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Publisher: WABC Coaches Inc.

Editor: Sara Hurd

Researchers: Gaynell Scott, Kim Benz, Les Brown, and R. Scott Ward.

Contact Information:

Email: [BCW Editor](mailto:BCW Editor)

Phone: +1.250.474.0044

Fax: +1.250.391.4600

Address: 8578 Echo Place West,  
Sidney, BC, V8L 5E2 Canada

## FEATURE ARTICLE

### Potential is a Terrible Thing to Waste: How to Get Out of Your Own Way at Work and Help Others Do the Same

By Mark Goulston

Self-defeating behavior is the main reason that people don't succeed. By understanding how you develop it, you will deepen your commitment to overcoming it. Coaching is a chance to get out of your own way and on your way to the effectiveness that has been eluding you.

📄 [Complete Article](#)



## FROM THE WABC PRESIDENT/CEO

### What the World Needs Now... (Part 3 of 4)

By Wendy Johnson

As business becomes more global and globalization increases its impact on society, business coaching will be impacted as well. How will business coaches respond, and what will be their role in the new global society?

📄 [Complete Article](#)



## FROM THE EDITOR

Business owners and leaders are often concerned about growing their businesses in the right way. Luckily, they don't need to go it alone.

📄 [Complete Letter](#)

## COLUMN

### The ROI of Business Coaching

By Jack Phillips

"So..." asks the sponsor of your proposed coaching engagement, "Can you show us the return on our coaching investment?" This question is being asked with increasing frequency. With increasing frequency, too, business coaches are answering, "Yes!"

📄 [Complete Column](#)

## COLUMN

### Beyond Business Basics

By Sylva Leduc

A central key to success for solopreneurs

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## LETTERS TO THE EDITOR

Interested in what our readers have to say about *Business Coaching Worldwide*?

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(including coaches) is having efficient, effective support systems in place. Yet, all too often, coaches waste time taking care of "administrivia" and pushing papers around on their desk. Learn how a Virtual Assistant may help you increase your productivity.

↘ [Complete Column](#)

## COLUMN

### Assessment Corner

By Roberta Hill

Tired of seeing assessments used to label and stereotype people? Roberta's tongue-in-cheek Twelve Step recovery program may help the Assessment Addicts you know.

↘ [Complete Column](#)

## MOVERS AND SHAKERS

### An Interview with Michelle Boyea

By Wendy Johnson

Wendy Johnson, president and CEO of the Worldwide Association of Business Coaches, discusses the future of global business, leadership within a global organization, and the impact of business coaching with The Home Depot's Director of Human Resources for Services, Michelle Boyea.

↘ [Complete Article](#)

## TAKE THE POLL

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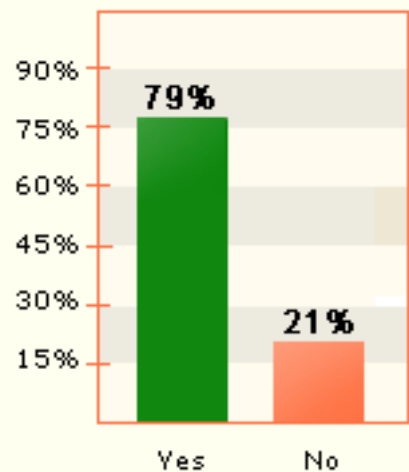
Yes

No

## POLL RESULTS

I see my organization as a global organization.

Results from our Summer Issue



## DID YOU KNOW?

That one not-so-obvious, but very costly effect of business globalization and technological advances is **piracy**?

↘ [Complete Article](#)

## SUCCESS STORY

### From Small to Dazzling: VSM Marketing Support Services

By Jean-Pierre Fortin

Alain Boudreau, president of VSM, a company specializing in supporting information technology companies in their marketing, was confronted with the challenge of growing his company from a small business to a large presence in their field. He hired coach Jean-Pierre Fortin to help him navigate his entrepreneurial shift, resulting in a new freedom for him and his company.

↘ [Complete Article](#)

## GET THE EDGE

### Traditional Sales Calls Don't Work for Coaches, But What Does?

By Kerri Salls

Traditional sales training teaches five simple steps to selling anything. According to experts, if you follow the steps, you get the sale. But if you are selling a coaching program or an assessment system, you need a totally different approach. Here are the strategic selling skills you need for this new sales cycle.

↘ [Complete Article](#)

## HOT TOPICS

### Growing Your Business: Four Strategies to Ease Growing Pains

By Christina Madrid

Are you on the brink of transitioning from "soloist" to "conductor"? If it's time to expand your business by hiring your first employees, you can use the following four strategies to help you minimize your risks and maximize your potential success!

↘ [Complete Article](#)

## 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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## WABC COACHES IN THE NEWS!

Read I. Barry Goldberg's monthly column on leadership at [ArkansasBusiness.com](#). 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!

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## UPCOMING WABC EVENTS, EDUCATION & TRAINING

## Coming In Our Next Issue!

**Feature:** Ellen Samiec and Scott Campbell, authors of *5-D Leadership* (Davies-Black Publishing, Oct. 2005), overview the five key leadership approaches, or five dimensions of leadership. Learn more about Ellen in the [WABC Coach Directory](#).

**Success Story:** Brian Underhill, founding member of the Alliance for Strategic Leadership (A4SL), discusses the design and outcome of an enterprise-wide executive coaching program for Agilent Technologies. Learn more about Brian in the [WABC Coach Directory](#).

**Measuring The ROI In Business Coaching Workshop**  
[Register Today!](#)

**Registered Corporate Coach (RCC) Program**  
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## OTHER EVENTS

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

▾ [Complete Article](#)

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**Business Coaching Worldwide**  
eZine



Fall Issue 2005

Volume 1, Issue 3

**FEATURE ARTICLE**

**Potential is a Terrible Thing to Waste: How to Get Out of Your Own Way at Work and Help Others Do the Same**

By Mark Goulston

Coaching seems simple enough. You help your clients define their most important long-term goals, break their goals down into short term milestones, hold them accountable, keep them focused and voilà... success.

In fact, it seems so simple that if you are a potential client, why would you even need a coach to define what's important to you and then, like a "nagging-but-loving" parent, make sure you do your homework? That's easy. In spite of your best intentions, if you are like most people, you become distracted. A "nagging-but-loving" parent or coach may come in handy--whether it is to make sure that children get their homework done or that you make it to the goals you set for yourself.

How about you if you are a coach? You love coaching, you love helping others and dang it, if only people would hire you, they would love the results you can get for them...But to hire you, they have to find you. Oh, c'mon; that's just wishful thinking. *You* have to find *them* and then convince them that what they *need* (that is, *you*, in order to reach the goals they set for themselves that they can't reach on their own) is what they *want*.

This is called marketing and selling. Marketing is getting yourself in the position to offer your services--getting to the telephone or face-to-face conversation with a potential client. You must then sell your services in such a way that a potential client hires you.

As a potential client, you get this--you expect people to lay out their USP (unique sales proposition). But if you're a coach, although you wholeheartedly agree with how coaching can help people define and reach their goals, you may feel a knot in your stomach about anything related to marketing and selling.

Despite knowing what you each *need* to do in order to become more successful, your self-defeating behavior may often get in your way. If you're a potential client hiring a coach, or if you're a coach committing to marketing and selling your services, *you* may instead either procrastinate, get defensive, make excuses, quit too soon or engage in some other self-defeating behavior. There is almost no limit to the number of ways you can defeat yourself. I've written two books that cover 80 of them.

*Human nature doesn't exist, only animal nature  
and the human potential to not give in to it.  
Unknown*

Whether you're a coach or a client, you both know *that* you get in your own way. What may be less clear is *why* you do it. Understanding how and why people in general, and you in particular, engage in self-defeating behavior will enable you to take that first step toward getting out of your own way.

### **Success: Two Steps Forward, One Step Back (Figure 1)**

From your first breath to your last, you are stepping into the unknown. Your first baby step is daunting, yet exhilarating. The real challenge to your evolving personality occurs when you take that first step and fall down. To be successful throughout your life, you want to make sure you take two steps forward and one step back, instead of no steps forward or one step forward and two steps back.

Think of an infant taking his first step. He crawls, then stands holding onto a chair or his parent's leg, and then ventures out into the world of *homo-erectus*. He steps away from any supports, balances precariously, and looks back at his parent (developmental psychologists refer to this stage with the French word, *rapprochement*, which means "looking back"). He feels reassured and ventures forth.

