



FROM ONE TO MANY

Best Practices for
Team and Group Coaching

Jennifer J. Britton

Author of *Effective Group Coaching*

J JOSSEY-BASS™
A Wiley Brand

Copyright © 2013 by Jennifer J. Britton

Published by Jossey-Bass

A Wiley Imprint

Published simultaneously in the United States of America and Canada.

www.josseybass.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without wither the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at www.copyright.com. Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at www.wiley.com/go/permissions.

Care has been taken to trace ownership of copyright material contained in this book. The publisher will gladly receive any information that will enable them to rectify any reference or credit line in subsequent editions.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

The author acknowledges that Team Diagnostic® is a registered trademark of Team Coaching International, Inc. JournalEngine™ is a registered trademark of Frame of Mind, Inc. DiSC® is a registered trademark of Inscape Publishing, Inc. MBTI® is a registered trademark of the Myers-Briggs Type Indicator Trust. VIA® and the VIA logo are registered trademarks of the VIA Institute on Character. StrengthsFinder® is a registered trademark of Gallup, Inc. The Group Coaching Essentials™ teleseminar and the 90 Day BizSuccess™ Group Coaching program are trademarks of Potentials Realized.

Library and Archives Canada Cataloguing in Publication Data

Britton, Jennifer J., author

From one to many : best practices for team and group coaching / Jennifer J. Britton.

Includes bibliographical references and index.

Issued in print and electronic formats.

ISBN 978-1-118-54927-8 (bound).—ISBN 978-1-118-54928-5 (pdf).—ISBN 978-1-118-54930-8 (epub)

1. Teams in the workplace. 2. Employees—Coaching of. 3. Organizational effectiveness. I. Title.

HD66.B74 2013

658.4'022

C2013-902762-9

C2013-902763-7

Production Credits

Cover design: Adrian So

Typesetting: Thomson Digital

Cover image: iStockphoto

Editorial Credits

Executive editor: Don Loney

Managing editor: Alison Maclean

Production editor: Pamela Vokey

John Wiley & Sons Canada, Ltd.

6045 Freemont Blvd.

Mississauga, Ontario

L5R 4J3

MARKETING TEAM AND GROUP COACHING

*If you are working on something exciting that you really care about,
you don't have to be pushed. The vision pulls you.*

—Steve Jobs

Marketing is often the number one area I get questions around when I speak to groups of coaches about group and team coaching. For many coaches, marketing is a continued challenge in getting their work in team and group coaching started. I get questions around marketing for coaches who are new to coaching, as well as those who have been in the profession for almost a decade. Whether you are an internal coach or an external coach, positioning and marketing or selling your program is going to be a key consideration in the work you undertake. Central to this chapter is keeping in mind what your clients need and want. Also key is leveraging your strengths and building relationships with those who are interested in your services.

This chapter explores the following topics:

- Describing your work
- Positioning group and team coaching to organizations and the public
- Marketing best practices
- Revisiting the marketing “sweetspot”
- The Marketing Funnel
- Promoting your work: social media and other approaches
- The million dollar question: pricing
- Components of proposals
- End-of-chapter questions and marketing plan worksheet

As an external coach you may be positioning your work with public clients, those people who are participating and paying out of their own pockets, or to organizations who are looking for either group or team coaching services. As an external coach, two of your main marketing concerns will be to:

- Fill your own programs
- Establish relationships with organizations or groups that need a group or team coach

As an internal coach, you will need to position and promote your programs internally, to sponsors and decision makers as well as to internal coaching clients. As an internal coach, marketing and positioning is important to:

- Fill your own internal programs
- Position own internal coaching offerings to attendees
- Market/advocate internally with sponsors, line managers, teams, etc.

This chapter on marketing is adaptable for coaches from both realms. As you explore this chapter consider what adaptations are needed for your perspective and the clients you serve.

One of the premises of group and team coaching is that coaching is *all about the client*. Their concerns, agendas and focus areas should be driving the coaching processes. From a business perspective it is important to know about their preferences in establishing everything from how a group coaching program is being offered (virtual, in person, bi-weekly, weekly or more intensively) to how to price the program. You may wish to refer to the Knowing Your Client profile in Chapter 4 of the accompanying book *From One to Many*.

