences the direction of their **thoughts**. When I ask the question: 'What was the best holiday you ever had?' (wait a few seconds), doesn't this cause you to think about holidays in the past? Although it subtly implies that you have had a great holiday at some point in your life, the question is fairly neutral and it doesn't tell you what you should think.

Within coaching, a collaborative less directive coach tries to maintain a balance between **influence** and **control**. Controlling questions can:

1. **narrow** options
2. imply **judgement, or**
3. create **pressure** on someone else to come up with the 'right' response.

Making someone wrong:

One other thing common to most of the above questions is that the questioner makes the other person **wrong** in some way for their views or actions. By making someone wrong we create difference or distance between us, e.g. ‘Don’t you think that was a little silly?’

When a coach frequently makes a client **wrong** they risk damaging rapport and the ongoing relationship.

The importance of the voice:

Any question is given further meaning by the quality of your voice when you ask it. Questions may be made clearer, colder, more supportive or more aggressive simply by the tone, warmth and speed of your voice.

An exercise Use your voice.

Using the question ‘So what was important about that?’ repeat it three times, changing the quality of your voice each time using the following characteristics.

- With a cruel sneer.
- With sarcasm (and end with a sigh!).
- With genuine curiosity, as though the answer is important to you.

Did everyone notice what was different between the voices of the student’s who spoke? What was the same about the voices that spoke? You will notice that a great question can be completely ruined by the wrong tonality. Also use great tonality with a potentially risky or abrupt question and you’re more likely to get a good response.

We would suggest that you record your practice sessions with your study-partner to get to know how your voice sounds. This way you will learn to keep your voice in a neutral tone.

You should also be aware that if you are a male with a very low voice, you may tend to sound too demonstrative and authoritative, leaving the client to feel like they are required to come up with the correct answer. So you may want to learn to modulate your voice up just a little bit and be sure that you are talking at a good rate of speed.

If you are a woman and have a very high voice, you may tend to sound very flippant, almost like you aren’t taking the coaching conversation seriously enough. So you may want to modulate your voice down a little bit to ensure that clients won’t be uncomfortable listening to your voice.

If you fall into any of these two categories and you feel that you need some help, we suggest that you take a few voice lessons. A couple of lessons is all that it takes and it will be well worth your while. Remember, your voice is your instrument to make your living, so take it seriously.

An appreciation of closed and open questions:

Part of the flexibility a coach needs to develop can be found in the effective use of both closed and open questions. Closed questions can be answered with a 'yes' or 'no', and open questions cannot.

Open questions encourage more information than closed ones do. They encourage participation and the free involvement of conversation.

Together, let's think of three open questions: (Use these if nobody speaks on the call.)

- What did you enjoy about this?
- What else can you tell me about this?
- Can you tell me more about that?

That said, closed questions may still be used where we don't want a detailed response, e.g. If you have a client who gets "stuck" in a circle of problem thinking and you want to stop them, or move them to "solution thinking" you may want to try these:

- | | |
|---------------------------------|--------------------------|
| ▪ Confirming information | 'Have I got that right?' |
| ▪ Moving the conversation along | 'Can we continue?' |
| ▪ Closing a conversation down | 'Have we finished?' |

What if I can't think of my next question?

Sometimes a coach will go blank, get stuck and not know what to say next. This is normal, human and happens to all coaches regardless of experience. Causes and potential options may include:

1. *The coach has lost concentration and has lost the thread of conversation.*
Be honest, declare what's happened, and move on. Simply say 'I am sorry, I lost concentration just then.'
2. *The coach is disrupted by another thought.*
Be honest by declaring what is happening. 'Say, I'm sorry, but I keep thinking about what you said earlier about not liking things too easy, can you go back to that a little?' It might be that your intuition has made a connection with something worth exploring.

3. *The conversation seems to be leading nowhere or seems stuck.*

Again, be honest and say what you're feeling or thinking. After all, they might be thinking it too!

Alternatively, if the clients says 'I know what you mean, I'm stuck with it as well', you can then decide how it's best to continue.

Powerful questions:

Simple, yet powerful questions have many potential benefits, for example:

- They re-focus thought from problem to solution.
- They can help someone feel more powerful and constructive about the situation.
- They tap into creativity and create options.
- They can make a problem feel more like a challenge or an opportunity.
- They create forward movement, e.g. out of the problem state and into solution or action.

Powerful questions are phrased in such a way as to encompass the problem and provoke an answer. The answer that they produce addresses the **deeper problem**, not just the **surface issue**.

Good potent questions often shift people's attention to a more effective, responsible perspective. They introduce the possibility of a solution in the mind of a client where previously none existed.

Often people get bogged down by their complaints and how difficult their problems are, and never progress to sorting things out. In coaching, powerful questions are a really effective way of moving someone forward from a problem to solution and action.

This is a **natural** part of the coaching role and invaluable to the person being coached.

The following Exercise called "Powerful Questions" is here for your enjoyment – we won't read it through now, you can read it on your own, but do take some time to do the exercise.

An exercise Powerful questions: (Please move down to "What if your questions don't create progress?)

What if your questions don't create progress?

Sometimes, no matter how many great questions a coach might ask a client, the client is simply stuck and can't progress in the conversation. For example, the coach asks ... 'What else could you have done in that situation?' and the client just can't think of an

answer. The coach has asked the question because they want the client to understand their options or perhaps produce some learning from a situation. As the coach you would always prefer that the learning come from the client whenever possible. But, if the client appears not to be able to think of a response, the coach has the following options.

- Does the client need more time or silence in order to respond?
- Is there another similar question that might help the client to answer?
- Is there something else bothering the client that needs to be addressed before they can continue, e.g. 'Are you comfortable discussing this right now?'

Give an observation before an answer

If the above options still fail to create progress, the coach may be tempted to just give the client an answer. For obvious reasons this is not the best way to promote learning for the client, plus you might provide an invalid answer.

Remember, just because a client can't answer a question quickly and easily, doesn't mean that the coach doesn't still have options. A period of silence, asking another question or making an observation can all encourage further thoughts and ideas.

SUMMARY

The ability to ask great questions is one of the most important skills a coach can develop. Great questions are simple to give answers to, they give **direction** to the conversation and gently **influence** someone else's thinking.

A simply worded question delivered at the appropriate moment can **shift** or shape someone's thinking dramatically.

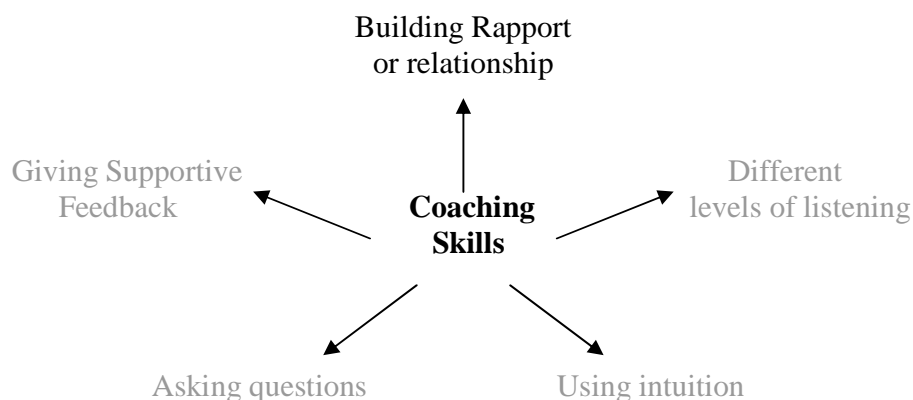
***View the following Supplementary Forms:**

- Q101 – Introductory Coaching Session Questions
- Q102 – Asking Good Questions
- Q103 – 50 Power Questions
- Goal Setting & Action Plan.PDF

SKILL BUILDING – RAPPORT

Introduction: Good morning everyone today we're going to explore Rapport, and as we do, we're going to explore what "makes" rapport, the physical aspects of rapport and how our beliefs and values enter into rapport. We'll talk about when and how to increase rapport and we'll also talk about operating with integrity and trust.

The 5 Fundamental Skills of coaching:



Skill one – building rapport or relationship:

Before we begin, let's explore the meaning of the word rapport:

1. The Google definition is: "a relationship of mutual understanding or trust and agreement between people."
2. Merriam Webster Dictionary definition tells us that the word "rapport" comes from the word "rapporter" (ra-por-tay) – meaning relationship marked by harmony, conformity, accord, or affinity. And the word affinity means: "similarity or likeness."

The foundation for all coaching conversations is a feeling of honesty and trust between the coach and the client. A client will experience a good coach as:

1. **Great** to talk to
2. The client will experience them as **warm** and **attentive**
3. And easy to **relate** to.

This is due to the coach's ability to easily build rapport with others.

Some people are able to do this naturally, while for others it is a skill they choose to develop. For a coach it is essential that he or she learn the following about rapport:

1. How **rapport** happens,
2. Why sometimes rapport **doesn't** happen
3. And what options you have to **building** rapport.