Sooner or later he falls and cries. One minute he felt like Superbaby; the next he found himself a helpless little creature. He turned out to be as fragile in the next moment as he felt powerful in the first. He looked back at his parent for reassurance (in other words, coaching--see far right column in Figure 2) that what he had experienced was a slip--it doesn't mean he has fallen through the cracks and can't get up and try again. Taking in his parent's reassurance, he *does* get up and try again. This occurs over and over, until one day he is able to walk on his own.

When a child internalizes this new skill, a little piece of self-confidence develops and he integrates it into his evolving personality. As his personality develops into his own distinct identity, he becomes more and more an individual, and a confident one at that.

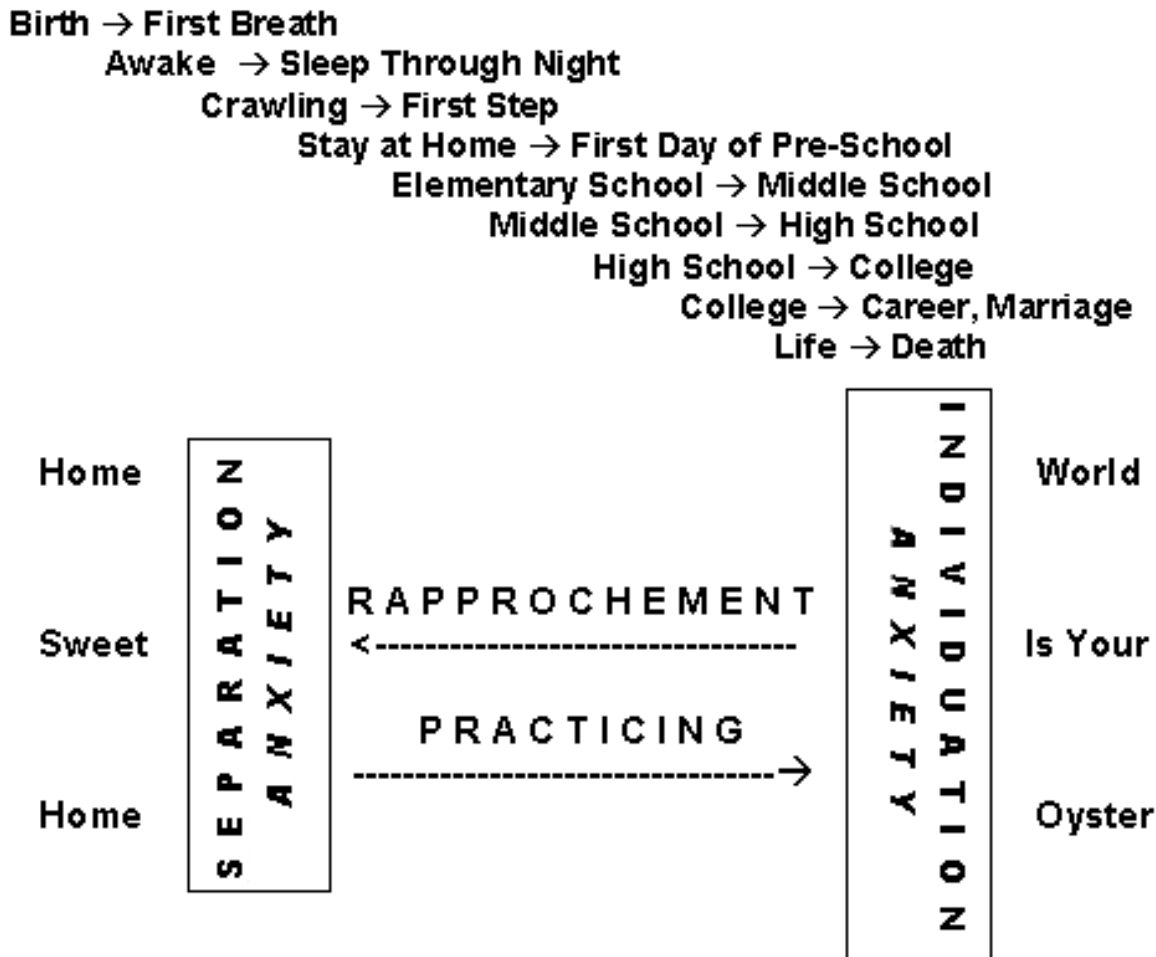
*One doesn't discover new lands without consenting to lose sight of shore for a very long time.*

*Andre Gide*

This process continues all the way through life. Our personalities and identities are constantly evolving in this two-steps-forward, one-step-back dance of learning--falling, pausing, refueling, retooling, and retrying. Along the way, we make mistakes and learn from them; over time, we can develop perseverance, persistence, and effectiveness.

When you make forward progress, you feel vital, effective and empowered. You seek out opportunities to test your mettle in the world. The world is one giant opportunity and your oyster to explore and enjoy.

## **SUCCESS: 2 steps forward, 1 step back** (Figure 1)



## Self-Defeat: What Goes In, Comes Out (Figure 2)

So what happens to you when you defeat yourself? As a baby, if you take that first step into the unknown, go to take a second step, fall, look back, and your parents do not respond to you with encouragement, you become stalled. Worse, you may slide further back and regress. You feel tentative, ineffective, disempowered. You seek out any mitigating behaviors that give you relief from these feelings. You adopt so-called "quick fixes"--ways to cope that give you momentary relief from the trauma of falling from Superbaby to Powerless Baby. The problem is that quick fixes fix nothing, and actually hurt you in the long run.

What happens when Superbaby is criticized (and feels as if he has done something wrong), ignored (and feels alone in his helplessness), or coddled (and then feels confused when not coddled)? Superbaby's reaction is fear, guilt, shame, anger and confusion. Negative messages about the meaning of what he's experiencing begin playing in his head. He is suddenly knocked off the resilience track. He doesn't have the self-confidence he needs to get up and try again on his own.

And instead of becoming effective, he seeks relief. Anything and everything he does in reaction to feeling "upset" triggers a negative coping reaction that works to make him feel better in the short run, but in the long run turns into a self-defeating behavior (SDB).

*What's done to children, they will do to society.  
Karl Menninger*

These behaviors waste time and squander his potential. Instead of seeing the world as a terrific place to explore, he views it as a terrifying place that can trip him up at every step. This causes him to stall in his life and his career. If he repeats these behaviors often enough, they become habits. Eventually they become internalized parts of his personality that are very resistant to change. That is why you must not become discouraged if you are not able to stop and overcome these self-defeating behaviors overnight. Becoming impatient with yourself is in itself self-defeating.

When you run into adversity in your adult life, the trick is to cut the endless playback loop of the old negative messages so that you can develop the inner strength and resolve to become effective in your life and work. This means replacing the abusive, critical, avoidant, neglectful, or overindulgent and authoritarian voice in your head with the voice of the supportive, authoritative role model, mentor or coach.

