"A crucial read for anyone who wants to be a successful executive coach!"

Marshall Goldsmith – The *Thinkers 50* #1 Leadership Thinker in the World.

The Executive Coach Approach to Marketing

USE YOUR COACHING STRENGTHS TO WIN YOUR IDEAL CLIENTS AND PAINLESSLY GROW YOUR BUSINESS

Suzi Pomerantz & Ian Brodie

Workbook for Coaches

Marketing Coaching Services to Executives: Getting Ideal Clients to Say Yes!

by: Ian Brodie and Suzi Pomerantz

A workbook companion to our book ***The Executive Coach Approach To Marketing: Use your coaching strengths to win your ideal clients and painlessly grow your business***

This workbook will not make much sense to you if you haven't read our book, which provides context and instructions for the worksheets below. Please pick up the book at Amazon.com before you embark upon the workbook.

Coach Approach Quiz

As you know, gaining clarity prior to beginning about your intended outcomes can be the difference between a successful coaching program and a mediocre one. In that vein, we'd like to assist your thinking and ensure that you are clear before you embark upon the rest of the book. Please respond to the questions below and be sure to note the date for yourself. Consider it a journal entry to kick off your readiness to learn the coach approach!

1. How long have you had your coaching business?

2. What are your top strengths as a coach?

3. Who do you coach?

4. What are the top challenges your clients face that you help them solve?

5. Where are your ideal clients based?

6. How would you rate your current success at marketing and bringing in new clients?

7. What's the biggest thing you struggle with in networking, marketing, and sales?

8. What do you hope to get out of the book?

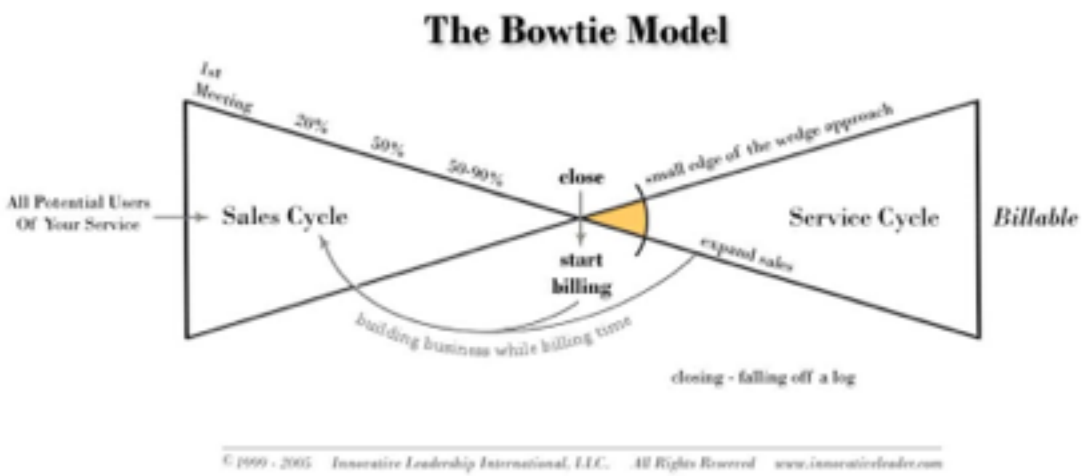
9. Where do you hope to see your business in a year's time?

10. In what ways are you hoping this learning journey will be different from everything you've done prior to now?

11. What will you do to sustain your learning over time?

12. How will you incorporate your chapter-by-chapter learning into your day-to-day business operations?

Use the Bowtie Model* to Understand and Plot YOUR Sales-into-Service Cycle



Critical to your success in marketing your services to executive clients is understanding your personal sales cycle; i.e., how long it takes you to go from when you first learn about a potential client (whether through referral, networking, inbound request, or your own outreach efforts) and when the work begins (meaning you have an agreement in place and they're paying you). Use the Bowtie Model and the chart below for either Planning or Tracking purposes, or both!

Planning: Use the Bowtie Model above with the chart below for planning purposes by inputting historical data from your own experience to determine the length of your own sales cycle. Start by listing all your current clients in the "potential buyer" column. List the dates of your meetings the them over what time period so that you can see how long your sales process typically takes. You can then estimate how many meetings you need to get a client, so that you can calculate how many initial contacts you'll need in order to get as many clients as you'd ultimately like to have at any time.

Tracking: You can use the chart below for ongoing tracking purposes by listing names as you meet people in real time, keeping yourself on track with the process so that you can manage your client growth against your intentions for your business. It's particularly helpful to track once you have many contacts in the sales process with you so that you will always know where you are in the process or what your next step should be.

Capture your findings: How many meetings does it take you over what period of time to fill your slate?

It takes me ______ meetings to move someone from potential buyer to client.

I can move a contact to a client in _______ (circle one:) days, weeks, months, years.

That means, that in order to meet my goal of _____ total clients, I will need to have ______ contacts in various stages of my sales process.

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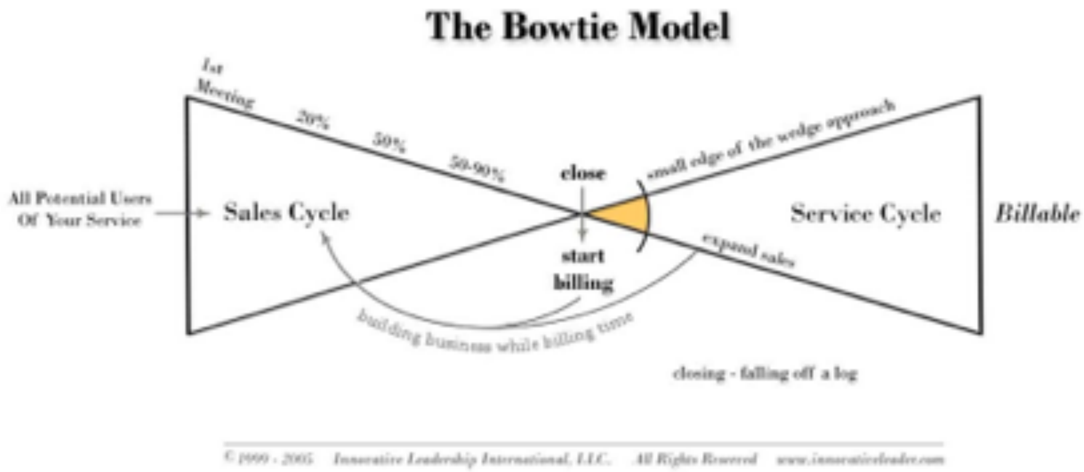
* *The Bowtie Model is copyrighted and excerpted from the book Seal the Deal and used with permission.*

Name of potential buyer	Date 1st meeting	Date 2nd meeting	3rd meeting or proposal or alternate next steps?	How many meetings before work begins?	Over what period of time?

Use the Bowtie Model© to Set Your Targets



Capture your findings: Analyze your chart using the Bowtie Model and either using your completed planning sheet of current clients or by using estimates, answer the following questions to give you an idea of how many contacts and meetings you will need over how long a time period to meet your goals.

