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FEATURE ARTICLE

Three Coaching Traps: The Unique Challenges of Coaching the Alpha Male

by Kate Lanz

Alpha males often combine strong external confidence and task execution skills with poor emotional intelligence. Dealing with this shortfall is where business coaching can make a real difference in the alpha's performance. Kate Lanz shares some key insights gained from her work with this challenging client group.

↘ [Complete Article](#)



COLUMN

Coaching Great Leaders

by Marshall Goldsmith

Coaches don't need to make massive changes in the corporate compensation plan to help executives change. Just start 'fining' them a few bucks for unwanted behavior—and watch what happens!

↘ [Complete Column](#)

COLUMN

The ROI of Business Coaching Revisited

by Bronwyn Bowery-Ireland

The way we think impacts the way we operate. This concept is nothing new to coaches. However, in this column, Bronwyn Bowery-Ireland asks us to consider whether the way we think best supports our businesses and our clients. How does our learning style impact the ROI of our business coaching services?

↘ [Complete Column](#)



FROM THE EDITOR

As some of you may already know, this issue of *Business Coaching Worldwide* will be the last for which I will be acting as Editor, and my feelings are mixed as I 'pass the reins' to incoming editor Sarah McArthur.

↘ [Complete Letter](#)

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Do you use assessment(s) in your business coaching practice?

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No

*Select Yes or No
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COLUMN

Assessment Corner

by Roberta Hill

Some coaches fear using an assessment because they aren't sure what to do if a client challenges the results. Don't panic—view this as a boon instead of a show stopper!

↘ [Complete Column](#)

SUCCESS STORY

The Etiquette Leader Outclasses the Competition: A Tale of Successful Transformation

by Kelly-Lee Mansi

When Louise Fox engaged Executive Coach Kelly-Lee Mansi, her goal was to overcome entrepreneurial overwhelm. Louise received more than she bargained for. In less than a year, Louise not only generated financial returns that far exceeded her expectations—her coaching experience led to a complete, foundational, and dramatically successful business transformation.

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GET THE EDGE

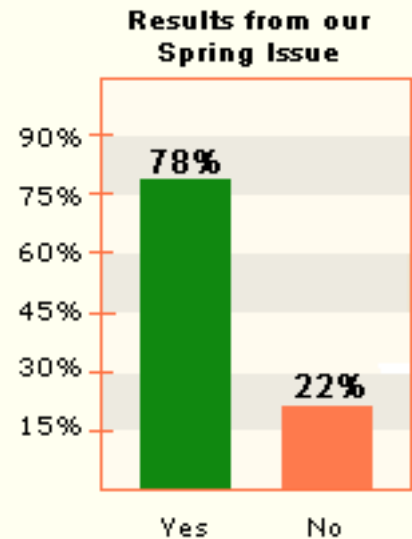
You're a Great Business Coach? It's Not Enough!

by Suzi Pomerantz

Being a great business coach is not enough. Being a great leader is not enough. Being a good person is not enough. To make a difference in organizations, whether those organizations are global monoliths or sole proprietorships, we must know how to fully integrate networking, marketing and sales.

POLL RESULTS

Has an email miscommunication ever caused a significant problem for you?



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... That in the wake of the debate around global warming, 'green' companies are gaining more prominence worldwide?

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HOT TOPICS

Five Keys to Successful Business Coaching in India

by Kim Benz and Sasmita Maurya

How do you open the doors to business coaching in a promising market with a dynamic economy? The five key factors described in this article can provide you with some insightful tools for navigating the complex maze that is business in India.

↘ [Complete Article](#)

BUSINESS BOOK REVIEWS

The Productive Narcissist The Promise and Peril of Visionary Leadership

By Michael Maccoby

The Productive Narcissist does not fall in line with much of the current business literature about great leaders, which equates successful leadership with emotional intelligence, empathy, listening skills, and consensus building. What these theories lack, Maccoby believes, is an understanding of personality type and the central role it plays in defining the leader.

↘ [Complete Review](#)

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Coming In Our Next Issue!

Feature: Nerella Campigotto, a consultant in the field of international business development, will present some helpful insights on how to reach clients around the world by globalizing your website.

Hot Topics: Karen Switzer-Howse, environmental biologist and executive coach, will reveal how to successfully coach clients in a highly specialized niche—leadership development in the scientific community.



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FEATURE ARTICLE

Three Coaching Traps: The Unique Challenges of Coaching the Alpha Male

by Kate Lanz

Alpha males are those who instinctively seek dominance—regardless of circumstance, they want to win. This is the key hallmark of the alpha and, in large part, it drives alphas' professional success. It is also the characteristic that gets in the way of their ability to learn how to do things differently and improve as leaders.

Accessing the point where the strength becomes a limitation is a particular challenge with the alpha client. This article provides some suggestions for overcoming three coaching traps which can plague alphas.

The Confidence Trap

Ben, a 36-year-old investment banker, presented as an extremely confident individual. It was easy to see why people wanted him to lead them. He dressed confidently, he spoke confidently, and he gave the impression of knowing precisely what he was doing. His track record was also stellar.

However, Ben had just transitioned into a more significant leadership role in an area of the business that was outside the zone of his expertise. Since he had to 'show up big' in this new role, a key piece of his armory was the confidence he projected. Behind the scenes, Ben was struggling. He was feeling completely overwhelmed by the scope of his new role, particularly since much of it lay outside his knowledge base.

Ben's company has a strong coaching culture. When leaders move into new roles, they receive coaching support to accelerate performance in those new roles. Coaching, therefore, wasn't Ben's personal choice. Furthermore, since he was caught in the confidence trap, he was not about to admit his feelings of overwhelm to his coach.

During our first session, I was able to support Ben at a very practical level, helping him to handle an issue with his boss. This built our rapport and trust, since he could see the process had been of value to him. During our second session, sensing that he might be caught in the confidence trap, I decided to take a risk. Through careful questioning, I allowed him to reveal how he felt about his previous role and his performance in that role. I then followed up by probing how he viewed his performance in his new role. Comparing the two illustrated the differences in energy levels and confidence-signaling body language he displayed in each position. Gently but firmly confronting him with this real-time feedback, and highlighting how this new role seemed to be taking him outside his comfort level, allowed him to begin to open up. Although he still couldn't admit to a lack of confidence, he was able to share some of his concerns.

