

THE CENTER FOR EXECUTIVE COACHING PRESENTS...

THE THREE KEYS TO SUCCESS FOR COACHING EXECUTIVES, LEADERS, MANAGERS, UP-AND-COMING TALENT, AND BUSINESS OWNERS



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BUSINESS OWNERS**

Andrew Neitlich
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OVERVIEW

WELCOME! THIS SHORT REPORT HAS FOUR GOALS:

One: Explain what sets the most successful coaches apart from the rest. The ugly truth in the coaching industry is that there is huge variability in the success of coaches. Most coaches struggle to get by. However, a good percentage of coaches make an excellent living and are in high demand. You can get into this second group of coaches...if you have the right methodologies and approach to the market. This is true whether you want to be a business or executive coach, an internal or external coach, are new to coaching or want to take your practice to a new level.

Two: Provide you with a solid understanding of what the market requires. Whether you are an internal or an external coach, it is crucial to understand why people hire a coach, and why they don't. Unfortunately, many coaches lack this understanding, and get frustrated when nobody wants to work with them.

Three: Help you decide what matters most when choosing a coach training program. It is important that you choose a coach training program that helps you succeed in a competitive market. Otherwise, coaching will be nothing more than a hobby for you. Your program should certainly ground you in the core coaching competencies, but that is not enough. As the coaching market continues to evolve, you need practical methods to attract clients, keep them, and provide extraordinary value to them. Avoid programs that teach lots of theory, provide life coach training instead of training that applies to organizational leaders, or that don't go beyond the basic coaching competencies.

Four: Open the door to have a conversation. If you are serious about succeeding as a coach to executives, leaders, managers, up-and-coming talent, and business owners, then we should talk. The Center for Executive Coaching has developed a reputation for training coaches around the world and providing them with practical tools and methods that get results for clients. That is our single-minded focus: giving you the tools and methodologies to have impact, deliver value to your clients, and keep clients for a long time. If you have the substance to get results for each and every client – not once, but again and again and again – then you will be successful. The Center for Executive Coaching understands this, and focuses on providing you with the knowledge, tools, and methods for client success and therefore your success.

After you read this report, please let me know if you have any questions, and what you would like to do next. My personal cell phone is 941-539-9623. You can reach us by email at info@centerforexecutivecoaching.com or my personal email at andrewneitlich@yahoo.com. I would be delighted to set up a meeting to answer any questions you have and to find out whether there is a fit.

Enjoy!

Sincerely,

Andrew Neitlich

Founder and Director

Center for Executive Coaching

Proven coaching methodology, teacher with real world coaching experience, and...measurable results for my clients.

“The difference in the Center for Executive Coaching (CEC) and other coaching programs is the real, ‘no-fluff’ content, tools and ongoing support they provide to ensure your success as a coach. I was looking for a program with a proven coaching methodology, a teacher with real world coaching experience, and training that would allow me to provide measurable results for my clients. It was essential to me that the content have depth and provide me with the relevant skills and tools I needed to help seasoned executives. CEC provided all of this and more. Andrew is a master communicator who teaches with a unique combination of wit and intensity, clearly conveying powerful coaching techniques and methodologies to his students.”

Mark Freemantle, Entrepreneur and Executive Coach, USA

IN CASE YOU WERE WONDERING...HOW I GOT INTO COACHING

People from all sorts of backgrounds get into coaching. My own story is interesting because it shows the difference between coaching and consulting, and why executives are interested in coaching...

A TRADITIONAL CONSULTING STUDY TURNS INTO A SURPRISE

I was working as a consultant to the Chief Operating Officer (COO) of a large healthcare system. My team of three analysts had just spent three months and countless hours benchmarking the organization's productivity to determine the opportunity to improve. We had developed reams of PowerPoint documents with charts comparing the system to dozens of other similar healthcare systems nationwide. We had databases, Excel spreadsheets, comments from the system's management, hundreds of Medicare cost reports, and up-to-date input from a network of leading clinical managers from around the nation. Our analysis was sound, complete, and better than any other consulting firm could have provided.

We discovered that the hospital had the opportunity to save about \$12 million in costs without hurting quality.

The COO and I had just reviewed this material, and he looked across the table at me.

"That's about right," he said. "I was guessing \$10 to \$15 million."

This COO had just spent about \$250,000 of his organization's money to come up with a number he already knew. But we both already understood that he had to use an outside firm to justify his instincts to his board and management team.

WHY THE COO REALLY HIRED ME

Then he surprised me. "I didn't hire you for this analysis," he said. "And I didn't hire you to help us achieve our cost target, because my management team can do that without you. I hired you because I need someone to walk me through the pain that this change program is going to cause. I need someone I can trust, who will support me when the going gets tough."

THE POWER OF COACHING BECOMES CLEAR

It was at that point that the power of executive coaching became clear to me. The executives I had been working with were competent, and usually knew what they had to do. But they needed someone who could serve as a sounding board, provide insights, and help them to stay focused and resilient in the face of enormous challenges and pressure.

Many of these executives received more value in a few 30- to 60-minute meetings with a trusted, supportive advisor than they did in half a million dollars' worth of highly-educated analysts on a consulting team. They knew ahead of time what the analysts would find. What they needed was someone who could help them make tough decisions and do what it took to improve performance.

AN EXPERIMENT IN COACHING WITH EXCELLENT RESULTS

So I tried an experiment. I started focusing more on executive coaching, and less on analysis/consulting.

The results were excellent. I did less work, made more money, and had more fun -- without the hassles of managing teams of consultants. My relationships with clients got stronger, and I could work with more executives than before. I worked on more interesting engagements, often by phone and without having to travel.

A wide variety of executives, managers, and business owners were looking for coaching, although they didn't use the word "coaching" too often. The problems they faced involved the following issues, among others:

- Gain more influence in their organization.
- Launch a new initiative.
- Get commitment and build alignment among their executive team.
- Improve their business relationship with their boss.
- Implement difficult changes.
- Grow their organization.
- Improve their leadership skills as they venture into new, unfamiliar areas.
- Quickly gain knowledge about new functions (e.g., marketing, finance) where they lack experience.
- Make a transition to a new role or organization.
- Avoid burnout and balance work, family, hobbies, and health.
- Make decisions with incomplete information.
- Get clarity about organizational strategy and direction.
- Make improvements in response to negative feedback from colleagues.

Usually they had good instincts about what to do and needed someone like me to listen to their concerns, serve as a sounding board, debate with them, ask probing questions, and – when appropriate – to offer advice and insights about things they might be missing.

I helped in other ways as well. I interviewed colleagues and constituents to gather input and advice in a safe, objective, and confidential way. I structured and facilitated short meetings with a Board of Directors or management team to gather ideas and develop consensus. Sometimes I led training sessions and workshops with management and up-and-coming managers about key management topics.

A RICH, REWARDING, AND FULFILLING CAREER

Since that initial transition, my life has become even more rich, rewarding, and fulfilling. You don't need to have come from a consulting background to enjoy these benefits. Coaching opens up many new doors and opportunities for people from a wide variety of backgrounds.

The most valuable and effective program I have ever attended...