How many meetings does it take to move someone from initial contact to potential buyer to client?

How long does that typically take (days, weeks, months, years)?

Setting your targets: Answer the following questions to help set your targets.

1. How much money would you like to make in a year?
2. What is your current rate and how long do clients coach with you?
3. Based on the answers to the questions above, how many clients do you need to bring on board in a year?
4. How many new clients would that be per month?
5. Using the Bowtie Model, how many new targeted people (potential clients) do you need to go find each month in order to move them through your Bowtie Model to get to the number of clients you need per month?

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Ideal Client Profile Map

Know Your Client - Decision Makers at the Organizational Level

As you know from your own experience selling coaching services to complex systems, there are three, sometimes four types of person involved in hiring an Executive Coach in an organization.

Usually the decision is solely up to the Executive, the client you'll be working with.
Sometimes a more senior executive will "appoint" a coach for some of their team.

And sometimes - for instance when an organization is buying a program of coaching for a group of people rather than hiring a coach for a specific person, the HR VP or someone similar will take the lead.

Even when the decision is made by the executive, it will not be in a vacuum, the chances are that the executive may check with the CEO, or there may be corporate rules about certification or pre-approved vendors.

And, of course, in most corporates, any major purchases and sometimes some quite small ones have to run through an official procurement process, and the Procurement Officer or head of that department may need to be involved.

So even if you deal primarily with the situation where the executive is the sole decision maker, it's still wise to understand what those other stakeholders are looking for.

Use the chart below to map your knowledge of the decision-makers regarding buying executive coaching services and discover what you need to learn about each one to best customize your approach and offer to suit their needs and interests.

Company	Decision-Maker Name & Title	Goals & Aspirations	Challenges	Key Factors in Decision	Who He or She Influences	Who He or She Is Influenced By

Know Your Client - Individual Executive Level: Ideal Client Profile Mapping

In order to find or attract your ideal clients you need to go through a process of figuring out some more details of what they look like, what their specific challenges or aspirations are, and what they're looking for in a coach.

If you get this really nailed, you'll be able to communicate with them in ways that feel like you're speaking to them specifically and give the impression that you really "get them".

An ideal client persona is an in-depth analysis of the key characteristics, demographics, interests, goals and aspirations, problems and issues of a typical target client for you. Rather than taking an average or summary across all your client types, you dive into details for 1, 2, or up to 3 of the most typical ones. By doing that, you can pull out the specifics that create real insight into what will motivate that type of client to buy from or hire you.

You're going to start by reviewing your experience and thinking through some of the best clients you've worked with - the sort you'd love to have again or have more of, that you really enjoy working with, or for whom you've gotten the best results. Or if you're relatively new, think about the sort of person you'd like to coach - what really gets you excited?

And then we're going to draw up what the marketing folks call a persona or avatar - but really it's just a way of making this idea of your ideal client more concrete so you can draw real insights from it rather than just broad generalizations.

If you work with a diverse range of people it can be quite tough going to do this, but it will really help you. You may draw up to 3 different personas to represent the different types of ideal clients you have. But let's start with just one. Identify the client type here:

The client profile I will begin with as indicative of my most ideal client set is: ____________________________________

What are some defining characteristics and common factors that make those clients a great fit?

Reality Check:

Are there enough of those types of clients to make the economics work for you?____
____
____
_____

Can they afford to pay for your services?____
____
____
____

Are they used to paying for this sort of service?____
____
____
____

Can you reach them with your marketing?____
____
____
____

Data Gathering:

Once you've decided on one ideal client persona, gather all the information you have on that type of client. Start by documenting what you already know about them. If possible, narrow it down to a specific individual to keep in mind during this process.

What's everything I know about this client?

____
____
____

Do I have any market research data to incorporate into my analysis?____
____
____
____

Do I have gaps in my knowledge? If yes, what market research do I need to do?____
____
____
____

Do I want to survey or ask clients or potential clients to find out big problems and challenges, goals and aspirations?____
____
____
____

If so, who will I survey or ask?____
____
____
_____

Creating Your Ideal Client Profile

Drawing out and organizing the information you have about your clients in the following form allows you to extract actionable insights that you can use in your marketing efforts going forward. The chart below starts with obvious, surface-level observations and then goes deeper into factors that drive the ideal client's behavior.

First, it helps to start with an actual photo or drawing of a real person who fits your ideal client profile, as it makes it more real and will help you to produce a more detailed and useful persona.

INSERT PHOTO HERE:

<table>
<tr>
<td>A. Who They Are
Summarize all the basic facts, figures, and demographics you know about this ideal client.
Age?
Gender?
Married?
Kids?
Education level?
Work experience?
Career path?
Current role?
Interests outside of work?
Who do they admire?
Who do they hate?
Religion?
Politics?
What's their backstory of how they became who they are today?</td>
<td>B. Their External Targets and Pressures
Identify unspoken needs that can be powerful motivators for your ideal client.
If they run a business, what profitability and growth goals?
What moves are competitors making?
How are their customers changing?
New legislation?
Environmental issues?
Changes in their supplier base?
If employed, what targets have been set by boss?
What are shareholders expecting?
What is the board expecting?
What media influences do they face?
What is impacting their career?
What pressures are they under?</td>
</tr>
<tr>
<td>C. Their Internal Aspirations and Challenges
Write down everything you know about your ideal client's internal landscape:
What are their personal goals?
What are their career and life aspirations?
What are their current challenges?
Are there any big problems they face each day?
What's keeping them up at night?
Keep asking why until you hit the emotional reasons.
What day to day annoyances do they face?
What stands in their way?
What do they complain about?
What do they worry about?</td>
<td>D. "Know and Feel" Factors
What would your ideal clients need to know and feel to be comfortable hiring you or buying from you?</td>
</tr>
</table>

Ideal Client Profile Map with guiding questions:

Ideal Client Profile Instructions:

You will explore 4 areas with this Ideal Client Profile. Start off by writing in the first box various aspects of who this person is. Give them a name and then write down if they're married, what age they're likely to be, whether they have kids - all the sort of factors that will help you build up a clear mental image of them. If you've got a previous client who exactly fits the bill and who you just want to clone, you can base it around them. Write down their education - are they likely to be college educated, have some specialist education, or have worked their way up from the shop floor?

Write in what their backstory is - how they got to that executive role. Are they likely to have moved companies a lot, or worked their way up from a functional role - that can make a huge difference to the sort of issues they face in their role.

Do they actually own the business or part of it? Do they report to a more senior executive or does the buck stop with them? The challenges of executives in family owned businesses - even very large ones are often very different to those of executives in shareholder owned corporates.

And write down what you know about what makes them tick. Why they got into this business in the first place, what excites them. Which parts of their job they typically relish. Who they admire. Of course, you're not necessarily going to be able to characterize all these factors for your ideal client - but the more you can do, the more concrete you can make the persona, the more useful.

