“YES, WE CAN!”
Market Trends of Female Leaders in Romania
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You’re a Matchmaker NOT a Sales Person!
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FEATURE ARTICLE
When the Selling Gets Tough, the Tough Get Selling
by Silvia Bailes

Developing Your Sales Skills
by Laureen Quick

SECTION: HOLISTIC
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Happy New Year! Let us welcome 2015 with another exciting edition of the International Coaching News (iCN) online magazine! For our 9th edition our theme is Sales Coaching, inspired by the significant challenges and the need for selling in the coaching community.

This edition is loaded with content on a variety of relevant topics such as developing sales approaches and techniques that are suited to individual’s personality types.

The ICN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on sales coaching. In this edition it contains some content definitely worth a read, for example a Case Study – Coaching in the Workplace by Malcolm Nicholson from United Kingdom, taken from an interview between Malcolm and Martin Brommell, Sales Excellence Coach, where he provides an excellent sales programme to help people achieve their full potential and be the best they can be in order to win in the marketplace. In Developing your Sales Skills by Laureen Quick from United States, Laureen, reminds us about the three foundational skills required in sales, which are: the ability to bounce back from rejections, the personal connection with not only the people we are selling to but with our colleagues too, and lastly the ability to think on our feet. Another noteworthy article is When the selling gets tough, the tough get selling where Silvia Bailes from South Africa, gives us insights on enriching our soft skills in the selling journey and optimizing our personal brands as well as the services or products we provide. You’re a Matchmaker NOT a Sales Person! Soft Selling Skills for Coaches by Patti Pokorchak from Canada, draws on the steps to effective face-to-face meetings for coaches. From our iCN Journalist in Romania Nicoleta Cristina Burca “Yes, we can!” Market Trends of Female Leaders in Romania - An Interview with Bianca Corau, who believes that ambition, energy and passion are the three attributes that one should posses in order to be successful both in career and personal life. Each of our columnists, too numerous to mention, have taken some really interesting perspectives, and I would encourage a thorough read-through this edition.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques to grow your business.

We hope you enjoy this edition and I look forward to receiving your feedback!

Best wishes,

Leeann
Leeann C. Naidoo
iCN Division Head
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In the world of business - targets and deadlines are everything, right? What about at the expense of your health?

Ask yourself the following...

- What would a disease like cancer really cost me?
- Should I just hand my health over to medical insurance?
- Isn’t prevention truly worth a pound of cure?
- Why am I working so hard for a retirement I might not live to see?

"Those who work in a stressful business environment who have no time for healthy eating, will at some point have to make time for disease. We can show you..."

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Business woman Sally Cummins 90 day transformation.

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Developing Your Sales Skills
by Laureen Quick (USA)

For most people in business, sales is a word fraught with emotional contradictions. We love it when we close a sale and we hate it when we have to “do” sales. And yet sales is simply an interactive process that involves seven key steps and a set of skills that can be learned.

AT A VERY BASIC LEVEL, SALES EQUIRE THREE FOUNDATIONAL SKILLS

1. **Resiliency** - the ability to bounce back from rejection.
2. **Relationship** - the ability to quickly establish and maintain a personal connection with others.
3. **Reframing** - the ability to reframe isolated and/or short-term problems into strategic issues that require comprehensive solutions.

THE SELLING PROCESS INVOLVES:

1. Developing leads and referrals
2. Making ongoing connections
3. Identifying and articulating problems based on client needs
4. Presenting and offering solutions
5. Closing the sale
6. Fulfilling orders
7. Soliciting client or customer feedback

Both the sales process and the skills essential to selling are learnable. Reading a book or taking a training workshop on the sales process is a powerful way to jump-start your development as a sales person. Ongoing sales coaching, however, is a way to ensure your success through planned action, skill refinement and accountability. Working with a sales coach can also help you to intelligently customize your approach and adapt your sales process to meet the individual needs of your potential customers.

**Planned Action**

Sales coaching can occur one-on-one or within a group setting. In either case, you will work to identify written sales goals and then develop an action plan for achieving those goals. Your goals should be realistic and attainable. Each coaching session should be a review of the progress you are making and the identification of strategies for dealing with any and all challenges you are facing.
Skill Refinement

During your coaching sessions, your sales coach will empower you and develop your skills as a sales person through skills training, role play and performance feedback. Special emphasis should be placed on helping you develop your:

- Resiliency skills through positive self-talk and your explanatory style or the way you interpret and explain your sales experiences.
- Relationship skills through your interpersonal attributes and skills including your personality style, rapport building abilities, self-disclosure and listening.
- Reframing skills through your ability to identify problems and define them as strategic opportunities requiring solutions that match your products, services or program offerings.

Accountability

During your coaching sessions, your sales coach will also ask you to report on your sales activities and assess your results. A significant part of the sales process is tracking, monitoring and assessing the movement of your sales leads through the closing of the sale. As you work with your coach, you will develop systems for tracking your leads and metrics for measuring your sales performance.

Customizing Your Sales Approach

A sales coach can also help you to adapt your sales process and approach based on the unique communication needs of your clients or customers. People communicate in preferred modes or styles that fall within two main continuums:

1. Direct versus indirect communication
2. Conceptual versus relationship

As you work with your sales coach, he or she can help you to understand your own style of communication and how it affects your sales process. Your coach can also help you to assess and understand the different communication styles of your customers and adapt your sales presentation to their communication needs.

They say, “knowledge is power.” The power comes however in applying what you know. A sales coach empowers you to do just that! A sales coach will help you to step up your sales result through planned action, skill refinement and accountability. Working with a sales coach can also help you to adapt and modify your sales process to meet the individual needs of your potential customers.

Laureen Quick is a Business Coach & Consultant for The Transformational Journey operating out of Boise, Idaho. In this role, Laureen works with small business owners to transform themselves, their lives and their businesses.

As a Coach, Laureen guides her clients through the process of personal transformation using the metaphor of the Hero’s Journey as a road map. She believes that life is a series of transformations and that the process of transformation can be a joyful experience. As a Business Consultant, Laureen works with small business owners to transform their businesses through branding, engagement marketing and the leadership fundamentals of running a business (i.e. strategy, financial management, business development, etc). She is committed to helping her clients build a successful and profitable business that can become a legacy to their families for generations to come.

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http://thetransformationaljourney.com
Several years ago during one of our Assessment Systems Certification Workshops, an individual shared that he did not like CRG’s leveraged affiliate business model. He was so upset that CRG would pay him a fee for his referrals, he asked for his money back on the session. He thought it was unprofessional to honour others with a referral fee.

Should I change CRG’s business model because of one contrary opinion among hundreds of positive ones? Of course not, but sadly, many people would.

Here’s another example. One of my colleagues, a member of the National Speakers Association, had just completed a keynote address—1 of about 50 a year for which he is paid a significant sum—when an audience member approached him and started in on how she could help him with his speaking style. If I wanted your opinion, I would have asked for it!

Is it possible that the speaker does not want to change his style? After all, his style is why the decision-maker paid him a significant amount to speak. And why did that total stranger think it was appropriate to share her thoughts without asking permission?

It appears that almost everyone has an opinion, and through social media everyone is quick to share theirs, but few are qualified to provide one. Have you changed your business model (or direction of your life) because of other people’s opinions?

What would your life or business look like if you changed it to fit everyone’s (in many cases, unsolicited) opinion? You certainly would not be living your purpose.

That is why the customer is not always right. People have issues and we want to do right by them, but we can’t own their stuff. The research shows that no matter how gifted a presenter you are, about 5% of any audience is not going to like you. Yes, we want everyone to like us, but that’s not going to happen.
About 15 years ago, I stopped using participant evaluation forms with a numeric 1-to-10 measuring format or any mention of the lunch and the facility. I found a high percentage of the group was more interested in complaining about the lunch than addressing the workshop content. The session was about sales, leadership, living on purpose, and so on. The lunch had nothing to do with behavioural transformation!

In one workshop, I got both these comments.

- **Best presentation on Sales that I’ve attended in my 20 years in this industry**
- **Worst presentation I have ever attended**

Whose opinion matters? **Neither!** In the end, you must feel comfortable in your own skin. That’s why Self-Worth is so important to our success. If we constantly change because of others’ opinions, we stand for nothing. The “customer is not always right” mindset applies to all areas of our lives.

My point is this: No matter who you are, or what you do, unsolicited opinions and comments will be offered. Many will have no merit and should be completely ignored. That includes “well-meaning” family members and friends who are judging the way you “should” run your life or business.

Unless the advisor has a track record of success in the exact area you need, why would you listen?

**Here are some examples.**

- Someone who has no children tells you how to parent.
- An individual who has had no success in investing tells you how to invest your money.
- A career counsellor who dislikes his or her job is counselling you on how to live your life on purpose.
- A person who has never been successful in business tells you how you should run your company.
- An average or below-average sales rep tells the sales superstar how to improve his/her sales performance.
- A marketing specialist who is struggling for business themselves wants you to hire them.
- An individual who has never supervised others tells you how to lead a team.

That’s why I stopped seminar evaluations altogether. The only feedback I need is from the decision-maker who invested in my session. After 25 years and 3000 presentations, I know myself. I have my own personal style and I am not going to change.

Of course, there are some exceptions, such as feedback from individuals in authority at work and those you trust the most. Even then, make sure you are not being forced to be someone you are not—or expected to compromise your values in favour of another person.

I encourage everyone to stand in your personal and professional space with confidence. You can choose to seek wisdom from others but you must be watchful of the qualifications and intentions of your sources. When you are confident and clear about who and what you are, others’ opinions will fall into perspective. You don’t need validation because you are secure in yourself. And negative feedback will not take you out.

Review the action steps to confirm possible items where you can improve and not let others drive your agenda in life.
1. Are you completely clear about what is important to you, in all areas of your life? If not, what do you need to confirm?

2. Have you allowed unsolicited opinions from customers or unqualified individuals to influence your life and business? If yes, why have you allowed that to happen?

3. What has listening to others’ opinions cost you in terms of direction, confidence, and success? Were any of these opinions ill-considered?

4. Decide in this moment that you will not allow ignorant opinions into your personal or professional space. What do you need to change or shift to achieve that objective?

5. The reality is that if you stand for anything, someone will disagree. If you never have anyone disagree with you, are you living authentically or are you simply trying to please others?

6. Feedback is an important part of growth; proactively select your group of advisors to make sure they have a proven track record of success in the area where you seek counsel. Make sure those individuals will tell you the truth—not just what you want to hear.

7. Set an objective that you will take the necessary steps to mature to a level where the opinions of others do not matter.