A coach needs to build more flexibility with the skill, in order to deal with the vast array of people they might meet in a coaching situation. We can say that the word rapport describes the amount of warmth present in a conversation, and is affected by how 'relaxed' or 'connected' the two individuals feel. If you have a good rapport with someone you will normally feel more comfortable and relaxed in their company.

We say 'normally' because that of course depends on what levels of rapport you want with the other person. Certain situations of close rapport may be undesirable to some. For example, if you meet someone you instantly feel attracted to, and you already have a partner! Not an appropriate basis to build more rapport.

We'll leave you to read the following exercise and to complete it on your own. Please do these exercises, they are interesting and fun. Maybe place your findings on your message board.

An exercise – Who do you have a great rapport with?

Think of a friend or colleague with whom you believe you have a great rapport. This will probably be someone with whom you have a good, easy-going relationship, someone who you feel comfortable talking with, and someone whose company you enjoy. As you think about this person, ask yourself:

Q: How do I feel when I'm talking to them?

Q: What does it feel like to be with them?

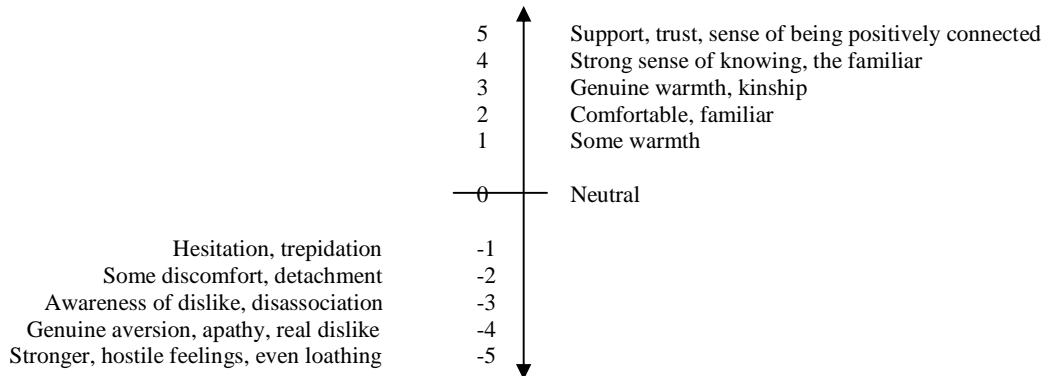
Q: What similarities are there between me and this person?

You also probably know of someone who you just can't seem to 'relate to' even when you try. You might notice the following:

1. An increased sense of **difference** or **separation** between the two of you
2. You find easy, relaxed **conversation** more difficult
3. Perhaps there is even a sense of '**coldness**' between you.

In this situation, you might argue that you have no rapport at all, since that's what it feels like. However, because rapport relates to the quality of relationship happening in conversation, some sort of relatedness, albeit pretty negative, is still there. It's a little like discussing the quality of light in the room. Even when there appears to be no light, there still is some.

Let's look at the rapport chart that you have in your notes: (Randin to go over chart.)



It is useful to remember that at some level, rapport is present in every conversation you ever have. This includes telephone conversations. Non-verbal communication consists of all the messages other than words that are used in communication.

What creates rapport?

Where there is a high degree of 'sameness' between two individuals we build rapport more easily. Perhaps instinctively we feel less threatened by someone we perceive is like us. We are more easily able to relax and open up to them. Categories of 'sameness' include many different aspects, for example:

1. **Physical** appearance and clothing
2. Body **language** and/or physical gestures
3. Qualities of **voice**
4. **Language** or words
5. **Beliefs** and **values**.

So, let's explore some of these.

Physical appearance/cloths:

For many of us, physical appearance has a huge effect on rapport. If we generally appear of similar age, height, weight and features, we will tend to be more comfortable with each other. We might even say that two people 'look' like a couple, as an indication that they are well suited for a relationship together.

Body language / physical gestures:

Where two people are shown to have a good rapport, they can often be seen as having similar or co-ordinating body language. If seated, they might adopt a similar pose; if one person leans forward, so might the other; if one rests on an elbow, the other might easily follow. There is a short exercise explained here for you to do. Please read it later on your own and do it – don't just read it. It's fun to do.

An exercise Go watch rapport.

This is a nice, easy exercise that is quite fun. Go anywhere there are couples, or groups of people. Spend some time watching them talk and interact. Notice the 'dance' between them, how they move together, away from each other, how they stand or position themselves in relationship to each other. Ask yourself the following questions:

- Q: How do you know whether people are enjoying each other's company?
 - Q: How can you tell whether people are old friends or strangers?
 - Q: What seems to be affecting the way people move or behave?
-

The more prominent signs of rapport are easy to notice.

1. Postures
2. Gestures
3. Range of movement
4. And the level of energy they both have

Qualities of voice:

The way voices sound can also give a real indication of rapport within a conversation. We convey a tremendous amount of meaning with these voice qualities, as the quick exercise below demonstrates. In oral communication, these symbolic messages are transferred by means of intonation, tone of voice, vocally produced noises, body posture, body gestures, facial expressions or even pauses.

Now we'll just have a little fun together for a moment. May I ask for three volunteers?

An exercise Change your meaning and not your words.

Using the phrase 'Yes all right then,' repeat it three times, changing the quality of your voice each time, using the following characteristics.

Try – Board and slightly irritated.

Try – Hiding your excitement.

Try – Resigned, but compliant

Notice how the meaning or intention of the phrase changes each time your voice quality changes.

Voice tone and quality will be extremely important for you to hone. Why? As a life coach, you will probably be doing a great deal of coaching over the telephone with your clients. Your voice will be the key to your success and ongoing work with leading your client to his or her goals and objectives.

We won't go through the next short exercise, but please read it on your own later and try it because it's definitely fun to do. Let's move down to the heading "Language and Words."

An exercise Change your voice.

Language and words:

Whether you are in construction, finance, the theatre, or any other profession, you're likely to have your own words or phrases that help you to feel related as a community. If you find yourself on the 'outside' of this kind of language, it is possible to feel

1. **Alienated**
2. **Disoriented with the conversation**
3. **Uncomfortable**

When speaking, it is always imperative to remain conscious that you do not use 'buzz words' or 'catch phrases' that you have not already introduced to your client.

Beliefs and values:

What we believe to be true about our world and ourselves can either separate or bring people together. If your client reads you as holding the same beliefs and values as he or she does you will enter rapport very quickly. We are not saying that as a coach you should compromise your beliefs or values.

You want to build a strong bond with your client in order to assist him or her in reaching their goals and objectives. Any smaller insignificant differences in beliefs or values that you and your client may hold should be released. Remember, coaching is about supporting the client. It is not about YOU.

When to increase rapport:

You should only attempt to increase rapport when you feel that there is a need for you to do so. Sometimes, it simply isn't necessary. Increasing rapport when it isn't necessary may alter behaviour to the point where you begin to mismatch and that will actually make things worse!

Where the client appears comfortable in the conversation, looks and sounds relaxed, and is showing no signs of alienation or disassociation, the tendency should be to end building rapport and just let the energy flow.

Increasing rapport through simple matching:

One well-known way of increasing rapport is known as matching. This means being literally the same in some way as the person you want to build rapport with. Within a coaching environment simple ways of building rapport would include matching posture, voice quality, speed of speech, physical gestures, etc.

If when coaching, it feels that the rapport isn't what it should be, look at the mismatches or differences between the client and yourself. Check on posture, voice qualities, amounts of energy displayed, obvious things that you can easily adapt to without any difficulty. Check gestures, speed of speech, and match these as closely as possible.

Most often, by making subtle changes, the entire rapport will shift within just a matter of moments.

When is matching actually mismatching?

If you overdo it, that is, match someone very obviously, or to an extreme level of detail, then instead of building rapport you will actually alienate the individual. There is nothing worse than having someone 'mirror' your every movement, behaviour and gesture. Sooner or later, you'll notice that you have what appears to be a very strange person behaving oddly in front of you! Matching effectively is a subtle art. If you want to match someone who is leaning forward, first incline your body slightly toward them. If someone is continually smoothing their eyebrow, brush your hand across your own. If they continually clasp or wring their hands, then occasionally bring yours together. This might sound strange, but it works.

The question of eye contact:

Some individuals try to increase rapport by looking someone in the eye for long periods of time. You might find that people in retail or sales professionals do this. This is not a guarantee of building rapport. Many people are extremely uncomfortable being 'stared' or 'gazed' at. Some may even find this threatening.

In judging how much eye contact is appropriate with another person, we should always work toward matching them. If the individual gives you lots of eye contact, do the same. If they give you shorter gazes, match that. Simply put – notice the client’s eye frequency and match him or her as closely as possible.

Overall, as you practice all of the elements of rapport –Once you find that you can gain good rapport with people easily, your confidence will increase and your **intuition** in this area will lead you all the more strongly.

The next exercise called “Increasing and decreasing rapport” is a lot of fun. We won’t go over this exercise now, but I’d like you all to read through it later and practice it a few times. So, let’s jump down to the next topic heading ... “Integrity.”