Quickly, I pushed for a 360-degree feedback. This provided some concrete examples of situations in which he was not quite on top of things. One specific instance was an email from his boss, which had remained unanswered for too long. His boss was looking for an explanation. Once Ben and I were alone again, I was able to help him uncover what was behind his delayed response, and used that example to gently confront him with evidence of overwhelm. With this evidence providing access, he was able to discuss his overwhelm and some practical strategies for overcoming it.

The trick was allowing Ben to keep the appearance of confidence with others while, at the same time, exploring the gap that existed behind it. Where he had previously felt trapped by his confident presentation, he now felt protected by it while he worked through the relevant issues behind the scenes.

The Competition Trap

Innately programmed to win, the alpha male is constantly in competition with others. Paul was the managing director of a business unit for a major player in the consumer goods sector. Paul used his innate competitive spirit to good effect with his team. He had them focused on moving their organization up the performance ladder by competing with other internal business units.

This same competitive instinct, however, showed up everywhere—in conversations with senior people, with his peer group, and even with neutral outsiders. Paul was always 'scoring that point.' He was oblivious to just how omnipresent this tendency was. He was delivering business results. He was admired by his team for his winning nature. Why should he engage in any reflection on his style? As was the case with Ben, Paul was simply one of a group scheduled to receive coaching. He saw no reason to change. Paul was caught in the competition trap.

The key to success in this situation is to catch the alpha's total attention right from the first session. Lacking that, the coaching process would be set up for failure. I knew that capturing Paul's attention would be tough, so I initiated a double feedback process before the work started. The first step of this process consisted of an individual interview with Paul's boss, the line manager. Despite the fact that giving honest feedback was a challenge for him, he made it clear that the 'point scoring' mentality could well prevent Paul's consideration for promotion, since it really rubbed senior colleagues and peers the wrong way.

The second step in the double-feedback process was a three-way meeting, during which Paul's boss gave him this specific feedback and described the changes he needed to see. Although he was initially reluctant to actually pinpoint examples of Paul's problematic behavior, I was able, thanks to our previous interview, to push him to give some clear examples and describe their impact. Eventually, the boss admitted that Paul was quite often viewed as a 'smart-arse,' and this perception would compromise his promotion possibilities.

This threat to his ambitions really seized Paul's attention. The careful setup was key—it enabled me to name the point-scoring game and illustrate how much it mattered to Paul's future. After careful work, he was able to see where, unconsciously, he allowed his competitive instinct to get the better of him. Slowly, he began to catch himself, and his new awareness enabled him to use his competitive nature in a more conscious and productive way.

The 'My Way or the Highway' Trap

Alpha males are successful because they have the confidence to push hard for what they believe will allow them to win. Often they're right and the success reinforces the model. Robert, the 39-year-old commercial director of an FTSE 100, clearly fell into this trap. In fact, his version of 'my way or the highway' even contained a touch of the provocative. When communicating his view, he liked to include a little dig at the recipient.

Once promoted to a board position, situations began to arise in which the CEO was trying to control Robert's work. Robert's response was to defend his plan in the same manner as he had done in the past. The 'my way or the highway' model, however, was counterproductive at board level.

During our coaching sessions, I seized Robert's attention by underscoring the CEO's reaction to Robert's style. I helped Robert to understand that if he failed to change this dynamic, his time on the board could end up to be quite short-lived. He was fiercely proud and ambitious, and removal from the board would have been a terrible outcome for him. He paid attention.

By dissecting some of Robert's specific transactions with the CEO, I helped him to see the impact of both his 'my way or the highway' attitude and his provocative stance. He was surprised to discover just how strong the pattern was. We worked carefully together on ways to reframe some of his dialogues with the CEO. It cost him dearly sometimes to forfeit the joy of provocation, but he managed it because the stakes were high.

Within a couple of months, Robert's relationship with the CEO had improved to the point where the CEO was, in fact, consulting Robert rather than attempting to control him.

In summary, here are some helpful approaches to coaching the alpha male:

- Recognize which of the traps you may be dealing with;
- Build rapport and trust by offering practical value immediately;
- Find ways to seize the alpha's attention—leave no 'wriggle room';
- Confront early, basing the confrontation on your own experience of the client;
- Help the alpha bring some of the subconscious patterns to the surface by linking them to tangible practical examples; and
- Take risks: If you fail to make impact with an alpha early in the coaching relationship, you can easily miss your chance!

Kate Lanz, MBA, is the Executive Director of [Sandler Lanz](#). Working with organizational leaders and their direct reports, Kate helps both individuals and teams to move swiftly from insight to action. Read more about Kate in the [WABC Coach Directory](#). Kate can be reached by email at katelanz1@aol.com.



COACHING GREAT LEADERS
Open Your Wallet - Open Your Mind!
by Marshall Goldsmith

My coaching clients are either the CEOs or potential CEOs of multi-billion dollar corporations. Most are men; most are older and most are, by any normal standards, rich.

There is a common assumption that old rich men don't really care about losing small amounts of money.

Wrong!

From my experience, most old rich men don't like to lose any money.

It is not the amount of money that matters. It is the losing that they hate.

Have you ever watched a group of executives play competitive golf for wagers involving small amounts of money? It is amazing how serious and animated they become. Wagers at the race track are another example. One of my friends laughed as he described collecting his two dollar bet after the horse he picked won by a nose. Jumping up and down in his excitement, he spilled his Coke and ruined his hundred-dollar shirt!

As a coach, I use small amounts of money to help executives change behavior. It is astonishing how well this works! For example, if my clients are perceived as stubborn and opinionated, and they want to become more open-minded listeners, I 'fine' them every time they begin a sentence with the words 'no,' 'but,' or 'however.' All of the money that I collect from my fines is donated to the charity of my client's choice. Over the past 30 years, I have raised over \$300,000 for great charities by playing this game with my clients.

Why fines for 'no,' 'but,' or 'however'?

The word 'no' means 'you are wrong,' and the words 'but' and 'however' mean 'disregard everything that came before this word.' A friend once described these as 'eraser words.'