8. To clarify your values and style, complete CRG’s Values Preference Indicator (VPI) and the Personal Style Indicator (PSI) to get to know yourself better so you are less influenced by others. To understand how your level of self-worth is affecting your success, complete the Self-Worth Inventory.

9. To help you understand your tendencies and what is important to you, read my book Why Aren’t You More Like Me? Your life or business is your own to live.

Until next time, keep Living On Purpose.

About the Author

Ken Keis, MBA, President of CRG, is considered a global authority on the way assessment strategies increase and multiply your success rate. In 25 years, he has conducted over 3000 presentations and invested 10,000+ hours in consulting and coaching. He is the author of Why Aren’t You More Like Me? Discover the Secrets to Understanding Yourself and Others. He has also co-created CRG’s proprietary development models and authored more than 3.5 million words of content for 40 business training programs and over 500 articles. Ken’s expertise includes assisting individuals, families, teams, and organizations to realize their full potential and to live On Purpose! http://www.crgleader.com
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"Not just career enhancing but life enhancing"
Glen Bracey, Facilitator & Coach
As human beings we are born to sell. We do so from the day we are born to the day we die. We sell ourselves, our services, and our products because our personal and professional survival depends on it. Selling is a tough act that requires hard work, time, focus, resilience and perseverance, least of all a thick skin to overcome the fear of failure and rejection.

Take my very dear friend Richard who has been chasing that ‘big deal’ all his life. Richard is a heavy-hitter who has served on the boards of some big multi-nationals. He has excelled as a business strategist, a financier and entrepreneur in various industries over a 50 year-or-so career that has spanned the five continents. Coming from a finance background, he is technically skilled, cognitively able and analytical. Yet, as much as he has collected accolades and successes, Richard has, on more than one occasion fallen, lost his fortunes, dusted himself off, and started over again. As he did again seven years ago when another chapter of his life ended abruptly with the demise of Lehman Brothers with whom he worked.

Richard pops up unexpectedly every decade or so when he visits my home town in South Africa and regales me with the rich narratives of his travels, his life and work. He has recently put together an international consortium to launch a new concept, at personal risk. The purpose of his last visit was to sell the concept to the consortium and to close the deal. His excitement was palpable as he described the transaction and then, somewhat out of character, he pondered: “What the hell am I doing…..here I am putting together the deal of a lifetime, when I should be retired and taking it easy?”. So being a coach and with great interest in learning from my friend’s experiences I asked the obvious questions: “Richard, what makes you do it?” and “What keeps you going? “ Then his eyes lit up, because deep inside he recognised that he lived and loved his art – the art of being the ultimate salesman.
So, how does he do it and why does he keep coming back for more?

For him, it’s about **busting the challenge** and using his strategic, business, finance and development skills to do so. The tougher, more diverse and complex the deal, the more he stretches himself. Despite the odds, the risk, the pain, the hard work and the effort. He engages fully and perseveres with tenacity and resilience, because beating the challenge is what makes him happy and satisfied. That is the ultimate love of the deal. It is what drives and motivates him and keeps him going back for more. That makes sense, because he is in the flow and obviously having fun.

He adds that, in addition to challenge and skill, he **knows his values** - respect and integrity, because it is through these that he works and honours his relationships with others. He would not compromise his values, even for the sake of the deal. He lives his values by walking his prospective partners through the entire ‘selling’ journey – making a point of personally telephone them to arrange meetings, driving them to and from hotels and airports, and facilitating their interactions. Genuine effort, commitment, transparency and humility engender trust, enabling us to connect and maintain sustainable long-term relationships. Being aware of what is important to us and aligning with our values provides a framework, particularly in times of trouble and stress, which guides our behaviour and decisions.

He **knows who he is.** Living to and being comfortable with ourselves, our ‘authentic self’, is evident in our presence: how we carry ourselves and come across to others. This shows up in consistent behaviour and actions that enables others to connect with us because they trust us when they see we are genuine.

He researches his prospective associates’ motivations and needs, is the deal about profit, or legacy, or both? He then connects to and sells to their sense of purpose. Ask yourself, does the product you sell serve the customer and the greater society, and does it meet the customer’s sense of purpose? Do you satisfy your customers’ values, or their sense of greed? What does this say about you?

He is adamant that **he never loses his cool during negotiations,** knowing when to stand back and when to take a stand. So, he manages conflict by staying cool, calm and collected when others lose it.

Not only does he know how to apply the hard skills, which are imperative to structure the deal, but he has mastered his EQ, the soft people skills – effectively managing self and others. He steps in with solutions in the face of obstacles by refocusing discussions around the best interests of all, without casting blame or being judgmental. Despite being a type-A personality, Richard has learnt to curb his demons as an overachiever by avoiding the tendency to dominate and demand. In its place he has developed empathy and the art of patience which sets him and others up for success. As a result, he is the ‘go-to-guy’, the facilitator of the deal.

Because **he listens**, opportunity favours him. Listening is free and an ever present gift of feedback. By encouraging safe conversation, we hear what needs to be heard. When we listen deeply we hear of problems and opportunities before anyone else, bringing us closer to our customers.

He **believes in himself,** his ability and the products he promotes. Finding reasons to believe in ourselves is healing because it frees us from previously perceived limitations such as fear, anxiety or negativity, opening us up to new opportunities. Our beliefs can and do dictate the direction of our lives.

He is a **survivor who fosters a positive mindset.** When in trouble, he hums to the lyrics of Gloria Gaynor’s ‘I will survive’, strong and positive words have encouraged him through tough and difficult times. An outlook that envisions desired outcomes keeps us focused, energised and on track. Positive attitudes, in turn, spiral and ignite similar moods and passion in others. A mind-set aimed at positive, realistic outcomes, win-win and compromise is imperative from the outset where any type of negotiation is concerned. This enables us to open up to each other, abandoning vulnerability, creating
acceptance and trust, building a space from where we can communicate through language that is grounded on fact, not emotion.

Richard makes effective use of his networks. He enjoys the support of an expansive international network of personal and business relationships built over time. Such a network can comprise trusted colleagues, professionals, family members, and friends with shared histories of experience, values and purpose. They can be called upon in times of crisis for support, or, as is the case with Richard, to collaborate and work together, ad hoc, for reciprocal benefit.

And last, but not least, he never overpromises on time. The ability to deliver on time and on budget builds credibility and trust. Given too many options can be confusing. Yet, offering a limited but realistic choice of product or option is a sign that our best interests have been considered, encouraging us to make informed decisions. Recent research indicates that stating more than three benefits of a product makes people suspicious and likely to think that we are not telling the truth. So, keep it simple, real, stay grounded and avoid making false promises.

In conclusion, we summarise 10 insights from Richard’s journey:

1. Find a challenge that stretches your skills, have fun ‘selling’ it, and persevere;
2. Work out what is really important to you – walk your customer through the ‘selling’ journey with your values and do not compromise your values for the sake of the sale;
3. Discover who you are, find comfort in being yourself – engender trust;
4. Satisfy yourself that whatever you are selling serves the best interests of the customer and of greater society then sell to your customer’s sense of purpose;
5. Remember your soft skills because they are as important as your technical skills and using both makes everyone a winner – work on your emotional intelligence and develop your self-awareness and empathy;
6. Listen more than you speak and let opportunity find you;
7. Find reasons to believe in yourself and your products …what other choice do you have?
8. Foster a positive mindset – it spirals, helps everyone to broaden and build and gets you closer to where you want to be;
9. Nurture your relationships – your network will support you and is the key to your success;
10. Always deliver on your promises – keep it simple, real and stay grounded.

Applying some of these insights, be it to your personal brand, the services you provide, or your products, may just help you take the ‘tough’ out of selling, and put the ‘tough’ back at you!

About the Author:

RECURVE Professional & Leadership Coaching was founded by Silvia Bailes in 2010 following a 30 year career as a group executive and governance specialist in the international hospitality, gaming and leisure industry. Silvia believes that leaders need to change old mind-sets if they and their organisations are to survive the challenges of the 21st century. She would dream of changing the world by changing the mind-sets of leaders.
Cleanse your body. This easy-to-follow 9 day programme will kick-start your weight loss plan, putting you on the right path to take control of your health. Once you have seen how easy it is to achieve success with Clean 9, you will be ready to move on to Forever F.I.T Programme, specifically designed to help you manage your weight for the rest of your life.

ALAN’S REAL LIFE TESTIMONIAL:

My day job at present is as an LGV Truck driver and has been for a number of years and as, probably, all truckers would tell you, our diet and eating habits are NOT very healthy, due to the time constraints within our industry. So it’s a quick stop at a burger van or café, that’s IF.. we manage to find room to stop. Otherwise reluctantly go to the Motorway services and pay the extortionate prices there! We’ll devour a full English breakfast washed down with a Cuppa, full of sugar, for energy to last the next 4 1/2 hrs till our next break!! And we’d “pick” at food, ALL day!!! Not Fruit and Salad !!! More like Chocolate bars & crisps !!! Obviously, with those kind of calories going in and we’re then sat down for the rest of the day, doing minimal exercise, the calories WILL pile on!!!

So when I heard about CLEAN 9, and how easy it was to lose weight as a by-product of doing the Cleanse I thought I’d give it a go. My Partner and I started the CLEAN 9 on the same day. We weighed in before starting and measured each other’s, arms, legs, waist, and chest. And had our ‘Before’ pictures taken.

I can honestly say that this has been a FANTASTIC experience and over ONLY 9 DAYS !!

I now drink loads of water, whereas before…..you could lead me to water but no way would I drink any !!! We both feel and look different. Our skin is clearer, we have more energy and we just cannot stop recommending the CLEAN 9 enough!

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Members of the direct selling association.
The world is being transformed by communications. BT is a communications company and their purpose is to use the power of communications to make a better world. These days, life and work is built around connectivity. Through BT, millions of individuals connect to friends and family, and have a wealth of information and entertainment at their fingertips. From small local businesses right through to large multinationals, BT helps companies to work smarter and compete in global markets. They also enable essential public services to be delivered, and underpin the growth of national and regional economies.

Growing People and Businesses

At BT, they believe that people want to work with a company that supports an individual’s ability to grow and is a positive force in the communities where it operates. Whether it’s by making connectivity accessible wherever it’s needed, helping customers to become more energy-efficient or looking for new ways to make healthcare or education more effective, BT is committed to growing a successful business and delivering to their shareholders by being valuable to customers and society. These beliefs are what drive BT as a company and that extends into the way in which they support the development of their people.

Sales Excellence Programme

During the past 3 years BT has made a major investment in training and development for its sales community, delivering a programme called Sales Excellence with the aim of improving sales efficiency.

Why coach?

