



Co-Active[®] Selling

Resource Book

CHAPTER #1: WHAT IS CO-ACTIVE® SELLING?

Co-Active® Sellers Will Transform the World

We hold that Co-Active® Sellers sell because of their passionately held values, including their desire to serve, their dedication to personal transformation, and their love. They intimately engage with potential clients and customers from love and genuine curiosity, rather than from the need for money, manipulation, power and control. Because of the Co-Active® Selling program, coaches and other salespeople globally have all the clients or customers they want and, because of their curious and loving interactions, positive transformation becomes entrenched around the world.

"To each there comes in their lifetime a special moment when they are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to them and fitted to their talents. What a tragedy if that moment finds them unprepared or unqualified for that which could have been their finest hour."

– Winston S. Churchill

Our Philosophy of Selling

We do not need to reinvent the wheel to define a philosophy for selling. The Co-Active® Model is perfectly designed to provide a powerful map for anyone in a sales position. And that means anyone who wants to make an impact on the world. To fulfill your destiny and to bring your message into this world as a coactive coach you must sell. No one enrolled in your practice means you don't create much change in the world. No clients = no impact.

Co-Active® Selling rests on the foundation of the Cornerstones and contexts of Co-Active® Model. The "come from" of the coach-as-salesperson in a selling transaction arises from the core beliefs and principles taught by CTI. This chapter explains how those principles are applied in the selling relationship. Let's see how the contexts and Cornerstones of the Co-Active® Model apply to Co-Active® Selling.


Using the Cornerstones

The Cornerstones of Co-Active® Coaching are the same as the Cornerstones of Co-Active® Selling. Here is how we use them as Co-Active® Sellers:

People are naturally creative, resourceful and whole

Traditional sales strategies teach salespeople to ask questions in order to uncover the customer's problems and then to toss up your product as the best solution to those problems. Salespeople are taught to "sell to the pain."

The Co-Active® Seller also asks questions. But their curiosity is oriented in a very different direction. Because we believe that people are Naturally Creative Resourceful and Whole we are less interested in the pain than in finding the dream, finding



the vision, finding the yearning that is calling this potential client to fulfill it. The “pain” that we are curious about is the gap between the circumstances of their current situation and their aspirations. We believe that clients, once they get in touch with their own hunger for fulfillment, will then make the best choice for themselves about whether or not to choose coaching.

Focus on the whole person

The Co-Active® Seller engages with the person, not just within their role. The Co-Active® Seller creates a relationship with that person and genuinely wants to know who that person truly is, as well as what they want and need. We sell by coaching, not by teaching or manipulating. We create relationships, using the skills we have learned as coaches. We use all our relationship building skills to build relationships within companies, to connect with outside referral sources or to attract potential clients. We ask powerful questions, deepen our conversations, and look to how the other person can get what they want or need in their whole life. Co-Activity governs the way we present ourselves to the world.

Dance in this moment with the client

The goal of the Co-Active® Seller is to serve the client, not just to close to the sale. If the client needs something else besides coaching (psychotherapy, consulting) the coach makes a referral to the person who can best serve the client. But what distinguishes Co-Active® Selling from any other form of selling is that the coach holds the potential client’s agenda and serves it from the very beginning of the sales cycle, rather than merely trying to meet some sales quota or focusing on short-term, self-serving goals.

Evoke Transformation

The work of a traditional salesperson is to get the sale. But as coaches we have a very different perspective about why we are communicating with a potential client, and the perspective powerfully informs our approach.

Perhaps Karen Kimsey-House said it best,

“It’s about supporting people in breaking free from convention, from business as usual, from The Way It Is. We must help people find the courage and heart to stand firmly for what is real and true and be bold enough to live from the inside out rather than the outside in. Work is sacred. Work has to become a place where we come together to create something meaningful rather than a place where we put our authentic self in the closet just to survive. Our work places must become opportunities to engage, to fully express and share our creativity and our talents. We must work to help businesses understand that people truly are their greatest resource and that whatever we do, we do in relationship with each other.”

Using Other Co-Active® Tools and Contexts

There are other Co-Active® tools and perspectives that strongly orient our sales approach.