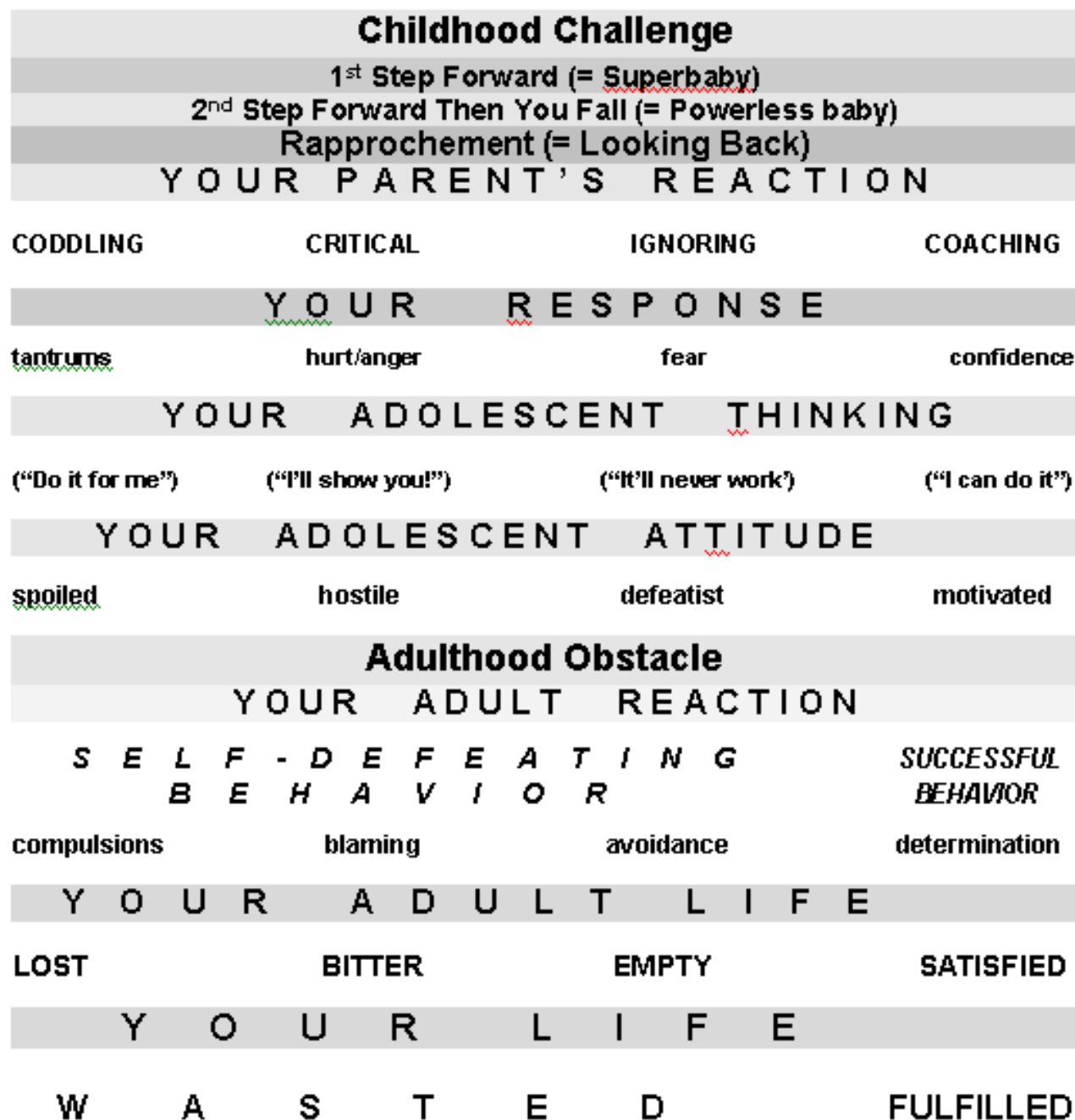
At first, you may want to conjure up the image and voice of that supportive person telling you to pause when you most feel like reacting or doing something impulsive. In my case, I brought to mind the image of Dean William MacNary. Dean MacNary, who passed away fifteen years ago, was an advocate for me during some difficult times I had in medical school. When I would run into stress and was about to do something foolish, I could see him in my mind's eye making a Rabbinical shrug (despite his being an Irish Catholic) and saying to me in his Bostonian accent: "M-a-a-h-k, c'mon; take a deep breath and don't do what you're about to do. Let it go." I would occasionally get into an argument with him in my mind, but "Mac," as I and my fellow medical students called him, would usually win and prevent me from shooting from the hip and then shooting myself in the foot.

Over the years I have internalized his voice as part of my personality, but on those occasions

when I want to dip into the gratitude I feel towards Mac, I'll still imagine his Rabbinical shrug and steadying voice keeping me in line.

You might want to do the same with the people who have helped you along the way. It will help you feel less alone, and fortify you when you're battling those impulses that could derail you from your goals. In addition, you can enlist the help of a coach so that you can begin to internalize that supportive, authoritative voice. And ultimately, you'll replace those self-defeating messages and behaviors with confidence, motivation and determination to succeed.

## ***SELF-DEFEAT: What Goes In, Comes Out*** (Figure 2)



Mark Goulston will be providing a complimentary online seminar about this topic on November 15, 2005 through Microsoft Office Live Meeting's Leadership Forum. For more information, [click here](#).

**Mark Goulston, M.D.**, is Sr. Vice President Executive Coaching and Emotional Intelligence at [Sherwood Partners](#). He writes "The Leading Edge" for *FAST COMPANY*, "Directions" for the National Association of Corporate Directors' *Directors Monthly*, and is the author of *Get Out of Your Own Way at Work... and Help Others Do the Same* (Putnam, available October 6, 2005). Read more about Mark in the [WABC Coach Directory](#). Mark may be reached by email at [mgoulston@markgoulston.com](mailto:mgoulston@markgoulston.com).



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**FROM THE WABC PRESIDENT / CEO**  
**What the World Needs Now... (Part 3 of 4)**

By Wendy Johnson

In the previous two articles of this four-part series, I highlighted the increasing [worldwide influence of business](#) and the [impact of globalization](#) on current and future business practices.

In this issue, I address the role of **Business Coaching** in response to those forces. Although these issues are not entirely new--surely many Westerners were a bit disheveled when trade routes were opened to the East centuries ago--what's important to understand is the *pace* of these advancements and the impact they have on individuals.

**So, how can a business coach make a difference?**

- **Business coaches facilitate strategic thinking.** Business coaching is the strategic arm in a three-pronged business support system, along with outside legal and financial advisors. Businesses and individuals in today's competitive marketplace have little margin for error in decision making. This fast-paced environment increases the necessity for strategic thinking to keep individuals and organizations moving into the future with *focus* and *precision*.
- **Business coaches encourage critical thinking.** Leaders who engage business coaches use them as sounding boards as well as "personal business partners." Business coaches differ from consultants in that their purpose is not to "fix" a particular issue in which they have specific expertise, but rather to engage the individuals within the organization and facilitate sustainable solutions that impact the

whole business.

- **Business coaches listen and ask powerful questions.** Professional protocol often inhibits individuals within an organization from challenging or "bouncing ideas" off one another, especially in a direct reporting structure. CEOs and senior executives expect ideas to be presented when they're "complete," not "in progress." Yet direct reports have few resources to help them develop ideas, particularly in a competitive work environment. Likewise, direct reports expect CEOs and senior executives to provide direction and solutions, rather than to vacillate or "think out loud." Because business coaches have no vested interest other than their clients' success, they provide a safe and professional environment for individuals to develop, plan, and polish their ideas.
- **Business coaches facilitate change.** One generation ago, it was common for an employee to stay with one employer for an entire career. It was also common for businesses to have a steady, loyal customer base, and for businesses in turn to stay loyal and committed to dependable vendors. Today, however, none of those norms are true. Employees change frequently. Customer loyalty is rarely exclusive. Vendors are asked to submit new contracts each year to simply maintain their current client base. Business coaches work with individuals and teams to manage the impact of constant and rapid change.
- **Business coaches help assimilate information.** Progressive theorists suggest that we are moving out of the information age and into the knowledge age, where the emphasis will not simply be on how much information one has, but on how well that information is assimilated. Business coaches help individuals stay focused on their values and goals so that they can rapidly filter information and act on what is in alignment with their overall objectives.
- **Business coaches promote balance.** Businesses cannot be resilient if their people are not resilient. Human resource and organizational development professionals have documented well the impact of personal development on professional productivity. Business coaches work with individuals to identify personal values, purpose, and future goals, and then motivate them to integrate those into their professional lives. In a rapidly changing environment, people often put personal needs on hold "until they get through this bump"; however, rapid change means frequent bumps. Individuals not consciously managing their personal growth become resentful, frustrated, and unproductive.

I remember a commercial a few years ago that so accurately depicts the needs of individuals in our fast-paced era of business globalization. The commercial was one in which a driver pulled up to a service window and ordered "*more time*." In an environment where people are pushed to perform consistently at peak levels, under constant change and intense competition, business coaching in essence gives you "*more time*."

**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>. Wendy may be reached by email at [presceo@wabccoaches.com](mailto:presceo@wabccoaches.com).



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## **THE ROI OF BUSINESS COACHING**

### **Business Coaching ROI: A Real Life Example**

By Jack J. Phillips, Ph.D.

Business coaching is expanding as a means of improving programs, processes, and even people. Sponsors, clients, and corporate executives--those who fund coaching activities--want to hear about successes in terms that they understand, terms related to organizational needs. Everyone might *know* that a coaching program made a positive difference, but someone insists on getting to the bottom-line: what did we spend and what did we get in return? The following is a brief summary of a real-life case study of a coaching intervention demonstrating measurement and evaluation, including the calculation of the return on investment (ROI).

#### **Background**

A USA-based, internationally established, prosperous hotel company, the Nations Hotel Company (NHC), sought to maintain and improve its status in the highly competitive hospitality industry. With hotels in 15 countries, 98% brand awareness worldwide, and 72% customer satisfaction rating, NHC wanted to help executives find ways to improve efficiency, customer satisfaction, revenue growth, and retention of high-performing employees. Challenged to execute this project, the Nations Hotel Learning Organization (NHLO) developed a program, including as a pivotal component a formal, structured coaching program called Coaching for Business Impact (CBI). NHC corporate executives wanted, as part of the process, to see the actual ROI for the coaching project.

