



Group Coaching

**The Art and Science of Designing,
Enrolling and Facilitating Groups.**

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INTRODUCTION:

This program is designed to have you working and earning additional income before you complete the curriculum. This is accomplished by introducing you to what you need to know, when you need to know it, in order to derive the most benefit for your self and your clients.

By incorporating multiple learning styles into a single program you are able to absorb the information you want and transform it into the knowledge you need, at the time you desire.

Our intention here is to help you to integrate what you already know experientially while incorporating it conceptually while working with this program.

There are many misconceptions about small group coaching. Gathering five, six or even eight people in a room or on the phone and coaching them is not a small coaching group.

You're about to enter a world that very few really understand. You're going to learn about the five different kinds of groups and how they are different from each other.

We're going to focus on understanding and clarifying the enrollment conversation so we can set aside the notion of converting prospects to clients and create an active dialogue with a highly qualified prospect based on connecting with the prospect, inspiring the prospect and holding all the possibilities available to the prospect within the context of the coach/client relationship.

You are going to learn to be sensual time periods in the development of small coaching group and the three essential time periods in the design of a small coaching group; and the critical questions to ask yourself and Explorer so you can build the backend systems of your small group coaching business to support this amazing coaching service and ensure the flow of money from your efforts.

By the end of this program you will have all the information you need to properly format your small group within the required development and design structure; and have a group in which the members will create

and enjoy a community appears; support and be supported by peers and like-minded people; and use their group as a platform for personal responsibility, accountability, achieving goals and beyond!

Like any other skill, and just like your one-on-one coaching skills, your small group facilitation skills can be easily developed and honed after you understand the fundamental concepts and strategies of small-group design development, enrollment in facilitation that we discuss in this material.

You will be introduced to a series of six units. Think of each unit as any central puzzle piece without which you will not see the entire picture every time you end a unit remind yourself that you are one step closer to understanding the essential fundamentals of small-group coaching; and shortcut in the trial and error process generally associated with learning anything new.

Unit ONE - Design and Development of Group

This segment will focus on learning to:

- ❖ *Applying the principles of group coaching design that make participants want to stay in your groups for years.*
- ❖ *Understand the difference between enrolling and marketing and become masterful at both, while having fun.*
- ❖ *Learn a small group coaching format that will make your group members eager to show up and participate week after week.*
- ❖ *Learn about the key steps in the process of small group facilitation to enable the wisdom of the small group to emerge over and over again.*
- ❖ *Understand what back-end systems you need to develop port your group coaching business.*
- ❖ *Learn the basics of group development and enrolling and shortcut the trial and error of learning on your own.*
- ❖ *Get practical tips and the encouragement you need to know that you can add group coaching to your menu of coaching services.*
- ❖ *Know how to use coaching groups to become an optimum leader in your niche as you promote yourself and your group.*

As an introduction, you should know that there are four types of groups. The development piece includes two essential time periods. The design piece includes three essential time periods. There are specific strategies for the coach and results for the member.

Group coaching is an exciting addition to your one-on-one coaching business. Or it can be a legitimate business model and be your entire coaching business. The choice is yours. It takes the same marketing skills and efforts to sell a group as it does to enroll clients into your one-on-one coaching system.

Before we go any further let's look at the four types of groups.

Now, if you take the time to talk to 10 different people that run groups, you may have 10 people that tell you different things; but that said, let's distinguish between the five distinct groups so that we are clear about the differences.

There are corporate groups, company groups, affiliated groups, affinity groups, and focus groups.

Corporate Groups. *The individuals may be different parts of the country or in different parts of the world, but all members work for the same corporation. Who are the members, and what is the focus? Executives who want you deep in their leadership skills and define leadership roles, managers of teams, team members who are project oriented for a specific purpose, groups of employees at certain levels of the corporation doing the same jobs or working in the same department.*

Company Groups. *Again, they may be in different parts of the world or in different states, but in a company group, members of the group will work for the same company. And again, their executives, management level, team members, or staff people. Unless you're an executive coach or a business coach coaching inside large companies, you'll likely be facilitating one or more of the next three group structures: affiliated groups, affinity groups, and focus groups.*

Affiliated Groups. *Examples of an affiliated group is architects, real estate agents, lawyers, people who own spas, technical people who fight burnout - are all examples of affiliated groups. Affinity groups or like-minded people in the same circumstance. So we have affiliated groups which are people in the same company or industry who have similar issues, and now we have like-minded people in the same circumstances - affinity groups. Examples of people in affinity groups could be those who are experiencing being downsized, relocating, getting divorced, people who have special needs children. People focused groups, no fixed group agenda - and we'll talk about that in a minute - all points of view are welcomed and facilitated.*

Focus Groups: *a focus group is a group in which people all share the same desired outcome - possibly to lose weight, manage teams better,*

grow their business, or to work on some area of professional development or personal self growth.

Developing a Group-Initial Considerations

Before you think about putting a group together, develop a written intake questionnaire for anyone interested in joining your group, and have one or two in-depth conversations with each person to be sure he or she is a good fit for your group.

Don't make it possible for just anyone to enroll in your group.

Group member should have a good idea about what skills they want to improve, expand, or extend, what challenges or problems they want to resolve, what options or issues they want to explore. Group member should know about their tolerations. What do they want to eliminate? What are they putting up with in their lives that they want to stop putting up with? What might they want to accomplish, and then how will they recognize specific, measurable, and observable results? Or what fundamental changes or shifts might they want to make? What do they need and want most from you and from the group?

Group members should have their personal vision, purpose, and mission clearly recognized. The vision statement, remember, is your one or two sentence concept of the world in which you want to live and be a part of. The purpose statement is our one or sentence concept defining our part or our intentions and actions in creating the type of world we want to live in.

Our mission statement that is our map or our plan to carry out our purpose and that purpose in our own lives and how it relates and translates to our professional work.

When you're talking to people observe their verbal aptitude. Are they linear thinkers for global thinkers? Are they conceptual thinkers? Do they think fast on their feet? Are they highly creative, energetic, calm, or more or less introverted in style? Are they curious and funny? Do they see the big picture or break everything down into the smallest detail? Are they ambitious, shy, or outgoing? And in speaking to them what are their unique gifts, talents, and strength?

These characteristics that you want for your groups will vary from coach to coach and might vary from group to group for the same coach. This is very personal and very subjective.

Remember, as often there are only be six to eight people in this group, it is your job to be mindful of difficult circumstances or too much or not enough of another style or attribute among the members.

In the development there are two essential time periods: the first, while you're enrolling; and the second, before the first call. In the design piece there are three essential time periods: during the first call, the second call forward, and ending a group.

Development Phase 1: While You Are Enrolling

While you are rolling, make ongoing connections with each group member after they enroll. Send reminders to group members via e-mail to become good self observers in daily life, business, and relationships. Make coaching requests to look for themes or patterns that are limiting. Make coaching requests to become a good observer of professional strengths personal strengths, gifts and talents. Request participants to look deep within themselves to know about their desired outcome for being in the group. Provide updates on an anticipated launch date; and this is very, very important. Why do you want to do this? Because after you have their money, it's your responsibility to provide value.

From the moment you charge their credit card, you are actively engaged in the coaching relationship with them, and it is your obligation and responsibility to provide value on an ongoing basis.

Nobody runs groups this way, and it's so important to connect with your people - connectivity is key to ongoing success.

The ongoing e-mails that you send to your members can be individually addressed the first time. However, it is strongly suggested that you purchase the use of an autoresponder service to facilitate easy ongoing communication with your members. Why do we suggest that you utilize an autoresponder service? This will save you time and money and add to the professional look and standing of your company. The beauty of this service is that each and every message that you send your members can be personalized with their name or any other personal information such as usernames or passwords related to your professional coaching website. We would recommend that you explore: www.aweber.com. The cost of this monthly service is low and extremely worthwhile.

The beauty of the autoresponder is that you can set up pre-written e-mails that walked each new member of your group through the initial stages of acclamation once they sign up to be involved in your group. Messages can be delivered on any desired timeline or group messages can be sent at any time to every member of your coaching group with personalized tags within each e-mail.

You may also wish to set up a Yahoo Group so that each member of your coaching group can converse one with another on any desired timeline. In this way each and every member feels connected to the other. It deepens their participation. It deepens the way they make self closure is to join in, care about each other, support each other, and they never want to end the group.

Development Phase 2: Before the First Call

The second development piece is before the first call. You are going to continue an ongoing connection, but now you're going to continue the connection with the group via e-mail.

E-mails are essential to the ongoing facilitation of the group and to keeping each member focused and getting the group energy flowing. Tell your members all types of things, provide ongoing information and insights. Ensure that each member receives information about breach line etiquette if you desire to facilitate your group over the telephone. You may also wish to send each member a group coaching agreement and have it return to use signed via fax. Be sure that you instruct each member to read the agreement, sign it and return it to you by a specific time and date. Be sure to remind each group member of the confidentiality that is involved with group meetings, commitment to be on time, and the commitment to paying all fees in a timely manner. Offer positive and constructive feedback in a laser speech (short and to the point), so that every member is now on the same page with you.

Send out reminders five days and two days before your first call or session. And then, one day before the first call or session. Keep the energy up. Re-send the breach number over and over again so that there is no mistake regarding the telephone number that your group members are to call.

Request the following information be e-mailed to you: a brief bio, a digital photo, contact information and a permission slip that gives you permission to distribute all their information to the other group members.

Then distribute the bio, the photos, the contact information of a few days before the first call or meeting. Invite members to read over everybody's material. Request that the members create a directory in their e-mail program or to hit "reply to all" in one of your e-mails, and now they have everyone's e-mail in place. Of course, if you are setting up a Yahoo Group all interconnectivity between the group members will be easily facilitated.

Discuss Group Guidelines:

You can send guidelines in as many e-mails to the group as you want to be on time. Be present. Agree to confidentiality; clearly define it. Listen carefully; clearly define it. Get to the point. Get to the issue quickly. No long stories. Always share and offer feedback from the "I" position.

Ask your group members to state their name and then their feedback the first couple of times they shared in a group setting so that everyone can get a chance to recognize people's names and voices. This is particularly important if you are conducting your group sessions over the telephone. Be sure that you attend to all the administrative business before the first call or session. Come to the first call or session without the necessity of any administrative discussion meeting to take place.

Design Phase 1: During the First Call or Session

The design piece includes three essential time periods: during the first call, the second call forward, and ending the group. The first thing you do during the first call is welcome people like you would welcome people in your own home. The most important job you have on the first call is to bond the members of the group together. Evoke emotional content.

How do you do that? You open with an emotional question, rather than a threatening personal question. This is a process piece. Remember: there is to be absolutely no administrative discussion on this call. Don't do it; this can kill the energy of your group.

So you open with an emotional question. Here is an example: you spend a day coaching your ideal clients. The day was exactly as you always dreamed your day would be - doing what you love to do. How do you feel? What is the statement to you? Here's another one. If this group is very successful and it meets all your expectations, how will you be changed? How will you be different? Then you say, "Who would like to go first?" Then you pause, and you wait for someone to jump in. Bingo – you're on your way!

You have been very careful about pre-qualifying and qualifying your group members. They paid you money. They showed up. They want to be here. They want to invest. They want to be involved.

So there's typically is not a problem. So you say, "Who would like to go first?" Then, the first person shares, and you say, "Thank you. Who would like to go next?" And then the second person shares and you may or may not say, "I'd like to hear from someone else now," or, "Who's next?" Change the wording as best he fits you. After the second or third person shares, depending on how big your group is, people will feel more comfortable to begin to speak.

What you want to do in this group is built for poor, create safety and a rich place to explore and grow, to generate energy and enthusiasm, and to invite, encourage, and support the collaborative wisdom of the group. Now, in coaching what we know is the client sets the agenda,

but in coaching groups the group of members, or the group's design and intent sets the agenda.

Don't be afraid of silences either on the phone or within the face-to-face group coaching sessions. Don't think that you have to fill every with words. If there is a silence in the group it's because people are working, thinking, moving through their current experience.

How does a group set the agenda? You have insider information, don't you? You have your questionnaire. So you already know why many of the people are here, what they need, what they want. So you facilitate using this information. You coach the group to declare the group agenda, and that is a skill set. It's a skill set; you facilitate the group to declare the agenda of the group. That's the counter piece of the group, and if it takes a week or two to do that don't worry about. It's well worth the time, and in the meantime your group will be moving forward.

Design Phase 2: From the Second Call and Forward

Now, from the second call and forward, remember, we were building rapport, now you're maintaining rapport.

You're maintaining safety and the rich place to explore and grow. You're maintaining energy and enthusiasm. And you're continuing to provide opportunities for the collective wisdom of the group to emerge over and over and over.

In general, it is expected that open into groups will go on for a long time, and a long time can mean two or three or more years. So when you think about developing groups, you think about the services that you offer, who your target market is, who your niche is, and what it is you can provide for them.

Design Phase 3: Ending a Group

You end the group the same way you fire a client: with a celebration. This is done so that people do not go off limping away, not sad and distraught that it's over, but celebrating the future, looking to new events and lifting their eyes to the sky in possibility thinking.

The first part is a debriefing with every member.

You want to discuss the value they receive, the meaningfulness and the achievements of participating in a group; and this is actually a thread that you weed through the group - through the time that the group is going but especially at the end of a group.

Discuss the value received; celebrate the wins and the growth, changes, new and deepened awareness of self.

Say, "Thank you," to your participants. They'll say, "Thank you," to each other. They'll say, "Thank you," to the coach. And then say, "Goodbye." Goodbye is like a period at the end of the sentence. This experience is ending. It's ending; you're no longer having it. So when you say "Goodbye," and put the period at the end of a sentence you then provide the place where you can have the holder of all the wonderful experiences and learnings inside.

What If a Member Leaves?

What if someone leaves the group? One of two things happens or it either the members can bring in a new person, and often they might ask if they can bring someone in that they know, and then of course it's your responsibility to do your intake and be sure that the person is appropriate for the group. Sometimes they asked the coach if the coach knows anyone to bring into the group.

It is suggested that you decide on the number of individuals that would be ideal to facilitate within your group and always tried to maintain that number. The group energy is affected by a lower number of members if you have fewer members and someone isn't there, it really impacts the energy of the group overall. And it's a source of revenue, and you should hold value in maintaining that revenue stream. Groups

are very understanding of that and they respect that you need to make a living.

So we don't have any issues or any drama if someone leaves the group; we know that the person will be replaced. Remember, this is not a therapy group; it's a coaching group. People may come, and people may go. Your objective is to do your best to maintain the number of individuals within the group that is ideal for your facilitation.

Strategies of the Coach:

There are strengths that you bring as a coach. The co-creative relationship is your job. It is what you do as a coach. It is important that you always positively affect the bonding process. Create an experience with people evil King trust, strength, and value area positively affect the bonding process and create experience with people evoking trust, strength, and values. Clearly define guidelines. That is your objective. You must not forget to set your guidelines or to be weak about keeping them. So clearly define guidelines.

Track and support each group member; and that will take time and experience, but it's very important to track their issues, their ups, the downs, their wins, their challenges, their failures, and their personal issues.