Agenda comes from the client

Co-Active® Sellers hold their client's agenda, even above their own needs. This is a radical shift from traditional sales training. An essential aspect of almost every traditional sales model is teaching some manipulative closing techniques to get the client to buy. Often these involve clever close-ended questions and sophisticated strategies to build on getting the client to agree over minor issues in order to eventually get them to "sign on the dotted line."

The Co-Active® Seller is much more direct. He or she simply asks questions like, "Will you be my client?" or "What is next for our working together?" or "Where do you want to go from here, in terms of me becoming your coach?" And, because we hold the client's agenda, we don't ask from desperation. Coaching may not be the right thing for this client. They may need to try other coaches. We may have another idea about what might serve them better, which we give freely. We want the best for them, and we believe that they are naturally creative, resourceful, and whole. We trust them to choose what is best for them. We don't need to drive them to "Yes."

Curiosity

Foundational to Co-Active® Coaching is curiosity. A coach is profoundly interested in clients: in their agendas, their values, their visions for themselves, in their creative choices, and in their experiences of their lives. Selling Co-Active® Coaching relies on this same curiosity. The coach as salesperson is hungry to know what makes this potential client tick, what turns them on, what calls to them, what they yearn for. Whether you are talking to a potential client, or a potential referral source, you genuinely want to know about their lives and who they are. Curiosity shapes all our interactions with those we sell to.



Listening

Because of the skills we have developed as coaches both in listening to our client and in using our own intuition we can be present to the sales interaction in a way that traditional salespeople rarely can achieve. We can listen to the client's wants, needs, desires, passions and dream without trying to sift through that content to find a problem that coaching can fix.

Intuition

We can relax, stay open to hunches, articulate what we guess is going on with the client, and not have the urgency to close the sale. We can throw out our intuition without attachment, since we are not trying to be experts. That way we can have the client educate us about who they truly are, rather than us trying to impress or educate the client.

Self Management

We have the self-management skills to refocus “over there” on the client whenever our own Level One fears or insecurities pop up. We are not driven by making a sales goal or getting a predetermined result. What we want is a relationship with that other person that we both enjoy, and that hopefully they can grow from. We also have the self management to courageously ask the hard questions, such as, “Will you be my client?”

Confronting the Saboteur

We believe the biggest obstacle to closing a sale in the coaching profession is limiting self-beliefs of the coach. The most destructive of these Saboteur-ridden beliefs is that the selling is a manipulative process where the seller wins at the customer’s expense.

This and many other limiting beliefs need to be shattered in order for a coach to step into their full power as a salesperson and as a change agent. The three-day workshop phase of the program is designed to address self-limiting beliefs.

Where the rubber meets the road

Marketing is an essential part of growing your business. It gets people in front of you. Then you need to make them your clients. We believe that 99.98% of coaching sales result from face to face/voice to voice contact with potential clients. Sales almost never get closed just from websites, blogging, direct mail, email campaigns, niche clarifying, branding or working social media. We value marketing as a tool for creating a message and for generating leads, but coaches must also engage in selling in order to be successful.



The selling of coaching services requires a high touch, high relationship selling style. We believe that a coach needs to understand the process and steps of high touch/close relationship selling to uncover the need of their potential client and address it for the sake of their potential client’s transformation. This is far more valuable in building a coach’s practice than any other activity, marketing included.

A coach that has gone through the Co-Active® Selling process will be passionate about actively engaging with the potential client for the sake of the potential client’s transformation. The coach will be eager to create positive tension between them and their potential client, a tension that invites that potential client to say yes or no to transforming his or her life.

And have some fun

Co-Active® Selling is fun, because it is a chance to create relationships, sometime very long-term ones. It is a chance to invite transformation into the lives of people we do not yet know. It is a chance to dance with the client, inviting them into the deliciousness of their lives and of their dreams. It is a chance to inspire referral sources about how coaching can impact the lives of other people in their lives: people they care about; people who report to them, or people they

report to. It is spontaneous and unpredictable, and therefore enjoyable for both the coach and the other person. The conversations and the sample coaching can head in any direction, towards their professional aspirations, interpersonal desires or individual goals, and because we embrace the whole life of the person, we are free to explore wherever they want to go.

Hopefully, through reading this chapter, you now realize how all the amazing things you learned at CTI set you up perfectly to become a powerful salesperson for your coaching practice.



