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FEATURE ARTICLE

Leveraging Alternative Cultural Perspectives for More Coaching Impact

By Philippe Rosinski with Geoffrey Abbott

Systematically integrating culture into business coaching is a *necessity* in our increasingly complex, multicultural, and interconnected global environment. Fortunately, it also represents the *opportunity* to go beyond our inevitable cultural biases and limitations, and instead, broaden our cultural repertoire for more impact.

↘ [Complete Article](#)



FROM THE WABC PRESIDENT/CEO

What the World Needs Now... (Part 2 of 4)

By Wendy Johnson

As businesses become more global, the opportunity for worldwide influence becomes greater. When indigenous workers engage in business with a foreign company, they inevitably adopt a hybrid of values based on their own culture and the culture of the organization. Over time, the "norms" at work become the "norms" at home and eventually, the "norms" of the community.

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COLUMN

The ROI of Business Coaching

By Jack Phillips

Do I have to learn finance or statistics to work with ROI? Can't I just focus on the human dynamics of coaching? Read Return on Investment: Frequently Asked Questions... and Answers. Learn what you need to know about finance, statistics, and more. You'll be pleasantly surprised!

↘ [Complete Column](#)



FROM THE EDITOR

As we see globalization increase across all fronts--economic, business, political, ethnic, informational, religious--each of us must determine our responsibility.

↘ [Complete Letter](#)

LETTERS TO THE EDITOR

Interested in what our readers have to say about the Premier Issue of Business Coaching Worldwide?

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COLUMN

Beyond Business Basics

By Sylva Leduc

Every coach needs a Web presence; clients expect it. The question is: do you need an information site (brochure) or a virtual store (marketing workhorse)? While you need Web presence, you don't have to spend a fortune getting a great site.

↘ [Complete Column](#)

COLUMN

Assessment Corner

By Roberta Hill

Coaches are often under the false belief that assessments are an easy way to deliver great service and generate income. Roberta debunks the three major myths about using assessments and gives you the straight goods on these issues.

↘ [Complete Column](#)

SUCCESS STORY

Lights, Camera, Action: The Australian Film Institute

By Bronwyn Bowery-Ireland

Deb Verhoeven, CEO of the Australian Film Institute (AFI), recognized the organization needed to move forward into the 21st Century. She contacted Bronwyn Bowery-Ireland, CEO of International Coach Academy, and together they worked to make the AFI Australia's foremost screen culture organization.

↘ [Complete Article](#)

TAKE THE POLL

I see my organization as a global organization.

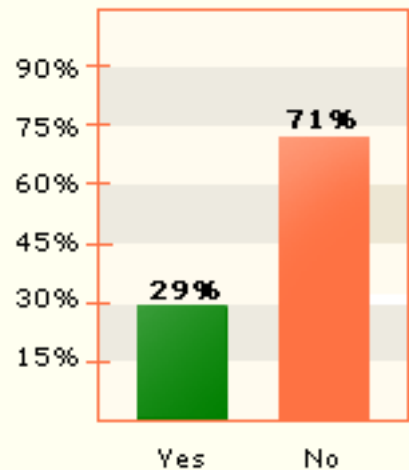
Yes

No

POLL RESULTS

Individuals in my organization effectively and consistently give and receive feedback.

Results from our Premier Issue



DID YOU KNOW?

That informal investors--family members, friends, and even strangers--funded 99.6% of all business start-ups?

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GET THE EDGE

How a Coaching Leader Communicates

By Cynthia Roman

A leader who relies on power and control to get results may only see desired performance in the short-term. In order to see long-term results, executives and managers must become "coaching leaders," beginning with how they communicate. This article explains how coaches can help leaders to use advocacy and inquiry skills to transform their communication behaviors, often leading to astounding organizational results.

↘ [Complete Article](#)

HOT TOPICS

Pricing Strategies for Business Coaching

By R. Scott Ward

Have you underpriced or overpriced your coaching services? How do you know? Are you maximizing your earnings from the results you provide for your clients? Learn about a systematic methodology to determine your optimum pricing strategy.

↘ [Complete Article](#)

Coming In Our Next Issue!

Feature: Mark Goulston, M.D., author of the international best seller *Get Out of Your Own Way* and the forthcoming *Get Out of Your Own Way at Work*, discusses self-defeating behaviors that impede business and career performance and how to overcome them. Learn more about Mark in the [WABC Coach Directory](#).

Movers and Shakers: Michelle Boyea, Director of Human Resources, Services with The Home Depot, talks about her experiences with this global company and how business coaching is being integrated into their human resources strategy.

HIRING A BUSINESS COACH?

The first thing someone should know before searching for a Business Coach is, "What are my expectations?" You'll then want to find several business coaches to interview so that you can match your expectations to a credible coach who can help you.

↘ [Complete Article](#)

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Want to know what some of our WABC Coaches are up to? Read on!

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UPCOMING WABC EVENTS, EDUCATION & TRAINING

Find out about our WABC Round Tables and Measuring The ROI In Business Coaching workshop.

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OTHER EVENTS

There are hundreds of events worldwide pertaining to coaching, business and leadership. In this issue, we highlight select coaching events.

↘ [Complete Article](#)

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FEATURE ARTICLE

Leveraging Alternative Cultural Perspectives for More Coaching Impact

By Philippe Rosinski with Geoffrey Abbott

As business, and business coaching, becomes more global, the impact of most business coaching approaches can be enhanced by giving more attention to the influence of culture.

In *Coaching Across Cultures: New Tools for Leveraging National, Corporate and Professional Differences* (Rosinski, 2003), I define coaching as "the art of unleashing people's potential to reach meaningful, important objectives." A cultural perspective in coaching can bring to the surface powerful issues and assumptions related to culture and mobilize them to unleash client potential and facilitate sustainable and positive change. The key approach is to value and explore differences rather than seeking to impose norms, values and beliefs. The coaching impact goes further than enhancing the company bottom-line. As coaches we have an opportunity to help foster the conditions of a better world.

