



FOR BUSINESS MINDED COACHES

BUILDING OR GROWING A COACHING PRACTICE

BUSINESS ADVICE FROM SOMEONE
WHO'S BEEN THERE.

NAGUI BIHELEK

From the founder of 'AccuMatch Behavior Intelligence'

BUILD A SUCCESSFUL COACHING PRACTICE

Nagui Bihelek

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Foreword

The concise handbook to creating a successful coaching practice.

By doing all that's in here, I guarantee you can build and grow a successful coaching practice and a long-term career.

This guide was made with you in mind.

Whether you are:

A. Starting a new coaching practice and are looking for the checklist to getting your practice off the ground quickly

OR

B. You have been trying to build your practice but it's not quite working, and you want to know why or to figure out what's missing.

I've been an entrepreneur, consultant, coach and owner of a coaching firm as well as a coaching franchise. This short course is a compilation of 40 years of experience in the industry.

I train coaches all over the world using a

proprietary philosophy called Behavior Intelligence with Accumatch, a coaching methodology which I have built.

This is not a course designed to sell you more stuff. It is hardcore facts on how to build a successful coaching practice. This book is a collection based on my first-hand experience in building a successful coaching practice to 6 figures in less than 12 months and having trained multiple coaches to do the same.

It is both your checklist and your workbook. Keep it on hand for whenever you are stuck, so you can come back to the checklist and figure out what's missing.

This is a no nonsense, no fluff, straight to the point handbook.

To your success

Sincerely,

Nagui Bihelek

AccuMatch Behavior Intelligence
Founder, Master trainer, and CEO

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About This Course

This course outlines the key elements of creating a coaching practice that is sure to bring you success as a coach and as a business owner. Whether you are developing your own coaching practice or building a firm with coaches under you, this course is designed around the idea of building your practice into a successful business.

Some coaches are quick to pull the trigger on opening up their practice, while others spend a long time making sure they have everything in place before they start. I am not suggesting either approach is right or wrong, these are just factual elements of human behavior. If we were all the same life would be boring.

Regardless, whether you have already pulled the trigger or are just getting ready to build your coaching practice, you'll find the details here useful, easy to follow and simple to implement.

You can work through this from start to finish, follow step by step, or you can jump straight to the sections you need at any time. Like

many clients you will work with, some of them will be procedural, while others not so much. Some want to be given the sequence to follow, while others have already started and just need a way to fill in the gaps. Being aware of these kinds of differences is what we call Behavior Intelligence and this course has been designed with this, and you, in mind.

*Never assume that people should do things
just like you.
Instead, figure out what's right for them.*

What we are going to cover in this book:



In this book we will cover each of the levels shown in the diagram above, but before we do that, we'll take some time to look at the history of coaching and the types of coaching. It is important that we develop an understanding of what coaching is before we start digging into the foundation of your business. From there we will clarify your identity and determine what makes you and your practice, including your

products and services, unique. We will then progress through the higher levels once these foundations have been laid.

We will cover your marketing brand and message, as well as how to go about getting your message out there. Then we will look at strategies for consistent growth, expanding beyond your own capacity, and finally to becoming leveraged.

Leverage is your ultimate goal. It is what allows you to attain freedom. At this stage you will have created passive cashflow to sustain your lifestyle, whatever that may be.

1. What else is included in this course?

- A. Types of coaching. Which one works best for you?
- B. My coaching experience - tips and traps to avoid.
- C. Top 3 things you must do for your business to thrive.
- D. Your mindset is the only thing which will get in your way.
- E. Marketing your coaching. A simple brand philosophy.

F. Your clients want results. Give it to them.

2. What is not included in this course?

A. It's not how to coach. It's not coach training.

- There are many “how to coach” courses available, however, this is not one. On that note, becoming a good coach takes more than just reading a book about coaching. It takes practice, which many courses, such as our AccuMatch Behavior Intelligence courses, can offer you. Check them out!

B. It's not a list of coaching tools and strategies.

- You are unique, therefore, what you offer should be unique as well. There are some basic things you will need, and we will identify these, but it's

up to you to build the content
and make these work for you.

C. It's not a magic pill.

- You'll get clients from time to time who just want a magic pill. They don't do the work and they wonder why they're not getting results. Worse still they'll blame you. It's important to remind yourself and your clients that there is no magic pill.

In order to succeed with this book **you have to do the work. You** will need to figure out your focus and build your brand. **You** will need to find clarity on the problem you solve for people or businesses is.

This course takes you through all the relevant components of a successful practice and what makes each of these important. I will give you a short explanation and some examples. It's up to you to do the rest.

Who Is Nagui Bihelek?

Allow me to tell you a bit about myself. I have over 40 years work experience in different roles, from entrepreneur to corporate manager, with a career that spans IBM, CSC-Index, private and public sectors, corporate technical and management roles, Fortune 100 consulting, VP-Public companies, and multiple business start-ups. My entrepreneurial experiences exposed me to many amazing enterprises including many ups and downs, and though several recessions.

As a methodologies specialist, I found it easy to build successful processes in every business venture. This turned out to be one of the most important factors that many business owners struggle with. As I coached many business owners and coaches, I found that those who struggled to build procedures and lacked clarity around the steps in their business workflows faced the biggest challenges.

I remember in one of first business ventures, which spanned 1996 to 1999, I spent a great

deal of time mapping out each individual role in the company and the expected steps that needed to be followed by each team member. In fact, I taped the workflows to the side of each member's computer monitor. This gave my employees clarity on their role and minimized mistakes. It made everything simple and well systemized, and my business flourished as a result.

In 2007 I again had an opportunity to build another business from scratch. Leveraging the vast repertoire of my past experiences and success in systems development, I set out to establish a successful coaching firm. I ran this for 10 years, until I sold the company in 2017. Over those 10 years I coached over 500 businesses, as well as personally trained more than 40 coaches in both business coaching and Behavior Intelligence. This venture was the catalyst to creating AccuMatch and Behavior Intelligence coaching.

Business Owner & Entrepreneur

I remember starting my first business when I

was just 16 and still living in my parent' house. Applying my natural skills and knowledge of electronics, I set up a service business repairing televisions, VHS recorders, infrared ovens, radios, and anything electronic that people had trouble with.

Later, while completing my post-secondary studies in electronics engineering, I was offered a job working with computers at IBM. I quickly aspired to leadership and prior to leaving IBM I became the youngest product manager for the banking industry. As manager, my role included supporting and training IBM engineers across Australia, New Zealand, and the Asia-Pacific region. I eventually left IBM to pursue my own entrepreneurial passion.

Before launching my own business, I found a job as a consultant with CSC Index where I worked with Fortune 100 companies dealing with impact of technology on employees. This experience brought to light what would later become a real driver for me - behavior in the workplace. Leading a team of developers and working with senior executives, I again found

myself to be the youngest amongst silver haired executives, trying to emphasize to them the importance of developing business process which integrated human dynamics.

In 1996 the launch of a computer retail store allowed me to expand my skills in sales and marketing. Writing articles for our local gazette gained me a local reputation within our community and resulted in my acquiring several large clients. However, my focus was set on building a video multimedia import and distribution business. I successfully sourced the right product from an overseas manufacturer and built a distribution channel which eventually consisted of over 3,500 stores. I built a network which supplied every major retail store in the country in less than 3 years. Being a leader in the video multimedia market exposed my team and I to new technologies in video conferencing, video editing, and video surveillance. We became recognized as the leading authority in this field.

Arriving in Canada in 2001, I restarted the video surveillance business. I later sold the

video surveillance business to a local security company owner in order to help a local public company with their software development.

When the recession of 2008 came I had just started my coaching practice where I broke all previous records of internationally acknowledged business coaching leader ActionCOACH. I created and built a successful firm of coaches which became highly coveted in Western Canada.

Innovator

For some people innovation comes easily, and this was the case for me.

I was always creating and building solutions to problems - nothing was too hard. If it was possible then I was ready to try. In the late 70's my electronics engineering education opened up opportunities in new and interesting projects. From automotive electronics such as designing and building gadgets for cars, to audio inventions, and even video streaming. Sadly, despite the practicality of these pioneering designs, their mass production and distribution was held back by technological

and financial limitations.

It wasn't until I ran the software development for a public I.T. company in Canada that I felt the true freedom of innovation. The resources available to me allowed me to once again pioneer the development of couple of innovations that I had been passionate about for years. Designing and leading the development of communication solutions before Skype and Web-conferencing existed. Unfortunately the company was hit by the “dot-com” crash in 2001 and again later by the 2008 world economic crash, which prevented the company from gaining adequate financing for these products to succeed.

During my years as a coaching firm owner, finally back running my own company again, I saw a gap in the market and a problem that needed solving. This was the birth of AccuMatch, which later became known as AccuMatch Behavior Intelligence. After over a decade of R&D and thousands of assessments, AccuMatch has given the world an opportunity to understand the importance of the behaviors, filters, biases, and judgements

that show up as conflict or disagreements both in life and in business.

Coaching Experience

As I mentioned earlier, studying the evolution of consulting, mentoring and coaching through the 80's, 90's and 2000's provides clarity about the differences between these three professions. The same can be said of peoples understanding of leadership and management. I have recognized that many coaches and business owners do not appreciate the difference and important distinctions of leadership versus management. Everyone wants to be a leader, but no one wants to manage. In fact, there is a powerful negative stigma around "micromanaging" that is hurting businesses, both large and small.

Leading a ship requires different traits than managing a team. One is about motivating and providing guidance, while the other is more to do with directing others to complete specific tasks. Earlier, I described my experience outlining tasks for each of my employees in a new business venture. Now,

can you imagine how things might have gone if I hadn't provided all the systems for each role? Without my guidance and procedures to follow, it would have been chaos. This level of engagement with each team member is what management looks like, and at times it is absolutely necessary. Leadership comes later, when everyone is proficient at their role. Leadership is what will inspire the team to take it to the next level.

A manager is involved with assigning tasks, monitoring progress and motivating individuals to complete these. It is this hands-on approach that earns it the label of "micromanaging". The manager's role includes checking on each person, helping them to complete their assigned tasks efficiently, tracking hours in terms of time spent on a task, and so on. The role is made more complex by also being the level which reports to leaders of the organization about their progress.