- Keep employees motivated during change.
- Give managers skills to support strategy.
- Move from a tell culture.
- Build development capabilities / innovate.
- Retain best people.
- Reduce stress related absence.
- Engage with the company culture, vision & values.
- Organisational Performance and Health.
- Take responsibility and set own goals.

Specific aims of the Sales Excellence Programme are to provide experienced sales people in the company with the level of advanced skills and knowledge that is required to differentiate BT when pursuing major ICT transformational deals.

How does it work?

The first step in the programme is to conduct a full evaluation of each sales person to establish base competencies and capabilities. This is followed by an extensive training programme which helps to up-skill the sales people and their managers to use tried and tested tools and techniques during sales negotiations or coaching sessions.
Following the initial training, BT has implemented a programme of sales coaching, delivered by a team of highly trained coaching specialists who work with the frontline sales managers and their teams to ensure the learning is embedded until it becomes a habit.

“Having the coaches go through the same training streams as the sales managers and sales people has really helped them to understand the whole experience and to support embedding of a coaching culture within the sales community,” said Martin Brommell, one of the Sales Excellence Coaches.

The coaching and learning focuses on 4 key themes:

- Establishing trust, rapport, a common agenda and credibility with strategic C-level client personnel by applying proven consultative selling, analytical and inter-personal skills
- Developing and delivering strategic solutions for competitive advantage
- Sharing learning and leveraging the collective expertise of other colleagues
- Driving a greater awareness of the key sales skills that differentiate top performers

Better, however you measure it

Brommell continued “Sometimes it is difficult to measure the impact that a change programme has on a business, but in this case we are looking at a sales function on a year on year basis. If anything, the ICT and telecommunications markets are becoming tougher, customers are becoming more demanding and products are less margin rich as we move away from traditional technologies. However, since the introduction of the Sales Excellence programme, we are in better shape than we were last year across our full range of metrics relating to the sales experience, including productivity and customer satisfaction. For example, our sales pipeline has grown by 15%, sales conversion rates have increased by 8% and there has also been a positive increase of 1.7% in employee engagement scores as measured by an internally conducted employee satisfaction survey called CARE.”
The Sales Excellence Coaches

Brommell and his peers, of which there are 5 in the UK, work predominantly with the sales managers as the primary point of intervention. The Sales Excellence coaches help sales managers to understand how best to coach and motivate their sales people and how to receive feedback themselves. This approach is making a significant impact on the business.

The coaches are acknowledged by the sales teams as adding value by bringing together their experience and understanding of the sales process with what was required to change behaviours. With the programme now in its fourth year, Brommell reports that the majority of sales managers and sales people regularly approach him asking for ideas or further help which is really encouraging.

“In today’s marketplace, everyone in the sales process needs to develop quality relationships with customers but also be able to manage a virtual team within their organisation. The application for example of Tuckman’s “4 Stage Model” has helped considerably in the sales teams understanding how to get the best out of a virtual, project based and time defined team who don’t report directly to them.”

The sales teams are encouraged to develop an elevator pitch using a model known as SVP or Sales Value Proposition. They are constantly reminded of Covey’s mantra that skills, knowledge and attitude are required to create a habit as described by Stephen R Covey in his book “The Seven Habits of Highly Effective People”.

Sales Excellence is the glue…

The Sales Excellence Programme has given the sales community a common language, consistent methodology and a coaching culture which is driving benefits both for the individual and for BT.

“BT makes sure that the coaches are kept up to date with the latest thinking from external sources as well as encouraging the team to bring their own experience and knowledge to drive a culture of continuous improvement,” said Brommell. For example, he is working with colleagues to develop a ‘Direction of Travel’ tool, which pulls together the sales journey into a coaching road map looking at the entire end to end sales including customer satisfaction.

“The Sales Excellence programme is all about helping people to achieve their full potential and be the best they can be in order to win in the marketplace. The combination of meaningful training and embedding the learning through a sustained coaching programme is ensuring that BT meets those aims and continues to deliver for its’ customers.”

The interview was conducted by Malcolm Nicholson, Coaching Director of Aspecture (see www.aspecture.com). He can be contacted at malcolmnicholson@aspecture.com or on +44 1932 267597.
You’re a MATCHMAKER
NOT a Sales Person!
Soft Selling Skills for Coaches

by Patti Pokorchak (Canada)

You love what you do, but you hate having to go out and sell yourself? You never signed up to be a sales person when you hung out your shingle to be a coach, did you? Do you think of the used car sleazy sales guy when the topic of sales comes up? Does that describe you?

But guess what – without sales, you have no business. You do not have a coaching practice. You only have a hobby if you continue to do what you love but do not make enough money to support yourself. It really is that simple. The attitude that sales is sleazy is one you have to get rid of! NOW!

Sales is about being of service to others. It is about helping them reach their goals. It really is not about selling. That’s where the matchmaking comes in. You ask powerful questions that uncover their pain or challenges and magically – you show them by example of previous clients, how you can heal their pain or help them overcome their challenges!

In order for you to thrive as a successful coach, you have to excel at some sales basics. And you know what – selling is not that scary once you know how. And trust me, I was one of those scared, shy introverts with no desire to be good at sales.

I started my career wanted to be an accountant, but then played a computer game and switch my major to business computing and learned to be a programmer. Both are notably introverted somewhat left-brain professions. From that shy geek, emerged a sales superstar – who knew?

I know you still don’t see yourself as a sales person but if you don’t sell yourself, who will? If you are not your own best cheerleader, promoting your services – then who? So why not get good at promoting yourself, as it’s really not about you, but what you can do for someone else.

A key part of sales today is about showing how you are different from other coaches, what results your clients have achieved and showing how you and that prospective client would work together. Where do the word sales even come into this? Think of yourself as a matchmaker than a sales person.

As a coach, you excel at asking tough questions. To sell, all you need to do is ask different questions and guide your potential clients to an obvious conclusion that they need and want you. Expanding from the keywords that people would enter into Google to find you, you should prepare lists of qualifying questions that will determine if that person you’re talking to is a viable prospect for your services or not.

And getting a ‘NO’ just means Next Opportunity. Do not take it personally. They are only saying no to your offer, not to you personally. That’s why optimist introverts make the best sales professionals. Optimists learn to bounce back quickly from rejection and are resilient. You need to grow a thicker skin to deal with rejection but think of it as ‘I won’t waste anymore of my time on them. And it’s their loss!’
Make the other person comfortable and at ease with you

✓ They are even MORE scared of you than you are of them. They are afraid of being sold TO, so start the chit-chat and ask how they got into the business that they are in. Get them talking about themselves in an easy, non-confrontational way (do not ask “So what’s your BIG problem?” and get them defensive). Notice what is in their office, notice their body language – are they impatient and ready to get down to business or open to some small talk?

Treat the meeting as if you were with your newest best friend

✓ Having a conversation with a friend is easy – right? There’s no tension, no anxiety, no agenda, no sales. So don’t sell, be curious and caring and figure out how what you do will help that other person. But first you need to know what their pain is.

Ask your qualifying questions to see if there’s interest and a need or want for your services. Ask the budget question – what is your mental budget for solving this issue?

Finish with a question like “How does that sound?” or “Would you like to work together to help you achieve your goals?” – then zip it. Do not speak. Let them mull it over. You have asked them a question, so it is only common courtesy to let them answer it. Get comfortable with silence. It’s a good thing as Martha Stewart would say.

✓ If they ask a question, then there is still an objection hidden there that you need to clarify and handle.
✓ Then ask again ‘Does that answer your concern?’ and be quiet.

Sometimes you will find that they do have a need for your service but not a want. Or it is far down on their list of priorities. You can ask when they think they might want to work on that and put it into your follow-up file. Don’t try to push something on someone who does not want it. That’s why there’s that sleazy pushy sales person out there! Do not become one of them.

You might determine that you know someone who can really help them and you give them a referral to another coach. There is nothing worse than trying to shoehorn yourself into a situation where someone else fits better. That is a lose-lose situation for all involved and will not get you glowing referrals.

You cannot sell to everyone. Going out on a face-to-face call is like ‘kissing frogs’ – you never know when the prince or princess will emerge but if you do not kiss them, then you’ll never have enough clients to survive. With practice and learning more about sales, you’ll find many more princes and princesses emerge. Remember, the more face-to-face meetings you have, the more opportunities you have to help.

Have fun and make money and if you are not having fun, then who cares about the money. So learn how to sell so it is fun. You’ll never regret it.
COACHING SELLS
as long as you let it do its job
by Martin Goodyer (United Kingdom)

Effort 99 Requirement 98 = HAPPINESS.
Effort 99 Requirement 100 = MISERY

Trained salespeople may already have 99% of what it takes but when
a sale needs 100%, it’s just not enough

Selling has got a bad reputation and that’s a shame. Most sales interactions have a structure that starts at zero and ends at one hundred percent when the sale is confirmed. That’s hard work, is stressful and from the point of view of a skilled coach, unnecessary. A skilled sales coach knows that if when meeting a client for the first time there’s just the final one percent to cement the sale, then selling is a lot of fun. Yet on the whole salespeople are suspected of being insincere and having an agenda of their own before they’ve even opened their mouths. Sales training typically tries to equip the sales person to be ever more manipulative and to use ever more complex psychological jiggery-pokery to get the ‘prospect’ to sign on the bottom line. The supposedly clever salesperson will attempt to build a relationship with their apparently unsuspecting source of revenue in the hope of selling more and more product, and the annals of sales training manuals are packed to the gunnels of examples of how wonderful their approaches are and how successful the fully trained salesperson can be. However there is a problem. If these techniques are so good how can it be that another salesperson steals a client away, or that a long established client suddenly decides to buy elsewhere even though you could have offered just a good a deal? 99% readiness for a 100% deal won’t cut it.

The ‘never leave the scene of a sale without a signed order’ style of selling techniques is on the one hand very effective at making sure that short term opportunities are not missed and on the other is crude and short term. In the world where a person is judged only as good as their last month then short termism can feel like a necessity. The problem with that of course is that once a short term strategy is in place, it never goes away. It’s always short term. Relationships are built and may last for years but they are always built on the premise of a short term arrangement – you provide a product or service and I will pay you for it. Well, many might consider that this is exactly what sales is. Which is precisely why they have to keep going back to the well, hoping that there will be more water, rather than settling down next to a stream where the water always flows.
Dig wells 99% of the time or settle by a stream 100% of the time?

*When sales flow, the salesperson just needs to settle in and dip in – that takes long term ‘partnership’ thinking*

There are examples of selling for the long term and of building genuine long term relationships. Rarely in those cases is there the need to follow a sales methodology or make sure there is a signed order before leaving. These customers don’t require cold calling, clever techniques to overcome objections and insincere methods to ‘align with the prospect’. They are much more like partnerships, genuine relationships in which both benefit from ensuring that the match between the service or product on offer and the apparent need are a match. But here’s the thing that makes it happen. It’s the preparation and thinking that happens way before the seller and client even know each other exist that causes the relationship to blossom and the sales to be made again and again.