Let’s move down to the topic headed ‘Integrity.’”

An exercise Increasing and decreasing rapport.

Integrity:

Integrity refers to the association or alignment between what we know to be true, right, wrong, good, bad and what we actually do. Integrity causes us to be of our word. As a coach, what we say must match what we do. If you say you’re going to call your client, then call them. If you say you’re going to post them some information on Friday, then post it on Friday. This simple congruence of words and actions is very powerful within the coaching relationship.

This leads us to say – (and I believe that these are written for you)

- Make commitments wisely – “Can I keep the commitment? Is this a good/reasonable commitment for me to make?”
- Make commitments important – record them, make them a priority.
- Deal with the consequences of any commitments you have not kept – apologize, make amends, put things right.

So, if you are doubtful about whether you can keep a commitment, don’t make it!

Openness and trust:

A really successful coaching relationship will include a sense of

1. **openness**
2. **and trust**

between the coach and the client.

The following are ways that a coach can promote this trust and openness: (I believe that these are written for you)

- Share personal facts (only occasionally and when appropriate).
- Declare your own thoughts and feelings only when appropriate.
- Speak your own truth consistently.
- Be of your word (keep commitments).
- Keep confidences – confidentiality is extremely important (you earn this sacred trust).
- Support the client in conversation outside of the coaching sessions.
- Act in the client's best interest in every situation and at all times.

SUMMARY

As a coaching skill, you should emulate the following?

1. **Gain trust**
2. **Have the client - Buy-in to your coaching services**
3. **Hold influence within the coaching conversations.**

Good rapport refers to the quality of relationship happening in the conversation, as the conversation is happening. Where we are alike, we like, but where we are different, we don't like! Traditional techniques of simple physical matching do have a level of influence. What additional factors are important to rapport? Here are three:

1. **Our sense of shared values**
2. **Common aims**
3. **and our intentions**

Overtime, the positive development of a coaching relationship is affected by:

1. **Integrity**
2. **Consistency**
3. **Openness**
4. **Trust.**

The rewards of great coaching relationships and a clear conscience are worth the effort.

***View the following Supplementary Forms:**

- R100 – Rapport Techniques.pdf
- R101 – The Power Of Influence Through Rapport
- R102 – Building Rapport In A Coaching Relationship

SELLING COACHING

Introduction: Today we're going to be talking about "Selling Coaching." We'll talk about the "Give and Get" aspect of coaching and making the experience of coaching a great one for your prospect. We'll talk about understanding your prospect's mind, the guidelines for providing the sample session as well as getting the results that you want from the sample session.

To establish a successful coaching business, you need to know how to sell the services that your business offers. "*Selling*" as it pertains to a coaching practice, requires an explanation. Because, few people actually know what coaching is, how can you sell something nobody understands? The answer is, of course, that you can't. Would you buy an expensive service you had never tried and that you knew very little about? Not likely.

For someone to buy your coaching service your prospective client needs to know what coaching is; and they have to see your service as a solution to one of their existing problems. They need to know you, like you, trust you, and have a very good sense that you are competent and fairly priced. Ultimately, they have to believe that coaching will provide the benefits they are seeking.

While very few people are actually looking for a coach or have reached the conclusion that a coach is the answer to any of their existing problems, everybody has a dream or is going through challenges or wants to make some changes.

When you are just starting out in your practice your job is to find the easiest way to have all these people see you as a means of achieving their dreams, overcoming their present and future challenges and effecting great changes. In other words, you must attempt to raise your prospects awareness to the fact that they have areas of their life they want to work on, and then have them experience coaching as an effective means of delivering solutions to make those changes. When you do that, you will have all the clients you will ever need.

Give and get (or alternatively – Give to get)

To accomplish this we are going to focus on the most powerful and well-established principles of building a coaching practice: **Give to Get**. The best way to 'sell' coaching (in the early stages of your coaching practice) is to simply 'give' away great experiences of coaching to qualified prospects.

The main point is: that a great coaching experience is the best way to sell coaching. Note that the key word here is **experience**. You definitely don't want to fall into the trap of trying to explain coaching to prospects. If you do ... you will fail miserably! You can be

as eloquent as a poet, yet your finest words will at best translate into a state of bewildered confusion, which is not effective for most prospects to make the leap of faith required to become coaching your client.

We will always tell you NOT to get into a discussion with prospects about methodologies that you use in coaching. Always concentrate your focus on “solutions” to your client’s problems. After all, the prospect doesn’t care about methodologies, they ONLY care about what solutions you are offering. They don’t care if you use Byron Catie’s “The Work” as your basis for coaching or a method that I have developed. The client wants to hear about solutions to their biggest problems and challenges. If you begin talking about someone’s methodologies, you will end up talking about the “other person” not your coaching services, so don’t waste your time or your energy.

The great experience

When you give people a great experience of coaching, they connect emotionally to important parts of their life that have often been left behind. Work with your prospect on the dreams, the biggest challenges, or the changes that they are going through and the prospect will begin to see coaching as a powerful way to connect with and realize the results that they want. If you do this with qualified prospects you will get lots of clients. (Please look at your Success Conversion Coaching Enrollment Strategy for more direct information.)

You have 3 places to write the names of 3 of individuals you believe would be qualified prospects. So keep this in mind as we go through this lecture.

Understanding your prospects mind

Depending on the prospect, their mind may be described by one or more of the following statements. They are written for you, so I’ll just read a few and you can go over them later:

- Noisy, filled with conflicting desires and fears.
- Focused on their situation and their challenges.
- Confused, wondering how to best solve their problem.
- Uninformed or inexperienced with coaching.
- Sceptical, doubting whether coaching is for real.
- Resistant, stuck in their perspective.
- Wondering how it works and if it will work for them.
- Wondering if you are the best coach for them.
- Wondering if they are paying too much.
- Wondering if they can afford you.

Sound familiar? This is probably how you feel when you go out to purchase something you have never tried before. In times of stress, or when moving beyond our normal

behaviour, you can expect to see everyone's doubts and fears emerge. To convert a prospect to a customer, you have to overcome any possible negative concerns with a stronger positive desire.

What you want your prospect to experience are the feelings associated with the better future they imagine is possible by working with you. Your job is to help them identify and experience (at an emotional level) the feelings of those future benefits. If you can help a qualified prospect get in touch with, and feel their deepest desires, address any legitimate concerns they might have, you will have a client. Imagine a prospect's mind as a little teeter-totter. On the one side, you have their doubts and fears.

You need to put enough value on the other side of the teeter-totter to have it tip in your direction; and you only have a brief opportunity to do this. The best way to do this is through a powerful sample coaching session.

Providing a great 'Sample Session'

As coaches we know that coaching is a very powerful and successful service. In fact coaching is proving to be one of the most effective methods of growth, training and development available. Research data show that even though coaching is a relatively new service, 98.5% of our clients are happy with their coach. 83% of our clients stay with us for at least three months. The majority of clients stay with us for six-months. And some clients simply never leave.

Other studies in organizations have shown that coaching programs have achieved between **500** and **700%** return on investment. No wonder large companies are putting money into getting their staff coached! Clearly, there is something very powerful happening in coaching relationships. But coaching is new and few people have actually discovered its power – so, many coaches struggle to fill their practice because they just don't know what to do!

In the early stages of your coaching business, before you have developed a niche and marketing strategy to attract large numbers of qualified prospects, your ability to deliver a great sample session is a **critical** factor in building a successful coaching practice.

Remember, most folks don't understand coaching, and so they aren't looking for a coach, a sample session is your best way of introducing them to the process. Allowing prospects to see the potential payoff, and moving them to a place where they would want to work with you is where you want to walk the client to. As a cautionary note, remember coaching is most powerful when it is fluid, natural, and unscripted. So don't try to impose these steps in a mechanical way.

Sample Session Guidelines

After years of experimentation, we offer a rough recipe outlining some of the key components that will help you deliver powerful sample sessions. Think of these as guidelines that you can naturally weave into the conversation where appropriate and when the opportunity presents itself. These closely follow your “Enrollment Strategy.”