#### **Process**

The NHLO first surveyed executives to identify learning needs and to assess their willingness to be involved in coaching. Most of the executives indicated that they would like to work with qualified coaches to assist them through a variety of challenges and issues, and that this would be an efficient way to learn, apply, and achieve results. The measurement

and evaluation goal for the senior executive team was to assess results for 25 executives, randomly selected (if possible) from the participants in CBI. Figure 1 depicts the 14 steps in the new coaching program, from the beginning to the ultimate outcomes. For the planned ROI analysis, step #4 was critical; executives made a commitment to provide data on action plans and questionnaires.

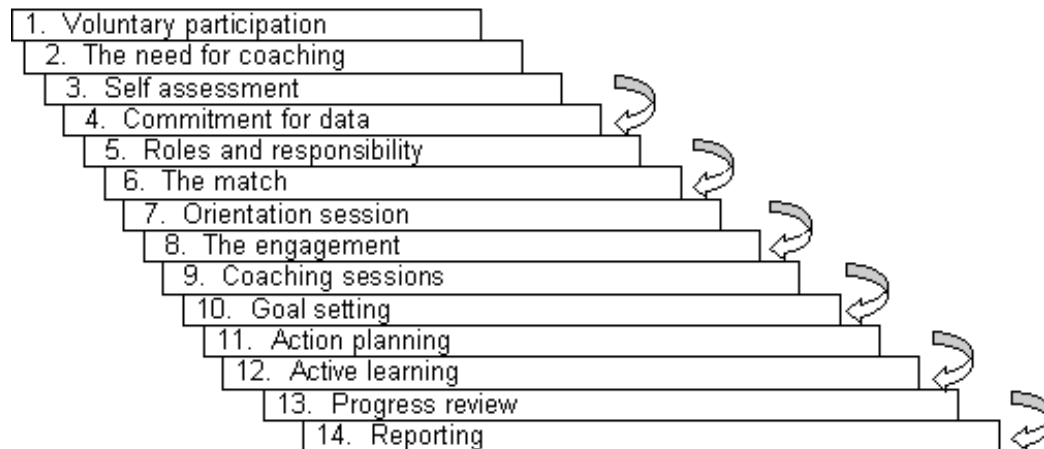


Figure 1. Coaching for Business Impact steps

Although these steps are self-explanatory as to the coaching process, the ROI process involved gathering data throughout the coaching engagement so that evaluation results could be reported for all five levels:

- Level 1: Reaction,
- Level 2: Learning,
- Level 3: Application,
- Level 4: Business Impact, and
- Level 5: ROI.

To collect complete and reliable data for Levels 4 and 5, executive-participants completed action plans that included questions addressing the four business impact measures sought to be improved:

1. What is the unit of measure?
2. What is the value (cost) of one unit in monetary terms?
3. How did you arrive at this value?
4. How much did the measure change during the evaluation period? (Monthly value)
5. What other factors could have contributed to this improvement?
6. What percentage of this change was actually caused by this coaching for business impact program?
7. What level of confidence do you place on your estimate of the change attributable to this program? (100% = Certainty and 0% = No Confidence)

Using the action plan responses and collecting data through executive questionnaires, senior executive questionnaires, and company records, the NHLO obtained information to convert data to monetary values (items 1-4 above), to isolate the effects of the coaching on this business impact data (items 5-6 above), and to adjust for errors in estimation (item 7 above).

## Evaluation Results

Careful data collection planning allowed the NHLO team to measure the results of the coaching program at all levels. Level 1: Reaction, Level 2: Learning, and Level 3: Application all showed positive results and comments.

**Impact:** To assess the business impact, the NHLO team assimilated the information on the action plans for the 22 CBI executive-participants who responded. Using these responses, the NHLO arrived at the total adjusted value of the program's benefits as \$1,861,158.

**ROI:** The fully-loaded costs of the CBI program included both the direct and indirect costs of coaching (needs assessment/development, coaching fees, travel, time, support, overhead, telecommunications, facilities, and evaluation). CBI costs for 25 executives totaled \$579,300. Using the total monetary benefits (\$1,861,158) and total cost of the program (\$579,800), the NHLO developed two ROI calculations. First is the benefit-cost ratio (BCR), which is the ratio of the monetary benefits divided by the costs:

$$\text{BCR} = \frac{\$1,861,158}{\$579,800} = 3.21$$

This value suggests that for every dollar invested \$3.21 was returned. The ROI formula for investments in any human performance intervention is calculated as it is for other types of investments: earnings divided by investment. For this coaching solution, the ROI was calculated thus:\

$$\text{ROI (\%)} = \frac{\$1,861,158 - \$579,800}{\$579,800} \times 100 = 221\%$$

For every dollar invested in the coaching program, the investment dollar was returned and another \$1.21 was generated. In this case, the ROI exceeded the 25% target.

**Intangibles:** The NHLO chose not to convert all measures to monetary values, creating a list of intangible benefits -- improved commitment, teamwork, job satisfaction, customer service, and communication.

## Credibility

Credibility of data and of the ROI process itself is always critical. The NHLO's sources of data (executives and company records), conservative data collection process, isolation of program impact, adjustment for errors in estimates, use of only first-year benefits in the analysis, fully loading program costs, and reporting results at all levels made a convincing case for the CBI program.

## Communication

To communicate results to target audiences, the NHLO produced three documents:

- a detailed impact study,
- an eight-page executive summary, and
- a brief, five-page summary of the process and results.

To convey a clear understanding of the methodology, the conservative process, and information generated at each level, the NHLO team held meetings with the sponsor and other interested senior executives. Conservative and credible processes and competent communication led senior executives to decide that, with a few minor adjustments in the program, they would continue to offer the coaching for business impact program on a volunteer basis. Pleased with the process and progress, they were delighted to have data connecting coaching to the business impact.

*WABC Members can access this full case study in the Members' only [Knowledge Center](#).*

**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>. Jack may be reached by email at [jack@roiinstitute.net](mailto:jack@roiinstitute.net).



*Jack Phillips will be hosting a free one-hour webcast on his new *Measuring The ROI on Business Coaching* workshop on October 1, 2005. For more information, [click here](#).*

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### BEYOND BUSINESS BASICS

## Are You a Business Coach or a Paper Pusher?

By Sylva Leduc

A common lament I hear from coaches struggling to be effective in managing their time is, "I hate paperwork!"

Guess what? Me, too!

Several years ago, as an Internal Coach/Consultant in large companies, I was spoiled. I always had at least one assistant. As an executive in an international consulting firm, I had a network of people to format articles, proof proposals, do the design work, send invoices, and generally take care of all the administrative stuff.

For solopreneurs and the owners of our own businesses, all those "delightful" tasks become ours. So what are we to do?

*Get thee to a VA!*

Sorry, I've gotten ahead of myself. I've worked with VAs for such a long time that I forget--not everyone knows what that is. A VA is a Virtual Assistant.

### **What is a Virtual Assistant?**

A Virtual Assistant is a person who specializes in taking care of the administrative or office management tasks of running a business. Virtual Assistance is a relatively new profession. What's interesting is that it's a service which grew out of the coaching industry. Most often, a VA doesn't physically visit your office to take care of your paperwork. He or she works remotely, just as many coaches work remotely and do not travel to their clients' offices.

### **What tasks do VAs look after for their clients?**

A VA can assist a coach in an endless number of ways. What a VA does for each coach is dependent upon the expertise of the VA, as well as the needs of each business.

Some basic tasks where a VA can help include:

- screening and handling email
- receiving and placing phone calls
- formatting documents so they look professional
- distributing a newsletter
- conducting research
- managing projects, important deadlines and dates
- scheduling coaching sessions

As your VA becomes more knowledgeable about your business, he can assist with additional tasks, such as:

- creating marketing strategies and putting them into action
- setting up and maintaining a shopping cart or billing system
- building automated forms
- drafting correspondence and articles
- writing your newsletter and getting it ready for publication

### **Where can a coach find a Virtual Assistant?**

Various associations of Virtual Assistants can be found on the internet. For example, the International Virtual Assistants Organization, International Association of Virtual Assistants and the Canadian Virtual Assistant Connection offer directories on their Web sites. Also, ask colleagues who they recommend.