CHAPTER #2: WHERE DO I START?

The Co-Active® Selling program is one of the two programs that make up the Business Builder Series. The first month of Co-Active® Selling webinars will be a time to marshal your efforts to prepare for your “campaign.” You will focus on what you need to do to attract potential client’s attention. That begins with continually reaffirming the belief that you deserve success as a coach.

You need to believe that this is the right profession for you. You may not always feel your trust but you must know at your core that this is what you want. You need to feel that coaching is your gift to “the business of life.” As George Eliot put it, “The most solid comfort one can fall back on is the thought that the business of one’s life is to help in some small way to reduce the sum of ignorance, degradation and misery on the face of this beautiful earth.”

You need the confident expectation and assured anticipation that you can and will build your practice. You need to trust that you know and will discover all the steps that go into that. You must have faith that you will prevail no matter what circumstances may get in your way.

When you truly embody what you want at your core, and you trust that you can do it, then you have the antidote to any doubt that may arise along the way. And, as you know, you will discover doubts along the road to your success.

Here are a few ways that the Saboteur tries to derail you and doubt expresses itself and what you can do about it:

- **Comparison** — Remember that comparing yourself to others will only create doubt in your head and in your heart. Trust that what you are doing and who you are is enough.



*"You gain strength,
courage and confidence
by every experience in which
you really stop to look fear in
the face. You must do the thing
which you think you cannot do."*

— Eleanor Roosevelt

- **Giving up** – Trust that you can do it. If you have not had success in the way that you wanted it, just remind yourself that you will succeed, over and over and over again. If you give up, you will never succeed. How else does an infant learn to walk, but in stumbling enough times to get it right?
- **Letting life dictate, rather than letting your dream and commitment lead your life** – For example, you get scared that you won't be able to pay your bills on time so you go and take another job and do "coaching" on the side. Remember to trust that you will find a way to make it happen even when everything feels like it is against you. Stay the course!
- **Being successful and then dropping the things you were doing that made you successful** – We see this happen over and over again. You start having success in building your practice, so you stop marketing, networking, or doing whatever it was that was succeeding. Why would you stop doing what works? Well sometimes it's cockiness, sometimes busyness, and sometimes you just don't want any new clients. Don't let this be you. Keep doing what you need to do. Stay consistent. Continue to build your practice, even in the good times. Remember to think about what you trust in when you are succeeding. This will allow you to keep doing what you are doing to continue to build your practice.
- **Letting your "inner critic" get the better of you** – This is the voice in your head that tells you, "You can't be a success!" "You will never get it together!" or "You are not worth that much!" This voice will get stronger as you start moving toward what you want. You may feel uncomfortable at times. Remember to trust that you are capable and that you know what to do and when to do it.

We can hear you thinking, "Sure, great ideas. But how do I get trust?" Don't you wish you could just go online and order some up? The best way to develop trust in yourself is through you keeping your commitments to yourself. Every time you keep one of those commitments, a voice inside says, "See, I am serious about this!"

And what happens every time you blow off a commitment? Oh, sure, you had the best of reasons: "Someone really needed you... You were too exhausted... You needed nurturing, not more work... You lost track of time... It really didn't matter that much anyway."

It really matters far more than you are aware of. Every time you fail to keep a commitment you made to yourself, you erode a chunk of the foundation of trust that leads to success. You can lose one or two of those chunks of trust and still succeed. But make it a habit of letting yourself down, regularly put your entrepreneurial needs second, and soon there is no trust left. Then it's only a matter of time until you decide that being a coach won't work for you. But getting back on the trust bicycle will start things going again in the direction you want them to go.

CHAPTER #3: WHAT AM I WORTH?

In this chapter we enter the taboo conversation about “MONEY”. Almost everyone has some reaction to that word. And some reactions can become obstacles to your success.

We believe that it takes money to make money. It is essential that you get clear on a couple of things about money and finances before you can truly become a successful coach and entrepreneur.

We will grapple with three tough questions: First, what does money mean to you? Second, what do you charge for your services? Third, how much capital do you need to spend to get your business up and running and then continue to spend in order to make your enterprise thrive?