Next, move across to the section on **external pressures**. This is where you're going to write down the typical goals and targets set for them externally. Do they have tough growth or profit targets set? In their industry is it all about cost cutting? Is this the sort of business that's under threat from new competitors - so for example if your ideal clients work in the newspaper business. Or is it the sort of business that's under external regulation and scrutiny and has targets set for it like the nuclear or pharmaceutical sectors. Or do they have a CEO or Chairman to report to and there are certain things they need to see from them.

Again, depending on your ideal client you may have a lot here, or you may not have quite so much but do what you can.

Then think about the **internal goals and aspirations** - so in other words the things the executives themselves are looking for.

Is your ideal client often someone looking to leave a legacy then retire. Or are they younger executives looking to make a big splash then move on to a bigger role. Think big about what their big goals and ambitions usually are, then think small and look at their typical day to day problems and issues. The things that often get in the way of them achieving what they want.

Then finally, move to the **"Know and Feel"** section. This is where you look at the factors you've identified so far about your ideal client. Who they are, the targets and goals they have. their aspirations and ambitions. Their problems and challenges. Look at all that and then write down - what would they need to know and feel to be ready to hire me.

You're aiming to capture both rational and emotional factors here. It could be for your ideal client that they've got some really ambitious growth goals in a competitive sector and they need to know you've helped executives succeed under the same pressures. Or they may have a lot of those self confidence issues we saw in the survey and the want to feel that you'll empathize with them, you'll be patient, but you'll be persistent and get results.

And it's often a good idea to think here about the typical reasons why clients might not hire you. What objections might they have. What risks might they see in working with you. Sometimes you can have everything else perfect, but because they're worried they might lose face in public by being seen to work with a coach, or they're not sure you'll be able to stick with them for the long term - sometimes it can be those perceived risks that can derail things.

So work your way through mapping out that Ideal Client Profile and it will really help set the stage for finding and attracting those ideal clients. It means that you know who to look for. When you're asking for referrals you can tell people exactly who would be a great client for you. You can have the right things on your website that will make your client feel like you understand them and deal with the issues they need resolved. And when you talk to them you'll build that compatibility and rapport quickly.

So out of all the targets, goals and problems you've identified so far, which are the ones that match with what you can deliver, and are big enough issues for them to care about? What are the big pains you relieve them of? What are the big gains you help them achieve? What are the impacts of those problems on them and their business? What would the results look and feel like if they achieved their goals?

Just get down what you can. It will all work to raise your understanding of your clients and you can continue to refine and improve your ideal client personas over time as you get to know them better.

Ideal Client Profile Map for you to use is on the page below.

A. Who They Are	B. Their External Targets and Pressures
C. Their Internal Aspirations and Challenges	**D. "Know and Feel" Factors**

Checklist for Action: Networking Ideas

Use this action checklist to kick start your networking activities if you don't know where to start or if you just want to get your networking unstuck.

1. List the categories in your life in which you know people (i.e., family, church, work, neighborhood, school, past employers, business associates, friends, associations or professional groups, those who provide services to you; your dentist, etc.)

2. Make each category a separate page and list all the people you know in each category, or use the ECMBA Toolkit Relationship Asset Inventory.

3. In each category, choose the top three people you know best and feel most comfortable reaching out to as your networking starters.

4. Set up time to talk to or be with your network starters, seek to learn about what matters most to them, and tell them your vision.

5. Ask your network starters who else they know that you could talk to about your vision.

6. Seek out every person your network starters referred you to, seek to learn about what matters most to them, and tell them your vision.

7. Ask each of these people whom they know that you might talk to.

8. Continue to work your way through your own network lists.

9. Continue to follow up and meet people from your network starters' networks.

10. Tell everyone you meet what you are up to in your business, be curious about what they are up to in their business, career, life.

11. Explore partnering and alliance-building opportunities.

12. Share a clear profile of your ideal clients, plant seeds for referrals, and ask for introductions.

13. You can ask in this way, referencing your ideal client and what you do to help solve a challenge common to your ideal clients, “do you happen to know anybody who is X, needs Y, or could use Z?” For instance, “do you happen to know anyone who is a C-level woman leader of an organization who needs to find innovative ways to influence or could use help finding her unique leadership point of view?”

14. Another way to ask is, “do you or anyone you know ever find that you have N challenge?” For instance, “do you or anyone you know ever find that you have a hard time motivating your employees, or improving their engagement at work?”

15. Identify and list at least 10 people with whom you want to do a collaborative joint venture and explore possibilities with them.

16. Make a list of everyone you know who is in an industry or organization that aligns with those you most like to coach, or where you get the best results.

Executive Coach Marketing Mindsets

We must each create opportunities to coach and mindsets are critical to our business development success. This is important because when you take all the right actions on top of mindsets that are not aligned, you will not get the results you want in your coaching business. Some beliefs, assumptions, and ways of thinking will help you market yourself effectively and win clients, and some of your thought patterns about marketing may be holding you back.

Action Orientation:

What are my current mindsets that may be too passive?

What are my current mindsets about taking action to forward the results that I want in business development?

What are my fears?

Partnership Mindset:

In what specific ways can I flip my mindset from one of sales to service?

In what areas can I have more confidence in my capabilities and the results I help my clients to produce?

Identify any current mindsets or beliefs may be getting in my way or holding me back.

What mindset shifts do I want to make in order to improve my results?

Always be Networking:

What are the current opportunities I have to connect with people, that I've previously ignored as irrelevant, that I could reframe as networking opportunities?

Where am I already interacting with people that I could put extra effort into connecting with them more fully and exploring possibilities?

What are 3 areas where I'm focused on myself that I could flip to focus on others?

Understand the Game:

What do I need to know about my clients to really understand them?

What are the stages of my business development process?

Where am I ignoring the numbers, the knowing of which would allow me to take charge of my business results?

Persistence:

In what ways can I reframe my current approach to plan for consistent, regular, and recurring actions?

What matters most to me with regard to my work as a coach?

____
____
____

How can I align the actions I'm consistently taking with what matters most?____
____
____
____
____
____

Mental Positioning Checklist: Critical Mindsets for Success

Use this checklist to align your mindsets for ultimate success in business development. It's not just about the actions you're taking…you can be taking all the right actions for growing your business, but if you have limiting beliefs or counter-productive mindsets, your results will be less than optimal.

