



Coach Approach Ministries Podcast

Episode 11: Creating a Results Focused Coaching Package

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Brian Miller: Welcome to the *Coach Approach Ministries Podcast* where we help people find their way with God by training the best Christian coaches in the world. I'm Brian Miller, strategic director for Coach Approach Ministries, CAM for short, and I'm joined here today by Chad Hall, the president of Coach Approach Ministries. Welcome Chad.

Chad Hall: Hey Brian. How's it going?

Brian: It's going good. Hey at the beginning of each month, we like to issue a challenge to our community, and we want to urge people to grow in a specific area of their coaching life. This month, our challenge is creating a coaching package. An old proverb says that a leader with no followers is just taking a walk. We've found that a coach without a client is just talking to their self. Bill Copper told me a secret a while back. People don't buy coaching, they buy results, and yet we as coaches love to sell coaching. You love the process. I'll give you plenty of room to think and get clarity, and even more, you'll walk away with confidence. A few people will buy that, but you won't start getting loads of clients until you start selling a result, and this is especially true when you're hired by a sponsor, or organization. The organization really doesn't want to hire someone to make people feel better about their job. The organization wants to get a result beyond their original expectations. So Chad, we had a podcast not too long ago where we talked about finding your coaching niche which is really the first start to say, "This is the area that I work in, that I enjoy, that I can really provide. Maybe I have some expertise that can be of a help in the coaching situation." In this episode, we want to talk about creating a coaching package so that we're offering more than just the coaching sessions. How would you describe that?

Chad: I think of a coaching package as the coaching that you offer and all of the, sort of, complimentary resources and surfaces that surround the coaching, and all of that combines to help create that result that you're talking about earlier. So those complimentary resources and services, I kind of think of them as surrounding the coaching that you do, and those could be downloadable books, they could be videos, they could be different kinds of professional services like mentoring, or facilitating, or things you might do in a group. It could also be kind of the framework of the coaching. So there's a designed process from beginning to end that just makes it tangible. It accentuates the coaching sessions themselves, and you put all that together, that's a coaching package.

Brian: You gave a great analogy as we were setting up. It was a very astronomical... Go ahead and share that. I thought it was really well-said.

Chad: I just think of a coaching package... Coaching is the brightest star in the constellation of services and resources that you're offering the client. So if you just think about that constellation... Again, it can be books, printable electronics, video, whatever kind of services and resources that you offer. It's a coaching package because coaching is the brightest of those.

Brian: Well I like the constellation there because it draws a picture, and so I think it draws a better picture of what results you might get or what value you might gain. I mean we absolutely believe in coaching that it is the star, that that one on one time is what is going to make all the difference. However, it needs to often be packaged in a larger constellation of services, and I think that might leave some coaches thinking, "I don't have any idea of where to start with that," so we'd love to start thinking about that and giving some examples and what that might look like. So where would you start, Chad? You want to do coaching in a specific niche. You want to coach leaders. You want to coach people around health, or you want to coach people around identity, or you want to coach people who are getting married, people who have family issues. There's all kinds of niches. So once you know what the niche is, how do you start going about setting up a package?

Chad: I tend to think, "Okay. What's going to really set the coaching up and set up the client to be most successful?" So let's take, for instance, we'll just pick a coaching niche. Maybe you do career coaching or helping people find the career they were designed for. I just made that up, but it sounds pretty good. I think I'll go buy that one.

Brian: I like it. The career you were designed for.

Chad: Yeah, and so if I were putting a package together, this literally is off the top of my head, but if I were putting a package together for that niche, I would probably include some kind of assessment, maybe even a number of assessments to help, of course, look at that design. So we're not just sitting down, and I'm asking you questions to discern your design. We're using maybe some tools, some instruments, some assessments to get at the design. We might have some very clear homework resources that would be a part of that where you give a narrative outline of where you've been at your best. Again, that's... Technically, I wouldn't call that coaching, but it goes along with the coaching. So assessments, those sorts of things. I might have a little tutorial, maybe some kind of video, if I liked doing that kind of thing, or if not, it would be a PDF. Some kind of tutorial onboarding the client into understanding what makes for a great career? What part of your design... How do people get off track when they come to their career? Just those kinds of really common things that people need to know in order to be coached well around career choice. That would be the beginnings of a really good, I think, coaching package for that niche.