As I was reviewing a 360-degree feedback report with one of my clients, his first words were, "But, Marshall ..." I smiled and replied, "That one is free. If I ever try to give you advice again, and you begin a sentence with 'no,' 'but,' or 'however,' I am going to fine you twenty dollars!"

"But," he replied, "that's not ..."

"That's twenty!" I laughed.

"No, I don't ..." he refuted.

"That's forty!" I continued.

"No, no, no!" he protested.

"That's sixty, eighty, one hundred dollars for charity!" I gleefully exclaimed.

Within an hour, he was down \$420. It took another couple of hours before he finally got the point and said, "Thank you. I did that 21 times with you bringing it to my attention. You annoyed me so much that I would rather have died than paid you the money. The words kept coming out of my mouth anyway. How many times would I have done this if you had not brought it to my attention? Fifty? One hundred? No wonder people think I am stubborn. The first thing I do when people try to talk with me is to prove that they are wrong!"

The positive change in this executive, who was then the COO and is now the CEO of the company, was amazing. Within a couple of years, he was perceived as much more open and receptive to new ideas—and much less stubborn and opinionated—by all of his direct reports, his co-workers, and even his family members.

I also fine my clients when they say, "That's great, but ..." or "That's great, however ...". These eraser words end up destroying the value of recognition. They make sure that the receiver knows that the 'great' part doesn't count for much.

A few years ago, I was teaching a class at the headquarters of a major telecom company. I mentioned the 'That's great, but ...' problem and my use of fines to change behavior. I predicted that many members of the class would continue to say these words—even after hearing my lecture, and even knowing that I was going to fine them.

One of the men in my class mocked me when I made these statements. He thought that such a simple behavioral request would be easy for him. He was so sure of himself that he offered to donate \$100 to charity every time he did this—and boasted that he would never have to make a donation.

I made a point of sitting next to him at lunch. When I asked him where he was from, he told me that he lived in Singapore.

"Singapore?" I said. "That's a great city."

"Yeah," he replied, "it's great, but ..."

He gave me a very chagrined look, chuckled and paid the money.

The next time you want to help your clients change minor behavioral 'tics' that are annoying everyone around them, try fining them small amounts of money, and then give the money to a great cause.

It may create a win for your clients—and, at the same time, it will create a win for the world!

Marshall Goldsmith, MBA, PhD, founder of [Marshall Goldsmith Partners LLC](#), is a world authority on helping successful leaders achieve positive, lasting behavioral change. His executive coaching expertise has been highlighted in *Forbes*, *Fast Company* and *Business Week*. The most recent of his 22 books is *What Got You Here Won't Get You There* (Hyperion, 2007). Learn more about Marshall in the [WABC Coach Directory](#). Marshall can be reached by email at Marshall@MarshallGoldsmith.com.



THE ROI OF BUSINESS COACHING REVISITED

Left-Brained? Right-Brained? Whole-Brained?

by Bronwyn Bowery-Ireland

In Dan Pink's recent book, *A Whole New Mind: Why Right-Brainers Will Rule the Future*, he describes right-brain thinkers as the leaders of the future, and successful companies as those with right-brain thinkers at the helm. While the trend over the past ten years has been to ensure that CEOs have accounting expertise, such financial roles are traditionally very left-brained, and such linear thinking does not equip a company to meet the needs of its customers—customers who are demanding creative results, new ways of doing things, and faster responses. CEOs must be visionaries, possessing the skills aligned with right-brain thinking.

Along with Pink's book, Freed and Parsons' *Right-Brained Children in a Left-Brained World* has made me think a great deal about how adults learn, and how I have learned and developed patterns over time. The following adaptation of Freed and Parsons' quiz, 'The Learning Style Inventory,' can provide some clues about how right-brained, left-brained or whole-brained you are. (For the original Freed and Parsons' quiz, please refer to pages 49-53 of their book.)

1. *Do you remember faces better than names?*
2. *If you have something to assemble, do you tend to discard the directions and figure it out for yourself?*
3. *Do ideas come more easily if you're left alone to concentrate, versus working with a group?*
4. *Do you remember pictures better than words?*
5. *Is your hearing especially acute?*
6. *Do you find most clothing too rough or scratchy, preferring garments that are soft and well worn?*
7. *Do you frequently put yourself down?*
8. *When you are asked to spell a word, do you visualize it rather than sound it out?*
9. *When learning about a subject, do you prefer the 'big picture' to a number of facts?*
10. *Are you good at solving puzzles and mazes?*
11. *Can you visualize in three dimensions?*
12. *Were you a 'late bloomer'?*
13. *To do well in a class, did you have to like the teacher?*
14. *Do you daydream a lot?*
15. *Does your perfectionism keep you from trying new things?*
16. *Are you ultra-competitive, hating to lose?*
17. *Do you 'read' people well?*
18. *Is your handwriting hard to read?*
19. *Were some of your motor skills delayed?*
20. *Can you easily find your way around a new place?*

The more 'yes' responses you have, the further to the right you are on a left/right-brain continuum. While this is not a scientific test, it will give you a general understanding of brain dominance.

Those who fall to the left on the continuum are highly logical and analytical, usually very reliable, and tend to do well in school. They do what's expected to help the system operate efficiently, but are not especially imaginative. They're uncomfortable with challenges, new ideas, and shifts in routine. While they have some ability to think in pictures, they prefer to function in an auditory world.

In the middle of the left/right-brain continuum lie the whole-brained, who can access the strengths of both the left- and right-brained populations. They can shift tasks to the hemisphere of the brain that's best equipped to tackle them.

The further right on the continuum, the more intuitive and random in processing individuals will be, and the more apt to store information primarily in pictures. When asked to recall an event or person, right-brained thinkers will recall an image, remembering even minute details.

How does this information apply to us as coaches? Several months ago, I was seeking a business coach to provide group coaching services for our International Coach Academy staff. From WABC members to internet search resources to personal referrals, I interviewed a wonderful mix of individuals. It was a terrific experience to speak to so many coaches from different parts of the world and to encounter so many different coaching approaches.