When searching for a VA, I strongly suggest you find someone who will suit your future needs as well as your current needs. Look for someone who is very detail-oriented and has great follow-through.

### **What are the standard rates to hire the services of a VA?**

Rates are dependent on the particular tasks a VA is looking after and whether the person is acting as an assistant or managing your business. For administrative tasks, rates are generally \$25-\$50 an hour. For more technical tasks, such as web design, rates will be higher.

Many VAs offer their clients retainers at a reduced rate. This means the client pays them by the first of the month for a standard number of hours. This arrangement is beneficial to both parties. The VA knows the committed hours for the month for that particular client and the retainer client is now a "preferred" or "priority" client.

### **How do I get started?**

These are the steps I've found most helpful in building a productive relationship with a VA:

1. Arrange a time to speak with the VA about your business and your needs. Tell the VA about your products and services, and also about your target market.
2. Ask about their background and how the VA thinks he can help you in managing and building your business.
3. Ask to review their client agreement. Professional VAs will have a formalized agreement outlining their rates, hours of operation, confidentiality policy, etc.
4. Assign a short-term project you want completed. This allows the VA to manage the project and learn more about your business. It also allows you to evaluate their work style.
5. Decide if this is the person you want to represent you and your business. If it is a good match, then contract for the number of hours you need for the month or on a project basis.

I've worked with different VAs over the years. I now go through this process with each and every person. It works very well. My current VA (actually Virtual Manager -- a VM) has been working with me for more than two years. If you begin the relationship by setting this strong foundation, your VA can become a critical member of your support team. Working with a VA can free you up to focus on growing your business instead of shuffling papers.

**Sylva (Syl) Leduc, MEd, MPEC**, is a Certified Executive Coach who has worked with business owners, leaders, executives, and coaches for the past 14 years. She is the President of [www.TheLeadershipCenter.com](http://www.TheLeadershipCenter.com) and [www.ProductivityPlace.com](http://www.ProductivityPlace.com). She was also the creative drive behind [ClientCompass](#), a custom software program for coaches that was recently acquired by John Wiley & Sons. Read more about Sylva in the [WABC Coach Directory](#). Sylva may be reached by email at [info@TheLeadershipCenter.com](mailto:info@TheLeadershipCenter.com).



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### ASSESSMENT CORNER

## Hi, My Name is Roberta and I am an Assessment Addict

By Roberta Hill

Just label me an INTP, Di, 5, Green with Orange (but red in another model), Driver, Theoretical, Synthesist with high expressed control needs and a fact finder / quick start action mode. Yes, it is true; ***I am an assessment junkie***. And if you know what most of this means, then you too need AA--Assessments Anonymous!

Not only do I take every quasi assessment that I can get my hands on, I keep a record of them all. Recently, while I was clearing out my papers for my move to Geneva, I stumbled across an old file that had some of my earlier results from before 1980. Scary, isn't it? What is more disturbing is that over the years, I have retaken many of the same instruments or variations therein and my results really haven't changed. There is definitely a pattern and a consistency... as there should be. That's the good news.

Some people tell me that they don't like assessments because "They all say the same thing." In some instances, particularly with behaviorally-based instruments there is some validity to this observation. This is a good thing. How many times do we have to hear the same message before we choose to do something about it? There should be continuity and relationships between the various instruments, even if the models and theories are different. In my view, assessments give insights into who we are and how we may show up in the world. They aren't about trying to reinvent ourselves. Different assessments do this from various starting points and use languages or concepts that each of us relate to in different ways. So one instrument may build on another, and coaches can use this information to assist clients to make better choices and decisions.

The bad news is that we tend to easily label people, box them in and stereotype them, based on our biased understanding and interpretation. We either make excuses for behavior or we limit our beliefs about others. In other words, we're bigots. I confess to you that I do it more than I care to admit. I tend to justify it by explaining that I am just using it as quick language to help the person I am talking to "get on the same page." It is still dangerous unless used in generalities and NEVER to explain some action by a specific individual. We have all seen it done. "Oh, well you know, he did that because he is a... (you fill in the blank)." It is

unacceptable in gender, cultural and religious discussions, so why should we tolerate it around assessments?

To counteract these tendencies, I have started a new AA group with my very own Twelve Step program. Here are the principles for the Assessments Anonymous Recovery Group:

1. We admitted we were powerless over assessments--our analysis had become BORING to others.
2. We believed that a Power greater than WABC, ICF or IAC could restore us to be the coaches we were meant to be.
3. We made a decision to give up our will and our "expert advice" by relying on active listening and good questions instead of the "answers" in some assessment report.
4. We made a searching and fearless inventory of ourselves without reference to ANY assessment or instrument.
5. We admitted to our mentor coach, to ourselves, and to all those we have labeled that most of the time we really don't know what we are talking about.
6. We became entirely ready to continue to develop as coaches and limit ourselves to no more than two assessments per client--EVER.
7. We humbly asked clients to forgive our shortcomings and promised to stop debating whether MBTI is better or worse than DISC.
8. We made a list of all clients where we let the assessment become the agenda, and became willing to make amends to all those clients.
9. We made direct amends to such people wherever possible, except when to do so would only validate that we **are** indeed boring.
10. We continued to be ever present, and when we slipped into using assessment acronyms and jargon we promptly admitted it and stopped it.
11. Through our own self-work and continuous learning, we listened to our inner selves, took ourselves a little less seriously and followed our own spiritual path without labeling others or ourselves.
12. Having had a reality check as the result of these steps, we carried this message to assessment junkies, and practiced these principles in all our affairs.

If you have recognized that this program may be for you, contact Coach Roberta to find out about our next meeting. By the way, first names only!

*Author's note: I strongly believe in the power and work of those involved in Twelve Step recovery programs and this tongue-in-cheek article is in no way meant to offend.*

**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](http://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](#). Roberta may be reached by email at [roberta@wghill.com](mailto:roberta@wghill.com).



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**MOVERS AND SHAKERS**  
**An Interview with Michelle Boyea**  
By Wendy Johnson

*Michelle Boyea is the Director of Human Resources for Services for The Home Depot, the world's largest home improvement retailer. The Home Depot was founded in 1978 in Atlanta, Georgia, and currently The Home Depot and its subsidiaries operate more than 1,900 stores in the United States, Canada and Mexico. The company is credited with having revolutionized the home improvement industry by offering an unparalleled selection of products and services for both do-it-yourselfers and do-it-for-me customers under one roof.*

*The Home Depot and its subsidiaries not only offer building materials, lawn and garden products and interior decorating items, but also a wide range of services like free in-store clinics, design and decorating consultation, truck and tool rental, home delivery, and professional carpet, cabinet and roof installation. Michelle Boyea provides HR management for the Installation Services business as well as six Customer Contact Centers.*



**How did you find yourself in your current role?**

In 2003, I was the Vice President of Human Resources for a company that was acquired by The Home Depot. I continued as the leader of Human Resources for the new subsidiary until being promoted to the Director of HR for Services in September of 2004.

**In preparation for the company's growth and acquisition, you chose to work with a business coach. What issues were you facing at the time?**

I was struggling with whether or not we should hyper-grow the business or stay with a more moderate growth plan in order to gain confidence that our business infrastructure could support accelerated growth later on. The conditions seemed right for fast growth and we were under significant pressure. We took the more conservative approach and the company

was later purchased, predominantly for its sound technical and business infrastructure with the ability to scale.

In addition, because the organization had struggled in the past retaining Human Resources leadership, I had a desire to define success in my role as Vice President of Human Resources. I saw business coaching as a way to work through these issues and come to clarity about how to best guide the organization.

### **What did you look for as you selected a business coach?**

I looked for a coach with whom I could easily build a relationship, a coach I could respect who would not be afraid to challenge my observations and help me reach out to other people for opinions and knowledge. The coaches I worked with had assisted my previous company during a significant downsizing, and I appreciated that we already had established trust and respect through our existing relationship.

### **What business and organizational development issues did your coaching focus on?**

We were facing significant challenges as a company prior to our acquisition by The Home Depot:

- 200% turnover in sales positions
- Core values but little to no practical leadership guidelines
- Difficulty in recognizing and rewarding "top performance"

Through the coaching partnership, I began to look at each issue and dissect it, looking at options and best and worse case scenarios. I began to connect with others and ask their opinion rather than keeping the burden of having all the answers on myself.