Leadership has more to do with the ability to inspire an organization. As a result, the responsibilities of leaders can be quite variable. Leaders guide managers or

professionals to be the best they can be.

Employees are often far more knowledgeable in their area of expertise than their leader and are often able to figure things out for themselves. What they need from a leader is to know the end goal rather than the task itself.

When leaders evolve through the ranks they are often looked at as mentors too. Younger or more junior team members who are open to learning may reach out to their predecessors to seek guidance, and to avoid making the same mistakes as those who came before. In this respect leaders and mentors share many similar traits.

Furthermore, we also find that coaching is an important aspect of both leadership and mentorship. When someone is merely given an answer, they miss out on learning how this answer came about. However, when they are coached to discover the answer for themselves, they become far better equipped to not only deal with the situation should it arise again, but also to deal any exceptions that may occur. Conversely, when the answer has been provided without context, they are

unable to deal with exceptions and need to return to the source to get additional help. This is poor leadership as it not only prevents employees from performing their roles to the best of their abilities, but also causes the leader to waste time on managerial duties.

I have been fortunate in my career to have been a manager, a leader, a mentor and a coach. These experiences began at an early age from supporting friends, to my later roles as manager at IBM, consultant at CSC, and as business owner leading teams in a variety of business ventures. Eventually I led a team of fantastic coaches: training them, mentoring them, coaching them and watching many of them become great coaches themselves.

AccuMatch Behavior Intelligence Coaching

Coaching is about helping a client identify their blind spots or limiting beliefs so that they can adopt the changes needed to improve their life, business or career. Similarly, AccuMatch is a Behavior Intelligence coaching tool which aims to close a gap in the coaching market.

Personality profiles of the past create labels for people and contribute to the illusion that people are fixed and cannot change. This is a misconception born from work in the early 1900's in the newly developing field of cognitive psychology. This research led to the generation of the personality assessments most people today are familiar with, which label one's personality and predict a person's behavior without offering any way to explore and learn from them . It is important to recognize that these assessments are not coaching tools. If coaching is about helping people grow, then this implies that people need to change and evolve through learning and through experience. A tool which suggests that people cannot change goes completely against the entire philosophy of coaching.

The development of AccuMatch evolved from a need to help business owners hire the right team members to their growing business. However, it quickly became clear that getting the right person on the team was not the whole solution to the challenges of the business, it was only a part of it. The other part

turned out to be the business owner themselves. The owner, manager or leader that a new hire would be employed to work under often accounted for more than 50% of the equation. The wrong leadership or management style frequently led to the failure of new hires being able to perform at their best. Taking this a step further also exposed the importance of other factors in the success of a new hire. We found that company culture and the team members working with a new hire significantly influenced their success or failure.

To solve this challenge, we needed a method of going deeper than personality profiling. We needed an assessment that left biases and judgments about people behind. This is how AccuMatch came to be.

The more AccuMatch was used in these different scenarios the more it became obvious that this is more than just an assessment to map behavior patterns. It is above all a coaching tool that empowers individuals to become intelligent about their own behaviors and those of others. In the hands of a coach it

is a new methodology for helping individuals to explore, identify and understand their blind spots and expose their limiting beliefs.

AccuMatch is a process which yields results far more quickly than any other coaching technique.

Your Coaching Philosophy?

I developed the following philosophy to help me in my own coaching, and later for the coaches in my firm as they proceeded to build their practices. I came up with the acronym "F.E.A.S.T." to help them remember this more easily.

The role of the coach is to do the following:

- **Focus** - keep the client focused, so as not to be distracted and become unproductive or ineffective. To be effective with personal development, even when it is in a specific area of expertise, requires clarity and commitment, as well as good time management, to focus on what is important now.
- **Education** - sometimes the client will be stuck because of what they don't know. In those cases, the coach is required to take on the role of educator. In business coaching this education could be related to finance, or a particular methodology. In marketing coaching it

maybe related to social media strategies, and so on.

- **Accountability** - keeping a client focused is one thing, but to make sure they do what they said they would do, is to keep them accountable. Often individuals allow themselves to procrastinate or not do something because they are only accountable to themselves, and they can allow themselves to skip doing something. However, when there is a commitment made to an outsider (e.g. a coach), they find a way to get things done. Most people like to keep their promises and they don't like to let others down.
- **System** - a specialist will have systems they draw upon to achieve targets in their area of specialization. This means that at times they might need to either coach a client to build their own systems, or at least mentor and guide them through the development process. It's not recommended to just give clients systems, and we will discuss why this is so later.
- **Tools** - there are many tools available to

speed up processes. For the systems to be successfully implemented the coach may make suggestions for the client to consider and may even help them learn to use these tools to accelerate their implementation and results.



F.E.A.S.T. will come in handy in all stages of

coaching, from Branding and Messaging, through Sales, Coaching and Client Retention. So learn it, memorize it, and test your business processes against it.

For instance:

- In sales: When explaining what you do, F.E.A.S.T. says it all.
- In coaching: Which part(s) of F.E.A.S.T. does your client need today, right now?
- In retention: Once you have gone through a F.E.A.S.T., loop back to the beginning. What does the client need to focus on next? The process is repeated for different aspects of the business.

Who Is Your Ideal Client?

Coaching has evolved primarily from consulting. In the early days consulting was the most sought-after practice for many, just as coaching is today. Anyone who had a field of expertise and either did not like where they worked, wanted to branch out, or was a victim of downsizing could easily print a consultant business card and get multiple contracts in a short period of time.

However, consultants often created a dependency between themselves and the companies that hired them. Eventually, many companies got wise to their antics, and grew frustrated with having to rehire the same consultant, over and over again, to do the same or similar work. Since the consultants never taught companies how to perform these tasks themselves, the companies never developed the necessary skills or understanding to prevent needing a consultant again in the future.

Coaching evolved as a way to reconcile this issue and to transfer a coaches skills and

knowledge to the employer. The consultant, now operating as a coach, educated and supervised the client through learning to do the work themselves, or guided them on how to put their infrastructure in place.

Eventually coaching evolved yet again through the 90's and early 2000's. Thanks to Neuro-Linguistic Programming (NLP) and a combination of counselling and psychology, coaching was transformed into a skill that relied less on a specific field of expertise and became more of a counselling style relationship. The mainstays of the profession took the form of asking questions to help the coachee discover gaps in their knowledge or skills and guide them through a process of learning and self-development which they, the client, controlled on their own.

This final transformation, at the time of this book's writing, has led to coaching once again being an opportunity for just about anyone. Anyone who enjoys helping others and working for themselves, or being free to influence change and transformation within an organization.

Although there is a long list of coaching fields, they usually fall into one of the following 3 areas:

1. Specialist coach
2. Life coach
3. Leadership or Executive coach

Let's take a quick look at these before we go into more detail, so that you can identify with your own coaching style.

1. **Specialists coaches** are those whom have chosen a specific area of expertise to focus their practice on.

Examples of specialist coaches include, but are not limited to:

- Business coach
- Sports coach
- Sales coach
- Marketing coach
- Book coach

2. **Life coaches** focus more on personal and life balance matters.

Areas of focus include, but are not limited to:

- Personal
- Family
- Parenting

3. Leadership or Executive coaching

relates more to career coaching, and sometimes includes life coaching elements, as these often affect work.

Examples of these include, but are not limited to:

- Team dynamics
- Communication
- Collaboration
- Leadership styles
- Getting results

The goals and objectives in each of these practice types depends on the individual client's objectives and outcomes they want or need to accomplish. No two clients will be the same, even with the same style of coaching. In

business coaching for example, each and every business will be different and have different gaps, needs, and challenges.

Specialist Coaching Approach

A specialist wears two hats. They are both a coach and an expert.

Their expertise will have been born from having been in that field of expertise, either previously or currently. As a result, they become a coach, educator and mentor.

Experience is important

Since this role not only implies specialization, it also implies experience, then most successful coaches tend to gravitate to these areas because of their past experience. Professionals looking for a career change, approaching retirement age, or those whom were laid off work or received a severance package.

Clients like these specialized areas because they focus on fixing a specific problem, even if it is as general as business. Yes, business coaching can sometimes be thought of as a generalist role, although running a successful

business requires expertise in a multitude of areas associated with business. So if you like, it's a specialist generalist. They specialize in helping businesses although they are not experts in any one area of business. If you need finance expertise you get an accountant, legal - a lawyer, etc. A business specialist knows what it takes to build a successful business without being a specialist to a single field. Similarly to how an entrepreneur is expected to wear many hats, a business coach is a specialist with many hats.

Therefore, as a specialist coach:

1. You must be experienced in the area you specialize in.
2. You need to draw from experience and examples.
3. You need to be able to offer education in methods, techniques, and suggest tools related to this field of expertise.

Your coaching success continues to pivot around **F.E.A.S.T.**.

One thing most of these specialists lack is understanding of a simple formula -

$$\textbf{\textit{Motivation x Activity = Results}}$$

Without the conviction and passion to succeed, the Activity performed is average at best. The inverse of Motivation is being Demotivated, and what this means is that if someone does like doing something it's going to be hard to get great results.

An element of coaching often missing in specialist coaching is one which understands that there is more to success than just what to do, it is also how well they do it. Giving a business owner task after task, doesn't guarantee any kind of success if those tasks are not completed or are done poorly because of lack of interest.

Shifting a person's identity in order to get them to do a task well, means digging into their values and beliefs. Where to start and knowing where to dig deep requires years of experience or a tool like AccuMatch, which

can hone in on the exact areas behind their limiting beliefs or blindspots.

$$***BE \times DO = Results***$$

$$***0 \times 100 = 0***$$

$$***100 \times 0 = 0***$$

$$***100 \times 100 = 10,000***$$

Client Retention

A good relationship is not just about results. It is both results and communication. This combination can lead to short client engagements or long ones. In almost all areas of specialized coaching, the work to be done is almost endless. Every stage of growth opens up more opportunities, and each successful result just confirms the need to do more.

$$***Trust \times Results = Retention***$$

Specialist roles tend to have the longest engagements for a couple of reasons:

1. Results are measurable and easy to justify the fee.
2. There is often a lot to be done, and every hurdle opens up more work to be done. Trust comes from a coach demonstrating Integrity and Caring. Doing the right thing for the client not just for your own selfish needs and not just to get paid.