During these interviews, when I asked the coaches to describe their coaching styles, I was most surprised to find a consistent 'either/or' response. Either the coach was holistic, or the coach based his or her approach solely on models supported by research. One person with a psychology background even went so far as to state, "I'm not one of those 'spiritual airy-fairy coaches'—everything I do is backed by research." And yes, all interviewees were business coaches. While my small sample doesn't constitute definitive research, it was interesting to see the reactions of the 'research-based coaches' versus the 'spiritual/emotional based coaches,' and vice versa.

Here is where right- and left-brain thinking comes in. Does your ROI method incorporate only left-brain functioning analysis, which is linear and traditional, or does it take right-brain activities into account? Does your ROI method allow for creative input and non-measurable responses? If so, how do you rank these factors?

I believe that, as business coaches, we must be open to the vast array of individual learning styles. Dan Pink considered himself to be an overly left-brained thinker. Determined to become more open-minded, he enrolled in a life drawing class. This supported him enormously, helping him, literally and metaphorically, to see the shades of gray in life. As coaches, do we see the shades of gray in our own lives, and in the lives of the people we coach? The quick left/right-brain test above can be a great way to open up an interesting conversation with your clients.

The challenge for each of us is to avoid the assumption that our clients support our way of thinking. The challenge is to avoid marketing ourselves in a way that attracts only like-minded individuals. The challenge is to evaluate and appreciate all facets of our clients—not just the easy, measurable bits. The challenge for us as business coaches is to be more creative and more open-minded!

Sources:

Freed, Jeffrey, MAT, and Laurie Parsons. 1998. *Right-Brained Children in a Left-Brained World: Unlocking the Potential of Your ADD Child*. New York: Simon & Schuster.

Pink, Daniel. 2006. *A Whole New Mind: Why Right-Brainers Will Rule the Future*. New York: The Berkeley Publishing Group.

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 in the [WABC Coach Directory](#). Bronwyn can be reached by email at bron.bi@icoachacademy.com.



ASSESSMENT CORNER

Oh NO! My Client Disagrees With the Results!

by Roberta Hill

When a client challenges the results of an assessment, the first thing to remember is not to panic. Believe it or not, disagreement can be quite a good thing. It means that the client is taking it seriously enough to have read the material fully.

No one will have 100% agreement with his or her results—and no one should. The real danger lies in individuals' tendency to accept the results without proper analysis. Psychologist Bertram R. Forer found that people tend to accept vague and general personality descriptions as uniquely applicable to themselves, without realizing that the same description could be applied to just about anyone. (For more details about the Forer Effect, see my blog post at http://www.assessmentstoday.com/2006/03/forer_effect_.html.)

Assessment results are based on a model or theory of part(s) of our personality, and no assessment is the be-all and end-all. Most clients enjoy an assessment, provided it has been introduced and explained properly. Some clients will challenge every detail—a response that often says more about the client than it does about the assessment itself. Setting the stage is the key to managing expectations. I tell a client to expect that about ten percent of the results won't be a 'perfect match,' and perhaps another five or ten percent will raise some uncertainty. Why? Because an assessment is only a guide—a piece of the puzzle that gives

us some clues about how people function. We are all so much more complex than any, and I do mean any, assessment can capture.

The first thing to do when you give your client the assessment results is to have him or her review the report. Beside each statement, have the client identify:

- Agreements with check marks;
- Uncertainty or questions with question marks; and
- Disagreements with x's.

Following this process, ask the client to suspend final judgment until he or she has had the opportunity to think about the information, and perhaps seek feedback from a trusted source. This is where multi-rater feedback and 360-degree instruments can be quite valuable, since they reflect the 'real' perceptions of others rather than just the self-rater's subjective opinions.

In my experience, issues around disagreement with the results occur in about five percent of the cases. Perhaps three percent of clients will claim that the report is 'totally inaccurate.' It is easy to identify that rare case in which the report is clearly not a good match for the client, because the client usually becomes genuinely confused rather than defiant. Often, when you as a coach review the output, you are surprised as well. There are a number of possible causes for such results. The client may be distracted, may be undergoing a massive change that is creating both stress and personal shifts, or may have misinterpreted directions. Despite careful instructions, it is not uncommon to find someone who completely answers the questions in reverse, which obviously creates results that are diametrically opposed to who the client really is.

While redoing the assessment is a possibility, this 'totally inaccurate' situation can create an interesting conversation, and can even eliminate the added time or expense of a retake. When you discuss the assessment results with your client, find out if any specific role or situation existed when the assessment was taken which may have influenced how the instrument was completed. Perhaps the client based answers on ideal rather than actual behaviors. Maybe, due to outside distractions, the client may not have been focused on reading the questions. Talk about how these factors may have had an impact on the results.

The other two percent who disagree with the assessment results pose the greatest challenge. In these instances, the assessment results can raise some controversy if the debrief is not handled smoothly. Over the years, the clients who tend to be the most adamant in their disagreement with the results are those who have the most limited Emotional Intelligence, particularly in the area of self awareness. No amount of pushing or discussion will create any shifts. In these situations, I recommend stepping back and asking the following types of questions:

- What do you see as your strengths or predominant behavioral attributes?
- How do you know these perceptions are real?
- What have others said about you?
- How do you demonstrate these strengths?
- What do you find most challenging, and why?
- If you aren't sure how to answer these questions, would it be worthwhile to find out?

- What can we do to get this information?

Finally, sometimes the instrument simply does not resonate with the individual. While the client may not disagree with most of it, it just isn't something he or she finds very useful. When clients disagree, can't relate, or do not engage in the conversation, then the best thing to do is acknowledge it, let it go, and move on. After all, it is the client's agenda, and no assessment results should take precedence over that fact. It is not unusual for a client to want to revisit the assessment at some future date, but if they don't, that's fine, too.

Assessments are tools we can use to clarify the issues that are preventing or supporting our clients in achieving their objectives. Our value as business coaches lies in making meaning for our clients, and in helping our clients to work through the material. During the assessment debriefing, we can partner with them to interpret the meaning behind the words—to provide an answer the question: "So what?"

Roberta Hill, MBA, MCC, PMC, is the owner of [Assessments Now](#), an online assessment provider with a network of more than 40 qualified coaches worldwide. As a partner in 1-Focus International, she currently consults on issues of change and leadership in Europe and North America. Roberta may be reached by email at roberta@wghill.com.