1. What does money mean to you?

Spend a moment and define money for yourself. Go beyond the sensible, rational definition and dig deeper. What does it really mean to you? To your heart? To the frightened little person inside of you? To your loved ones? To your dreams?

2. What do you charge for your service?

There is one essential step you need to take before you can come up with a fee that you feel comfortable charging for your services. We believe that you need to disconnect your feelings about your value as a person from what you charge for your coaching.

Your “inner critic” will want you to give your services away since that is the “good and right” thing to do. It says, “This is such good work in the world. I shouldn’t be greedy. I should be generous and give it away!” Another “inner critic” won’t care how little you charge because you aren’t worth that much anyway. She mutters, “I hardly know what I’m doing so I shouldn’t charge anything for such undeveloped coaching.” A third “inner critic” might want to charge some figure it thinks is the right one, because someone else charges that much. “Well, if she makes \$100 a month then I couldn’t charge more than that.”

To leave the “inner critic” conversation behind you, you need to start to practice talking about coaching and your services and what it costs to work with you. You need to do that many times, so that you start to bleed off the emotional charge around your fees.

3. Capitalizing your business —

To be a successful business owner and an entrepreneur, you must spend money to make money. If you fail to do this, and you run your business on a shoestring

“Money is like manure;
it’s not worth a thing
unless it’s spread around,
encouraging young things
to grow.”

– From *The Matchmaker*
by Thornton Wilder

budget, you are going to have a shoestring business and the success you have will be small.

Be open and willing to spend money in your business and continue to spend money for the sake of your business. This will allow you to grow as a coach and also to grow as a business. We know that statistically most businesses open their doors deeply in debt.

Things to remember about setting your fee, building your practice and growing your business as you go forward from here:

1. Remember that you ARE the business! So spend money on schooling, training, computer, and whatever else you may need to support you in building your business and succeeding.
2. One thing we stress to all you coaches out there is that you have the best coach you can afford to continue your learning throughout your career as a coach.
3. You must also be willing to spend money on marketing and promotion of your business.
4. You need to spend money on creating support systems (accountants, consultants, massage therapists) to help you grow your business.
5. Also remember to cover your own personal monthly expenses as a business owner. Pay yourself first.



>> you ARE the business

>> have the best coach

>> spend money on marketing
and promotion

>> spend money on creating
support systems

>> pay yourself first

Extra Credit Budget Worksheet

Use this at your convenience to determine your fee:

First create a list of monthly business-related expenses you will have in the next year.

1. Schooling, training, etc.: \$_____ / month.
2. Office furniture/supplies/computer: \$_____ / month.
3. Phone/utilities/insurance etc.: \$_____ / month.
4. The best coach you can afford: \$_____ / month.
5. Marketing and promotion of your business: \$_____ / month.
6. Personal and professional support systems: \$_____ / month.
7. Other professional business expenses: \$_____ / month.
- A. Total coaching-related business expense: \$_____ / month.
- B. What non-business-related expenses do you have each month (groceries, insurance, mortgage, tuition etc)?: \$_____ / month.

Good job! Now add them up:

- D. Total Living Expenses: (A + B): \$_____ / month.
- E. Minus Other Income (A + B - C): \$_____ / month.
- F. Income needed from coaching: \$_____ / month.

OK, now let's see how to make that figure!

Marketing Plan

1. How much will it cost to each month do all the things you must do to live, to maintain and to grow your business? (Lines F from above): \$_____ / month.
2. How much profit do you want to make a month from coaching, above the cost of doing business?: \$_____ / month.
3. Add these two lines to determine how much you intend to make each month from coaching: \$_____ / month.
4. What is your monthly fee per client for coaching?: \$_____ / month.
5. How many clients will you need to make "3"?: \$_____ / month.
6. How many sample sessions do you need a month to obtain "E?" (At first, figure three Sample Sessions to get one client.) F# _____

7. What actions do you need to take to obtain “F?”

After looking at the numbers it is time to reexamine the price you set on your services. Make a decision to keep the old fee or set a new one. If you change your fee, see how that impacts the numbers you wrote down on the last page.

My fee for coaching is: \$ _____ / month.

I have: # _____ clients.

My Income from coaching is: \$ _____ / month.

CHAPTER #4: HOW DO I DO IT?