“There are rare moments in any entrepreneur’s career when a myriad of issues and challenges can coalesce at the same time. I had that experience while attending the Center for Executive Coaching Certified Executive Coach Program. I have worked as a full-time executive coach for the last 10 years and this was the most valuable and effective program I have ever attended. It not only added geometric value to my coaching business, but to me as a coach. Andrew displays an uncanny ability to get to the heart of issues, model the process and then allow the class to immediately put into practice what they just watched and learned. Andrew’s wide breadth of knowledge, warm professional teaching style and ability to navigate a high energy and intelligent audience kept me focused and learning throughout the entire process.

“If you didn’t get the idea to this point, this is an unsolicited and complete endorsement of the Center for Executive Coaching and Andrew’s work. If in the past you only had a hammer as your tool, everything looked like a nail. With resources, information, training, access to Andrew, and peers who are playing a high level game of success for themselves and their clients, you will leave with the tools necessary to build your biggest goals and the goals of your clients.”

Victoria Trabosh, Author, Speaker, Certified Executive Coach, USA

WHAT IS EXECUTIVE COACHING?

Executive adj: having the function of carrying out plans or orders etc.; “the executive branch” n 1: a person responsible for the administration of a business 2: persons who administer the law 3: someone who manages a government agency or department.

Coach n 1: (sports) someone in charge of training an athlete or a team 2: a person who gives private instruction (as in singing or acting) 3: a railcar where passengers ride 4: a carriage pulled by four horses with one driver 5: a vehicle carrying many passengers; used for public transport; “he always rode the bus to work” v 1: teach and supervise (someone); act as a trainer or coach (to), as in sports; “He is training our Olympic team”; “She is coaching the crew” 2: drive a coach.

- Source: WordNet ® 2.0, Princeton University via www.dictionary.com

This program defines executive coaching broadly. The type of coaching we teach at the Center for Executive Coaching applies to a wide range of leaders and up-and-coming leaders: C-suite executives, leadership teams, managers, entrepreneurs and business owners, and up-and-coming talent.

Executive coaching is an **efficient**, high-impact process that helps high-performing people in leadership roles improve results in ways that are sustained over time.

It is efficient because, unlike traditional consulting assignments, it does not require invasive processes, large outside teams, and lengthy reports and analyses to get results.

It is a **high-impact process** because Executive Coaches typically work with clients in short meetings (i.e., 30 minutes per session). During this time, the coach and client can generate important insights, gain clarity, focus, and make decisions to improve performance.

Executive coaching works with **high-performing people in leadership roles**. It is not therapy, meant to “fix” a person. As an Executive Coach, your clients are already highly functioning, successful people. Like any of us, they need support from time to time in order to perform better.

Finally, your goal as an Executive Coach is to **improve results in ways that are sustainable over time**. Your clients want some sort of outcome, usually related to improved profits, career success, organizational effectiveness, or career and personal satisfaction. If you aren’t helping your clients get results, you aren’t doing your job. At the same time, coaching is about helping people improve their own capabilities and effectiveness, so that the results and performance improvements last. To use the time-worn and famous quote, you are teaching people to fish, not feeding them for a day.

SPORTS COACHES VS. EXECUTIVE COACHES?

The formal definition of a coach is very interesting. Many coaching programs don’t like the idea of Executive Coaches being like sports coaches. They prefer to have coaches ask lots of great questions so that the client suddenly has an “ah-ha” moment and figures things out on his or her own. While this is one perfectly acceptable form of coaching, it is not enough. Sometimes you need to intervene, the way that a sports coach does. You need to make observations, provide tools, move the conversation forward, motivate, and sometimes give a firm kick in the pants. Interestingly, the sports coach doesn’t intervene until he or she watches the athlete in action. That is the equivalent of how executive-level coaches assess the client by asking open-ended questions, using off-the-shelf assessments, conducting a 360-degree verbal assessment, shadowing the leader, and other methods.

THE IMPORTANCE OF POINT A TO POINT B

Personally, I like the traditional definition of the word coach best. Think of yourself as a railcar or carriage that gets your clients from where they are to where they want to be. You are a vehicle that moves your clients from point A to a better point B.

COACHING CAN BE INTEGRATED INTO ALMOST ANY PROFESSION

You can incorporate the practices of executive coaching into almost any profession that works with entrepreneurs, executives, managers, and up-and-coming leaders in an organization.

MANAGEMENT CONSULTING

For instance, if you are a management consultant, you likely already provide coaching as part of what you do. Executive coaching is the part of the engagement where you work one-on-one with executives to encourage them to make difficult decisions, step out of their comfort zone, stop destructive behavior, embrace change, and shift performance. For me, a long-time consultant, executive coaching is the fun part. It's when you stop doing the analyses (and most of the time the client already knows the answer anyway), stop revising the PowerPoint presentation, and sit down face to face with the client to help them improve results. It's the part of the engagement where the client turns to you as their objective, trusted advisor, colleague and confidant.

LIFE COACHING

If you are already a life coach, executive coaching can help you put some more meat on the bones in your coaching content and provide specific approaches that resonate with executives and managers. Too many life coaches lack concrete, results-driven content that resonates with executives. Very few make a good income without adding results-driven, practical content that calls to executives, leaders, and managers.

MANAGEMENT

Managers can use coaching to help employees develop, and re-engage employees who seem to have lost their enthusiasm. However, it is important that managers are explicit about when they are having a coaching conversation compared to when they are having other types of conversations (e.g., performance review, negotiation, and setting standards). Otherwise, the "coaching" comes across as manipulative and inauthentic.

MENTAL HEALTH PROFESSIONALS

Due to issues with healthcare reimbursement, many mental health professionals are also getting into coaching. Coaching offers a way to attract high-paying clients who don't need insurance. For clinicians it is a relatively easy shift to a coaching model, although the transition from a disease-state philosophy to more of a positive psychology approach, and from speaking clinical language to speaking the language of organizational leadership, can be an adjustment.

TRAINERS

For people who offer training programs, executive coaching provides a new platform for you to adapt your materials. Instead of leading group programs, you can use your training materials to coach executives and managers one-on-one. (And the reverse applies: Executive coaches often offer training programs). Research shows that retention and results increase as much as fourfold by combining

training and coaching – which intuitively makes sense given the ongoing follow up that coaching makes possible.

I cannot recommend the CEC highly enough.

“After four months of training with the Center for Executive Coaching (CEC), I just returned from a capstone seminar with CEC founder Andrew Neitlich, and a cohort of phenomenal executive coaches from around the world. I selected the CEC for my formal coach training for two reasons: (1) emphasis on helping clients measurably accelerate business results and (2) practical tools that can help executives and leaders at all levels immediately begin to improve performance - their own, and that of their organizations. I cannot recommend the CEC highly enough. The learning format is highly flexible yet rigorous; and the in-person seminar is invaluable, both in really ‘burning in’ the learning; and in meaningfully expanding one’s partnering network.

“As a tri-athlete and a business executive myself, I know firsthand the difference expert coaching makes in both elevating and accelerating performance. I am looking forward to applying the tremendous toolset and additional expertise I have gained through the CEC with my clients who want to create sustained, high-performance organizations and cultures.”

April Armstrong, Coach, Consultant, Speaker, Author, Facilitator, USA

WHAT COACHING IS NOT

It is also important to be clear about what executive coaching is NOT.