SUCCESS STORY

The Etiquette Leader Outclasses the Competition: A Tale of Successful Transformation

by Kelly-Lee Mansi

The Business/The Organization

The story of *The Etiquette Leader* is an inspiring account of small business success. In fewer than five years, Louise Fox has become one of Canada's most sought-after experts in the arena of children's etiquette and international and business protocol. Her company, which offers seminars across Canada and the United States, is poised for even greater expansion in 2007.

Louise's original company, *Louise Fox, Protocol Solutions*, was a successful and well-recognized resource for business leaders and adults interested in improving their etiquette

skills. In 2006, Louise acquired *The Etiquette Ladies*, which was comprised of the Children's/ Youth/Teens' and Social IQ Programs division of *The Civility Group*.

The Partnership

When the opportunity to acquire *The Etiquette Ladies* presented itself, Louise recognized an excellent chance to expand her company into new markets, and she purchased the division. A few months prior to the acquisition, Louise had met Executive Leadership Coach Kelly-Lee Mansi at a business networking function. Despite Kelly-Lee's 'pitch,' Louise didn't truly understand the value of business coaching. After all, she was already very successful. Why would she need a business coach?

Only a few months after the acquisition, when Louise began to experience 'entrepreneurial overwhelm,' she met Kelly-Lee at another networking function. When Kelly-Lee asked how the acquisition was going, Louise began to share the overwhelm she was experiencing. Kelly-Lee offered to meet Louise for a complimentary coaching session. Fifteen minutes into that session, Louise realized exactly what a business coach could do for her, and immediately hired Kelly-Lee.

The Challenge

The hallmark of Louise's entrepreneurial overwhelm was a complete lack of direction. Louise, who was experienced at building businesses from scratch, was totally out of her comfort zone when it came to integrating two established businesses. Louise shares her perspective regarding this challenge:

"When you are the sole proprietor, business decisions that are often difficult become even more so when you are expanding. I felt I needed a coach to serve as a sounding board—someone who could help me focus, establish priorities, create a vision for the future, determine what I wanted and where I wanted to go with my business while, at the same time, could help me to achieve balance in my life."

The Approach

The first phase of the coaching focused on helping Louise regain control over her business. Louise had underestimated the cost of the acquisition venture, and when Kelly-Lee conducted some basic business assessments, the most powerful exercise was determining how much profit Louise was generating. Louise was shocked to discover that she was actually *losing* almost \$1,000 a week. This information was a powerful catalyst and motivator, transforming Louise into a decisive, critical thinker. She quickly identified all the programs and activities which were contributing to the weekly loss.

Louise and Kelly-Lee then focused on the soft-skill competency areas of decision-making, prioritization and time management. To effect necessary changes, Louise had to clarify what she wanted to achieve and how she would achieve it. She needed to shift her perspective about her relative value and embrace the ROI (return on investment) mindset. Her new approach paid off almost immediately. Louise says,

"The challenge was taking the time to focus and establish a plan instead of fighting fires, procrastinating, and letting the business run me instead of my running the business. I had to make decisions about contracting out the jobs that I disliked which could be easily accomplished by someone else. I learned to say no to requests or ideas that were not profitable, weren't part of the strategic plan, or didn't fit into the vision I had for the company."

At the same time, new business strategy development gave birth to a new entity, *The Etiquette Leader*, which was comprised of two divisions—Children's Etiquette and Business Etiquette. Strategic exercises included defining the vision, mission and purpose statements for each division. A two-year business, branding and marketing plan for each division was completed. Louise comments:

"Although initially it was hard work to develop and create a vision and a strategy to accomplish it, once that was done, everything else seemed to fall into place much more easily. Decisions were easier to make, and there was less stress overall."

The final phase of the coaching focused on re-examining the previously existing business strategies, revenue streams, and profitability within *The Etiquette Leader's* two divisions. This last step was critical to ensure congruence with the new strategic plan.

Value Delivered

Within nine months of working with Kelly-Lee to overcome her entrepreneurial overwhelm, Louise boasted some impressive results. She:

- Not only recovered the purchase price of the new company, but also posted an overall increase in combined profitability of 195% over the previous year;
- Implemented an expansion strategy, which includes the scheduled Fall 2007 launch of a new residual-based affiliates program into Canada and the United States;
- Reduced overhead costs by 95% by eliminating physical inventory and offering all materials and products through website purchasing and downloading; and
- Increased media visibility by 400% through an aggressive marketing and branding campaign. Louise is now one of the most sought-after etiquette experts in Canada, currently averaging three media engagements per week.

Louise has also reinvented the Children's Etiquette division of *The Etiquette Leader*. Traditionally, the children's etiquette business has been centered around small etiquette parties, averaging a net profit of \$20.00 per event (that's not a typo!). Instead, Louise is focusing on writing children's etiquette books and merchandising their distribution throughout Canada and United States. The Eti-Cat™ brand will be launched during the fourth quarter of 2007, with a two-year profitability target of 35-40% of the Children's Etiquette division's gross revenues.

Finally, how does Louise feel?

"When you are more focused and less stressed, you are able to think more creatively, feel much happier generally, and achieve the necessary balance in your life. It creates a very

positive cycle. Going forward, the challenge will be to sustain the focus and integrity of the vision, while maintaining my flexibility and creativity."

Kelly-Lee Mansi, PCC, CHRP, is the founder and president of [Courageous Conversations](#), a coaching company focusing on 'Uncovering the Brilliance Within™.' Courageous Conversations concentrates on executive, leadership, business and mentor competency development. Read more about Kelly-Lee in the [WABC Coach Directory](#). Kelly-Lee can be reached by email at kellylee@courageousconversationsinc.com.



GET THE EDGE

You're A Great Business Coach? It's Not Enough!

by Suzi Pomerantz

Being a masterful business coach is not enough. Being a great leader is not enough. Being a good person is not enough. To create meaningful change in organizations—global monoliths, public sector not-for-profits, sole proprietorships, or even families—we must network, market and sell. It's not enough simply to *know* how to integrate networking, marketing and sales. Business professionals must personally integrate these principles so seamlessly into who we are *being* that we no longer think of them as separate, independent, and somewhat unpleasant tasks, like taking out the trash or paying taxes.