Life Coaching Approach

A life coach normally takes, what I would call, an idealist approach to coaching. Their expertise in coaching functions to help their client go through a self-awareness, self-discovery, and self-activation process.

In this style of coaching, the coach will focus on the fact that the client's brain knows what the person needs to do and a coach's role is to take the client on a journey of self-discovery to figure this out.

While this is what a good coach should always do, in reality there are times when understanding and asking questions is not

enough to get a client unstuck. If a client is stuck, it is either because of how they process information (their neural programs), a lack of knowledge, or both. If a person just doesn't know any other way, then metaphors, allegories, and options are valuable ways to help the client get unstuck. Of course, you can ask them questions that guide them to identifying options on their own, and this will work in many cases. There are, however, always those that just don't have a clue where to start or what options available.

The brain often needs a stimulus to get it out of the train station, so to speak. Giving examples, or sharing stories that parallel their situation will help move that person to find options that lead them to a solution. After that we still need to provide support, focus, accountability, and sometimes systems and tools to help keep them on track without bias (i.e. F.E.A.S.T.).

Change is not an instant realization. It does not miraculously occur once self-awareness is achieved. It often takes work and persistence. A person needs to be resilient. To get back up

when at first they don't succeed. Failure is how we learn, it's how we develop and grow. A good life coach should be able to support clients through this process.

Experience is important

Not a great deal of experience is required to be a life coach, just an unbiased curiosity without judgement. Your rules are your own, and you need to avoid getting others to live their lives through your own lens of what is right and wrong to you.

Client Retention

Life coaching engagements should always be short ones. These are usually situationally focused. Importantly, it is coaching - not therapy - and therefore it does not deal with a long-term dysfunction or disability.

Since this is usually paid for by an individual, fees are often lower. Most importantly there needs to be a clear end, as it can become difficult to justify the fee with only a personal or subjective goal, and not a quantifiable one.

However, that doesn't mean retention is going

to be short. It can be much longer than other coaching styles, because of the personal trust that is developed. It is just a different retention process. These clients might be back, time and time again, for different situations or challenges. They can be a lifelong and periodical client.

Leadership or Executive Coaching Approach

Most organizations at this level are usually larger corporations paying for the leader's coaching. Even in cases where the leader pays their own coaching, it is not to learn how to run a business or division, it is always about how to be a better leader, and how to advance their career. Their processes and systems are well established, in most cases, and they do not need business coaching.

An important aspect for the coach in this capacity is a respect for the organization and for the person being coached. What that means is confidentiality. The challenge is navigating the requirements of upper management,

which can be at odds with the requirements of the leader being coached. If these are not aligned, then there is likely a heightened need for extreme caution.

A coach in this realm may find themselves torn between what's good for the organization (the person paying the bills) and what's good for the person being coached. Generally speaking, ideally these should all be aligned.

When the coaching results in the leader being coached having to leave the company because they are unhappy, chances are this is not only better for that leader, it is likely also better for the organization. Nothing is worse for a company than having someone who doesn't want to be there.

There are several elements to executive coaching which I am not going to cover here, as these are what is covered in executive or leadership coaching training, which train you in identifying the right approach for the goals and objectives to be accomplished. Whether it is to get along better with colleagues, to be a better team leader, or to advance one's career. Each of these will require a slightly different

coaching approach.

I could have put this under “Specialist coaching”, but Leadership or Executive coaching is in a league of its own. When you consider the aspects of the politics of large corporations, this is a specialized area - especially when you get into Political roles or Unions. I put this separately because it has these key differences and a small business specialist is unlikely to enjoy corporate coaching, and vice versa.

Experience is important

A leadership or executive coach needs to have a great understanding of behaviors and dynamics, and of course as usual **F.E.A.S.T.** applies. Some examples include:

- Communications, stimuli and triggers
- Understand corporate politics
- Have past corporate experience

Sometimes executive coaching is a bit like life coaching, as personal elements of the coaching can enter into the home environment. But for the most part professionals want to be better

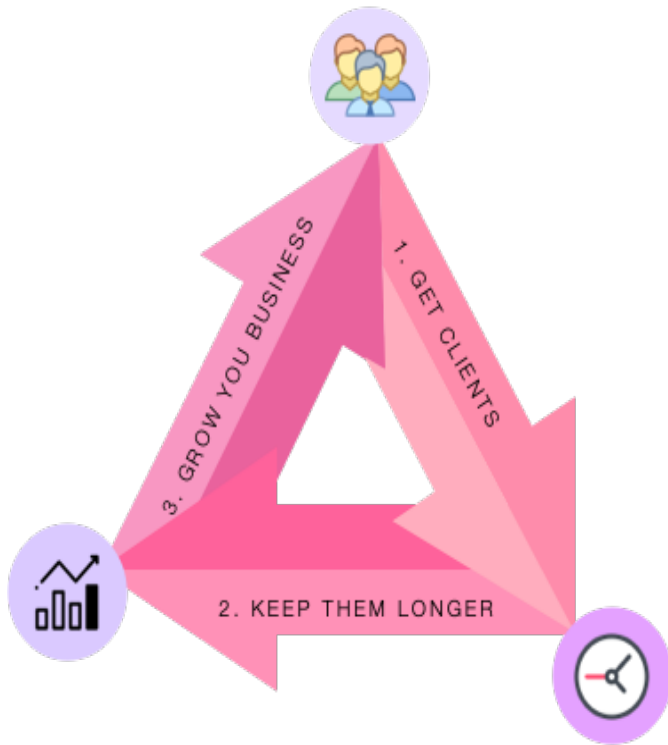
leaders, and advance their career to either satisfy their need, or ego or to get paid more money.

Client Retention

The engagement of a leadership coaching assignment will usually have a set time limit and a set objective. This can limit the length of the engagement unless other opportunities are sought and positioned with management in advance. For instance, once a leadership coaching engagement produces a successful outcome it will likely lead to other engagements with other leaders in the same organization. Often other opportunities within the business may arise. Like team workshops, maintenance programs, and so on.

Structure of a Successful Coaching Practice

Before dive deeper into the details of elements of a coaching practice, it's important to keep your main goal in sight. Your ultimate goal is to build a successful coaching practice - right? Then let's not lose sight of that. Stay focused on this big picture as we dive into the details.



There are 3 things consistent across all

successful coaching practice:

1. Getting clients - you to have clients to coach.
2. Client retention or Repeat business - how long they stay coaching with you.
3. Profitability - are you making money? Because if you're not, it's not a successful business.

The focus of this book is on how to build your successful coaching practice. As such, we will not be getting into specifics of "how to coach." However, we will be discussing how to get clients, which encompasses two of the layers which precede coaching - Lead Generation and Conversion. As well, we will cover strategies for keeping clients longer and how to make a profit.

3. Coaching

Are you qualified to coach people through change?

2. Conversion

Are you competent at converting leads to clients?

1. Lead Generation

Can you get leads when you need them?

The 5 Key Elements of Your Coaching Practice

1. How to create a regular flow of clients
2. How to get them consistent results so they stay with you longer
3. Making sure your business is profitable so you can grow it
4. Building your support team
5. Leveraging to gain freedom and passive income

Your Coaching Tools and Methodology

Let's now consider your delivery. How will you deliver your coaching? While this sounds obvious, we should just take a moment to make sure it is not overlooked.

1. Will you coach Online or In-Person?
2. If Online, then how will you do that?
Phone, Zoom, Skype, etc..
3. During your coaching, what preparation will you need?
4. Will you take notes during or at the end of each session?
5. If at the end, have you allowed time in your schedule between meetings to complete that?
6. Do you plan to follow up in between sessions? How?
7. What will you use to track results?
8. Do you need an accountability tracker to keep your clients accountable and reporting their progress?

9. How will you and your client know when coaching has achieved the intended goals?
10. Do you have a coaching agreement?
11. What other tools related to your target market are relevant and important for your coaching?
12. What Payment methods will you accept?
Are you set up for that?
13. Do you need a website? Business card?
Social media profiles? And are all these consistent with your USP?
14. Will you have more than one coaching program? If so, what are the fees and delivery structure for each?

Why Becoming a Better Coach Is Important

Jim Rhon, an accomplished author, entrepreneur and renowned public speaker, once said: “Don’t wish it was easier, wish you were better.” What a great phrase! Building or growing a successful coaching practice is very different from printing a new business card that identifies you as a coach. Unfortunately, all too many do just that, and make many false claims. They end up suffering because it was too easy to print a business card, and this doesn’t automatically translate into a successful coaching practice.

This is where my formula for a successful practice has proven itself to have not only helped me, but many coaches that I have trained.

$M^2 \times S^2 = \text{Successful Coaching Practice}$

$M^2 = \text{Marketing} \times \text{Message}$

S² = Solution x System

Let's talk about S² first. Your **Solution** is the coaching services you are providing.

What does it mean to be a coach?

Coaching is not telling

People constantly confuse coaching with providing answers. That's consulting, not coaching. In fact, consulting takes this one step further, by actually doing the work for you. As a result, not only is a consultant doing the work for you, but they are thinking for you as well. This type of relationship leads to dependence, which makes the person giving the answer feel good.

For decades consultants were highly sought after, and still are because they come in and do the work and leave. When they are needed again, they are brought in again, and so on. This type of system creates a dependency that many consultants enjoy and even exploit. They do just enough and share just enough so that they are needed again and again. In contrast, the transition from

consulting to coaching came about as consultants began to build self-sufficiency with their clients. They ensured that the client was educated and trained in the solution provided.

This is how coaching was born. The main difference is that instead of doing things for the client, a coach asks questions and guides their client to self-awareness, and self-realization to the point of supporting their client to build their own solution. When this is accelerated, either because the coach wants results sooner or their client just wants the answer given to them, we lose the coaching identity.

Coaching is about helping the client build the neural pathways, the programs in their brain, to know how to do it themselves. This is a process, not a magic pill. When a person is given the answer, they don't know how you got there. Even if you explain it to them over and over again. It's not the same as when they have to go through their own steps, bumps and bruises, to figure it out. It's just as important for them to fail and to learn from

these failures, as it is to get to the answer.