Brian: What that immediately does is changes the way that people think about the value. So if you're going to offer 10 sessions, and say, you're looking for \$200 per session which may sound high, but when you're a professional coach, and you realize you can't coach for 40 hours a week, it's not necessarily unreasonable if you want to be a sustained, professional coach, to say, "I'd like to get \$200 an hour." So you say I'm going to offer 10 hours of coaching on career for \$2000, or even you say for \$200 an hour. As soon as you say \$200 an hour, I think you're saying, "What's worth \$200 an hour? Nobody's worth \$200 an hour," and I do think it's worth \$200 an hour, but now that you've added some assessments, some resources, and I say that there's a package that's \$2000, and in that package, you're going to get these four or five different things. I think it allows the potential client to look at that evaluation differently.

Chad: I think the way most people look at evaluation is they say, "Return on investment." So what's the investment? \$2000. What's the return? I'm going to help you find a career that you're designed for. That's the initial layer. Nobody does a POI, a process, on investment. I just made that up. They want the return. They don't care how you get to it.

Brian: That's right.

Chad: I think the second level of their inquiry is, "Well how you going to do that? How you going to help me get those results," and if all you come back with is, "Well we're going to sit and talk," one, you better be good at talking. Well when you come back and say, "There's this package. There's this process that we're going to facilitate together, and that's going to help you discover your design and then begin to find the careers that that design..." Oh, that's how you're going to get that return. What's the process entail? Now I'm at kind of the third level. Well there are some assessments, there are one on one sessions, there are tutorials, and you're putting together this sort of constellation of products, and resources, and services, and now the person's like, "Okay. Stop there. I don't want to get too into the weeds." It's like oh, that makes sense, but I think too often what we make the mistake of doing is just... We love coaching so much, we just say, "Gosh, for \$2000, you can get coached," and that doesn't sound very appealing to most people.

Brian: So we did a webinar not too long ago. It was for our community of coaches, so it was a members-only webinar, but it was on "You are the expert as the coach. Sort of," and you laid out four ways of thinking about coaching depending on how stringent it is about being completely open-ended or being very specific. If you wouldn't mind going through those four really quick. I can help you with them too because I put you on the spot is what I'm saying, but I think we can find as we move further to more strict of here's what we're going to coach about, it then begins easier to see what a package might look like.

Chad: Yeah, so the four, and maybe we can link to this somewhere on the page of this podcast.

Brian: We can't. This is member's only.

Chad: People can find this. Google it. This is where I call it coaching content spectrum, and so you get these four categories. Free range is the first one. Familiarity is the second one. Framework is the third one. Formula is the fourth one, and the idea is that in free range coaching, you're really open to whatever, whoever. That's typically the coaching you learn in the classroom. It's just, man, have coach, will travel kind of thing, and some people buy that. Depending on your niche, maybe you have a way of selling that. I don't know.

Brian: I think the people that buy that are people that know you as a coach very well, and they know that just being in relationship with you is going to be beneficial to them. They're happy to have it.

Chad: That's right. I've got a client call after we wrap up, and it's free range. You know, well I take that back. It's probably extra familiarity. They hired me because they know I'm familiar with their territory, their context. It's when you get toward the third and fourth categories, though. What I think of as framework coaching or even formula coaching, man, that's where packages really come into play big time in terms of clarifying for the client, how are we going to help you get the results that are part of this niche?

Brian: Yeah, that's great. I think that's helpful. So, framework is... Say we're coaching on what was your careers? So framework we might focus on what kind of job you would like to do, what kind of context you would like it to be in, what kind of environment you might like to live in, whether there be travel. There was all kinds of ways we can think about. So you might do some coaching around strengths. You might do some coaching around skills. I'm just making this stuff up, like you said. If I was doing stuff on leadership, for instance, which I'm more familiar with, I'd probably do something around sense of urgency to help people think about it, but it's not necessarily formula, it's framework around here's the topic, and we are going to talk about this topic and figure out what that looks like in your situation.

