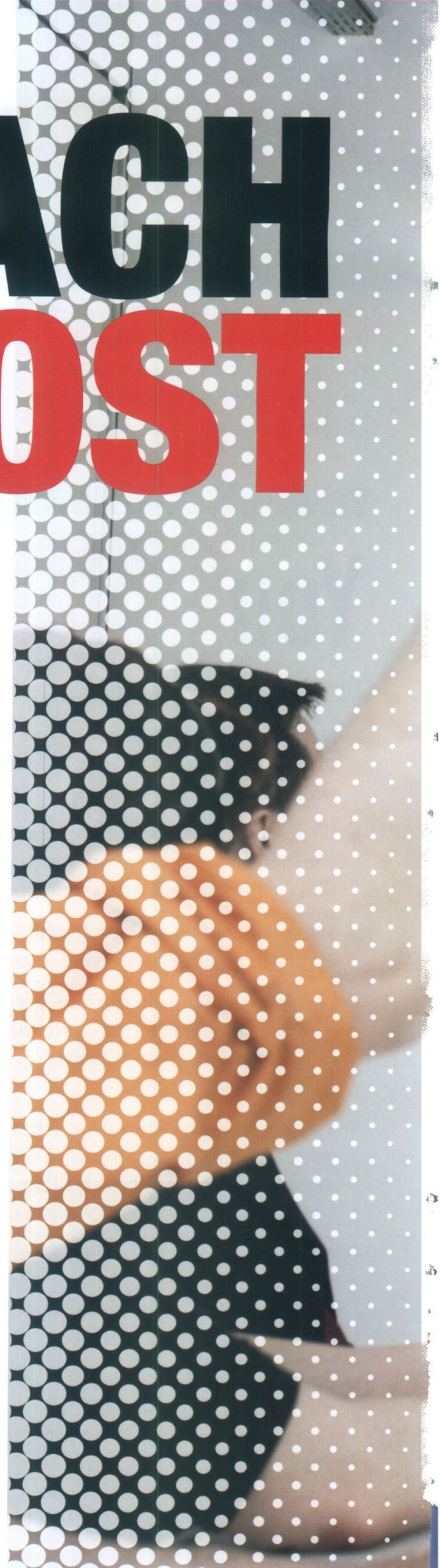
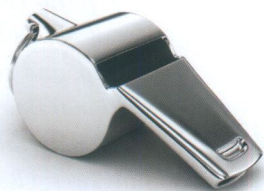


Be the **COACH** with the **MOST**

SPEAKERS CAN EFFECT
POSITIVE BEHAVIORAL CHANGES
IN ORGANIZATIONAL LEADERSHIP

BY MARCIA REYNOLDS, CSP

What we have been asking leaders to think, say and do for years has finally become an expectation instead of an aspiration. What employees once hoped for in a leader—to be listened to, understood, recognized and developed—now determines whether good workers stay with, or leave a job. Having meaningful conversations with their leaders makes a difference in employee engagement, loyalty and performance.



Reynolds leading a workshop for high-achieving women in Dallas



Before leaders can make the shift toward believing and trusting in their employees, to listen and ask questions instead of directing, guiding and fixing—they need to experience the gradual process of change. A single speech or training event won't do. To master such complex behavioral skills, leaders must reflect on their judgments, values and perspectives. They must alter how they see themselves and the world they operate in before they can excel in their roles.

Coaching can help leaders systematically cultivate the skills you motivate them to learn in your speeches or training sessions. By adding coaching to your list of services, the inspiration you instill from the stage can give organizations a greater return on their investment.

COACHING DEFINED

The International Coach Federation (ICF) defines coaching as partnering with clients in a thought-provoking and creative process that evokes them to explore their perspective to discover new possibilities for moving forward. Coaches believe every client is bright and resourceful, and do not need to be fixed by an expert. Coaches that ascribe to ICF standards do not primarily mentor or consult and call it coaching.



Teaching Emotional Intelligence at the Moscow School of Management, Russia

As an ICF-certified coach, it's not that I never offer options or information to my clients. I am often hired for the expertise I deliver in the classroom and from the stage. But in my coaching relationships, I am more interested in learning *what is personally getting in the way* that stops my intelligent, creative clients from achieving their goals.

Coaching is a specific behavioral change technology rooted in using reflective inquiry to help clients self-evaluate. Clients learn to question their beliefs, values, motivation and way of thinking. This process is far more powerful than advice giving. So, when speakers express interest in coaching, I ask, "Are you willing to give up being the one who knows?"

Consider for a moment any specific actions you know you should take in your life or work, but you haven't. Information alone seldom results in personal changes that are connected to our ego structure (how we define ourselves). Coaching, like storytelling, engages a different part of the brain than information; it involves self-evaluation, emotions and insights over time so clients can't easily justify why they resist change.

If you truly want to make a difference for the people hearing your message from the stage, consider learning the art and skills of coaching. Not only will this give you a substantial new revenue stream, you get to see long-term results of your work as clients evolve and grow.

INTEGRATING COACHING IN YOUR SPEAKING AND TRAINING

Most of my coaching is contracted through organizations as a part of a leadership development program for current leaders or high potentials, or as a package customized to help shift a workplace culture. I offer a solution, not coaching. You can receive higher fees for a solution than by quoting an hourly rate for services.