When a person is given the answer and the explanation, they will be able to do it themselves to a certain extent. However, they may be limited to repeating the same process without deviation. And, as long as there are no unexpected surprises along the way, they are ok. As soon as anything unexpected happens, they won't know what to do because they did not build the "how to" programs needed for their mind to build new pathways. When they are coached to build their own programs, they know how each step came about and are equipped to build new pathways as needed. They know how it was built and they know how to fix or modify it when needed. **This is coaching.**

There are some grey areas that need to be taken into consideration. Because it is not as black and white as just that. There are times when leading or educating are okay or even necessary.

The first instance where you may need to help your client along is when they are stuck. In these instances, you may be able to lead them

to an answer that you can see, but they cannot yet. this can be accomplished in a couple of ways:

1. Providing learning materials in the form of "Here is a book you should read," and then "let's discuss it." It could also be leading questions that help the client think through in a more accelerated fashion rather than having to figure it out themselves.
2. Asking questions. When you can see the answer that they cannot, but you cannot just give them the answer, you can ask them questions to get them to process small chunks of information that ultimately leads them to their own answer.

What's fascinating about using these two approaches is that the client seems to always find a different solution than the one you could see for them, and this means they came up with the their own answer not yours. This is truly one of the magical moments of coaching.

The second grey area is the gap in their knowledge. This education gap can result in

two problems - the client is unable to see the end result of an issue, or they are unable to see the steps they need to take to get the desired result. When they cannot see where they could end up because they have never done that before, or never thought about it, this is knowledge gap. They do not know how to map the path because they are lacking information needed to solve problems they encounter along the way.

It is ok to give education or to direct them to resources (books, videos, etc) where they can access information. What's not ok, is to tell them what to do with that information. You should ask questions until you reach the limit of their knowledge and allow them time to learn more. It's their maze, their own discoveries. When they hit the next roadblock or dead-end, they will quickly know how they got there and turn back and adjust course. When they do not know how they got there because you helped them, then they become reliant on your help. And again, that is not coaching.

Understanding the Science of Coaching

There is more to coaching than most people appreciate. In fact, coaching is a derivative from psychology, which was later challenged through neuro-linguistic programming (NLP) and finally clarified by neuroscience.

Let's take a look at coaching, from the perspective of neuroscience.

Ultimately, one of the major goals of coaching is to help clients develop new behavioral patterns or habits which will help them to achieve their goals. These patterns are encoded in the brain. When the cells in the brain, called neurons, "fire", they transmit electrical and chemical signals to one another, resulting in a response. By continuously repeating the same behavior, the same group of neurons will continue to fire together, and the connections between them will become stronger (a process known as Hebbian learning). The result of this process is the development of unconscious responses, which are protected from decay by the strong

connections between neurons.

For example: When a person does something once, this starts a new connection. When they repeat it enough times, it becomes an unconscious habit. This unconscious habit is called a Behavior Response.

Behavior Intelligence Coaching uses the understanding of how habits are formed to create success, and helps clients build these habits.

To put it another way, consider your brain like a forest. The first time the forest is walked, a track starts. The more this track is used, the more established it becomes, and when many people use it and it gets paved, eventually it becomes a highway or freeway. Unconscious habits are developed in our brain making them easier to access like travel on a freeway vs. a disused walking track. Unconscious responses are said to be 200,000 times faster than conscious ones.

A coach needs to be like a scientist. Your role is to help your client build neural-nets that are their own. To help them repeat these until they

become automatic habits, so that they no longer rely on you to guide them through what to do.

Getting Consistent Results

The number of times I have heard a coach blame a client or a prospect for failing to get results or failing to sign up for coaching is countless. The truth of the matter is that when you can develop this skill that we refer to as Behavior Intelligence Coaching you can coach anyone. The client's role is no longer a factor into who you can coach or who you cannot coach.

When you understand the science of coaching, develop and hone your coaching skills using the science of coaching, not just your skill or experience, you can help anyone who is ready to receive help. And even those that don't even know they need help. A prospect who doesn't know what they don't know might be easier to coach than a prospect that thinks they know everything they need to know, but both of these types of people can be coached with Behavior Intelligence Coaching.

Never blame your prospect or clients for their failures, only yourself. In order to be a better coach, you need to own that. You have to want

to be a better coach. It's not going to be given to you. You have to work for it. You have to fail and get up again. You have to hit some brick walls and dead ends in order to identify the gaps in your own knowledge and abilities, so you can fill those with new knowledge and new abilities.

Don't wish your clients were easier, wish you were better.

Building Your Brand - Starts With YOU!

What's in a reputation? This may seem like an obvious topic, so let's keep it brief. A reputation is made up to two things:

1. What you say to yourself.
2. What others say about you.

It is an observable behavior. Your thoughts show up in your words and in your behaviors, which ultimately become your habits. When your habits are observed over and over again, they become who you are to others.

People act in ways they have learned and have used before. Not all behavior gets the results we want. While our intentions might be one thing, our behavior could be observed as the opposite to that intention. Additionally, while it's true that Behavior Is Not Intention, intentions and thoughts are not the same thing. You might have an intention to be seen as a professional, so you think doing specific things that you deem as professional will help your reputation as a professional. However,

depending on who is observing you, the context of your behavior, and their own biases and filters, your behavior may be deemed the opposite.

Context defines what behaviors are appropriate. Every behavior has a context, whether you are with people or without. This can include the environment or situation you're in. The person observing a behavior is also part of context. A behavior at an executive meeting with other executives, maybe very professional. However, your behavior may change depending on whether you are the one running the meeting, or not. The context of who is in charge of the meeting dictates what behaviors are appropriate.

To learn about your own reputation, start by asking your clients about your characteristics. What do they think is important for a coach, and how would they rate you? Don't assume you know what they deem to be important for a coach. Ask them to tell you and ask them to rate you. What have they heard about you, etc.?

For example: You might think that posting

regular daily messages to everyone as professional, but they might think it's too much noise or your topics are irrelevant and just annoying. On the other hand, if they tell you these posts would be awesome and you're not doing it, then you should listen.

Your Guiding Principles

We all live by a set of rules that, over time, become our guiding principles. Do you know yours? Sometimes these are called "Points Of Culture." I prefer Guiding Principles, or Rules, as these terms provide a useful framework of thinking. For some people the word "Rule" is quite strong, and reflects how they see the world - it is black and white with no grey area. Others may view their rules more as Principles, which are guidelines that may vary with situations or contexts. People who prefer the term Principle may view the world with a lot more grey area than pure black and white.

Start by listing your beliefs and values. Then, divide these into two groups: Rules and Guidelines. If the belief or value is something you feel black-or-white about, then it's a rule. If it has situations where it can vary, but it is still important to you, then it's a guideline.

We may have rules for ourselves that we apply to others, or we may just apply them to ourselves and believe others should do as they please... For example: I have a rule in

coaching that is “Do No Harm! I Only Do What’s Good for Clients,” while for others it’s more “Try to leave your clients at every coaching session in a better state than you found them.” One is black-or-white and the other is guideline.

Now that you’ve divided your values into rules and guidelines, the next step is to build two columns and two rows: the first column will be for rules and the second column will be for guides. In the first row put your rules and guidelines for yourself. Try to come up with at least 3 rules and 3 guidelines for yourself. Do the same in the second row, but with rules and guidelines for your coaching clients.

Use this technique when you start a new client by making them part of your positioning session. Your first session with any client should be to align your rules and guidelines with theirs. Be sure to discuss and document their rules and guidelines, as well as yours.

You and your client are two different individuals, with different upbringing that imposed and subjected you to different values and beliefs based on different experiences. Be

sure to respect these. Respect your own and respect your clients, and ask them to do the same for you.

By doing this, you develop strong guiding principles that your brain uses to check your own behaviors as well as the ones of others. These become the core of your values. They are the stick by which you measure good and bad, ok and not ok.

Your Coaching Culture

Integrity can be a loaded word. By definition, integrity means:

- Adherence to moral and ethical principles; soundness of moral character; honesty.

Colloquially, however, integrity is has come to mean: say what you mean, and do what you say. This creates a clear message regarding how you communicate - since how you behave is observed and judged by what you say, when these do not align or seem conflicted your integrity is then questionable.

Integrity may become an issue when considering the rules and guidelines we have just discussed. If you have rules for others but they don't apply to you, then the question of integrity might come up again. Are you congruent with what you expect from others?

Furthermore, if no one observes a behavior, and you are alone, then it is just your moral compass that judges it. You judge yourself according to the value you place on your own integrity with yourself. If you have a rule for

others that you uphold well in public but not when you are by yourself, then this is not really being congruent. You may also find yourself unintentionally slipping up in public, because your brain ran the wrong program. We call these events "glitches". The brain glitches. For some people rarely or occasionally, and for others more frequently. The phrase "Was that my outside voice? OOPS! Sorry." comes to mind. Even a professional ball player, golfer, basketball player, etc. will miss or glitch a shot, once in a while. Some less frequently than others. The main difference is the ability to prepare your brain, which is why for many sports players "getting their head in the game" is critical.

One last comment regarding integrity; lack of confidence can sometimes undermine all intentions to be congruent. Many coaching organizations believe that it's important to "Fake it till you make it." I for one do not agree with that. Faking shows up as an unintended observable behavior. It goes against integrity and against do no harm. Be honest, but don't sell yourself short.

What Is Your Greatest Asset?

It's not you. You are your 2nd greatest asset.

It's your clients.

Yes! Your clients are your greatest asset. Why?

Because they can either make you or break you. Happy clients will get you more clients.

Unhappy ones will let the world know and will likely lose you clients.

I am sure you've heard this before. Dissatisfied customers tend to tell more people. Satisfied customers don't brag because they expect good service. It's the unexpected which causes people to tell others. Whether it is exceptional service that is unexpected, or poor service which is disappointing. Each one leads to a surprise and this will cause people to talk.

This means you will want to make sure that what is unexpected is you exceeding expectations. When you set the bar too high and fail to achieve this, it works against you. When you set the bar at what is normally expected, and you exceed that - this is what is going to help you grow your practice.

Obviously, if you set the bar too low people

are unlikely to be interested in working with you.

I ask you: Why is this important?

It's simple. Your coaching practice need sales. There is always going to be client attrition, maybe they come back later and maybe they don't. You probably think you need a full time sales person just to keep the funnel full. And that is one option. But the other option, the one I use all the time, is referrals.

Yes. Referrals!

A satisfied customer will probably say nothing, and if you ask them for a referral, they will hesitate. However, a client that is over the moon with your coaching, will be so ecstatic that they won't be able to contain themselves. They will be telling as many people about as possible. It's their bragging right.