1. Partnership
2. Being a connection-seeker
3. Sales is not a dirty word: reframe sales as an extension of your service cycle – it is about helping your clients
4. Approach sales from a service context: use your coaching skills in a coach-approach to selling
5. Ask "How can I help?" Focus on service, taking care of others, being helpful
6. Do what you do -- and think marketing
7. Expect to grow your business by referrals. Give referrals and become referable. Referrals breed referrals.
8. Using social media, embrace two degrees of separation
9. Operate with integrity and business ethics
10. Keep a broad view of who the client is (strive for depth in organizations)
11. Think long-term
12. Develop and sustain long term, meaningful relationships
13. Your sales style and approach must be natural and authentic to you: No tricks, gimmicks or techniques will seal the deal for you
14. Ask for specific help, referrals, leads, business deals
15. Listen more than you speak
16. Provide exceptional service by making bold promises and over-delivering
17. Learn what clients need, want, expect and then give them more
18. Value is defined by the client, not you
19. Operate from a foundation of commitment. Articulate what you are committed to and find out what is important to the client
20. Act as if the client is already a client and treat them with that level of care through the sales process
21. Follow through is critical
22. Link individual goals with organizational goals and generate measurable results
23. Every interaction is an opportunity for relationship
24. Challenge assumptions: yours and theirs
25. You are always in a sales conversation…either you're selling or you're being sold to

26. You always have a choice
27. Adopt an abundance mentality. You can make a difference AND make oodles of money.
28. Never give away free coaching samples! If you believe people need to have an experience of your service before buying, offer an introductory rate or a discounted sample rate rather than giving it away for free. If you give it away for free you interfere with your own value proposition.

Checklist for Action: Marketing Idea Kickstarters

Use this action checklist to kick start your marketing activities if you don't know where to start or if you just want to get your marketing progress unstuck.

- ☑ Determine if your priority is Retention, Acquisition, or Reacquisition (*Retention* is growth, maintenance and reassessment of new & existing buyers. *Acquisition* is seeking and contracting with prospective buyers. *Reacquisition* is rekindling lost, discouraged or past-successful buyers).

- ☑ Create or update collateral materials (logo, business identity, cards, letterhead, etc.)

- ☑ Website Development: Create or update your website.

- ☑ Write a column, articles, books, create products.

- ☑ Explore direct means of outrach to your target market: Direct mail, Promotional offers, Survey/Research, Invitational seminars/events, Advertising, Public Relations.

- ☑ Explore indirect means of getting your message out through intermediaries: Speaking engagements, Teaching opportunities, Writing and Publishing, Association involvement, Survey/Research activity, Media engagements, Pro Bono work, Sponsoring programs/events.

- ☑ Determine 15-20 ways you will generate leads.

- ☑ Consider e-mail and web campaigns.

- ☑ Offer free bonuses, free downloads, and free reports as ways to capture the email addresses of interested parties and grow your list.

- ☑ Link your products and events.

- ☑ Vary your offering so that you have entry level price points and premium products.

Marketing Menu Approaches Worksheet

Which Marketing Approaches Will Work Best For You?						
Approach		Reach (H/M/L)	Impact (H/M/L)	My Ability/ Comfort (H/M/L)	Rationale	Y/N
Existing Client Development						
Referrals						
Networking						
Public Speaking & Seminars						
Direct Mail						
Cold Calling						
Traditional Advertising						
PR						
Articles						
Research Project						
Website - Core						
Website - SEO						
Website – Pay-Per-Click						
Linkedin						
Twitter						
Webinars/Teleseminars						
Other:						

The Coach Approach to Relationship Asset Inventory

Start with who you know. The quickest method for finding potential clients is to make a list of everyone you already know. We call this taking a Relationship Asset Inventory. In essence, you will use this tool to perform an audit of the people you are already connected to in various aspects of your life. Let's see what you have in stock already...in this case we mean who you are already connected to in a sufficient relationship to ask for introductions and connections.

Identify your key contacts for the Coach Approach to marketing. List all the people you know in each category of your life (e.g., work, neighborhood, family, school, past employers, religious organization, community service, friends' parents, associations or professional groups, colleagues, service providers, business associates, etc.)

On the pages below, choose which category you're listing. Then list all the people you know in that category. Then mark the top three people in each category that you know the best or feel the most comfortable calling. Use the Checklist for Action: Networking Ideas to know what to do with the folks on these lists.

Go back through the lists and identify which organizations the people you already know re connected into. For example, you could list everyone you know in a Fortune 500 company, or everyone you know in a non-profit or government agency, or you could do it by roles. You could mark everyone on your list who holds a senior leadership or decision-making role in an organization.

Next, list everyone you know who is in any way close to or connected to the organizations you'd like to work with. Perhaps someone on your list is related to or married to someone who works at or sells products to the organizations you're most interested in.

Finally, build a list of those who you know who could help you connect to your ideal client organization and individual. From these lists, develop a call list and prioritize your calls based on the easiest calls to make. Where do you have sufficient relationship to connect and make requests? Who on your list can refer you with confidence because they know you, know your work, and know the results you produce? Who can make a personal introduction even though they have not personally experienced your work? If there are folks who could introduce you but you don't feel comfortable asking them to do so, don't put them on the top of your list.

Most importantly, get into action calling people you know and seek new relationships.

List all the people you know through work (colleagues, past employers, etc.)

List all the people you know in your neighborhood

List all the people you know through family

List all the people you know in your religious organization

List all the people you know through associations or professional groups

List all the people you know who are friends of your parents

List all the people you know who are parents of your friends

List all the people you know who provide a service to you (dentist, hairdresser)

List all the people you know through your kids' schools and activities

List all the people you know who work at Fortune 500 companies

List all the people you know who work at non-profit organizations

List all the people you know who hold a senior leadership role

The Coach Approach to Targeting

After completing your Relationship Asset Inventory, you are ready to actually start identifying which organizations or individuals you'd like to approach for conversations to explore possibilities regarding their needs and your services. This is called your Target List.

Use the pages below to map out your target list of organizations, either by name or type, and by individuals within those organizations.

What is your ideal type of organization to coach in? Are you targeting Fortune 500 companies, multi-national firms, professional services firms, government organizations, non profits? Are you targeting a specific industry or sector? Are you targeting by size of organization, or by annual revenue amount?

Who do you know who is in any way connected to that organization? You may know people who work there, who provide services to or sell products to that company, who are married to or related to someone who works there.

List everyone you know you'd like to speak to in each client industry, or sector or type of organization you can think of.

Finally, build a list of those who you know who could help you connect to your ideal client organization and individual. From these lists, develop a call list and prioritize your calls based on the easiest calls to make. Where do you have sufficient relationship to connect and make requests? Who on your list can refer you with confidence because they know you, know your work, and know the results you produce? Who can make a personal introduction even though they have not personally experienced your work? If there are folks who could introduce you but you don't feel comfortable asking them to do so, don't put them on the top of your list.

Most importantly, get into action calling people you know and seek new relationships.

The Targeting Worksheet below will help you to make strategic choices about the people and organizations you will pursue.