No matter how much you like or dislike “selling” or salespeople, you need to discover how you can become a salesperson to make your business grow. As you learned in the last class, selling is the way we connect with the clients we are to serve.

To be a salesperson for coaching services you need to do three things:

1. You need to talk to people about your coaching services,
2. You need to find out the need they have for your service,
3. You need to ask them to hire you as their coach.

First, you will want to practice how to talk about coaching. Learn what words you need to express to help your potential client understand what you do and what service you offer; it is essential that you master ways to do this.

What we also know is that you will speak and fail many times over before you get it “right.” You need to learn what is right for you. What is right for someone else to say may not work for you. So remember to practice, practice, practice over and over again!

Here are some things to remember when talking about your coaching services:

1. Be the product or service that you are speaking about – EMBODY IT. Right now think of a big risk you need to take. Take it! Think of a big dream you want to attain. Take the first steps towards that dream. Do what you coach!
2. Make sure you know the service you are talking about by using it and understanding it inside and out. (Hire a coach!)
3. Learn how to coach somebody on the spot. Ask them, “What do you love?” or “What do you want more of in your life?” to start off the conversation. (Also remember to ask for permission where appropriate.)
4. Remember that the only way to get good at talking about coaching is to do it, fail at it, do it again, and learn!

One thing that will come up as you begin talking to people about coaching is your inner critic. Here are some “conversations” we know may come up for many of you:

- “Make sure you have everything perfect before you go out and ask for business!”
- “You can’t do that!”
- “Don’t even try to talk to people about coaching, because you are going to fail and look stupid!”
- “You are not professional enough to be a coach, so wait till you are ready.” (In about 100 years!)
- “You are not good enough to be a coach so how can you even try to talk about it?”
- “How do you think you can talk about coaching when you don’t even have one client!” (Or two clients, or 20 clients).
- “How can I be a coach when my life is so far from perfect?”

“Do, or do not. There is no try.”

– Yoda



Sound familiar? Please know that these statements are not the truth. Your inner critic holds you back from talking about coaching with people. It sabotages you engaging them in a Sample Session or asking them to become your client. Be aware of the static that the inner critic throws out as you put forth effort to talk about coaching, and ignore what it says. Self-judgment will only slow you down, or worse, stop you completely.

Cleaning the Slate for Success

There is more to success than implementing a sales and marketing program. What is it, beyond any sales or marketing commitments that you need to attend to, in order to build your practice? What are you doing in your life to build your practice today? Here are some examples of things we know you need to put effort into to succeed in building your practice:



- Handle your personal relationships. “A house divided against itself cannot stand.” Make your personal life a Citadel that supports you in all ways, not an anchor that holds you back, or a mess you can’t wait to get away from. This may take some time. That’s OK, keep coaching while you are growing, knowing that you are on the right path. Remember the statement is “Handle it” and **not** “I’ll build my practice after I get everything else handled.”
- Handle your “inner critic.” We know the critic will never die. On your deathbed it will probably be telling you, “You know, you could die a lot better than this. What’s the matter with you?” But handling your critic means knowing it is just an interfering voice, not divine correction, or absolute truth, or the way it has to be. It is psychological static. Handling it means being able to turn down the volume, or tuning to another channel, one that is more positive about your gifts, strengths, and capacities. Your coaching purpose is the channel you need to tune to.
- Handle your money situation. Know your limitations in relationship to money. Do you spend many hours balancing everything to the penny, instead of going out and building your business? Do you fade into terminal vagueness whenever you try to balance your accounts? Be honest with yourself. What is your money trap? Then go get help.
- Be accountable to someone besides yourself. Work with a coach, partner, or friend to hold you accountable to the effort you say you want. This is pretty obvious, isn’t it? Often people hire coaches when they want support in a new enterprise. That’s you. Hire a coach. Do it NOW if you have not already done it!
- Hire other people to balance your deficits. Be creative. Do you need a virtual assistant, a bookkeeper, a web designer, a business consultant, and a housekeeper? Who else could be on your team?