Create Braggers

How many salespeople would you have if every client was out telling others, and bragging about you and about the results they

got from your coaching? Do the math. A satisfied client is even better than a salesperson because they have experienced your coaching themselves. When they tell others about your services, they can be way more convincing than even a well-trained sales person.

Every client that brags about you is worth more than a salesperson. So make it your priority. Get 10 clients bragging about you and you'll never need to do sales again.

We've already touched on how important it is to get results, and now I emphasize again just how important it is for you to get your head out of the sand and make sure that all results are measurable.

If you were still not convinced that even soft-skills coaching is measurable, now is your time to get over yourself. You need to get out of your own way on this one and see that it is possible.

Let's go through an example: You help a husband be less triggered by his wife's rants about house cleaning. Is that measurable? Yes!

Yes! And Yes! You might use a self-assessed measurement, like:

- How many times has it happened this week, and how many of those times were you in control?
- Compared to before we started when your stress level and anxiety was a 9 out of 10, what is your stress level around this now? Is it a 3 out of 10? More or less?

See how easy that was to measure. Doctors do this all the time. When a doctor asks you *“In order for me to get a sense of your pain level right now, what would you score your pain out of 10?”*

They are getting a gage from you, and you can do the same with your clients.

Be Grateful

When you show gratitude to someone, they naturally want to reciprocate. If you are proud of your achievements, be careful that you are not the one bragging. Learn to be humble and grateful.

Be grateful that they trust you so much to let

you into their inner sanctum. To poke around their most valued possession - their mind. Be grateful that they listen and do things to change and improve, without that they cannot get results, and this you should be grateful about.

When you are engaged as a coach, whether as a business, life, career or executive coach, you are being invited into their conscience. Their inner sanctum. For a business owner, you are more than a partner, you are suddenly hired to be like their boss - a mentor as well as a coach. Respect this and be grateful. Show it! Remember their birthday, and anniversary. Get them something even if it is just an email or a card. Treat their kids well, ask for dates of their kid's birthdays. Be genuine. Be caring.

How To Get Client Consistent Results

It may seem a bit obvious that getting results for your client would be important, and yet we often hear of coaches making all kinds of excuses about how the results they are getting for their clients cannot be measured.

I am sure some of you will still disagree and claim that soft skills are hard to measure. My question to you is - Why not? Why do so many people think personal development and personal growth cannot be measured? Let's start fixing that perception.

It was once said "If you believe you can, then you can, and if you believe you can't then that will be just as true for you." So, let's decide it is possible to measure soft-skills development. Let's explore some options of how this might be possible.

Example: Client's goal, they seem to have difficulty interacting well with their senior staff.

This goal is pretty vague and quite subjective.

How do we make this more tangible? More measurable?

Questions for client:

1. "What do you observe when this happens?"
2. "How often does this happen?"
3. "So if we reduce this frequency would that be a good measurement of success?"

By asking these kinds of questions you have gotten the client to identify a measurable goal that you both can be held accountable to.

Establishing Trust

There are a number of things to consider about the relationship you have with your client.

We'll put these under the category of "Trust".

Here is what a client might be thinking in the context of trust:

1. Can I trust you to have my best interest ahead of your own?
2. Are you telling me everything I need or are you holding back to keep this engagement going longer?
3. Can I trust you to get me the results that I need?
4. Can I trust this process?
5. Is this truly a safe environment?
6. Can I say anything to you without being judged?
7. Can I trust you to keep things confidential?
8. And so on.. *You get the idea.*

You can see from these questions that, from the client's perspective, your mindset is now

in question.

- How you think and what you believe.
- Your biases and filters.
- Knowing what triggers you, positively and negatively.
- And more importantly than that - Do you have these under control?
- What are your own fears?
- Do you have a coach?
- Why is it ok for your client to get a coach, and not you?

If you don't know the answers to all these questions, then I strongly suggest you get a coach. Someone who can help you identify your Triggers, Filters, and Biases because these will definitely show up in your coaching and will, more often than you might think, undermine your coaching relationship.

An AccuMatch Behavior Intelligence coach is trained to expose all these traits and work through a self-awareness process that would allow you to control these emotions and beliefs. It's not your role to judge what is good

for another person. Your role is to help them figure this out for themselves through your coaching. Your ability to be neutral about your observation is the most important first step in coaching.

It doesn't matter if you are a life coach or a business coach. Presuming you know what is best for another person is just projecting your own beliefs onto them. Your own biases and maybe even your own faults. Yes, I am sure you have those too.

All these behavioral factors show up in your coaching whether you like it or not, unless you train yourself to control these. Focus on their needs, not yours.

Your business model plays a role in trust

Are you focused on how much money you make or on the results clients will get from your coaching. This is one of the biggest challenges that coaches have, especially when starting a new coaching practice. Until your calendar is full with appointments you are going to have a fear of losing clients. Often, this is the first thing that is felt and observed

by your client, and the one thing that can undermine their trust in you.

While I don't suggest that you lose sight of your business revenue, you need to be able to switch this off. Imagine a switch on your back. In one direction you are 100% present with your client, while in the other direction you are present with yourself. Sometimes you will need to assign time in your session to deal with business and money matters. In order to do that you need to be able to flick that switch when needed. I usually suggest to coaches that they set time aside either at the beginning of a coaching session or at the end. The beginning can be better, because it frees your mind to then focus on their coaching needs. At the end can be easier because you can build value during the coaching session then talk about the fees at the end.

Focus on your client's coaching session

When your schedule is full and you are achieving your financial goals, it no longer interferes with your mindset during the coaching sessions. You're not worried about

the money and can be fully present and engaged during the coaching session. Being financial comfortable does not mean that money no longer matters. It's that you have the systems and tools in place to take care of your money for you. You've got that figured out.

To achieve this, two business models are most common:

1. Like a medical practitioner: You have a waiting room outside your door, and your schedule is full of clients. New clients must wait for an opening. So, you might keep clients for short time, up to 3 months. They come to you when they need help with 1 or 2 specific things. You deal with these and they stop visiting, only to return when they need help again. This model focuses on short engagement and long-term engagement built on trust. The client feels like they are not being kept longer than needed, and trust that they can come back whenever they need you.
2. Like a consultant: you have a smaller

number of clients, paying more and take up more of your time. Here, it's a long-term relationship, based on continuously checking progress and adding more tasks and goals every 90 days. Once one thing is finished, the next is addressed, and this opens up more things that need work, and so on.

Of course you can have a business model that is a mixture of both.

NOTE: Be careful though. If you only focus on coaching and are not maintaining any ongoing marketing, you will get busy coaching and marketing will fall to the wayside. This will leave you with no new opportunities in the funnel, and as clients finish their coaching, you will have no new prospects to fill your schedule again. Coaches have a tendency to do this, and don't realize it is happening till it's too late.

Quick hits

Most people build trust based on results. When the brain receives positive rewards in the form of results, it activates neurological

pathways that create a sense of safety and security. Conversely, the opposite is also true. Prolonged sessions and sequences that do not deal with their issues build a negative association towards the coaching, and ultimately cause clients to stop coaching and stop coming back.

Most coaches suffer from “shiny objects” syndrome. A client has so many issues or challenges that you want to work on all of them. This can cause you to try to do too much at once, or to jump around from one problem to the next. Additionally, the client may have something different that they feel is urgent every time you see them, so they never finish anything before starting on something else. Guess what? That’s why they came you for coaching. Get them focused. Remember that completing a task acts like a reward in the brain and actually triggers the release of endorphins, making you want more. Completing a task is a like drug. When clients are allowed to chase every shiny object that comes along, you are essentially colluding with them instead of holding them

accountable to completing each task.

Think of coaching like a sports coach would - if you have a player who is not ready to play in the game, you hold them back. You don't let in the game because they could hurt themselves or build a negative emotion about games if they keep losing. If they just weren't ready, then it's better to take the time to get them ready. Maybe, you get them to do more push-ups, more sprints, laps, whatever, and you don't switch exercises until they have mastered the previous one. MASTERED does not mean learned and dismissed their practice because they think they know it. Mastered means *you* see that they have mastered it. You set clear parameters that can be measured and prove that these tasks are mastered.

A karate student that isn't ready for competition will get hurt if allowed to compete without developing the right skills first. A hockey player shouldn't be in the game if their skating skills are not top notch. They'll not only hurt themselves, but likely others too. Same goes with coaching clients.

Don't hang on too tightly

A mistake many coaches make is being too focused on scarcity of clients. They have difficulty getting clients, so instead of working to be better at this, they try to hang on to clients well past their due date - so to speak. If the client has accomplished what they needed to do, then keeping them as a client and trying to find something else to work on, just so you can keep them, is a big mistake and will damage your reputation.

This is an issue which is made worse by a lack of clarity and focus. When you don't take the time to clearly define each coaching outcome or objective, then you don't know when these have been reached. Instead, the relationship drags on, jumping from one thing to the next, and eventually leading to the excuse of "It's not tangible. It's hard to measure."

In reality, these excuses allow coaches to not set a finish date. It doesn't have to be a finish date for the relationship, it needs a finish date for the specific objective they are working on. When the client gets results, they'll keep coming back. That's the irony. When you let

them go, they keep coming back. When you hang on too long, you lose them forever.

Build your practice on the basis of results. Get a results, measure them, confirm them, get feedback, and move on. This is the magic formula for long-term client retention. Increase your retention by allowing them to leave, so that they can come back, again and again.

Don't Abuse Loyalty

While we've already touched on some of this earlier, it is important to repeat and analyze this further. The title to this section was deliberately intended to get your attention and make a point. This topic is important, and I see too many coaches burning through lots clients because they have not understood this.

Getting repeat business can undermine loyalty. Which is one more important? Repeat business or loyalty? Is it better to force a client to stay on because you prescribed a 26 weeks program, even though you finished the key objectives early at week 20? Because repeat business is good for your business? Or is it better to say "I think we're done early, unless there is something else you would like to work on, we should probably terminate this program early. Congratulations on a job well done"?

Which of these two approaches is better for business? Obviously, the second one. And what makes this better? You probably guessed it. You did something unexpected. You

exceeded expectations on two fronts: The first is that you got results quicker than they expected, according to the program they were on. And second, you released them from their program obligation, saving them time and money.

