



How to Become a Trusted Advisor

By Andrew Neitlich

Agenda

- **Overview of the Executive Coaching market**
- **What is a trusted advisor?**
- **How do you become a trusted advisor?**
- **Client relationship planning process**
- **How the Center for Executive Coaching can help you achieve your goals**
- **Next steps**



About us...

“

“I took another coach training program before joining yours. They were like playing T-ball while **the Center for Executive Coaching is for professionals who want to be in the major leagues.**”

– Participant comment made during our recent seminar

“

“**Andrew's program packages and delivers an entire career-in-a-box.** If you're passionate about the transformative and fulfilling nature of coaching, it gives you that as well. An extensive library of tools, excellent training, and enthusiastic support are all included in this exemplary program. Out of the range of ICF training available, Andrew's company is the clear leader and I'd recommend it without reservation to anyone who wants to be an exceptional coach!”

– M. Ellestad, Executive Coach

“

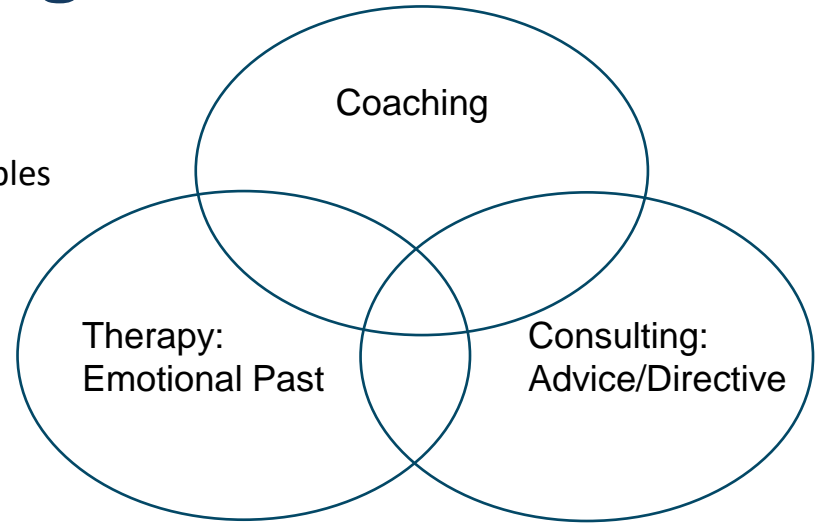
“I am newer to coaching and have closed my first great deal, and it's very close to a \$100,000 agreement. **Thank you, thank you, thank you a hundred times.**”

– Miguel Angel Diaz, Executive Coach

First things first: Coaching defined

Center for Executive Coaching Definition of Executive Coaching: A series of high-impact conversations that enables already-successful professionals to generate sustained improvements in performance.

ICF Definition of Coaching: partnering with Clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.



The executive & leadership coaching market

A wonderful time to get in...

- **Proven approach to professional development**
- **Experiencing continued growth**
- **ROI studies show up to \$8 returned per dollar invested, and 4x the results of training alone when combined with training**
- **Well over half of the Fortune 500 companies rely on coaching as a standard professional development tool, not to mention millions of other organizations**



You can coach leaders at all levels...

- C-suite
- Senior leaders
- Middle managers
- Up-and-coming talent/high potentials
- First-time managers
- Career transitions
- Entrepreneurs/business owners



In all types of organizations...

- Large, mid-sized, and small for-profits
- Non-profits of all sizes
- Federal, state, and local government
- Educational institutions
- Solo professionals



In many situations...

- General professional development
- Communicate and influence with more impact
- Eliminate a behavioral blind spot
- Shift perceptions
- Resolve conflict
- Engage employees
- Lead teams
- Navigate change
- Plan and execute strategy
- Succeed in a new role
- Create a high-performing culture
- Develop a pipeline of leaders
- Overcome overwhelm



There are almost unlimited niches

Top niches today...