Even if you are running a business group, you're running a business group which human beings. They will bring with them their personal problems, expect it. Be willing, welcoming, and willing to deal with those issues. Elegantly provide the space for the collective wisdom of the group to emerge. Listed elegantly and deeply, and hold the dream for possibilities and possibility thinking. That's your job as coach.

Now this is what you're providing to members. These are the results for group members.

If a prospect says to you, "What's in it for me?" Here it is: this is a safe place to stretch and grow through the good times and the times of challenge, difficulty, and adversity, both personally and professionally.

So remember, we just said that if you're running a small business group these are people, and if a personal issue or crisis comes up there going to bring it to their group. This the proper place to bring it to. You want them to bring their whole self into the group. This group is an opportunity to enjoy a community of peers.

Your group might be the only place people actually engage with peers. Your group is an opportunity to support and be supported by Peers and like-minded people.

Coaching groups are a platform for personal responsibility, accountability, achieving goals and beyond. Deep learning occurs in the presence of the shared wisdom of the group. You will transform your business, your relationships, and your life when you participate in coaching groups. Sometimes we don't always see our own issues clearly or at all area in a group people see themselves with brilliant clarity - obstacles, problems, things that stop them.

Sometimes we don't recognize "Ah-hah moments," but when others have them, in our presence, we often begin to recognize our own. One person's "Ah-hah moment" can mirror of another person's awareness. That's a hallmark of groups that are running well. People achieve more in a group than they do individually. That doesn't mean that individual one-to-one is obsolete or isn't delivering the value.

It also means that groups deliver different value. Individual goals are realized many times over in the presence of collective goals and collective wisdom. We encourage you to provide a way for members of your group to communicate with one another between sessions. Often members can share resources and ideas and collaborate with each other in unexpected and exciting ways. Remember one person's work is every person's work.

Your issues are universal in nature, and so we're looking at deeper existential themes and patterns and the relevance to each individual. Unlike therapy or analysis, we don't have to know the details to create the container for each person in the group to do his or her own exploration and in their sharing explore deeper meaning.

Unit ONE - IN REVIEW:

Kinds of Groups

Development

Two Essential Time Periods

Design

Three Essential Time Periods

Strategies (The Coach)

Results (The Members)

KINDS OF GROUPS:

Corporate

Company

Affiliated

Affinity

Focus

CORPORATE GROUPS

Executives – leadership effectiveness

Managers – team management skills

Teams – projects oriented for a specific purpose

COMPANY GROUPS

Executives – leadership effectiveness

Managers – team management skills

Teams – projects oriented for a specific purpose

AFFILIATED GROUPS

Similar issues

Strengthen business proficiency

Flexibility

AFFINITY GROUPS

People-focused – connected with people in the situations

No group agenda – individual outcomes achieved

Personal growth

All points of view welcomed and facilitated

TWO ESSENTIAL TIME PERIODS OF GROUP DEVELOPMENT

1. *While your are enrolling*
2. *Before the first call*

WHILE YOU ARE ENROLLING

Make on-going connections with each group member after they enroll via email:

Reminders to become a good observer of him/herself in day/life/business/relationship(s)

Requests to look for themes or patterns that are limiting

Requests for deeper awareness about his/her desired outcome for being in this group

Provide updates on anticipated launch date

NOTE: *This can be the same email individually addressed to each group member. Make sure all members receive all the emails.*

BEFORE THE FIRST CALL

Make on-going connections with “the group” via group email:

Focus on getting and keeping the group energy flowing;

Email regarding bridge etiquette;

Provide a small group coaching agreement to be read signed and returned to you by each member (confidentiality, commitment, to be on time, pay all fees on time and in full, offer positive and constructive feedback in “laser speak”)

Send out “reminders” 5 days and 2 days before, and the day of the first session.

Request the following information to be emailed to you:

Brief biography

Digital photo (most people have them on their website)

Contact information and permission to distribute to all members

Distribute bios/photos/contact information a few days before the first call and invite members to read over everyone's material

Discuss guidelines on confidentiality

Attend to administrative business

THREE ESSENTIAL TIME PERIODS TO DESIGN WITH INTENTION

- 1. During the call*
- 2. The second call forward*
- 3. Ending the group*

DURING THE FIRST CALL

Open with an emotional question

Build rapport

Create safety and a rich place to explore and grow

Invite/encourage/support the collective wisdom of the group

Group sets the agenda

THE SECOND CALL FORWARD

Maintain rapport

Maintain safety and a rich place to explore and grow

Maintain energy and enthusiasm

Continue to provide opportunities for the collective wisdom of the group

ENDING THE GROUP

Debrief with every member

Discuss the value received, meaningfulness and achievements from participating in the group

Say thank you

Say goodbye

STRATEGIES (The Coach);

Positively affect the bonding process

Clearly define the guidelines

Track and support each group member

Elegantly provide the space for the collective wisdom to emerge

RESULTS (The Members)

Safe place to stretch and grow through the good times and times of challenge, difficulty and adversity – personally and professionally

Opportunity to support and be supported by peers and like-minded people

Platform for personal responsibility, accountability, achieving goals and beyond

Transformation of your business, your relationships and your life

Unit TWO - Group Facilitation Skills

The addition of group coaching to your mix of services and one-on-one coaching program might become your favorite way to work with your clients. Not only does coaching groups leverage your time, it's the most highly profitable service in your mix of coaching services, and it's often the most rewarding and the most enjoyable way to work with your clients.

Let's talk about facilitation skills, and you'll see just what we mean. Remember, most coaches are going to facilitate affinity groups and focus groups. Affinity groups are made up of like-minded people in the same circumstance. Focus groups are made up of people who shared the same desired outcome.

Remember, there are five essential time periods of group development: while you're enrolling, before the first call, during the first call, the second call forward, and ending a group.

While you're in rolling, you're making ongoing connections with each group member after the enrollment via e-mail. Before the first call you are making ongoing connections with the group by a group e-mail. During the first call you want to bomb the people on that call, and you do that by the evoking emotional content by opening with an emotional question. You want to focus on building rapport, creating safety and a rich place to explore and grow, generate enthusiasm and energy, and invite and encourage and support the collective wisdom of the group; and remember that the group sets the agenda.

The second call forward you maintain rapport, maintain safety and a rich place to explore and grow, maintain energy and enthusiasm, and continue to provide opportunities for the collective wisdom of the group to emerge.

The Format: Opening Ritual

Let's focus on facilitating the coaching group. This is a very workable format for every group session.

Start with an opening ritual. Begin by reading a poem, a spiritual quote, or a short story that's relevant to the group or being in a group.

Here is a favorite one. Six blind men were asked to determine what an elephant looked like by feeling different parts of the elephant's body. The blind man who touched the lady said, "The elephant is like a pillar." The tail-toucher claimed it was like a rope. The one without the trunk compared it to a tree branch. The man who felt the ear said the elephant was like a hand fan. The belly-toucher asserted that it was like a wall, and that tusk-feeler insisted the elephant felt like a solid pipe. A wise man linked to them, "All of you are right. The reason everyone of you is telling it differently is because each one of you touched a different part of the elephant. So actually the elephant has all of the features you mentioned."

So coaches, our goal and commitment to ourselves is to live in harmony with people who have different belief systems and to know that truth can be stated in many different ways.

The Check-In

Then do the check-in piece. Each member comes to the meeting or to the call with frustrations or concerns, pressures from their interests and activities, perhaps feelings of fatigue or anxiety, or overwhelmed from the day-to-day or the week's proceedings, either personally or professionally.

Ask the each person spend a moment or so and tell the group where they are right now. You can ask if there are any body sensations that they might be feeling, thoughts that might preoccupy them or distract them, and invite them to bring their intention, energy, consciousness, focus, their curiosity, compassion, and their elegant listening skills to the group now.

Invite Emergencies-Emergent Sees

Then invite emergencies (emergent sees). When people begin to slow down the inside noise and focus on their inside self and on their own personal awareness, on connecting the dots for themselves or hearing others connect the dots, amazing things can happen. There can be

“emergent sees.” We become aware or know or see things as they begin to emerge.

Winds and Challenges

Following emergencies, we have wings and challenges. You generally will have one or two. What did they do last week that was new or different? How do they go? What insight or new awareness do they have that they didn't have before? Any information about the theme or a pattern of behavior? Perhaps an attitude or belief, fears or anxiety?

Focus for Today

Then moved to “focus for today.” Let's say that this is a focus group. The members are coaches in startup businesses, and the theme of the group is to strengthen business and meeting skills. You open up and say, “Where shall we start today?” The first individual says, “I'd like to talk about joint venture patterns and get a better sense of who might be a good joint venture partner for me.” All the members seem interested in that. Then another individual says, “I'd like to brainstorm some opt-killer as he in ideas for the home page of my website.” “Oh, yeah,” the members agree, “That's a good focus.” At this point the coach facilitates this brief conversation, and the group decides that talking about joint venture partnerships is the focus of the day.

At this point you listen for those coachable moments and facilitate the shift when they come if it's useful and in the group process, it's not always useful to jump on every shift. Be willing to look before you leap.

Often the energy of the group and the participation of the members will keep the flow of ideas and possibility thinking moving. For the coach, the more important task is to hold a safe space for engaged sharing and brainstorming. Each group member is for participating with the other members on behalf of one's self and on behalf of the other group members. The group is interested and committed to taking care of each of the members. There is a pride in supporting a fellow member with their learning or an awareness, insight, and creativity, making a choice, deciding something, or declaring on their own behalf something that is come to light.

Commitment

The next piece is the commitment phase- the action step or awareness. This is a commitment for the week to yourself and to the group. At approximately 55 or 60 minutes into the session we invite the group to wrap up the focus of the day, and remind the group that it's time to make their commitment to themselves and to the group. Then again the quiet and let the group energy move through this piece.

If someone is struggling or you see a coachable moments, be sure to take it in the commitment phase so that members of the group walk away with something specific from the call.

Even if the point that you are bringing home to the members of the group is about awareness, deciding to be aware and staying away or is just as important as taking an action step.

"How-To "Tips

At the end of the commitment phase, if the members haven't moved rhythmically or automatically to the how-to tips, gently remind them by asking "Who would like to offer a tip before we close today?" This should be enough to get the conversational ball rolling.

Remember, how-to tips can be from the members or from the coach.

Sometimes it might be one or two members, sometimes by member or two and the coach; sometimes it might be everyone. Tips are skills, tools, strategies, resources, how to apply something new, or how to make something operational.

Closure

During the closure of the call or meeting, it's important that the coach and his the session on a high note.

The coach invite each member to share something of value that she or he has experienced or learned, that they became aware of or will work on during the week. Its value, and insight, and an "Ah-hah moment" or some major take away for the day; and when we say major, it's a piece

that is new to the group. Explore what it meant to each person to support and encourage other members. What did it mean to each member to be heard, to be supported and encouraged by the group?

This has more emotional content, so to speak, this is the mortar between the bricks, if you will, versus the factual recap of the action step. Everyone reminds themselves and each other the value of the group.

We really consider that a message board or bulletin board is essential for every group. For example, there is "Moodle" and Yahoo Groups, for example. The message boards or bulletin boards are vital because it provides a place for the members to express their wins and challenges. It offers a place to keep the wisdom of the group going, to collaborate with each other, to talk to each other if they're stuck, or to give each other support. It keeps the wisdom of the group going in between meetings and is a huge benefit while providing added value. Use of a message board or bulletin board is also helpful in that it takes all of the work out of the hands of the coach allowing the members to connect with one another as necessary, or on a whim.

The Experience

Let's focus on the experience. Facilitating a group means creating an experience for each other, being people and experience focused, rather than content focused.

In italic last the facilitator is content and information focused; in a small coaching group the facilitator is focused on group members and their experiences of being in a group.

What strengths, gifts, talents, and specialized training and experience do you bring to this compelling topic? But when you get, what benefits will you get, from facilitating and coaching this group?

We do this amazing group we call coaching to help people, to be in the presence of pain and frustration and partner with our clients as they move forward. As they move forward, the individuals deepen their awareness of themselves, finding their voice and their courage to design and create a life that they were meant to live.

This is enormously satisfying and enriching. What else will you get from facilitating small-group coaching?

How much content do you want to deliver during each meeting? How comfortable are you with facilitating process versus delivering content? Many coaches today have a body of wisdom that they offer to their clients, not advice, but truly a body of wisdom and life experience and business experience that they offer without expectation and without being attached to the outcome for their clients.

Other coaches are becoming comfortable with facilitating process and trusting the wisdom of the group to emerge, trusting that the whole is greater than the sum of its parts, meaning that when we provide the space for the collective unconscious, for group creativity, and we honor the coalescing energies, magic happens.

Be sure to include experimental pieces, through evocative questions. For example, if this group is meaningful to you, what shifts or changes might occur for you? Here is where concern and support for the member's internal experience and expression is appropriate.

While were attentive to the internal dynamic in one-to-one coaching, our focus is on actionable steps, meeting achievable goals, and forwarding the client's agenda. So the group process is where we focus on the internal experience and expression.

Recognize that there will be coaching opportunities within each element of the structure or the coach and for the members of the group as they share with one another.

Skills of an Effective Small-Group Facilitator

Let's Review the Skills of an Effective Small-Group Facilitator. Lazar coaching, lazar coaching, lazar coaching - remember, no long storytelling; get to the point.

Listen accurately and elegantly on several levels. You're observing and remembering and tracking the conversation area you're recording behavior, what's being said and what's not being said here it you're

tracking the person who's not saying too much, who's not talking at all, and the person or people who are talking too much and dominating the group.

Coaching these people elegantly is a skill you can acquire through practice.

Ask questions that facilitate the group process invoking emotion. Always coach for the shift. Shape your questions with respect and curiosity. You're creating an environment that is safe and supportive for members to learn and stretch, to admire themselves and others, to value and appreciate and affirm themselves, and the highly regard the other members.

Recognize, acknowledge, affirm, and esteem the members for their courage and their honest disclosure. Expand the reach of the group. Stretch individuals passed their comfort zone. Be the companion of the group, the holder of the possibilities. Be the cheerleader of the group.

Refrain from probing questions. It's a big distraction from the flow of the group energy and the ever-present emerging wisdom of the group.

Offer feedback without triggering reaction or defensiveness. Trust your instincts. Be very patient and sensitive to the stock places and the shifts in the energy of the group - not the content of the disclosures but the energy of the group. The people focused, not agenda focused. Face-to-face group coaching is much deeper than facilitating teleclasses. Teleclasses focus on content; groups focus on process area so be flexible. The group is flexible. They're not tied to an agenda. The group may change its agenda at any time if it decides to do so.

Energy will wax and wane and emotions will affect the forward movement of the group, so coach with clarity and compassion through the emotions that surface. Track the values and the benefits of the interaction during the sharing. Honor the shift, the strength, changes, insights, and growth from week to week and from month to month. Provide the space for the shared wisdom of the group to emerge. Let go of all your expectations for the outcome. Manage the logistics of the on-site location and the technology of the telecommunications bridgeline.

There is no specific coaching peace per say. You'll Coach with Permission through every element of the format. The group will coach with permission in a "round robin style" of communication as suggested by you. Everyone taking his or her turn communicate.