Extra Credit Worksheet for Cleaning the Slate

Pick two of the following action exercises and complete them in the next week:

1. Begin to make repairs in a relationship that is draining you.
2. Make your office a place that supports you in building your practice. Do you have a calendar? Do you have files for your clients? Do you have a desk? Get the materials you need to have that will support you in building your practice.
3. Create and use a budget?
4. Take yourself out on a date, just the one of you!
5. Bring someone else on board to your coaching business: a consultant, a coach, a professional to handle things you hate or that you have been putting off, a partner.
6. Make that dramatic change you never dared to make before.

Do those commitments, no matter what else happens in your life. Write below how it feels to know you will follow through with what you pledged to do.

CHAPTER #5: HOW DO I EXCEL IN PRESENTING MYSELF?

In this chapter, you will find out what you need to do, and who you need to be, to create an exceptional Sample Session. Once you have enrolled people in a Sample Session, you must do your best not only to give them value but also to show how you would serve them if they became your client. Bringing your best coaching the time you are talking with your prospective client can be exhilarating.

Here are some things to remember when doing a Sample Session with a prospective client:



1. Be confident that your product has value. Remember the “Posture of Confidence” exercise? What does it feel like to be confident? What sensations are you aware of when you are in your “Posture of Confidence”?
2. Set the stage for the Sample Session. Let them know how it will go, and then follow your time line. That might look like, “We will be doing coaching for around twenty minutes on whatever issue you want to focus on. This will give you a good taste of my work. Then we’ll take some time at the end of the half-hour session for me to answer any questions you might have about me and about coaching. Finally we will decide if it is good fit for us to be working together. How does that sound?”
3. Learn to speak from personal experiences from time to time when giving a Sample Session without making it about you. This is where you will start creating a warm relationship with the person.
4. Make sure to give it your all! Be dangerous, edgy and leave the client breathless at the possibilities of their life!
5. Leave them wanting more! Fifteen minutes of coaching is often all you need. Then use the last ten minutes to ask the big question, “Will you be my client?”
6. Remember, this is a sales call! Point out what you are doing as you coach and let them know in the moment how that can benefit them. Better yet, ask them to tell you how this coaching could benefit them.
7. Keep pointing to the value of coaching throughout the Sample Session. For instance, show how accountability can be of huge value to a client when working towards a goal.
8. Remember to set up the session with time parameters so that the client feels safe, and stay within those boundaries. Clients may feel unsafe when they don’t understand what boundaries they are playing in.
9. Manage your Saboteur. The session you did was good enough; don’t start tripping yourself up.

“Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort.”

– Franklin D. Roosevelt

Let them know you want them as your client. If you don’t want them as a client, give them a referral.

Remember to stay focused on the three essential elements of your career. Keep asking yourself:

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CHAPTER #6: DEAL WITH RESISTANCE

To resist is “to fend off, oppose, or fight against.” In this chapter we will examine what happens when you have a potential client “resist” hiring you, and how to deal with it. You will learn how to defuse the opposition.

“Know what
‘No’ means.”

We know that we may get resistance as we move forward in building our practice. People resist making positive changes in their lives.

They resist coaching, too. It will come from many people who we approach in offering our services to. This is totally normal and to be expected. Don’t panic when it does!

So here you are. You’ve sparkled in your Sample Session and now it’s the moment of truth. You pop the big question, “Will you be my client?” And the client says, “No, thank you.” You say, “OK, nice talking with you,” hang up and jump out the window. Oops. Let’s try that again.

He or she says, “No.” What comes up for you when you hear a “No”?

We know that our inner critic can have a field day with this. According to the Saboteur, “No” means you failed, you’ll never amount to much, and you’re a loser. That window is calling you to jump out of it.

Switch channels. Just stop listening to that whacko in your head, who is always blaming you. Look over to the person who just spoke. He or she said ‘No.’ What a curious thing. I wonder what that meant? If we get clear with the CLIENT on what that answer means, then we can silence our critic.

When dealing with resistance, get connected to the person. Don’t be so serious about the content. Be in relationship with the person.

Listen to the person and hear what they say. Be the most curious coach you can be in the face of, “No.” Remember that it is important to hold the client’s agenda. Don’t try and sell them something, but instead find out what they need and see if you could serve them.

When you hear “No,” get curious with your client. Ask them, “When you said ‘no’, what did that ‘no’ mean? Does it mean, ‘No, not right now?’ Does it mean, ‘No, not ever?’”