- **Technology, scientific, and clinical leaders** – almost anything technology and healthcare
- **Professional service firms/knowledge workers**
- **Success in a new role**
- **Owners of growing businesses**
- **Family businesses**
- **Financial services**
- **Non-profits/education**
- **Military leaders/returning military**
- **Teams**
- **High-potentials**
- **Change initiatives**



To succeed, be more than a coach. Earn the right to be seen as a trusted advisor.



Most Coaches

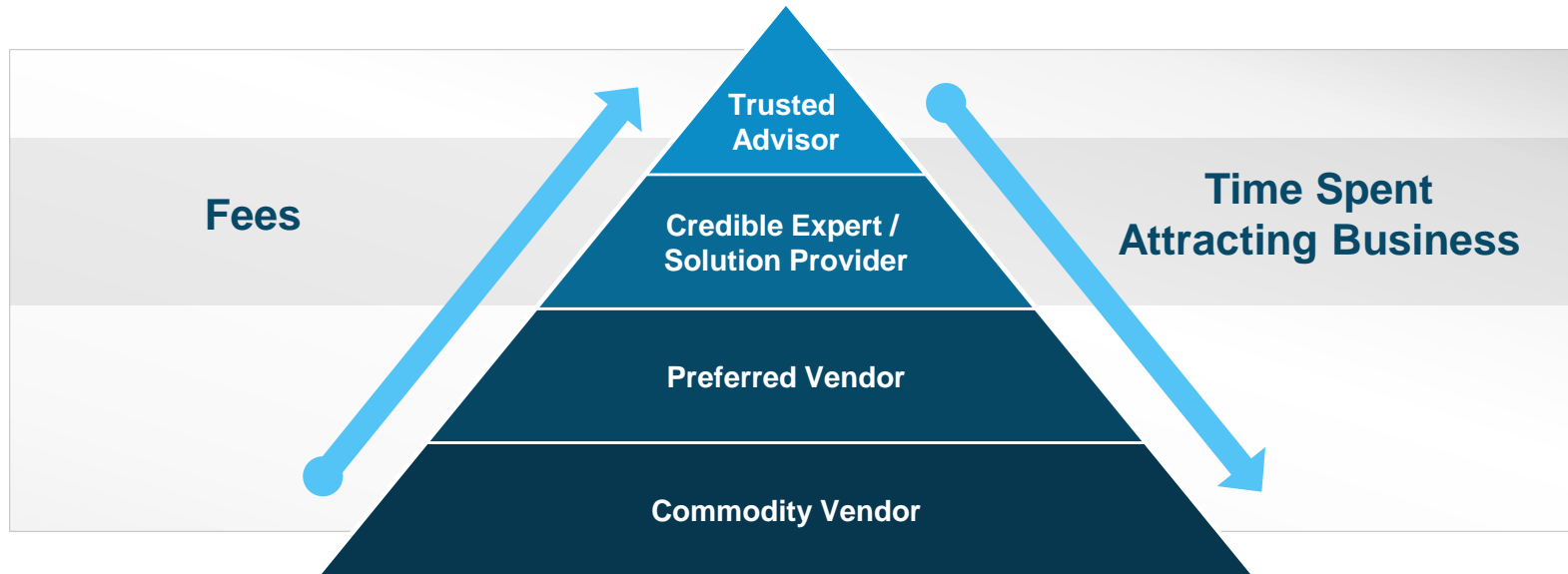
- **Positioning:** Commodity. You are selling coaching as a feature, and it is hard to sell a feature vs. value/benefits.
- **Sales process:** Lengthy sales process to sell a short engagement to lots of decision makers.
- **The market:** You are competing with thousands, plus the low-cost coaching brokers.
- **Income:** You typically earn a commodity rate.
- **Metaphor:** Treadmill.
- **Feeling:** Can feel unsatisfying, stressful.