The sales coach knows that they are an architect of not only their own future but those who step onto the stage of their awareness. So like an architect constructing a building they begin with a specific result in mind. Their short term sales colleagues think they have a specific result in mind but inevitably it’s presented as x volume of sales in a given period or y number of units of production to z number of customers. This is fuzzy thinking pretending to be clear. It’s the equivalent of putting a ball-park destination into a sat-nav and hoping that it will get you exactly where you want to go. It won’t. Worse still it’s like putting in that ball-park destination when you are on a deadline. Imagine the stress you’d feel knowing that you must get to a meeting at a specific time but your sat-nav only gets you to the general area and the rest is up to you. That’s similar to how a sales person feels when facing their next targets. Somehow the best of them find their way through, do their short-term thing and achieve the required sales, only to find that next month’s sat-nav destination is as fuzzy as the ones that have gone before. Is it any wonder that stress is so prevalent in sales?
Fuzzy Destination = Fuzzy Destiny

It’s unlikely you’ll get where you’d like to go if you are vague about where you’re going

Coaching approaches are the equivalent of entering a postcode and street number into the sat-nav. Like the skyscraper building architect the sales coach knows that taking action without knowing clearly what’s expected as an outcome, not for them but for the eventual client, is going to be wasted action. Therefore the sales coach asks better questions. They do not ask ‘How might I best sell this month’s quota?’ They ask ‘Where will I find someone who will appreciate what I have to offer so much that they will want to be my friend?’ With absolute clarity regarding what they have to offer they ask ‘Who can I help achieve their goals with what I have to offer?’

These are hard questions. It’s much easier to think in the short term and widen the net as it will almost always be true that there are more opportunities to snare a short term sale than connect with a long term partner. The benefits however are massive. A business owner that had been struggling for two decades to stay afloat believed so firmly that ‘if only she could find the right salesperson’ the business could fly, and had spent most of those twenty years searching for this elusive character. After taking on board a sales coaching approach she let go of chasing sales and instead put herself into the shoes of just one client with an ongoing and repeated need for their services. At first she fought hard against the ‘fact’ that sales to this client may potentially be ongoing but were not enough for them to survive with because those sales were cyclical. Yet the more questions she asked and answered, the more she recognised that she could become a genuine expert in the supply of services to this type of customer. She kept on asking and answering questions with the support of the coach and with each one gradually built up her own belief in their ability to be of exceptional value to this type of client. She spent hours and hours of focusing and refocusing, questioning and re-questioning all with one goal in mind, to be of ultimate service to this type of client. Then something strange happened. She reported having a conversation with a prospective client that was very different. This client did not need to be sold to. After chatting with them about their needs they were keen to buy.

This client was of course a match to that which she had been focused on. It was not a spooky coincidence, these calls happened all the time. The difference was that this time she had responded differently. She knew so much about their business and how to be of help that it instantly resonated. Without trying they were indeed in a kind of partnership from the get-go. Without really trying she attracted more and more clients from this sector and became the go-to people for them. She learned that a super-salesperson was not necessary, she just had to be really clear about her destination before entering into her own mental sat-nav. Most important of all she realised that the sale to that first customer wasn’t made in the moment of the call, but had been 99% there before the call was ever made. Connecting was just the 1% left to confirm the sale.

About the Author:

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This article reviews the evolving discipline of health & wellbeing coaching, its purpose and relevance as ‘core’ and ‘enhanced learning skills’ useable within all coaching fields, but most importantly its ‘lynch-pin’ connection with current ‘medical’, ‘therapeutic’ and ‘health training’ models.

Given the plethora of health provision already available why is a Health & Wellbeing model needed? As part of a brief to research the benefits of health & wellbeing coaching as a proactive platform to work with individuals on health promoting strategies, I spent two years researching the health practices of the nation. Outcomes delivered in an article written for IHPE journal in 2004 (1). Research published in my Health & Wellbeing book, annually updated as on-going research adds new insight. For example:

1. On the positive side a person’s health has always been the most thought about, talked about and feared element of being human. A preoccupation initially developed as primates due to climatic and environmental change necessitating adaptability in order to survive. Regurgitating and heightening this skill of adaptability is core to Health & Wellbeing Coaching.

2. Although scientific advances in combating disease have resulted in survival age rising from 49 in 1900 to 84 in 2010, behavioural health practices are currently showing a marked decline. Many lead ever increasing sedentary lifestyles or are active high risk takers; experience intense work/family/social stressors; gain excess weight; smoke; use recreational drugs and drink alcohol to excess. Often needing a compelling reason to seek change, usually related to actual or feared unwellness, where the expectation of others having ‘cures’ often manifests itself. Consequently, where such expectations cannot be, or are not being met, frustration frequently fuels rising stress. For example, during feared times, particularly awaiting health diagnosis, mental, physical and emotional stressors can inhibit a person’s ability to decipher, retain and action health and wellbeing guidelines. Hence stress management is an essential learning tool for practitioners offering H & W coaching.

3. Past survival was dependant on our ability to adapt, fostered by self-determination. Now copious research indicates many are effectively abdicating responsibility for maintaining own health & wellbeing. Reminding practitioners that initial motivational aspects of learning are not determined by the level of information shared by those with knowledge, but how well the individual believes they will be able to use and practice such information. Hence the importance of using a Multi-modal Health & Wellbeing profiler, not only to identify difficulties (agenda’s for change), but to draw forth individual’s already owned past and present coping strengths. A foundation of self-worth upon which motivated resolve and resilience beliefs can grow.
4. Despite huge changes in health provision have occurred in the last sixty years, there is still an element of expectation that anyone who works to encourage the ‘health’ of a person needs to use a ‘medical’ model. ‘Wellbeing’ separated and delivered mainly by Therapists, Coaches, Health educators, & Stress management trainers. It is this separation in attitudinal beliefs and practices which promotes benefits of being ‘specialists’, but negates the fact that all practitioners including medical, who alongside their core professional practice skills court multi-modal practices, are more able to meet the multi-faceted needs of individuals, thereby lessening likelihood of relapse occurrences. Multi-Modal ‘systematic eclecticism’ (Lazarus) is a core within H & W coaching as it uses evidence based self-empowering techniques drawn from different sources without necessarily adhering to the theories or disciplines that spawned them. Thus a huge range of self-empowering tools combine to assist multi-dimensional coping abilities of being human.

5. Not all coaches have attained training in psychological principles, yet ‘coaching psychology’ plays an essential role in tackling psychological blocks to change. Within health & wellbeing coaching these cognitive or attitudinal blocks are based on Cognitive Behavioural and Rational Emotive Behavioural health inhibiting/enhancing models. Understanding generated using ‘guided discovery’ enabling individuals to become aware of and modify their thinking to stimulate own conclusions and solutions. Cognitive skills providing core learning for those not trained in psychological coaching and enhanced learning for those who are. Psychological trained coaches appreciate how by understanding these ‘psychological blocks’ to change, activated in the most part by ambivalent attitudes which inhibit action, a person can find motivated resolve to anticipate potential stressors and act in advance to prevent them.

Anticipating potential life stressors requires individual to appreciate the multi-faceted physical, emotional, thinking and behavioural traits of being human. Rational knowledge to deter self-damning, promote self-acceptance and motivate resilient resolve to de-sensitise reactive stress responses to biological, and work/life happenings affecting wellness. Thus resilience is strengthened. Core training within H & W coaching requires extensive review of psychological principles, i.e. what people think (how they reason, learn, believe; feel (their emotions & physical reactions; do (how they act, behave, strive). Experienced either independently or all at the same time (BPS). Alongside a wide range of evidence based self-empowering resilience building tools known to promote confident self-awareness and openness to new learning opportunities.

**So what is Health & Wellbeing Coaching?**

As you know coaching initially a metaphor mainly applied to sport, has since the early 1990’s also were applied to both personal and work domains to help improve performance, manage stress and achieve work and personal goals. Key aspects of coaching usually goal and solution focused towards selective decision making.

Coaching’s premise eagerly accepted by businesses and the general public who find the term ‘coaching’ motivating, an educational format, to inform, hone, enhance or develop previously held or sought after skills. An ideal learning platform upon which to explore health & wellbeing issues, alongside constructive resilience tools, to change behaviours and beliefs that have been the cause or stimulus for unwellness.


Its premise not based on delivering an alternative ‘medical model’ but an interlinking ‘self-empowering model’ enabling an individual to not only support orthodox medical diagnostic processes and treatments they may need, but also to self-engag in primary, secondary and relapse prevention self-empowering strategies. Applicable to emotional, behavioural, psychological, as well as physical difficulties, thus general as well as problem specific ‘wellbeing’ becoming firmly entrenched within its remit.
A program encouraging an eclectic group of professionals from counselling, coaching, health education, stress management and orthodox medicine fields to come together and forge an interactive self-empowering, problem solving remit promoting importance of reviewing whole person not just their physical illness. As Hippocrates reminds us “it is more important to know what sort of person has a disease than to know what sort of disease a person has”. In a nutshell: Health & wellbeing coaching provides an interlinking lynchpin component between medical and life-skills models.

An eclectic program using an EMA (educate – motivate – activate) coaching model (Tubbs 2008) aimed at generating heightened practitioner skills in assessment, stress management, psychological principles, motivational interviewing, self-empowering resilience building health awareness, cognitive behavioural, life/work/performance and health & wellbeing coaching strategies. Intertwined such skills promoting practitioners as ‘inspirational health & wellbeing motivators’, delivering seeds of motivational knowledge to inform and strengthen individuals resilient resolve to activate desired life/health changes by becoming their own, ‘resilient health & wellbeing coach’.

As well as within one to one coaching, health & wellbeing trained coaches have access to team focussed employment opportunities.

Within both options, the multi-dimensional Health & Wellbeing profiler enables client to share and attain greater awareness of aspects of their lives that are both inhibiting and health enhancing. A personalised springboard of understanding upon which can be reviewed singularly or collectively, known health and wellbeing inhibitors, alongside self-empowering, motivation inducing resilience building tools, which deter likelihood of relapse.

Many of you are already working with businesses to promote a range of self-enhancing practices for their employees, adding health & wellbeing skills provides wider opportunities to deliver a health as well as wellbeing focus, either one to one or with groups. Those not trained in group work but would like to attain such skills have the opportunity within h & w program to do so.