I do not suggest that coaching from this perspective is superior or even the first perspective that one should take. However, I believe that it is a crucial perspective that has been given insufficient attention during the relatively short existence of the profession of coaching.

Groups of all kinds have cultures. Groups originate from various categories, including geography, religion, profession, organization, social life, gender, and sexual orientation. A group's culture is the set of unique characteristics that distinguishes its members from another group. However, culture is not static -- it evolves. Our individual identities are a synthesis of the cultures of the multiple groups to which we belong. On the surface level,

culture concerns the language we use, our greetings, and our dress. Beneath the surface it can determine our thinking patterns and how we go about solving problems. It influences how our businesses are structured.

As coaches and executives we can use culture to unleash potential in many ways. We ignore the influence of culture at our peril because it influences thoughts, behaviors and emotions. It is pervasive, vastly underestimated, and can be a powerful force for positive change. We seek to unleash client potential by creating new ways of operating through drawing on many different approaches. We consider context, preferences, possibilities and consequences and come up with ways that work best for the client, within ethical boundaries.

A Practical Approach to Leveraging Cultural Differences

With a lever, you obtain a stronger force than the one you are exerting. Leveraging cultural differences means achieving more output with a given input. The input is human potential -- individual or collective, in its rich cultural diversity. Through considering and leveraging alternative cultural orientations we can enlarge our views, our options and achieve synergy.

Although there is no set recipe to follow, I set out in *Coaching Across Cultures* a useful framework of *The Global Coaching Process*. Through this approach, coaches and clients can connect their personal voyages with those of their families, friends, work colleagues, organizations, communities and society in general. Different levels and layers of culture will interact and the ground will be uneven and shifting. In coaching conversations we aim to facilitate clarity by inviting an exploration of cultural influences. Clients can then leverage culture to unleash their potential and successfully pursue their goals. In this process we assist clients in finding new ways of operating that are meaningful and sustainable in *their* contexts.

The Cultural Orientations Framework (COF)

I have drawn together cross-cultural research on orientations across a range of human activities into the Cultural Orientations Framework (COF). One orientation is not right and others wrong. I invite clients to adopt an *and* approach, rather than an either/or.

The COF looks at seven categories. Here I give a brief example in each:

1. Our sense of power and responsibility;

There are three ways we can relate to the world in general, and more specifically to our businesses and our own careers. (1) We can seek to control. (2) We can be humble where we accept natural limitations. (3) We can also strive for harmony and balance with nature.

We encourage our clients to work with each of these. They can take responsibility for their lives, follow their dreams, and strive for excellence and advancement -- a stance of control which can provide motivation and lead to positive self-fulfilling prophecies. At the same time, they can accept natural limitations of both themselves and their situations. Knowing one's limits is not always obvious, but humbly accepting them is paradoxically within one's control. Harmony is learning when to act and when to accept with humility what has occurred.

2. The way we manage time;

There are different cultural orientations to managing time. For example, many executives see time as a scarce resource. An alternative orientation is to view time as *plentiful*. For the client who sees time as scarce and gets caught in a daily flurry of activities without meaningful actions, we might discuss strategies for opening up opportunities for reflective thought --

while at the same time making strategic use of their capacity for high-speed action. By viewing time in a plentiful fashion, the client may paradoxically appreciate the scarcity of time.

3. *How we define our identity and purpose;*

In defining identity and purpose, it is common for executives to refer to how much they do and achieve -- a *doing* orientation. Another orientation is to stress living itself and the development of talents and relationships -- a *being* orientation. For example, with clients whose preferences are for doing a lot at the expense of productive and meaningful relationships in the workplace, we may encourage them to try new strategies for building trusting, sustainable relationships. Not only can they then do more, but they may also receive the benefits of a richer personal and professional life.

4. *The organizational arrangements we favor;*

One way people differ on organizational arrangements is in the degree to which they are *collaborative or competitive*. In competitive cultures, the workplace is often the stage for a contest between individuals or work areas. The aim is to win. In collaborative cultures, the emphasis is more on working together. The European Union is an example of leveraging competition and collaboration. Countries strive to be the best. Governments regularly compare their performances with their neighbors' to motivate performance - but there is also collaboration. Best practices are exchanged in all areas; science, engineering medicine, and so on.

5. *Our notions of territory and boundaries;*

In *protective* cultures, people are keen to protect their physical and mental territory. They like to keep their physical and psychological distance. In *sharing* cultures, people seek closeness and intimacy and in the workplace they freely discuss personal subjects as well as business matters. Clients who favor a protective approach can be encouraged towards a sharing orientation through greater self-disclosure. This can promote greater protection through establishing network relationships built on trust. The stronger network also builds productivity benefits.

6. *The way we communicate;*

There are many variations across cultures in how people communicate. For example, US business practice is typified by a *direct* communication style where the priority is to get one's point across. In many Asian cultures, an *indirect* style is favored, where the priority is to maintain a cordial relationship. To leverage the two orientations, I suggest being clear and firm with the content while being careful and sensitive with the form. Some coaches hold bluntness as a virtue and will challenge clients directly as a sign of courage and honesty. This approach may well backfire across cultures. By holding to the substance but being sensitive on the process, coaches can leverage difference for the benefit of the client.

7. *Our modes of thinking.*

Much recent research has proven that there is a large variation between cultures on modes of thinking. For example, some cultures tend to favor *analytical thinking*. Analysis breaks a whole into parts and problems are solved through decomposition. In other cultures, *systemic thinking* is more common. Systemic or "holistic" thinking brings the parts together into a cohesive whole. Emphasis is on connections between the parts and on the entire system.

In the Global Coaching Process, I leverage the two forms for goal setting. Analytically, objectives are broken down into categories of self, family and friend, organization, community and the world. Systemically, interconnections between the categories indicate

possible synergies, and the global perspective prevents losing sight of what is truly important.