1. **Take Your Prospect Deep:** (Coach on Something Important) Sometimes when you engage a prospect in a sample session and ask them what they want to work on, they will reply with a superficial topic. They might say, "I need to organize my garage." Respond by affirming you both could certainly spend time on that, then inquire if they might have something a little more important—perhaps a dream, challenge, or change they want to make—for which they would like some coaching. Even if you are successful in helping them organize the garage, it won't be seen as an important enough benefit to justify hiring you as a coach. However, if you can help them make a breakthrough on a dream or some big challenge they are facing, the prospect will more fully appreciate the value of coaching.
2. **Take Them out into the Future:** Let's say a person wants coaching on a big goal or dream. Ask: *"If you are really successful with this, where will you be in XYZ months?"* (You want them to create and experience a very clear and compelling vision of the most successful outcome.)
3. **Find the Meaning:** Once a prospect has described where they would be if the coaching was hugely successful, explore the meaning of that goal. *"What is important about this goal to you?"* or *"What will achieving this goal give you?"* (You are beginning to move them out of their thoughts about the goal—which have a short shelf life—into the more powerful realm of the meaning and emotions associated with the goal.)
4. **Explore and Embody the Emotions:** Once you have a prospect in touch with his most desired outcome, continue to explore the emotional payoff. *"What will you be feeling when you know your dream has come true?"* Ideally, you want the prospect to see, touch, and taste or otherwise embody the emotional reward. Again you are building the prospect's emotional connection to the goal; this emotion will fuel the actions needed to overcome all the obstacles in the way. (Naturally, there will be situations - perhaps a business client who is not comfortable in discussing emotions with you yet - where you might wisely choose not to explore the emotions associated with a goal.)
5. **Coach the Person, Not Just the Circumstances:** Remember the most powerful work you will do is in coaching the prospect, not the situation. So don't forget to explore who the prospect wants to be—the qualities they need to bring forth—to achieve the desired outcome. For example if the prospect wants to get into a leadership position in their career, explore what leadership qualities they need to

- bring out or develop to become the best possible leader. And wherever possible, coach the prospect to a place where they feel and physically embody these qualities. If you get your prospects to this place, nothing will stop them.
6. **Find the Payoff:** Find out what it would be worth to your prospect if they were successful in achieving their desired outcome. *“So if you do find a job that you love, (double your sales, lower your stress, improve your health, etc.) what would it be worth to you?”* The answer to this question may or may not be financial, but as long as the prospect connects with or reflects on the value or importance of the changes they might make through coaching, they will be far more likely not to begrudge paying for your services.
 7. **Bring the Prospect Back to the Present and into Action:** Once the prospect has seen and experienced the outcome they want and experienced the associated meaning and emotions, bring them back to the present and wrap up the sample session by asking: *“So what is the next—or first—step forward?”* (toward the great dream or outcome they have described). Coach the person to break off one tangible first step and set up some accountability, so the step gets taken.
 8. **Ask for the Business and a Referral:** Once you have taken a prospect through a powerful sample session, you and they will have a sense of whether there is a fit. From your side, you simply need to confirm you would like to work with this prospect (and that they can afford to hire you). You can say, in your own words, with 100% integrity and authenticity, *“That is a powerful vision you have for your future. If you are serious about realizing it, I would love to be your coach.”* Or you could say something like this, *“I really enjoyed coaching you. If you want some support in reaching your dream, I would love to be your coach.”*

Find a way to point out that knowledge and intention alone does not translate into changing behaviour. (Otherwise everyone would be keeping their New Year’s Resolutions.) Everybody has had the same experience of wanting to change, but never seeming to get around to it. The format of coaching allows the focus, accountability and growth necessary to make changes happen and stick. If you can get this point across, you will get your share of enthusiastic clients.

Dealing with objections

When you master the art of a sample session, you should expect at least **ONE** out of **SIX** qualified prospects to decide to work with you. (This number will increase to two out of six or more as you master your enrollment strategy and get better at identifying truly qualified prospects.)

However, no matter how good you are, you will inevitably encounter objections, reasons prospects have for not being able to say ‘yes’ to working with you. Sometimes

it is a concern about money. Sometimes they simply are not at a place in their life where they think they can benefit from coaching. **The key to handling objections is for you to stay in 100% integrity, authenticity and detachment.** There is no point in bringing undue pressure on the prospect. It is not good for you, and it is not good for the prospect, as they will only quit coaching at the earliest possible moment.

Sometimes objections indicate the prospect requires more information. Carefully and respectfully take the time to clarify what additional information they may need. If it is a genuine affordability concern, and you really want to work with this prospect, you can explore some ways to make this work. If you do not have a full practice, consider reducing your rate, or providing fewer coaching sessions in a month.

If you sense that it is not an affordability issue, but rather the prospect's doubts and fears that are surfacing you can explore what will be the cost of not taking action.

Anybody who has ever sold anything will benefit from developing their own way of handling objections. If you approach the situation with full integrity and a sincere desire to help the prospect - detached from whether or not they will decide to work with you - you will safely navigate through the majority of objections. And remember, at the start of your practice you should expect five out of six people to turn you down.

We won't take the time to read "A Tip On Handling Objections" by Linda Finkle just now. You can read it on your own later today or tomorrow. There is some good information here, so please read it. Let's move down to the heading "**Getting Results.**"

A TIP ON HANDLING OBJECTIONS

Linda Finkle, CCG, PCC/Business and Executive Coach

Getting results

You gain many important things when you provide a sample session. What you gain are these:

- **Experience**
You become more experienced with the more work you are actively doing.
- **Building Your Network**
You will gain a prospect to your database through your clients actively impressing your abilities on others. Your successful clients are always your very best advertising.

- **Professional Relationships**

Your prospective client knows that you are a professional Coach and has already come to experience some of your creative work.

It is not particularly useful to spend a lot of time or energy on what did or did not happen during a sample session. It is best not to get hung up on the things you could have said or ideas that you could have planted.

Now, as a side-bar, Gary Glasscock, one of our Master Certified Coaches and a CCA Lecture Associate came up with this great idea. If someone doesn't purchase your services after the sample session because they can't afford it – how about telling them that if they refer 5 others to do a sample session that you will give them 1-hour of free coaching? Isn't that a great idea?

That means that you'll be promoting your services to five other folks that you don't have to go on a search for. Now that – IS marketing at its best.

Look at each sample session as your opportunity to connect with others and encourage their participation in your career. Never fear, there are always clients waiting in the wings for you to work with. If the prospective client doesn't hire you, it's not necessarily about you. Chances are that their decision had nothing to do with you and everything to do with them. It's not ALL about you!

PERSONAL GROWTH CHALLENGE:

It is important to make it you aim to complete as many sample sessions as possible, as early as possible. Don't worry about waiting until you feel 'ready' or until you think that you have all of the 'necessary experience' before you begin.

The important thing is that you begin, and that you begin NOW! It is a fact that the law of averages will provide you with the client-base that you are seeking.

- > Make a serious effort to provide at least 12 free sessions each month.
- > Begin to offer group Coaching in an area of interest.
- > Develop client relationships by offering 'private sessions' to the attendees.

A word of encouragement

It is so important that you study the **Success Conversion Coaching – Enrollment Strategy**. Within that document you'll find more in depth training on selling coaching through the sample session. Be patient with yourself. Remember that you have remarkable life experience and that it will serve you well as you begin your new venture

as a Coach. Remember too, you have already Coached others informally – bringing together all of your talents and strengths.

***View the following Supplementary Forms:**

- B101 – Benefits of Working with A Coach
- C102 – Construction of Enrolling Clients
- C103 – Articulating What You Do
- R101 – The Power Of Influence Through Rapport
- Q102 – Asking Good Questions
- Q103 – 50 Power Questions
- T101 – Coaching Traditions

In conclusion, study the “**Success Conversion Coaching – Enrollment Strategy.**” You will find that PDF under “Week TEN” in the Student Area.

Make sure you download it – read it – understand it – and practice it again and again until you are completely confident in giving the sample session.

STAYING IN BUSINESS

Introduction: Today as we talk about ‘Staying in Business.’ We’ll discuss moving out of our comfort zone as we think about building our coaching practice as a journey. We’re going to think about what support we might require to sustain our business and we’ll talk a little bit about the growth model. We’ll talk about just who a “qualified prospect” is. We’ll talk about prospecting possibilities and we’ll even discuss that all important thing – “setting your pricing.”

If you are like most individuals, you were drawn to the vocation of coaching because you like helping people. But the truth is you can't help many people if you don't stay in business.

And when you are just starting out, staying in business can be difficult. You don't have the confidence or competence you will have down the road. You don't know all of the right things to do and you don't know all the right things to say. Yet you have a huge need to gain more experience in coaching and develop a positive cash flow.

Obviously, to stay in business, you will need to obtain the best results that you can. To get the results that you want, you will need to continually grow and change and adapt.

I need to say this ... nothing we can share with you will help get you clients unless you act on it. To act on it you will need to walk through your doubts and fears. To walk through your doubts and fears, you will need to grow and to find the easiest and most natural way to market yourself. You may find that discomfort comes from resisting the growth needed to become the person you need to be, to get the results you want. That is, and will always be, the biggest challenge to moving forward.

You can learn more about the process of marketing, and you can go through all of the motions of marketing your business, but, unless you become the person whose passion, vision, and forward momentum is strong enough to overcome the bundle of old fears, habits and limiting beliefs, you will have difficulty in sustaining the sort of effort needed to get the results you really want.

Ultimately you will benefit from getting as knowledgeable, and almost as passionate, about marketing as you are about coaching. Anything less and you will struggle and have far less impact in a world that badly needs your skills.

Moving out of your comfort zone

We are all in equilibrium. In high-school science, we learned about homeostasis, the tendency of all organic systems to seek equilibrium. Each of us is a very complex organic system and we are all in some form of homeostasis. We often call it our comfort zone and we are very resistant to move out of it.