Sometimes clients get scared when we ask them to step into their lives and create big things. The word “No” comes out as a default answer before they even have time to think about what they are saying “No” to.

Get clear on what “No” really means to them, not what you think it means. Once you are clear, then you can move forward on how to proceed or not to proceed with this client.

If the answer is a definitive “NO, not ever,” then move on and say “NEXT!” There are too many people out there in this world who want what you have to offer! Letting go of this client opens the door for someone else!



Jane shows what energy can come from that letting go.

"One morning I made a commitment to call 10 people in hopes of getting a client. The first person I called barked at me. The second person was more polite, but was off the phone in less than a minute. The third just hung up on me. I got pissed. A part of me just wanted to quit. But then I felt a rush of energy. I got charged up. I said to myself, "I am not going to let anyone get in my way." I started a calling frenzy, determined not to stop until I had scheduled a Sample Session. One my 20th call I succeeded. I felt great!"



CHAPTER #7: STAY FOCUSED!

In this chapter we want you to get clear about what we mean by focusing on your practice and business. Focusing is “concentrating in order to see things clearly.” Focusing on a goal creates results. They may not be the results you expected. Pay attention to what comes, and then refocus.

This part of the model comes up a bit later in the process of building your practice, once you trust that you can do it and are applying effort to make it happen. Trust alone may not be enough. Concentrate on what you are doing and who you are being. Focus on the kind of clients you want, and the kind of life you are building for yourself.

Having come this far in the process, you trust you can have a full practice. You are applying effort and staying aware to what is showing up as you market your services. Focus is the engine that moves you toward success.

The task of maintaining focus seems to be the area where we see many coaches wander from the track they set out for themselves. They may have trust and faith. They may apply effort. They may strive to stay aware and mindful. But then they lose focus.


Staying centered, grounded, and focused on your vision, your goals, and your business is essential. To stay focused, remember to keep your eyes on the prize, whatever that is for you. Is it the money? Set an annual target and exceed it. Is it a certain number of clients? Chart every week how close to the goal you are coming. Is it the impact you are making with you clients? Is it the impact you are making in the world? Acknowledge yourself, and keep a file of the acknowledgments you receive. Stay focused on whatever vision you have for yourself, and the specific steps you need to take to get there. Be very clear about how you define your success.

One of the key elements in staying focused is what we call the “Jack Russell Terrier Factor.” Once a Jack Russell sees a gopher, he captures his prey. He never gives up. It is important to set up a structure that will support you in keeping in contact with those people who are prospective clients, even when they may have told you “no” in the past.



“I know the price of success: dedication, hard work, and an unremitting devotion to the things you want to see happen.”

— Frank Lloyd Wright



Doggedness always pays off. Many times we find that some clients are not quite ready to take the leap into their lives this week but they are in 2 or 3 weeks or in 2 or 3 months, or even a year later. Remember to check back in with them. Be a Jack Russell Terrier!

As you get better at enrolling, you will spend less time “closing the deal” and the persistence you have invested over time will pay off in the end. The topic of staying focused extends far beyond focusing on the next client. Being a solo-preneur, you need to hold your focus on your career in the face of all kinds of life circumstances which try to pull you off track. Don’t let life dictate your actions. Ask yourself, “Would a brain surgeon drop everything she was doing to get the car tuned, or to take care of her neighbor’s cat, or to ‘just pick up a few things at the store’? Your time is as important to you and to the world as a brain surgeon’s. Stay focused.

Fran was a participant in a previous sales training course. Her story is an extreme example of returning to her life focus.

“During the third week my husband handed me divorce papers. This wasn’t totally out of the blue, but it still stunned me. At first I thought I needed to drop out of the class in order to handle my personal drama. Then I realized that it was time to start claiming my life and career. I wasn’t going to let anybody, especially my soon-to-be-ex-husband, stand in the way of my success. I got two new clients that week.”

Are you finding that you get distracted easily when prospecting? What could you do differently so that you may stay focused when making calls? Are you coming up with tons of excuses why you can’t do a coaching-related workshop in the community? Do you have a ton of reasons why networking won’t work for you? What structure will get you to do it no matter what?