Conclusion

Coaching from a cultural perspective helps unleash client potential by broadening perspectives and focusing on possibilities. A consideration of culture is a way of injecting additional passion, meaning, and variety into the coaching process by a holistic consideration of clients' lives. My experience is that coaching from this perspective will help facilitate financial success in business for clients. In addition, when individuals accept the challenge of incorporating the cultural perspective, they take on a shared responsibility for better relationships, teams, organizations, communities, and global societies. The approach of genuinely respecting, valuing, and leveraging of difference is highly infectious. As carriers, our impact as coaches can reach well beyond the lives of our clients to truly make a better world.

Philippe Rosinski, Jr, MS, MCC, is principal of Rosinski & Company, a global consulting firm that helps leaders, teams, and organizations unleash their human potential to achieve high performance. Philippe has written *Coaching Across Cultures* (Nicholas Brealey Publishing/Intercultural Press, 2003; <http://www.coachingacrosscultures.com>). Read more about Philippe in the [WABC Coach Directory](#). Philippe may be reached by email at office@philrosinski.com.



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FROM THE WABC PRESIDENT / CEO

What the World Needs Now... (Part 2 of 4)

By Wendy Johnson

As businesses become more global, the opportunity for worldwide influence becomes greater. When an indigenous worker engages in business with a foreign company, they inevitably adopt a hybrid of values based on their own culture and the culture of the organization. Over time, the "norms" at work become the "norms" at home and eventually, the "norms" of the community.

In addition to its worldwide financial influence, globalization is rich in political and social ideology. In India, globalization has brought about a type of women's liberation. The Self-Employed Women's Association (SEWA) credits the advancement of women's literacy, self-esteem, and equality to the assimilation of international values. Workers in third-world countries have new opportunities to earn fair wages compared to wages in traditional

industries such as farming. Human rights unions are also beginning to develop to monitor employment practices.

In his latest book *The World is Flat: A Brief History of the Twenty-first Century*, Thomas Friedman describes an optimistic view of the world in which information and education flow freely from one country to another, creating abundant opportunities for the ambitious. Although the media tends to focus on jobs moving out of developed countries, Friedman and others suggest that the flattening of the world economy actually enhances opportunities and evens the economic playing field. According to the World Bank, worldwide poverty dropped from 54% in 1950 to less than 24%. The shifting of funds has lessened the gap between the needy and supportive countries.

Globalization has also broadened the impact that businesses can have on worldwide needs. Relief efforts after the tsunami in South Asia are some of the greatest examples of corporate philanthropy to date. Fortune 500 companies in the United States donated over \$250 million in relief, giving more than many countries combined and making business one of the world's top ten donors.

Although globalization increases awareness of social issues such as human rights and environmentalism, it has often been compared to fire. While it has numerous positive influences, it also has the power to destroy. The rapid change of technology has accelerated development in poorer countries without all the regulatory controls that have evolved over years in the richer developed countries. There are no OSHA's, SEC's, or EPA's. Unfortunately, the lack of regulation creates gaps that may be filled with corruption.

For example, the issue of "e-waste," or the disposal of hazardous technology by-products such as computers and mobile phones, has long been outsourced to Asian workers who engage in horrific and primitive recycling operations that jeopardize workers and environments. Eager workers are exposed to hazardous levels of lead, cadmium, mercury, and other chemical agents. Unsalvaged parts are simply discarded in local waterways, contaminating the drinking water for thousands. (*For more information, go to www.ban.org*). While the increased employment opportunities are desperately needed, the lack of accountability has created more and greater economic and health issues.

One of the fastest growing segments of exported services is medical procedures. India has invested heavily in creating hospitals that rival some of the world's most luxurious resorts. Although patients have to travel great distances to seek treatment, the cost of their treatment can be as little as 20% of North American hospitals. Without heavy government regulation, physicians are free to provide cutting-edge experimental services for which patients might otherwise have to wait many years. Although some patients may benefit from these procedures, others may be put at risk.

Despite one's opinion of globalization, it is clear that technology has forever changed our business borders. The relative ease of entry into international markets, even for small home-based businesses with internet websites, reflects the extent business has the potential to influence worldwide social change. So with business having an impact worldwide, what will be the opportunity for business coaches? Our next issue will explore Business Coaching's impact opportunity.

Wendy Johnson, MA, CEC, CMC is the full-time president and chief executive officer (CEO) of the Worldwide Association of Business Coaches (WABC). Johnson's vision is a business coach working with every business, organization and government. Learn more about WABC at <http://www.wabccoaches.com>. She may be reached by email, at: presceo@wabccoaches.com.



THE ROI OF BUSINESS COACHING

Return on Investment: Frequently Asked Questions... and Answers!

By Jack J. Phillips, Ph.D.

As businesses and organizations increasingly turn to coaching for performance improvement and leadership development, questions about the value of coaching naturally arise. In addition, calculating the return on investment (ROI) of coaching can seem daunting. Here are five of the most frequently asked questions that business coaches ask about measuring the ROI of coaching.

- 1. Do I have to learn finance and accounting principles to understand and effectively measure the ROI in coaching?** No. Although many of the basic principles of finance and accounting aren't required for developing the ROI in business coaching, it is important to understand issues such as revenue, profit and cost. Ultimately, the payoff of coaching or any human resources project or program will be based on either direct costs saved or additional profits generated. It's helpful to understand the nature and types of costs and the different types of profits and profit margins.
- 2. Do I have to know complicated statistics to understand ROI?** No. Basic statistical processes--simple averages, variance and the standard deviation--are all that are necessary to develop most ROI impact studies. These very simple concepts are, by design, simplified as much as possible so that the ROI can be determined successfully with all types of business coaching solutions.
- 3. Isn't ROI too complicated for most business coaching professionals?** No. The ROI calculation itself is a very simple ratio: net benefits divided by costs. The process follows a methodical, step-by-step sequence with guiding principles for collecting data and calculating benefits and costs. In all, six types of data are collected, including reaction, learning, application, impact, ROI and intangibles (to review, see Figure 1 at www.wabccoaches.com/bcw/2005_v1_i1/roi.html). What can make the process somewhat complicated are the many options in each step in the process.