NOT THERAPY

As noted earlier, executive coaching is not therapy. You are not fixing anybody. However, you can ask powerful questions that inquire about why a client behaves the way they do. What are their beliefs and values that might be causing them to behave the way they do? How can they embrace more empowering beliefs and values to get the results they want to get?

NOT INTERIM MANAGEMENT

Likewise, executive coaching is not the same thing as interim management. You are not stepping in to do the job for your client. Instead, you are a “shadow leader” working behind the scenes to help your client succeed and improve in lasting ways.

NOT CONSULTING

Consultants tend to conduct analyses and make recommendations to clients. Coaches are more non-directive, relying on clients to come up with the answer. If the client needs data or an analysis, the coach holds the client accountable for doing that work. As a coaching colleague says, “Coaches aren’t asking our clients to outsource their brains.”

NOT A CRYSTAL BALL

Finally, your job as an executive coach is not to be a “crystal ball” that magically provides an answer. As a coach, you will intervene and provide advice when appropriate. But successful coaches engage in dialogue with their clients, and then customize a tool or solution that works for their unique solution. Sometimes there is no easy answer, and your value will be to support your clients in making decisions with incomplete information.

THE SEVEN ORIENTATIONS OF THE EXECUTIVE COACH

Every executive coach should have seven orientations, or mindsets, in everything that they do. These seven orientations define who you are as an executive coach and are the context in which you work. To be successful, you need to incorporate these orientations throughout your practice. Each of these orientations is inter-related, and the top executive coaches balance all of them in their work.

We include them in this report so that you can confirm that executive coaching is right for you.

Relationships. As a coach, you should strive to build positive business relationships with your clients. You do this by providing value to them, serving them, being the consummate professional, and standing for their success.

Outcomes. You focus on results. This may seem obvious, but it is not. Many managers focus on tasks to the point that they sometimes forget where they are going. You help them focus on the end result, on the powerful, compelling future that they want to create. Sometimes you have to balance relationships and outcomes. If you push too hard for outcomes, you hurt the relationship and come across as coercing. If you focus too much on the relationship, you won't achieve results, and will be perceived as too passive, as avoiding conflict.

Possibility. When others are stuck, mired in complaints and negativity, you create a sense of possibility. You are not unrealistic in what is possible, but your way of speaking and acting encourages people to keep pushing forward in the face of uncertainty and difficult challenges.

Stand for the client's commitment and potential. Think of yourself as your client's commitment and potential. That's who you are. You are a "stake in the ground" for what your client can be and do. If the client wavers, you do not, because you are his or her potential and commitment. You represent the client's most ambitious, noble, and inspiring goals.

Equal footing. You are on equal ground with your clients, no matter how wealthy, powerful, or accomplished they may be. You should be open, honest, and authentic about your reactions to the client's words and deeds. If they don't do what they say they will do, you have every right to "call them" on their behavior. This doesn't give you free reign to judge or preach, but you should feel comfortable speaking to your clients as an equal.

Dialogue. Executive coaching is not about lecturing. It happens through a dialogue with your clients. It is therefore essential to be sure that you have heard your clients, explored their issues, and tested your proposed approach with them.

Capacity. You are not working with your clients to just get it done. Rather, you want to help your clients improve their capabilities and performance over the long term. There are many ways to build capacity: letting the client reach their own conclusions and insights; serving as an example or role model; training and teaching; providing challenging assignments; or even following the medical school model of "see one, do one, teach one."

The number of practical tools provided is amazing.

“First, Andrew is a very gifted coach trainer. He has a depth of insight, quick wit and love for coaches. Second, the number of practical tools provided is amazing. In my experience, this is one thing that sets the Center for Executive Coaching apart; participants walk away with tools they will use every day to add value to clients.”

Brent Brady, Administrator at Coastal Hospice and Palliative Care, Certified Executive Coach, Non-Profit Executive, USA

THE THREE DOMAINS OF COACHING

There are many types of engagements you can do as an executive coach. Most engagements emphasize one of three domains: content, process, and context. While every engagement includes some combination of all three, the most powerful coaching gets into what we call context.

Content is the “what.” With content-style engagements, the client is asking you to share your knowledge about specific areas of business. Examples might include:

- Marketing.
- Business planning.
- Financial management.
- Productivity benchmarks.
- Competitive and strategic insights.
- Legal issues.
- Productivity improvements.
- Technology strategies.
- Legal issues.
- Recruiting, retaining, and developing people.
- Human Resources systems.
- Risk management.

The “content engagement” is the safest, easiest type of engagement for clients to request. Content is generally intellectual, and doesn’t require much risk or even action. However, most content-style engagements require process and context in order to get measurable results. The other challenge with content coaching is that – if you already have the answer – it is very challenging to stay in coaching mode, vs. shifting to the role of a consultant or advisor.

Process refers to the “how.” Process-focused coaching helps the client lay out a structure and an action plan to get things done. Typically process engagements are large initiatives that the client is undertaking. Examples include:

- Transform the culture.
- Develop leaders through an internal Leadership University.
- Improve productivity by 12%.
- Complete a strategic planning exercise.
- Improve the board’s effectiveness.
- Turn around profitability.
- Develop a plan to increase sales at a large client.
- Restructure the organization.
- Implement a mentoring program.

What is fascinating about process is that most clients already know how to get it done – but still nothing moves forward. For this reason, coaches have to move to a deeper level of coaching, what we call the context level.

An invaluable 2 in 1 that makes his coaching program outstanding value for the money.

“Andrew brings a unique and highly valuable blend of content. He combines ICF core competencies with powerful, structured frameworks that have enabled great results for my clients in an extremely time efficient manner. Furthermore, what sets Andrew apart is he also has outstanding Business Development and Marketing skills. The outcome is a coaching program that gets results for clients while also ensuring that coaches know how to build out their practice. That’s an invaluable 2 in1 that makes his coaching program outstanding value for money. Andrew is the best executive coach I know and I will continue to recommend his program to others.”

Mike Jackson, Solutions to Challenges Facing CPG Executives, Consultant & Certified Executive Coach, CEC, CMA, Canada

Context engagements are engagements in which you help your client improve their behavior, attitude, and effectiveness as a manager. Context is about who our clients are as leaders, the tone they set, the messages they convey, the relationships they build, and what they do and don’t tolerate. Examples include:

- Influence colleagues and managers without using formal authority.
- Get a better response from employees.
- Eliminate behavioral “blind spots” that are hurting performance.
- Build on talents.
- Be more assertive.
- Collaborate more effectively.
- Handle conflict appropriately.
- Improve relationships with superiors.
- Be more politically astute when recommending ideas.
- Transition to a new, unfamiliar role.

Context is often the missing piece that prevents process- and content-related engagements from succeeding. That’s because sustainable results require all three domains: sound decisions based on good knowledge/content, a sound process to get results, and effective interactions and behaviors. In fact, the most effective and satisfying engagements involve content, process, and context.

Many (not all) executives are uncomfortable about requesting context-style engagements, at least until they know you. They perceive context to be “soft” and “fuzzy.” Therefore, you often have to get your foot in the door by emphasizing the results you can achieve through content and process. As you build trust and the relationship solidifies, you can begin to introduce context-related issues.