Trusted Advisor

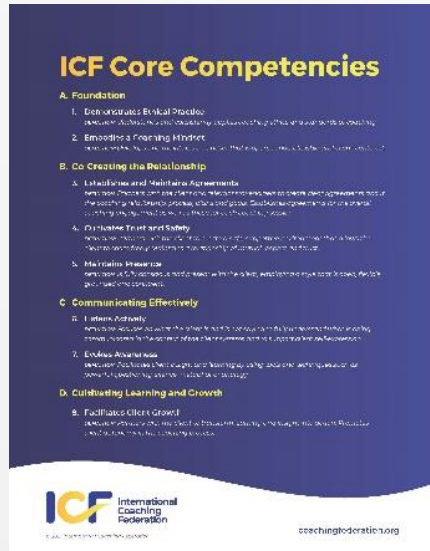
- **Positioning:** Strong brand as an expert and the go-to professional. You are in the inner circle. Long-term relationships.
- **Sales process:** You have instant access to the decision maker: larger budget, faster sales process.
- **The market:** AI and low-cost brokers can't play here.
- **Income:** You earn more because you are perceived as having a crucial role.
- **Marketing takes less time because you develop long-term relationships.**
- **Metaphor:** Dominos.
- **Feeling:** More fulfilling with much less effort.

The hierarchy of serving clients and the power of being a trusted advisor



Becoming a trusted advisor goes beyond the International Coaching Competencies...

- The competencies are important, but general.
- They don't include marketing or setting yourself up as an expert or go-to professional.



Our goal for members goes much deeper....



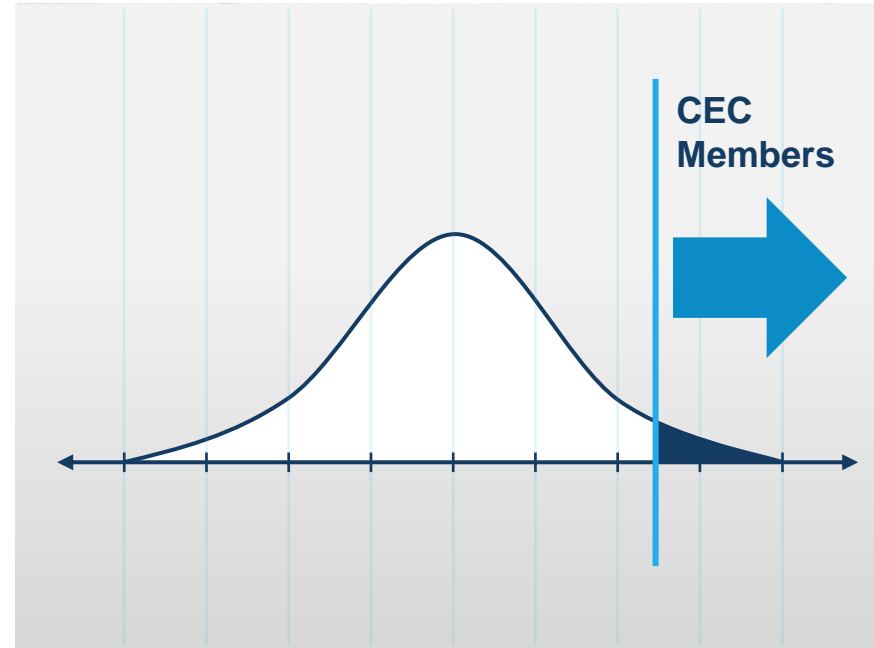
Be among the top coaches worldwide.



Deliver unmatched value and significant, measurable results for clients, while feeling confident and loving what you do.



Become the go-to professional in your market and earn trusted advisor status.



How to become a trusted advisor

- **Choose a unique and advantageous position in the market.**
- **Establish yourself as an expert.**
- **Build a strong power base of professional relationships.**
- **Charge based on value, not time.**
- **Have a range of solutions.**
- **Have a range of delivery methods.**
- **Create a portfolio of offerings to get leverage on your time.**
- **Get the domino effect going.**



One: Choose a unique position in the market



I help X to get Y

- I help executive directors of leading non-profits to engage and motivate their employees and volunteers.



X works with me when they struggle with....