Target Client Industry/ Sector/ Type: ___________________________

(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)

Target Client Industry/ Sector/ Type: ___________________________ **(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)**
Who is connected with this Client Organization Type? List targets below:

Target Client Industry/ Sector/ Type: _________________________ **(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)**
Who is connected with this Client Organization Type? List targets below:

Target Client Industry/ Sector/ Type: ___________________________ **(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)**
Who is connected with this Client Organization Type? List targets below:

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Target Client Industry/ Sector/ Type: ___________________________ **(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)**
Who is connected with this Client Organization Type? List targets below:

Target Client Industry/ Sector/ Type: ___________________________ **(e.g. Fortune 500, Professional Services, Government, Non Profit, etc.)**
Who is connected with this Client Organization Type? List targets below:

Checklist for Action: Pre-Sales Conversation Starter Questions

Use this action checklist to open up a pre-sales conversation with a potential client you've met at a networking event or other social event. The Coach Approach requires you to lead the conversation by asking questions. Make it conversationally appropriate to the context of where you happen to be. Design your own questions from your own genuine curiosity or use these as a starter set once you've established rapport and sufficient trust to go down this path:

- ✓ What do you find to be the most difficult part about being a leader in your industry?
- ✓ What's the hardest part for you about being a leader?
- ✓ What are your goals and aspirations in your career?
- ✓ What are key objectives in your organization you're accountable for advancing?
- ✓ What are you trying to achieve this year in your work?
- ✓ How are you doing with that goal so far?
- ✓ What are your current challenges?
- ✓ What are you experiencing in your organization?
- ✓ What are some trends or common challenges you're seeing in your industry?
- ✓ What are you struggling with in your role?
- ✓ Do you or anyone you know ever struggle to {*fill in your specialty focus*] (e.g., Do you or anyone you know ever struggle to navigate the politics in your organization? Do you or anyone you know ever struggle to motivate your employees?)
- ✓ Would it be helpful to you to have a thought partner to help you sort through that?

- ✓ Would it be helpful to have some brainstorming help on strategies or tactics for resolving that challenge?
- ✓ Does it make sense for us to set up a meeting to discuss that further?
- ✓ Would it make sense for us to get together to talk about solving that challenge?

Checklist for Action: Qualifying Questions for Inbound Inquiries

Use this action checklist to qualify potential clients so that you can determine if it makes sense for you to spend time in a sales conversation with them. Perhaps someone has found you through social media, or you get an email introduction, or another inbound inquiry comes to you and you want to figure out if this is someone to move into a sales conversation or not.

- ✓ First check them out on LinkedIn to see if they are the type of organization or leader you wish to work with prior to calling them.
- ✓ What are you looking for coaching to help you with?
- ✓ What are you interested in accomplishing if we work together?
- ✓ What type of coaching are you looking for?
- ✓ What industry/ sector are you working in?
- ✓ What are you trying to achieve?
- ✓ Why is now a good time (the right time) for you to progress with coaching?
- ✓ Why have you come to me at this time? What are you hoping I can do for you?
- ✓ Where did you find me?

- ✓ How motivated are you to do something about this right now?
- ✓ Is what you're looking to accomplish actually something that coaching is the right intervention for?
- ✓ What other solutions have you tried already? Is coaching the best solution for this issue or challenge?
- ✓ Do you value the process of coaching, are you able to commit to the process of coaching?
- ✓ Are you coachable?
- ✓ Are you able to afford this solution?
- ✓ Has your organization already approved the budget and procurement process for you to begin coaching?
- ✓ How does your organization typically make coaching decisions?
- ✓ What will it take for you to move forward on coaching from the organization's perspective?
- ✓ Who else in your organization needs to be involved in this decision?
- ✓ What next steps would make sense?

Checklist for Action: Setting An Appointment For Sales Conversation

Use this action checklist to set up an appointment for a next conversation to have a full sales conversation:

- ✓ Harness the excitement of the moment when the other person is present to the problem that they believe you can help them to solve.
- ✓ Would it make sense for us to get together to talk about that more?
- ✓ It sounds like it would make sense for us to set up another time to get into this further.
- ✓ Do you happen to have your calendar on you? Let's quickly look at [*name a specific day, date, and time*] to explore this further.
- ✓ Do not leave it open by asking what looks good to them; make it easier for them by asking, "How about if we set something up for next Wednesday at 3pm?"
- ✓ The coach approach is collaborative; an equal partnership with your client to help them decide if they want to move forward to have another conversation with you.
- ✓ 3-Step Process (Setting Appointments Script)

  1. Identification Statement: Who you are and how you came to be calling them ("Hi, Ian, this is Suzi, and our mutual friend Ben suggested we speak...")
  2. Purpose of the Call: Why are you calling? ("Ben thought it might make sense for us to talk about XYZ.") or ("I'm not sure what we should talk about, but I trust Ben's recommendation and figure when we talk, we can explore opportunities for mutual benefit.")
  3. Request the Appointment: Offer a specific date and time. ("Does it make sense for us to get together? Let's set up a call Thursday at 4").

Checklist for Action: Sales Actions Kickstarters

Use this action checklist to kick start your sales activities if you don't know where to start or if you just want to get your sales results unstuck.

- ✓ Determine your target market and make a target list.
- ✓ Determine who you would like to approach with which offering and list them.
- ✓ Determine potential referral stream sources and begin requesting referrals and leads.
- ✓ Determine your call list to set up first appointments/meetings.
- ✓ Start making calls, keeping the numbers game in mind.
- ✓ Track your progress and move people through your sales process systematically.
- ✓ Continually keep your pipeline filled so that you will not be attached to any one particular lead or prospect.
- ✓ Explore direct and indirect means of keeping in contact with everyone in your process.
- ✓ Keep making calls, keep setting up meetings.
- ✓ Follow up, follow up, follow up.
- ✓ Ask for the business!
- ✓ Provide excellent customer service.

Marketing Communication Strategies

The Coach Approach of different ways to find and connect with potential clients requires setting systems in place to drive clients to you and generating leads through various marketing communication strategies such as teleclasses, webinars, newsletters, YouTube videos, social media, and of course, your website.

The main goal of all of these lead generating vehicles is to generate a face to face or telephone meeting with a qualified potential client. Starting points are:

Website

- Useful content about common problems and challenges you help leaders and executives to resolve
- Sign up for your newsletter
- Build credibility over time
- Deliver regular value
- People find it when looking for useful information

Email Newsletter

- Must go out regularly and consistently
- Be engaging and interactive; ask questions, send surveys
- Share valuable content about a particular challenge common to your ideal clients
- Begin a conversation via email
- Transition the conversation to a phone call
- Move people from not knowing you to actually interacting with you first on your website, then on email, then by telephone, then explore whether it makes sense to meet.

Presentation/Webinar/Teleclass or other speaking engagement

- Prompt folks to ask you a question after the fact
- Invite people to email you for more ideas

- Transition from their quick questions in the public forum to going deeper into their specific problem or goal in a 1:1 conversation; give them the opportunity
- Flip it around and ask them for context of their question
- “Good question, can you tell me a little bit more about your situation and why you’re asking that question?”
- When you know their challenge/ problem, you can answer in context, which is more helpful to them, and it also allows you to invite them to discuss it with you further offline.
- “Would it make sense to sit down and talk about that more?”
- Coming from a mindset of service, seeking to help, offering an invitation, and coming from a place of genuine curiosity.
- Explore the opportunity.
- Avoid actually having the sales conversation at the tail end of a presentation...especially when there’s a line of folks waiting to talk to you!
- Connect quickly and if appropriate, invite further conversation offline where timing and environment are right for that conversation.