MARKETING BASICS: DESCRIBING OUR WORK

Selling coaching services, an intangible service, is a little different than selling a pair of shoes. The intangible nature of what we do can often be challenging for clients to understand. This, in addition to “coachese”—or coaching language—can leave public and organizational clients confused in terms of what coaching is, and what you are offering.

In describing our work it will be important to describe the key components of what is included, as well as the benefits of the work.

Key Features of Your Program

Features describe what is included in your program or services. Key areas you will want to communicate with a prospective client, whether looking to join a group, or as part of the team, are the following:

What Is Included in the Program you Are Offering:

- What is the program? How long is it? When is it offered? How is it offered (in person, by phone or Web)?
- How much time will be spent with the coach (group/team contact, any individual contact, pre- and post-program contact time)?
- What will the size of the group/team be (minimum and maximum)?
- What additional supports will you offer (individual laser coaching calls, private Facebook connection, audio or video support files, etc.)? What will group members receive (workbook/worksheets, tip sheets, resource lists, module notes, etc.)?
- What can people expect in terms of what the program will entail (conversational focus, online conversations, in-person work, webinars, and connection between sessions, etc.)?

The attributes of a program are also known as the advantages. Coaches may wish to consider what advantages participating members will receive. These may include a focus on lower cost, for example. In describing your program, you will also want to incorporate any testimonials from past clients. Testimonials can be gathered as part of the evaluation process, or at a later date, once group members have had a chance to get out, apply their new insights and use their skills.

Exercise: Describe Your Program Here

BENEFITS OF GROUP AND TEAM COACHING ENGAGEMENTS

Whether we are external coaches, internal coaches or leaders advocating for more support, sponsors and clients are keenly interested in what the benefits are and how this work can be positioned.

In rolling out group and team coaching work in organizations, our entry point is often discussions with HR or another sponsor external to the group or team we are working with. These early conversations are often door openers—or door closers.

Group Coaching Benefits

This is a quick reminder of some of the group coaching benefits we mentioned in Chapter 2. Check off the benefits below that you think would interest sponsors and clients.

For Clients	For the Coach	For the Organization
<input type="checkbox"/> Collective wisdom	<input type="checkbox"/> Leverages time and resources	<input type="checkbox"/> Time
<input type="checkbox"/> Multiple perspectives	<input type="checkbox"/> Economies of scale	<input type="checkbox"/> Money
<input type="checkbox"/> Less didactic (back and forth questioning)	<input type="checkbox"/> Effects change	<input type="checkbox"/> Scalability
<input type="checkbox"/> May have more time to reflect	<input type="checkbox"/> Harnesses the collective wisdom of groups	<input type="checkbox"/> Effecting change more readily
<input type="checkbox"/> Less "on the spot"	<input type="checkbox"/> Scalability	<input type="checkbox"/> Cross-functional fertilization
<input type="checkbox"/> Connection across geographic and industry boundaries		<input type="checkbox"/> Culture change
		<input type="checkbox"/> Enhanced retention of learning

Source: Britton, 2010

Team Coaching Benefits

Some of the key team coaching benefits we highlight throughout the book include:

- Stronger relationships among team members
- Role clarification

- Enhanced communication, feedback and ability to have difficult conversations
- Sensitivity to others' perspectives
- Greater alignment around goals, where the team is going and how to get there

Highlight the areas your work with a team may impact:

- Alignment around where they team is going (vision), what is important
- Higher productivity
- Enhanced relationships within the team
- Stronger results
- Understanding of strengths and values
- Clearer goals, with links to the business
- Shared agreements of how to work: what's acceptable and what's not
- Stronger relationships within the team, and sometimes with internal and external partners
- Enhanced goal clarity and focus
- Greater alignment
- Ongoing/sustained focus on what's important, what's working, what's not; support for adjustments along the way
- Clearer vision
- Rowing in the same direction
- More committed and engaged employees

Question to Consider

What are the key benefits of the team coaching work you are proposing?