Chad: The way I think about a framework coaching is that the coach provides a process that supports the client's goal, so whatever they came in with. Coming in to be a better leader, find a job they're designed for, or whatever. Think of a process that's designed to get there. Well that process isn't just ten coaching sessions. The process includes some of these other services and resources that would be part of a coaching package. It probably also includes specific areas that we are going to coach around in order, so that we get to that client goal. So even the design of the coaching sessions themselves, not just ten coaching sessions. It's coaching to begin with around your design, coaching around your preferences, coaching around what's it take to find a job, whatever goes into finding a job. I've done some career coaching. That's not my niche, but that process from linear, from beginning to end, it's designed, and that's part of the package, just the design of it. How you put the components together, how you arrange those stars to create a constellation that makes sense to the client.

Brian: So as you said that, something that popped in my mind is we have a process called HPP, high performance patterns, where, I don't know how long it takes you. It takes me about three sessions to really develop someone's high performance pattern, so that would be along the lines of framework to say, "Something you're going to get in this package," and I don't even have to divide it out and say, "You're going to get this many coaching sessions, but one of the things you're going to get in this package is your high performance pattern. That gives me something to coach about too.

Chad: That's right, something to talk about other than, "Hey you." That's where we've certified quite a few people to be high performance pattern coaches, and a lot of them, that's what they offer. So they don't just talk for coaching. They offer a package called high performance pattern coaching and getting that very clear client goal. What's the result the client wants to walk away with? They want to walk away with an understanding of how they operate at their best in order that they can repeat their high performance pattern in new situations. I mean that's it right there. That's a pretty tight package. So it's got an assessment piece. It's got a process that's a part of it. At the end, there's a deliverable which is that high performance pattern output that the coach actually creates in conjunction with the client, and gives it to the client. That's a deliverable which is really neat. So that's a part of a lot of packages. There's something that's a deliverable to the client.

Brian: To be clear, to finish out your four there, formula, and a good example would be like Dave Ramsey's *Financial Peace*, so Dave Ramsey says here's exactly how to do it, and the coaching would be around okay, how are you going to apply this exactly how... How are you going to get the motivation to stay up with it? How are you going to be accountable? But it would not have a lot of flexibility of let's take his principles and see how you want to apply them. I mean you could do that, but that could be a package as well that we offer. I don't know if you can offer Dave Ramsey's *Financial Peace*. That's just an

example, though, of formula, but I think framework is the best place to really think about designing a package.

Chad: I tend to think formula works well with a package, but it's probably going to be you really have designed something that works, and by the way, you're going to offer coaching as a way to work through it. So an example of that would be, in the business side of things, some of us are trained in one-page business plan, and it's a process. How do you get the business plan for your non-profit, or your business, or even your team on one page? There is no flexibility with that. I mean it is one page. This is what a vision is. This is what a mission is. These are what actions... There's no, "What do you think it is?" It's totally a formula. Again, the coaching would be a part of that would be, in some ways, kind of minimized compared to framework of coaching where coaching is a lot of what you're doing. In formula, it's coaching's part of what you're doing, but really it's that process. It's the principles that you're teaching and sharing. It certainly could be a package.

Brian: I agree with you.

Chad: I just wouldn't call it a coaching package.

Brian: Yeah, you'd want to... You'd be using coaching pretty loosely. I'm trying to remember the specifics, and maybe it doesn't matter. We have a friend, you and I, that really has a process about how to hire people. So he says, "Here's exactly how you do it." He's got it down to a science, but he could sell that process and add coaching on top to say, "I'll coach you through some of the early stuff to customize it to your specific needs. I'll coach you after you meet with the potential employees to kind of help think through." That would be a great way to have a coaching package, too.