In fact we can develop elaborate defence mechanisms to keep us where we are. And as a result, when we attempt a change, there is resistance.

Most coaches building their practice have a desire to succeed, establish a more abundant practice, and live the life of their dreams. These desires initiate change. In opposition, consciously or unconsciously, they have beliefs and habits that resist change . . . thoughts like: “I can’t do it. They will reject me. Nobody wants coaching.” To move past this type of resistance, you need to find a way to feed the desires pulling you forward and manage the resistance holding you back.

Building your practice is a journey

Starting anything new is a challenge. Building up your coaching practice will be a journey. There will be highs and lows . . . moments of great elation when you get a new client and days of despair when the phone doesn’t ring and no one returns your calls.

In the beginning, you may be investing both time and money. Make sure you have sufficient reserves of both. It would be foolhardy to start a new business on a shoestring unless you plan to start small. Success takes time, planning, inspiration and consistent effort. Being consistent is key.

Also be aware that there are important lessons to learn along the way. You will need to learn new skills and let go of old habits. You will need to move past your doubts and fears. You will need to find and connect to your inner fire, believe in yourself, believe in the value of what you are doing and find a way to express your unique gifts that positively impacts and serves the world. In short, in order to succeed, you will need to become the type of coach and businessperson to whom success is a natural consequence.

There will be many people who will not understand you. Prepare yourself for the rejection you will feel when you find out that most people do not want a coach right now. Anticipate that your offer for coaching will be routinely declined and that this has little to do with your worth or the worth of coaching. It has everything to do with the fact that at any given time, only a small percentage of people are able to hire you as a coach. This is just a fact you will need to work with.

To succeed in building your practice, you will need to keep your eyes firmly on the outcome you want: a successful coaching practice full of meaning, freedom and joy. And keep taking the daily and weekly steps you need to get there.

You may have many moments of doubt, but if coaching is what you are called to do, you will find a way to overcome all challenges and keep moving forward. And as long as you keep moving forward, you will reach an abundantly successful coaching practice.

Support

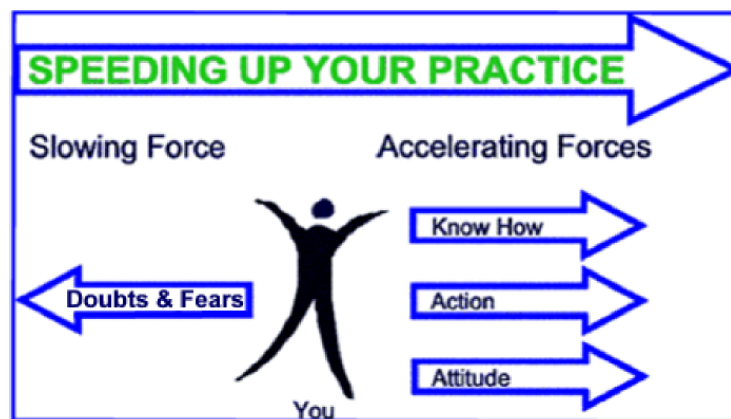
Sustaining a purposeful commitment requires support. We absolutely identify this. To accomplish your goals, you will need support. Many new coaches come from professional environments where they had full support systems; their colleagues, their boss, and even the reporting or reward system to keep them focused and moving ahead.

As an independent professional or “entrepreneur”, you will need to set up new support systems to keep you focused, encouraged, and accountable. Lack of an effective support system is one of the biggest reasons why many new coaches under perform in their businesses. Here are four more reasons why some new coaches under perform:

1. They don't have **meaningful** goals;
2. They don't set weekly **priorities**;
3. They don't **routinely** review what is and is not working in their marketing efforts;
4. And when they get stuck, they **stay** there for too long.

The growth model

You should see the growth model on your page:



This model shows that the rate at which your practice will grow is equal to your:

Know-How + Action + Attitude – Doubts and Fears = Your Success!

The growth model is centered on you, wanting to accelerate the growth of your practice. To accelerate anything, you need to apply some force. The accelerating forces can be grouped into three areas.

The first forward force is **Know-How**: those things you absolutely must know to get your practice off the **ground**, (i.e. how to coach, how to ask great questions, who your ideal clients are, what their problems are, how to package your coaching as a solution to their greatest unmet needs, how to price yourself, etc.).

The second accelerating force is **Action**: which covers the various activities that must be done for you to **succeed**, (i.e. have a marketing plan, make your calls, talk to people, ask for the business, put in the time, etc.).

The final forward force is **Attitude**. Here we are referring to the positive “being” side of building a **successful** practice. (Or, those personal qualities, habits and the outlook that contribute the most to your success.)

Together, when properly managed, these three accelerating forces can move your practice forward at an extraordinary rate. Another important part to the ‘growth model’ works in opposition to the accelerating forces. It is all those doubts and fears, old habits and limiting beliefs that hold us back and generally slow our progress. You may want to look at some of your present beliefs by working with the “Examine One Belief” form that you’ll find in your Supplementary Forms Folder.

Know How and know ‘who’

Quite simply, you need to know how to coach. But keep in mind, unless you take your coach training seriously and practice the craft and skills of “asking great questions” on a regular basis, you will not be coaching to your full potential. And you will not be creating the maximum value for your clients. Asking great questions is the key to the coaching process!

You don’t have to finish your training to begin to work with clients, but at least begin it. Learn your Coaching Format found in the Coaching Guide. Everything you need to do a successful coaching session is right there! Put 50 great questions to memory and you will be well on your way to successful coaching. After a couple of months of practice, you will have the competence and confidence you need to add value to your clients, and that’s important.

> As a side bar, let me tell you that when I started coaching I had concerns about “What if I can’t think of a question and there is just a long period of silence. To relieve the fear I created a little book to have on my desk during coaching calls. I simply began collecting great little gems of questions to use during my coaching calls. As the book got more fleshed out – I added delineated tabs. So the book as it is today has for example, has sections for home life, business, relaxation, life’s priorities, hopes and dreams ... and the list goes on. As a result, I’ve never been lost for a question ... the great thing is – clients

don't know I am using any tool at all when I'm using my "little book of questions." Use this same idea and set your mind at ease. Isn't that great?

Who is a qualified prospect?

There are just too many people in the world to begin to market your services to everyone. If you tried to market to everyone, you would exhaust yourself. To build a successful coaching practice you will need to identify and focus your marketing efforts on qualified prospects – and if possible, on a specialty niche. In its simplest form, a qualified prospect is someone you'd like to work with, who is open to working with you and could actually afford to hire you as a coach. How many coaching prospects are there? There are countless coaching clients if you know where to look for them. Not enough if you don't know where to look.

Ability to pay

To qualify prospects, we consider their ability to actually pay for coaching service. According to figures from the U.S. Census Bureau and the U.S. Bureau of Labor Statistics a \$45 thousand dollar threshold is a roughly estimated milestone to indicate a prospect has enough disposable income to hire you as a coach.

Many coaches have clients who earn much less, of course. If people really want to change, they will find the money to work with you. However, we suggest targeting prospects that exceed the \$45 thousand threshold, for one-to-one coaching, as we estimate that over 90% of all coaching clients have been shown to have annual incomes in excess of this amount.

The inclination factor

Not everyone that is of the right income level is open to working with a coach. Many people believe they don't need a coach. Many people have not realized that coaching is a solution to many of the challenges they face. Many people are slow adapters, reluctant to embrace new services; many more are just downright stubborn, committed to do it all on their own.

What does this mean in terms of numbers?

Having worked with coaches all over the world, if a prospect is qualified by age and income, we estimate that between **ONE** out of **SIX** (this would be in conservative areas where coaching is just making inroads) or **TWO** out of **SIX** individuals (in progressive areas where coaching has a higher public profile) are open to coaching.

What Does This Mean in Terms of Finding Clients?

If we take into consideration the number of fully qualified prospects and divide them by the estimated 20,000 people currently calling themselves coaches (rough estimate,

nobody really knows), there are between **400** and **800** North American clients for each coach. If you add in the additional population base of the rest of the developed world (where coaching has taken root) you can easily multiply these numbers by two, which would indicate there are between 800 and 1,600 clients out there for every single coach.

That sort of client base should keep us all busy for quite a while. And while we work through these existing potential clients, more people are becoming open, interested and ready to work with a coach each day. And if you offer group coaching, teleclasses, books or other info products you can sell to a much broader demographic which could easily triple these numbers again.

These figures can only be considered a rough estimate, however, are considered by most coaching organizations to be an authentic estimation of possible prospective clients. So, if you carefully select your prospects to be within the most favorable age (25 - 65) and income distribution (over \$45K) at least **ONE** in **SIX** individuals would be open, willing, and able to work with you, given the right presentation. (The right presentation would be the Success Conversion Coaching – Client Enrollment Strategy.)

And the better you get with your ability to deliver a strong sample session to your prospects; this ratio will increase to **TWO** out of **SIX**.

Prospecting possibilities

There are four factors here to look at when diagnosing the Enrollment Strategy:

1. ***Randomly describing coaching*** – If you were to just describe coaching to a random sample of the general population, less than 1 in 1000 would be likely to become a client.