WHY PEOPLE HIRE A COACH, AND WHY THEY DON'T

Many coaches make a fatal mistake when they first get into coaching: They focus on what gets them excited about coaching, instead of what gets prospective clients excited.

To explain the difference, a metaphor might help...

WOULD YOU OPEN YOUR DOOR OR TRY TO GET THESE PEOPLE TO GO AWAY?

Have you ever had missionaries or evangelists from a religious group knock on your door so that they can spread the word of their faith to you? They seem to be kind people. These people are certainly passionate about what they are doing. They have a message that they believe is vitally important, and they are inspired to share it with as many people as possible.

But when they knock on my door, they come uninvited. I did not wake up wanting a stranger to knock, unannounced, at my door. I did not wake up thinking that a stranger at my door with some pamphlets would give me the answer to my problems.

At the same time, fair or not, I have certain preconceptions about people who knock at my door unannounced, and this makes me even less likely to want to start a conversation.

The bottom line: I do not want these people to be at my door and I do not want to hear their message, especially the way they want to convey it. I perceive them to be an interruption.

So, what do we do when we are in this situation? We tell the person that this is not a good time. We might tell them to come back later – but we hope they will not.

MANY COACHES TURN PEOPLE OFF WITH THEIR APPROACH TO BUSINESS DEVELOPMENT

Guess what? Coaches often come across the same way. They are passionate, even inspired. They talk about transformation, ontology, neurological processing, leadership competencies, co-activity, and applied development. They readily share best-selling titles of self-help and leadership books. They lament the “lack of leadership” at all levels of society and organizations, and the need for more and better leadership.

At the same time, their general message seems to be: “I am a coach. Tell me your problem and I can help you fix it.”

Unfortunately – even if the coach’s claim is accurate – the overall message won’t get leaders, business owners, executives, managers, and up-and-coming talent to sit up and take notice. If anything, this type of talk often causes them to roll their eyes.

LEADERS DON'T WAKE UP IN THE MORNING THINKING ABOUT THEIR OWN LEADERSHIP

Leaders do not wake up in the morning and say, “I think I am a lousy leader. Let me do a Google search and find a coach in my area to help me with this issue.”

They do not say to themselves, “If only I knew more about transformational processes and ontological approaches to leadership development, then we could really increase profits and the value of the company.”

That’s simply not how it works – although most coaches don’t seem to get this simple fact.

HOW TO REALLY ATTRACT COACHING CLIENTS

To get coaching clients, you will have to connect with their most pressing problems, show that you understand them, and provide a solution that provides value.

When leaders wake up in the morning, they have a slew of problems that are troubling them. The following list gives only a few examples – and they get more specific depending on each individual’s job title, industry, and demographics:

- I am not getting enough from my people.
- My team is not aligned.
- My relationship with my boss is poor.
- I can’t get anyone to buy into my idea.
- I need to change this culture, but everyone resists.
- If we don’t improve performance soon, we are in huge trouble.
- We can’t seem to get things done quickly and effectively around here.
- We need a new strategy, but no one even agrees on what the issues are.
- We have a strategy, but no one is making it happen.
- Some of our competitors are doing things that could put us behind.
- How will we adapt to the new regulations?
- My career seems to be at a standstill and I need help moving forward.
- I need to have a difficult conversation with a colleague, and I’m not sure I have the right approach.
- How on earth will we keep up with this new technology?
- I am overwhelmed and I don’t want to burn out.
- I can’t trust anyone else to get this done, but I don’t have time to keep doing this myself.
- We do not have enough leaders in the middle of this organization to achieve our growth goals.
- I think my job is at risk, and I don’t know how to stay safe.
- I am great at technology, but all of this “people stuff” is incredibly annoying and frustrating.
- I just moved into a new role, and I want to be sure that I succeed right out of the starting gate.
- I need a succession plan so I can hand this organization off or sell it.
- I have a conflict with a colleague and it is hurting performance.
- I just can’t seem to get clarity about this decision.
- There is so much to do that I can’t focus on what really matters.

Bring structure and clarity in very complex leadership challenges.

“When I decided to move my executive coaching skills to the next level, I immediately knew that Andrew’s Center for Executive Coaching was the right place. Besides providing an excellent learning platform, Andrew continuously demonstrated his ability to bring structure and clarity in very complex leadership challenges, teaching me how to coach executives and their teams much more effectively. Moreover, Andrew keeps impressing me by his high integrity, punctuality, and high energy. Andrew is indeed a consummate professional.”

Myriam Callegarin, Global Executive Coach, Increasing Leadership Effectiveness and Global Team Performance, Italy

Once we recognize that this is how leaders think, it helps us understand how to really get hired as coaches to leaders up, down, and across the organization. For instance:

One: Start with the key issues that people in your target market face, and what is at stake if they don’t address those issues.

Two: Provide solutions that tie directly back to the problems that your target market faces.

Three: Show what your solution makes possible, the impact it will have, and the value it provides.

Four: Talk the language of the prospect.

Notice that the above suggestions don’t even require you to use the word “coaching.” Coaching is a task. It is a thing we do. It is a feature. Done right, it can have an amazing impact. However, if you want to succeed as a coach, don’t sell coaching. Instead, sell solutions. Coaching is simply a way to deliver a solution, along with the results and the benefits that follow.

PEOPLE DON’T BUY COACHING. THEY BUY SOLUTIONS.

You have heard the old marketing saying: “People don’t buy a quarter-inch drill. They buy a quarter-inch hole.” The point of the saying is that you have to focus on the results and benefits, not the feature.

The same principle applies in coaching. Leaders don’t buy coaching. They buy solutions to their most pressing problems.

Many coaches get this wrong, and end up frustrated.

If you understand this principle, you are already on the path to being more successful than most coaches. People see you as credible, because you understand their issues. Unlike the evangelists described earlier, people actually want to talk to you, because you have insights about their most pressing concerns. At the same time, you can charge the fees you deserve, because you focus on value and results.

There is one other piece of good news. The above is not hard to do. Coaches are great at asking probing questions that help people have insights. You can use that same approach to uncover issues and get hired as a coach. In fact, if you think of yourself as a coach during the business development process, it becomes quite natural – even easy – to talk to prospective clients and find out if there is a good fit.

It all starts with really understanding why people hire a coach, and why they don't.

A TALE OF TWO COACHES...BOTH PASSIONATE, BOTH CREDENTIALLED, BUT ONLY ONE WHO IS SUCCESSFUL

I have been training coaches for almost two decades. In this time, it has become clear that there are two groups of coaches. Both are passionate about coaching. Both are well-meaning professionals who want to make a huge difference to clients through coaching.

HOWEVER, ONLY ONE GROUP OF COACHES IS REALLY SUCCESSFUL, AND IT IS A SMALL GROUP

However, only one group is really successful in terms of the actual impact they have with clients, the income they earn, and the credibility they have in the market. This is a much smaller group, perhaps 5% of the overall market of coaches.

The coaches in the first group struggle. If you ask them what it feels like to be a coach, they will say that it feels like being on a treadmill.

First, it takes them a long time to get a new client.

Second, their typical client engagement is short, maybe a few months at most.

Third, their typical client relationship lasts only a short time. Most coaches keep clients for less than a year, maybe two years at the outside. Many are “one and done” coaches, meaning they only have one engagement with each client and then the client won’t hire them again.