Delivering a keynote at the CFO Summit in Shanghai, China

For cultural transformation, I might include:

- A future analysis and summary report
- Strategy sessions with the executive team to determine levels of readiness
- Cultural change action plan
- 90-minute customized kick-off keynote
- Coach training for the leadership development team
- Quarterly live training sessions for leaders
- One-on-one coaching with senior leaders to support the program
- Monthly group coaching sessions for management groups
- Annual program evaluation and continuing plan

For leadership transformation, I might include:

- Organizational leadership analysis and summary report
- Strategy session with executive team to outline program and choose participants
- Onsite training session(s)
- Monthly individual coaching sessions for six to nine months
- Program evaluation and long-term leadership plan

You can make your programs as extensive as you feel comfortable in delivering. You could do individual or group coaching following a presentation with senior staff. Or hire certified coaches to implement that part of your solution so you can focus on speaking.

When clients call you, consider asking:

- Why did they contact you?
- What need do they want resolved?
- What result would they like to see?
- How much would the future income be worth to them?

When you sell a result instead of an event, you are likely to get more contracts and ongoing business.

ATTRACTING CLIENTS

Making sure the world knows about you and your expertise is the same for coaching as for speaking. I learned how to market my business by attending NSA events and having conversations with NSA colleagues. The Power Women of NSA continues to help me renew and refine my marketing.

Once you connect with a possible organizational or personal coaching client, you want to present yourself as a credible source with credentials and success stories. While some decision makers might be so wowed by your wisdom from the stage that they ask you to coach the top leaders to "fix" their problems, be extremely cautious of the "fixing" request.

Your prime directive is to identify "coachability." If the individual you are asked to coach doesn't want coaching, this could hurt your brand. My coaching begins after an initial conversation to determine if the person is open to building a coaching relationship. I don't want to waste anyone's money or my time and reputation coaching some-

one who deflects feedback, has a negative opinion of coaching, or resists changing.

Because of the reputation I've created over the years as an expert in Emotional Intelligence and making "difficult" conversations productive, I am often asked to work with "problem" leaders. Whether it's a referral or someone seeks me out individually, I first use coaching to determine their level of willingness to reflect and grow. I won't take on a client who only wants to figure out how to make others accept their way of thinking.

CONTRACTS AND FEES

Coaching fees vary by the hour, the project, the industry, the company size, the country and more. During my career, I've seen hourly fees in the United States ranging from \$250 per hour for leadership coaching, and \$500 up to \$1,200 per hour for executives.

Instead of quoting an hourly rate, I offer a time frame with a minimum of three months coaching, involving phone sessions when we can schedule them. Face-to-face sessions are more expensive. My three-month contract packages (which include paper assessments and interviews with the boss, peers and direct reports of my client) could range from \$6,000 to \$20,000 based on the level of the leader I coach and the extent of services.

Of course, packages that include organizational assessments, strategy sessions, and training will lean toward the higher fee range. The greater the impact of your work, the higher your fees. If you can identify specific goals up front, you might be able to measure the results. The ICF has many ROI studies you can access in their online Research Portal.

Typical reasons people seek coaching:

- Prepare for next-level positions
- Improve communications and team performance

- Deal with difficult people and change
- Explore career options and plans
- Experience greater fulfillment and success.

For personal coaching contracts, be sure to identify the following factors:

- The overarching coaching goal
- Time frame – number of months
- Delivery method – live, by phone, Skype, or a combination
- Confidential reporting – What progress reports you will provide
- Intake procedure – interviews, assessments, job shadowing, etc.
- A definition of coaching and the responsibilities of coach and client

ABOUT COACHING CERTIFICATION

Most corporate leaders and HR professionals are familiar with ICF credentials. For some, the certificate doesn't matter; maybe they're impressed with your expertise and other credentials. For others, it's mandatory. I have won numerous contracts because I am a Master Certified Coach (MCC). I also have a doctoral degree in psychology and years of internal corporate experience, but the MCC is often the deciding factor.

You can be successful without certification. Or you can choose to formally master an amazing new skill.

COACHING BROADENS YOUR HORIZONS

I began coaching 20 years ago, and my practice is now global. I wrote this article during a trip to China, right after finishing a presentation on the rise of executive coaching in that country. The audience was not multi-national expat leaders. My speech was translated into Chinese for corporate coaches, HR practitioners, and executives who were eager to learn how coaching can help

them gain a competitive advantage by teaching leaders to use a more "coach-like" approach with their teams.

I also teach and mentor for coaching schools in Asia, Europe and the United States, and teach coaching in corporations around the world. No matter the culture, coaching is infiltrating the marketplace.

When the economy is bad in one part of the world, I get business in another. When speaking or training slacks off, my coaching business picks up; they are mutually supportive. Coaching has made significant differences for my organizational clients and for me.

Coaching thrives because so many people have experienced its power; how it can shift perspective, build courage, and trigger ideas that lead to success. I want you to be a coach, to add the process to your services, to extend the life of your spoken message into a long-term difference beyond the stage and into the workplace. It's a lucrative profession that will keep you learning and growing, personally and professionally.

As with speaking, be the best coach you can be and the clients will follow. If you quit developing yourself, your business will slack off. I hope you'll consider the coaching profession for all the right reasons, and for the far-reaching client solutions you might not have considered in the past. When done properly and professionally, everybody profits.



Marcia Reynolds, CSP, is an American behavioral scientist, executive coach, leadership trainer, speaker, and author of The Discomfort

Zone and Wander Woman. Reynolds is an expert in transforming corporate cultures to succeed by building high-trust environments.