2. ***Random sample sessions*** – If you were to just give out good experiences of coaching to a random sample of people, 5 in 100 would become a paying client. (That is the 5% of the population with the right age, income and inclination.) You would be rejected 95% of the time.

3. ***Focused sample sessions*** – If you were to offer a sample session to prospects qualified only by age and income – the more visually apparent and easily estimated factors - half will accept the sample session and at least 1 out of 3 of the sample sessions will result in a client. This means at least 1 in 6 (166 in 1,000) qualified prospects qualified by age and income could become your client.

4. ***Focused ‘specialty niche’ sample sessions*** – When you are working with a specific niche, if you were to offer coaching as a solution to existing problems encountered by a particular niche of highly qualified people, over one third could become your client.

Pricing your services

Many coaches struggle to price their services. A very common error among rookie

coaches is to let their doubts and insecurities price their coaching services. The logic goes like this, *“I have only been coaching for a few months, I can’t be really good, and therefore I can’t charge much for my services.”*

Thus the average new coach charges between \$150 and \$200 per month per client in the first 12 months of their practice. Your humility is a very natural reaction, but it is kind of like offering a discount for brain surgery. *“I’m new at brain surgery; in fact you are my first patient, so I would like to offer you surgery for half the regular price.”* Most patients will head for the door because they don’t want to be your guinea pig.

The point is that many people will make assumptions on your competence as a coach based on the fees you charge. Pricing your services to your experience level will make many potential clients look for someone who ‘may be perceived’ as more competent. But if you are content with your price and it is congruent with your integrity you can always move forward when you feel the timing is appropriate.

If you prefer to optimize the pricing of your coaching services, you will want to consider pricing to the market you are serving. In general terms, as of the writing of this material, competent and well-trained life coaches may average between \$300 and \$500 per month per client. Anyone doing business coaching would typically start at \$500 per month. Should you have the fortune, aptitude, experience, or inclination to work with senior executives or successful entrepreneurs more common fees would be in the range of \$750 to \$1,000 per month.

What is included in the monthly fee?

There is wide variation among coaches. One of the most common formats is three or four 30-minute sessions per month. But one of the nice things about running your own practice is that you can decide what works best for you and your clients.

The 20% rule

As a general pricing rule, you will know you are correctly priced—for the particular clientele you are targeting—if one in **five** (20%) object to your pricing. If fewer than one in five object to your pricing, you are priced too low. If greater than one in five object, you are priced too high.

Pricing at the start of your practice

When you are beginning your practice, your greatest need is to build your competence as a coach. By that we mean – practice and learn the art of asking great questions! Therefore, if you want to work with a client and he cannot afford your regular rate, and since you do have lots of room in your practice, find a way to make it work for him.

You can simply say, *“I would really like to work with you. Can you afford \$X?”* (2/3 of your rate for example). Alternatively you can say, *“Well, I would love to be your coach. How can we make this work?”*

Your client will get a coach; you will get the practice. Your income will grow from there.

***View the following Supplementary Forms:**

- B101 – Benefits of Working With a Coach
- B104 – Coach’s 90 Day Goals and Objectives
- C103 – Articulating What You Do
- SC101 – Self-care List
- F103 – What to Do About Fear
- SB101 – Client Retention List
- SB102 – Coaching Evaluation Form
- PDF – How Do I Coach.pdf

THE SPECIALTY NICHE

Introduction: Welcome everyone – today we’re going to discuss the importance of the specialty niche and why you should have one and we’ll even talk about ways that you can begin thinking about what your specialty niche should be. We are going to talk a little about possible niches - how to develop a niche and we’ll even look at what a specialty niche can do for you.

I can’t begin to tell you how many coaches communicate with our office each week who are tired, exhausted, discouraged and lost. They feel confused because, even though they were professionally trained as a coach, they still don’t have a coaching business. They’re also tired of watching in frustration how “other coaches” get new clients and build successful businesses, while they continue to struggle.

The bottom line is – the sooner you choose a niche to work in, the sooner you’ll start making money as a coach. The key, as always, “DON’T SELL COACHING!” Sell solutions to the problems people are experiencing!

Is choosing a niche important?

When you choose to focus your marketing efforts on a particular group of people who are most likely to value and accept your services, it is called choosing a niche.

When you develop a clear, relevant, interesting, and memorable message to set your offer of services apart from everyone else’s, and clearly answer the question of who you are and why you are here, you have developed your own brand.

I’ll give you a moment to think and write down 3 things that would set your services apart from everyone else’s – just as you see it at this time.

When you target a well-chosen niche and develop a strong brand, you break into the marketing **Promised Land** where you will have more clients than you ever dreamed of. So let’s look at what is involved in doing this right.

The rationale behind the niche

If you are just starting out you may have difficulty deciding what your best niche may be. You may not know what group of individuals you are particularly attracted to working with just now, or which group may be best to assist you in developing a sustainable business. Your niche will make itself clear to you over time. A very productive niche is one that will develop over time as you begin to brand and position it within the market place.

The rationale for choosing a niche is this: **focusing on a particular group who understands and values your expertise.** This is so that you can become a well-

recognized big fish in a small pond.

Further, because you know the particular challenges of the group, the solutions they are looking for, the lingo, and the habits of your target niche, you can focus your marketing efforts and achieve better returns for a given marketing effort. Ultimately, as you become established in a niche, more and more clients will come to you.

In professional coaching, there are some broad and clearly defined specialties such as life coaching, career coaching, business, corporate and executive coaching, etc. Within these general categories hundreds and hundreds of niches are evolving. New niches are appearing all the time.

For example if you have ten years of experience working in small business, you would know the challenges that small business owners face. You would know how to recognize their strengths and weaknesses. You would know what associations or trade fairs they attend. You would know the periodicals they read. You would talk their language. And most importantly you would know how to do your pricing and packaging so that your coaching services would be seen as an attractive solution to their most common problems. You would appear a much better choice to the members of this niche than another coach who does not have the experience that you offer.

Here are the 7 main points to think about when considering a specialty niche – these are not included on your crib-notes, so please pay close attention and just make a few short notes to help you to remember:

1. **Passion:** Could you, the coach, feel passion for the niche? Are these the kinds of clients you would enjoy working with? Do you find the work you will be doing meaningful and satisfying?
2. **A Burning Need.** Is there an intense, perceived need for the niche in the minds of your prospects? Are they truly concerned about the issue which you can help them solve with your coaching?
3. **Underserved.** Is the niche underserved? Is there room for you in this niche?
4. **Be First.** Paradoxically, can you be "first" in your niche? If you can be – you are onto something that will pay-off.
5. **Discretionary Income.** Can your prospective clients pay for your services? Can they, at least, afford \$150 per month for membership in your virtual coaching groups?

6. **Can you find them?** Can you locate members of the niche? Can you find these people in order to be able to serve them?

7. **Partnership Niche.** If niche selection grinds you to a screeching halt, don't give up. Consider developing a new niche with a partner. You can share costs, brainstorm ideas, support each other, even split the investment

Examples of a Specialty niche (These are written out – you don't need to read them all)

- Life Planning
- Teens
- ADD
- Health and Fitness
- Spirituality
- Relationships
- Parenting
- Women's Issues
- Christian Coach
- Gay Community
- Dating Coach
- Personal Empowerment
- Stress Management
- Speaker's Coach
- Marketing
- Emotional Intelligence
- Writing Coach
- Corporate Coach
- Leadership Coach
- Executive Coach
- Business Coach
- Start-up Coach
- Small Business Coach
- CEO Coach

A few more here:

- Parenting coaching
- Wellness coaching
- Transition coaching
- Coaching for entrepreneurs

Within a broad niche you can further specialize. For example you would be in a primary niche if you were a small business coach. If a niche is deep enough you can further specialize and become a small business coach for retail stores. Or further, a small business coach for start-up retail stores.

Being recognized and able to focus all of your marketing in a particular direction does have its advantages. This will become even more attractive as professional coaching continues to mature and more and more competition appears on the scene.

Having watched hundreds of coaches develop their businesses, we now believe a good niche will give you **three** to **ten** times more clients, for a given expenditure of time and money, than general marketing will. The benefits of finding a good niche are well documented in the coaching literature.

The key question for most coaches is “How do I find my own niche?” If that is what you are thinking, your course comes with some working papers to assist you in finding your particular niche.

How to develop a niche for your practice

Let’s start this section by saying that one of the reasons that you decided to create your own business is to be able to do work that you enjoy, right? Give your preferences some consideration when choosing your focus. Plan your business around the skills and training that you already have. Doesn’t that make good sense?

Whether you craft a niche based on your specific skills or base one on the type of clients you wish to serve, differentiating yourself from other skilled service providers is challenging and absolutely crucial to your business success.

When you brand yourself for a specialty you increase your referral rate and even find that you get referrals from other professionals far more easily – because they perceive you as a specialist – not a “generalist.”