Several methods are available for isolating the effects of coaching as well as for converting data to monetary values. Selecting the data collection methods for a given coaching assignment will be influenced by the nature of the coaching engagement and the particular environment and setting. To keep the process simple and clear, the coach, the participant, and the sponsor or client organization must establish the parameters and expectations for the coaching experience at the beginning of the assignment.

4. **Shouldn't business coaches focus on the human dynamics rather than on the numbers?** Certainly, within the coaching assignment the business coach's attention is on the coaching task and on developing rapport with the participant so that learning and change can happen. The astute coach and coaching firm will realize the need for accountability and for measurement and evaluation of the coaching engagement, including ROI. Assessing the value of business coaching and reporting that information to decision-makers enhances the likelihood of continuing and even increasing the opportunities to coach.
5. **Isn't this just a fad?** No. This methodology is comprehensive, consistent, and credible. ROI has been used as a business evaluation tool for 300 years. Although ROI has only recently begun to be used to evaluate coaching, its significance as the benchmark in measurement and evaluation is well-established and well-documented.

Measuring and evaluating the return on investment validates the critical role of coaching as a performance improvement solution. Expressing value in monetary terms puts business coaches on track to meet the growing demand for accountability.

Jack J. Phillips, Ph.D., is a world-renowned expert on measurement and evaluation, chairman of the ROI Institute, and consultant to many Fortune 500 companies. He facilitates workshops for major conference providers throughout the world. His most recent books are *Proving the Value of HR* (SHRM, Winter 2005) and *Investing in Your Company's Human Capital* (AMACOM, Spring 2005). Find out more about Jack's work at <http://www.roiinstitute.net>. He may be reached by email at jack@roiinstitute.net.



BEYOND BUSINESS BASICS

Is your Web Site a Living Brochure or Marketing Workhorse?

By Sylva Leduc

If you've spent any time on the Internet in the past couple of years, you know how many Business Coaches have a Web presence. In preparation for writing this article, I did a Google search for "Business Coach." The result? **17,500,000 references.**

Popular theory (at least among the Search Engine Optimization Companies) is that if you aren't in the first 30 listings then you are doomed to failure. With **17,500,000** Web pages mentioning the term Business Coach, of course that's not true.

Today, the Internet is ubiquitous, as are Web sites and Google. If you don't have a Web site yet, then shame on you! Not only are you missing out on a wonderful marketing medium, you're wasting paper by printing too many paper-based brochures.

I look upon a Web site as either a living brochure or a marketing workhorse. A marketing workhorse is one that generates income directly through your site. That's the case for my software company, Client Compass.

While my Client Compass site is a true marketing workhorse, I consider my coaching Web sites to be more brochure-oriented. They are visually appealing, and provide useful information about the type of coaching I do, the benefits clients achieve, my coaching processes, assessments, testimonials -- the standard fare.

Yet, there is a major distinction between my two coaching sites (www.TurningPointLeaders.com and www.TheLeadershipCenter.com). For the first site, I contracted with a professional web designer, and paid several thousand dollars for its creation. For my newer coaching company, however, I used an online Web site creator company (www.1and1.com) and created the site myself. That cost no more than the price for hosting each month and the time it took to insert my content into the template. Voila! Instant Web site.

Which is better? It's the site I am showing to a prospective client at that moment in time. The point is, having a Web site adds to your professional credibility. You don't need to spend thousands of dollars to "get on the Web." But neither should you shortchange your business by putting up something that's sloppy looking and obviously a "homemade" site.

So, if you are the type of person who likes to tinker with your site, then consider using a Web template design company. If you are less tech-savvy or want to outsource all the design work, find some sites you really like before contracting your project to a Web site designer. The designer will appreciate your prep time, you'll find some great examples, and ultimately reduce the overall costs.

Here's how to find sites to provide a springboard for ideas:

1. Use Google (www.google.com) and use the specific search term that matches, or is close to, how you describe your coaching.
2. Make a list of the top 10-12 sites you like. Record their Internet addresses, or URLs.

Now here's something fun to do (just don't waste too much time):

1. Go to www.waybackmachine.org. Insert the URL of two or three of the sites you really like and have a look at them from their earlier days.
2. Chuckle quietly to yourself when you see how some of the sites looked when they were initially created.
3. Also notice that some of the sites have changed very little over time. Many of the most successful coaches I know settle on a design. While they may make some minor changes, they spend more time coaching current clients and marketing to prospective clients, and less time tweaking.

If you personally know any of the coaches found during your search, ask them if they created their own site, if they do the Web maintenance, or outsource the work. Then consider how much time, effort and energy you'll want to invest in creating, upgrading or maintaining your own site.

Finally, think about how much time you'll spend creating a site that, while good-looking, is essentially only a living brochure. Create your site, but don't obsess over it.

Oh, by the way, regardless of whether you have a workhorse or a living brochure, when you create or update your site, be sure to add a privacy policy somewhere. Visitors to your site are more likely to provide their e-mail address.

Sylva (Syl) Leduc, MEd, is a Leadership Coach who has worked with business owners, executives, and coaches for over 14 years. She is the President of www.TheLeadershipCenter.com and www.ClientCompass.com, a custom software program for coaches. Read more about Sylva in the [WABC Coach Directory](#). She may be reached by email, at: info@TheLeadershipCenter.com.