- Technology entrepreneurs work with me when they are not getting enough out of their teams and can't scale their businesses quickly enough.
- Healthcare leaders reach out to me when they are struggling with variability in performance by their nurse managers.



The Z coach

- The fundraising coach.

Two: Establish yourself as an expert



- **Regularly interview 8-12 decision makers in your market about a problem they face.**
 - Via an association relationship
 - Reach out on LinkedIn
 - Great way to open doors without being spammy

- **Use that information as a platform for creating:**
 - Executive brief
 - White paper
 - Speeches at associations
 - Videos
 - LinkedIn posts
 - One-page how-to guides
 - Ebook/Book
 - Training program
 - Assessments
 - Your own model a la best-selling authors

Three: Build a strong power base of professional relationships



What if you are an introvert or have no network?

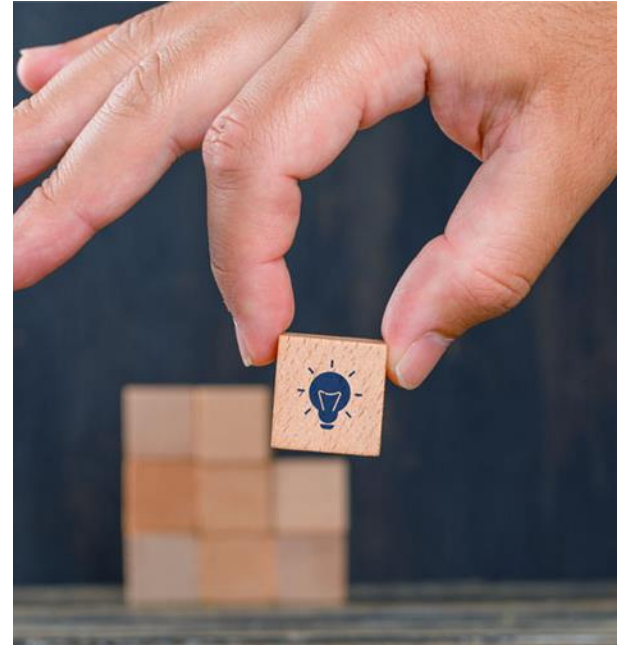
- **Start where you are and have been.**
- **Start having networking meetings. Goal: Open two doors for every door you go through (e.g., get two introductions per meeting).**
- **Outsource your networking. Find 5-10 people with good networks that trust you and will send clients your way. In my case:**
 - Former pro basketball player with 3,000 contacts.
 - Owner of a small investment banking/venture capital firm.
 - HR Consultant.
 - Leader in assessment sales who doesn't like to coach.
- **Emphasize educational marketing.**
 - Speak/hold webinars.
 - Do research about members for an association.
 - Create content so that you open doors with your intellectual capital that solves problems.
- **Be a leader on a non-profit that you care about and where decision makers are also leaders.**
- **Become a LinkedIn All Star. Go online to get offline.**

What if you don't know what to say?

- **Carve out time: Can we spend some time discussing how we can help each other?**
- **Coach the other person and be generous in making introductions.**
- **Educate the other person about who you help and how you help them.**
- **Help them jog their memory by asking specific questions and having suggestions from their LinkedIn.**
- **Go for introductions, not leads. Take the pressure off.**
- **When they suggest someone, ask for their advice about why they mention this person and why they think you might be of value.**
- **Get them to make the intro vs. your reaching out.**
- **Reach out with a soft open: “Could we have a short conversation to see if there are opportunities to help each other in more depth?”**
- **Thank the person who made the introduction.**

Four: Charge based on value, not time

- **We teach you how to coach the client through the buying process so that you can charge based on value**
 - What's the cost of the problem/challenge?
 - **Logical** (financial, employee engagement, productivity, use of time)
 - **Emotional** (frustrations, stress, headaches, overwhelm)
 - What's the value of solving the problem/challenge?
 - Is the money available?
- **Offer solutions, not hours or days. Charge the way the top consultants do.**
- **When you are an expert and know how to coach the client through the buying process, this becomes much more straightforward.**
 - You also don't waste time on people who will never buy.