There are 5 steps to effectively develop a powerful niche, lets look at those:

1. First, identify your top niche possibilities (e.g. the people you are most drawn to working with; work-at-home-moms? business owners? leaders? soul seekers?).

Places to Look. (These are written out for the class)

- a. Look at the clients you most love to work with.
- b. What do they have in common?
- c. Look at the type of work that gets you most excited.

- d. What are you called to do in this world?
- e. What big changes do you see that need to be made?
- f. What type of work is most aligned with your values? (e.g. You may not want to commit to training CEO's in coaching skills if it means you will be on the road, away from your family half the time.)

Do not forget to look at those places you have fled from. For example, if you are a refugee from corporate life, you perhaps are not even considering looking there for a niche, "*They took my soul, I will not go back.*" While you may never want to work in a corporation again, wouldn't it be great to help others flee corporate life if they found it as difficult as you did? And wouldn't you know a great deal about what that life was like and how to reach those in that niche?

2. Create a list and rank each of your possible niches through the lens of your passions, strengths, and the needs in the marketplace. Specifically, list all your possible niches in column one. Label subsequent columns for a variety of subcategories that might represent your passions, strengths and needs.

(For example, as relates to passions, you might have columns labelled "Aliveness", "Values" and "Impact" to represent how alive you are when you coach this group, how well working with them would align with your values, and how much of an impact you would have coaching this niche. For assessing how well your strengths favour a particular niche, you might label columns "Life Experience", "Training", "Accomplishments", and "Capacity to be Great". For assessing market needs you might label columns "Identifiable Unmet Needs", "Ease of Access for Marketing", "Ability to Pay" and "Level of Competition".

Once you have created the matrix you can proceed to rate each niche, in every column, on a scale of 1 to 10. For example if you already have the emails of every business owner in your region, you would give this niche 10 out of 10 for ease of Access for Marketing. If you had to track down each work-at-home-mom individually, you might only give that niche 2 out of 10 on the same category. Once you have filled in each box on your matrix you simply total the score. The niches with the highest score will be the best fit for you.

3. Once you have identified your top niche contender(s), dive into research mode. Interview some prospects to better identify what their greatest needs are, how to best communicate to the niche (do they have an association magazine or national convention?), what your competition looks like, how to position or present yourself' as an expert to the niche, and how to best package your coaching as a solution to the niche's greatest unmet needs.

It is in going out and talking to a few members of a possible niche that you will really learn the specific information you need to know. Sometimes you will find out that the niche is not a good fit for you. Most of the time you will find that you

will begin to get really excited. You will see big problems that they have. You will see where coaching can be used as a better solution to what they are currently doing.

By the time you have completed your interviews with your niche, you should have some very good ideas about how to best package your coaching as a great solution to their biggest unmet needs.

4. Test market your solution. In other words create a program, (a one-to-one coaching program, teleclasses, workshops, etc.) to try out with your niche. Don't be afraid to promote it at a greatly reduced cost to get your first few clients. You will learn a lot and you will gain a number of valuable testimonials that will make it easier to sell out your subsequent offerings.
5. Roll out your finished product while seeking every opportunity to speak, write, present or otherwise share your knowledge with your target audience to increase your exposure and solidify your position as an expert solution provider to this niche.

Now is the time to really raise your profile so that your niche can easily find you, and come to appreciate all the ways you can help them. Developing a great niche takes as long as it takes. You may have to go through this process of thinking it through a few times before you arrive at your ultimate niche. Keep at it. The rewards are worth it.

And don't think it is all up to you. In some mysterious way, as long as you do your part to get out there to see where you can add the most value, the world will most certainly reveal some unmet need. The universe seems to conspire to help those that are passionate about adding genuine value.

Picking your niche checklist

In picking a niche consider these points.

1. Is the niche is big enough to support you?
2. Can you **easily** and **cheaply** contact these people?
3. Is the competition is not entrenched. (You really want to stand out and be the obvious choice in your niche.)
4. Is the niche is **open** to your services and can afford them?
5. You have enough knowledge and experience with the niche?
6. Will you really **enjoy** working with this niche?

If you choose to work in a niche, get close to them

1. Get to know their common challenges, **opportunities** and aspirations.
2. Get to know how they currently handle the problems you plan to solve.
3. Join their **associations**.
4. Seek opportunities to speak or present at their conferences.
5. Subscribe and **contribute** to their periodicals.
6. Network at events frequented by them.
7. Let local media know you are an **expert** in this area.
8. Consider creating a newsletter to provide useful information targeted at your niche.
9. Look for ways to stand out and be **recognized** as someone who adds great value.

We won't read this next passage – because you have it there in your notes. You can read it after the call if you haven't already read it – but notice that Kenneth Mossman – a very well renowned business coach says “Coaches fear claiming a niche because they are afraid of being too narrowly defined and turning potential business away.

We'll let you read this next section on your own. Please move down to “**No End of Niches.**”

A TIP ON ESTABLISHING A NICHE

Kenneth Mossman, CPCC The Business Dad Coach

No end to niches

There is no end to coaching niches. Coaching is such a young vocation that new applications are being invented all the time. What is important is that you choose to focus on groups to whom you are:

1. **Attracted**
2. who can afford you
3. with whom you have **credibility**
4. who are open to experience the benefits of coaching

It is also important that your target niche appreciates your unique marketable attributes, those things that better qualify you for this type of coaching and set you apart from other coaches.

Three reasons to become an expert

1. **Experts make more \$\$.**
2. **Experts command more respect.**
3. **Experts gain more control.**

To sum up our conversation today - choosing a market niche is about deciding who you wish to serve as a clientele. Your chosen target market will impact the kind of work that you do and even the level of rates you may charge. If you have a vision of billing your time at \$75 an hour, you'd be smart not to target a clientele that cannot afford to pay your going rates. On the other hand, if you want to spend your time doing coaching via email, you will be able to target a clientele with a wider range of disposable income.

Whatever niche you choose, remember: Home is where the heart is. And if you choose your niche carefully, it can be where the profit is, too. After all, coaching is a wonderful profession ... but what even makes it more wonderful is that we can get paid for assisting others reach their dreams, goals and aspirations.

PERSONAL GROWTH CHALLENGE:

Determine if having a specialty niche market is right for you. Form SN101-Choose Your Coaching Niche may help you get the process started.

Continue to complete the exercise within this Module to determine if having a specialty niche is right for you. Explore all the possibilities of your niche and leave no stone unturned as you do your exploration.

When you have completed your thought process, write a few paragraphs out for yourself on your strongest specialty niche possibilities and put them aside so they will be at hand as you work on marketing your coaching business.

***View the following Supplementary Forms:**

- SN101 – All About the Niche
- SN102 – Choose Your Coaching Niche

TIME MANAGEMENT COACHING

Introduction: Today we're going to discuss the importance of time-management. We're going to explore the different personality types and how they relate to time-management. We're going to look at exploring organizational skills and how to help our clients make more time in their day by identifying their weaknesses when it comes to time-management and how best to re-direct their energy to successful time-management skills

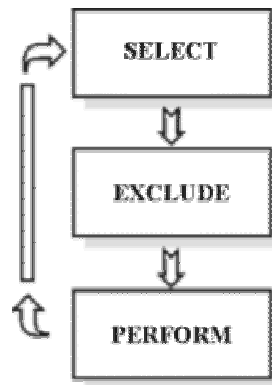
Inevitably, in any coaching relationship there comes a time when the coach and client must discuss the merits of time management and how to effectively go about it. Some of us seem to be able to fit far more into any one 24-hour period than others. Yet those 24 hours last exactly the same length of time whether we are busy or doing nothing. It is our perception of time, which varies.

So why is it that some of us seem very busy doing nothing, while others appear to get through a seemingly impossible mountain of work? The answer is in one single word- **FOCUS**.

If a task needs performing, regardless of what that task is, it must be focused on to the exclusion of everything else. The task needs to be chosen as the one, which needs doing most, or, the priority. Other tasks then need to be excluded and that specific task concentrated on until it reaches the desired conclusion.

Three principles of time management

1. Select the task with highest priority – (one task will always have slightly more importance attached to it. The remaining tasks will be re-prioritized once this one has been completed.)
2. Exclude all other tasks – (the one has been selected and the others will now need to wait until completion of the original task. There is absolutely no point in worrying or feeling stressed about surplus tasks.)
3. Put all efforts into – (performing the priority task with as much skill and efficiency as possible.)



Shortage of time and pressure

Unfortunately, feeling short of time - and therefore constantly pressured - is one of the main causes of stress. People who do not manage their time well will tend to feel ...

1. overloaded
2. trapped
3. irritable
4. incompetent
5. drained
6. harassed

... all of which may, in time, lead to stress-related health problems.

Feelings vs. success

So the feelings that were just mentioned don't contribute to success in any form. A study performed by Dr. de Woot in the US revealed the following statistics on the working time of corporate executives:

- **49%** of their time was spent on tasks that could be performed by their secretaries or Personal Assistants.
- **43%** of their time was spent on tasks that could have been delegated to their colleagues.
- **5%** of their time was spent on tasks that could have been delegated to their subordinates.
- Leaving just **3%** of their time being spent on tasks at their own optimum performance level.