ASSESSMENT CORNER
Three Myths of Coaching Assessments
By Roberta Hill

Many coaches are being told that they need to use assessments in order to:

- a) differentiate themselves from the competition
- b) be effective as a coach

This is simply not true. There are many ways to be a masterful and successful coach without using assessments. That said, assessments can be a wonderful tool to leverage the impact of the coaching and can also help you delineate your niche in the market place. The key is to ensure that assessments have a proper place in your coaching business and in the coaching partnership.

If you do use or plan to use assessments, here are three false assumptions, or myths, to consider in order to put assessments in their proper place in coaching:

1. Assessments are an excellent way to get to "know" your client
2. Assessments are a good source of secondary income
3. Having an arsenal of assessments is the best strategy

Myth One: Assessments are an excellent way to get to "know" your client.

Assessments can provide some valuable reference points in helping you adjust your own coaching approach, but masterful coaches do this from their own experience and intuition. The ultimate purpose of using an assessment is to provide a framework and some information for your **client** -- not you. Even the most reliable behavioral instruments will have an inaccuracy of 15% or more. This can lead to a coach drawing some erroneous conclusions if he or she is not careful. To avoid this bias, I go against "conventional wisdom" and encourage coaches **not** to use an assessment as part of the welcome package or within the first month of coaching. Ask yourself: "What is the real purpose for using this particular assessment with this client at this time?"

Myth Two: Assessments are a good source of secondary income.

You cannot make significant money by marking up the cost of an assessment and passing it on to your clients. The days of large profit margins are gone -- thanks in part to online access and increased competition. There may be some providers out there who suggest money can be made, but unless you are "selling" a lot of instruments, this is not the case. You will spend some time in administration, so it is fair that there is a differential between your unit costs and retail prices. However, this markup will represent a small amount due to the plummeting retail prices of assessments. Ask yourself: "Are you in the business of providing the best coaching to your clients or are you in the business of selling products?"

Myth Three: Having an arsenal of assessments is the best strategy.

To add value to an instrument beyond what the client gets from the report requires you to have a depth of knowledge and experience with the tool. This only comes from extensive training and regular practice. People often comment on how adept I am at "reading" the results from various MBTI and Social Style assessments. This is because over the past twenty years, I have conducted these instruments and models individually and in groups with literally thousands of individuals. Personally, I feel less of an expert with DISC-related instruments, even though I have used them hundreds of times. If you are using or want to use an assessment, find one that resonates with you and best fits the kind of work you do with clients. In some instances, you may identify two specific tools that are complementary to each other. Then use them in-depth; and this means practice! All psychometrically sound assessment tools are good, if the user is well-trained, has lots of experience with the tool, and uses it properly and appropriately. If you aren't going to use a specific instrument at

least once a month or a dozen times a year, don't bother. You won't be doing yourself or your clients any favors. Ask yourself: "Will I be facilitating a value-added process with the client or making things more complicated?"

Being aware of these myths, and checking your assumptions about them, can help you understand if and how assessments can have a place in your coaching.

Roberta Hill, MBA, is a Professional Certified Coach (PCC), as well as a Professional Mentor Coach (PMC) and Certified Teleclass Leader with Corporate Coach U International. Roberta owns www.AssessmentsNow.com, an online assessment provider with a network of more than 40 qualified coaches worldwide. Read more about Roberta in the [WABC Coach Directory](#). She may be reached by email at roberta@wghill.com.



SUCCESS STORY

Lights, Camera, Action: The Australian Film Institute

By Bronwyn Bowery-Ireland

The Business/The Organization

The Australian Film Institute (AFI) was established in 1958 and has promoted Australian film and television for over 46 years. The organization is responsible for producing Australia's premier film and television awards, the annual AFI Awards. Prior to 2001, about 90% of the AFI's total budget was received through different grants and government funding. In 2001 the funding was gradually diminishing with the likelihood of only 10% funding by 2006. The AFI needed to rapidly assess its financial situation and to move the organization in a new direction, finding new areas for revenue.

The Partnership

Deb Verhoeven had been a senior lecturer and a member of the AFI board before she became the CEO. As she began to realize that the government was reducing funding and that the AFI would need to reinvent itself, Deb brought in a consultant to do some strategic planning with her and the AFI board. The consultant recommended that Deb get a coach to support her throughout the change process. She suggested that Deb contact Bronwyn Bowery-Ireland, executive coach and CEO of International Coach Academy.

As Deb and Bronwyn explored the possibility of coaching together, Deb was clearly concerned about the AFI's current position and the absence of a clear direction. The urgency of getting funding from other sources was growing daily and the AFI awards were even being

potentially jeopardized. Deb's sense of urgency led to a great need for and an openness to the change that could occur through the coaching process.

The Challenge

Deb's reason for getting a coach was to explore other opportunities for revenue. In addition, the staff had become dependent on government funding, resulting in complacency about their positions and the organization. Deb knew that changing the workplace culture was going to be particularly challenging, but she and Bronwyn began to see that this would require:

- Providing a clear vision for all staff;
- Bringing all staff together as a team and getting them to work towards a set of shared values;
- Developing an operational plan with all staff clearly outlining the goals and strategies to go forward;
- Establishing performance agreements with all staff;
- Empowering staff to 'think outside the square' for funding opportunities;
- Requiring departments to implement financial measureables;
- Increasing Deb's confidence and skills in managing change;
- Working with staff, who were fearful of the changes going on, to understand the change process; and
- Training staff to increase their skill level.

The Approach

In order to support Deb, Bronwyn came along to management meetings, performance management sessions, finance meetings and staff workshops. Through the coaching process Deb would reflect on the meetings, identifying areas for improvement and setting goals. Bronwyn also provided Deb with valuable feedback on her performance as a manager. Throughout the coaching Bronwyn asked Deb two key questions -- 'Did she believe in the direction the AFI needed to take?' and 'Did she believe she could take the AFI there?'