Five: Have a range of solutions (per our coaching solutions) to pressing problems



EXAMPLES

- Engage and motivate people
 - Build a high-performing team
 - Resolve conflict
 - Set strategic direction
 - Influence with impact
 - Communicate powerfully
 - Manage up, down, and across the organization
- Succeed in a new role
 - Execute effectively
 - Handle overwhelm/manage multiple priorities
 - Plan for succession
 - Create an effective culture
 -and we also provide 15 more situational coaching methodologies addressing key issues that leaders face

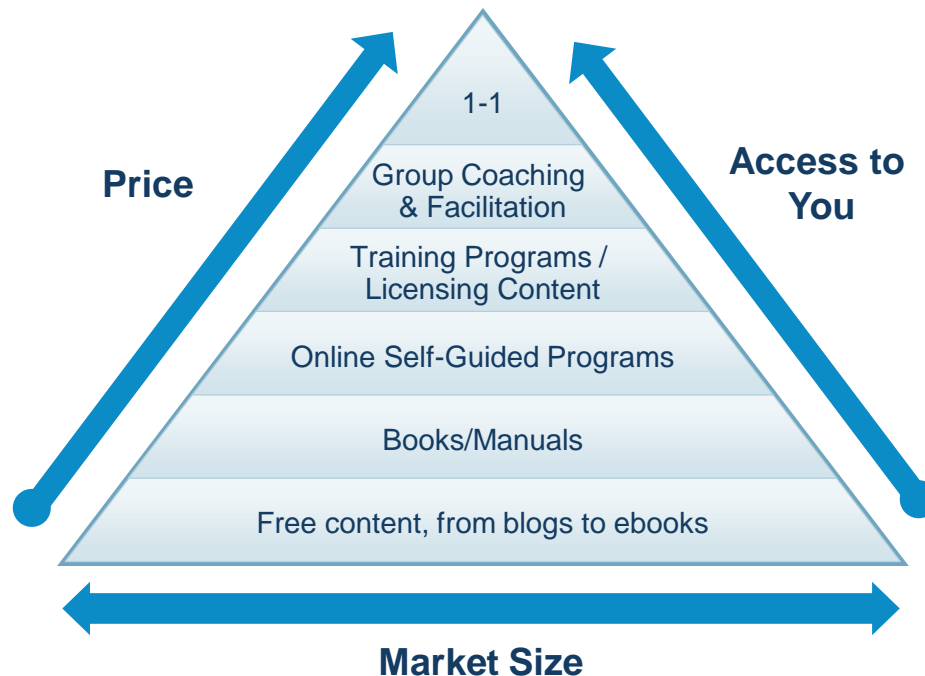
Six: Have a range of delivery methods



Seven: Offer a portfolio of solutions

BENEFITS

- **Creates a gauntlet to reach you, making you more valuable.**
- **You gain leverage on your time.**
- **You earn passive income.**
- **You more easily qualify prospective clients.**
- **You brand yourself as an expert not just a coach.**



Where should you start?

- **Choose ONE educational product you can create and offer. It has to solve a pressing challenge that your target market faces and you know you can help solve.**
 - Interview decision makers in your market.
 - Choose how to delivery the content:
 - Video?
 - 3-page executive brief?
 - 10-page white paper?
 - Guidebook?
 - Planning tool?
 - Assessment?
 - Repurpose.
- **Offer it to people who will care.**
- **Follow up to get their advice and feedback. Ask who they know that face the challenge you addressed.**

Eight: Get the domino effect going

- **Client hires you for their next challenge or to continue the coaching.**
- **Client engages you to facilitate, train, advise, or assess.**
- **Client engages you to work with their team.**
- **Client refers you to others inside (or outside) the organization for one-to-one coaching.**

- **Illustrative business model:**

- Six month engagement
- 80% renewal rate for second six months
- 80% engage for a team assessment and retreat
- 75% engage for a retreat to plan strategy
- 75% engage to facilitate a solution to a major problem (e.g., a change initiative that's stuck)
- 75% referral to another leader(s)
- 50% train managers about a specific leadership skill
- 30% other



With the above approach, five clients supports a solid six-figure practice

How does the conversation go?