It's important to stay acutely aware of the coachable moments, ask permission to coach, and ask permission for the group to coach in a round robin style. Know when to stay quiet and ask powerful questions, to interpret or redirect someone, to suggest someone who hasn't spoken yet offer their point of view or to share an experience.

As the coach you're not just a facilitator, but a teacher, not an advisor, not a traffic cop; you are the agent of change, the holder of the possibilities and all that facilitating process and provide.

It sure that all members actively listen, show their respect, avoid cross-talk with other members in the group, and share. At the coach be careful of the quiet person on the call or in the room and the person who has to talk and share about everything. You track the sharing of each member diligently. You are listening for, and tracking "Ah-hah moments," shifts, new conscious learning and awareness, making new learning awareness operational, while goals are being realized, elegant listening is taking place with members, while providing thoughtful feedback to some members, and rich support of other members. You're listening for the person who wants to dominate the group and for the person who doesn't share much at all.

Coach both ends of the spectrum so that the sharing is balanced and that every member is giving and receiving to about the same extent; and that's really the important piece - giving and receiving.

Sometimes it's very difficult for people to receive support, receive information all day long but not receive support. So be sure that everyone is talking and listening so that they are able to receive the support of the other members.

Examples of Experience the Group Evokes

Here are several concrete examples of experience the group dynamic in folks in its members.

Trust - this group may be the first place someone actually experiences trust, eating willing and able to depend on the structure of the group, the safety of the group, and the rich support of the members and being received and valued by others without judgment.

This might be the first time that a member of the group realizes and acknowledges their gifts, skills, strengths, and limits.

This group might be the first place or one of the only places in that member's life where they experience being recognized and acknowledged just for being themselves.

Another example is recognizing and honoring values and being or becoming flexible.

Importance of an Ending Ritual

An ending ritual is an essential responsibility if you are facilitating small coaching groups. You facilitate an ending ritual if the group is Indian or if one member leads. When a group and debrief with every member. Ask each member what he or she will take with them from their experience in the group. What personal or professional achievement or accomplishment will each member credit their participation in the group to?

Discuss the value received from the coach and the other members. Discuss the meaningfulness and the achievements from participating in the group. Then each member offers something specific to each of the other members about how they will be remembered, about what they did or what they said or how they felt supported or positively impacted by the person being in the group with them.

Each member tells every other member what they value or appreciate about them. Then they say "thank you," and then they say "goodbye."

This experience then, is complete; it's over. We will never be in this same relationship with each other again. The next time we meet will be in a new relationship with each other, and will create that relationship and bring who we are and all the things we know and believe to that new intersection in life.

If a group member leaves, then that member will often provide feedback about what he or she will take with them. They'll address each member specifically and let them know how they will be remembered and let them know how they contributed to their life. And each member will address the leaving member and offer similar feedback and say goodbye.

In Review

Let's summarize. The format includes opening ritual, checking in, inviting emergencies, wins and challenges, focus for today, commitment for the week to yourself and to the group, how-to tips are members and the coach, and closure.

Facilitating the group means creating an experience for each member. Being people and experience focused, not content focused, the experience that group energy in folks for its members include trust, recognizing and being acknowledged for strengths, skills, and limits, deepening or defining or redefining values, being or becoming flexible.

Remember, the ending ritual when a member leaves or when a group comes to an end is very important.

Unit TWO - IN REVIEW:

OVERVIEW

The Format

The Experience

The Skills

The Group Facilitation is NOT

THE FORMAT

Opening ritual

Check-in

Invite emergencies: Emergent-sees

Wins/Challenges – (what did you do that was different? How did it go? What insight or new awareness do you have now that you didn't have before? Any information about a theme or a pattern of behavior?)

Focus for today

Commitment (action step) for the week to yourself and to the group;

"How-to" Tips from members and or the coach – (skills, tools, strategies, resources, apply something new, make something operational);

Closure – end the group with an invitation to share

Make sure the group ends on a high note

*Invite members to share the value, insight, ah-ha moment
"Take-away" of the day*

What did it mean to each person to support and encourage other members' and to be heard, supported and encouraged by the group?

Remind ourselves, and each other, of the value of the group

THE EXPERIENCE

Facilitating the group means creating an experience for each member, being people and experience focused not content focused. In a teleclass the facilitator is content and information-focused.

What strengths, gifts, talents, specialized training, experience to you bring to this compelling topic?

What will you get (benefits) from facilitating/coaching this group?

How much content do you want to deliver during each meeting? How comfortable are you facilitating process versus delivering content?

Include experimental pieces (process) through evocative questions: "If this group is meaningful to you, what shifts or changes might occur for you?"

Recognize there will be coaching opportunities within each element of the structure; coached the group via round robin.

Stay acutely aware of coachable moments

Ask permission to coach

Ask permission for the group to coach in round robin

Know when to stay quiet; ask powerful questions; interpret; redirect with someone; suggests someone who hasn't spoken yet offer their point of view; or share an experience

Ensure all members actively listen; show respect; avoid cross talk; share ... be aware of the quiet mouse in the corner and the person who has to talk and share about everything

Examples of experience the group evokes:

Trust

Recognition/acknowledgment of strengths, limits

Values

Being or becoming flexible

THE SKILLS

Laser coaching

Coach for the shift

Question with respect and curiosity

Trust your instincts

Listen elegantly and deeply

People-focused versus agenda-focused

Recognize/acknowledge/affirm/esteem

Expand the reach of the group

Champion

Cheerleader

Be flexible

Track members, issues and growth

Provide a space for the shared wisdom of the group to emerge

Manage the logistics

No specific coaching

Coach will coach - with permission - through every element of the format

The group will coach - with permission - in a round robin as suggested by the coach and decided by the group/members

WHAT GROUP FACILITATION IS NOT:

Advising: subject matter expert

Facilitating

Teaching

Traffic cop

Unit Three - The Enrollment Strategy

In this unit we're going to focus on understanding the enrolling conversation, or the enrollment strategy. We are going to focus on stepping back and deepening our own connection to ourselves before we try to connect to anyone else, understanding more clearly who are highly online prospect is, taking a look at what the savvy prospect thinks he wants from his coach, and clarifying the enrollment strategy.

What is the enrollment strategy? The enrollment strategy is an art and requires skill. Enrolling a client doesn't have anything to do with sales force selling.

In the sales relationship the focus of the salesperson is on the sale of the prospect for the service being sold. The buyer is not the primary focus in this transaction. Enrolling has everything to do with an active dialogue with the coach and the highly qualified prospect where in the coach is the holder of limitless possibilities for the prospects life, their love life, business life, health and wellness, spiritual life, financial life; and the list goes on.

Enrolling a Client

During the enrolling conversation or strategy, the focus of the coach is on the prospect and his or her agenda and all the possibilities for their life. The enrollment strategy is based on connecting with the prospect, inspiring the prospect, and holding all the possibilities available to the prospect within the context of the coach/client relationship.

When the buyer says "Yes" to the seller, a successful sales transaction has taken place. When prospects say "Yes" to coaches, they are actually saying "Yes" to something that is new and possible in their own lives for them; so effective and successful enrollment is a process. The prospect who has engaged in the conversation is changed just by engaging in the process of enrolling. Holding that they are infinite possibilities for change in his or her life, the prospect is for ever changed.

Here's the good news; please understand that the prospect is changed by just having the enrollment strategy conversation.

Even if the prospect says no to the invitation to be coached, the enrolling conversation, or in Roman strategy, is still successful week as the prospect walks away with more to consider, more to explore, and more to experience in his or her life as a result of having the enrolling conversation with you.

You might have been the first person in that man or woman's life to ever hold the possibilities of more for him or for her. That's a successful conversation by anyone's standards.

Effective and successful enrolling can mean the difference between a busy, thriving coaching business with a never-ending supply of new clients or a highly-skilled and talented coach who is waiting for the phone to ring. It's important that you don't expect every conversation to result in converting the prospect into a client. Allow for the richness and the meaningfulness of the conversation itself to be the threads and the fabric of the rich enrollment conversation - whether the prospect in roles in coaching with you or not.

When prospects say, "Yes," know that they are saying yes to themselves and the exciting exploration of their future, and you inspired them. Now you will elegantly support, inspire, and facilitate their personal and professional change and transformation.

Can you begin to see that the enrollment strategy, or conversation, is a line and congruent with our desire and our commitment to do our most precious and brilliant work with our clients? In rolling is an extension of coaching. You are beginning to see that enrolling is not sales in any way, shape, or form.

True enrollment holds the richness of the coach exploring the agenda of the prospect, supporting, deepening, and expanding and enriching all the possibilities for the prospect and being alert to the intersections - those places where connection can take place, where the gifts, skills and talents of the coach can benefit the prospect.

If we're listening at a deeper level and we're enthusiastic and curious about the possibilities that may exist for each prospect and we can create an organic link between the prospect's problems and the

possibilities for his or her life and that what we have to offer is of true value, we have an enrolling conversation at its best. And there's no selling, no convincing, and no rejection.

You've already provided something rich and completely unexpected. You have offered a gift, and now it's up to the prospect to receive your gift and to move forward; and we know this will only happen if it's the right time and that prospect to accept your offer. Understand that the enrollment has nothing to do with you. It's all about the prospect or the client. The prospect is not rejecting you; they are deciding if they're ready to explore being more and more of who they already are. The prospect is deciding if he or she is ready to grab onto the possibilities that are in their future.

Understanding Our Own Connection

The enrollment strategy process is dependent on our ability to partner with someone in the powerful work of change and transformation and to be the sacred holder of all the possibilities until they enroll, begin their work, and builds and deepen a space inside themselves to hold everything they know and will come to consciously know as they become more and more of who they really are.

Before we can be the alchemist of change and transformation and the sacred holder of possibilities for others, we have some personal work to do first. As coaches, we are required to build our vessel, our channel, first.

Our Vision of Our Life

Our vision of our life, our life purpose, our mission, and the needs and values that are unique to us are the four corners, or the foundational pieces, of our inner life.

It's all right and our obligation to ourselves and to those in our world to be absolutely certain we are engaging in our life with integrity, with accurate information, and with full awareness of ourselves.

We create our life and our love life through our beliefs, intentions, and the actions we take in the world. Our life is most fulfilling and satisfying

when it is in alignment with our vision, life purpose, mission, and our needs and values.

Let's look at each of the separate yet integrated parts of our four corners of our inner life. Our vision statement is our one or two-sentence concept of the world we want to live and be a part of. In other words, what we want our life to be.

Our life purpose statement is a one or two-sentence concept that defines our part or the intentions and actions that we take to create the type of world we want to live in, our reason for being.

Our mission statement is the map or the plan that we used to carry out our purpose in our life and the specifics of how to implement the plan in our personal and professional life. This includes our daily choices and behaviors that put into action living on purpose with a vision driven by needs and values.

Needs and values are the external and internal structures of our life. When we lived from our being we live a life in alignment with our vision, life purpose, needs and values.

What so many people forget is that lasting happiness, peace of mind, deep and joyful love, abundance, and physical and emotional health are all created primarily through who you are being rather than what you are doing or having.

Our Life Purpose

Let's focus on life purpose just for a moment. Each one of us has a unique purpose areas we create meaningful work and a fulfilling life when we live on purpose. When our life purpose is clear, it guides our choices and helps us know where we're headed. Life purpose is the big "Why," or the ultimate reason for living and fills our life with meaning.

The idea of creating a life purpose statement isn't new. People throughout recorded history have created statement of belief, intention, personal creeds, and other similar statements. Only when we connect with our unique purpose and life through the values that support our purpose can we experience deep and profound personal

satisfaction. The benefit of developing and writing your life purpose statement is to inspire you.

Your life purpose statement is the extension of what you want to be and what you want to do in your life. Your life purpose statement is your unique capacity to contribute in the mental, spiritual, physical, and social areas of your life.

Let's take a moment and go inside and explore the coach within finite place. Sit in a comfortable chair. Close your eyes with your feet flat on the floor in your back straight, with your hands lying loosely in your lap with the palms up. Breathe deeply for your nose and out through your mouth for your four times. Ask yourself these questions. Listen with your ears and your whole body to the answers.

Why are you here?

What are you meant to do?

What do you deeply enjoy doing?

What have been your happiest moments in life?

Why were they happy?

Where would you like to spend most of your time?

If you had unlimited time and resources and you can do anything without restrictions, what would it be?

Do you have a dream or a deep desire that you keep putting on the back burner?

What talent do you have that others don't know about?

What can you do best that would be of value to others?

Who are you to other people?

What would two or three people in your life say about you?

What purpose do they see you for filling in their lives?

What is it that so many people rely on you for?

Who have you been for people?

Just sit quietly for a few minutes letting those images float in and out of your mind, absorbing any sensations that you may feel in your body, sound you may be hearing, or thoughts you may be thinking.

Take two or three deep breaths and open your eyes when you're ready and refocus your consciousness back into the room. As soon as you can spend some time writing down the answers to the questions you just asked of your inner coach. Then go back and underline the key words from each sentence and put all of the underlined words on a separate piece of paper. Are there any themes or associations you can make? Are there any natural categories that emerged? Now you're ready to build your life purpose statement from these words and phrases.

Highly Aligned Prospect

Let's review the highly aligned prospect from the coach's point of view. Who is this person? You know, too many clients hire a coach without understanding the basic coaching client requirements, and they rarely achieve full success without doing so. The enrollment strategy, or conversation, is the place where these considerations are explored and identified in-depth until both the coach and the prospect are certain that they all have the information that they need to make an informed decision about hiring and enrolling.

The coaching process can be magical but only under certain conditions. Here are a few conditions to explore and consider during the enrollment conversation.

What is a coachable goal? Is it a change, a transition, a deeper awareness, perhaps reclaiming a personal gift or talent? Maybe it's a shift in attitude or belief? Perhaps in order to reach the goal the prospect must change dumping or add knowledge or do something or do something differently?

It is important that the prospect has at least one coachable goal can be reached throughout the coaching process.

Readiness: *Is the prospect ready to participate in the coaching process? Readiness is a state of mind and an attitude. Our clients have told control of their own readiness.*

Commitment: *how committed is the prospect to being coached and reaching a coachable goal?*

Willing to Make a Financial Commitment: *how willing is the prospect to invest money in coaching with you is to mark hiring a coach is an invaluable investment and will pay for itself many times over. Does the prospect know this?*

Willing to Make Changes: *how willing is the prospect to make changes, take action, accept new ideas, concepts, and perspectives? Coaching is a very action-oriented process that requires taking small steps towards the actionable goal.*

How well matched for you in the prospect? How will you know? Coaching is a very personal process. How will you know if there can be strong, mutual trust and mutual respect? Does the prospect have any prior experience with coaching, counseling, or therapy? Has this prospect engaged in any self-help over the years or being self examining? Has this prospect being introspective, or walked a spiritual path?

Is this prospect committed to taking the time to make changes and to shape his or her future? Is the prospect willing to change old habits, make new relationships, and adjust his or her financial status in order to achieve the coachable goal? Is the prospect motivated to keep pursuing his or her goals even when he or she thinks they may not make it? Is the prospect committed to pursuing his or her goals regardless of the energy and commitment required, and does this prospect trust himself or his/her faith in the higher power to help him or her through these changes?

And there's one big one; do you have confidence and strong motivation to convert this prospect into a client?