It's crucial for business coaches to find the 'sweet spot' where these three domains of networking, marketing and sales intersect. Every business coach must understand the distinctions and master the activities associated with each part of this critical trinity in order to 'seal the deal.' Any deal.

- If you're a solopreneur or small firm delivering business coaching, you must find and engage clients to have opportunities to deliver your services.
- If you're an internal coach or human resources director in a large organization, you must create visibility, sell ideas, and garner support for programs to have opportunities to deliver your services.
- If you're an organizational leader (particularly if you are directing an internal coaching program), you must influence other leaders, lobby support for initiatives, and communicate your vision so effectively that you inspire engaged, motivated followers.

- If you're a successful business coach, you must help your clients to create opportunities for the delivery of their services—to influence others, to sell their ideas, or to manage their careers for increased visibility and promotion.

The success secret in each of these scenarios is the ability to master, implement, and lead from the sweet spot mentioned above. Without mastering the distinctions between networking, marketing, and sales, and the ability to teach those distinctions, we cannot help our clients move past their fears of asking for what they want. This is not just about finding and retaining business coaching clients. Our ability to seal the deal—at will—is largely determined by our understanding of the systematic, repeatable process behind it all.

Here are specific tools in each area of the 'critical trinity' to help you (and your clients) get the edge:

Networking (building relationships as the foundation for every business activity):

An **informational interview** is a powerful networking tool. This conversation is designed to gather information about what an individual (or his or her company) does. Since it's not a sales meeting, the encounter is non-threatening for the interviewee. In fact, most people are flattered when asked to provide this small dose of mentorship.

Informational interviews can be designed around anything your clients want to learn. You'll collaboratively co-create questions which your clients will ask people in their networks, helping to gain new perspectives and shed light on particular challenges or growth areas your clients are facing.

For business coaches, networking is a doorway into the sales process. The informational interview keeps pipelines sustainably fresh, with new things coming in continually.

Marketing (messaging about you or your business, service or product):

Marketing consists of anything you're doing to promote your business or ideas, excluding activities that directly involve relationship-building or asking for a specific outcome.

Rather than creating opportunities to deliver your services, marketing activities allow you to actively create opportunities to deliver your *message*.

Think **strategic leverage** when you generate your marketing materials. In other words, create them once and use them in several ways. Develop your message for a speech and repurpose it for an article. Write a book and repurpose the content into speaking engagements, appearances, and articles. Develop your website and use it to showcase your articles, speaking engagements, blogs, and other materials. If you create something and use it only once, you are leaving money on the table and wasting your own time.

Above all, remember that messaging and marketing should *support* your business development efforts, not *be* them. You don't get more clients by having more materials—technically, you only get more materials!

Sales (asking for what you want):

We all know this frustrating cycle: Our marketing and networking efforts create a full pipeline of leads that suddenly pop like popcorn, generating business. While we are focusing time and energy on delivering client services, we lose momentum for networking, marketing and sales activities. The result? We find ourselves in the uncomfortable position of completing projects with no further engagements on the horizon, requiring us to start generating new business all over again. Our excuse sounds like this: "But, I'm too busy to do any marketing or sales now. I need to focus on billable hours, and the time I spend selling is not billable time!"

Try **Lessons Learned Meetings** as a strategy to generate business while billing time. Lessons Learned Meetings are structured interviews with your clients and key decision-makers in the organization that take place midway through and at the end of the engagement. You'll check in to learn what is working and what can be improved. You'll tell your clients what they can do to help you to do your job even more effectively. Typically, these become mutual admiration sessions, which create fabulous opportunities for you to a) ask for testimonials, b) ask for referrals, and c) ask about your clients' upcoming challenges, projects or needs, so you can shift the lessons learned conversation into a sales conversation. It is a highly effective tool to actively, strategically and consistently build your business while reducing the cycle of non-billable time between engagements!

Go Get 'Em!

We often think in a box when it comes to our business development mindset. 'Rainmaking'—generating new business—is similar to the need within organizations to influence others. Rainmaking requires a systematic business development process entailing concurrent, seamlessly integrated action in the areas of networking, marketing and sales. When we recognize our innate strengths and eliminate our self-deception in these areas, we can get out of our own way, allowing ourselves, our clients, and the organizations in which we coach to easily seal the deal.

Suzi Pomerantz, MT, MCC, is the CEO of [Innovative Leadership International LLC](#). Over the past 14 years, she has helped 120 leaders and organizations worldwide to find clarity in chaos. She is the author of the highly praised *Seal the Deal: The Essential Mindsets for Growing Your Professional Services Business* (HRD Press, 2006). Suzi can be reached by email at suzi@innovativeleader.com.



HOT TOPICS

Five Keys to Successful Business Coaching in India

by Kim Benz and Sasmita Maurya

India has perhaps the oldest tradition of coaching-related services in the world. The lives of all great rulers of ancient India were impacted by the powerful presence of their 'gurus'—individuals who, in many ways, were similar to modern-day mentors or coaches. But, ironically, modern Indian business leaders have been very slow to incorporate the coaching advantage in their success stories.

Business coaching itself is very new in India, and is commonly viewed as yet another buzzword for consultancy and training services. Certified business coaches are almost non-existent. Where they do exist, they are active in the corporate sector in large metropolitan areas. Most companies are hesitant to embrace coaching. For one thing, business coaching is often perceived as excessively expensive; for another, many high-profile executives do not wish to admit their own need for coaching.

Ms. Herjeet Dutt, the Chief Consulting Officer of *Practice Success Dot Com*, asserts, "Business coaching has always existed in India, although most of the time it gets clubbed (associated) with the consultation, facilitation or mentoring process."

Indian businesses are largely a mix of two representative clusters:

- Cluster 1: Multi-national organizations, local entrepreneurial ventures that have expanded their business offshore, and local business organizations with public holdings and stock market listings.

This cluster recognizes the need for coaching in a limited sense—in-house mentorship is more widely practiced. As the investment in development of high-potential employees continues, the need for business coaches will increase here.

- Cluster 2: Closely held businesses with no stock market listing, partnership business/trading companies, and independent business owners.

This cluster makes a minimal investment in employee development, and coaching is most likely to be viewed as an expense.