POSITIONING TEAM AND GROUP COACHING

As we saw in Chapter 5, group coaching can be positioned in the following ways:

- As a standalone program to support individuals exploring common issues. For example, new managers, women returning from maternity leave, or those in career transition.
- As a follow-up to a current training initiative, such as training for new leaders.
- As part of a learning design, positioned as a follow-on or way to sustain the conversation and support the transfer of learning. This approach has it incorporated as part of a new initiative.
- Integrating a coaching approach into traditional training, presentations and workshops.
- As a standalone to facilitate conversation across the silos that exist within an organization.

Where or How Do You Want to Position Group Coaching?

Team Coaching Positioning

Team coaching may be in response to a team that needs support, a change within the organization or with leadership, or as an opportunity to proactively enhance the performance of a team. The team coaching process can range from an offsite to multiple months of work (e.g., six months) to shorter engagements that work within the business cycle.

Key Questions to Discuss with the Sponsor or Partner Include:

- How does this fit into larger organizational objectives or goals?
- From a budgetary or time perspective what is feasible or realistic in terms of program components, length?
- What experience has the organization had in the past with coaching? What's worked? What hasn't? What has been sustained?

- What is your vision for how this work is going to contribute to the organization?
- How can this work feed into or dovetail with other initiatives? For example, if a mentoring process is already being undertaken, how can this dovetail?
- What will success look like with this support?

Question to Consider

What other questions would you want to ask sponsors, organizers or leaders?

MARKETING BEST PRACTICES

There are a number of best practices related to marketing that coaches will want to note in their own business development. These nine best practices are followed by additional insights from other coaches.

1. **It’s all about the client:** Many coaches forget to market from the client’s perspective. What is important for them? What are their “pain points”? How do they want to be communicated with? What do they want to hear?
2. **It takes multiple touch points:** In marketing we often say it will take from 7 to 11 points of contact before people even decide if they need a product or service. Many coaches throw in the towel too early after communication about their program only once or twice. Mapping out your touch points in multiple ways is useful. Consider the short-, medium- and long-term touch points you can include. What strategies feed into one another? For example, how can a blog post be

leveraged through transmission via Twitter, Facebook or your monthly newsletter?

3. **Become a “go to” person in your area:** What are your strategies for people to get to “know, like and trust you”? What approaches do you want to use to increase your visibility—in person, in print, social media, etc.? (See the text box below called “Marketing Tips for Visibility: Do they Know, Like and Trust You?”)
4. **Track your results over time:** What trends do you notice? What is really working? What are merely time-suckers (activities that take up a lot of time but do not produce tangible business results)?

In looking at your trends, ask yourself:

- Where are you getting results?
 - Where do you want to put more focus?
 - What activities do you expect to give you longer-term results, if they have not netted anything yet?
 - What do you want to let go of?
5. **Allow lead time for clients:** In marketing my own group coaching programs I often go against the grain and advertise not just one but two or more upcoming dates at once. I increasingly find that for many of my clients they need more lead time for scheduling. Keep in mind that if a program date does not fill it may not be because of lack of interest; it actually may be that the timing does not work. Let people know when they can expect to tap into it again (next month or next quarter).
 6. **Add value in whatever you are doing and consider how you can build your platform in everything you do:** A blog post on holding a difficult conversation becomes part of a future speaking engagement, or a resource for a tip sheet for a team, for example.
 7. **Build time into your schedule for consistent, regular focus on marketing and promotion:** Remember the 1 Percent Rule. The 1 Percent Rule is a reminder that if we take small steps, or a 1 percent move toward a goal each day, it adds up over time. Over a month, consistent action will get you 30 percent closer to your goal. What is the goal you want to focus on this month? What action do you want to take today?
 8. **It’s all about building relationships in today’s environment:** Creating connection and conversation is key with your prospects. What opportunities are you creating to get to know them? What value are you adding? How are you listening for what people want? How are you offering what they need?

9. **Systematize it:** Systems make this work much easier (refer to the Systems text box in Chapter 3).

Marketing Tips for Visibility: Do they Know, Like and Trust You?¹

Whether you are delivering individual coaching, group coaching, workshops, teleseminars or retreats, word-of-mouth referrals are one of the best marketing sources. This means that it's important to undertake activities that allow your prospective clients/participants to get to *know, like and trust* you. This is a very old marketing adage, and holds true for building your coaching business. People are more apt to buy a product or service from a person or company that they know, like and trust.