With Bronwyn's support, Deb began to implement the following:

- Carried out a skills audit of staff to identify skill gaps;
- Developed a department budget tracking system;
- Created an operational plan with all department leaders;
- Employed a membership and sponsorship manager;
- Identified with the staff the values they needed to achieve their operational plan;
- Set up performance management agreements with all staff;
- Performance managed some staff out of the organization;
- Developed a partnership with an industrial relations consultant;
- Implemented weekly reporting systems to track finances and strategies; and
- Set up an ideas reward system to promote staff bringing forward ideas for growth.

The Value Delivered

Over time the AFI began to experience significant positive changes. The areas that were impacted the most were:

- Membership grew by 23%
- Sponsorship for the AFI awards increased by 34%;
- The AFI award night was the best and most outstanding ever, as reported by the media;
- New sources of revenue increased income by 18%; and
- Staff absenteeism dropped by 28%.

Deb's willingness to embrace change and to seek support throughout this period showed great insight and wisdom. Deb stated, "This was my first experience of formal coaching. The combination of structured sessions together with powerful change strategies enabled me to not only shift my own perspective but to also work more effectively with my colleagues. Now that I have seen first hand the difference it can make to performance, I am exploring the option of introducing coaching to my whole team."

The next goals are being written and coaching for all staff is in the business plan. One year into the process, the AFI is renowned as the industry leader.

Bronwyn Bowery-Ireland, is the CEO of International Coach Academy, an international coach training school. She has been an executive coach for over 10 years. Read more about Bronwyn and the International Coach Academy in the [WABC Directory](#) and at <http://icoachacademy.com/about/who.html#company>. Bronwyn can be reached by email at bron.boweryireland@icoachacademy.com.



GET THE EDGE

How a Coaching Leader Communicates

By Cynthia Roman

As a practicing executive coach and a professor of leadership coaching, I am often asked, "How does one get a traditional manager to rely less on power and control and become more of a coaching leader?" This is a tough question, because it sounds like the coach is being asked to change the heart and soul of another human being. And as we all know, the only heart and soul we can really change is our own! And yet, the most powerful coaching is

when real transformation occurs in our coaching clients -- when they realize they have learned something powerful or new about themselves. With that transformative learning, the coaching client begins to behave and relate to the world around them in an entirely different way.

In our book, *Leading from the Inside Out: a Coaching Model* (Bianco, Nabors, & Roman, 2002), we define coaching leadership as "...a way of being based on the commitment to align beliefs with actions. Coaching leaders communicate powerfully, help others to create desired outcomes, and hold relationships based on honesty, acceptance and accountability."

Is there a shortcut to stimulating this kind of learning in the leader of an organization? Over the last twenty years of working with leaders from all types of organizations, my business partners and I have observed a phenomenon discussed in any basic psychology textbook -- people will repeat a behavior that gets them the outcome they desire. So, there are two relevant questions: 1) what are the outcomes the leader is striving to achieve? and 2) what behaviors are most likely to achieve those outcomes?

The outcomes that most leaders expect from employees today haven't changed much over the last fifty years. They want their employees to be accountable for their performance. What has changed is the realization that the traditional management methods of directing, advising, coercing and controlling only work in the short-term to produce desired performance. Long-term performance accountability requires coaching behaviors: influencing, teaching, questioning and enabling.

Use Inquiry and Advocacy to Communicate Skillfully as a Leader

These coaching behaviors of influencing, teaching, questioning and enabling can be seen in the conversations a coaching leader holds with others. Coaching leaders communicate to understand, not to convince; test their assumptions; ask powerful questions; question organizational and team discrepancies between behavior and outcomes; and reach agreements that lead to higher levels of performance. These leaders communicate quite differently from traditional managers. They share their reasoning, perceptions and beliefs with openness, and change their points of view if presented with new reasoning or data. They ask their employees to back up their points of view with facts and defensible reasoning.

Let's return to the original question. "How does one get a traditional manager to rely less on power and control and become more of a coaching leader?" As a coach, a good place to start is to focus on behaviors. Such "advocacy" and "inquiry" skills can be learned, practiced and reinforced in the coaching relationship. Following is a chart of short "recipes" that coaches can help their clients to start using in staff meetings, performance discussions, planning meetings, and countless other settings.

Advocacy	Inquiry
I came to this conclusion because...	How did you come to that conclusion? Or Why do you say that?
I'm making the following assumptions when I make this statement.	What assumptions are you making when you say that?

The following facts lead me to believe that...	What information did you consider when you came to that conclusion?
I think...because...I assumed...because...	Help me to understand your reasoning/ thinking here.
I see the situation as...	How do you see this situation?
Testing Your Reasoning	
Here's the data I looked at.	What other data would be important to look at?
I infer that you mean...	Am I making an accurate inference?
I assumed that... because...	What other assumptions could I make?
I came to this conclusion because...	What conclusion would you come to? Have I missed anything?

The Results of Skillful Communication

Coaching leaders communicate skillfully by balancing advocacy and inquiry. Results can be astounding. At the individual level, employees feel more valued and they are able to contribute their ideas more fully. At the team level, the promise of synergistic team problem-solving is more fully realized. At the organizational level, higher levels of performance are achieved in the bottom line. At the heart of the skills of advocacy and inquiry is the insistence on learning instead of judging. As leaders begin to focus on the behaviors of coaching leadership, they may begin to change their heart and soul and truly become a coaching leader.

Cynthia Roman, Ed.D, PCC, is an Executive Coach and Partner with Strategic Performance Group and a Professor of Leadership Coaching at The George Washington University. She also teaches Leadership at University of Maryland, University College. She is co-author of *Leading From the Inside Out: A Coaching Model* (2002, Sage Publications). Read more about Cynthia's work at <http://www.strategicperformance.net>. Cynthia can be reached by email at croman@strategicperformance.net.