Chad: Yeah, and a lot of times I think with those formula approaches, you're doing a ton of training, and then you're coaching them to apply the training. That's a simple way to think about it. So what you described with core values index is what's being used there to help identify eight players for hiring, and another example that, I think, a guy who offered great coaching packages, this was his niche. My very first coach was a guy named Scott Eveland, and a huge part of his niche was that he offered next level coaching, and it was all designed around managers who had moved into kind of that VP or seat suite level, executive level, leadership, and they had gotten to the next level. Now what? And he had a whole package around some principles that he would train them in, and then he would train them to operationalize these principles in their new environments so they could be successful. A lot of the training had to do with what to stop doing as much as what to start doing, but these were just really common principles that he had learned through his years of research and stuff. He wasn't asking them what they thought it would take to succeed at the next level. He was training, and then he was training them to apply those principles. That's formula coaching. That's a great coaching package. It's very tight. It's very focused. It's not very flexible. That's kind of its dark side, or Achilles' heel.

Brian: It does seem to me like you could probably charge more for formula coaching than framework coaching as you go across because the result becomes so obvious that this is what we're hoping that will happen because you went through this process.

Chad: I think you're right about that Brian. It just occurred to me that, I probably knew this, but I wasn't thinking about it. When you move from free range to familiarity to framework to formula, the results

that you are offering, the itch that you are scratching it much more specified. In formula, you better be really zeroed in on it.

Brian: You know what that's about. As I also listen to this and think about my own... Because I consider myself a leadership coach, I really like coaching leaders. I coach other people, but mainly I like coaching leaders, and I think about applying this to my situation. I've coached leaders. I'm doing that now, and as I think about putting together a package, which I am thinking about putting together a package, I think the way I want to put together a package is coming out of what I've learned works, right? So if I had no experience coaching leaders, and I was just trying to put together a package, I could probably find five or six things. Lencioni's Five Dysfunctions, MBTI, but it's interesting because I definitely know leadership coaches, one of the first things they love to do is MBTI. I don't like doing MBTI, and so what I've learned that works well as I coach people is Strengths Finder. I know in myself, that's something I'll put in my package. We'll definitely work through Strengths Finder. Something else that I think works is looking at Kotter's Leading Change and those pieces. So I think I feel comfortable and confident putting that into the package, saying these are some things we'll coach around as well. What I'm saying is I think your package comes out of your experience.

Chad: Yeah, and that familiarity column, the way I think about them is the coach brings context expertise.

[Phone Rings]

Chad: Well... That's unfortunate. When I look at that familiarity column, I think the coach brings context expertise. Well then what you're going to do in terms of creating your coaching package is you're going to provide resources and services around that context. That's exactly what I just heard you describe is you're bringing in you know some things about change management. You know some things about leadership. You're familiar with the context, so that's part of the package you bring. You know Strengths Finder works. That's familiar with the context, and so that's going to be a part of the package.

Brian: Not only that, but when I talk about it coming out of my own experience, I know where most leaders falter, and here's one that just came up the other day: boundaries. Leaders are terrible about setting boundaries, and so I'm even currently working on a blog post that I'm thinking's more than a blog post. Maybe it's an e-book. Now that you and I are talking, maybe that e-book goes into my package, my leadership package. This is seven ways that every leader should be thinking about to create healthy boundaries. It isn't that I've been a leader so much in my life that I know about boundaries, that I'm an expert for that reason or that I went through a leadership training. It's that I have experienced enough coaching sessions with leaders to know that here's a handful of things I bet every leader would say, "Oh gosh. I need that," and the value is not only that I'm going to be with you for an hour a month, or whatever, but that I already know what you need to work on.

Chad: You have some idea of what leaders tend to need to work on.

Brian: You phrased that much better.

Chad: A leader comes into coaching with you, and they kind of know, "I'm stuck. I'm not really sure what's got me stuck. I don't know." Part of your package is you give a quick resource on boundaries, a quick one on change management, a quick one on teams, maybe two others, and I'm very intentionally

with using the adjective quick. They hired you as a coach. They really don't want an MBA on leadership before they can start getting coached.

Brian: You have a short video on this that they can watch before you coach. They have a short e-book. Whatever it is, it's not a thousand-page book that they're going to go through. It's short, quick because that's my experience too is people don't want... They want quick when it comes to that kind of training.