Other team possibilities for example: Orthodox medicine

‘Centres of excellence’ delivered by medical practitioners ‘specialising’ in one area of health with resources to focus on entirety of a specific illness or disease, are based around teams, which would benefit from including a health & wellbeing coach. For example their role could be: meet with patient briefly after initial medical appointment; provide MDHW profiler to be completed and returned; assess content with patient; disseminate relevant aspects to specific colleagues and offer h & w coaching to improve not only patients’ primary or secondary awareness but overall wellbeing. Those able to work with groups can also provide interactive resilience coaching courses.

‘Community based’ health & wellbeing coach acts as support links for individuals, local hospitals, clinics and G.P.’s. Especially important for patients who find travelling distances to centres of excellence triggers stressors such as fatigue. Fatigue lowers mood, mood generates health inhibiting thinking, provoking health inhibiting behaviours, ultimately support within relationships
can become strained and condition can worsen. ‘Central based’ i.e. service both centres of excellence and community based services within a specific area. Especially important for individuals with multiple conditions as many express rising frustration, emotional distress and mental ‘downness’ when referred to a number of different ‘specialists’ often at different centres. The coach acts as central support so that issues from any of their multi-complex conditions can be aired and personal coping skills of adaptability, communication/assertive talk, can be practiced. For example: Amy (2014) attending for depression explained that when seeking medical assistance for diverticulitis she was happy to receive the prognosis it was not cancer (medical model) and the detailed coping sheets to read (health recovery model), but distressed that her concerns relating to constant embarrassing passing of wind was dismissed as unimportant. Yet this consequence had resulted in heightened stressors, raised anxiety, isolatory behaviours whereby she rarely went out, inactivity, poor dietary control, and depression. Moreover Amy’s first counsellor (self-empowering model) did not review physical problem just its consequences, leaving her feeling none fully understood or were effectively dealing with her problem. Presenting herself for health & wellbeing coaching Amy felt expressed feeling heard. The profile established a wide range of contributing factors affecting her illness and depression, alongside a number of already owned skills used previously and presently. A platform of resilient strengths as well as perceived weaknesses enabling Amy to appreciate how each element interlinked to stimulate either a health enhancement or a worsening of each other. She practiced assertive skills so that she felt more able to work on the physical condition with the consultant/health awareness provider and all the other interlinking factors within health & wellbeing coaching. Most importantly she chose to establish an inter-link providing everyone with updates of both difficulties and improvements from every angle. Self-empowerment triggering raised comfort moods and assertive determination to deal with parts of her problem that were changeable and those that were not to develop ability to accept and live with them. Ultimately Amy developed belief in her own resilience (power to recover). Developing Motivational Resilience is core to delivery of a Health & Wellbeing self-empowering program because when a person finds a rational motive for undertaking a certain practice their ‘resilience’ (power to recover), referred to by Neenan 2009 (3) as “ability to turn adversity into personal triumph”, strengthens.

Conclusion: It is my passionate belief that any coach who works with another to engage that person, through their choice to make desired life changes would benefit from attaining core skills in stress reducing Health & Wellbeing Coaching.

If interested in learning more visit www.optimumwellbeing.org.uk and download a program (Association of Coaching recognised); and/or purchase a kindle; pdf or epub copy of Health & Wellbeing Coaching – a three pronged approach to developing resilience.

About the Author: Irene Tubbs optimum wellbeing founder, primary course developer and author; has been practicing as a Teacher; Life, Performance; Resilience; Executive; Career; Exercise; Relaxation; Stress; Psychological and Health & Wellbeing Coach for over 30 years. Association of Coaching founder member & recognised trainer; senior accredited with BACP, accredited with BABCP, Honorary Fellow & senior accredited therapist & accredited coach with AREBT; Organisational member of IHPE

References:

You may also be interested in: Tubbs I, Heart Recovery, A rehabilitation guide: Sheldon Press 2006 – which provides a step by step program using H & W coaching (available by emailing iatubbs@btinternet.com)
Coaching is a people industry and it’s true when they say that ‘people buy from people’.

Not only being involved in gathering research material about business; I work with a number of small businesses and I run lectures for people who either want to start their own business or want to grow their business. This involvement has shown me that often a business is started without clarity. Research shows that businesses start for a very specific reason but often the person starting it doesn’t understand the steps it will take to run and be involved in a successful business.

Yes, each business must make a profit and that is a different topic; but in making a profit one of the reasons that each person starts their own business is to be their own manager, design their own business strategy, and have a level of income that allows them to live the life they choose. How do you get to that level of income?

There are various different roles within a business and being a successful sales person is just one of those roles. Research shows that often people starting their own business wait for the clients to arrive, but in waiting their money runs out and they have to return to employment.

Marketing and selling are both huge topics and this issue of ICN will give you a range of great ideas, hints, and tips on sales techniques. So let’s take one small area of sales. Your clients.

Getting absolutely clear about the type of people you want to work with is your first step. If you select a niche market that means you will be working with a specific type of person, ask yourself ‘is this the type of person that I want to coach?’ If the answer is ‘no’, then think about your niche market. If the answer is ‘yes’, then continue to clarify within that niche market the exact type of person that you want to work with – get specific! I want to work with Project Managers gives you a huge target audience, but do you really want to coach any type of Project Manager? If that was me, the answer would be ‘no’. Getting specific means that I want to coach Oracle Financials IT Project Managers. Although this reduces my target market, it gives me a group of people that I can target who I really do want to support through coaching. Get absolutely specific about the type of people you want to coach within your niche market.

What clients do you want to work with? Initially when you start the business you may feel that you need to work with everyone who wants a coach, but do you? Truly the answer is ‘no’!

What drives you to select to work with everyone is the fear of no income or not enough income.

‘Success is a state of mind. If you want success, start thinking of yourself as a success.’
- Dr. Joyce Brothers
gives me a group of people that I can target who I really do want to support through coaching. Get absolutely specific about the type of people you want to coach within your niche market.

The best way to predict the future is to create it
- Abraham Lincoln

Without realising it as you become clearer about the type of person you want to coach within your niche market, the Law of Attraction will be working with you. The Law of Attraction is simply a Universal Law which can be defined as ‘you get what you think about’ or ‘like attracts like’ or ‘you attract into your life whatever you focus on’ or ‘positive thoughts attract positive events, and negative thoughts attract negative events’.

The Law of Attraction attracts to you everything you think about, all the ideas you have (positive and negative), the people you want in your life, the situations you believe should be part of your life, and any circumstances that you build through thought. When you look at the world around you, it’s the Law of Attraction that brings people together who have similar interests – for example sports fans. It works the same in business – you will attract towards you the people you think about in your mind – people who think like you, people who relate to your situation or circumstances; people who have ideas of a similar kind.

Can you take advantage of this Law of Attraction to build your client base? Yes you can!

1. Visualise your ideal client. Visualisation is simply a mental technique that allows you to use your imagination to create in your own mind your ideal client. What do they look like? What do they sound like? What type of topics do they want to work with? How successful do they want to be? How do they want to be coached? How much will you charge them? You must get absolutely clear in your mind so that when you visualise them you can actually have the coaching conversation that means to you, that you are working with your ideal client.

2. Once you have created your ideal client in your visualisation, create a commercial visualisation where you see this client paying you for your coaching service without you having to ask for the money. Yes you will need to talk to your ideal client about your fees. Yes you will need to raise an invoice. The ideal client should always pay your fees without you having to worry about them. Remember the Law of Attraction will bring towards you the client you define in your visualisation – so if you define an ideal client who has problems paying you, you will get a client who has problems paying you.

3. The next visualisation you will create is one where you see yourself coaching your client. You will hear the coaching conversation. How you ask? Remember that you are attracting towards you the clients who want to be coached in your niche market and through the type of topics you visualised in step one. Select one of the topics. Visualise this coaching conversation.

4. You have now created your ideal client, created the payment process for your ideal client,
and created the ideal client coaching conversation in your mind. Capture all this information in your journal. Capture it in any way you feel will bring this back to your mind with the same level of detail as your original visualisations – in writing, through pictures, by sketching or drawing or painting. However works for you.

5. Now create your affirmation. Affirmations are simply positive statements that describe your ideal client. Watch the words that you use in your affirmation – any negative words will bring a negative result. As you create these words you must believe them. ‘I think I can have this type of client’ is not a positive statement. ‘My client is …’ is the basis of a positive statement.

6. Once you have your positive statement, write it down where you will see it frequently during the day. Repeat your statement often. After a period of time you will find that you can repeat your affirmation without looking at it. You will then know that your statement is successfully stored in your subconscious mind.

If you do not believe you will find your ideal client or you don’t believe your statement, you will save this negativity with your affirmation.

7. Remembering that the Law of Attraction will bring you towards what you desire, this process will allow your subconscious mind to take action and start to look for and find those people you have defined as your ideal client.

You simply must decide what it is you want….. Ask, believing that you will receive it….. and then Open up and gratefully receive it.

- Bob Proctor

Living the life of your dreams is a journey of self-discovery and achievement!

© Barbara J. Cormack, Your Spiritual Coach
(excerpt from Creating Sustainable Change)

Barbara J. Cormack MNMC, AFC, AFM is your leading Spiritual Coach, published in five co-authoring books, and author of two of her own. Barbara is an advocate of achieving in every arena of life. Her clients hold her in high esteem as her style of coaching makes the possibility of sustainable change compelling, exciting and achievable. Barbara’s style of working makes the knowledge of your future, clear, inviting, and achievable. She combines her extensive background and experience with a keen insight into the demands of balancing the personal with the professional.
Have you ever wondered about the future? How will you survive and thrive in a world that is changing exponentially? How will you live the life of your dreams on a planet whose population is increasing, whose landmass is decreasing, whose natural resources are almost depleted, and whose food and water supplies are becoming less than adequate?

How will you still succeed? How will you raise children who can make a difference? How will you lead organisations and inspire people to be the best versions of themselves? These are not the problems for business, governments and scientists to come up with solutions for: we each have a role to play.

Based on extensive research, personal and business experience, The Mind Age™: Mastering your Infinite Mind for Success reveals Leann Naidoo’s personal story and provides:

- Neuroscience principles from leading scientists and thought leaders on how to leverage the power of the brain
- Simple but effective techniques to create and harness a powerful mind-set, and
- A practical but impactful guide on how to master your infinite mind for success

Leann Naidoo is a management consultant specialising in leading complex organisational change programmes and developing leadership excellence using a variety of neuroscience based learning, development and coaching interventions. Her 20-year long career working for large consulting firms on projects in the UK, the UAE and South Africa, has given her great insights into the future of business. Leann works with dynamic organisations and people who want to achieve sustainable, transformational change in accelerated time-frames.
Nigel Purse, author of ‘5 Conversations: How to transform trust, engagement and performance at work’ examines why and how conversations are the key to building trusting relationships at work.