HOT TOPICS

Pricing Strategies for Business Coaching

By R. Scott Ward

Many of us struggle with how to price our business coaching services. Set the price too high and we might scare off clients. Set the price too low and we lose potential income. Sometimes we also wish that a professional organization like the WABC would give us more guidance. For example, it may be helpful to see regional surveys of what other business coaches charge and set our prices accordingly. But some legal jurisdictions could interpret such a survey by an association that promotes business coaching as price fixing. WABC has wisely selected to avoid this serious legal problem and not gather this information.

So how do we figure out how to price our services? Here's how business coaches struggling to determine an optimum price strategy may adapt a systematic method taught in many Marketing courses:

Determine Your Objectives

Understanding your business objectives will help you set prices. If you want to attract as many clients as possible, pricing yourself on the lower end of the spectrum may help attract clients. If you want to establish yourself as providing high quality to clients, pricing yourself on the higher end of the spectrum can help relay the message that you are a leader in quality. If this is your objective, make certain the value you deliver is commensurate with your prices.

Determine How Prices Impact Demand for Business Coaching

Price your services too high and you may scare off potential clients. What we charge for our services will clearly influence demand. One way to estimate the effect of different prices on demand is to test offering your services at different prices. Called "price experiments," you can test different prices in different areas or types of clients and see what response you get. This should be done systematically and carefully. Look to see if the rate at which new clients sign up changes at the test price.

Determine Your Costs to Provide Business Coaching

Make certain you are aware of all of your variable and fixed costs. Variable costs will include your time spent to deliver services to a client. Fixed costs (also called overhead) includes everything from rent, hardware and software, phones, web services, files, transportation costs, marketing expenses, legal fees, and more.

If you spend 30 billable hours coaching each week you will take the total of all costs (estimated to a weekly average) and divide by 30. This will give you a rough amount you need to charge per hour to break-even. If you want to make a profit, you have to charge more than this amount.

Analyze Competitors' Pricing Strategies

Take a look at what other coaches who are targeting your same market are charging. A review of other business coaches' Web sites may provide some information; however, many business coaches do not make their prices publicly known. Checking the costs of potential

substitutes for business coaching, such as training seminars, might provide good information. For example, how much does it really cost to attend a three-day seminar? It is the cost of the seminar, plus additional expenses such as travel, lodging and meals, and three days of lost earnings (use billing rate to determine this amount). Take that grand total and divide by the number of training hours received (24) and you will see a good estimate of the hourly amount businesses are willing to pay for seminar training.

Cost of Business Coaching Substitute	
3-Day Seminar -----	\$1,500
Travel, Lodging & Meals -	\$1,000
Lost Earnings (24 Hours @ \$100/ hour)	\$2,400
	\$4,900
Seminar Cost/Hour	\$204

Select a Pricing Method

The easiest pricing method is a simple markup over your total costs. If you want to make 20% more than your costs, take the rough hourly break-even amount (determined above) and multiply by 1.2 (120%). Make sure you compare this number to the information gathered while analyzing competitors. It should make sense compared to competitors.

Set a Price (or Prices)

With this information in hand, you should begin to see a window of prices you can charge and expect clients to pay. It will not be exact, but you should now have a better understanding of what the market will bear.

Adjusting Prices

Once you have set your prices you should make careful observations of how clients react. Monitoring the performance of your current pricing strategies will help you set future pricing strategies. As your business objectives change, your pricing strategies should be reviewed to ensure they support your business objectives.

As your reputation expands and the value you deliver to clients grows, you may be able to increase your fees. A good rule of thumb is if you are so busy that you regularly delay beginning work with a new client, it may be time to review your prices and see if an increase is merited.

Determining a pricing strategy for your services is not a simple task, but investing the time to do this should help maximize your earnings and let you focus on delivering results to your clients.

Sources Used:

[*A Framework for Marketing Management*](#), Second Edition by Philip Kotler

[*Essentials of Marketing 3*](#) by Charles W. Lamb, Joseph F. Hair, Carl D. McDaniel

R. Scott Ward, MBA, BIS, RCC, is the Principal Coach of Leading Solutions, Inc., a Business and Executive Coaching firm, and an Adjunct Professor in George Mason University's School of Management. Read more about Scott at <http://www.leadingolutionsonline.com>.

FROM THE EDITOR

Responsibility in a Global Economy

By Sara Hurd

As we see globalization increase across all fronts--economic, business, political, ethnic, informational, religious--each of us must determine our responsibility. Wendy Johnson speaks of some of the impacts of globalization in "From the WABC President/CEO": values and norms, ethical or not, are often adopted by indigenous workers, and lack of regulation has influenced what some call a "race to the bottom" of environmentalism and workers' rights. Philippe Rosinski also addresses an aspect of globalization in our Feature Article, "Leveraging Alternative Cultural Perspectives for More Coaching Impact." Historically, businesses and organizations have been fairly homogenous. A local company attracted local employees with similar values and culture. As organizations become more global through immigration, outsourcing, and worldwide expansion, executives and managers must be aware of and leverage cultural differences within the organization. If cultural differences are valued and respected rather than ignored or even quelled, those differences can help an organization become a contributing citizen of each community and nation of which it is a part.

In addition to the direct mentions of globalization, think about the other content in this issue of Business Coaching Worldwide in the light of these issues. Sylva Leduc addresses Web sites in "Beyond Business Basics," and each Web site on the "World Wide Web" is global by its very nature. What about the Assessments you use in your organization (see "Assessment Corner")? Do they have a built-in cultural bias? When you're looking to hire a business coach ("Hiring a Business Coach?"), do you consider cultural issues? What is entrepreneurship like worldwide ("Did You Know?")?

So what is your role in the new global economy? How are you impacting the world in the way you communicate, the interactions you have with others, your understanding of your own culture and values? If you have a presence on the World Wide Web, what does it say about you, the groups you belong to, and the mix of cultures those groups represent? How can you become a better global citizen?