My biggest goal was to identify metrics for success in hiring, retention, and employee performance. I knew that if I started preaching traditional Human Resources metrics (cost per hire, sources, time to fill, attrition, etc.), I wouldn't capture the President and CFO's attention. Instead of focusing completely on revenue initially, we shifted the focus and measurement to the quality of people we were bringing into the organization. We focused on giving our sales managers the skills and confidence to find the right people. With the support of three centralized recruiters and the well-trained managers, it meant that over 200 hundred people were now making well-informed decisions and hiring nearly 1,000 people annually. We narrowed the scope of the leadership training we provided the sales managers so that the training they received would be completely relevant to them. We then measured our hiring success, the success of our new salespeople and the managers who hired them on appropriate revenue targets at 30, 60 and 90 days.

### **What was the return on investment (ROI) of the business coaching?**

We were able to reduce turnover by 50% in one year and obtain over 20% growth.

### **What are the major challenges that have faced you as you have stepped into your current role as The Home Depot's Director of HR for Services? How are you overcoming these challenges?**

One of the most significant challenges is helping the business understand that a true Services business model is different from a retail-centric one. As Services, we also carry a significant responsibility to keep the quality of our work in the forefront and maintain the quality of our brand.

As a company, we have needed to recalibrate our organizational structure. It was historically lean and senior leaders were spread too thin to be effective. While proper span of control still remains a priority, we have built our business around product categories that are recognizable within the industry. Accordingly, acquisition transitions can more seamlessly integrate into our everyday operations. We also have General Managers who oversee these categories and need to drive them as independent businesses that support our overall growth strategy. As a result, our Services arm can grow to operate independently and distinguish itself from the retail side of the business.

**What philosophy guides you as you navigate your role?**

"Don't let perfection be the enemy of better." In other words, if you wait to have everything perfect, you'll never take any action.

**What approaches have been most helpful to you?**

I have always considered it my role as a Human Resources professional to support, engage and enable the business. Through the relationships I am able to build in the business and within Human Resources, I assist in driving business change while reminding key decision-makers of the basics and practical common sense. I like to think I am the business' conscience.

In addition, it's important to me to explore non-traditional solutions to the issues we face. When I was part of the organization that was acquired by The Home Depot, I was the fifth Human Resources leader hired in about two years. Within two months, I developed a strategic plan to create a Human Resources business function that would deliver on several key initiatives. One of those initiatives paid for my team's salary that first year. In actuality, we became a profit center generating more savings to the company than HR expenditures.

**What person or event has most influenced and inspired you?**

In the 1960s, my mother lost both my older brother (who died of leukemia at age six) and my father (who at age 31 was killed in a car accident) within 10 months of each other. She was left with two daughters, ages two and four, one of whom was disabled and needed several reconstructive surgeries over a period of six months (that was me). She made it through and still has as much energy today. That strength and sheer determination continues to inspire me both professionally and personally.

**What are some of your personal and professional goals?**

I want to see more of the world and eventually work internationally, a goal that was fueled further by our recent family vacation to Ireland. I want to be "Superwoman"--a contributing Mom, supportive wife and involved business partner. However, I'm not shooting for perfection, just getting better every day. Recent feedback from my eight-year-old son told me I'm on the right track: when I asked him what he loved most about his mommy, he said, "that you're trying harder and harder to come home from work to be with us."

I also feel that the greatest gift I can offer my children is to help them find a profession that is a natural extension of who they are, leading to real passion about what they do. That's what I did, and it gets better every day! My husband and I would like to write a book about how parents can identify what skills their children have as a "natural talent," and we have the outline for the book!

**What advice do you have for men and women seeking leadership positions?**

Be humble. There are so many people who are confident they can do more than they

actually can. Confidence is necessary, but being overly-so can cause you to contribute in a very superficial way. It's okay not to be able to do everything.

Also, be true to yourself and who you are. Your character and reputation are completely within your control.

### **What makes The Home Depot so successful?**

A large number of locations make The Home Depot, and the products that our customers need, easily accessible. The Home Depot has been, and continues to be, the innovator in home improvement. Its reputation has been built on taking care of the customer with exceptional service, value and associate know-how.

As a consumer, when I need to get something for my home, I go to The Home Depot because I believe they will have it and I believe it will be fairly priced. That reputation has helped to build a loyal customer base.

### **How will you maintain your competitive advantage as you expand globally?**

I believe the keys to The Home Depot's global success will be:

- Knowing our customers' wants and needs before the competition and maintaining that keen awareness
- Understanding and respecting cultures
- Getting the best locations for our retail stores (a critical component)
- Sourcing the right products and services for the market
- Making the right call on local leadership

### **How is The Home Depot creating value at a time when "price" seems to be ruling the marketplace?**

Our value lies in ease of access and in offering additional services that are valued by our customers. We also offer high-quality products at a reasonable price, because price seems to be the dominant factor in "do-it-yourself" decisions and selection the second.

### **What are the most pressing issues facing your company today?**

One of our biggest challenges is to capture the attention of the associates in a "do-it-myself" retail model and help them understand Services can also "do-it-for" our customers. We also need to hire and keep the best people.

### **How will your company grow to the next level?**

Our growth strategy includes:

- Adding acquisitions that fit into the philosophy and vision of our company
- Continuing to differentiate The Home Depot as the destination store by adding more services that are valued by our customers
- Hiring bright, energetic associates and giving them the direction and tools to achieve the company's goals

My role in this vision is to continue to ask how I and my team can contribute to these strategic business initiatives. I'll continue to support growth while helping the organization grow in the right way.

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## SUCCESS STORY

### From Small to Dazzling: VSM Marketing Support Services

By Jean-Pierre Fortin

#### The Business/The Organization

VSM is a corporation offering telemarketing services in the information technology domain across North America. Founded in 1993, VSM is one of the leaders in the province of Quebec in this business area, and is positioning itself in the North American market by offering a wide array of marketing services to its information technology clients, including client prospecting and qualification, targeted client databases, business intelligence and profiling, turnkey marketing seminars, and more.

VSM and its leaders have worked to leverage their clients' strengths as they work with customers. They have reached an exceptional level of client satisfaction, and VSM is recognized as an expert in the marketing of information technology.

#### The Partnership

The president of VSM, Alain Boudreau, had led the company through its initial small business stage and growth. Over time, because of their specialization, VSM created a large demand for their services and high performance. In 2001, Alain hired a new partner who would take over the day-to-day operations of the company.

In November 2001, Alain contacted Jean-Pierre Fortin, executive coach and the founder of Coaching de gestion inc. Alain saw Jean-Pierre, an experienced coach and previous executive, as the right person to coach him and his partner as they worked to take the company to the next stage in their growth. Jean-Pierre, a coach since 1998, had been an executive for over 25 years, and also knew well what it meant to be an entrepreneur facing growth.

#### The Challenge

Alain's main desired result from the coaching partnership was to effectively navigate the dazzling growth his company was facing. With the assistance of a coach, he needed to:

- Help his partner quickly engage himself in the right direction
- Overcome the loneliness that results from being the top link in the decision-making process
- Shift from a day-to-day operations focus to a more strategic approach in leading the company
- Modify the company's business model in order to develop a profitable client base
- Restructure the accounting system to better understand the costs associated with each contract
- Identify and eliminate non-profitable clients

## The Approach

Jean-Pierre related easily to the challenges his client faced, because he felt that he was facing similar challenges in his coaching business. He saw the opportunity to not only support Alain but to also apply the result of the coaching. Jean-Pierre and Alain easily understood each other and established good communication. Concurrently, Jean-Pierre hired a coach located in California to enable him to step back and ensure the success of his own business so that he could more effectively coach Alain through this period of growth.

Jean-Pierre used a coaching strategy that focused on what was most important for Alain: sustained sales growth, higher operations efficiency, and improved profitability. The strategy for the business included:

- Making a clear distinction between revenue and benefits to eliminate non-profitable sales;
- Delegating more while emphasizing responsibilities and competencies rather than tasks;
- Developing a client base with repeat business rather than "one-shot deals";
- Raising the awareness and diligence of project managers to control the evolution of contract costs.

Rather than pointing to solutions to the complex situations that Alain faced, Jean-Pierre helped him work intensely to discover his own solutions. Over the period of a year, the sessions moved from weekly to as needed and upon client request. The relationship has continued, and Alain continues to turn to his coach to get clarity when facing a complex decision.

## The Value Delivered

Over time, the strategies that VSM executive Alain Boudreau and coach Jean-Pierre Fortin implemented have increased the sales growth of the business and led to increased profitability and a higher efficiency in operations.