Reflect on the following:

- What am I doing to get others to *know* me?
 - What activities are you undertaking so that others get to know you?
 - How are you “getting out” of the office and “in front” (even virtually) with your target market?
 - What's the image you are portraying? Is this what you really want?
- What am I doing to have others *like* me?
 - Ask: How is what I am offering answering the challenges and opportunities facing my ideal market?
 - Ask: How is what I am doing in my marketing (writing, speaking, teaching) helping and adding value?
 - Ask: How is what I am doing *different*, and even better, than what others are offering?
- What am I doing to have others *trust* me?
 - Am I following through with what I have promised?
 - Am I walking my talk?
 - Am I being authentic and in integrity with my business practices?

¹Adapted from Jennifer Britton, “Coaching Business Builder: Do They Know, Like and Trust You?,” Group Coaching Ins and Outs, February 6, 2011, <http://groupcoaching.blogspot.ca/2011/02/coaching-business-builder-do-they-know.html>.

Voices from the Field: Lessons Learned from Marketing

Here's what other coaches have written about their lessons learned with marketing team and group coaching:

Shana Montesol: Two lessons I have learned in marketing group coaching programs are:

1. Even in this age of social media, word of mouth and recommendations are critical. Group coaching, particularly in a virtual/online setting, is still an unusual concept to many and can trigger skepticism. People feel more comfortable with the idea if someone they know and trust has recommended the program to them. Testimonials from past participants can also help people see how others, who may have also started out skeptical, have found great value in the program.
2. Design a program based on what people in your target market really want. Think about their pain points. How will your program help them solve a problem that is keeping them up at night?

Kevin Stebbings: For group coaching an important marketing consideration is selecting a theme that is specific enough to coach a group on and yet broad enough to attract clients. For example, "Effective Time Management" is broad enough to attract clients and specific enough for individuals to work on their particular goals.

Sharon Miller: Marketing team coaching can be a longer sales process. Also challenging is trying to sell two facilitators and the extra cost associated.

Jacqueline Peters and Catherine Carr: When marketing team coaching we have found that many leaders don't like the term *team coaching*. They prefer to call the work *team development* or *team effectiveness* programs.

EXERCISE: THE MARKETING SWEETSPOT

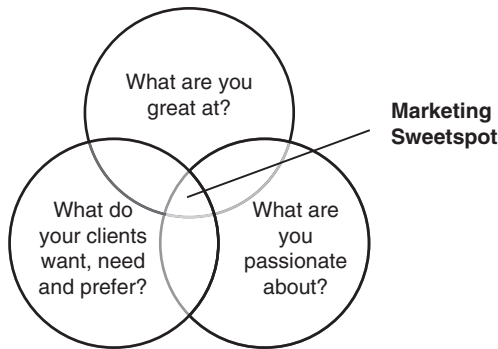
One activity that gives resonance and value for both internal and external coaches is the Marketing Sweetspot activity. I introduced this activity in *Effective Group*

Coaching, and am revisiting it here, given the impact I have seen it make in the hundreds of coaches I have shared it with.

The Sweetspot has its roots in the research of Jim Collins and his team of researchers in *Good to Great*. His work studied the factors that made great companies thrive. Hearing him speak more than a decade ago, when I was still working for the United Nations, his presentation influenced my thinking about the concept of leverage and impact. I have adapted what he refers to as the Hedgehog Principle in my discussions with team and group coaches. I have renamed this exercise the Marketing Sweetspot to acknowledge the synergy and point of leverage that can exist for coaches.

You may wish to work through this activity here in the book. Give yourself one minute to take notes around your responses to questions 1 through 4.

Figure MTaGC.1: The Marketing Sweetspot



1. What are you great at? As a coach, what are your strengths? What are the skills you bring that define you and your work?

As coaches we often work with our clients around strengths. What are your strengths as a coach?

As you consider this question, you may want to write down:

- Your top strengths in general
- Your top strengths as they relate to group or team coaching
- Your top strengths as they relate to marketing. Perhaps you have a really strong network, or have been blogging for several years, or are passionate about speaking. What are your strengths as they relate to marketing?