It is not uncommon for Executive Coaches at The Oxford Group (or anywhere else for that matter) to be working with clients whose relationships at work are standing in the way of their and their organization’s success. As a leader, having trusting relationships with the people who work for and with them is at the heart of getting things done. When trust exists in a relationship we are open to ideas, possibilities and collaboration. Where trust is absent, we are closed, defensive and suspicious. Where a trusting relationship exists, we are likely to be engaged – proud to belong to our organisation, willing to go the extra mile and committed to building our career.

However, for coachee to be able to start building (or re-building as the case may be) trusting relationships, they firstly need to understand that trust comes from a combination of factors, such as credibility, reliability and intimacy. But even when they understand those factors, how can they actually build them? With so many factors that can impact on trust, how can a leader know which factors are most important and where to place most effort?

There have been a number of academic investigations into the different factors which impact on trust. For example, in the Journal of Business Studies Quarterly, Shpëtim Çerri presented a statistical analysis of which factors have the greatest correlation with the quality of business relationships. Çerri took the five factors that are most commonly cited in academic research as having an impact on trust: social interactions, communication, competence and reputation, role legitimacy and personality traits, as well as testing out the hypothesis that trust is positively correlated with relationship quality. He found that social interactions have the greatest correlation with trust and personality traits the least.

Çerri’s results echo research from a wide number of industries. When it comes down to it, a leader’s ability to have meaningful social interactions and communications has the most impact on the trust within a relationship. At the heart of this is the ability and emotional commitment to hold authentic, open, two-way human conversations. As Groysberg & Slind observe:

“Today’s leaders achieve far more engagement and credibility when they take part in genuine conversation with the people who work for and with them.”
It’s clear that conversations are the key to building trusting relationships – but what conversation should a leader have with their employees to make this happen? The concept of 5 Conversations outlined in my book, captures the five conversations critical to transforming trust, engagement and performance at work. This goes to the heart of what we as coaches do with individuals and businesses on a daily basis.

The first conversation ‘Establishing a Trusting Relationship’ is the most critical and is about taking conscious steps to establish a deeper and more trusting relationship. It involves creating a space to better understand and know each other in terms of who you are, what you do, how you do it and importantly - why you do it. While it typically goes beyond high level ‘get to know you’ questions, often it can start here – just asking someone about how they got to where they are. A simple way to open is:

“What would you most like to know about me that would help you understand me better?”

The conversation can then move on to deeper questions such as:

“What is really important to you at work?”

“What are you most passionate about?”

“What causes you the most anxiety at work?”

Trust is both an input and output of this conversation. The better quality conversation you have the more trust develops, and as more trust develops the better quality conversation you have. As the pyramid below illustrates, as levels of trust increase we are able to discuss deeper and more personal things.

It does not matter how this conversation is held, what matters is the intention and mindset behind it – to be genuinely curious and truly get to know an employee, far beyond their job description and what tasks they are working on.

This conversation encourages a deeper sense of connectivity. Connection is why we’re here. We instinctively know this, and if that isn’t enough, there is a wealth of neuroscience research that overwhelmingly demonstrates that it’s this that brings meaning and purpose to our lives.

This conversation also enables leaders to tailor the way they work with each team member. It gives leaders the insights they need to fine-tune the way they delegate, coach, challenge and support them – to create the exact conditions employees need to be engaged and deliver peak performance. Equally it enables your team member to understand how you work best and therefore modify their style to one in which you will both be successful and productive. And if this conversation doesn’t happen early in a relationship with a new team member (either when they are new to the team, or when the coachee joins as a new leader), the leader risks losing a vital opportunity to lay the foundations for the trusting relationship that is so vital to creating a high performing team and getting things done.

Some leaders may dismiss this concept as wasting valuable time on ‘small talk’ or something ‘warm
and fluffy’, however the power of starting the relationship building process with conversation, even on a high level, can be seen in this story:

A colleague, Catalina, was coaching Luis, a senior client who managed a team of seven people in a venture capital company. One of Luis’s concerns was that he felt that his team didn’t particularly like him. As he worked in the same office as his team, Catalina asked him to draw a diagram of the office and show where everyone sat, including himself. Luis drew the desks and put each person’s name next to it. Then she asked him a series of questions:

- “Who’s got children?”
- “Who has coffee in the morning and who has tea?”
- “Who’s the next person in the office to have a birthday?”
- “Where are they going on holiday?”

Luis was stunned. He didn’t know the answer to any of those questions. By contrast, he could tell her which clients each of his team managed, how much revenue they were bringing in and where they were in relation to their targets.

So why didn’t he know the answers to those questions? Catalina asked him to describe what happened every day at the office. He would come into the office first thing, go straight to his desk and get working, and wouldn’t really talk as he had so much to do (as did everyone else). He tended to do all his communications via email, including sending emails to people who were sitting only a few metres away from him, and his emails were all to do with work.

Having described this, Luis looked thoughtful. The next time Catalina saw him he proudly brandished a spreadsheet: “I’ve got the answers to all of your questions!” And there it was, a spreadsheet containing the names of each of his team members and their children, drink preferences, birthdays, holidays and more!

An extreme thing to do, but what was going on? Several months after the coaching ended, Luis contacted Catalina and said how much difference her questions had made. OK, so he’d noted the answers down on a spreadsheet which may appear mechanistic, but the process he’d gone through to get those answers meant that now he was actually talking to his team, showing an interest in them, and getting to know them as a whole person and not just as an employee. And they were responding positively to his interest and their performance was getting even better! He added that this had also helped him with his clients. He’d always found it difficult to have small talk, but now that he understands that small talk helps to build a relationship which will then make clients more likely to want to do business with him, he no longer avoids it.

References:

Nigel Purse graduated from Oxford University with a degree in Modern History. He founded the Oxford Group in 1986, following a career in HR at BP and working in Leadership Development at Mars Inc. Nigel has grown The Oxford Group from a one-man business to a global Learning & Development firm working for many of the world’s most respected organizations, with 250 employees worldwide. Nigel heads The Oxford Group’s work in designing and delivering global Leadership and Management Development programmes.

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As the longest established company that trains Professional Life Coaches and Executive Coaches in the world (first registered 1993) and well-established leaders in the field of personal development. We have, for years, worked with both individuals and companies to raise their level of self-empowerment and achievement. We are delighted that starting in October 2010 we have begun working with strategic partners and licensed distributors worldwide and are now delighted to be trading in 27 countries around the globe.
ICN: How do you describe the trends in Romania with regards leadership, in particular for the female public?

BIANCA CORAU: Leadership is a way of relating to the success of businesses and companies. Women start slowly but surely to assert leadership positions, if we look at the increasing number of women managers and CEOs. Thus, 34% of key positions of companies in Romania are occupied by women, a share which is much higher than in countries like the Netherlands (19%), Germany (20%), Austria (21%) and Italy (22%), and is constantly increasing since 2010.

ICN: How do you describe the trends in Romania with regards life and career coaching, the two core areas of both Female Leadership Organisation and The Alpha Group?

BIANCA CORAU: Similar to the rising values of leadership, career coaching and life coaching have become valuable tools in personal and professional development, with proven results. In Romania, coaching began to be practiced in early 2000. Since then the coaching market has steadily developed, to the point that coaching is now used as a powerful option in most personal development programs. I am glad to see the rising number of coaches and experts with a solid background in prestigious coaching schools in Europe and America.

ICN: In your opinion, what are the biggest challenges of Romanians nowadays, with regards the professional life?

BIANCA CORAU: I think the biggest challenge remains the lack of confidence in themselves and in their potential. Romanians have brilliant ideas, win invention competitions in Geneva and math contests in Europe, but do not trust enough in themselves to claim these achievements, to monetize them and take to the next level.

ICN: Do Romanian people dare to change their lives (career, professional path, life path) and, if so, ask for the advice of a career/life coach?

BIANCA CORAU: To my delight, yes. Whether we refer to professional or personal life, Romanians became fond of the idea of further development, to acquire new skills and surpass their limits. They are
are aware of the importance and role of a coach when making major changes in professional or personal life and this is observed in the number of people paying for such services. Personally, I see a growing number of people opting for a coach, such as entrepreneurs, managers and even graduate students.

**ICN:** How does the Female Leadership Organization and The Alpha Group help people in their life and profession? What means do you use?

**BIANCA CORAU:** Female Leadership Organization is targeting ambitious women who want to succeed in their careers, through an online leadership platform with access to tools for both personal and professional development, such as: mentoring, coaching sessions, online courses, Job Search, Book Club, networking events and many others.

The Alpha Group is targeting Small and Medium-Sized Enterprises and business owners who aim to become leaders in their market and double their turnover. They have monthly board meetings where they work together in workshops and mastermind sessions, and benefit of their own executive board which shares its know-how and finds the most appropriate solutions and business strategies.

**ICN:** How do you ensure your organization and its activities are aligned with your “core values”?

**BIANCA CORAU:** Each of the two organisations has a well-defined audience and set of tools with proven results that contribute to the development of individuals seeking to achieve success at all levels. Human quality is our scale unit and the members of both Female Leadership Organization and The Alpha Group are recruited according to a set of values, to which they adhere.

**ICN:** Can you site a success story with one of your clients.

**BIANCA CORAU:** There are many stories that come to mind, but one of them is linked to the Female Leadership Organization and Oana, a FLO member. Oana was a young and enthusiastic graduate, eager to build a successful career. Oana sent hundreds of CVs, went to dozens of interviews and has experienced three probationary periods as an employee in companies, without keeping any of these jobs. Oana asked me to guide her to obtain a job that will suit her, and so I became her mentor.

But Oana soon understood that SHE was the key to these changes, SHE could bring success or failure of her life, SHE could choose between complaining for her failures or moving forward with a well-thought and relentless strategy. She has worked on perfecting her skills and building social relationships with valuable people, step by step, brick by brick. All these steps, done with perseverance and seriousness, lead to success! Oana is now an entrepreneur within a company and expands her business circle which will allow her to launch her own franchise after only five months.