Through coaching, Alain became aware of the distinction between the different types of costs (direct, general, marketing, etc.) and their implication in profitability. He began to realize that these costs were too high with respect to the estimates they were providing to clients. The coaching led to some interesting results: while sales growth was not significant due to the elimination of non-profitable clients, the profits from the consolidated client base grew by approximately 9.7%.

The intangible results of the coaching partnership were just as powerful. Jean-Pierre felt as a coach that he better understood the rite of passage of a small business to a medium-sized business. The trust built between coach and client and the empowerment and awareness the client experienced will allow Alain Boudreau to continue to lead VSM to even greater growth.

**Jean-Pierre Fortin, MCC, CEC, CRHA, CA**, works with company directors, executives, managers and entrepreneurs primarily in French-speaking Canada and Europe. In 1997, he founded Coaching de gestion inc., a coaching school for leaders within organizations as well as for professional coaches. Read more about Jean-Pierre in the [WABC Coach Directory](#). Jean-Pierre may be reached by email at [fortinjp2@coaching.qc.ca](mailto:fortinjp2@coaching.qc.ca).



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## GET THE EDGE

### Traditional Sales Calls Don't Work for Coaches, But What Does?

By Kerri Salls

In classic sales training, we learn that there are five simple steps to selling. If you follow the steps, you get the sale. They are:

- Opening the call
- Investigating needs
- Giving benefits
- Handling objections
- Closing the sale

But as some coaches have been so vocal to bemoan, they aren't getting sales using this approach. So what's happening? If coaches are selling a big ticket item, like an executive coaching program or an assessment program for a corporate management team, the selling cycle no longer fits the traditional model.

The selling cycle for business coaching has four characteristics that make traditional selling techniques ineffective:

- 1. Length of Selling Cycle**

The selling cycle may require many calls or connections. Multiple sales calls have a completely different psychology from a simple single-call product sale.

- 2. Size of Customer Commitment**

Large purchases involve bigger decisions. This alters the psychology of the sale. As the size of the sale increases, successful salespeople must build the perceived value of the service.

- 3. Relationships**

Most large sales involve an ongoing relationship with the customer. This is where multiple offerings that represent different pricing levels, what some call your

"marketing funnel," come in handy. Why? They must get to know, like and trust you before they will invest greater time and money in your offer.

#### 4. **Risk/Return/Resistance**

In small sales, customers can afford to take more risks and try something new on the spot. Consider offering something of value, like an e-book or teleclass, for less than \$50 on your Web site. The consequence of that risk is relatively low.

Each larger purchase represents a bigger decision and a more significant risk. The perceived value of a \$250 program package and the pain it will solve must be more explicit, it must be targeted and it must promise greater results. When you expand that to a \$999 package or a contracted fee for \$5,000 to \$10,000, the customer becomes more cautious with each increase in the size of the decision you are asking them to make.

### **You Need Different Selling Skills For Major Coaching Sales**

There are four distinct stages of a sales call when dealing with the large sale. This simple model was developed by Neil Rackham in the book *SPIN Selling* and became the foundation for the Huthwaite Corporation's research and training services.

Preliminaries → Investigating → Demonstrating Capability → Obtaining Commitment

#### **Preliminaries**

In large sales, preliminaries do NOT have the influence on success that they do in small sales. The more senior the people you are selling your coaching to, the more they feel their time is at a premium. So your objective in the preliminaries is simply to get the customer's permission to move to the next stage.

#### **Investigating**

This involves asking lots of questions, collecting data, uncovering needs, and understanding the customer and their organization. In fact, for higher value selling, investigating is the most important of all selling skills and can increase the overall sales volume by more than 20%.

Success in larger sales like coaching depends on how you handle this stage. Successful calls entail asking a lot more questions than we were trained to ask in traditional selling. Uncovering implicit and explicit needs is the sole objective of the Investigating stage of the call. This is where you build the relationship before the sale is made.

#### **Demonstrating Capability**

There is no surprise here--you must demonstrate to each prospect that you have something worthwhile to offer. You must prove that your solution will address each customer's unique problems. Selling a solution is not the same as rattling off a list of features and benefits. Connect with their pain and offer a solution that makes you exceptionally qualified to meet their need.

#### **Obtaining Commitment**

Obtaining commitment is not the same as your classic closing script. Remember, the bigger the decision and the more sophisticated the buyer, the more negatively they generally react

to pressure and closing techniques.

In larger sales, there may be a whole range of other commitments you must obtain before you reach the order stage for your coaching program. Your call objective may be to get the customer's agreement to attend a teleclass or workshop. Larger sales contain a number of intermediate steps. Rackham calls these steps "Advances": they advance the customer's commitment toward the final decision.

### **Next Steps to Get it Right**

What I've described is only theory until you put it into practice. Here are four rules for learning any new sales skills:

- 1. Practice Only One Behavior at a Time**

Focus on one new thing at a time.

*For example*, work on asking more and better questions of prospects.

- 2. Try the New Behavior at Least Three Times**

Never judge whether a new behavior is effective until you've tried it at least three times.

*For example*, focus on a specific Advance (e.g., subscribing to your newsletter, attending a teleclass, working with a specific assessment tool) you want as an outcome from your calls.

- 3. Quantity before Quality**

When you are practicing, concentrate on quantity and you'll get the results you're looking for. Use a lot of the new behavior. Don't worry about how smooth it is; use it often enough and the quality will look after itself.

*For example*, if you are learning to connect with the client's pain to offer a solution you may get tongue-tied as you develop the conversation down new unscripted paths. Do it anyway.

- 4. Practice in Safe Situations**

Always try out new behaviors in safe situations until they feel comfortable. Don't use important prospects to practice new skills.

Try just one of these ideas and see if it improves your prospecting results and lead conversion for your high end offerings. My experience has been that if you apply this unique selling cycle strategy in your coaching practice, you will see more doors open and more clients moving deeper into your marketing funnel.

#### *Resources:*

Lee, Andrea. *Multiple Streams of Coaching Income*. (2005).

Rackham, Neil. *SPIN Selling*. (1988). McGraw-Hill.

**Kerri Salls, MBA**, founded [Breakthrough Business Enterprise](#) to train, consult, and coach business owners, CEOs and sole proprietors on how to create more profit in less time. She publishes Breakthrough Success, a weekly e-zine that provides tips, tools and ideas for leadership. Kerri may be reached by email at [kerri@breakthrough-business-school.com](mailto:kerri@breakthrough-business-school.com).



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## HOT TOPICS

### **Growing Your Business: Four Strategies to Ease Growing Pains**

By Christina Madrid

You have fulfilled your dream of starting your own business. You have transitioned from employee to entrepreneur, from a business concept to an actual product or service, and from a vision to an expanding customer base. Now you are faced with a challenging question--can you survive the transition from solo entrepreneur to successful manager?

The answer? Absolutely! This transition is vital for your continued growth and prosperity. And you are not alone; consider Starbucks or Mrs. Fields, among many others. But preparation for your expansion is vital. Here are four strategies that will minimize your risks and ease your "growing pains."

#### **Strategy One: Define Your Company's Vision and Core Values**

What does your company stand for? Is your vision clear to you? Do you know and practice the core values your company represents? When your vision statement is defined and your core values are identified, you can translate them into specific goals and objectives for your future employees.

#### **Strategy Two: Hire Talent**

With your goals and objectives in mind, design your hiring processes to support your efforts to hire the right person for the right job. The individuals you hire will play a major role in determining your company's success. Hire only the best, even if you have to wait to find the right individual. Resist any temptation to "settle." Once you have hired the talent you need to execute your vision, take whatever steps are necessary to develop and retain those individuals. They are your future!

#### **Strategy Three: Promote From Within**

To ensure the continuing execution of your company's vision, engage in succession planning. Yes, succession planning--identifying your in-house talent and grooming them for management and leadership positions. In *Built to Last*, Collins and Porras point to Jack Welch to illustrate this strategy. General Electric hired Welch fresh out of graduate school. After 20 years with the company, he was selected from a pool of in-house candidates for the

CEO position. The future of your company is no different--it is also in the hands of your current talent. Begin to expose your high potential employees to strategic activities, such as long-term planning and project management. Provide them with opportunities to develop management and leadership skills.

#### **Strategy Four: Build a World-Class Culture**

These first three strategies naturally segue into the fourth. To build a world-class culture, it is vital to build good managers. When the Gallup Organization interviewed more than 80,000 managers in 400 companies, perhaps the most compelling finding was this: "Talented employees need great managers." (*First Break all the Rules*, 1999). You will only retain your talented employees if your managers have the ability to recognize and tap into those employees' strengths. Simply put, employees do not quit companies; they leave their managers.