The Savvy Prospect

Let's look at the Very Savvy prospect from the prospect's point of view.

The very savvy prospect knows that coaching is a partnership between the client and the coach. The savvy prospect understands that personal chemistry is an important element of the coaching relationship. Here are the questions and issues that you must know and understand the savvy prospect is asking himself or herself before she or he hires you.

How does the coaching process work? Do I want a free consultation first? What will I gain from being coached?

The prospect may ask you the following: "How will I get the most out of being coached? How will I get help with my challenges? What should I look for in an excellent coach? What is your background, experience and training? Are you a certified coach, train by an accredited school of coaching? Do you have a proven track record of working with my kind of issue or challenge? What success have your clients had in similar situations? Do you have testimonials and references to back this up?

The prospect is also asking for information about how you will work with him or her. What models or methods we use? You may be asked if you coach from a nonjudgmental style where the client is seen as a competent and creative individual and where his or her ideas are valued and honored.

Your prospect may be tasking his or herself if they are confident that they can work with you as their coach. They may be asking themselves if they are really comfortable with you as a person. They may be asking themselves can I trust him or her? They may be asking themselves is this approach that will respect me?

And finally, your prospect may be asking his or herself, as a coach, how flexible will you be in adapting to what you offer and what I believe I need and want?

Your prospect may also be thinking about the following:

How often every month you connect with each client? How long is each session? What are your fees? What time commitment do you require from clients? What help, support, or tools do I want from a coach? What style of coaching would work best for me? What motivates me to make changes? What has stopped me in my life thus far?

Do I want step-by-step direction to help me achieve my goals, or would I rather have a whole range of options depending on where I am in my work with my coach?

Do I prefer no-nonsense approach, or do I want someone to hold my hand and walk with me slowly and surely down the road of changes and transformations?

Or should I take a more holistic approach to my goals and coaching? What problems do I want help with, or do I have a more general feeling that things are not as they should be and I want to consider making some changes?

What area of my life should I explore, with a coach? Relationships at home or work or both, work life balance, communication, professional development, personal development and growth?

As you can see there are many questions that your prospect may have. Indeed, the mind of the prospect may be cluttered or even noisy with questions that he or she requires answers to. It is important to ensure that as many questions can be answered as possible. It is imperative that your client not become overwhelmed in the moment and be easily moved through this process of building a client/coach relationship while stepping into the future of endless possibility.

Converting Prospects to Clients

All the research strongly suggests that the single most important factor for successful outcomes in coaching relationships is the quality of the relationship between the coach and the client.

So in the enrolling conversation if we're listening deeply and very enthusiastic and curious about the possibilities that may exist for the person we're engaging with at that very moment in time and we can create an organic link between that man or that woman's problems and challenges, hopes and dreams, the possibilities for her life and his life and what we have to offer, we have an enrolling conversation at its best.

If we're listening and the prospect is feeling heard and understood and he or she recognizes that we are the bridge between where they are, what their life is all about in this moment, and what their life could be, if they unleashed their passion, gathered up their energy, and focus and dare to be their best and most brilliant self, they will enroll because we've made a vibrant connection with them. We've opened the door to all the possibilities that lie within and the coaching relationship has already been birthed.

The Review

In summary, enrolling is an art, and it requires skill and practice. And rolling doesn't have anything to do with sales or selling anything, the enrollment strategy, or conversation, is based on connecting with the prospect, inspiring the prospect, and holding all the possibilities available to the prospect within the context of the coach/client relationship.

Before we can be the alchemist of change and transition and be the secret holder possibilities for others, we have some personal work to do first. Define your vision for your life, your life purpose, your mission, and the needs and values that are unique to you. Do your inner work. Write your life purpose statement, and prepare to inspire all those who meet in your life by living on purpose through vision driven by needs and values.

Enrolling in a microcosm of life. Don't step outside of you and think or believe or be afraid that you have to sell anything to anyone to be successful.

Every time you fail to do what you know is right for you, that what you hold is of value, you lessen your own certainty and ability to create

meaningful relationships, do the work that engages your spirit and your heart, and live a rich and meaningful life.

Each time you compromise you give up some of your freedom and you lose some of your vitality. Knowing what you value and honoring your values by behaving in concert with those values, energizes you and everything and everybody around you and which in turn attracts great success, achievement, and personal happiness.

Unit THREE - IN REVIEW:

OVERVIEW

What is enrolling?

Enrolling conversation

Understanding our own connection

Our Vision of Our Life

Our Life Purpose

Our Mission

Needs/Values Unique to Us

Highly Aligned Prospect (Coaches Perspective)

The Very Savvy Prospect (Prospect's Perspective)

Converting Prospects to Clients

WHAT IS ENROLLING?

Does not involve sales force selling (focus on sale of product)

Active dialogue between coach and prospect (focus on prospect)

Coach is the holder of limitless possibilities for the prospect's life

Love life

Business life

Health and wellness

Spiritual life

Financial life

Based on connecting with and inspiring the prospect

*Prospect is changed by having the enrolling conversation,
regardless of the outcome*

*Creates links between prospect's problems or possibilities
and what the coach has to offer*

*Defendant on coach's ability to partner with someone in
the powerful work of change and transformation*

UNDERSTANDING OUR OWN CONNECTION

*It is our right and our obligation to ourselves, and to those in our world,
to be certain we are engaging in our life with integrity, with accurate
information and with full awareness about ourselves.*

OUR VISION FOR OUR LIFE

Concept of the world we want to live in and be a part of

What we want our life to be

OUR LIFE PURPOSE

*Concept that defines intentions and actions that we take to
create the type of world we want to live in*

Guide our choices

Helps us know where we are headed

Fills our life with meaning

Our reason for being

Expression of what you want to be and what you want to do in your life

Your unique capability and capacity to contribute in the mental, spiritual, physical and social areas of your life

OUR MISSION

Plan used to carry out our purpose in life

Specifics of how to implement that plan in our personal and professional life

Life Purpose Statement

Ask yourself these questions. Listen with your ears and your whole body to the answers.

Why are you here?

What are you meant to do?

What do you deeply enjoy doing?

What have been your happiest moments in life?

Why were they happy?

Where would you like to spend most of your time?

All questions to ...

Who have you been to people?

Answered each question in at least several sentences ...

And with ... "Now you are ready to build your life purpose statement from these words and phrases"

HIGHLY ALIGNED PROSPECT (Coach's Point of View)

The enrollment conversation is the place where these considerations are identified and explored in depth until both the coach and the prospect are certain that they have all the information they need to make an informed decision about hiring an enrolling.

Key considerations to explore and consider during the Roman conversation:

Coachable goal: does the prospect have at least one goal that can be reached through the coaching process?

Readiness: is the prospect ready to participate in the coaching process?

Commitment: how committed is the prospect of being coached and reaching the coachable goal?

Willingness to make changes: how willing is the prospect to make changes; take action?

THE VERY SAVVY PROSPECT (Prospect's Point of View)

The very savvy Prospect knows that coaching is a partnership between the client and the coach. The savvy Prospect understands that personal chemistry is an important element of the coaching relationship.

Here are the key questions and issues that you must know and understand the savvy Prospect is asking himself or herself before he or she hires you:

How does the coaching process work?

What will I gain from being coached?

How will I get the most out of being coached?

How will I get help with my challenges?

What should I look for in an excellent coach?

What is your background, experience, accreditation and training?

Do you have a proven track record of working with my kind of issues and challenges?

What success have your clients had in similar situations?

What situations like mine have you coached before?

Am I confident that I can work well with this coach?

How long is each session?

What time commitment do you require from clients?

What are your fees?

What would I like to be, do, or have?

What help, support or tools do I want from a coach?

What style and type of coaching would work best for me?

What problem do I want help with?

What motivates me to make changes?

What has stopped me in my life?

What area of my life should I explore?

Relationships, at-home or work, or both

Work-life balance

Communication

Professional development

Personal development/growth

Overwhelm/not enough time

Desire for greater fulfillment and satisfaction

CONVERTING PROSPECTS TO CLIENTS

Most important factor for successful outcomes in coaching relationships is the quality of the relationship between the coach and the client.

Coach listens deeply during enrolling conversation (Enrollment Strategy)

Enthusiastic and curious about the possibilities for the prospect

Can create an organic link between prospect's problems or possibilities and what the coach has to offer

Prospect is feeling heard and understood

Recognizes that coaching is the bridge between where they are in their life today and what their life could be like if they dared to be their best and most brilliant self that they could to be.

Aware of the vibrant connection with the coach and the door to all the possibilities that lie within them.

Coaching relationship has been birthed.

Unit Four - Marketing: Own our Market and Your Niche

There are seven key areas that were going to discuss in this unit and at the end of each piece we will try and provide you with some good information to move forward with as you prepare to do group coaching.

Okay, why should you provide group coaching? You know, often it takes the same amount of time to market to one person as it does to fill an entire group. Group coaching leverages your time. You work less hours, and you coach more people. Group coaching can also be very highly profitable. It provides a lower price point service within your toolbox. It deepens your coaching skills, and it varies your routine. And group coaching uses different skill-sets than teleclasses and one-on-one coaching.

We can group coaching, participants learn from the wisdom and knowledge of the group. I'm sure you've heard the saying, that the whole is greater than the sum of its parts, and this is what happens in group coaching. The energy and the synergy, the focus and the intention each person brings to the group combined with the sharing and receiving of feedback deepens the relationship of the individual's and really allows the wisdom to come from the group.

Wisdom, ideas, energy, connection, even problem-solving happens on many different levels for each participant. Group coaching is a very rich experience, and it comes from creating your groups out of what you believe is of interest to you.

Owning Your Own Market and Your Niche

It's important that you become comfortable with the notion of owning your own market and your own niche. What do we mean by that? Good instincts and intention certainly play an important role in business, but gut feelings about your client's needs and preferences are not enough. If you want to minimize risk and improve your chances of success you need sound, objective data, and this is where market research comes into play.

Market Research

Market research is simply the process of collecting and analyzing information about the clients that you want to reach and serve. These individuals are called your target market. This information provides you with business intelligence, so that you can make informed decisions. Market research helps you create a business plan, launch a new product or service, fine tune your existing products and services, and helps you to expand into new markets and set new prices.

There are two kinds of market research: primary and secondary market research and your research might involve one of them or both of them depending on your business and your needs.

Primary research involves collecting data - collecting data about the preferences, buying habits, opinions, and the attitudes of current or prospective clients. The data can't be gathered just in any way; you have to gather it specifically in focus groups, in surveys, and in field tests.

So to find out this information, you need to conduct market research. You have to talk to people - survey people who have enrolled in your services and those who have enrolled in other people's services or in services that you haven't yet launched. And now there are two more important parts to this function. You need to know both the demographics and the psychographics in order to effectively reach your ideal target market.

Demographics can also include the age of the individual, homeownership, home value, if they live in urban or rural locations. You need to know this for your specific coaching business or your clientele. It makes your marketing easier and more effective. There is no cookie-cutter answer for any of the marketing know-how. This is a science, and it also requires specific information. It is not one-size-fits-all marketing plan for any to coaching businesses.

Now let's look at psychographics. That might be a new word for you. Psycho graphics takes demographics one step further. The psychographics includes people's lifestyles and behaviors: where they

like to vacation, what kinds of interest they have, the values they hold, and how they behave.

So think about what information might be helpful to know about your ideal client.

Secondary research is based on existing data or reference books, magazines, newspapers, industry publications, The Chamber Of Commerce, government publications; and the Internet is also a wonderful resource. Secondary research information includes trends and growth, demographic profiles, regional and business statistics. Your coaching business might not require this in the beginning; but as you grow your business more and more and you serve different people and you break outside your area and perhaps work in different parts of the country and the world, these things are very, very useful to have so that you can make informed marketing decisions.

An important piece is competitive analysis. No matter what you're doing, you need to do a competitive analysis.

So for instance, if you are writing a book you may want to explore the following: Who's currently in the same market? What books are currently in the same market? What are the author's primary messages? What is it they are promoting within that niche? What are they hypothesizing? What are they teaching? How were these books different than mine? These are all questions that you need to be asking about your book before you launch its marketing campaign. Likewise, there are questions you need to be asking regarding your coaching business and your coaching of groups.

Your marketing should include who your competitors are and what services they provide. Think about the following:

What services do they provide?

Is group coaching among their services?

What makes their service of interest to clients?

What client needs and preferences are you competing to meet?

What are the similarities and differences between their services and yours? What are the strengths and weaknesses of each of their products and services, and how did their prices compare with yours?

How are they doing with in the marketplace overall?

Here's a very important piece:

How do you plan to compete?

Are you planning to offer better quality services to?

Are you going to offer low prices, better support, or easier access to services?

How are uniquely suited to compete with your competitors?

Identifying Your Target Market

Identifying your target market is the next important piece. Imagine practicing archery with your eyes closed or throwing a football with a blindfold on. In both cases, you're being prevented from seeing your target, and it would make it nearly impossible to get it.

Doing business without knowing your target market will prevent you from reaching your objectives, from increasing sales or enrolling clients in your services, you'll lose your brand awareness, and your product won't be positioned strongly in the marketplace.

So it's essential to identify your target market.

Long gone are the days of "working the room." Remember taking a business card out of your pocket or having a stack of them -- working a room -- and how many business cards you passed out or how many business cards that you collected that night meant how successful you were?

Today business is all about relationships; it's all about building one to one relationship marketing strategies. Everyone is virtually inundated and overwhelmed with information. So we're no longer in the information age to me: we've moved into the age of relationships.

Today's customers are savvier than ever before. Today's customers now have access to nearly any piece of information they want via the Internet. People need and want partnerships and advocates who are willing to help them find real resources and real opportunities. That's coaching.

How can you do that? You can learn from your clients are you can develop a detailed profile of your ideal client. You can develop a comprehensive list of aligned markets. Find out what they need. Determine why a client would want would roll in your coaching group. Identify your coaching group's benefits and features.

The most important piece of advice that we can give you is this: offer your target clients solutions to their most common problems and answers to their most burning questions, rather than trying to explain what coaching is and how it works.

If you focus on trying to explain what coaching is and how it works, you will fail miserably at enrolling your clients. You must be seen as the individual who holds the possibilities and the keys to future learning and forward movement in one's life. You must be seen as the individual, or professional who can assist people in achieving their wildest dreams.

Products and services [your coaching group is a service], that you provide must be aimed at your ideal clientele or specialty niche. So carefully analyze your market. You have to analyze the position that you and the other products hold within that market do you dominate, or are you little known? Do you communicate the idea that you are the market leader to potential clients? You want to own your market and own your niche.

Identifying Your Niche

Before you formulate any service, you must identify your target niche. Starbucks did it, and McDonald's did it too. They each card dealt excess Phoenicians when Starbucks came on the scene, it raised coffee from a mere beverage to a culture all in its own right. Before McDonald's fast food was downright slow. They elevated the whole low-end food service company to fast foods.

A niche market is a narrowly-defined focused portion of the market that you can more easily and effectively target. A business that focuses on niche marketing is addressing the need for a product or service that is not being addressed by mainstream providers.