**ICN:** What advice would you give to:

a) *A teenager to select her/his career?*

**BIANCA CORAU:** Follow your passion, this is your way! Choose to do what you love, work on the idea, experience, make mistakes, learn and advance! I gladly recommend internships in multinational companies, volunteering, projects within different NGOs, personal development and public speaking trainings etc. All these activities prepare you for your first job, they are the foundation on which you can successfully build your future.

b) *A professional making a career change?*

**BIANCA CORAU:** Change is the only stable thing in our lives! It is a conclusion of successful people. If you are not happy with your current professional activity, test other fields before deciding on your right direction. NGOs and trainings provided by various associations allow you to practice, to meet people and to access valuable resources.

c) *A professional looking to progress up the corporate ladder?*

**BIANCA CORAU:** Be that good they can’t ignore you! I havve been at this point and I say this because it works! Set your goals high, choose to learn from mentors in your field, improve your skills, join various HR programs that help you get closer to the desired position, enrol in trainings, change management projects, and/or support projects. Be there where things happen and opportunities arise for those who are ready!

d) *How to cope with career breaks and redundancies?*
BIANCA CORAU: Redundancy can be a good opportunity to spend time with yourself, set your thoughts and future plans down on paper. Next, review your contact list, make “how are you” calls as a great way to reconnect with people, to update yourself and why not to schedule meetings that bring you closer to that something or someone. “I know somebody who knows somebody ...” works very well. Act and meet people!

e) How to approach retirement?

BIANCA CORAU: I think this is the only question in this interview that I can’t answer from experience, but I like challenges ☺. I do not believe that there can be retirement in the sense of ending of physical or social activities etc. You do not have to be employed in order to have a goal or a direction to take every morning. You have to cherish and love life, yourself and the others. Guide your family and closed persons in their life journey, sign up as a mentor, a volunteer in various programs or clinics, contribute to new inventions, write books about your life and your experiences, plant forests, learn a foreign language and so many other things! Honestly, I can’t wait for the retirement ☺!

ICN: Any other recommendation for career is very welcome to our readers!

BIANCA CORAU: If I were to offer an advice to your readers, I would offer them confidence in themselves and in their dreams! Failure is not an option, for real! I follow the principle of “Learning by doing”, go there and practice, get involved, allow yourself to make mistakes and learn from them. Like riding a bike, you can know theoretically the components of a bike, how it works and what’s the right body posture, but this does not mean you are a cyclist. Most likely, you will fall in the first attempts, but just as likely, you will pick up and learn to keep your balance, just as in life.

ICN: Can you name a person who has had a tremendous impact on you as a leader / mentor? Why and how did this person impact your life?

For more information about Bianca, check the Organisations that she leads, here:

• Female Leadership Organisation: http://floleaders.org/
• The Alpha Group: http://the-alpha-group.biz/

About the Author

Cristina is a Communication and Lifestyle Consultant with extensive professional experience in European environments, in the EU Institutions, communication consultancy, journalism and training. For more information, visit her website: http://www.brandimage-europe.eu/en/ and her LinkedIn profile: https://www.linkedin.com/pub/cristina-burca/2b/463/133.
The economies of most of the western world are now firmly on the road to recovery. Sales professionals need to adapt to cope with the volatile circumstances that their customers are facing. How does coaching fit in with this? Successful businesses need to develop sales professionals who are trusted advisors and knowledgeable consultants.

Businesses are facing a Global VUCA future (Volatile, Uncertain, Complex & Ambiguous). Their requirements will consequently change – and pretty rapidly compared to the recent past. Interconnectedness affects us all.

Let’s start by looking at the challenges facing sales organisations currently. Right now the standard model is to service larger organizations through face-to-face sales channels whilst small companies and repeat orders are handled through telesales. These sales resources are expensive and are custodians of a critical relationship with the organisation’s customers. How they behave, operate and perform directly impacts the business success. As the market changes so MUST the sales team. The banking crisis of 2009-2010 acted as a catalyst to accelerate a number of changes that were already underway:

Customers want more for less. And this is at a time when many raw materials are becoming more finite and therefore expensive, or demand from developing nations is increasing the price.

Organisations are experiencing greater legislation. Within financial services and the public sector, there is a major drive towards legislation in compliance. All companies now have to work within some form of bribery and anti-corruption legislation and are criminally culpable for acts committed without their knowledge by employees or company representatives. This becomes especially complex in emerging markets where non-western business norms apply to “opening doors”. Additionally, many organizations are aware of the need to display ethical selling practices. There is a creative tension caused by the need to operate within a regulated environment whilst not removing the
entrepreneurial element.

What do the Sales Director and HR Director of today need to change to deal with this landscape?

Old fashioned Hire and fire performance management doesn’t work, as it is expensive, destabilising and damages relationships that may have taken years of investment to establish. Therefore, sales leaders need to understand their role is to help their teams evolve to where the market and the company needs them performing as trusted advisors, knowledgeable consultants and the first call the customer makes.

Whilst potential or existing customers have access to more than 20% more information about your business than they did 5 years ago, what they don’t necessarily have is the contextual information around a product or service. So the ‘how to apply’ information around best practices, the trends in the industry and creative solutions - maybe even involving third party organizations - is becoming more valued by customers and is the differentiator over competitors and simple web sales.

Consequently, there is a need to make sure that the sales team’s knowledge is greater than the customer’s in this context. The traditional ‘lone wolf’ salesperson needs to develop the ability to manage a virtual team of resource from their offices to make sure they have appropriate sources of up to date data as well as pull together complex bids in order to become value add Subject Matter Experts.

Implementation of technology to enable one click ordering - as with an Amazon purchase - for simple or repeat orders will also be a key differentiator, which will also have an impact on the sales professional’s role.

Sounds complex? It is. And of course it will get more so.

So how do leaders meld the entrepreneurial and flexible with the framework of process and legislation, when 70% of change initiatives fail?

Cometh the hour, cometh the approach. Coaching may not scream out bottom line but it certainly delivers it. “Coaching at its best, informed by good theory and practices and case studies around …business, is brilliant and uniquely placed to encourage people into new kinds of conversations that deepen and build their cognitive capacity and enable them to make sense out of circumstances that are extremely complex.” (Dr Geoffrey Abbott, from interview with the author, ICN, 2nd edition)

Not all team members will or can make the journey so the sales director’s role and competency set must now include coaching, mentoring and change management. These are not always the skills or traits that these leaders have honed over many years as they built their careers, but they are now at the core of their career success for the future.

A flexible, probing approach is required to react to market vicissitudes. Executive coaching methodologies can promote the cognitive complexity needed in executives, consequently better equipping them to tackle uncertainty. It can provide an avenue for people to explore the inter relationships with the different forces that are going on at the moment, and to deal with the changing environment in a very broad way.

There is a growing body of empirical evidence on the impact of coaching on sales. Anecdotal examples can be taken from my own practice. A proposal I submitted to a capital equipment business required a 0.002% increase in revenue performance to pay for itself. A sales director credited me with having been the catalyst to changing the business from a £200M to a £400M turnover business.

So executive coaching at a leadership level will
provide the space to develop cognitively complex strategic approaches. Now, if we go down a layer in the organisation, we get to the space that should be occupied by The Manager as Coach. Research by CEB (a leading member-based advisory company), shows that sales professionals with highly effective coaches had on average 20% higher goal attainment than those with less effective coaches. They found there are specific skills that set these highly effective coaches apart, including their ability to prepare for the coaching conversation, observe and pinpoint specific behaviours to develop, and embed the new behaviours using actionable feedback.

Continuously developing the ability of the sales team is a key enabler for business growth. The ability to develop the Industry expert, who is able to prove the insights a web based sale can’t, will be accelerated by the manager understanding the individual, tailoring an approach to that person based on feedback and having great conversations to deliver great results.

Going forward, the value that coaching can bring to a discipline that is in change, in industries that are in change, in economies that are in change cannot be underestimated. Combined with ongoing feedback it will continuously change behaviour and so strengthen relationships with the sales team, virtual team and customers. It could actually prove to be the most critical skill the business can have.

Recommended Reading
Sales Coaching: Making the Great Leap from Sales Manager to Sales Coach. Linda Richardson McGraw-Hill Professional; 2nd edition (1 Jan 2009)


‘Sales Coaching at Work’ Malcolm Nicholson. ibid.

About the Author
Malcolm Nicholson is the owner and Coaching Director for Aspecture, and has worked successfully with a wide range of senior business people for over 15 years, enabling them to improve business results through transformational changes. (see www.aspecture.com). To find out how he can help your organization contact him at malcolmnicholson@aspecture.com or on +44 1932 267597.
The effect of networking on your BUSINESS
by Charlie Lawson (United Kingdom)

We are all told that we have to get our networking. Perhaps it’s to bring in new clients, or to grow the business. Maybe your boss has sent you networking.

Whichever it is, it is vital that you show some sort of return on your time invested in networking. That return, by the way, can’t just be a stack of business cards! We are in business: we’ve got to look at this in terms of the financial return.

To get a financial return, we need to be finding new clients. These new clients often won’t be people you meet at a networking event. As we’ve just seen, the people in the room are just the tip of the iceberg: it’s the people who they know that we’ve got to get introductions to.

In networking terms, we call getting introduced to people ‘Referrals’.

A referral is an introduction to someone who is in the market for your product or service, and crucially, they are expecting your call. It won’t necessarily lead to business: you’ve still got to go and sell yourself as to any other potential new client. But the key part about a referral is the fact that the third party has been warmed up, so that they are keen to talk to you and hear what you’ve got to offer.

As an Unnatural Networker, knowing that someone will definitely take your call and is looking forward to it definitely makes it easier to be confident about speaking to them.

Why are referrals so good? I heard a fascinating story recently at a dinner party that perfectly illustrates why. I met a friend of a friend who ran a decorating business, and his frustration was obvious as he was enduring a slow start to the year – the phone had just stopped ringing.

I asked him what he was doing to promote his business: he’d printed several thousand leaflets and dropped them through letterboxes all around...
his local area. I asked him how many calls he’d received. From all that effort, he’d received just one call to quote! However, as it happened, that one call had been for what would be a very good job – repainting an entire 5 bedroom house.

As you can imagine, he was desperate to get the work. When the client called back to discuss his quote, they told him that they’d ruled out 4 other companies, and he was on a shortlist of two. They told him they would think about it over the weekend, and call back on Monday.

He told me he spent a nerve-wracking weekend waiting, but was very confident about winning the pitch. He’d been super-professional, arrived early, provided guarantees about the quality of his work, was available to start immediately, and the clincher in his mind: he personally was an expert in painting ornamental fireplaces (of which there were two in the house).

I have to say I very much identified with the decorator: we’ve all been in situations like this. Maybe we’re perhaps pitching for work, perhaps going for a job: but we know that we’re the right person. We just KNOW it.

Monday morning came, and the client phoned. They’d decided to choose the other company! The decorator, despite being absolutely gutted, did what every good business should do in this situation, and asked for feedback from the (non-)client.

‘Was I professional – do you think I could have done the job?’ Absolutely, came the reply.