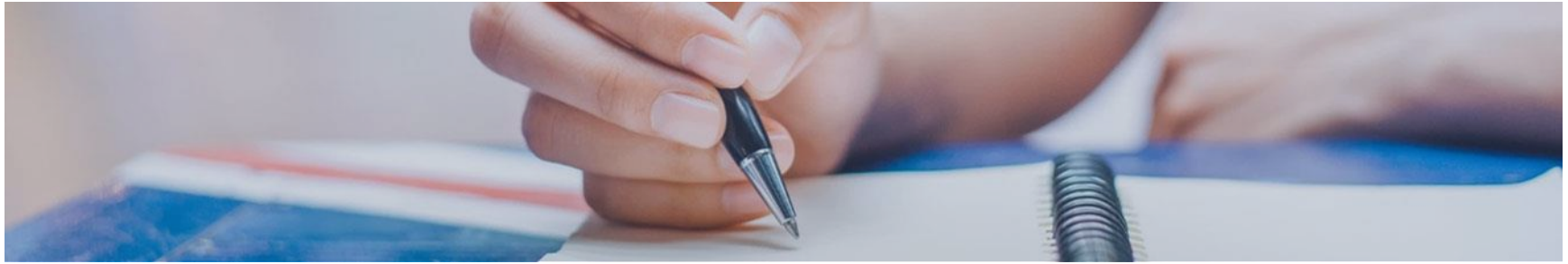
- **First, create value.**
 - Client thanks you.
 - Ask the client what was most valuable after each coaching session.
 - Right after you are hired.
 - Client shares a need.

- **Ask to carve out time based on the best opening:**
 - Could we discuss others in your organization and network that might also benefit from this?
 - You didn't know this, but I might be able to help with this. Could we carve out time to talk about this in more depth?



Bonus: Client Relationship Planning for Trusted Advisors

Approach



Goals for the relationship



Understand the client



Value matrix



Key people to know and relationship plans



Possible initiatives and roll out plan



Value proposition and messaging



Next steps

Goal(s) for the relationship

Current State

-
-
-
-
-

Goals

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Understand the client: Stats

- **Revenues:**
- **Profits:**
- **Employees:**
- **Divisions/Units:**
- **Key products:**
- **Key markets:**
- **Top competitors:**
- **What else:**



Understand the client: Business Drivers



What drives revenues?



What drives profits?



What drives growth?



What drives market share?



What are other critical drivers for their business success?