As a result, the coaches in this first group are always chasing new clients, working with new clients for a short time, and then chasing the next client. It is an awful, frustrating feeling.

FORTUNATELY, IT DOESN'T HAVE TO BE THIS WAY FOR YOU...

The second group of coaches is more successful. They have found a way off the treadmill. They have done this with three shifts in the way they think about coaching.

THE MINDSET IS: KEEP CLIENTS FOR A LONG TIME

First, they constantly think about keeping clients for a long time. Coaches in this group keep clients for five years or more. In my own case, I have kept clients as long as 15 years, sometimes until they retire. Coaches in this group don’t think primarily about engagements, but rather about relationships. They have a portfolio of client relationships, the same way an investor has a portfolio of investments. Within each relationship is a series of engagements. That way, clients are true assets that bring in a stream of recurring revenues. Coaches who think this way don’t have to keep chasing new clients, because they have plenty of work to do with their current ones.

HAVE THE SUBSTANCE TO BE ABLE TO KEEP CLIENTS A LONG TIME

Second, coaches in this group don’t merely think about keeping clients longer. They also have a set of ready-made solutions to keep clients for years such as a broad and deep toolkit of coaching frameworks and methodologies. That way, they can provide a range of solutions to help clients as they face new issues, grow into new roles, and as their organizations grow with them.

PROVIDE IMPACT AGAIN AND AGAIN AND AGAIN

Third, as a result of all of this, the coaches in this group provide impact – not just once, but again and again and again. They keep clients for a long time, because they provide value for a long time.

THE TRUE ROOT CAUSE OF THE DIFFERENCE BETWEEN SUCCESSFUL AND UNSUCCESSFUL COACHES

Substance, the ability to have impact again and again, is really the root cause of the difference between the two groups of coaches. The first group is not prepared to go the distance with clients. They learned a coaching style that is what we call “coach light.” They ask lots of open-ended questions that go nowhere and cause clients to get frustrated. They start each coaching session with the question, “What do you want to talk about today?” instead of coming from a larger vision that helps the client make serious long-term gains.

Please don’t fall into that first group of coaches. Members of the Center for Executive Coaching get the tools and substance to go the distance with clients, and provide ongoing value and impact. We show you how to really make a difference as a coach, so that your clients benefit and you do, too.

Following are three keys to doing that...

KEY ONE: SUBSTANCE TO DELIVER EXTRAORDINARY VALUE

The first key to success as an executive- and leadership-level coach is substance.

Substance means that you have compelling, powerful content that gets results for executives, managers, entrepreneurs, and other leaders.

DON'T BE A LIGHTWEIGHT COACH!

Sadly, many coaches in the market are lightweights. Even if they have gone through a training program accredited by the International Coach Federation or other association (the Center for Executive Coaching is accredited as an ACTP with the ICF), that does not mean that they have skills that will be successful in the market. Many go through programs that we call “coach light.” They learn nothing more than how to ask a never-ending series of open-ended questions. You can buy books on Amazon with these types of coaching questions. They are a good start, but not nearly enough.

In one sense, I am glad that coaches like this exist. I have obtained clients from these coaches. The clients reported, “My last coach was an expensive waste of time. All he did was ask superficial questions.” This is a gift to me, because I can explain to the client about how my approach is different.

You need to have the substance to help executives and managers resolve their most pressing problems. Leaders and their teams face more daunting challenges than ever before, and your content has to be able to help them. You can't just ask basic questions or use a goal-setting approach that anyone can learn at a \$99 motel seminar.

The best in the industry.

“Andrew’s program is THE best in the industry. He combines theory and practice in a manner that prepared me to expand my coaching business and deliver superb service immediately upon completion. Andrew’s practical approach to delivering results in all of the areas that deliver improved business results is a one of a kind practice. All others I researched were heavy on theory and empty on practice.”

John Moore, Executive Coach, USA

COACHING FRAMEWORKS GIVE YOU SUBSTANCE

The way to have substance is by having a complete toolkit of coaching frameworks, plus the conversations and methodologies to use them. A good coaching framework combines three things:

1. A framework about how to solve a pressing problem.
2. A process that uses the framework to get results efficiently.
3. An outcome that provides serious impact, value, and results for your client.

390 BILLION POSSIBLE COMBINATIONS

To explain a bit differently, here is a mind-boggling fact: In the first four moves of any chess game, there are 390 billion possible combinations of moves. That is a staggering number. Some of these moves go nowhere. Others move closer to checkmate.

The same is true in coaching. In any coaching conversation, there are unlimited approaches. However, only a few get the client closer to insights, action, and results.

THE 80/20 RULE APPLIED TO COACHING

A good coaching framework does exactly that. It provides you with the 20% of questions and lines of inquiry to have with clients to get 80% of results. It is flexible – and has to be, so that you can go where the client needs to go. It is not a script. It is not set in stone. Like the framework to a house, it lays out the most important parts of the structure.

Enabled me to achieve higher levels of coaching capability.

“Andrew’s considerable talents in executive coaching, business development, marketing, and entrepreneurship are truly world-class. I have had the privilege of working with Andrew in his role as the Director of the Center for Executive Coaching. I can tell you that his expertise and the program he built have enabled me to achieve higher levels of coaching capability and bring even greater value to my clients. I give Andrew my unhesitating and highest recommendation.”

Joe Scherrer, Leader Forge, Executive Coach

For top coaches, these frameworks are gold. They set you apart as the go-to professional in the market. They give you the substance to address the full range of issues the client has. Also, they give you the depth to engage clients on an issue and make lasting – not superficial or short-lived – change.

DON'T BE SKIN DEEP

Meanwhile, many coaches struggle because they don't have even a single methodology, and don't know how to create one. Their approach to working with clients is skin deep.

When you join the Center for Executive Coaching, you get immediate access to an entire suite of coaching frameworks to use with clients. They are practical and proven, refined over 20 years of experience with coaches and clients in 32 countries. They give new coaches an instant toolkit to use with clients – and you can even brand it with your own logo. They give veteran coaches a way to upgrade and freshen up your existing toolkit.

Research reveals that a top reason why people hire a professional is because he or she has a proven methodology that addresses a top problem. Coaching frameworks give you that methodology.

EXAMPLES OF THE FRAMEWORKS YOU RECEIVE INCLUDE:

- Reframing limiting beliefs that are holding back the client's career or organization.
- Eliminating a behavioral issue that is hurting performance and could derail the client's career.
- Helping the client be more influential.
- Setting strategic direction.
- Improving team performance.
- Engaging and mobilizing employees.
- Creating a high-performance culture.
- Leading change.
- Completing a significant performance improvement initiative.
- Communicating with impact.
- Strengthening one's power base of relationships.
- Getting control of one's time.
- Having difficult conversations to improve results.
- Gaining buy-in for an idea from stakeholders throughout the organization.
- Building a strong relationship with one's manager.
- Thinking comprehensively about issues.
- Succeeding in one's first 90 days in the organization.
- Personal branding for career success.
- Resolving a conflict.
- Career planning for managers and executives.
- Balancing the personal domains with work.
- The attitudes of the successful leader.
- Improving leadership presence.
- Creating a succession plan.
- Developing future leaders among high-potential managers.
- Getting out of the business, instead of constantly fighting fires.