Not only will this client be back when they need you again, they will also brag to others about the results they got and about your great integrity and ethics.

You see repeat business isn't just a factor of number of transactions. That's the wrong focus. Repeat business is a formula based on Results and Integrity. It creates Respect and Admiration. It sets the bar up high so that others are proud to be associated with you, and proud to speak highly of you.

$$\begin{aligned} \textit{Loyalty} &= \textit{Results} \times \textit{Integrity} \\ &\Rightarrow \textit{Lifelong client} \end{aligned}$$

Isn't a lifelong client far more important than just number of transactions?

Small Chunks

Clients often have these vague ambitious goals that provide no clarity and no starting point. Sometimes they have a starting point but nowhere that this leads to - no direction.

Remember: Vague and Inferred is the opposite of Specific and Concrete.

SMART goals (Specific Measurable Achievable Result-oriented with a Timeframe to complete) ensures that each goal is measurable. If it is not measurable, then it cannot be defined clearly, and if it cannot be defined clearly then it cannot be planned out.

In order to plan out the steps from current to future result, we need to know where we are now, currently, and exactly where we want to get to, the future. Being specific about the future is just as important as knowing what we have today.

For example: Based on what we have today;

- What is good, and what is not? Be specific.
- What is it you like, and what don't you

like? List these.

- Which is useful, and which is wasteful?
Ask someone.
- What are you good at, and what do you still need to learn? Get feedback.

Then you should ask the question, regardless of whether this is for yourself or for your client:

- When this goal is fully realized, what will that have done for you?
- What will you have - physically, financially and emotionally?

***Action = Focus x Energy x
Direction***

Direction = Desire x Outcome

While you may have heard or seen mention that Action is a factor of Energy and Time, I think this is a little misguided, because if

Energy is applied in the wrong direction it can produce the wrong results. And since it can also be applied to distractions just as easily, then you may just be spending time and energy on the wrong thing. It is important to remain focused and have clarity about the direction while applying energy to that.

What is also missing from this original formula is the emotional aspects of focus and direction. The WHY! If everything we do has Emotion and Logic equally, then Desiring the outcome at the end of the directed focus bares at least 50% of the weight.

Finishing small

Small chunks are critical to success, because this feeds our brain. The brain needs constant reassurance that what it is doing is worthwhile. The brain doesn't like to waste energy. It's lazy. It's best to work in small chunks and to ensure that you are focused on the right things. Spending time on the wrong things just doesn't cut it. And spending long periods of time without any indication that you are getting somewhere is deemed by your

brain to be a waste of valuable energy.

This is where procrastination tends to unravel most people. The act of putting things off till later. While the common analogy of dealing with the big rocks first is a valuable one, big rocks cause fear that leads to procrastination. When something is big and will take a long time, the brain needs time to figure out where to start, so it's easier to just put it off.

Consider the alternate analogy "How do you eat an elephant? One bite at a time." This suggests that you need to take the big task and turn it into many little bite size pieces. Why? It's not just because you cannot fit an elephant into your small mouth. It's also because your brain is better able to manage each bite-sized piece, and successful management of each chunk reinforces that it is possible to handle another.

This is just as important for you as it is for your clients.

When you procrastinate on big tasks you send a message to your clients that it's ok for them to the same. This is often unconsciously

communicated subliminally through your body language, or by tolerating their procrastination because you would do the same.

By understanding the source of this behavior you can help yourself and your clients.

Creating a Regular Flow of New Clients

Your business model needs to take into consideration two things:

- Client acquisition
- Client attrition

You can't do any coaching if you don't have clients. So, while you might love coaching as a career, you should embrace the fact coaching is also a business. A business without revenue is not a business, it's just a hobby. There are many coaches that start out making coaching a hobby for themselves thinking that one day they can make it a viable business. However, because it is a sideline business and not a primary income, these coaches never take the time to figure out the sales cycle.

I'll share with you this simple formula:

- $\text{Client retention in months} = \text{Rate of attrition}$
- $\text{Cost to get a new client} = \text{Acquisition cost}$
- $\text{Number of clients you can handle} = \text{is a factor of hours spent in a session}$

- Front end loading = The amount of extra time you are spending in the first few months when you bring on a new client. Doing their Positioning, Discovery, and Identify goals or objectives, takes more effort than the regular coaching sessions. (I assume you would have covered these things in coach training certification. If you haven't you can always reach out to us at accumatchbi.com)

So assuming your clients in their first month, when doing weekly coaching sessions take 2 hours per session, then if you are going to coach 20 hours a week, and you already have 10 clients on 1 hour per week, you can only onboard 5 new clients ($5 \times 2 = 10$). As you complete their onboard and they move to regular sessions, this number of hours reduces.

How long you are able to keep clients is something you should measure, so that your funnel is always full of an appropriate number of clients. If you keep them for 3 months, then you need a new client every 3 months just to replace the one you lost.

Your acquisition cost should be at about 10%-15%, max 20%, of your total fee. This is

same as what you would pay a salesperson, if you had one. Spend more than that and you risk your ability to make a good profit.

If you are a life coach charging between \$300-\$500 per month x 3 months program/engagement - that's \$900 to \$1,500 in total, which means you can spend up to \$90-\$150 on client acquisition. A good coach will also measure lifetime value of these clients. This means that if they come back every couple of years or even more frequently, you can factor this into the lifetime value and justify higher spending on client acquisition. Maybe 5 to 10 times this initial number. But don't guess, use your own real data.

If you are a specialist coach, like a business coach for instance, you could charge 2-3 times that because a business has revenue which will grow due to the coaching, making the results tangible and measurable. Since your fees are high, you can spend more on client acquisition. Some business coaches charge as much as \$3,000-\$5,000 per month. In addition to that, their engagement cycle is often 12 months or longer. Most business coaches will

easily spend \$1,500 to get a new business coaching client.

As a leadership or executive coach, fees will vary depending on the level within the organization. The higher the client is in the organization the higher the rate. This may be \$1,000 at the lower end, and \$3,000 or more at the top end. And again if the organization does more work with you, assigning more leaders to be coached, or extending the original agreement, then it's ok if your acquisition cost is higher than 10% of the first engagement cycle.

Many factors play into these numbers, such as your experience, success level with clients, referrals, testimonials, online reviews, etc.

Just like running a business, which by the way you now are, you need to know your numbers. You need to track and analyze these regularly. The more you know these the more success you will have.

Your ultimate goal should be to know two things:

- $\text{Hourly rate} - (\text{Acquisition cost} / \text{number of sessions}) = \text{Actual hourly}$

rate

Example:

- Monthly rate charged to a client = \$1,000
- Hourly rate = Monthly rate / 4 weeks =
 $\$1,000 / 4 = \250 per hour
- Acquisition cost = \$360
- Clients stay on average 3 months =
 $\$360 / (3 \text{ months} \times 4 \text{ sessions per month}) = \text{approx. cost is } \30 per hour
- Your actual rate is $\$250 - \$30 = \$220$



Time = Money

Time Management - Getting Things Done.

In my opinion, the phrase "time management" is a bit of a misnomer in that we cannot truly manage time. Rather, we can only leverage it by being efficient in how we spend it.

This is a rather important topic to finish on. While we touched on some of this in earlier chapters, it seems fitting that we end on this particular topic. Why? Because now that you have your to do list, and are ready to build or grow your practice, it would be easy to waste a lot of time on things that do not contribute to achieving your goals and objectives. It would be easy to get consumed by all that needs to be done, and not be very effective with your time.

We talked briefly about procrastination, and why this can happen when you are faced with a large task. The same applies when you have a long list. Many coaches get overwhelmed by the size of their lists. They start with a few ideas, and before they know it, each day they add more to their already large list, and the more they add the more their brain goes into

overwhelm. It leads to procrastination and wasted time.

So why bother with a list? You need a list because it gets the thoughts and ideas out of your head. If all the ideas are in your head, then you have to constantly think about them and prioritize them in your head. You will keep be up at night trying to think through what you've done and what's been forgotten. When you are resting, your unconscious brain is sorting information. Too much information with conflicting priorities causes the brain to be busy prioritizing and sorting instead of resting. Your brain ends up consuming energy on the wrong things. Making a list allows you to dump out what's in your head and this frees up the space in your brain that deal with high priorities. While this space is full of to do lists and ideas, it cannot allocate itself fully to any single task.

Next, you will want to group these tasks into smaller lists. A marketing list, a list of people to contact or follow up, a list of website tasks or technology systems to implement, etc. This again removes confusion. A long list full of

everything you need to do, is just a jumbled up unorganized and unordered mess. It just feeds the overwhelm.

Now you can take each of these smaller lists and prioritize them. Some people like to use mind-maps for that, because it allows them to easily add subtasks anywhere. An outline is also great, because you can reorder items quickly.

Once you've done that, you are organized. You have an easy way to add new tasks or subtasks in the right place. You managed to get all that stuff out of your head and can pick items based on clear priorities.

Now we can deal with Getting Things Done. As we discussed earlier, your brain likes to finish things. This provides the positive feedback that encourages you to do more and to complete more tasks. This understanding is key to becoming effective.

Let's get started. This is how you would proceed:

1. Each night, pick 2-4 tasks maximum that you are able to complete the next day.

You do this the night before, because you will sleep better knowing that what you plan to do tomorrow has already been decided.

2. Breakdown large tasks in smaller chunks, so you can see and feel progress with each completion of a subtask.
3. Don't plan too far ahead, because big tasks take longer than you think, and small tasks can surprise you by becoming big ones. Planning a week in advance might just create disappointment if you don't hit those targets.

I'll share with you a process which will help you if you get stuck.

Pick any one task and ask yourself these questions:

- Can this be completed immediately without any prerequisites? If there are prerequisites, then identify these, and ask the same question of each prerequisite until you have the first task that needs to be completed ahead of anything else.

For example: Does your marketing task need to wait for your product page to be up and running? Does your product page need to wait till you've created the product? And so on.

This process is easy and guarantees that you work through all your tasks in a sequence that makes sense and gets you to the finish.