You can think of niche marketing as a narrowly-defined group of potential clients. A niche market enables you to target your message with great precision. The more narrowly you define your niche market, the easier it is to deliver your services to the specifically defined interests of the people within that market.

People usually don't respond to general talk; they respond only when they feel you are talking directly to them about their individual needs or problems. So here's an example: mothers. Mothers - that's the target. Mothers of ADD preschoolers, now we are beginning to achieve a niche. Mothers of ADD highschoolers. Niche marketing is also more cost effective. Were going to wind up spending less money for the number of clients that we will enroll.

Develop a Strong Marketing Message and Hook

Developing a strong marketing message in the book is the next piece that you must uncover. There are standard elements of a good marketing message that will attract prospects. These would be your ideal clients who have not yet enrolled in your coaching services.

What are some elements of a good marketing message? A problem - you have to state the problem; and then you need to state the solution.

Once you have identified a problem and then further identify the solution you can then move on to further identify the emotional

benefits your solution provides and how your client can get the results desired. How do you get the results so that there are benefits? That's your special methodology.

Why are unique, and what the proof that your system works? Here's the proof: the proof is in the form of testimonials and case studies. Write one education piece that establishes you as an expert in your field. The key should inform prospects and show them how to solve their biggest most common problems by working with you as their coach. Your mission here, is to develop a strong marketing message and a hook to catch the imagination and the ear of your ideal client.

Develop Your Brand

Develop your brand. Your brand is the mental imprint that you plant within the mind of your target niche. Think of it as a brain tattoo. It's what your market thinks when they see one of your ads. It's how they feel when they hear your name, and that's what they expect when they select you over one of your competitors.

Brand image is the picture that appears in the minds of those in your target market so they see, hear, or think about you and your company and your service.

So when you're promoting brand ME Inc, everything you do and everything you choose not to do communicate the value and the character of your brand.

Everything from the way you handle a phone conversation to the e-mail messages you send to the way you conduct business in a meeting, are all part of the larger message you're sending about your brand. How clear is your image in the minds of your potential clients? How can you bring that image into focus? How can you define, develop, and maintain a brand identity? That's the key to branding. This is your venture.

Position Your Product/Service in Your Market

It's very important to position yourself in your market. What does that mean?

Positioning is the art of matching your marketing message with the desires, feelings, and beliefs of the particular type of client that you know you can serve better than anyone else.

Positioning is the art of matching your marketing message with the desires, feelings, and beliefs of a particular type of client. What's your marketing message?

Let's take a step back for a moment - what is the most common problem your ideal client has and what is the solution? What are the proposed emotional benefits of working with you as a coach and what results in your client expect to achieve? Why are you unique - and what is your proof within your testimonials?

It's essential to communicate clearly, specifically, and thoroughly as to why you are different and how that difference makes a difference in your client's life or in his or her perception of his or her life - that's a benefit.

If you and all your competitors say the same thing about your services or your products, or your prospects [those people who don't know who you are yet], your prospects don't know how to tell the difference between one coach from another. When this happens, they make their decision based on price, and everybody loses. The client doesn't hire the right coach, and the coach who may be the best fit for that client doesn't get to support that client.

While it's true that a certain percentage of every market is best served by an inferior lower end product or service, it's a very small percentage. And listen up: these folks are not your ideal clients. Believe it or not, most people don't enroll in coaching services based on price; they enroll based on value.

If they hire another coach whose fees are less than yours it's because you didn't demonstrate the value of your services clearly. Most often than not if people cannot differentiate between services, they enroll based on price, and they live to regret it. While this is happening, you are the other hand are sitting around waiting for the phone to ring, and you don't understand why no one is calling. Position yourself clearly in

the market. Be clear about who you are and what you provide and who you provide your services to.

Set Your Revenue Goals

Setting your revenue goals is very important. That includes your business plan, your marketing plan, and all of the services and products that you will offer, and those currently under development and on the drawing board ... all of which may have various price points.

Set your revenue goals. If you don't have specific goals, you're not going to have impressive results. What are your revenue goals? What's your broad-based-market plan for your group coaching business this year? The key here is to know where you're going, or you won't get there.

Jim Collins and Jerry Porras in their book Good to Great are famous for setting bags [big, hairy, audacious goals]. What are your bags? Setting goals in business is often overlooked because the benefit of setting goals and the result of not setting goals is incredibly misunderstood. In fact setting goals is one of the most essential components of success both in business and in your personal life. If you want to achieve great things you must have a compelling vision about where you want to end up in goals to meet and to ensure that you get there.

When we talk about goals we're talking about ambitious goals without worrying about your resources to actually achieve these goals, and this is a critical piece to understand and buy into. At Harvard Business School the working definition of entrepreneurs includes the concept that entrepreneurs figure out what they want to achieve first, and then they set out to make it happen even if current reality seems to be in the way.

So what are your most ambitious goals? Where do you want your group coaching business to be next year, in five years?

Own Your Niche by Becoming an Expert

You have to be calm and opinion leader. A leader in your niche. You have to own your niche, and you do this based on your values, your vision, and your mission.

Here is a short list of activities. These really depend on you and these activities need to reflect you.

There are so many things you can do, but what can you do that you love doing? What's within your comfort zone? You want to write a book or an e-book, maybe launch a blog or post a blog or a podcast, have an Internet radio show or be on terrestrial radio, send press releases to local newspapers, write letters to the editor, be cited in local and national magazines. You can syndicate articles on the Internet, did you know that?

Now these are all really important things to consider. You probably will not set out to do all of these things, but pick two or three that are a good match for you. Pick two or three you can get excited about, and do them. This will help you to become an opinion leader -- an expert in your own niche.

If you start sending letters to the editor, don't expect a response. What are you doing this for? Name recognition only. So you send those letters to the editor over and over and over, and all of a sudden that editor is going to begin to recognize your name. And then it follows, that after a few more times, the editor is going to think that he or she knows you. Then it follows that you begin talking to the editor about being there go-to resource for your target niche. So the next time something happens in the news and the expert in your field or niche, they're going to call you. You create yourself to be the go-to resource.

We can become opinion leaders, experts in our niche, when we have something to say, when we're about service to clients, being of value, and not focused on selling.

Actually, we have used the words "sell" one time. We're not selling anything. We're servicing clients, and we're providing value.

So again, write a book or an e-book, post to a blog or podcast, Internet radio show, terrestrial radio; send letters to your editor, press releases, local and national magazines. You can really do this. The fact is, you can become a big fish in a small pond. If you concentrate your marketing efforts with in your city of origin you would be very surprised about the number of opportunities that lay waiting for you to take advantage of.

There is little doubt that the media is hungry for new information. Its hunger is ravenous and its need for new information continues on a daily basis. Many coaches have documented that simple follow-through actions connecting with local newspapers, newsletters, radio shows, and the like, have brought about great results. In other words, don't assume that no one will take interest in your work. Take the time to make phone calls, write letters of introduction, and set yourself forth as an opinion leader with in your niche and continue to do so until the local media notices you. It may take a little time, but it's worth every moment and every bit of effort that you put into the cause. You really can do this.

Sometimes our minds and our personal beliefs yet in the way and limit us. The leaders are not, you can frequently be cited in major magazines across the world. There is no reason why you can't be a leader in your niche. I believe you're beginning to see just why it's important that you have a niche, and a target market for that niche.

Program and Product Development

When we talk about program and product development we are really talking about your R&D Team. [Research and development]. Every company that's worth it's salt does market research each were they even consider developing a product and putting it into the marketplace, and that process includes research and development, focus groups, feasibility studies, and things of this nature.

You don't necessarily need to do studies, but that fear is what we recommend that you focus on: if you want to grow your coaching groups, what topic or theme is going to be the centerpiece of your group? How do you know what the people in your target market [and in particular, your specialty niche], are interested in? More importantly,

you will want to know that you have developed a topic or theme that your ideal client is willing to pay for month after month to receive your ongoing support. How can you get that information?

You can assemble your own R&D Team and use them faithfully and unflinching. The members of your R&D Team are folks who already know you and like you. They trust you. They're already your best supporters.

Assemble a group of 10 or 12 individuals who represent a fairly accurate cross-section of your specialty niche or your ideal client. If you're marketing to women over 40 years of age and in transition, then you would probably not include men under 35 or 40 on your R&D Team.

Let the Team know that you'll e-mail them from time to time with no more than three to five questions at the time. Each question will have two answers, and all you wanted to do is select one of the two answers for each question you ask up to five questions. Let them know that you'll appreciate hearing from them within a week of receiving the e-mail, and always thank your Team.

Here are some examples of what you might ask: check out a service on your website or your business card. Ask which service they would readily pay for and how much they would pay. Give them two choices area asked what products they would buy if they could only buy one product this quarter. Given the choice between an e-book or a CD for example, and then asked them what they would be willing to pay for it. Send them to graphics that you're considering for a special report or for your website or for an opt-in campaign, and asked them which one they like best. Use your R&D Team readily and often. These folks will become your best friends.

In Review

You have just been given plenty of rich and solid information, so let's summarize. Why group coaching? Group coaching leverages your time and is highly profitable. Market research - good instincts and intuitions certainly play an important role in business, but your gut feelings about your client's needs and preferences are not enough to set your predicted sales by. If you want to minimize your risk and improve your

chances for success you need sound, objective data and that's where marketing research comes in.

Your marketing message and your “hook” attract highly targeted prospects. Your brand is the mental imprint that you plant in your markets head. You're marketing position is the art of matching your marketing message with your desires, feelings, and beliefs of a particular type of client; and you know that you can serve this client data than anyone else.

Your revenue goals are particularly important. If you don't have specific goals you're unlikely to achieve impressive results. And your R&D Team become a very important function in your overall ongoing pattern for success.

So, how do you know the people in your niche are interested in the topic and more importantly will pay you money? Your R&D Team will give you the answer every time.

Friends and colleagues, who already know you, like you and trust you; they are already your best supporters. Use them frequently.

Unit FOUR - IN REVIEW:

OVERVIEW

Why Group Coaching

Market Research

Marketing Message Brand

Market Position

Revenue Goals

Program and Product Development

WHY GROUP COACHING

Leverages time

Work less hours, coach more people

*Takes the same amount of time to market for one client
as it does to fill a group*

High profitability

Legitimate business model

Provides a lower price-point service in your mix

Deepens your coaching skills

Berry is your routine

*Purchase offense learn from the shared wisdom and knowledge
of the group*

OWN YOUR MARKET & YOUR NICHE

Market research

Primary

Secondary

Competitive analysis

Identify target markets

Identify your niche

Creative vision and mission statement

Develop a strong marketing message and hook

Match your vision

Stay on mission

Position your product/word is in your market

Match your vision

Stay on mission

Set your revenue goals

Become an expert/opinion leader in your niche; own your niche

Your values, vision, and mission drive these activities:

Write a book/e-book

Blog

Internet radio/terrestrial radio

Newspapers, letters to the editor/press releases

Local/national magazines

Syndicate articles on the Internet

PROGRAM AND PRODUCT DEVELOPMENT

What topic or theme you want to be the centerpiece of your group?

How do you know what the people in your market, or more specifically in your niche, are interested in that topic or theme?

How do you know anyone will pay you money month after month to be in your coaching group?

How do you get that information?

Create a research and development team

Every big company does market research before they even consider developing a product and putting it in the marketplace. That process includes:

Research and Development (R&D)

Focus Groups

Feasibility Studies

Assemble Your Own and Development Team

Friends and colleagues, who already know you, like you and trust you; they are already your best supporters.

Use them frequently.

Unit Five - Marketing: Attract Your Target Market

This unit will focus on three main points: designing the group specifically for your target market, structuring the group specifically for your target market, and marketing the group specifically to your target market or to your niche.

This may seem basic on the surface, but many experienced coaches get carried away with a topic that they like or want to talk about versus discovering and building on what their target market's biggest problem is and how you, the coach, are going to solve it.

Let's review just for a moment. Most private practice coaches are going to design, develop, market, and endeavor to fill their affinity groups or focus groups. Remember, a affinity groups are like-minded people in the same circumstance [perhaps people who are downsizing or relocating, getting divorced, but have special needs children] in the focus group is a group of people who all share the same desired outcome [perhaps to lose weight, to manage teams, grow a new business, market and existing business, or maybe drive traffic to their business, or maybe they want to address or improve some area of personal growth].

Market Specifically to Your Niche

Now, ask yourself these group-designed questions.

When you're marketing specifically to your niche, who are you serving?

Who are the people you want most to work with?

Who are you attracted to?

What is it about these men and women specifically that excites you or inspires you?

What do you have to say to them?

What do they really want to resolve, fix, shift, change, explore, or expand, or maybe renew?

What are their needs?

What can you do more of to meet their ongoing needs?

How are you going to deliver more value?

What does value mean to your idea client or prospect?

What are their main concerns?

What do they care about most?

How will the folks in your target market really benefit if they've heard from you, if you provided something that addressed their concerns?

There's a powerful synergy, a magic almost, between you and your ideal client, and as you provide more and more value to your prospects and your clients, more prospects will enroll and clients will be quick to refer others to you.

Group Structure

Let's explore implementation considerations. When you're designing a group structure specifically for your niche, what day of the week would you schedule this group on? Tuesdays, Wednesdays, and Thursdays are generally considered the best days to hold group meetings and teleclasses. If your niche is working moms, Saturday mornings might be a better time. If your target is singles, then Friday or Saturday nights might be good so design your group for your niche.

What time of the day are you going to schedule the script for Russian Mark if you're targeting teachers you wouldn't schedule a time for the group during the day when they would be in school. If you are designing a group for lawyers you wouldn't schedule a group for mid-morning or mid-day, for example.

How many times a month is your group going to meet? Three or four is typical. Don't try to schedule a group for two times a month; it's really not enough.

Try to leave the fourth week off, and recommend that members use it as a time to integrate new thoughts and ideas and explore and implement these ideas and concepts into their lives.

How long will each group last? Depending on the size of the group, consider that each session should be 60 to 75 minutes in length.

Less than 60 minutes really isn't enough time, and more than 75 minutes is generally too long. There is a saying that says ... "The mind can only digest what the seat can endure." Keep this in mind when designing the ideal length of time for your group sessions.

Always make your final decisions based on your group design and niche, and be open to experimentation.

How many members will participate in your group? If you're a new coach coaching small groups, three or four members is a nice size group to begin with. From there, you can add members every couple of weeks until you reach six or seven members within the group. A group members would be just the max and really to many people for most new coaches to handle.

How much will you charge the members of your group? Remember, one-to-one with you is the highest fee you will charge of all of your services. Being with you personally is premium time. It's the most expensive time that you have to offer within your service plan.

When you facilitate groups you can leverage your time, meaning you can serve more people for the same amount of time or for a bit more time, charge less, and generally make more money.

Groups range from \$250 per month, per person, on the low side to \$400 per month, per person, on the high side. So if you charge \$100 to \$150 or 45-minutes of coaching, that would be \$300-\$450 a month for one client three times a month. If you have a group of four paying \$250 each month, that would equate to an income of \$100,000 a month.

Where will you meet if other than on a teleclass bridgeline? Consider perhaps in someone's home. Rent a conference room in someone's office. Sublease a private office of a therapist or a conference room in a chiropractor's office or a spa or yoga studio. Often this will drive the day and time of your group depending on when the space is available, and it might impact the outcome of your fees.