Chad: And what happens is they get that quick training, or that quick insight, and that can really seek what goes into those coaching conversations. They may want something totally different than those four, five things you shared as part of the package. They might not, so they come in and say, "Man, that boundaries article you shared, that just so resonated." Boom. You're coaching about boundaries. They picked it, but they picked it because you kind of seeded it for them.

Brian: And out of the seven... So I've got seven ideas. We're not going to coach about all seven necessarily. Although, I've found that sometimes you're coaching someone, you have it set up, and they say, "I don't know what to coach about today," and just out of the observation, I can say, "I've heard some boundary issues. Do you want to work through these seven? And it gives me some framework, or even formula, to say... And then what ends up happening is out of those seven, they say, "Here's the one. Here's the one I really want to work on today." So they still run the agenda.

Chad: They're running the agenda, and they're leveraging some of those resources you provided. Yeah.

Brian: I think people get turned off. I do. I get turned off immediately when someone says, "We're going to talk about these kind of boundaries in your own life today." I'm immediately like, "Okay. That'll be great."

Chad: Let's establish another boundary which is, I'm going to choose the agenda.

Brian: My phone's not working all of a sudden very well. So Chad, we need to wrap this up, so in the last few minutes here, let's just name, I don't know, ten things that can go into a package, so people have some. They don't have to reinvent the wheel.

Chad: Sure. Well one is naming the package. Just the title of the package, often, is a huge resource. I was coming across a guy a month or so ago, and he offered sabbatical coaching. Bam. You know, that title alone is really huge. So that can go into a package. Any kind of assessment can. By the way, you don't have to be certified, Myers-Briggs, or even use somebody else's assessment. You could come up with your own assessment, some kind of inventory, some kind of instrument that you use can be part of it. It can be a self-assessment as well, help the person identify, articles, short articles, PDF summaries of key books, depending on what your niche is could be really helpful. We mentioned videos, and again, keep those really short. By the way, they don't even have to be your videos. That's the key. So we're going to onboard a client by having them watch these three videos. They could be TED Talks or something.

Brian: As long as you don't steal them. I mean if they're public domain. If you can stand them to a TED Talk or a YouTube.

Chad: Yeah, send them to YouTube, and that's part of the coaching package. White papers, if you do that kind of thing, could be part of it. Infographics could be part of the package. People love infographics. Again, it's just providing some of that training that could come... The other thing to really get away from the resources idea would be other services. So in addition to the one on one coaching,

maybe you do coaching with the whole team, and then you break up into coaching the individuals. Maybe you coach different individuals, and you bring some of those together into some group coaching or some mastermind kind of work. That could be part of a really good package.

Brian: I think, speaking, I'll give you one. I was working with a coach who wanted to coach pastors especially, and something, because I thought, the way to think about it too, the church is probably going to pay the bill here. The coach would kind of like something for themselves. A little something-something. Get me something at the store.

Chad: I'll come in, I'll coach your team, and I'll also preach for you Sunday.

Brian: That's exactly. I'll preach for you someday. I'll do some training on whatever. It's not complicated. You could do an hour training easily some afternoon for volunteers. So a training, speaking, I think that's nine.

Chad: That's great. I'll give another one. By the way, the training and speaking... I know we've got a coach down in Florida who does that. Man, he just knocks it out of the park. He does workshops and stuff. The tenth one, this is very niche specific, but we've got a guy in our community who does weddings, so part of the package of wedding and marriage coaching is he will officiate your wedding as part of the package. By the way, he'll also help you find musicians and some other things like that. Again, that's very niche specific.

Brian: No, it is, but it's the way to think about a package. Hey Chad, I really appreciate you spending some time helping me think this through, and I just know this is going to be really useful for anybody who's trying to... People want to coach, and it's not just that they want to sell it, but sometimes thinking about the idea of packaging it just brings more people in to experience the quality of your coaching. You and I both have a strong feel that God wants to use coaching to expand his kingdom, so this is a great way to think about how to better use it. I also want to thank everybody who's been listening. You can find out more about what us by going to coachapproachministries.org, and download our free eBook, *The Beginners Guide to Christian Coaching: How to Have Powerful Conversations that Really Make a Difference*. We'll see you next week.