A MARKET-DRIVEN APPROACH

Notice that most of these are market-driven. Unlike most other coach training programs, we provide you with approaches that focus on the top issues that leaders face – whether reported directly by them or by a sponsor (e.g., Human Resources, a manager).

USE THESE TOOLS IMMEDIATELY FOR FAST RESULTS

You can use these toolkits immediately when you register for the Center for Executive Coaching – in addition to training about the core competencies and conversations that top coaches have. We walk you through how to use each and every one, and provide ongoing support. Our members rave about the power of these frameworks, their effectiveness with clients, and their value.

In short, they give you the substance you need to succeed as a coach. You simply have to be able to help executives and managers address their most pressing challenges and continue to get better as leaders. Without this kind of substance, you and your coaching practice will flounder.

I have learned so much...

“Andrew is a consummate professional and I greatly admire him. I have learned so much from him and the work he does through the Center For Executive Coaching. Once I became a part of the CEC community it was like drinking from a fire hose! His work ethic, intelligence and integrity are very apparent. He is organized and thorough in all he delivers. He is an excellent teacher who lays out a solid learning plan and sticks to it. He is also generous with his time and available to his students. I highly recommend him and the Center for Executive Coaching.”

*Nicole Cutts, Ph.D., CEO, Cutts Consulting LLC, Licensed Clinical Psychologist,
Success Coach & Certified Executive Coach*

KEY TWO: PROVEN METHODS TO GET CLIENTS AND CHARGE WHAT YOU ARE WORTH

Whether you are an internal or external coach, you are in two professions. The first is coaching. The second is attracting clients.

YOU DON'T HAVE TO STRUGGLE TO GET BY AS A COACH

Many coaches struggle to get by – even if they are really good coaches. They simply do not know how to get, and keep clients, and it is frustrating for them to keep doing something they love for a very limited income. Internal coaches share that they get frustrated when they don't earn the respect and credibility they feel they deserve, from all levels of the organization.

If you have substance as a coach, the process becomes much easier. You don't have to spend as much time on business development. You can spend more time doing what you love, which is coaching and having impact with clients. In my own case, after a year or two in the profession, I could trace more than half of my coaching business to my first two clients. Those two clients hired me for more work, and also referred me to others. It is so much more fulfilling to grow a coaching practice that way – through existing clients – than by constantly chasing new clients.

By far, the best experience I have had in my coaching development.

“The program was, by far, the best experience I have had in my coaching development. Andrew is an expert and the sessions are engaging, knowledge packed and incredibly informative. The tools that are provided, books, sample materials as well as the added benefit of Andrew’s expertise have undoubtedly made me a far superior Leadership and Executive Coach. My copy of his book, How to Coach Executives is literally falling apart from use! It is something I refer to daily in my work. I would recommend to anyone who wants to become an Executive Coach or to become a superior practitioner, to contact Andrew immediately! AMAZING.”

Sean Coffey, Executive Consultant

BUSINESS DEVELOPMENT CAN BE NATURAL AND AUTHENTIC

However, you still want to keep your pipeline full of potential new clients. For many coaches, this is a true struggle. At the Center for Executive Coaching, we show you how business development can become natural and authentic. If we can't show you, no one can...After all, in addition to having a full coaching practice, I am the author of *Guerrilla Marketing for Coaches*, and an in-demand speaker about business development strategies for coaches. When you join the Center for Executive Coaching, I personally provide you with one-on-one support, live group telecalls about business development, sample marketing materials (including the proposal template I use), and a library of recorded lectures

about how to attract clients. I'll even review your marketing message and website, and am available to coach you anytime about client opportunities.

LEARN WHAT YOU NEED TO KNOW FOR BUSINESS DEVELOPMENT SUCCESS, INCLUDING HOW TO:

- Talk about what you do so that executives, managers, and business owners see immediate value in your solutions. Hint: If you open with, "I'm an executive coach...", you are already doomed.
- Become visible in your market so that executives and managers see you as a credible expert and want to learn more about how you can help.
- Use low-cost, high-impact ways to get noticed in your market, in ways that work best for your style, talents, and preferences.
- Charge based on your value, so that you don't fall into the trap of having "low pricing self-esteem" or getting paid hourly rates as a generic, commodity coach. There are simple conversations you must have with prospects to establish your value and get paid what you are worth. The Center for Executive Coaching shows you how.

The great news is that business development does not have to be hard. There are natural conversations to have to find out if there is a good fit between you and the client. There are easy ways to become visible that fit your style, talents, and preferences. We show you the way. You simply have to take action and be willing to learn and improve.

KEY THREE: THE DOMINO EFFECT

Have you seen those videos where people create rows and rows of dominos in complex patterns? Then they tip over a single domino and thousands upon thousands of dominos start to fall immediately after.

It is amazing to watch.

THE DOMINO EFFECT IN ACTION

Top coaches create a similar domino effect with clients. A single engagement with a single client should lead to:

1. More work with that client, and then more work, and then more work.
2. Introductions to others within the organization who have similar problems and would benefit from similar solutions.
3. New ways for you to solve problems in the organization, besides coaching. Over 80% of coaches provide multiple types of solutions to clients, including training, seminars, speeches, consulting, group coaching, development of leadership academies, and more.
4. Introductions to people outside of the organization, perhaps when a client transitions to a new job, or when the client makes an introduction to someone in his network.

Thank you for being one of the main reasons for my career success.

“I previously had been struggling with my practice. When I found Andrew, my career took a spectacular shift. I can never articulate enough about the benefits I had. I am now coaching and training two top companies and my contract is for the next 6 months. Thank you, Andrew, for being one of the main reasons for my career success.”

Nada Jreissati Daher, Executive Coach, Founder of PragmaDoms, Lebanon

At the end of the day, it is better to be a trusted advisor to your client than a coach. Being a trusted advisor is simply a more powerful position to hold. It means that clients stay with you for a long, long time. They check with you before making major decisions. They bring you in to help in a variety of ways – as a facilitator, trainer, consultant, and – in my case – even as an interim executive from time to time. The set you up to work with others in their organizations.

FROM COACH TO TRUSTED ADVISOR

By striving to be a trusted advisor, you can more easily get the domino effect rolling.

That’s why I engage in discussions with my clients about their most pressing issues, and position myself as someone who can provide valuable solutions over the long term. I am there to help my clients

succeed, both personally and professionally. I'm objective, I have no hidden agenda, and I focus like a laser on providing value and support. My clients know that, so they are willing to open up and share with me challenges that they would not share with colleagues, teammates, board members, investors, or key employees.

There is not a greater feeling than achieving that trusted advisor status and watching the dominos effect start up, and keep going!

Landed me an engagement...

“Your toolkit has landed me an engagement at one of the major consulting and accounting firms in the world, and opened the door to a possible coaching contract with the commercial area of a large bank.”

Arthur Kaptstein, Executive Coach, Mexico

BUT WILL PEOPLE HIRE YOU?

Pee Wee Herman said, “Everyone has a big BUT.” He wasn’t referring to the sad condition of many of our posterior regions, but rather to the sad truth that most people come up with all sorts of reasons for why they won’t succeed.