Spend one minute taking note of what you are great at, or your strengths.

2. What are you passionate about?

- What are the topics you most enjoy working around, the ones that get your juices flowing? What are the topics you are passionate about and want to focus your attention on every day?

Spend one minute taking note of the topics you are passionate about.

3. What do your clients want, and need, and prefer?

Putting yourself in the shoes of your clients, consider what their wants, needs and preferences are in terms of: key themes/topic areas they want coaching on, when they are available, for how long they are available.

Spend one minute taking note of what your clients want, need and prefer. Think back to the Knowing Your Client profile in Chapter 4.

4. What is the “sweetspot” or overlap across these three circles? In this final minute, list them here.

Using Venn Diagrams in the Group and Team Coaching Context

The Marketing Sweetspot activity is based on the concept of Venn diagrams, simply rounds of three questions giving group and/or team members time to reflect and comment on.

In the last exercise the one minute was intended to create a sense of urgency and to prompt you to “go with your gut” in terms of what you know.

Utilizing a Venn diagram as the backdrop to the coaching conversation can be a useful structure. There may be three questions of relevance to your group. Just as we did, give each group member time to look at the answers individually or collectively. The Venn diagram is a great way to find synergy or commonality. Key to the process is also the sharing and exchange that go on between team and group members.

This activity can be used *with teams* to look at:

- What are we great at? What are our strengths?
- What are we passionate about?

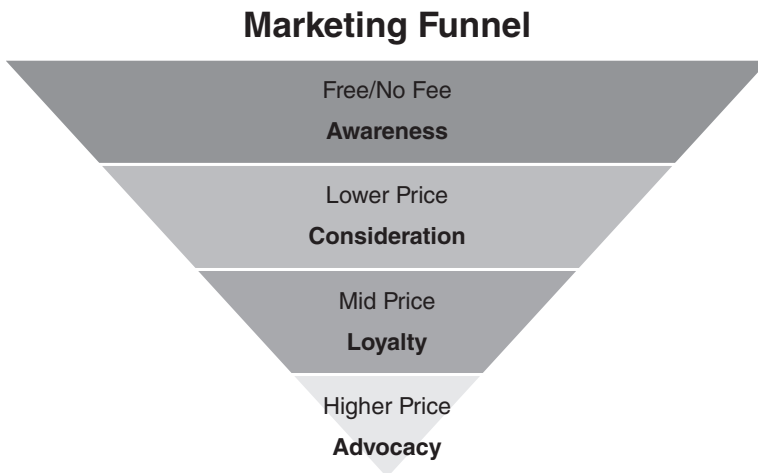
- What do our stakeholders want?
- What is our point of leverage (our “sweetspot”) in work?

Similar questions could be adapted if coaches are working with groups of parents or new business owners. How could you incorporate the Venn diagram into your work?

FOR EXTERNAL COACHES: YOUR MARKETING FUNNEL

External coaches are likely to have a range of approaches that make up their marketing mix. In marketing we often talk about the concept of the marketing funnel. The marketing funnel is the series of products or services available at different price points to meet the needs of different customers at those different price points.

Figure MTaGC.2: Developing Your Marketing Mix: The Marketing Funnel



GroupCoachingEssentials.com

We will take a look at the different levels. As you read you will want to note your thoughts around what would work well for you.

Free or No Fee: Building Awareness

Increasing your visibility and building the relationships with potential customers/clients is critical in creating your platform, or building your brand, and enabling people to know, like and trust you. The top or first level of the marketing funnel includes free or no-fee items such as:

- Blog posts.
- Articles or white papers focused on key themes related to your area(s) of specialization.
- Podcasts.
- Presentations (in person or virtual) on your topic. You never know where your next engagement may come from. Clients want to know about the work that coaches undertake. As coaches we need to maintain the integrity and confidentiality of our work. Getting out there and working with teams and groups is a key part of getting known. Many times coaches are picked because of the work they do, and being seen “in action” is a powerful way. Given that it is challenging (and unethical) to share recordings of your coaching conversations with teams and groups, being seen and working with groups in presentations and speaking engagements gives potential clients an opportunity to experience your approach or style, and to get to know you.
- Online resources through your social media. This may include resource- or content-rich blog posts, or links to your Twitter or Facebook account.
- Tip sheets related to your areas of focus.