There are five keys that are critical to expanding the role of business coaching in India:

1. Create increased awareness of professional business coaching

Business coaching is a fuzzy concept in India right now. Many consultants, who view coaching as the latest 'fad,' label themselves as coaches. In reality, they provide consulting and training services. So the challenge in India, in order to generate interest and professional legitimacy, is to clarify what business coaching really is. Decision-makers must be educated to distinguish the differences among consultancy, training and coaching.

As a practical matter, many coaches consider the certification process both expensive and risky, due to the almost non-existent current demand for professional business coaching services. At the same time, certification is critical to improving the perception of business coaching's legitimacy and professionalism in India.

According to Ajai Singh, a certified coach based in Mumbai, there is potential for growth: "There is some organizational movement towards investing in the development of high-potential individuals using the coaching methodology, and I expect that in another couple of years, coaching will become a remunerative practice for qualified, certified individuals."

2. **Develop flexible coaching models**

The core goal of business coaching in India is to introduce new mindsets, leverage existing strengths, and deal with weaknesses in the workforce, thus creating the synergy required to enhance skills and overall performance. A basic coaching model, described by Avinash Kirpal in his article, *Coaching for High Flying Corporate*, is the **GROW** model: **G**oal setting, **R**eality checking, **O**ption analysis, and **W**illingness to take action. And many individual coaches use models that are closely analogous to Kirpal's.

India has over 18 different languages, and an equal number of variations in traditions and cultures. When developing or adapting coaching models for Indian clients, it is important to evaluate the geographical location of the client organization, its local work culture, and the traditional mindset of its people, since cultural factors have a stronger influence on the workforce than organizations' corporate personalities. Business coaches must therefore be sensitive, open, adaptive, and flexible with coaching models.

3. **Network for increased impact and business development**

Networking is critical, since the coaching business in India is largely dependent on word-of-mouth referrals. What often works best is a multi-faceted approach to creating an appreciation for the value of business coaching services. In India, as in many countries, the established networking tools of business publications and journals, websites, business conferences, and personal contacts are the primary venues for effective networking. References from existing and previous clients help to increase the credibility of many service providers, and they work effectively for business coaches, too.

4. **Set high standards for business coaching**

Formal coaching qualifications and international credentials, including membership in respected coaching associations, set high standards and substantiate the coach's credibility. Decision makers may feel more confident in hiring business coaches with credentials and qualifications, and be more successful in justifying their expense.

Ajai Singh says, "There are too many individuals calling themselves coaches, when actually they are consultants or mentors. My personal feeling is that anyone who wants to call him- or herself a coach must have some kind of formal training or

accreditation from one of the plethora of coaching schools around the world."

5. **View the coach/coachee association as spiritual rather than strictly professional**

A coach in India must be viewed as a committed member of the 'organizational family.' This is the land where a guru (teacher) occupies a pedestal almost higher than God! But to be a guru demands undivided devotion to teaching and service. Building trust between the client and the coach depends on some degree of personal bonding as well.

Commander Girish Konkar, CEO of *Beyond Horizons*, has an interesting observation from his experience in the Indian business scenario. According to him, "Here, coaching is looked upon as a spiritual association, as opposed to a 'business/commercial' association. Indian history describes the strong association with a guru throughout any learning process. Almost all rulers of ancient India were known to have had a guru for spiritual, emotional and administrative/political guidance."

In addition to the five keys described above, some intangible factors also play a large role in business coaching in India. As MBCI accredited mentor and business coach Floyd Vaz shares, "There is one intrinsic credential that is far more important than any professional credential, and you cannot really be trained in such a thing. That is to have a genuine, sacrificial, unbiased love for the people and organizations you coach—in other words, serving them to be the best they can be."

Perhaps that is the key to the highest standard for business coaching in India—or anywhere else.

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BUSINESS BOOK REVIEWS

The Productive Narcissist

The Promise and Peril of Visionary Leadership

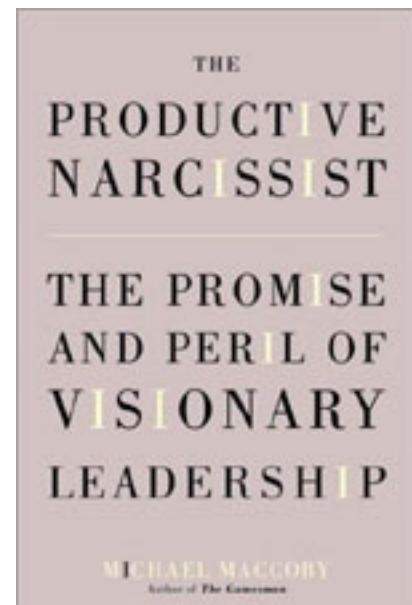
By Michael Maccoby

Review by Leslie Johnston, Business Book Review™

In **The Productive Narcissist**, author Michael Maccoby challenges many of the predominant theories of leadership by arguing that the leaders of America's most innovative—and some of its most successful—companies are not consensus-building bureaucrats, but rather what he terms productive narcissists. The concept is based on Freud's classification of the basic human personality types, one of which is the narcissist.

Effective leadership depends on context; running an innovative company is not the same as presiding over a bureaucracy. While many people aspire to developing a certain kind of product, or to starting a new company, or to making a difference in their customers' lives, it takes a very unusual people to believe that they, through their ideas and their personalities, can bring about the kind of change that affects how people live and work. While others look at the world as a place that needs changing, narcissists believe that they can change it. They reject how things are for how they should be. The narcissistic vision, therefore, begins with a rejection of the status quo along with a compelling vision.

Productive narcissists, those who do change the world, have the charisma and drive to convince others to buy in to their vision. They also possess an interrelated set of skills the author defines as strategic intelligence that are necessary for sustainable corporate leadership that will make the vision a reality. Strategic intelligence is the ability of leaders to think systematically: to develop a systemic vision that takes into account present and future social and economic trends; to partner with people and corporations that complement and



further corporate goals; and to implement a vision by developing—and most important—motivating a workforce to share the goals, values, and vision of the CEO.

Strategic intelligence speaks directly to the challenges facing CEOs in an era dominated by complex global corporations made up of knowledge and service workers, who must be motivated to think as well as act and who have to be convinced about the corporate vision and their role in it.