It is also important to remember to take breaks from time to time. When we focus too much for too long, we get overwhelmed or tired and then our results are less and less than we desire them to be productive. We need space-out time, nonproductive and joyously unconstructive. Take care of yourself and stay aware of when you need to take a break.

Staying focused means that you have to try things more than once or twice before you try something else. Don’t make a trend out of one or two negative results. For Example: You went to two networking meetings and didn’t get clients from either one. Don’t say that networking meetings aren’t good places get any clients. Keep going and try tweaking your approach a bit. Try talking about coaching in a different way than you did the other times. What did you notice when you changed your approach? Stay focused on what you want from the meetings. Do you want to walk out of there with an appointment for a Sample Session? Do you want to collect a ton of business cards? Define the prize, and then achieve it.

Focus is taking the time to check in with where you are, where you want to be, and what you need to do to get there, then doing it.

Extra Credit Focus Worksheets

We know that what you focus on, you will get more of. Henry Ford said, "If you think you can, you can! And if you think you can't, you're right." Do you focus on the negative when asking someone to be your client? Does that impact affect the results?

Write down four goals you focused on this week in building your practice. Look at each one honestly. Were you consistent? Did you get distracted? What got in your way? What do you now know you need to do in order to sharpen your focus in that area? (If nothing got in your way, celebrate your excellent focus. Whoopee!!!)

Goal #1: _____

Goal #2: _____

Goal #3: _____

Goal #4: _____

Take the time now to write about all those things that you learned through magnificent failure in your recent experiences in building your practice.

Now take the time now to write about what you succeeded at. Send Mr., Mrs. or Ms. Saboteur on a cruise to Antarctica. Really delight in all you have done. Write 10 acknowledgements of yourself during the time you worked on this material.

1: _____

2: _____

3: _____

4: _____

5: _____

6: _____

7: _____

8: _____

9: _____

10: _____

and the bonus acknowledgement: _____

CHAPTER #8: CELEBRATE SUCCESS!

So here you are having completed the course! It's time to celebrate! Hooray!!! You are here!!!

Look what you have accomplished! Take time now to think about what you have created and won for yourself, your practice and the world. Relish the truth of what you have accomplished.

Samuel Smiles once wrote: "It is a mistake to suppose men succeeded through success: they much more often succeeded through failure. Precept, study, advice, and example could never have taught them so well as failure has done." So let's also celebrate your struggles.

We learn most from understanding both what worked and what didn't work in building our practice. If you don't capture and understand what you are doing right and what you are doing that isn't working, then you may lose what is important: the wisdom you gained through this process.

And then there are those times when the mistake turns out to be perfect. Frieda tells us about a wonderful wrong number.

"I wanted to work with corporations who were dedicated to making the world a better place. But I didn't know where to start. I found one company on the web that might fit my niche. I "Googled" and came up with the number of the HR person to call. Three times I dialed it, and each time I hung up after the first ring. I was scared. Finally, I let the phone ring. A guy answered. I started telling him who I was and what I was interested in. We chatted for a while about fostering ecological sustainability world wide and how coaching could help to accomplish that. Then he said, "Well I don't know how you got this number but this is my cell phone and I am the CEO of this company. I actually realize that I need your services. Could you come in next week to meet with me?"

YES! You did all this work! Now, what is the big payoff you can give yourself to celebrate?

"Love the moment.
Flowers grow out of dark moments. Therefore, each moment is vital. It affects the whole. Life is a succession of such moments, and to live each is to succeed."

– Corita Kent

Postscript: This coaching thing is a magnificent endeavor. We help take the blinders off our client's eyes, so that they can behold their own shining radiance, and the wonder of the world around them. So we end this workbook with a quote from Thich Nhat Hanh:

"People usually consider walking on water or in thin air a miracle. But I think the real miracle is not to walk either on water or in thin air, but to walk on the earth. Every day we are engaged in a miracle which we don't even recognize: a blue sky, white clouds, green leaves, the black, curious eyes of a child – our own two eyes. All is a miracle."



Extra Credit Celebration Worksheet

Take the time now to write about how all that you learned is going to shift you in growing your practice. What do you know for sure now? How will you apply this to building your practice?

PARTY TIME!!! Go out and celebrate what you have accomplished. What does it mean to celebrate? Write down what you will do and when you will do it by? Then party hearty!