12 Characteristics of an Effective Group

Let's move on now, and look at some of the characteristics of effective groups.

Remember, in the co-creative relationship the coach has certain responsibilities to it here to just as the client has certain responsibilities.

In group coaching the group has particular characteristics and responsibilities too.

1: Members feel and take responsibility for the group's success.

What do we mean by this? No matter how busy we get or how tired we are or what other priorities we have, showing up for group without fail is essential.

Every person in the group feels like it's up to him or her to show up and be present and make the group successful. This feeling is highly generated by the coach in the early development phase.

2: Members communicate clearly and directly with other members.

There's a real flow within the group. No one waits to be addressed or to be recognized by the coach. Members speak about themselves and many address each other directly asking questions or offering "I" messages and feedback.

3: Members do not judge each other. *In groups, as in life, at first everyone is on their best behavior with each other. After a short time they become more familiar with one another, and at some point without the guidelines being very strongly reinforced people's natural tendencies to tell each other what's wrong with them and how they should do things begins to kick in.*

When people are in the process of witnessing others in progress, they can sometimes become impatient or start thinking that they know something or see something in particular and that it's their job to tell the other person who's in transition or changing what to do or how best to do it. In other words, they project their impatience about themselves onto a group member.

4: Members value their differences. *This is generally not an issue area in frequently you might have a group member who is not accepting of a difference in the value or a belief or a way of approaching the issue or life situation. More often than not this matter will not be mean-spirited [not just well informed], and will easily be influenced by the coach when you set a boundary, offer rich and clear feedback about the distinctions between the feedback initially offered in the feedback offered with respect for the difference.*

5: Members openly express their disagreements with each other respectfully in the “I” message feedback frame. “I” message feedback is always about the person speaking. “I think you ...” is not “I” message feedback. The content in “I” message feedback is personal and exclusively about the person giving the feedback. This kind of feedback deepens the connection with other people and promotes rich, personal disclosure and dialogue.

“I” message feedback never offers advice or feedback to someone else; it is always about the person that is speaking. It always, and without exception, feedback that makes a connection by allowing the speaker to say more about himself or herself in the context of somebody else's sharing.

6: Members establish and agree to follow ground rules and group guidelines. Guidelines serve as the outer structure for the groups forming the container if you will that you, the coach, are creating to provide the safe and stimulating place to share and grow.

7: Everyone arrives on time. Everyone arrives on time and everyone is prepared for the call. This also goes without saying areas arrive in on time and coming prepared for the call are a matter of respect. Sometimes after an upsetting or frustrating day or in the middle of a personal or business challenge of crisis our spirit becomes off point. We are all adults and we can choose to come to the call bringing our best in intention to be present, curious, interested, and willing to be open and available.

8: Members share what they know, think about, believe, are concerned about, and curious about. Again, this is facilitating by the structure of “I” message feedback. The feedback that offers should's, ought's, must, is critical or judging, pushing, thoughtless, or sarcastic.

9: Members are respectful and courteous, curious and interested. If we stay curious we stay out of fear and judgment, and are coping methods and defense mechanisms don't get triggered.

#10: Members don't comment negatively on values, theaters, struggles, or challenges of other members. “I” message feedback

provides the perfect frame on which to comment or discuss all these things. For example on the someone says, "I thought that spending \$1000 on advertising my workshop would get lots of people to enroll in my workshop. No one has even responded. I'm out \$1000. No one is coming, and I'm not making any money and I can't even deliver this terrific program."

So, an example of "I" message feedback is, "I'm reminded about the time I did something really similar. And I spent \$2000 for advertising, and after all was said and done I felt like a big jerk and almost gave up on building my practice altogether. I remember being dumbfounded. I was so angry, and I didn't have a clue what to do or how to move forward." This is very powerful and connecting. This is a powerful way to communicate. It's much better than, "We all make those kinds of mistakes," or "It'll be better next time." or "How could you have been so stupid and shortsighted? Don't you know anything about advertising?"

11: Members are always aware of how long they are speaking and don't dominate the floor. *This is an essential piece and it's also a setup piece either coach in the guidelines provided before the group begins. The group should be self-regulating [realizing that from time to time you may have to step in], respectful of other members and taking responsibility for oneself. These issues are usually easily averted with clear assistance from the coach.*

12: All members participate. *This relates to the members might be quiet or little more hesitant to jump in or share or offer feedback. It's the job of the coach to make everyone's responsibility to participate.*

That said, there are those who by nature are more reserved or less prone to jump in than others. So it's your responsibility as the coach to ensure that everyone has equal time to share, give feedback, and receive feedback.

Reach Your Market

First, we need to understand that there were two types of marketing. There is external marketing and internal marketing. External marketing is about reaching the people who don't know you so that you can

develop prospects. Getting clients starts with getting prospects for your internal marketing activities. Internal marketing is building relationships with prospects and others who know you so they hire you or refer you.

Research reflects that 80% of all sales require five or more contacts.

Some people may be referred to you. Others will enroll immediately following the enrollment strategy or complimentary session. There is no doubt that some will immediately hire. Some may be interested or attracted to you but hesitate, and they need a lot more contact with you before they're ready to enroll. This is about building relationships.

Set Your Goal -- Build Visibility

First, set your goal – your big, hairy, audacious goal – to reach your target market. Be visible. Don't keep yourself a secret. How do you do that? Build visibility by providing value to your clients and your prospects. One of the most popular ways to build visibility is to do that through your website.

Your website might be information in nature. Your intention is to drive highly targeted traffic to your site. You give visitors something for free and maybe a lot of solid information as well other website pages, and you get their contact information. Getting contact information is paramount to the overall success of your coaching practice.

Or, perhaps your website is setup for e-commerce. Your intention then, is to drive highly-targeted traffic to your site so visitors will buy your products, perhaps enrolling your services in the: but e-commerce is more generally about selling products.

So how do you get highly-targeted visitors to your website? There are many wonderful professionals out there that will help you do this. We'll just touch base on this briefly.

Search engine optimization relates to key words and phrases on optimized pages of your website so that the Google, MSN, and Yahoo spiders see your website and rank you; and the trick is to be highly ranked.

Linking campaigns are also very popular and very similar in purpose: so that the spiders see you and rank you as connected to other sites over the Internet.

Pay-per-click advertising: you pay for each visitor who goes to your site. You purchase or use of a keyword or phrase in your niche, for example, and then your website shows up with in the first niche sites on the first page of Google under a specific keyword or key phrase that is closely associated with your ideal clients.

So if you're an ADD Coach, you might purchase the key phrase "ADD preschoolers", and depending on how much that position cost you, you can position yourself to be on the webpage that comes up through Google or Yahoo under the key phrase "ADD preschoolers."

Banner exchanges with other sites: often you will see banners on websites. Banners are agreements of exchange for advertising between two websites. The owner of each website in turn, agrees to place the other's Banner in view of website visitors. This arrangement may often be negotiated so the banner will show up on the home page or the contact us page depending on the negotiations between site owners.

Opt-in and double opt-on [permission-based marketing], is very important. There are a lot spammers on the Internet today. You want to send your e-mail blasts to your target base [the people on your e-list], and you want them to open it. That's the challenge today because for all inundated by so many e-mails we don't open every single one of them. The way to ensure that individuals opened your e-mail is to ensure that everyone on your e-list wants to be there.

The way you do that is to get your visitors contact information by asking them to sign up for something of value for free. Note that we say "something of value." This can be a report, a recording, an e-book, or something particular to your niche market. But again, it must be "of value."

Once an individual signs up and provide you with their contact information your autoresponder sends them an e-mail that says something to the effect of, "Thank you for signing up for my free e-book. Please click the link with in this e-mail to allow me to send you

the information you requested.” Once your prospect has clicked that link within the e-mail, a follow-up e-mail will be sent immediately providing them with the download link for their free e-book.

Remember, this is not a blanket permission to start selling your wares. This is permission to provide value on an ongoing basis. This is double opt-in, permission-based marketing.

Now there are a few ways to make contact and to provide value with your prospects. You can have an e-zine, newsletter, or even e-books and reports. The choice is up to you and is only limited to your creativity.

Think about offering free assessments that your prospect can do right there on your website. Consider free White Papers, free tips, pointers, tools, and strategies. Again you are only limited to your imagination and your creativity.

The point is, you really want your prospects and website visitors to get a flavor of what it is that you do and how it is that you will solve their problem.

More Ways to Build Visibility

- **Newsletters and E-Zines**
- **E-Books and E-Programs:** *sometimes they're fairly light, and we give them away; sometimes they're more dense, and there's a fee associated with them.*
- **E-Mail Broadcasts:** *PRWeb.com will send out an e-mail broadcast to many, many people about you and what you're doing.*
- **Traditional Mailings:** *with the cost of mail we don't do too much of that in the coaching world, but certainly if you are serving your local population it might be worth looking into. In fact it made me a lot of sense to consider mailings.*
- **Advertising:** *you can advertise in newspapers, magazines, organizations have newsletters and other publications that they*

stand to their members. They too are looking for good content and may be open to discuss your being involved in their publications by way of advertising or writing articles.

- **Articles:** *write articles; write and write and write about what you know for all kinds of publications. Right for your website, local newspapers, magazines, the Internet, local e-mail newsletters, you can be as busy as you want to be writing articles. Remember, this also set you up as a leader in your specialty niche.*
- **Publish a Book:** *again, make telephone calls if you're referred to someone or a group. Always follow-up, always maintain your contracts.*
- **Teleclasses:** *raise your visibility and your credibility also.*
- **Public Speaking:** *there are a lot of opportunities to do free public speaking engagements, and learn how to sail from the platform and make thousands of dollars selling your books or CDs or a high-end program that you might have ready for purchase at the back of the room when you speak for free.*
- **Go-to Expert:** *become the go-to expert in your niche on the radio, and make television appearances. The news always wants to refer to experts.*
- **Teaching:** *at colleges and universities raising your visibility and your credibility.*
- **Trade Shows, Conferences and Festivals:** *these are fun to do and you never know we are going to meet area this kind of effort raises your visibility and credibility and get your name out to the public. This type of opportunity raises your visibility to people within your specialty niche and target market.*
- **Networking Events:** *when your network, forget the old fashion model of getting your business card into the hand of every person in the room. Every person is not trivial client or a person who will refer highly-targeted prospects to your business.*

You don't want to spend your time talking to people who are not your ideal clients, so networking is building relationships with people who will come to know you, who will respect you, and who will be your sales force out in the world sending you qualify referrals.

- **Prospects:** *these are people who didn't know you before, who can speak to you personally, and you have the opportunity to convert them into clients.*

Form Your Circle of Influence

Form your circle of influence. Who is in your circle of influence? These are current and former clients, friends, family members and colleagues.

You will find that there are professionals in aligned markets and there are complementary professionals as well. Who are professionals in online markets? For instance, let's say that you are a relationship coach. Professionals with in your aligned markets would be: divorce attorneys, teachers, therapists, financial planners: all these types of professionals could be considered within the aligned markets to divorce coaching.

Who are complementary professionals? Ask yourself, "What other needs to my clients have? Do they have doctors, lawyers, accountants, clergy, hairstylist, manicurists, veterinarians, tailors, real estate people? Everyone has insurance people of a variety. Automotive specialists, we have plumbers and electricians, gymnasiums, spas, health food stores. You get the idea, the list goes on.

There are many, many people out there who are complementary professionals, and they can refer to you. They're out in the world meeting people all of the time. If they know who you are and what you do, they can refer people to. This is why it's so important that you have a specialty niche that clearly connects individuals to who you are and what you do as a coach. If your specialty is ambiguous and undefined, it makes it much more difficult for other professionals to refer clients to your services.

Building Alliances

Building alliances in and out of your target market is very important. There are three major kinds of alliances:

- *joint ventures*
- *when you become a source of referrals, and*
- *when you are being referred to*

Let's address joint ventures. Joint venture patterns are ideal in the same way that we have ideal clients. Some joint ventures will be more ideal than others. Some won't be ideal at all. Don't go for the ones with big lists. Don't worry about special offers. Don't worry about up selling free to fee. You're not going to convert somebody from "I want something free" to somebody who's willing to pay your fee.

A joint venture is an entity or an agreement forms between two or more parties to undertake economic activity together. The venture can be for one specific project or product only, or a continuing basis relationship that evolves over time with both participants taking an active part in the arrangement.

When you make a joint venture, be sure that the person and what they are doing is complementary to your service and to you. Insure that it's a good match for a good fit.

Once you become a rich resource for referrals, you can give lots of people different referrals. It doesn't have to have anything to do with you. When you refer people out, it's good for you and your joint partner.

Remember, it is important to provide referrals to others as it is for you to receive referrals from others. It is a give-and-take situation. Each partner must pull his or her weight to make this work. The truth about being a referral is that referrals are earned.

If you're the kind of professional whispering the right to be referred and you ask for the referral or you let people know that referrals are your preferred way to build your business, you will be astonished at how much business comes your way.

Now, who is going to refer to you? Has to current clients, prospects, colleagues, complementary professionals, and organizations, just to name a few. So remember that you want to own your own niche. You are the go-to person for your particular brand of wisdom.

Offer highly-targeted prospects an opportunity to test-drive your services by using your enrollment strategy [a complimentary coaching session]. Remember, you have a huge responsibility if you are offering individuals the opportunity to test-drive your services. And more so, remember that you are going to pre-qualify your prospects to ensure that they are a good fit for your coaching services.

This is both the value and the importance of offering the test-drive or complimentary session [enrollment strategy].

Don't get stuck believing that you have to give something for free in order to convert a prospect into a client. Although it is widely understood that the complimentary session is by far the best way to introduce a new client to your services and have them sign up for your coaching group, there are many individuals who will buy your services simply by viewing what you have to offer and how best it fits into their current belief systems, values and readiness to make a change.

Host or network. Provide lots of value when you host or network. Offer seminars and teleclasses for your subscribers. Set up a membership site with lots of benefits. Write a wonderful call to action on your website on all your collateral materials [e-mail signature]. Tell people specifically what you do.

Tell people to register for something by giving you their name and e-mail address on the illicit human ideal clip, or read something or buy something or sign up for something. Have your prospects fill out a form or a questionnaire or a quiz of some type. It is interesting to note that most individuals enjoy filling out assessments through which they will learn something about themselves.

Join organizations. If you're in business you should be joining professional organizations, a service organization, and a networking organization. Remember, external marketing is reaching people who

don't know you to develop prospects. Internal marketing is building relationships with prospects and others who already know you.

In Review

Let's summarize this last unit. Answer these important group design questions.

*Who are you serving?
What other problems?
What are their needs?
What are their concerns?*

Give a lot of thought to these implementation considerations.

*What day of the week are you going to schedule your group meetings on?
What time will you hold your meeting?
How many times a month we'll hold your meetings?
How long will each session be?
How many members will you serve?
How much will you charge each client?
And where we meet if not on a teleconference bridgeline?*

Also remember that in group coaching the group has a particular set of characteristics and responsibilities. When you think about reaching your target market, remember external marketing is reaching people who don't know you so you can develop prospects; and an internal marketing is building relationships with prospects and others who know you so they will hire you and refer you.