Sara Hurd, BS, CFCC, is editor of *Business Coaching Worldwide*. She coaches small business owners through her company Keyway Strategies, and since 1998 has been a coach and coach trainer for Franklin Covey Coaching, Legacy Learning and Professional Education Institute. Read more about Sara in the [WABC Coach Directory](#). Sara can be reached by email at [BCW Editor](#).



LETTERS TO THE EDITOR

"Great publication!! I found several things that are useful to me in the pertinent and informative articles. Kudos to everyone that put this together!"

Brenda Bluemke,
Brenda Bluemke & Associates

"I just read your first issue from top to bottom and I absolutely loved it! The articles were really helpful and relevant to my needs in my business coaching practice. The interview with Kaoru Hosokawa was outstanding.

"I do have one request. As you go forward, I would appreciate it if you would maintain a strong commitment to content for business coaches who focus on small to medium enterprises. With as much as ninety percent of job growth in the US coming from SMEs, there is an unfathomable opportunity to work with small business owners in a coaching capacity. I simply feel that letting you know my interests early gives me the opportunity to help shape this valuable resource.

"Keep up the great work. I can't wait for the next issue."

Ellen Dorian,
Dorian Business Coaching

"When you read Roberta's article, you will find out, surprise, surprise, that she hates feedback. So, since I can't give her feedback on the article, I thought I would let the rest of you know that it is a terrific article, pure Roberta and of course, wonderfully written. I thought someone should get the feedback."

Lynn Schaber,
Potential Within

Did You Know...

That informal investors--family members, friends, and even strangers--funded 99.6% of all business start-ups in the 41 countries included in the 5th Annual Global Entrepreneurship Monitor (GEM)? The 2003 study conducted by researchers at Babson College and London Business School showed that three percent of all adults in GEM countries have invested in someone else's business. The majority of these non-institutional investors were close family members (43.7%), followed by friends and neighbors (29.2%), strangers (9.3%), relatives (8.9%), and work colleagues (8.9%). In contrast, fewer than 37 out of 100,000 startups received venture capital money.

Kauffman Foundation FastTrac Press Release, Jan. 8, 2004.

HIRING A BUSINESS COACH?

How Can I Find a "Credible" Business Coach?

The first thing someone should know before searching for a Business Coach is, "What are my expectations?" You'll then want to find several business coaches to interview so that you can match your expectations to a credible coach who can help you.

To find business coaches to interview, talk to friends and acquaintances that have worked with coaches, or check with other business professionals you know and trust. Check the [WABC Coach Directory](#) for coaches in your area or who specialize in your specific needs. Make sure you have a group of six or more to choose from.

As you interview potential coaches, ask about the following:

- What is the process of coaching? How many times will you meet together?
- What kind of training has the coach undergone?
- Does the coach belong to a coaching professional organization?
- What is the history of the company?
- Will the coach provide references?
- What can you expect of the coach? What does the coach expect of you?
- Is the coach versatile in work/life balance?
- What kind of services in between sessions does the coach provide?
- What kind of business contacts does the coach have?
- How can the coach help you and your organization?

Knowing what you want will make the process progress smoothly. Talk openly when expressing your objectives to the potential coaches. Your credible coach will be the one that most closely matches all of your objectives.

Find out more about: [hiring a business coach](#).

Join the Conversation

Are you a WABC Member? Did any of the *Business Coaching Worldwide* articles stimulate thought or a desire to take action? Discuss it with your business coaching colleagues in the Worldwide Association of Business Coaches All Members' eCommunity!

Your eCommunity is the place where you can collaborate with other professionals online, where we encourage open and uncensored discussions and where you can receive immediate notification whenever someone responds to your postings.

Want to ask a business question? A business coaching question? WABC eCommunity offers you one of the fastest and easiest ways to connect with and learn from your colleagues around the world!

WABC Coaches In the News!

1st Quarter 2005

Barry Zweibel, MBA, CEC, had an article published in the April 2005 issue of T+D Magazine, a publication by American Society for Training & Development (ASTD). The article, "A Strategic Coach," described the benefits of coaching, defined how coaching works, and gave some guidelines for choosing a coach. View the article at <http://www.ggci.com/publications/ASTD-April-2005.pdf>. | [WABC Coach Directory Profile](#)

[View all WABC Coaches in the News!](#)

Are you a WABC member who has been recently featured in the media? Submit the information about your media exposure at [WABC Coaches In the News!](#) and let us tell the world!

UPCOMING WABC EVENTS, EDUCATION & TRAINING

FEATURED EVENTS

Round Tables

Our WABC Round Tables provide participants with high-powered, structured meetings led by an experienced and successful business leader, coach and facilitator. Designed to offer business development, networking, and practical and advanced coaching skills practice alongside your peers and colleagues, these highly responsive events will evolve and develop with the benefit of participants' continuous input. [Learn more here](#).

FEATURED EDUCATION & TRAINING

Measuring The ROI In Business Coaching New!

Measure and prove your business coaching success by learning to:

- Identify key drivers for business coaching accountability
- Align the initial engagement with the client/business needs
- Determine when business coaching is a success
- Measure the impact and ROI in business coaching
- Evaluate how your business coaching dollars are being spent
- Show your clients and other stakeholders the value of business coaching
- Improve stakeholder satisfaction

Whether a business coach, a business leader or a decision maker from the public, private

and/or non-profit sector, you will learn the specific skills and knowledge to measure business coaching engagements.

[Full details here.](#)

OTHER EVENTS

PROFESSIONAL ASSOCIATIONS COACHING EVENTS

Association for Coaching (AC)

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

European Coaching and Mentoring Council (EMCC)

<http://www.emccouncil.org/>

International Coach Federation (ICF)

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

Professional Coaches and Mentors Association (PCMA)

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

OTHER BUSINESS COACHING EVENTS

Linkage

<http://www.linkage-inc.com/>

The Conference Board

<http://www.conference-board.org/conferences/>

This is not an exhaustive listing. [Click here for more events.](#)