Questions to Ask in a Sales Conversation to Surface the No

Sometimes in pre-sales conversations you'll discover that:

A. Now is not the right time to proceed
B. You're not the right person for the client to proceed with on this issue
C. The client is not clear at all about what they want to do

If there's a "no" waiting in the wings, you want to force it on stage early on. Find out sooner than later so you don't waste time. Clarity lets you shift the conversation. We recommend the Coach Approach to helping your potential clients decide **not** to work with you. When the fit is not right, your referral to another coach or another solution helps both a colleague and the client. Coaching may not be right intervention, help them identify what might be alternative.

Do not persuade or convince them of anything. Help them make the right decision by asking these questions:

- ✓ Is this the right problem, challenge or issue to be working on?
- ✓ Is this important enough to address now?
- ✓ Is coaching the right solution?
- ✓ Am I the right coach for this problem?
- ✓ What will be the impact if you don't solve this problem now?

Ask yourself these questions to assess fit:

- o Am I the right coach for this client?
- o Is this client someone I can help, or is there any reason I wouldn't want to work with him or her?
- o Am I the right coach for this organization?
- o Are they the right client for me?
- o Is this the right problem for me?
- o Is this the right type of intervention for me to lead?

Strategies that allow you to Nurture the Relationship Until the Timing is Right

Sometimes in a sales conversation there's not a clear "no", it's more of a "not now" or "not yet". Yes, it's the right problem to work on, yes-coaching is the right intervention, yes-you're the right coach, but the timing is for later. Between now and then, it's important to nurture the relationship and continue to engage with the client. Below are strategies for follow up:

1. Set a meeting now for the future time after which you know the budget will be available.
2. Map out with the client what we need to do between now and then to advance what we can advance until they're ready.
3. Touch base once a quarter to see if anything's changed.
4. Set up something definite for a check-in down the road. Schedule a call or meeting.
5. Get permission to keep in touch between now and then, without nagging! Do something each time to continue to build the relationship…send an article, share relevant information, call to check in about something other than "are you ready yet?"
6. Take the lead to maintain and nurture the connection along the way.
7. Keep top of mind in a positive sense.
8. Write down all the topics that are interesting and of value to them that you learned about at your first meeting to have a tickler list to use for future touch-points.
9. Think about who you can introduce them to.
10. Are there events you can invite them to?
11. How can you elevate your level of relationship with them between the first meeting and the future point when they are ready to act?

Value Proposition Prioritization Map

Use the chart below to evaluate whether in your conversations with a potential client you've hit all the key elements needed to help the client determine if it makes sense for them to move forward with hiring you to provide executive coaching services.

Decision-Maker Name & Title	The Issue, Problem, Challenge, or Need	Is it the Right Problem?	Is it big and important enough to work on?	Is coaching the right solution for that problem?	Is the timing right?	Am I the right coach?

Decision-Maker Name & Title	The Issue, Problem, Challenge, or Need	Is it the Right Problem?	Is it big and important enough to work on?	Is coaching the right solution for that problem?	Is the timing right?	Am I the right coach?

Key Questions in the Buying Process

One of your key roles in the sales process is to help your client become clear about their own buying process so that you can help them determine how best to move the decision forward. The questions below will help you and your client to navigate the buying process in their organization.

- ✓ Who else needs to be involved in the decision?
- ✓ Where is the funding coming from?
- ✓ What's the proposal process?
- ✓ What's the procurement process?
- ✓ Is a formal proposal or presentation required?
- ✓ Are there any pre-established criteria for hiring coaches?
- ✓ Is there an approved vendor list?
- ✓ If there is an approved vendor list, are you still allowed to work with me if I'm not on it?
- ✓ What else do we need to know to understand your organization's formal criteria?
- ✓ What else matters in the executive's personal decision-making?
- ✓ What buy-in is needed from other key stakeholders?
- ✓ What do we need to move this decision forward?

Proposals and Letters of Agreement

Co-create the proposal with your potential client. Support them using the language of "we" and "us" in collaboration to help them move the decision forward in their organization. If they ask for a proposal, respond thus:

"I'd be happy to provide a proposal, and if we work together it will be more effective for the people we will need to submit it to."

Then sort out with your client the following:

- ✓ Who is the proposal for?
- ✓ What do you think they will need to see?
- ✓ What should the proposal include?
- ✓ Should we present this to the board?
- ✓ Is there anyone specific we should plan to present it to?
- ✓ When should we present this to the other decision-makers?

If you and your client have already agreed about next steps, a proposal may not be needed, so you can say instead,

"Rather than delay us with a proposal process, would it make sense to simply send you a letter of agreement so we can move forward?"

Include the following elements in your letter of agreement:

1. Simple, one-page summary of what you've agreed
2. Objectives of your work together
3. Milestones or measures of success
4. How you'll work together: logistics, timeframes
5. Any other stakeholders involved
6. Pricing

Coach Approach to Clarify Client Issue and Shape Coaching Offer

In a sales conversation, if you use the coach approach to helping your client decide whether to work with you, use question strategies to figure out the real issue and to explore the impact of the issue and motivation to change. Help them clarify their decision process to get to the root of the issue and shape the coaching solution.

You'll be seeking two distinct "yes" responses throughout the conversation:

1. Is this the right problem or area to work on and is it important enough to them to solve it?
2. Is coaching the right solution and are you the right person for them to work with?

The Value Proposition Coaching Conversation

Questions to Clarify the Issue:

- What is the greatest challenge you face right now?
- What is the biggest challenge coming down the pike?
- What is it you were hoping coaching could solve?
- What is it you thought it would make sense for us to talk about?

Explore the Scale, Importance and Impact of the Problem or issue to determine if it is a priority that should be addressed:

- How deep, broad, big is this problem?
- Where does it show up most?
- What does it mean for you in your role?
- What does it mean for the organization and it's stakeholders?
- Who else does this touch?
- What is the impact to them?
- How many people are involved?
  What's the impact of this problem?
- What is this costing your organization?
- What would it be worth to solve this?
- What would it mean for you in your role, or for the organization if we solved it?
- What are the most meaningful metrics around this?
- If we don't get this solved, what will that mean for you?