Choose from that long list of marketing efforts. Make sure that the things that you choose are a match for you in some way. Marketing is nearly everyone's nemesis. We all want to help people and do the work that way here to do. No coach besides to go into coaching because they love the idea of marketing. That said, without marketing we have no coaching business. Without a coaching income, we don't have a business at all ... we merely have a hobby. Marketing is a necessary part of building your business and ensuring that we have an ongoing supply of new clients.

Unit FIVE - IN REVIEW:

OVERVIEW

Group Design and Target Market

Characteristics of Effective Groups

Reach Your Market

GROUP DESIGN FOR TARGET MARKET

He signed the group specifically for your target market.

Asked yourself the following group design questions and explore these implementation considerations:

Market specifically to your niche

Who are you serving?

What are there problems?

What are their needs?

What are their concerns?

Group structure

How long is each group session?

How many times a month with his group meet?

How many members will participate in the group? (6 – 8)

How much will you charge?

Where we meet if other than on a telephone bridgeline?

CHARACTERISTICS OF AN EFFECTIVE GROUP

Members feel and take responsibility for the group's success

Members communicate clearly and directly with other members

Members do not judge each other

Members value their differences

*Members openly express their disagreement with each other;
respectfully and in the "I" message feedback frame*

Members establish and agree to follow ground rules/guidelines

Everyone arrives on time

*Members share what they know/think they know/believe or
would/are concerned about/curious about*

Members are respectful and courteous; curious and interested

*Members don't comment negatively on the values, fears,
struggles, or challenges of other members*

*Members always are aware of how long they are speaking and
don't dominate the floor*

All members participate

REACH YOUR MARKET

Set a goal to reach your target market

The visible - don't keep yourself a secret!

Build visibility by providing value to clients and prospects

Website

SEO

Linking campaigns

Pay-per-click advertising

Banner exchanges

Opt-in/double opt-in/permission marketing

Free assessments

Free Whitepaper/reports

Newsletters

E-zines, e-books, eprograms

Mailings

Email broadcasts

Advertising

Telephone calls

Teleclasses

Public speaking

Trade shows/conferences/festivals

Form your niche of influence

Current and former clients

Friends, family, colleagues

Professionals in aligned markets

Complimentary professionals

Build alliances in an out of your market

Joint ventures

Become a rich source of referrals

Ask for referrals

Offer highly-targeted prospects and opportunity to test-drive your services

Post your network in person or online

Sponsor and niche community in person or online

Join organizations

Professional

Service

Networking

Unit Six - The Business of Group Coaching: Back-end Systems

Within this unit we are going to focus on building your marketing system and your follow-up system.

Group coaching leverages your time and is the most highly profitable service in your mix of coaching services and programs. You want to be sure to have the back-end of your system solidly in place so you can keep track of your prospects and clients, move your marketing along to ensure its optimum effectiveness, and make sure you keep money flowing into your bank account.

Developer Marketing System

Let's look at what it takes to develop and maintain effective and efficient back-end systems for your coaching program or programs.

First developer marketing system. You create a marketing system that you can use over and over again to build relationships, credibility, and then develop a no-brainer follow-up system. Remember that people do business with people they know, like, and trust.

Without making contact with prospects, contacts, leads, and referrals and following up with them, getting clients and building a sustaining business will be almost impossible.

The key to your business success is to implement marketing strategies that will put you and your name in front of lots of people all the time so you can build and nurture your relationships with prospects and clients. Building your business is all about building relationships.

A typical system is going to include gathering information, storing information in a way that's manageable and easy to use, delivering information [even if it's only through email], keeping records of information you delivered, tracking and following up on information that you delivered, and the business that generates.

The three most common business practices of coaches are serving clients either in person and/or on the telephone, building your database, and enrolling clients into your coaching systems.

Here's a typical scenario. Someone is referred to you, they call or they e-mail. You return their call or e-mail and ask permission to send out via e-mail your new client information packet. This packet should include a welcome letter, a coaching agreement which includes the list of your services and the associated fees, and the credit debit card authorization form which also includes a list of your services and associated fees.

Within the welcome letter you say that in two days you're going to follow up with them and answer any questions they may have about your services. Invite them to call you or e-mail you if they have any questions or if they're ready to enroll. Then you wait for two days and if you haven't heard from them you do you follow-up.

Generally clients will enroll; prospects will enroll, and relationships will begin.

Why Have a Solid Backend System?

How do you know if the prospect has called you back? How do you keep track of how long it's been since you sent the introduction packet? How will you know when to call them back when the follow-up? You know because you have a system. What is in your packet? Where is your packet? Can you easily update, modify and change the information in your packet? Sure you can. Why? Because you have a system.

The new client called you back. They enroll. At this point you may have several types of welcome packets. Let's say you have two packets, one for the new client and rolling into your group coaching system and one for the client who is enrolling in your one-on-one coaching system. Both will have different pages within the packet and both will have different fees associated with each type of coaching methodology. How are you going to keep track if you have more than one group or different fee structures? Because you have a system.

Now let's make a list together of what you want to get done in your business. Then we'll create a back-end system for each specific area.

The back-end system is how you will get done all that you need to do.

So the first thing you want to do is serve clients. Develop a variety of services, include varying price points, and include a variety of delivery formats. One-to-one is your most expensive coaching service. Programs are less expensive. Groups are less expensive and more affordable. And there is no enrollment process for each format in the system through which your clients should enroll. This may include an enrollment strategy or a manner through which you pre-qualify your prospect before enrolling him or her into your coaching service.

What's in your enrollment system? First, there's a test-drive of group coaching, so there's a questionnaire to draft. Then there are personal conversations to qualify and enroll or refer out your prospects to someone else who might better serve them.

You're going to have to keep track of who you call, who called you, when you return the call, the details of the conversation, and what the next action step is and who has the action [you or the prospect].

Post-Enrollment Backend System

Then there's the post-enrollment back-end system for your group business. You're going to draft e-mails for each group member after he or she enrolls in before the group is filled. You'll probably need five or six e-mails. You'll drop all of the e-mails to the group until the day that the group officially begins. Then you'll need five or six or eight more e-mails for ongoing communication through the next few weeks or months.

After the group forms and you send group e-mails, you'll need one for bridge etiquette [rules of conduct while on a teleconference], one for guidelines, one for expectations, one for confidentiality; you want to send an e-mail for how your group members are to provide you with feedback. You want to send a reminder two days before the group begins, then one day before, in the morning that the group is to begin.

All in all, expect to draft and have in the back-end of your system approximately 15 e-mails altogether.

Again, you could draft as many e-mails as you believe are necessary. You may want to consider using a database manager if you're going to have several groups running at the same time as many coaches do. So you write the e-mails all once; and you upload them with the dates, or you send them out as needed depending on your system of delivery.

You can use these e-mails over and over again if you have a system. The only part that you will ever change is a sentence regarding the name of the group and the dates involved.

Design and develop the content of your new client intake packet and your delivery system. Your packet includes the welcome letter, the coaching agreement which includes a list of your services and the associated fees, and your credit debit authorization form which also includes the list of your services and your associated fees.

Then everything goes out via e-mail through an autoresponder system which makes delivery of your e-mails simple, easy, and manageable with very low cost involved. Again, we would suggest that you look into the services of a www.weber.com as this company is well-known, efficient and has little or no ongoing service issues. Remember, through the use of auto responders you only need to put the e-mails that you wish to have delivered to your clients one time and one time only. Once your client signs up for your e-mail service the autoresponder takes care of the rest automatically and will deliver your message or messages at pre-designated dates and times of your choosing.

If you find it necessary to send other e-mails in addition to the ones that you have preset, you can do so by sending messages to the group via the autoresponder. Again, the autoresponder service always personalizes the e-mails with your client's name and/or any other information such as passwords or user names that may be necessary for you to pass on to your clients.

Collecting Fees

How are you going to collect the fees for each of the delivery formats? PayPal? Are you going to charge credit cards manually? Alternatively, are you thinking of placing a shopping cart on your website? There's a lot of things to think about regarding payment options.

Whatever system you choose to keep track of your fees and collections it's important that it be reliable, easy-to-use, and that you understand how it works. Your systems need to be consistent and reliable because that's the hallmark of a system that works for you.

You'll need to design guidelines for your programs and groups and your delivery system. Your handout should include information on making payments, if you take checks, credit cards, or any other forms of payment.

Collecting fees via credit card are usually the more expedient method of receiving payment. Remember, not everyone that wants to hire you as a coach can afford to pay cash for your services today. Thus, if you add credit card options to your arsenal prospects will be more apt to buy your services now.

Also, if you decide that you would like to take checks rather than going through the necessary steps of opening a merchant account; you will find that you must wait for checks to clear any monies to enter your business account before you can successfully enroll your clients into your services and begin providing them with coaching. The ability to process credit card payments is both smart and an effectual way to allow your clients to sign up today and begin coaching tomorrow.

Systems You Might Need

Now, let's take a look at the inner structure to see what systems you might need.

What days you want to coach your groups?

What times in the day do you want to coach your groups?

How many groups do you want to schedule on a particular day?

How much are you going to charge?

How you let your prospects know what your group topics are?

How will you let your prospects know how much you charge for your groups?

How will you pre-qualify and qualify prospects?

You'll first need to develop the questionnaires and track them when to send them out. How will you enroll clients into your groups? You may

want to consider phoning people. You'll have them for you. You'll schedule enrollment conversations, and you'll need to track those and take notes during those conversations.

When you enroll a new client, how will you collect your fees? You have to decide how you will do this, and have this operation set in place before you launch your website or launch any promotional materials regarding your group or groups.

Let's look at calendaring systems first. Do you know how to book clients efficiently? Booking clients is an art and a science. Booking clients is a very personal thing, and it's different for different coaches.

Some coaches will clients back-to-back for five or six hours at a time, then take a break and then perform one group coaching session in the evening. Another coach may only wish to book for clients a day with at least 90 -minutes between each client and only one group session at the end of the day.

Other coaches prefer only to do group coaching and will have several groups running at a time. They may book one group session in the morning, to throw the afternoon, and the occasional group session that may take place one or two evenings each week.

So as you can see, booking your services is a very personal thing and it's important that you understand how best to work and what best fits your style and your personal schedule.

We suggest that you create a map of the week with all the time spoke out that you want to schedule clients, schedule groups, speak with prospects, have them rolling conversations, schedule your brakes, your meals, your walks, anything else that you want to be included in that part of your day.

Again, think about what's in your welcome packet. What gets sent back to you? Generally a signed agreement and the credit card authorization form? Have these items sent back by fax so that you now have signed and dated documentation in your files on each client that you work with.

Think about this: are you going to be calling your clients, or are they going to call you? Do you have a hands-free headset for your telephone? Do you have the best long distance rates available provided anywhere to anyone? How about a cell phone? Do you should cell phone? Many clients become Verizon customers, so you may want to become a Verizon customer because Verizon customers talk to each other free of charge.

How about Skype? What if you have clients outside of your country in which you reside? Think about it, through the power of the Internet you may glean clients reside in South Africa or Singapore, and your phone line may be very expensive even with the best international calling plan that you can buy.

Do you know about Skype? Have you prepared for documentation that you can send to your overseas prospects and clients educating them on how quickly and easily it is to get set up on Skype so that they can work with you? It's important that they understand that Skype is an Internet broadband service, meaning that calls placed from computer to computer anywhere in the world are free. It's worth checking into.

The second most important business practice is getting clients, and there's two parts to that: your marketing systems and building your database.

Again, marketing activities to get prospects to call you and to e-mail you and building your database are all equally important.

Building Your Database

Building your database means that you will have to think about two things in particular: how will people find you, and how will you keep track of your communications with your prospects?

What will you give your new prospect when they opt-in to your e-list on your website? How we deliver and track the delivery of your free gift? You need a follow-up system and the re-connect system to ensure that no one falls through the cracks. Lost prospects means loss in revenue.

You need to re-connect with those people on an ongoing basis and provide value, and more value over a period of time, over and over again.

And this is important: how will they be able to refer their friends and family and others in their network to you? You must have systems in place for all these essential business strategies and practices. Consider a database manager, autoresponder system, a shopping cart, or at least to be set up manually to take credit cards.

You'll need a phone log system, a chart of accounts so that you can code the deposits coming into your bank account and be able to track your income. Why? For tax purposes, of course, and you're going to want to know which services are more profitable than others, which marketing activities are more effective or successful, and how all of this information relates to your entire various group coaching business.

If you have opt-in opportunities on the homepage of your website it will require that you develop a product and then decide how you're going to deliver it. If it's a recording you may decide to create a downloadable product; or perhaps it will be text and you'll send it as a link to a landing page where the information will reside, or perhaps wrap the text in a PDF and actually deliver it to each person manually via e-mail.

If it's written material, who will write your tips or strategies, your White Pages or reports, your e-courses or newsletter for you? How will you record and edit your audio files?

And then you need a system to track what you have sent your prospects and then have the ability to re-connect to them in the future so that you can provide ongoing opportunities to turn prospect into paying clients.

A Client Retention System

The third most important business practice is keeping clients, so you need a client retention system. This is about providing value, being attentive to the changing needs and requirements of your group and each member in the group.

You're going to want to develop a note changing system for tracking the forward movement, coachable moments, shifts, new conscious learning, new awareness, when ever the group members are making new learning or new awareness operational in their lives or in their business, when their goals are being realized, when you note that there is elegant learning with other members, through feedback to other members, and rich support of other members. You want to track all those pieces for each group member carefully.

Get referrals from colleagues, complementary professionals, and current and former clients. You know the truth about referrals is that we earn referrals. When you get a referral or talk to others about referrals you want to be able to track your warm letters and/or send a thank you note and a gift to those people who refer on your behalf. Whether or not the referred individual and rolls in your coaching group or one-on-one process; is irrelevant. You send a thank you or a gift to those who refer, and you send a hello package to the person who was referred to you.

Design an Effective Website

When you design, build and host your website you want to dry thoroughly targeted traffic to it. You might want to have a shopping cart installed on your website. You want to capture contact information via the opt-in of some kind, and you want to send a free report immediately so that you can begin a dialogue with each prospect monthly at a minimum.

Provide something of value that is ongoing in free. Give them an easy or newsletter, even one tip or simple strategy, and inspirational quote, but you're really aiming to provide value and to give something to the prospects so that they begin to see and remember your name and what it is that you do.

Begins and maintain a dialogue in a sense with each prospect and with your clients on a monthly basis.

Referrals

Remember, prospects and clients refer others in their networks to you. A prospect might never in role and might be a wonderful referral source to you, so you want to make sure to have a “tell a friend” and a “send to a friend” system in place.

So let's look at how this works. When Bob refers Linda, I'll get some e-mail letter that says, “Dear Bob, thank you so much for referring Linda to ABC coaching.com. We very much value your referral, and we're pleased to know that you believe that we offer solid information and support to men and women consciously engaged in wanting to change their lives for the better.”

