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More Success, Less Selling

Create a ripple effect with team coaching

By Doug Emerson

While we all love helping clients become more successful, sales may be the least favorite part of many a coaches' business agenda. You data mine, network, make cold calls, present proposals – until at last you land a client. And then the enjoyable part begins.

Why not expand your coaching engagement within the same organization and coach the entire team? If you have the right tools, team coaching can be a natural extension of your one-on-one coaching business.

If you're providing coaching or consulting services for one leader-manager, that process usually has many ripple effects that impact their entire team: If you're using a behavioral tool, you are already drawing in the rest of the team for their input. In helping your client clarify their roles and outputs, you're including their boss in the conversation.

Team coaching has many advantages:

1. More Successful Buy-In

It's easy to apply your coaching tools and skills to the whole team – in many cases, it works far more seamlessly than coaching just one individual and then helping him or her struggle to garner buy-in from their co-workers.

There are hundreds of articles and strategies, and even products and companies that specialize in helping leader-managers implement new processes or change initiatives across their teams and organizations. Some even offer internal promotional campaigns to coax co-workers into adopting the change and training programs on how to implement it, so it is a real challenge many leader-managers are facing, and one that you can help solve with team coaching.

In fact, many new processes and systems introduced by leader-managers are only embraced by 25 percent of their



teams. But by involving your client's entire team from the onset, they will all be on board and aligned with the targets and changes, which can help implementation swell to a full 100 percent and create far more effective results.

2. More Watershed Moments

Imagine the satisfaction of that watershed "Aha!" moment your client shares with you, multiplied tenfold, by helping all the members of their team.

Chances are, when you enhance the effectiveness of one client in an organization, others in the team will notice a

change for the better – in their management style, in how effectively they get things done and even in how calm and confident they are. And that alone could lead to their team members wanting your services as well.

3. Enhanced Team Alignment

When you go over the change agenda or prioritize targets and goals with your leader-manager client, you will have more successful results if you align the activities of their entire team around those targets. An effective team coaching tool will let both you and your client see any inconsistencies and misaligned activities and in achieving those goals at a glance, so they can be handled instantly.

This factor alone can demonstrate faster, more effective results and greater return on investment to your client. No longer are team members working on disparate projects that don't contribute to the achievement of the leader-managers key objectives. Align the team and you emerge as the hero who saved the day.

4. A Streamlined Sales Process

All the time and effort you put into landing that one client can now be leveraged by engaging their entire team. Why start the sales cycle all over again? Hosting more webinars, cold-calling prospects?

You have your foot in the door. Just stay there and expand cross-enterprise. When you spend more time coaching or consulting and less time selling, your business expands exponentially, with less sales effort on your part. ●

Key Benefits of Team Coaching

For Your Client:

- Helps leader-managers share their vision
- Greater team alignment and focus
- Less team push-back to change
- Enhanced productivity
- More effective teams
- Increased outputs
- Faster, more visible results
- More demonstrable ROI from your services

For You:

- More business
- Longer team engagements
- Less time and effort spent on generating new sales
- Opportunity to expand from one client to teams and whole enterprises

Turning the Tide

Handling sales objections

You may think it's harder to sell your coaching or consulting services to multiple clients than to just one, but it may be easier than you think. Here are a few simple ways to address potential sales objectives your clients may have:

Objection: "It's more costly."

All clients want to see ROI on any investment they make. You can demonstrate that effective team coaching directly impacts efficiency and productivity. It's actually a greater waste of resources to buy a coaching program that never gets used by the entire team, and helping one leader-manager is only as effective as he or she can get team agreement and implementation.

You can mention an article in the *Harvard Business Review*, which claims that 70 percent of change initiatives fail.* The reason? With only 25 percent of team members implementing the change, how could it be otherwise?

If you can activate 100 percent of the team to embrace the change, you can turn that 70 percent failure rate around, and be a resounding success.

Objection: "We're all so busy. My whole team could never get together for ongoing coaching sessions."

In today's hectic workplace, this may well be a legitimate issue. However, with today's mobile team coaching tools, even this objection can be surmounted.

With mobile coaching and consulting tools, the various team members could be on the go or even out of the country, and still stay connected, share documents and see each other's targets and priorities, without having to attend meetings.

Objection: "I'm paying for your program myself. My company isn't contributing."

This is sometimes the case, but again, this objection can be overcome. When you meet with your client's boss to clarify their roles and outputs, you can mention what a good decision it was on your client's part to engage your services.

Ask: "If I can demonstrate success with my client, and show how team coaching could benefit your entire enterprise, could I make a presentation to engage the team as a test?"

Then take your business enterprise to a wider audience and watch the great results flood in!

*Source: *Harvard Business Review*

hbr.org/2013/04/change-management-needs-to-cha