What does this have to do with building a world-class culture? When the first three strategies are executed, and your managers are home grown, they are as deeply dedicated to your company's values and vision as you are. As a result, they are committed to cultivating superior performance and producing quality results on a consistent basis.

#### *Resources:*

Collins, James C. and Porras, Jerry I. *Built to Last: Successful Habits of Visionary Companies*. (2002). HarperCollins Publishers.

Buckingham, Marcus and Coffman, Curt. *First Break all the Rules: What the World's Greatest Managers do Differently*. (1999). Simon & Schuster

**Christina Madrid, RCC, SPHR**, a business coach and human resources consultant, is the owner of [Breakthrough HR](#). Her company provides coaching, consulting and training to small and mid-sized businesses. Read more about Christina in the [WABC Coach Directory](#). Christina may be reached by email at [Christina@BreakthroughHR.com](mailto:Christina@BreakthroughHR.com).



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## FROM THE EDITOR

### Growing in the Right Way

By Sara Hurd

After our first issue of *Business Coaching Worldwide*, we received some helpful feedback from one of our readers, Ellen Dorian. She asked us to continue to offer relevant content to business coaches who work with small to medium enterprises. We've taken that feedback to heart in this issue.

Business coaches have an important role as they help businesses and their executives, managers and employees grow and transition. Our "Success Story" profiles one such story, as does our "Movers and Shakers" interview with Michelle Boyea of The Home Depot. Also in this issue, Christina Madrid offers guidance to small businesses owners who are just beginning to grow their businesses and add employees, and Sylva Leduc suggests a strategy for entrepreneurs who are just starting to realize they need help to manage their businesses.

As a business faces growth, one of the biggest concerns of its leader or leaders is growing in the right way. There are so many things to consider: adding employees, managing increased demand for products and services, developing new products and services, branching into new markets. And at the same time, many leaders have a great desire to remain true to the core mission and values of the business while they change and evolve. In addition, there are often new rules, regulations and requirements for the business as it grows.

Staying on top of what needs to happen while at the same time keeping centered can be a big challenge for a business owner who is facing growth. Fortunately, business owners don't need to go it alone. They can surround themselves with business coaches, mentors, advisors, and quality employees. If you are a small or medium-sized business leader, consider your existing support team. Who can you add to your support team to be a thinking partner, helping you maintain your focus and clarity as you navigate the transitions that await you? What resources do you need to bring in to help you understand what you need to do to grow your business in the right way? If you're wise, you'll consider these questions well before growth is upon you. Doing so can help you prepare to grow in the right way, at the right time, with the right people by your side.

**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 may be reached by email at [BCW Editor](#).



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## LETTERS TO THE EDITOR

"This is the best thing I have seen come from WABC in a long time. Thanks!"

**Judy Knight,**  
Thumbprint Coaching

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## Did You Know...

That one not-so-obvious, but very costly effect of business globalization and technological advances is **piracy**? Theft through illegal reproduction of copyrighted materials, books, audio, video, software, brand-name clothing, even pharmaceuticals, is estimated to cost the world's businesses billions of dollars annually.

The software industry alone estimates that 35% of the world's software is pirated, costing the world software industry \$33 billion in revenue in the year 2004. The United States Department of Justice has estimated that piracy and copyright infringement cost U.S. businesses \$19 billion annually worldwide. And in Pakistan, one of the world's top piracy countries, about 230 million replica CDs and DVDs are made annually, and over 13 million pirated discs are exported every month. Annually, copyright holders lose about \$2.7 billion annually to pirates in Pakistan.

Although many business losses due to piracy and copyright infringement are never recovered, the good news is that national governments and lawmakers seem to be cracking down. Collaboration among the world's governments and businesses is increasing.

### Sources:

"Global Software Piracy Study." (May 18, 2005). Business Software Alliance. Available at <http://www.bsa.org/globalstudy/pressreleases/>.

Aamer Ahmed Kahn. "Pakistan: Copyright Piracy Hub." (May 3, 2005). BBC News World Edition. Available at [http://news.bbc.co.uk/2/hi/south\\_asia/4495679.stm](http://news.bbc.co.uk/2/hi/south_asia/4495679.stm).

"U.S. Launches First Investigation of Online Copyright Piracy." (August 26, 2004). U.S. Department of Justice. Available at <http://usinfo.state.gov/ei/Archive/2004/Aug/26-79540.html>.

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## HIRING A BUSINESS COACH?

### How Does Business Coaching Work?

The coaching partnership that you and your business coach develop will be customized to your needs and the needs of your business. However, the typical stages for a business

coaching program may look like these:

- **Contracting:** The client organization, coachee, and business coach clearly define processes, roles, responsibilities and expectations. A Business Coaching Agreement and Confidentiality Agreement are often written up and signed by all parties.
- **Information Gathering and Debriefing:** Business and organizational information, as well as personal assessment information, may be gathered and reviewed by the business coach. The coach may use existing information, direct observation, interviews, and/or assessments to get a complete picture of the client organization and coachee.
- **Feedback:** The coachee receives feedback from the business coach relative to the information that has been gathered. This feedback may be given at any time during the coaching engagement.
- **Planning and Active Coaching:** The business coach and coachee plan and execute their coaching sessions, developing goals and action plans and working towards them.
- **Reassessment Coaching:** At a frequency specified by the contract, current status and progress is compared with the baseline information that was gathered at the beginning. The business coach and client can use that feedback and information to evaluate, refine and enhance the coaching program. If specified in the contract, a brief evaluation of the coaching reassessment may be shared with the client organization and key stakeholders.
- **Final Evaluation Coaching:** As the business coaching contract comes to a close, a final evaluation is made of the results and return on investment of the coaching engagement. Formalized feedback is made to the client organization and key stakeholders.
- **Follow-On Coaching:** The business coach and client determine the client's next steps, either within a continued coaching partnership or on his or her own.

These stages can enable a business coach, client organization and coachee to create mutually beneficial and rewarding coaching outcomes.

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

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## 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!

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

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## **WABC Coaches In the News!**

**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!

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## **UPCOMING WABC EVENTS, EDUCATION & TRAINING**

### **FEATURED EDUCATION & TRAINING**

### **Measuring The ROI In Business Coaching**

**Don't miss out for 2005--register today!**

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. [Register and more details.](#)

## Want Even More Info Before Registering?

Join Our Free Webcast On October 1st at 10:00a.m. CDT--USA

[Sign up and more details.](#)

### FEATURED EDUCATION & TRAINING

## WABC Registered Corporate Coach (RCC) Designation

WABC is pleased to offer the Registered Corporate Coach (RCC) designation. This designation is awarded to those individuals who pass a screening interview, successfully complete an *accelerated business and corporate focused coach* training program that includes demonstrating both fundamental and advanced coaching skills, and join the Worldwide Association of Business Coaches (WABC). To date, this designation has been obtained by hundreds of professionals seeking to learn how to effectively coach in businesses and organizations. [Register and more details.](#)

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## OTHER EVENTS

### SELECT BUSINESS AND LEADERSHIP EVENTS

#### Americas

- Accenture  
<http://www.accenture.com>
- Business and Professional Women/USA  
<http://www.bpwusa.org>
- The Conference Board  
<http://www.conference-board.org/conferences/>
- Fortune  
<http://www.fortune.com/fortune/information/conferences/>
- Linkage  
<http://www.linkage-inc.com>
- Western Economic Diversification Canada  
<http://www.wd.gc.ca/events>
- Worldwide Business Research  
<http://www.wbresearch.com/usa.asp>

#### Europe, Middle East, Africa and India

- Accenture  
<http://www.accenture.com>
- Financial Times Business Events  
<http://www.ftbusinessevents.com/>
- Worldwide Business Research

<http://www.wbresearch.com/Europe.asp>

## Asia Pacific

- Accenture  
<http://www.accenture.com>
- Exhibition & Event Association of Australasia  
<http://www.eeaa.com.au/>
- Japan External Trade Organization  
<http://www.jetro.go.jp/en/matching/j-messe/>
- Microsoft Australia  
<http://www.microsoft.com/australia/events/>
- Worldwide Business Research  
<http://www.wbresearch.com/asia.asp>

## Worldwide

- BetterManagement  
<http://www.bettermanagement.com/events/>
- The Economist  
<http://www.economistconferences.com>
- IDC  
<http://www.idc.com/events/eventshome.jsp>
- Management Conferences  
<http://www.conferencealerts.com/manage.htm>