Client meeting checklist

- ✓ Framing your intention for yourself and the client
- ✓ Set the context
- ✓ Establish peer status to create trust and rapport
- ✓ State the intended outcome of the meeting
- ✓ Listen for what they're dealing with
- ✓ Listen for and handle their objections
- ✓ Align for value
- ✓ Clarify value proposition
- ✓ Listen for when the sale has been made
- ✓ Ask for the business

Elements of Successful Client Meetings

Rapport Building

A. Opening the dialog
B. Establishing peerage
C. Finding connections
D. Getting the client talking about themselves

Building Trust

A. Confirm your credibility
B. Demonstrate your competence
C. Model your integrity
D. Essential mindsets

Questioning

A. Finding out as much as you can about what they do and how they do it

B. Past, present, and future based questions
C. Seeking how you can be helpful to this person
D. Exploring what's possible

Listening

A. Obstacles to listening
B. Your actions: Confirm, clarify, take notes
C. What to listen for

Story Telling

A. The purpose of stories
B. What kinds of stories to tell
C. When to use stories to escalate the sale
D. How to develop powerful, relevant stories

Getting to the second meeting

A. Reasons to come back
B. Requesting the meeting and scheduling the meeting
C. Escalating the sale
D. Presentation and proposal design

Knowing When to Stop Selling:

- You must know when to stop the coach approach conversation and move to the next phase of contracting and procurement.
- They've already said yes, made the decision, mentally committed to move forward.
- Slow down and listen to see if the sale has been made so you don't oversell.
- Ask if they are ready to proceed…then pause long enough to let them think about their answer.
- Listen for things they may say that indicate you've made the sale.
- Listen for whether they've already made a decision.
- If you're not sure, stop and ask them.
- If the value is not yet clear, continue to dialogue.
- It sounds like you're ready to move ahead, should we now talk about the next steps?

Not Saying Yes To Everything:

- Don't fawn over your client and acquiesce to everything in order to get hired.
- Prove your willingness to challenge your client as a peer.
- Challenge appropriately, and input useful and valuable insights in the conversation.
- Tell the truth. Share observations.
- Bring in your own experience.
- Share a directive or a challenge as you would in a coaching conversation. It will demonstrate how you'll be with them as their coach.
- Be yourself in the sales process, authentic and consistent with how you'll be as a coach.

Collaborative, Coach Approach Wins:

- The most effective way of selling across all sectors is a collaborative, coaching style approach.
- Collaborate through the entire sales process.
- Bring new ideas and new perspectives to your potential client.
- Listening is key skill of both coaching and business development.
- Be in a mutual exploration with your client.
- Be of service and collaborate with them to gain clarity about whether it makes sense to move forward together.

Using Magic Phrases to Help Move The Client Forward

"I wonder if…"

Examples:
I wonder if solving this problem would really have the impact you're thinking?
I wonder if this approach would work?

I wonder if we did this if it would solve the problem?
I wonder if working this way would work for you?

"Would it make sense…"

Examples:
Would it make sense for us to work together?
Would it make sense for coaching to be the solution?
Would it make sense to have this kind of a solution to this problem?
Would it make sense to have a combination of coaching and training?
Would it makes sense for this to be the approach?

Or use them both at the same time!

I wonder if it would make sense for us to work on this together?

Now Brainstorm Your Own:

____
____
____
____
____
____
____

Preparing in Advance of Sales Conversation

It's often helpful in a sales conversation to be able to share with your client what others like them facing similar situations have found to be true. However, you may not always have those stories available at your fingertips when in a sales conversation, so it's useful to prepare in advance.

Use the chart below to prepare for a sales conversation:

List in the first column the typical client issues or goals you work on. Work your way across the chart, listing causes, impacts, and metrics for each issue.

Issues I've worked on successfully with clients in the past	Typical root causes or potential causes of each issue	First level impact of the issue	Contingent impacts of the issue	How to measure or quantify each issue and impact to bottom line

Preparing your Questions in Advance of the Sales Conversation

Using the completed grid above, think through the following:

2. Choose the top issues most relevant to this client. For each area, write down one or two questions you can ask to identify if this is an issue for the client you'll be speaking to.

Issue	Question 1	Question 2

3. List questions you can ask to identify the potential causes of the problem.____

4. List questions you can ask to identify any related issues.____

5. List questions you can ask to identify the various impacts of the issue and how they measure that impact.____

Checklist of Topics for Sealing the Deal

Topics to cover when discussing the practical details of working together with regards to contracting and commercial protocols, paperwork and administrative details:

- ✓ What is their procurement process?
- ✓ Who to talk to in finance or procurement or HR to get set up in their system
- ✓ Links to model contracts you can use as starting point, but consult attorney in your geography or industry that you coach in to make sure your contract is legal
    - http://bit.ly/ccfcontract
    - http://bit.ly/icfagreement
- ✓ Points of navigating the engagement: how often will we meet? For how long each time? How long overall? Will we meet by phone, Skype, or in-person? If in person, where?
- ✓ Scope of the coaching
- ✓ Duration of the coaching
- ✓ Location and frequency and format of coaching
- ✓ Goals of the coaching
- ✓ Style of coaching that will best serve
- ✓ Clarity around every aspect
- ✓ What administrative points do we need to sort out
- ✓ Payment methods? Purchase orders, check payment, credit cards, PayPal, EFT?
- ✓ What's out of scope that you won't be doing? Spell out boundaries.
- ✓ Distinguish and clarify coaching versus consulting roles if you play both.

- ✓ Who is their Executive Assistant, and how do they work with that person?
- ✓ With whom will I be scheduling time on your calendar?
- ✓ Share policies and how to contact you.
- ✓ Explore how open they will be with their organization, team, etc. about working with a coach?
- ✓ Confidentiality agreement
- ✓ Who are key stakeholders?
- ✓ What else do you need to know about their organization to navigate the engagement?
- ✓ Planting seeds for referrals
- ✓ Termination strategy and exit plan for ending the engagement.
- ✓ Set the stage for next steps to help them succeed on their own beyond coaching, including models and structures for support.

Pricing Models and Factors

- ✓ What is minimum amount you're prepared to work for?
- ✓ What are my target revenues?
- ✓ What is my target lifestyle?
- ✓ What are typical expenses in my business and taxes, etc.?
- ✓ What kind of rate do I want to charge?
- ✓ How many days per week do I want to be billable?
- ✓ How many clients will I need to get at my preferred rate to get to my target revenues?
- ✓ Example: Target revenue ($$) divided into 3 days per week, gets you daily rate, you can divide by # hours you'd like to work per day to get hourly rate. That's your minimum.
- ✓ Ideally, you'll want to earn more. How much more you earn depends on value you deliver to clients, rates of competitors, reputation strength, distinction you have in the field.
- ✓ Ensure value you deliver to your client is much higher (10x) than your rate.
- ✓ Figure out who you'd like to charge: Charge hourly, by session, daily, monthly, 3-months, 6-months, annually, project-based fixed fee, retainer.
- ✓ Your rates are also based on value, market norms, your unique expertise/ knowledge/ experience.
- ✓ How much pro-bono work do you want to do per year and for whom?
- ✓ How many people can you work with and truly serve well at any given time (day or week)?
- ✓ Is the number of clients you're trying to get a viable number?
- ✓ What is ideal balance in life: how much do you want to work to earn how much revenue?
- ✓ How accessible do you want to be?
- ✓ How much total revenue do you want to come from coaching?
- ✓ At what intervals will you increase your rates?

- ✓ Example: If I get 10 clients at current rate, then I'll increase rate by 10%
- ✓ Pricing should be consistent so you don't have different rates for every type of client.
- ✓ Have your base rate and then you can offer discounts for various reasons.
- ✓ During your business development process, track the rates you quoted each client, in case they don't close now, but come back later.
- ✓ Err on the side of pricing high and delivering enormous value to the organizations where that value is great for them.