Then Linda received a letter that says, “Dear Linda, we're very pleased that Bob referred you to ABC coaching.com. Do you know that [your name goes here], provides [type of service goes here]? Would you like to sign up for [name of service goes here]? Would you like [your name goes here] to give you a call in person and spend a few minutes with you talking about [your service goes here]. Then when Linda signs up for one of your services Linda gets another e-mail that says, “Welcome to ABC coaching.com community of like-minded men and women who value [what ever your services goes here]. We appreciate you and should you need anything, please don't hesitate to ask.” So now, we make another connection with Linda. Then, next month Linda gets another e-mail that says, “Dear Linda, we're just checking to make sure you're receiving your [whatever your gift is], and we want to remind you that [your name goes here] is here to answer any questions you may have...”

Now if after the first letter Linda doesn't respond and she doesn't sign up for anything, we remove her contact information from our list we physically go in, we delete it, and we don't even know Linda exists, we never send her another e-mail. If we send her even one more e-mail, we would consider that spamming her.

Now, “tell a friend” and “send to a friend” have the identical e-mail structure that we just described. The difference is that with the “send to a friend” link they can send the actual newsletter or tip or White Paper. When an individual sends a “tell a friend” they're simply telling their

friends to visit the website and sign up for something or visit the website for good information.

Generating prospects, tracking prospects, communicating with prospects, and converting prospects to clients is all about remembering our enrollment conversation. This requires a system in and of itself. You want to thank individuals for visiting, provide them something of value, and remind them of the problems that you have solutions for, and you reconnect once again with those individuals.

Credibility and Visibility

We can build and manage a database that requires a system. When you communicate with your database consistently, it requires a system. You will design and write and upload and send newsletters, e-zines, e-mail blasts; you will announce special events as well. Send things that are of value. Be of service to the prospects and to the clients that you serve. You want them to open your e-mails. There's so much information being sent to everybody today that many people don't open their e-mails.

It used to be that people would open 97% of e-mails they received. Today a new statistic is 17% to 19% of e-mails are opened. You want your prospects to see their interest in the subject line of your e-mail to let them know that there's something of value they need to read in your e-mail.

Manager in Roman with writing letters, scheduled the sending of the letters, track the response of the letters, respond to the letters, and continue reconnecting with people on a regular basis.

Podcasting and blogging is a great way to build your visibility and your credibility over time.

People see you, they hear you, they get a chance to understand what your point of view are, you talk about the problems that you have solutions for, and they begin to identify you as the go-to person. So build, host, write, record, edit, manage your blogs and your podcast; and each of those requires a system. You might even want to consider hiring a person to build and manage those systems on your behalf.

Do research and development on anything and everything that you plan to undertake in your business.

If you decide that you want to launch a group and change topics, you want to have an R&D system in place to find out if there is a likelihood that anybody is going to enroll. You don't want to launch anything without having this vital information.

You'll build, host, and maintain all of the technology to run your systems effectively. All of your autoresponder letters for each part of your coaching system [your initial thank you, reminders, your post-thank you], must be in place and ready to go.

You may decide at some point to send up-sell letters. This is how you will let people know what you're doing and it's something that you have to offer requires them to register and pay you. And again your "tell a friend," "send to a friend" and "refer a friend" should all be working hard on your behalf.

When you run the business part of your coaching enterprise, you need to have a vision. A vision of your life as you want it, and a vision for your business. Remember, your business may be the ultimate way of bringing about the life you truly want to live. To survive, your business must be foremost in your mind and you must be dedicated to the delivery of your product and systems in a consistent and timely manner as new prospects present themselves.

You need a mission, the daily choices in the eight years that you're going to put into action. You must be living with purpose and with a vision driven by your values and your needs. What's the purpose of your business? Those are the intentions and the actions you take to make your vision a reality.

You need a business plan. You must have a business plan.

Where are you going? How are you planning to get there? You need a marketing plan to sustain your vision and bring about its reality. How will you raise your visibility and your credibility so people know you're out there and they see you as the best choice to support them to get

where they want to go? You need an R&D development plan, and you need a written plan of intention and action so that you can measure your forward movement and your success -- what ever success looks like to you.

And you need to have bookkeeping services in place. Payables, receivables, pay your bills, do your banking, reconcile your checkbooks or your bank statements if you take credit cards all of these things are important to the ongoing commitment that you make to your business.

If you only have one group that you run through your coaching practice you still need a system in place. So if you have the systems why not maximize your opportunity and market, feel, and facilitate at least several groups at one time?

For example: if you feel for groups with six people in each group, and charged \$300 per person for three 75 minute sessions each month, you're going to gross over \$7000 a month for only 15 hours work with your clients. It follows then, if you have 24 one-to-one clients at \$450 a month per person for three 45 minute sessions, you'll grossed just under \$11,000 per month, and you're going to work 54 hours or almost 4 times as many hours of work.

So let's summarize this unit. Creative marketing system you can use over and over again to build relationships and credibility. Develop a no-brainer follow-up system. People do business with people they know, like, and trust.

Without making contact with prospects, contacts, leads and referrals, and following up with them, getting clients and building and sustaining a business would be almost impossible.

The key to your business success is to implement marketing strategies that will put you and your name before lots of people all the time so you can build and nurture your relationships with prospects and clients.

Building your business is all about building relationships, and building your relationships is all about having the back-end systems in place. A typical system is going to include gathering information, storing information in a way that is manageable and easy to use, delivering

information even if it's via e-mail, keeping records of information that you have delivered, tracking and following up on the information you delivered and the business that generates.

Remember that the three most common is actresses of coaches are serving clients in person and/or on the telephone, building your database [so you want a database manager and the autoresponder system set in place], and collecting fees and banking money.

Now notice that we have said: collect fees and bank money. We talk to clients about our fees that we have arrived at based on the value we provide, and we put money in the bank.

Enrolling clients is the third business practice; and you need an enrollment system, a post-enrollment system, and the client retention system.

And just to name a couple of other systems: "tell a friend," "send to a friend," that initial thank you letter, reminders, post-thank you letters all need to be addressed to keep your system running smoothly.

Getting referrals: you want to send a thank you note for referring and a gift, and then you want to track your welcome package that you send to the person that was referred to you.

A system for your marketing, for your blog and podcasts, article syndication, communicating to your database of clients and prospects on a regular basis, while continuing to ensure that you are delivering value.

Keeping systems for monitoring your income and expenses and evaluating each group for its financial rewards as well as all of your other services and products are all equally important.

There is no exact formula for success. If you want to have success you must know exactly what you want and what it looks like. Each action taken should be with intention as you go about creating your success.

Successful people all have a clearly defined goals and a plan of action to realize their goal. They align their beliefs, burning desire, and deliberate intention all on what it is they want.

Successful people like Donald Trump and Ted Turner are people with powerful visions that are totally aligned with what they're doing. They understand and they tap into their powerful inner core of creative, intentional knowing.

Without a plan to make your success real, passion is just a nice idea in your head. You must be congruent. Your thoughts, feelings, actions, and beliefs must all come together as one.

So get to work. Declare your burning desire. Write down your vision for your best possible life. Make your plan. Set your intention. Cast off any doubt or fear and replace them with gratitude, gratitude, and more gratitude.

Your job is to be your best and most brilliant, authentic itself.

Get ready. Be, do, create, and have everything in your life that supports and affirms your authentic self. It's your life after all. All you need to do is get there, and to get there all you need to know is where you're going.

Unit SIX - IN REVIEW:

OVERVIEW

Develop a marketing system

Develop a follow-up system

Create a vision for success

DEVELOP AND MAINTAIN EFFECTIVE AND EFFICIENT BACK-END SYSTEMS

Develop a marketing system

Create a marketing system you can use over and over again to build relationships and credibility.

Develop a no-brainer follow-up system

Without making contact with prospects, contacts, leads and referrals to me: and following up with them, getting clients and building a sustaining business will be an almost impossible task.

Building your business is all about building your relationships.

CREATE A VISION FOR SUCCESS

There is no exact formula for success.

If you want to have success you must know exactly what it is that you want.

Be passionate about what you are doing!

Successful people all have a clearly defined goal and a plan of action to realize their goal; and alignment of thought; burning desire; and deliver intention.

Successful people like Donald Trump and Ted Turner are people with powerful visions who are totally aligned to what they're doing. They understand and have tapped into their powerful inner core of creative, intentional knowing.

Without a plan to make it real, passion is just a nice idea in your head.

Be congruent: your thoughts, feelings, actions and beliefs must all match!

So get to work! Declare your burning desire! Write-down your vision of your best life; make your plan; set your intention; cast-off doubt and fear replacing them with gratitude, gratitude and more gratitude.

Your job is to be the best and most brilliant and passionate self. Get ready. Be, do and have everything in your life that supports and affirms your authentic self.

It's your life. All you need to get there, is to know where you're going.

CREATING OUR BACK-END SYSTEMS

First let's make a quick list together of what you want to get done in your business. Then we'll create a back-end system for each specific area. The back-end systems are about how you will get done what it is that you want to do!

1. SERVE CLIENTS

Develop a variety of services

Include varying price points

Include a variety of delivery formats

One-to-one (most expensive)

Programs (less expensive)

Groups (least extensive/most affordable)

Enrollment process for each format

Collect the fee for each format

Design/develop contents for your New Client Intake Packet and delivery system

Design guidelines for programs and groups and delivery systems

Develop handouts and other materials

Design efficient delivery systems were each service

2. GET CLIENTS

Marketing Systems

3. KEEP CLIENTS

Client Retention System

4. GET REFERRALS

Referrals from colleagues

Referrals from complementary professionals

Referrals from current and former clients

Send "Thank You" gift an letter to the referrer

Send "Hello Package" to the person being referred

5. DESIGN, BUILD, HOST A WEBSITE

Drive highly-targeted traffic to it

Build a shopping cart

Capture contact information via an opt-in some type

Provide something of value that is ongoing/free

E-Zine or newsletter

Begin a dialogue with each prospect

Prospects/clients refer others in their network to you

tell a friend

send a friend

6. GENERATE A SYSTEM FOR PROSPECTS

Thank Prospects

Communicate with Prospects

Convert Prospects into Clients

7. BUILD AND MANAGE A DATABASE

Requires a system

8. COMMUNICATE CONSISTENTLY WITH YOUR DATABASE

Design/write/upload/send:

Newsletter sent on a consistent basis is subscription

E-zines sent on a consistent basis by subscription

Send emails for announcing special events and/or specials

9. MANAGE ENROLLMENT IN PRIVATE PRACTICE, GROUPS AND PROGRAMS

Design and manage your system of autoresponder letters

Write the letters

Schedule the sending of the letters

Track the response from the letters

Respond to the comments and questions received

10. DESIGN, BUILD, HOST, AND MANAGE A PODCAST

Build landing page

Writes Copy

Record Audio

Edit

Upload to Landing Page

Provide RSS Feed Capabilities

Manage the associated landing page (Mini Website)

11. DESIGN, BUILD, HOST AND MANAGE A BLOG

Build landing page

Writes Copy

Record Audio

Edit

Upload to Landing Page

Provide RSS Feed Capabilities

Manage the associated landing page (Mini Website)

12. SYNDICATE ARTICLES ALL OVER THE INTERNET

Tracking publication on the Internet is impossible after a very short period of time

Syndication sites have slightly different parameters so you need a system to:

Track which articles you have formatted and for whom

Track when you upload the articles to the syndication site

13. R&D, MARKET AND LAUNCH SECONDARY SERVICES AND PRODUCTS

Requires a variety of systems

14. REPURPOSE INTELLECTUAL PROPERTY AND CREATE PRODUCTS

Create PDF downloadable products, including development of an entire set of autoresponder letters

Record, edit and create MP3s for download, including development of an entire set of autoresponder letters

15. BUILD, HOST, AND MAINTAIN ALL THE TECHNOLOGY

Landing pages

Graphics/HTML

Opt-in boxes linked to your database

System of Autoresponder Letters for Each Part:

Initial “Thank You” letter

Reminders

Post “Thank You”

Upsell letters

16. RUN THE “BUSINESS” PART OF THE BUSINESS

Vision

Mission

Purpose

Business Plan

Marketing Funnel

R&D Development Plan

Bookkeeping

Payables

Receivables

Pay bills

Banking

Reconciling checkbooks or bank statement

System for taxes (Quick Books)

Track income and expenses

Remember, every successful person has a mentor!

Additional Help:

Time Frame/Requirements

Every element or action that you take within your business requires a certain amount of time to complete. Here is an example of how one coach has allotted the scheduling of time.

Activity	Preparation	Client Time
Initial interview	20 minutes	90 minutes
Assemble assessment package	30 minutes	
Client clarification call or email		0-10 minutes
Second interview call	60 minutes	60 minutes
Score & interpret assessments	60 minutes	
Prepare Client Report	60 minutes	
Follow-up interview: Personality	20 minutes	60 minutes
Follow-up interview: Skills & Interests	20 minutes	60 minutes
Follow-up interview: Values, ERs & role models & other	20 minutes	60 minutes
Follow-up interview: Client Planning, Research & Resume	20 minutes	60 minutes
Optional follow-up interview: Review of Client research, resume, miscellaneous	20 minutes	60 minutes

Good planning makes a difference. Plan your activities. If you don't plan your time – it will slip through your fingers. Every action takes time. Develop a plan that clearly reflects the amount of time that any action will take you to complete.

Every coach will take a different approach to time-management when it comes to working through the variety of tasks that come along with owning and operating your professional coaching business.

It is imperative that you take into careful consideration the many tasks that you must undertake to efficiently and economically maintain and run your business so that it remains financially stable and profitable while working within your chosen niche market and turning prospects into clients.

The following is an example of how one coach worked out her methodology, or plan for working through the client-intake process.

Methodology (Intake/Enrollment Strategy)

- *personal interview to help understand client's objectives, long term goals, work/life experience, likes/dislikes, and many other personal and work variables*
- *put together package of self-administered assessments (5-8) and instructions; client needs 3-4 hours to complete*
- *follow-up interview to clarify questions about assessments*
- *follow-up interview to gather additional details*
- *score and interpret assessments when returned; review with interview data; create client report and package*
- *follow-up one: review assessments*
- *follow-up two: review skills, vocational interests assessments and review with client*
- *follow-up three: review values, early recollections, role models and other relevant information acquired; incorporate with interest information acquired*
- *follow-up four: planning session to:*
 - *review existing resume,*
 - *determine potential career options,*
 - *directing client to required research;*
 - *revise resume to clearly define objectives and attributes to demonstrate proficiency in chosen path;*
 - *identify further skills, education, training, attributes required to achieve ultimate objectives and long term goals.*

The following is an example of the fees that one coach has set for her services. It is noteworthy to mention that this coach is running three different coaching groups, each with a different focus.

Pricing for Services:

The goal for (service name) is to provide high quality coaching services that will be results orientated, innovative and insightful while at a fair market price and of good value.

Pricing is as follows:

1 month package (one-to-one coaching) \$600.00

*(1-hour session per week for 4 weeks)
(1 fifteen-minute phone support call included)
(2 email support per week included)*

3 month package \$1,620.00

*(1-hour session per week for 12 weeks)
(1 fifteen-minute phone support call per month included)
(2 email support per week included)
(10% discount)*

Monthly Group Coaching Packages \$225.00/Month

*(1/70-minute group coaching session per week - ongoing)
(2 email support)*

Annual & Semi Annual Maintenance \$150.00

(1-hour maintenance full coaching session)