There are three basic categories of personality for whom time management will always be lost – and these are:

1. **Sheep without a sheepdog**
2. **Workaholics**
3. **Perfectionists**

And there is one type of personality for whom the time management battle WILL BE WON – but at the expense of living a contented life – this personality is called the:

- **Tycoon**

So let's examine each of these personalities in turn – so that you will recognize them:

Sheep without a sheepdog

Sheepdog personalities always seem to be in a state of crisis, lacking direction and constantly needing to be pointed towards the right course of action. They do not produce a great deal of useful output as they always appear to be in the middle of some kind of crisis (most often these crises are self-induced).

Crisis do of course occur naturally, but most will show some kind of sign before actually happening. There are four types of crisis.

1. The first simply results from bad planning – not bothering to put gasoline in the car and then running out in an inconvenient place.
2. The second results from faulty estimating of time, such as setting off for the train station too late and missing the train.
3. The third results from ignoring facts - not paying your electricity bill when the red reminder clearly says you have so many days, then getting cut off.
4. The fourth and final one is perhaps the most difficult - being addicted to the challenge of crises - enjoying the “buzz” of flying by the seat of one's pants! The crises are self-induced.

Crisis analysis involves taking stock and re-evaluating the situation by:

- reviewing what **needs** to be done
- re-evaluating deadlines, moving some back (remembering to notify anyone who needs to know)

- examining **alternatives**
- delegating where possible
- asking for **help** from those who could prove valuable
- preparing for future crises - look for ways of avoiding a repeat situation

Let's explore workaholics.

Workaholics

These people constantly over-demand; both from themselves and others. They are stressed, short-tempered individuals who:

- live for work
- set over-ambitious goals
- can't rest
- hate routine and repetition
- feed on challenge and competition
- allow work to overspill into home life
- take on more work than they can handle

Paradoxically, these people actually reduce their chances of success. They are either so busy doing everything themselves rather than accepting assistance, or they procrastinate to the point they are always behind and under pressure.

These folks can make changes by doing the following:

- setting realistic **deadlines**
- delegating as much as possible
- scheduling breaks for **relaxation**
- re-assessing the number of hours worked per week to a sensible level (50 hours maximum)

Perfectionists

Perfectionists by attempting to achieve the impossible believe only they, are capable of performing tasks and refuse to delegate. They fuss over details which are not important yet their end products are never better than anyone else's - in fact their work is often second rate.

Key characteristics of the perfectionist, then, are:

- worrying what other people **think** of them
- fearing rejection
- experiencing low self esteem when falling short of **self-expectations** (which are usually set too high and inevitably result in failure)
- never being satisfied
- taking over-long to do simple **tasks**
- going back over tasks again and again
- depressive **spells**
- short temper
- high **stress levels**

Sadly, the perfectionist will never be a happy, relaxed individual. Change in outlook and ridding themselves of perfectionism is the only route to a happy life.

Let's investigate the Tycoon Mentality.

Tycoon mentality

These individuals have a specific ability to compartmentalize their lives. In other words, they can separate totally any number of different aspects of their lives and concentrate on one part to the exclusion of all others.

Examples of their compartments would be:

- work
- travel to and from work
- family
- sport
- shopping

As each compartment is open to the exclusion of the others tycoons can concentrate exclusively on the task at hand, but cannot integrate any other task from a different compartment.

For example, a man has his "work" compartment open. He is busy and concentrating fully on his work and his wife telephones him and he's abrupt, seemingly uncaring, not wanting to be bothered by "trivia". However, when he gets home from work, his "family" compartment will open and he will be a good husband and father... until it's time to change compartments again.

It is far healthier to be able to switch freely between compartments, being able to absorb a variety of tasks and experiences each day and allowing overlaps as needed.

Working through a process of questions that will assist the client in recognizing his or her style of time-management will be extremely useful when it comes to setting necessary goals and objective for change.

Asking the right questions

The most appropriate method of assessment is to ask a set of questions to which the answers should be “yes”. These questions should include the following:

1. Are you clear on your goals in life?
2. Are you clear on which of these goals should be reached within 12 **months**?
3. Are you regularly working toward your goals?
4. Are you happy to **delegate** tasks to others?
5. Can you prioritize tasks easily?
6. Do you **trust** other people to carry out tasks on your behalf?
7. Do you **clear out** any clutter?
8. Do you regularly clear your files or **drawers** of old paperwork?
9. Do you use the telephone rather than paperwork wherever possible?
10. When you go home, can you switch “**off**”?
11. Do you plan your day and your week?
12. Do you **prioritize** your work?

Any individual who replies “yes” to all of these questions is already a competent time manager. However, if we are forced to be honest, most of us could only answer “yes” to one or two!

Discussion on weak and strong areas

Within your role as Coach, there is opportunity for discussion of both the strong and weak areas of the individual’s time management. Generally, most individuals tend to procrastinate - putting things off until tomorrow. Additionally, they tend not to finish something, which they have started - even if they don’t have a good reason. For example, getting sidetracked is not a good reason, it is merely an excuse.

(In the interest of time, we'll let you read this case study later on your own. Let's move down to Parkinson's Law)

CASE IN POINT

Parkinson's Law

Work expands to fill the time available for its completion

The Pareto Principle

*20% of your time determines
80% of your production*

Examining both of these in a little more detail, human character is such that if an individual allows themselves a whole morning to produce a letter, then that letter will indeed take the whole morning to produce. Had an hour been allowed for instead, then an hour would have probably been sufficient.

So as a fun, creative example of time-management – let's look at this morning of letter writing as an example: We could say that a mere 20% of that morning would have been taken up with 80% of the letter. So - in a 4-hour morning, 48 minutes would have produced almost the whole letter. The other 192 minutes would have been spent preparing, organizing, procrastinating, making tea and finally producing the remaining 12%.

However, had just two hours been allowed for creating the letter, a lot less wasted time would have ensued. The letter would be 80% complete within 24 minutes and only 96 minutes would have been "wasted".

The art of time management then means **being able to accurately gauge how long the letter ought to take**, adding 10% for error, then using the 3 point plan, the letter can be selected, other tasks excluded and the writing performed.

Organizing Priorities

Fundamentally, any task an individual needs to perform can be broken down into one of 5 categories:

1. **important** and **urgent**

2. **important** but **not urgent**
3. **urgent** but **not important**
4. busy work
5. wasted time

Important but not urgent tasks

Important and urgent tasks would include things like following up any enquiries or telephone messages, or in other words – tasks for which a client or clients are expecting a response within a short time space.

Important but not urgent tasks are slightly less apparent, insofar as most important things in life are not specifically urgent. This category of tasks can be delayed indefinitely unless the individual initiates action deliberately.

An example of important but not urgent task would be visiting the dentist for a check up.

Urgent but not important tasks

Urgent but not important tasks are those that require immediate action but are really not of high priority if the individual stepped back from the situation and observed objectively.

An example here would perhaps be purchase of pin-on blank name badges to replace sticky labels in time for a group meeting. If the task is not performed in time for the next meeting, the time limit will expire. But the meeting can continue as normal if the task has not been performed.

Busy work

Busy work includes tasks that are neither urgent nor important but are probably worth doing.

These tasks often create a diversion. An example would be: the classic example here is our earlier example of the individual writing a letter. Rather than getting down to this task, he sorts through paperwork, tidies out drawers, dusts shelves and suddenly realizes that it is now too late to write the letter.

There is a vague disappointment that the required task had not been accomplished, with the consolation is that he or she has been busy doing worthwhile things, but a realization that working on low-priority tasks provided the excuse for delaying the far more essential task.

Wasted time

Wasted time is, of course, rather subjective. To one person, watching TV is “a complete waste of time” whereas to another person, watching TV is “enlightening” or “entertaining”.

Generally, most tasks in category 2 (important but not urgent), will require more attention, and in turn, attention to category 2 will set the effective time manager apart from the ineffective ones.

Each day, we have a number of different tasks to perform.

- Some are important, some aren't.
- Some are urgent, some aren't.
- Some are time consuming, some aren't.
- Some can be delegated, some can't.

Effective time managing involves **prioritizing** tasks, and aiming to perform no more than **8** or **10** (unless they are particularly quick) in a given day. Having prioritized the tasks, they can be broken down as necessary into sub-divisions of tasks.

With all of the above completed, the individual has now produced a daily plan which is:

1. effective
2. efficient
3. achievable
4. clear to follow

Reassure your client that effective time-management takes time to learn and it's something that requires consistency to learn.

According to the teachings of Neuro Linguistic Programming (NLP) - "There is no such thing as failure, only feedback."

The most frequent problem in time management is invariably – ‘**running out of time** before completing all tasks.’ It's natural that time-management takes time to learn.

***View the following Supplementary Forms:**

- TM101 – How to Plan Your Day
- TM102 – How to Stop Procrastinating
- TM103 – How to Handle Paperwork