Narcissists are independent thinkers who take big risks. What distinguishes them from idle dreamers is that their vision engages others and provides them with meaning. In doing so, they smash the old economic rules and create an entirely new game with their own rules, using their corporations or organizations as vehicles for their vision. It is strategic intelligence, the intellectual skills of foresight and systems thinking, along with the real-world skills of visioning, motivating, and partnering, that allows productive narcissists to stay on top once they have reached success and to keep their company, and their vision, on track.

No matter what their strengths are, productive narcissists are difficult people to work with and work for. There are, however, five strategies for working with them: know yourself and your personality type, acquire deep knowledge in your field, learn how to partner effectively, do not invest your own ego, and strive to protect the narcissist's image. After gaining self-knowledge, we are better equipped to partner strategically with narcissistic bosses. Productive narcissists have a reputation for not having time for people unless they can fill in the gaps in their own knowledge and skill set, which means that narcissists use people in much the same way they use information and books. However, if such bosses are convinced that we have knowledge or skills they need, they will see us as partners.

While the Internet bubble may have burst, we are still in the midst of continuous invention and experimentation—the context for visionary leadership. It takes a productive narcissist to unleash the power of emerging technology, turning it into tools that can change the world.

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FROM THE EDITOR

Transitions

by Donna Mills

As some of you may already know, this issue of *Business Coaching Worldwide* will be the last for which I will be acting as Editor, and my feelings are mixed as I 'pass the reins' to incoming editor Sarah McArthur. An experienced professional, Sarah is eager to take *BCW* in some exciting new directions. I'm hoping that the challenge and the privilege of this position will inspire the degree of personal and professional growth in her that they have in me.

During this transition, I've been considering the role that courage plays in the course of our lives. In his CD presentation, *Midlife and the Great Unknown*, poet David Whyte describes courage as "the ability to cultivate a relationship with the unknown; to create a form of friendship with what lies around the corner over the horizon—with those things that have not yet fully come into being."

As I leave *BCW*, I realize that saying goodbye to a known quantity and hello to those new life experiences are processes that are challenging my courage. How much easier it is to avoid something new when the outcome is in question! How many dreams gather dust due to fear of exposure to the risk of criticism, or even the risk of downright rejection?

It strikes me that coaches and clients are both courageous. Change can be intimidating. Regardless of previous successes or failures, neither coach nor client can be 100 percent prepared for the possible outcomes, so we are continually cultivating relationships with the unknown. As we step into new situations and accept new challenges, let's rest in the assurance that we are exhibiting the courage to take strides in the direction of our moral imperatives, embracing ethical standards along the way. With integrity at the forefront of the charge, our faith in best possible outcomes can courageously follow.

And along with courage, we need encouragement—the support of others who can believe in us when we are too shaky to believe in ourselves. As business coaches, we experience this phenomenon all the time—holding the space for our clients until they are able to awaken to and have confidence in their own capabilities. As I step out into some uncharted territory to pursue my artistic and coaching goals in a more public way, I want to thank every contributor with whom I have worked—individuals who courageously and graciously accepted the tasks of rewriting, reviewing edited copy, and subjecting their creative projects to the constraints and constrictions of the editorial process. I will miss you!

Donna Mills, BA, CFCC, is editor of *Business Coaching Worldwide*. As the owner of Creative Clarity, Donna helps her clients to discover their authentic purposes, define goals that are aligned with those purposes, and design and implement strategies for their achievement. Read more about Donna in the [WABC Coach Directory](#). Donna may be reached by email at creativeclarity@sbcglobal.net.



Did You Know...

That in the wake of the debate around global warming, 'green' companies are gaining more prominence worldwide?

While the dispute regarding the phenomenon of global warming rages on, a new trend is emerging—green is starting to sell. Companies touting their 'greenness' are popping up everywhere. Even the language used to describe such companies is interesting. There's HIPT™ (for Human Impact + Profit), a new way of viewing investing. Similarly, John Elkington has coined the term 'triple bottom line.' Wikipedia defines this concept as follows: "In practical terms, triple bottom line accounting means expanding the traditional reporting framework to take into account environmental and social performance in addition to financial performance."

As another sign of the green times in which we live, influential magazines, such as *Inc.* and *Fast Company*, are publishing green company lists. In their recent article, 'The Green 50,' *Inc.* states that while companies have historically expressed an occasional interest in sustainability, the tone of that expression has changed. "This time, the action is being driven as much by markets as morality."

Cars are another example. While plenty of people (especially in North America) continue to drive SUVs, it's suddenly 'cool' to drive a hybrid. In their article, 'Hybrids Are Hot,' *MSNBC News* states, "Even BMW, the maker of German performance vehicles, and Porsche, known for its race-inspired sports cars, now say they'll get into hybrid production by the end of the decade."

The Worldwatch Institute tracks companies around the globe, publishing their 'Corporate Responsibility Reports Take Root' on an annual basis. Sometimes referred to as 'non-financial reports,' these publications cover everything from labor standards and their impact on local communities to toxic releases and greenhouse gas emissions. Most of the almost 1,800 reports filed in 2004 (up from virtually none in the early 1990's) are filed by European corporations. Of those produced between 2001 and 2005, 54 percent came from Europe, 25

percent from Asia and Australia, 17 percent from North America, 2 percent from South America, and 2 percent from Africa and the Middle East.

So what does all of this attention to sustainability around the globe have to do with us as business coaches? What is our responsibility to the companies we serve regarding this issue? The larger question may be what responsibility, if any, do we have to the environment? Do we overstep our boundaries as business coaches if we include environmental issues alongside leadership and business models?

If the April 16th issue of *Newsweek* is any indication, probably not. Its cover story, entitled "Leadership and the Environment," asks the really important question: "Is the push to save the planet a fad, or a turning point?" Crisis or not, as international business coaches we must, at the very least, be informed. If our clients are not considering the effect of environmental issues on their businesses (including their bottom lines), we can ask relevant questions to raise awareness about this increasingly significant component of industry.

And, yes, the debate about global warming will continue to rage, because the potential threat is important enough to grab the headlines. Let's not wait for a final resolution before introducing the concept of green into our business coaching conversations!

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

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](#)

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