‘Was I competitive on price?’ Definitely. In fact, his quote had been cheaper than the other company. ‘Well then why didn’t I get the job?’ Because the other company came from a referral.

From all points of view, referral business is better than that gained through other means:

- For the business supplier, referrals tend to be easier to close, and have fewer objections. Referrals often bring customers with a stronger sense of loyalty that remain clients longer.

- For the referrer: they increase their credibility with both the end user and the business.

- For the end user, the trust element is crucial. Why take a risk with someone from an online search?

If the phone isn’t ringing, or potential customers aren’t walking through the door – then you’re not going to be in business long. There’s lots of ways to generate new business – be it advertising, PR, taking on extra sales staff, cold calling. All of them work – but are any of them as good value or work as well as people in your network consistently referring business to you?

About the Author

Charlie Lawson is a networking expert and author of The Unnatural Networker. He is also the UK and Ireland director of BNI, the world’s largest networking referral organisation. He helps fellow entrepreneurs who are struggling to find networking confidence. For more information, visit www.bni.co.uk.
What’s the best way to promote yourself and/or your business? How do you get your name/your business name out to your selected client base?

This is more difficult when you are a small business that is just starting up or when you are trying to grow your business. The budget is often restricted, or maybe you don’t have a budget at all. Promoting yourself and your business in an on-going challenge for small and medium sized businesses.

Your professionalism is paramount and setting yourself up professionally is your first step. Your business name. Your website domain name. Your email address. Your products and/or services.

Now is the time to think about how you get known and this is where the IIC&M can help. The benefits for all members include a range of monthly webinars which you can listen to live.

- Marketing You and Your Business is a webinar stream which focuses on how you can get known through the different marketing techniques available today.
- Setting Up and Running Your Business is a webinar stream which focuses on the structure of your business. What do you need to know to set-up and run a successful business?
- Be a Better Coach/Mentor is a webinar stream which focuses on your skills and as a coach or mentor.
- Mindset and Attitude is a webinar stream which looks at how you think about your business and your skills as a coach or mentor.
- Tina Sibley ASC is the Intl. Head of Education and is always looking for people to get involved and share their stories. Promote yourself through hosting a webinar.

Take the opportunity to promote your Business Offers or your Workshops through the IIC&M’s members website and through the IIC&M’s standard marketing avenues.

Another way open to you are through the Professional or Accredited Coach or Mentor Press Releases. Complete the questionnaire and the IIC&M will promote you and your business through all their standard marketing avenues.

Join the IIC&M’s team and get known within the IIC&M’s membership and to the coaching and mentoring buying public.

The IIC&M supports its members in their growth and development as a coach/mentor, as well as in the growth and development of their business. Once you sign into the members area, take advantage of the opportunities, then let us know if there is anything else that we can do help you promote you and your business.

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http://www.iicanddm.org/ICNissue9
Az értékesítés egy önmegvalósítás?! by Bálint Zsuzsanna

VÁLTOZIK A PIAC, VÁLTOZNUNK KELL NEKÜNK IS:

A válság óta sokadik alkalommal lehetett hallani, vagy olvasni arról, hogy milyen változások lesznek, vagy várhatóak. A változást alkalmazkodással lehet megoldani. Aki erre nem képes, az elvesz, vagy Egy gyermekkönyvben olvastam a következőt:

Több 10.000 évvel ezelőtt éltek az órás és a szürke farkasok. Az óriás farkas 2,5-3-szor akkora termetű állat volt, mint a szürkefarkas. Erős, nagyon jó ragadozó állat volt! Ellenfele, alig akadt, vagy csak a nagyobb és testesebb állatok. Egyedül vadászott, nem volt benne farkaszellem. Aztán jött a jégkorszak. Semmin sem változtatott, maradt az egyedüli vadászat, maradt a farka nélküli élet. A jégkorszak maga alá gyűrte a fajt, s az ki is halt.

Aztán itt van a szintén farkas, de szürkefarkas, aki élt már akkor is, amikor az óriásfarkas. A jégkorszak eljövetelekor, a szürkefarkas, alkalmazkodott a változó korszak szélsőségeihez. Csapathban vadásztak, így a kisebb állatokat is el tudták fogni, s amikor a legnagyobb hidegek is voltak, összehúztak egymáshoz, melegítették egymást, átvészelték a jégkorszakot. A faj, a mai napig él!

KÉRDEZÉSTECHNIKA AZ ÉRTÉKESÍTÉSBEN:

Nagyon fontos, s nagyon sokan, különösen a szakmailag jó értékesítők, néha túlzásba viszik a tájékoztatást a nélkül, hogy tudnák, hogy az ügyfélnek, vásárlónak mire van szüksége. Nyitott kérdésekkel, komfortos, s nagyon jó beszélgetéseket, tárgyalásokat lehet vezetni akkor, ha tartjuk magunkat ehhez az alapszabályhoz. Amíg nem tudjuk, hogy mire van szükség, addig ne adjunk el, szólt a régről ismert szabály. Igen ám, de ha nagyon szakavatottak vagyunk, igen nehéz megállni, hogy minden információt rá ne öntsünk az ügyfélre, aki nagy valósíznésséggel egyáltalán, vagy csak kicsit jártas abban, amiben tanácsot kér egy szakértőtől. Területektől változó, de nyitott kérdések az a tárgyalások elején, s jóról feltett zárt kérdések a tárgyalások végén, amikor már javasolatom van az ügyfél igényére. Ez az egyszerű, és a legtöbbször sikerre vezető kérdezéstechnika.

SOKAN NEM TUDNAK ÉRTÉKESÍTŐT ALKALMAZNI, MIT JAVASOLSZ NEKIK:

Azt hogy alkalmazzanak. Persze ahol eleve nem megy humán erőforrás bevonása nélkül, gondolom fölösleges erről beszélni. De mi van akkor, ha vannak olyan területek, ahol az értékesítést csak egy web felület, vagy maga a termék utáni érdeklődés adja? Nem kell itt értékesítő? Dehogy nem! Az értékesítő itt maga a web felület! Ha nem elég jó, ha bonyolult, ha túl sok az információ rajta, vagy pont hogy nehézkes megtalálni rajta információt, ha látszólag régen lett frissítve, akkor bizony az értékesítő elveszti az ügyfelét. Sokan esnek abba a hibába, hogy saját maguk próbálnak meg mindent megcsinálni, mert azt gondolják: Ezt én is meg tudom csinálni! Aki nem a terület szakértője, az alkalmazzson szakértőt. Ha pedig nincs rá pénz, akkor bele se kezdjenek, mert eleve halálra lesz ítélve a vállalkozásuk, így pedig megszórolhatnak maguknak sok-sok kiadást!
Persze e sorok olvasatakor, azt gondolják: Mit magyaráz ez, majd én megmutatom…..Kérem, hogy NE! S még egy fontos dolog: ha van eladás, akkor kell adminisztráció, kell logisztika, kell pénzügy, stb… Minden az eladással kezdődik ☺

AZ ÉRTÉKESÍTÉS MEGTANULHTÁÓ-E?

A legfontosabb kérdés: Ki megy el értékesítőnek? Az, aki pénzt, sok pénzt akar keresni. Az eladás, az egy szakra! Javarészts proaktív tevékenység, tehát itt menni kell az ügyfélért, nem pedig vágni, hogy megkeressen. Mint minden, ez is tanulható, bár kellenek alapok, melyek később már nem tanulhatóak. A kocka emberekben ritkán van meg az, ami szükséges alabpól az értékesítéshoz! Ez pedig egészséges önimádat, hitelesség, hír, motiválhatóság, szereplésvégy, emberismeret, vagy az, hogy az esetek többségében körültötte forogjon a világ. Ezt vagy hozzuk magunkkal a gyermekkorunkból, vagy nem. Aki nem hozza magával, nem lehetetlen, hogy jó értékesítő legyen, de nehezebb dolga lesz, az biztos! Mártéled sokadik, vagy elég jó, egy igazi értékesítő nem akar lenni! Ő mindig a legjobb akar lenni! Akiben az előzőekben írt emberi jellemzéstől, az emberek sértésétől, nem szabad figyelmen kívül hagyni. Közhely, de igaz: Az értékesítő először magát, majd csak később ad el bármis mást! Aztán jön a szakértelmem, az elhivatottat is azzal kapcsolatosan, amit képvisel és az attitűd! Persze van, akiben a jellemzéseknél, az emberi tulajdonságok, amik jellemzizik a jó értékesítőt, alapból megvannak, csak nem tudnak róla. Ilyenkor jön egy jó szakember, aki ezen tulajdonságokat elő tudja hozni az emberből, aki lehet, hogy nem is tudja, hogy mire lenne képes! De ebben az esetben is elindul egy körforgás: Jön egy szakember (nevezhetjük értékesítőnek ☺), aki eladja magát, aki hiteles lesz a szakmájával kapcsolatban és elindul az értékesítés.

Aztán a másik fél ezt megveszi, mert lesz hitelesség, lesz szakértelmem, lesz attitűd, s lehet, hogy a másik félben felébredhet annak az ingere, hogy értékesítő legyen. Érdekes körforgás!

LEGJOBB TANÁCS, AMIT KAPTAM:


MITŐL VAGY SIKERES:

Az értékesítés egy ön megvalósítás. S hogy mitől lesz valaki sikeres: mert van benne egészséges önimádat, mert hiteles, mert hisz, mert motiválható, mert van benne szereplésvégy, s mert jó az emberismerete! Ilyen egyszerű! ☺

“When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.” Dale Carnegie, How to Win Friends and Influence People, (1936)

How to Win Friends and Influence People is still a popular book in business, sales and business communication skills. The four part book is packed with advice to create success in business and personal lives. Until now Carnegie’s book is still used as a tool and considered a bible in training especially in sales.

For this iCN edition, I hope you have found our choice of articles useful either as a coach to use to your clients or as someone who is in sales.

For our next edition (10th edition) our theme is Business Coaching. We will be looking for unique perspectives on:

- How to plan and start a business
- Coaching as an approach to management
- The secret of growing your business
- Latest trends on business coaching
- Balancing personal with business life
- Why start-ups fail? Start-up Problems
- Expertise, wisdom and resources for start-ups and entrepreneurs
- Effective Entrepreneurial strategies and policies (for all types of business)
- Success stories about people who have gone through business coaching.

We are also accepting articles written in other languages like Polish, Romanian, Bulgarian, Hungarian, Turkish, and Spanish. If you would like to contribute an article, or would like to know more, just send an email to me - editor@international-coaching-news.net. Article deadline will be 23rd of January 2015.

We appreciate your support and look forward to collaboratively working with you in building an even better and richer International Coaching News online magazine in 2015!

Lovelia
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Editor, iCN Magazine