EVERY DAY, PEOPLE TELL ME, “I WANT TO BE A COACH BUT...”:

- I am too old.
- I am too young.
- I don’t have enough education.
- I am a woman, and men are in most seats of power and won’t listen to me.
- I don’t think people in my market are ready for coaching.
- I was never a CEO.
- I have never run a business.
- I don’t have a degree in psychology.
- I don’t have a degree in business.
- I don’t want to travel.
- I am too honest.
- I don’t have experience in this industry.
- I am too much of a generalist.
- I am too much of a specialist.

Everyone can find at least one reason why they won’t be successful as a coach, or in anything else in life.

Meanwhile, the fact is that there are successful coaches with each and every one of the above issues.

TURN YOUR PERCEIVED WEAKNESSES INTO STRENGTHS

The difference is that they don’t see any of the above as issues or problems. In many cases, they have turned their perceived weaknesses into strengths. They have shifted from a “But” to “That is exactly why people should hire me.”

For instance, see the table on the next page.

FROM...	TO, “THAT IS EXACTLY WHY YOU SHOULD HIRE ME, BECAUSE...”
I am too old.	I have the experience to open up new insights and possibilities.
I am too young.	I offer a fresh and creative perspective, and bring new energy.
I don't have enough education.	I have practical experience about how to really make things happen.
I am a woman, and men are in most seats of power – and won't really listen to me.	Leaders today must be able to understand and influence people with diverse perspectives and backgrounds.
I don't think people in my market are ready for coaching.	I provide solutions, and everyone hires professionals to solve problems.
I was never a CEO.	You are a CEO, but I bring insights about things that are often blind spots to CEOs.
I have never run a business.	You know how to run a business. I know how to help you overcome limiting beliefs, behaviors, and ways of relating to others so that you can grow it.
I don't have a degree in psychology or business.	I have a set of methodologies and conversation that provide practical insights and improved results.
I don't want to travel.	More and more business is conducted virtually, including coaching, and leaders need to improve their impact especially via virtual communication.
I am too honest.	Many leaders do not have open, honest conversations, and so miss important insights that can help improve performance.
I don't have experience in this industry.	You have plenty of that experience. I bring a fresh perspective and new ways of thinking about things compared to what you hear every day.
I am too much of a generalist.	I bring a wide range of perspectives.

It is true that not everyone should get into leadership-level coaching. You should have some base of achievement, whether practical or in academia. You should be able to listen deeply, empathize, and think quickly. You should care about people and their success. You should be fascinated by what makes people tick, and what separates the effective from the ineffective.

YOU CAN BE SUCCESSFUL

Other than that, as long as you are willing to take action and learn from results, you can be successful. You can find a coaching niche that works for your background and style. There is no reason to keep that big BUT.

Also, as you will read in the next section, there are so many niches within coaching, that you will find a type of client and situation where you can get your start.

Please don't pass up your aspirations to coach because of a limiting belief. If you are passionate about helping people make serious gains in performance and results, and achieve their most inspiring aspirations, you are giving up too much by giving up.

COACHING NICHEs

Members of the Center for Executive Coaching often find a niche where they can have the most impact, given their talents, experience, and preferences. We are always delighted to match you up with likeminded coaches to support each other, form alliances, and accelerate success.

A tremendous mentor from the start.

“Andrew has been a tremendous mentor from the start. The content and insights, and the support that Andrew personally provides to help you succeed, have no equal anywhere. The tools you receive apply to leaders in companies of all sizes, and help my clients improve their own performance and the results of their teams.”

Carroll d’Arcimoles, Executive Coach, France

HERE ARE SOME OF THE GROWING NICHEs WHERE WE ARE SEEING GROWTH IN DEMAND FOR COACHING:

Coach Leaders to Better Engage Employees. Gallup’s annual survey about employee engagement continues to show low levels of employee engagement worldwide, and this problem costs organizations billions. Using our toolkits for engagement, you can coach managers and leaders to address this huge issue.

Help Executives Assimilate into New Cultures and Transition to New Roles. Whether moving to a new country or changing roles, there is strong demand to help executives succeed in new roles.

Help Leaders Drive Change. The Center for Executive Coaching offers you a deep toolkit to help clients lead change, including mergers, significant performance improvement, culture change, and strategic change.

Coach Family-Owned Businesses. Two-thirds of all businesses are owned and run by families. However, family-owned business leaders do not have many sources of support for the unique issues that come up about mixing family with business, succession planning, and engaging non-family employees.

Build High-Performing Teams. Collaboration and teamwork are more important than ever to achieve results in complex organizations. Coaches can work with teams and individual members to get clarity about outcomes and accountability, and help resolve conflicts and issues as they arise. We give you a toolkit that has been used successfully on extremely complex collaborative projects – including an \$80 million National Science Foundation-funded project -- and that you can use as soon as you join.

Prepare for Succession. As more and more business owners and executives prepare for retirement, succession planning has become a major initiative. Coaching is a powerful, high-impact way to help leaders prepare for succession, and we provide you with toolkits and coaching frameworks to position yourself as a credible solution provider.

Improve Leadership Presence – including Communicating with Impact. “I need more leadership presence,” is a common concern that many leaders share. Our coaching tools provide ways for leaders to earn the right to lead, send clear and compelling messages, and have impact when they speak and influence.

Help Managers and Leaders Be More Influential. The Center for Executive Coaching has the methods and processes for you to coach leaders and high-potential managers to be more effective in high-stakes influence conversations, get their ideas accepted, and drive results and change.

Inter-generational Coaching. Most workplaces have four generations working together, all with different styles, values, preferred ways of communication, and motivators. Coaches can help be the bridge that helps different generations understand each other.

A Focus on Women’s Issues. Many of our members specialize in helping women be more fulfilled, confident, and prepared with strategies to achieve their career goals.

Coach Sales Managers and Executives. Many sales managers and executives were great salespeople who haven’t learned how to lead. Coaches can help – and the return on investment when coaching sales leaders is among the easiest to measure and justify.

Coach Healthcare Leaders. Healthcare organizations continue to need to increase their ability to cope with increasing complexity, rapid change, and integration of new technologies. Leaders throughout healthcare delivery systems and other complex, dynamic healthcare organizations are recognizing the power of coaching as a tool to help them improve performance and develop leaders. A rapidly growing trend in this field is coaching physician leaders; these professionals sometimes struggle to make the switch from medical practice to leadership roles.

Coach Technology, Science, and Clinical Leaders. Many technically-oriented professionals have deep functional knowledge, and can benefit from coaching on how to be more effective leaders. That way, they engage and mobilize teams to be more innovative, productive, and successful. This includes technology professionals, scientists, physicians, nursing managers, and other clinicians.

Help High-Potential Talent Develop. Many organizations face limits to growth due to a lack of leadership, especially among middle managers. These managers represent the back bone of the organization, and determine how much an organization can accomplish. Coaches can help these organizations develop high-potential managers and up-and-coming talent to develop their leadership and achieve greater results.

Non-Profit and Board Development. Coach non-profit executives to develop a more effective board, engage employees, and develop a compelling strategy. In addition, there are many non-profits – from schools to human services organizations – that seek to improve their administrative and business leadership capabilities.

Results-oriented, practical and relevant.