Methods for Marketing While Delivering Services

A common challenge executive coaches face is how to sustainably and systematically grow your business while you are billing time and delivering services to your clients. This checklist of activities are marketing tasks you can do during your client work to set up an influx of future work, thus eliminating the annoying peaks and valleys of service work.

- ☑ Baseline of excellence, delivering great work, exceeding customer expectations
- ☑ Communicating transparently and mindfully
- ☑ Preparing the ground for referrals; plant seeds and request introductions up front

- ☑ Building in "lessons learned" discussions to discuss further work
    - Request testimonials, or take notes when clients praise your work to capture endorsements
    - When they compliment your work, ask who else they know who would benefit from the same value
    - Watch and listen for opportunities in their organization throughout your work, and ask about those opportunities during the lessons learned conversation

- ☑ Extending your relationships into the client's organization through key stakeholders
- ☑ Building into your process opportunities to access others in the organization (i.e., feedback interviews)
- ☑ Seeking different ways to add value beyond what’s been contracted
- ☑ Keeping your eyes and ears open for opportunities to explore or suggest further work
- ☑ Working on your pipeline of new work all the time, especially while you're still working with a client, not waiting until afterwards
- ☑ Cultivating a mindset of ongoing business development
- ☑ Continuing to build the relationship as you wrap up the business

  - ✓ Finding ways to add value to clients after you've finished working together:
      - Send an article link or video link that resonates with them
      - Set up a system to notify you of news that’s relevant to their company (google alerts),

- Extend empathy and care,
- Systematically create ways to follow up,
- Reach out and connect.

☑ Turning ongoing contact nurturing into a repeatable system:

- ☑ Make sure you follow up and keep in touch and add value with a personal element.
- ☑ Perhaps, if appropriate, add them to your newsletter list.
- ☑ Put a note in your calendar or CRM,
- ☑ set up alerts and reminders for yourself to stay in touch.
- ☑ Track what you're doing.
- ☑ Assess what's working.
- ☑ What's your personal way of staying connected, and how will you track it?

☑ Making time for marketing: stay active, plan time in your calendar to keep making contact with potential clients

☑ Tracking how many new people you're meeting and how many are turning into conversations about potentially working together

☑ Building time into your model for non-billable time spent cultivating new contacts

☑ Building your market presence:

- ☑ social media,
- ☑ writing articles,
- ☑ blog posts,
- ☑ answer other blogs,
- ☑ comment on LinkedIn groups,
- ☑ update your website,
- ☑ explore visibility mechanisms,
- ☑ create videos,
- ☑ webinars,
- ☑ presentations,
- ☑ books,
- ☑ products,
- ☑ branding,
- ☑ PR,

- creating assets for your business.

- Face to face is fastest, most secure method is to leverage personal relationships, get referrals, personal touch and credibility. Eventually, you'll be so billable you'll need to rely on these assets to bring people to you.

- Finding what works for you…a portfolio of approaches.
  - Refer back to the Marketing Menu from previous videos.
  - Balance your skills and preferences.
  - Think strategically about what will work for you.
  - Extraverts may want more interpersonal time,
  - Introverts may naturally want more social media, computer time.
  - Honor your frame of reference, but balance internal and external activities.
  - Cultivate your visibility and presence.

- Tracking your marketing activities and their effectiveness. How much time is it taking you to go to networking events or answer questions on LinkedIn groups? Ask people where they heard of you. Learn what's working for you as to the sources new clients come in through.

- Market presence is small and consistent actions taken over time to drive your visibility and create a cumulative effect, intentionally being findable online and with your target markets.

- Reclaim unconsciously wasted time: waiting in line, waiting at airport, waiting at doctor's office, get to a meeting early, sitting in a taxi — and reallocate that time to writing blog posts, updating a social media network, outline next article, call a past client. Don't confuse activity with progress. Much of your marketing can be done in 15 minutes or less.

- Getting support and help if you don't have time to get marketing handled. Find what's the best use of you and outsource the rest.
  - Hire a virtual assistant to be your social media presence.
  - Hire someone to track your business development efforts for you.
  - Hire an intern to make calls for you.
  - Be strategic about what you're doing even if you're not doing it yourself.
  - You can barter, if costs are an issue.
  - You can team up with colleagues who have complementary skills.
  - Recognize the point at which it's not saving you any money to do it yourself.

ABOUT THE AUTHORS:

About Ian Brodie

Ian Brodie is a marketing specialist who works exclusively with coaches and other professionals to help them win more clients.

He's sold multimillion dollar engagements around the world and worked in seventeen different countries. *Top Sales World Magazine* listed him as one of the top fifty global thought leaders in marketing and sales, *OpenView Labs* say he's one of the top sales influencers in the world, and *RainToday* named his website as one of the "resources of the decade" for professional services marketing.

But in truth, Ian says he's far from a natural salesperson – in fact it was something of a nasty surprise to him when he realized early on in his career that in order to progress and do the kind of work he was interested in, he would need to learn to sell. But through study, experience, and having some of the best "rainmakers" in the field as his mentors, he's learned what it takes for even the most reluctant of professionals to become highly effective at marketing and sales – and that's what he teaches his clients today.

His particular focus these days is on working with small firms and solo professionals. Since leaving the corporate world many years ago he's been astounded at the depth of talent and passion for clients in the small and solo businesses he's met. Yet he's also seen how many of these businesses are struggling or failing to live up to their potential simply because they haven't "cracked" marketing and selling.

He's made it his mission to help sole practitioners and small firms escape from being the "best kept secret" in their field and to get the clients, recognition and rewards they deserve.

On a personal note, he's married to the wonderful Kathy, and they have two grown-up children – Chris & Robs.

About Suzi Pomerantz

Suzi Pomerantz, CEO of Innovative Leadership International, LLC is an award-winning executive coach and #1 bestselling author with 23 years experience coaching leaders and teams in over 200 organizations.

Suzi specializes in leadership influence, helping executives and organizations find clarity in chaos.

She was among the first awarded the Master credential from the ICF 18 years ago and is a thought leader serving on several Boards. She served on the IJCO Editorial Board, the ICCO Advisory Board, the International Executive Coaching Summit board, the *Harvard Business Review* Advisory Council.

She has authored over 30 publications about coaching, ethics, and business development, and has authored or co-authored 10 books including her bestseller, ***Seal the Deal*** and the #1 international bestseller *Ready, Aim, Captivate*, co-authored with Deepak Chopra and other luminaries.

Suzi designed the LEAP Tiered Coaching Program for leadership teams, founded the Leading Coaches' Center and co-founded the Library of Professional Coaching: the world's largest free online library for coaches.

Suzi was inducted into Bestselling Authors International Organization, invited to become the Director of Training for the Leadership Coaching and Organizational Performance program at George Mason University and Rutgers University, invited to join the Association for Coaching Excellence, and invited to join the Forbes Coaches Council.

On a personal note, she has been married for 18 years and has two children.

http://www.InnovativeLeader.com