Next, we want to allocate blocks of time based on the end goal. We need to work backwards from a set target date. Let us say it's the finish date for our product launch. The date itself doesn't matter, what matters is that all the pieces of the puzzle should be finished by that point in the future. Some things are done sequentially while others should be done in parallel because doing them sequentially will cause major delays at the end. Here is an example:

You're going to launch a product to a specific target market. If you build the product, then find who you should target, you could lose a lot of valuable time compared to starting a process of identifying your target audience while you

build the product. You could hire an assistant to start doing a target list creation, for which you build your product or service. If you assign that task after you have the product done, you lose a lot of time.

Some people do well with allocating time blocks in their calendar to work on different tasks. A block of time for marketing, a block for systems, and so on. This doesn't work for everyone, and most people find that they are constantly stealing from other blocks to get things done. I recommend doing this just one day at a time. Pick your 2-4 tasks that you will complete today, and allocate enough time to each one. If you don't finish a task completely, it's ok. Allow yourself to be human. Don't be so hard on yourself. Keep in mind that you selected these 2-4 tasks because they are the top ones, and some of these have to be done today. They are not ones which can necessarily get pushed off till tomorrow. So get those ones done.

Last point: Most tasks may need review time, so don't leave them to the last minute, when

there is no time to review them or sleep on them. Make your first and second drafts early so you can get back to them with enough time to get them to a satisfactory quality.

Business Development - Sales and Marketing

Now that you have a solid coaching foundation behind you, and a good understanding of your solution and the problems you solve, it's time to talk about business development and growing your coaching practice or firm.

Your sales and marketing strategy and plan.

We need to be clear about your Message and the Medium.

The message is about you and the problem you solve, and the Medium is where you publish your message. It's the medium that reaches your potential clients.

$$\textit{Marketing} = \textit{Message} \times \textit{Medium} \Rightarrow M^2$$

Your message:

1. The problem you solve
 - Who is your target client?

- What do they do for a living?
 - Can they afford you?
 - What value will they get?
2. Who are you?
 - Your strengths and weaknesses
 - What do you love and dislike?
 - What will you charge?
 3. What is unique about you and your solution?
 - Why you?
 4. Who is your competition?
 5. What is the gap that you fill?

Medium

1. Email
 - What system do you need?
 - There are systems which have been established with the specific purpose of making this easier for people to manage and to get results. You should have a CRM and an Autoresponder.
 - Source for legit email list
 - There are rules which govern

emails messages, and it is getting tougher to market to unknown sources because of filters and algorithms designed to block unsolicited emails.

- Subscribers

- These are individuals whom have provided you with their email details for the purpose of being on your distribution list. Be sure to engage the right distribution list and not to abuse your lists, otherwise people will unsubscribe.

- Newsletters

- Treat these the same as subscribers. Share your newsletters with the correct lists. Don't blast out to everyone.

- Special promos

- Offering specials to your current loyal subscribers, or free added value is a good way to keep your list fresh.

2. Calling

- How do you source contact numbers
 - In the old days it was easy to get a phone list. Now telemarketing rules in some places prohibit calling, and lists are harder to get. You can get people to subscribe via your website of social marketing and give you their contact phone numbers.
- Why should they take your call?
 - Know what you are offering and be sure it is relevant and attractive. The first 3 seconds of a call are important. Leaving a phone message works better than not leaving one.
- What is your process?
 - How do you make it easy and safe for them to do business with you.

3. Social media

Share valuable content that is relevant

to your followers and friends. Friend people on Facebook who are aligned with your cause. Join Facebook groups that support your cause. Create your own groups for others to join. Build loyalty by personalizing your communication.

- Facebook
- LinkedIn
- Twitter
- Other

4. Website Landing pages

- System for generating traffic
- Ads or organic
- The offer
- Lower entry
- Higher upsell

5. Affiliates

- What's in it for them?
- Do they have your target client?

6. Associations

- Are your prospects their members?
- Will they recommend you?

- How do they benefit?
7. Webinars
 8. Networking
 9. Ads on Facebook, Youtube and Google...

Your brand should reflect who you are and what you do. So, it's both marketing and message. If we were to be more specific, then we should ask; What's the difference between Marketing and Message? Are they the same?

To some extent, yes. They are.

I consider marketing to be the overarching, all-encompassing way that you push your message out to the world. Marketing should produce leads. However, it is often intertwined with sales, because in some businesses there is no one in marketing, so salespeople do both. They put the message out there and they chase opportunities to create new leads. This was once referred to as Push and Pull strategies, and sometimes is still referred to as that. In marketing we push a message out, and in sales we try to pull people in. This overlap of roles sometimes leads to confusion, and I prefer to talk about Marketing

as the Message and the Medium.

So, the Message talks about your company and product or service. And the Medium is where you put that message for others to see. Is it through adverts? Webpages? Social media? Park bench? Bus sign?

Firstly, the message entices people to take an Action. To buy on your website, or to call you, etc. So it's important to pick the right medium. The medium you chose needs to be where you will find your clients hanging out or visiting frequently.

For example, if you are selling a great new soap to consumers directly, then a bus sign or bus stop seat sign is great. It promotes your product where many of your clients will visit repeatedly every day on the way to work.

Secondly, the message needs to consider frequency. In other words, you can't just post it once and expect droves of sales. The bus stop seat in the example above is great, while somewhat old school, because the same people visit the same stop every day. You can test different signs promoting different products

and get to know what works and what doesn't.

Just having a website is not going to get you any consumers, except if they are specifically looking for a specific product and you happen to show up on the first or second page of a search engine.

Since you are selling coaching, you should identify where your potential clients spend the most of their time. Is it at the Chamber of Commerce, coffee shops, etc.? In order to be clear about where they are, first you need to be clear about *who* they are. And before you can be clear on that, you need to absolutely clear about yourself. Who are you? And Why?

Who are you?

You're probably thinking - what do you mean "Who am I? I know who I am and what I want to do. I want to be a successful coach."

But, what sort of coach are you?

When someone considers you to be their coach, is it really clear to them? Do they get a clear indication of who you are and what you

can do for them? If not, then it will be hard for them to decide to work with you.

Let's take an example: Someone decides they want to be a business coach. Well there are millions of businesses out there of all kinds, shapes and sizes. I am sure they could work with any of them given the right experience, coach training and business strategies. But that's not the issue. The issue is you should know who your ideal client is in order to have the right message and communicate it through the appropriate medium. Let's take fishing for example (getting clients is a little like fishing, except for client rather than fish). If you want to catch a Marlin you don't throw out a net. You set up your rod, line, hook and bait in a very specific way. The same applies to you marketing. If you throw out a net, you're sure to catch something, and you will surely end up struggling to sift through all the noise to find someone ready for coaching.

In order to catch the right fish you need to know what you're fishing for. Is it Marlin or Tuna? Or maybe you will realize you don't even like either of these. Maybe you don't

even like fish! The chances of you catching anything, if that's the case, is pretty slim.

Enough analogies. Let's get to it!

Questions you need to answer for yourself:

1. What do you love about coaching?
2. What don't you like about it?
3. What are your strengths and weaknesses?
4. Weaknesses are gaps, do you need to bridge these gaps in order to pursue what you love?
5. Is there a market for what you love? Are people paying for that now? And can they afford your fee?
6. How much do you want to charge? What will your hourly rate be?

Take your time working through these. Be honest with yourself. Do the research and understand your potential market. Think about what we said earlier. Where will you find them in large numbers? Are they going to be easy to find?

Be specific about your message

Now that you know who you are, and you also know who your target customer / client is, let's make sure your message is the right one.

It's one thing to know what you love doing, but as we said earlier - if nobody wants that, then you are in the wrong business. People usually looking for a coach who can help them solve a problem or overcome their challenges.

For example:

- Someone who wants to advance their career at work, may be having difficulty figuring out what to do and how to go about that. They need help to breakthrough this feeling of being stuck.
- Someone who has trouble speaking in public, needs help to overcome their fears and needs to figure out how to be confident speaking in public.

Each coaching scenario has problems or challenges that need a solution. Your coaching provides that solution. This is an important part of your Message.

YOU X BENEFIT = Unique Selling Proposition (USP)

Your USP is the unique recipe for success for your coaching practice, which centers around your goals and strengths.

Here is how you test your USP.

- Is it unique to you? If you did the Who Are You exercise and were truly honest with yourself, then your USP will be unique. You are a unique individual. There is no one else like you. Your experience and your love for what you do is unique to you. Even if there are others that sound similar, they will never be identical to you. This is your Identity. So the Answer is Yes.
- Are you clear about how you can help others? Have you identified the problems you can help solve or challenges you can help them overcome? If the answer is YES again, then you have a USP.

This is now what your marketing

message and sales process needs to
communicate again, and again, and again.

Do You Know Your Numbers?

What does it really mean when people say to know your numbers?

Does it mean do your calculus? No. Of course not.

What it does mean is that like any other business you need to look at your finances regularly. You need to be forward-looking not backwards, like accountants. Accountants will give you the financial picture, but only after it has long passed and there is nothing you can do about it. Unless you know how to change the past.

So, what is forward-looking financials? It's the ability to look ahead and plan your finances, rather than get a shocking surprise at the end-of-year. If you struggle with this then you may find it helpful to start with the past and make a list of all your expenses. Based on what you've spent in the past, check and adjust these to your current reality and what you know will happen in the future.

- Is your rent coming up for an increase?

- Is your car going to need service?
- What about sales commissions?
- Do you have annual renewal fee for your website?

Being in business is enjoyable when you are profitable. So plan to be profitable.

Business structure

Let's go through some foundational elements that you may have already considered. What should your business model take into consideration?

1. Will you operate from home, online or have an office space to go to each day?

This is important because some people have trouble staying focused on work when they are at home. There may be distractions that come from each of these options which will need to be managed:

- Starting a business is hard work. It requires focus and commitment. It's easy to allow distractions to take you away from what needs to

be done, which can lead to self-sabotage.

- When people come to your office it creates a different dynamic. They have made the effort to come to you, and they are less likely to get distracted by what's going on in their own workplace.

2. What are your business processes? This is where many business owners struggle. If you don't have processes and workflows then you are winging it, and you will never be able to measure something that is left to a whim.

- You should have a process for onboarding clients. What agreement do you have in place? What will you do in the first few weeks to get to know your client?
- Do you have tools to measure progress and results?
- What are your sales and marketing processes? Do you track expenses related to these versus the return

on these investments?