“Since my introduction to the Center for Executive Coaching I have been able to coach my clients much more effectively because of the very practical, no-fluff and real-world approach. My clients report that the sessions feed positively into their lives and businesses because it is results-oriented, practical and relevant.”

Vern Swarz, Certified Business and Executive Coach, South Africa

Improve Performance and Consistency in Franchises and Multiple-Unit Businesses. Coaches can discover best practices in multi-unit franchises and businesses (e.g., restaurants, car dealerships, professional service firms with multiple offices), and use group and individual coaching for more consistent positive results.

Improve Alignment at Professional Service Firms. Many professional service firms struggle to get alignment among leaders and with higher-than-desired employee turnover. They can benefit from coaching to better lead teams and run projects, and to get agreement about the firm’s direction.

Help Rapidly Growing Organizations Transition to Maturity. We have a number of coaches working with rapidly-growing, dynamic companies. These companies need to develop organizational capacity to achieve their aggressive growth targets, while also transitioning to more mature organizations.

The above list is only a sample. Our members are coaching professionals in emerging economies, financial services, government, the military, the new generation of up-and-coming talent, Fortune 500 companies, and many other specific areas. We are always delighted to connect you to other members with similar interests.

HOW BIG CAN THIS GET?

Once you get into coaching, all sorts of new doors and opportunities open up for you, if you have interest. The sky really is the limit.

At some point, you will discover that you can earn income and have impact with clients in different ways, and even when you aren't spending time one-on-one you can:

- Write books.
- Give speeches.
- Create information programs with your content.
- Conduct research about best practices in the industry.
- Create and market tools for clients and for other coaches.
- License content that you develop based on your work as a coach.
- Create online learning programs.
- Get hired by companies to create leadership development programs.
- Lead leadership circles, which are groups of like-minded professionals who meet for peer support, group coaching, and professional development to improve results.
- Launch an online membership program.
- Bring in other coaches and professionals to work with clients, and retain a percentage of their fees.

Has energized and focused me.

"I am pleased to offer my unconditional recommendation for Andrew, and commend his course at the Center for Executive Coaching. After over 20 years as a nonprofit executive, I decided to investigate opportunities to transition into the coaching field. Andrew's practical, yet highly substantive program along with his deep personal involvement and caring for each of his students has energized and focused me. He offers multiple pathways to succeed and his credibility and honest feedback serve as a guide. If you are considering moving into the coaching field, don't hesitate to sign up for his course."

Rodney Margolis, Executive Coach and Non-Profit Consultant

THINK ABOUT HOW TO GET MORE LEVERAGE AS YOU BUILD YOUR COACHING PRACTICE

The principle at work here is leverage. You can get leverage through other people and/or by offering products. Each step you take builds on the next to make you more credible in the market, and your

time more valuable. You don't have to take your practice to this point unless you want to. You can be an extremely successful coach without taking this step. However, the opportunity is there if you have interest – and I will personally support you.

THE BENEFITS TO YOU CAN BE IMMENSE:

- Make more money with less effort.
- Gain more credibility in your market, because you have proven programs and products.
- Charge more for one-on-one access to you.
- Grow your revenues exponentially through other people and products.
- Build equity in your coaching practice through intellectual property. That way, you are building wealth.

If this approach appeals to you, you should definitely consider the Center for Executive Coaching. We have training modules and support that show you how to keep growing even after your practice is full with clients.

Why not also become a sought-after speaker, writer, seminar leader, and firm builder? If you have the aspirations, we will help you when the timing is right for you.

Could not happen if I did not have your methodologies.

“My work with executives could not happen if I did not have your methodologies. I do not think that I would have closed my last engagement without your program. That engagement is worth six figures, by the way.”

Corey Crowder, executive coach and business advisor, former NBA basketball player, USA

HOW TO CHOOSE THE BEST COACH TRAINING PROGRAM FOR YOU

Not all coach training programs are created equal, even if they are all accredited by the International Coach Federation. People who come to the Center for Executive Coaching are top-tier professionals from all over the world, some who are internal coaches, and some who are – or plan on being – external coaches. We have trained personnel from organizations including the National Basketball Association (NBA), Department of Defense, FedEx, Coca Cola, Kaiser Permanente, Microsoft, New York Life Insurance Company, Aflac, Deloitte Consulting, Lee Hecht Harris, AT&T, Procter & Gamble, Bank of America, Verizon, Valassis, Bristol-Myers Squibb, Lexis Nexis, Caterpillar, and Inland Steel.

Our members have unique requirements. They are not looking for a “coach light” program, and want to avoid life coach training programs. They also don’t need another academic, theoretical training program. They want results-driven, market-focused, practical coach training.

WHEN YOU MAKE A DECISION TO JOIN A PROGRAM, ASK THE FOLLOWING QUESTIONS:

QUESTION	CENTER FOR EXECUTIVE COACHING
Is it accredited by the International Coach Federation as a full ACTP?	YES
Does it offer ways for busy adults to learn in ways that are convenient for them?	YES
Is there a distance learning option?	YES
Is there an in-person seminar option?	YES
Are there proprietary training manuals?	YES
Is there a member area?	YES
Are there video demonstrations?	YES
Are there hundreds of hours of audio lectures, downloadable in mp3 format?	YES
Are there two dozen coaching frameworks available as toolkits?	YES
Can you brand the toolkits with your own logo and name, without paying ongoing royalties?	YES
Do you get ongoing, highly personalized, one-on-one support?	YES
Is there an online community of coaches from around the world?	YES
Is there marketing support and guidance?	YES
Will the founder and director of the program personally review your marketing materials and action plan?	YES
Will you get the personal cell phone and email of the founder and director, and will he reply to your emails within one business day?	YES
Is there an emphasis on measurable results?	YES
Is there an emphasis on creating long-term relationships with clients (vs. how to conduct a single session)?	YES
Is there an emphasis on how to position yourself as a top-tier coach?	YES
Is there instruction and resources to take your expertise beyond coaching to include writing a book, speaking, leading seminars, and developing your own proprietary intellectual capital?	YES

NEXT STEPS

Presumably, you are reading this eBook because you want to become certified as a coach, or go deeper with your current coaching practice.

Joining a coach training program does not guarantee success in the market, whether as an internal or external coach.

The Center for Executive Coaching is designed for busy, already-successful professionals to get best-practice coach training for success in a competitive market.

At this time, could I ask that you contact me directly to determine whether our program might be a good fit for you? My personal cell phone is [941-539-9623](tel:941-539-9623). My personal email is andrewneitlich@yahoo.com. Please let me know a few good times to speak, along with your time zone. It will be helpful if you include a bio or resume, or a link to your LinkedIn profile.

I look forward to continuing the conversation.

Sincerely,

Andrew Neitlich

Founder and Director

Center for Executive Coaching

www.CenterforExecutiveCoaching.com

Don't look any further.

"If you are looking for an Executive Coaching training program, don't look any further. Andrew Neitlich and the Center for Executive Coaching have got to be the best! He goes the extra mile; he enables you to learn coaching techniques, generously gives you incredible tools, and he teaches how to market yourself to succeed in a highly competitive business environment. I am pleased with the results I am having after applying Andrew's techniques, both in coaching and marketing. I highly recommend Andrew and I thank him."

Gloria Nino de Rivera, Executive Coach and Organizational Development