Understand the business: Strategic initiatives

Top strategic initiatives

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-

Critical issues that they recognize

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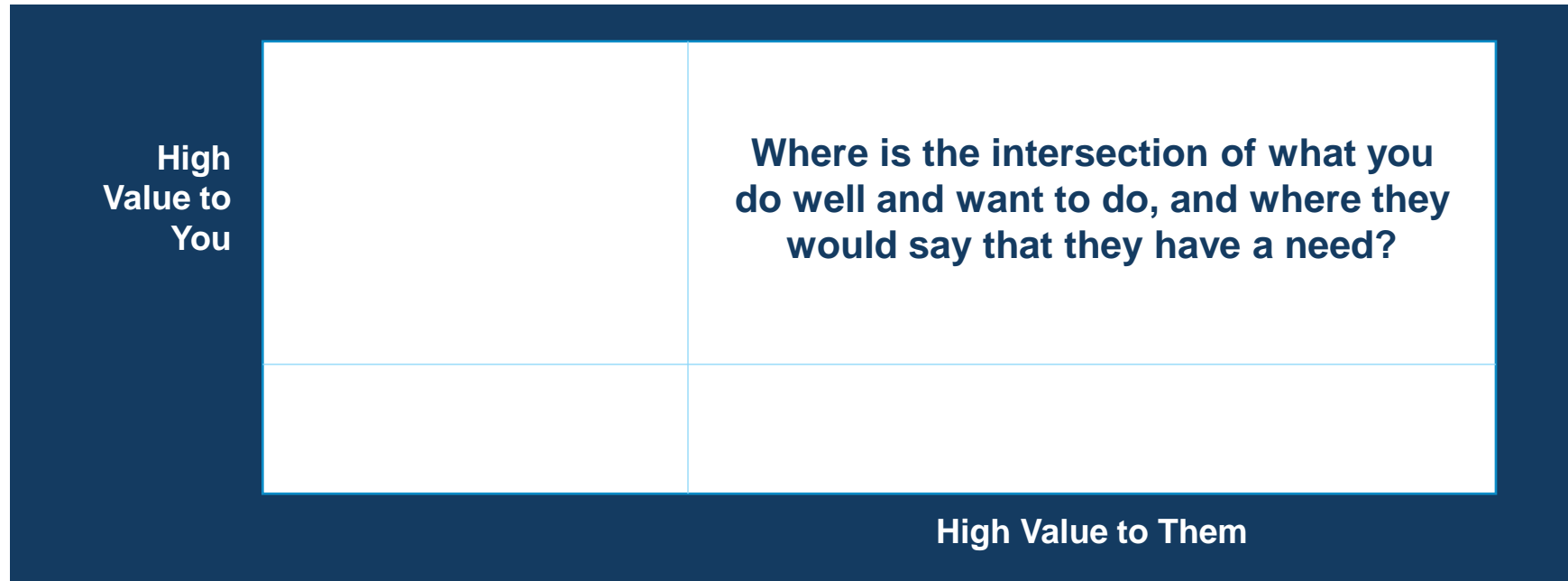


Understand the business: List their most pressing needs (from their point of view, not yours!)

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Value matrix: Find the match



Key people to know

Name/Title	Current Relationship Quality	Possible Openings to Start/Improve the Relationship

For each key relationship

- ① **What drives them professionally and personally?**
- ② **How will you help them succeed?**
- ③ **How can you meet with them in ways that bring them value?**
- ④ **What is your goal for the relationship?**
- ⑤ **What is your plan to strengthen the relationship?**



Possible initiatives

Initiative Name/ Roll Out Date	Value to Them	Potential Value to You

Plan for each initiative...

- **Who at the client do we need on your side in order to make it happen?**
- **How do you introduce it?**
- **How do you build support?**
- **What is the value proposition to them?**
- **Why you compared to anybody else?**
- **What capabilities do you need to improve to have the substance to back up your claims and be even more attractive?**



What is your overall value proposition and key messages to them?



**Overall value
you bring?**



**Why you are
unique/unlike any other
competitor?**



**Your commitment
to them?**



When you join us:

- **You get practical, proven, results-focused coaching solutions** for the most pressing challenges that leaders face.
- **You have many ways to learn at your pace and convenience**, which is why we are rated as the top training program for business professionals: self-paced, weekly live interactive classes, 3-day intensive virtual seminar, hours and hours of self-paced recordings.
- **You can earn the ICF designations** because we are an ACTP (soon to be Level II), the most versatile level of ICF designation. You can also earn Board Certified Coach with a MA degree or higher.
- **You join an amazing cohort of leaders** from top organizations and/or with a track record of success and achievement.
- **The business development guidance is unmatched and includes one-on-one support whenever you wish.**
- **Proven materials** include our 423-page textbook, over 1,000 pages of coaching solutions and video instruction, 400 PPT slides you can use to train and facilitate, and business development guides.
- **Certifications included:** Certified Executive Coach, Certified Business Coach, Certified Career Coach, Specialty Certification of your choosing.
- **You get ongoing support and access.**

NEXT STEPS



Please review our website at
<http://centerforexecutivecoaching.com>



Let's set up a strategy session to
discuss your goals and the best
program for you



Email me at:
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Thank you