- If you plan to have a team, an administrative assistant, salesperson, etc., what is your onboarding process and training for them? How do you measure their goals and targets? If you don't then they are just an expense, and if you don't know your numbers, they are likely an expensive one.
3. Plan for the future. If you intend to hire people, then budget for it now. Your fees should already have this included in what you charge, because you should be putting the funds aside as if you already had them on board. You should have minimum 3 months salary, preferably 6 months, saved up before you start a new team member.

Financial business model

There is a really simple formula that you should follow. Although it is very simple, it's surprising how many people cannot stick to it.

Structure your finances to be 1/3 Salaries (including yourself), 1/3 Operating expenses, and 1/3 Net profit for growth and investment.

The best way to manage this is to keep 2 separate bank accounts. For example: If you are going to charge \$150 per hour, then of that \$150 you will get paid \$50, \$50 is to cover expenses and overheads, and \$50 goes into a second separate bank account called profit.

When you're starting out, your overheads might be low. Don't let this give you a false sense that you do not need to do this. Do it anyway, and you'll thank me later.

Why do people struggle with this?

- When you are starting out, there are lots of upfront costs. This is called capital injection or shareholder loans. It's different, because you get 100% of this back later.
- Another point people struggle with is Operating expenses. Rather than controlling their spending budget they let this get away from them.
- The third challenge is salaries. When you

contract people they will cost you more, because they have to manage their own expenses, taxes, etc. As rule of thumb, to calculate how much you should pay a contracted person vs. a salaried employee, you need to allow for what you would have paid in salaries plus 15% to 25%. This can vary from country to country.

- Finally, not thinking of yourself as an employee is also a challenge. If one day you want to replace yourself, then you'll need to pay someone else to do the job you are doing now. If you haven't been paying yourself just like you would an employee, then the transition out of that role can be difficult.

NOTE: BTW, taxes you charge are not yours, so put these in a separate 3rd account.

Your cash reserve

Since you now have separate accounts for profit and taxes, you are well armed to handle annual taxes, and growth planning. You have a

buffer in case there is a downturn in the economy, a market crash, recession or pandemic.

These will happen and you can never be too well prepared. They are becoming frequent and unpredictable. So plan as if they are going to happen. Build your cash reserves.

Building a Sustainable Practice.

What is personal wealth?

Every time you ask this question, you will likely get a different answer. To some it is just being loved and loving others back, and to others still, it is being able to afford whatever they want. Buying properties, business, shares, toys, going on holidays, etc. The amount of money for wealth ranges from very little to a lot.

The following is a plan that will allow you to find the right mix that works for you.

1st is your business

Your business is your cashflow, or at least it should be. As such, you should build it first. Make sure you persist to the level where cashflow is steady and reliable. Any business you operate yourself is more predictable than one you don't.

Reinvest in yourself. Your knowledge sets the ceiling for your business potential. Don't allow yourself to stagnate. The world is constantly

changing, and growth opportunities change.
Personal development is fundamental.

As mentioned earlier, plan your business to be 1/3 salaries, 1/3 expenses and overheads, and 1/3 profit. The profit from your business is how you build your equity so you can buy properties, as described in next section. Once you have your wealth and lifestyle where you want it then consider the 3rd stage of high risk investments.

Buying other businesses that you work yourself and flip them can be a good investment, but first figure out who you are and what you enjoy. Do you enjoy coaching and helping others, or do you enjoy business? Are you good at one or the other - it's unlikely to be both.

Next Property Investment

This has usually been the safest bet, but isn't necessarily the easiest. I've seen many people get in and then get out almost as quickly as they got in. Investment properties are a long-term investment and these need to be rental properties. Yet, they require systems and

discipline in order to be able to manage them without becoming frustrated with the financial maintenance and tenants. Most of the time when people quit on revenue properties it's because they want it to be easy cash and do not take the time to learn that it too is a business, and as such has infrastructure and process that should be put in place.

The other mistake people make is buying either holiday properties for themselves or they think that buying a higher end more expensive property will yield more return. Both of these mistakes have taken many casualties.

Firstly, your fun properties don't pay for themselves, they cost you money. They produce no income, and they need to be maintained. Most people buying these end up borrowing money to do so, usually as much as they can, and when recessions hit they cannot keep them and they sell them at a loss.

Secondly, and unfortunately I have made this mistake myself, the lure of expensive properties at good times is not sustainable when times get tough. These are the ones that

drop in price first, and if rented then they are empty first. People move to small, affordable properties. It doesn't matter if these are commercial space, retail space or residential, they all suffer the same fate. Buying 10 small properties is always going to survive better than 1 big one. I would stay away from the cheapest areas, because these will be less secure in tough times. Pick nice areas and choose to buy in the lower end.

Mixing residential and commercial or retail is a good idea, since the latter will often have long leases.

NOTE: You should have a plan on how you manage revenues from investment properties. It's not all profit. You might want to take a property investment course. You need to budget for maintenance and vacancies, etc.

Last is High Risk Investments

Statistically only 1 in 10 high risk ventures succeed. The stock market has its cycles, which ranges from about 10-15 years, although this can also vary. The same occurs with Property and Minerals. In fact, investment money

usually just moves around these 3 areas. There are many books on these topics. If you are interested, then do some research.

In case you didn't know, high-risk investments should only be done with "extra funds," which you are prepared to play with. This is not where you put your nest egg. Sure, there are what are often referred to as Blue-chip stock, but know this: they are the "best" of the high-risk stocks and it doesn't mean they are not at risk too. When the market crashes or when industries shift, everything is at risk.

For example: Paper mills and newspapers were always considered as Blue-chip companies. As the world moved to online, and paperless became the trend, most of these companies disappeared. Anyone unaware or not paying attention to these industry shifts got caught with worthless stock.

Before the 80's crash IBM was untouchable as the best Blue-chip stock, but after that recession they lost their decades long lead. Many lost their retirement savings. Even banks were hard hit, as we saw again in the crash of 2008.

The best way to play, because it really is playing unless you plan to make this a full-time job, is to do what is known as hedging. Pick 10 stocks and mix them up, put equal amounts in all 10, and consider them as a bundle.

If you are playing this field, then don't just leave it to your broker. They have to look after themselves too, and they often do that first, before taking care of their clients. They get paid whether you win or lose.

Be Realistic. Growth Happens in Stages.

As you build your practice, here are some things to keep in mind:

Stage 1 - Building your annual revenue to \$100,000.

This is the Start-up phase and you'll need focus on creating a network of businesses. Leveraging friends or community, as well as different social groups. If you have one you should spend time letting them know that they can introduce you to businesses that you can help.

Stage 2 - Growing to \$250,000 per annum.

This stage of growth will require you to focus on results. Now that your network has trusted you enough to help you get here, you are now pretty much on your way. They are not going to keep feeding you, at least not till you've truly proven yourself. And when you do that your business will grow again, and your clients will provide you with referrals, and testimonials.

Stage 3 - Reaching the \$500,000 per annum.

When you get to this point you are starting to realize that you are getting tapped out and cannot grow any more unless you get help. Don't try to become too leveraged yet, because that would be mistake. Take small steps. Get an assistant, and maybe train someone to take on your sales activity. Freeing yourself up from these two things should give you the freedom need to get to the next level.

Stage 4 - Reaching the \$1,000,000+ per annum.

With your sales machine working well, and you still busy coaching and building your company's reputation, it's okay to start looking at adding coaches under you or building some leveraged programs. You can create group events, workshops and speaking engagements. Increase your hourly rate, and work with bigger clients that can afford to pay you more.

Stage 5 - Yes, going big means \$2,500,000 per annum and up.

This stage could send you back to the start if you don't take care. The temptation for most

business owners once they break through \$1M in revenue, and often even before that, is to back off. Step sideways, and let others do more. To be easily seduced by other business opportunities, because you are now seen by others as a successful business owner.

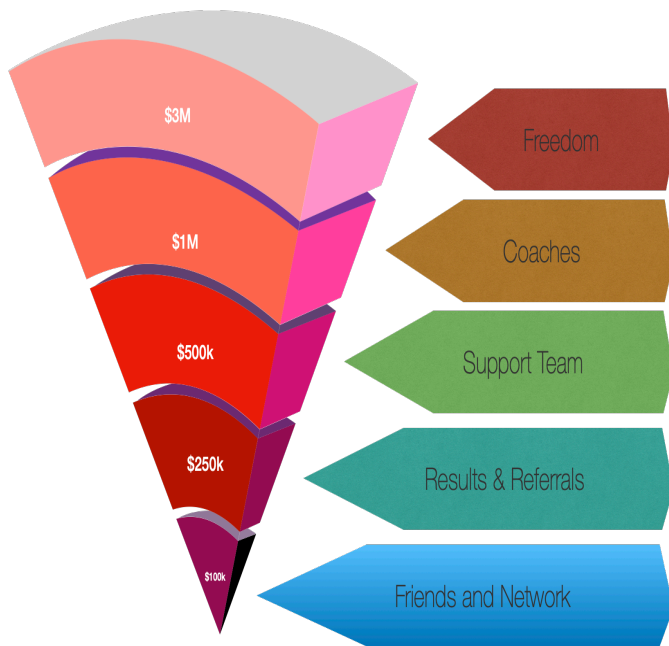
However, at this stage the business is not ready for you to step aside. You are still the major revenue generator in your coaching firm, and your team is not yet at a sustainable level yet to remain consistent. Your priority now is to build systems so that the business can run smoothly without you.

Stage 6 - \$2.5M and up.

At this stage your business is not only sustainable (by sustainable I mean, every department has systems and processes they follow, and measurable results that tell you what's happening), but you also have enough profit for you to expand. Your management team report to you daily, weekly, monthly, quarterly and annually. You know what's going on and while you are still the face of the company and you head up special events, high end workshops, coach a handful of companies,

you are no longer required to run the day to day operation. You are now free to devote attention to other ventures without putting this one at risk.

Maybe you don't want all that responsibility. Maybe you are just happy to coach and make a good 6 figure income. The choice is yours.



Enjoy your coaching journey

Feel free to reach out if you have questions or

need some help.

The website for Nagui Bihelek is <https://naguibihelek.com>

To find out more about AccuMatch and Behavior Intelligence Coaching check out our website at <https://accumatchbi.com>

FOR BUSINESS MINDED COACHES



NAGUI BIHELEK

From the founder of 'AccuMatch Behavior Intelligence'