The key focus of this free or very low fee level is to start building relationships with interested persons and to provide them with some valuable items/content related to your focus area(s).

For example, a coach working as a leadership or team coach might create a tip sheet called “10 Must-Read Leadership Books,” or team tip sheets on key areas such as conflict, communication, presentation skills, styles, or working across generations.

A group coach working around work life issues might create tip sheets on time management, getting organized or a listing of books, resources and websites of interest.

The advantage of tip sheets is that they can be the content you point group or team coaching members to for field work/homework. Rather than covering the content in the coaching session, you can use the coaching session to spring board off this.

The paradox for coaches is that as a profession we do not want to be seen as “experts” at the content, but rather the process of coaching. A group and team coaching process is not about content transfer like training; however, teams and groups you work with will benefit from tip sheets, reading lists and video lists. Coaches may wish to become information “curators” in pointing their clients toward content that is already created, if they do not want to create their own content.

Lower Price: Consideration

The next level of the funnel is known as the consideration level. These lower priced offerings may include paid resources such as an e-book that you self-publish or publish through Kindle, a paid webinar you offer, an audiobook or a short introductory virtual retreat. At the consideration level people are willing to spend some money for the services you offer. At this stage, people are now connecting and becoming aware of your services. One thing coaches will want to consider is how to encourage those who enjoy these services to convert to the higher levels.

Mid Price: Loyalty

The next level includes medium price services such as workshops, retreats, group coaching, or even individual coaching options. At this stage it is all about loyalty, as you aim to make the customer a repeat customer.

Higher Price: Advocacy

Your high end services may including team coaching, corporate work, one-on-one work, or any in-person intensive work you offer. It is likely that these people are your advocates and based on their positive experience will pass the word on to others about what you offer. Note that word-of-mouth recommendations are very important with coaching services (as noted in the ICF’s Global Coaching surveys).

Notice that as you move through the funnel it becomes smaller, indicating that there are progressively fewer people at each level. As a coach you will want to think about your mix at these different levels.

Questions to Consider

As you create the marketing funnel for your business, ask yourself:

What do you have in place already?

What do you want to put into place?

PROMOTING YOUR OWN WORK

When we talk about marketing we often talk about the 4Ps: Product, Price, Place and Promotion. Promotion is a key part of the marketing process. As our own base of people who have experienced our products and services expands, it is likely that we have created some advocates for our work. Notice from the Sweetspot exercise what preferred approaches have shown up for you in terms of promotion.

Possibilities for promoting your own work might include:

- Social media: Facebook, Twitter
- Speaking engagements
- Writing: articles, blogs, books
- Word of mouth

Social Media Outreach

It was once thought that social media was only for individuals. With the continued expansion of new modes of communication such as Twitter and the continued growth of Facebook and Pinterest, social media is now being used by governments and corporations to engage their employees as well as their stakeholders and customers. Take, for instance, the Twitter breakthroughs in the 2012 U.S. electoral campaigns. Some have dubbed it “the Twitter Election.” Twitter spokeswoman Rachael Horwitz stated, “There were more than 31 million election-related tweets on Tuesday night, making election night ‘the most tweeted about event in U.S. political history,’ said Twitter spokeswoman Rachael Horwitz.”²

²<http://www.reuters.com/article/2012/11/07/net-us-usa-campaign-social-idUSBRE8A60W320121107>

Used strategically, social media does not need to be a time-sucker and can be a great way to engage with your audience/clients. Like coaching, social media is all about the conversation. Social media is all about building and maintaining relationships. Like many other marketing strategies it is a medium- to long-term strategy and may not lead to sales immediately.

7 Ways to Engage Your Followers Through Social Media

1. Pose a weekly/daily question or tip around the topic that you focus on. For example, if you are a coach who focuses on personal productivity and time management, you may start with a blog post on the topic of 10 tips for time management, linking it to your Twitter and Facebook accounts.
2. Ask followers to share their tips or favorite resources or recommendations around specific topics.
3. Share an A-Z, a daily (or at least regular) series of posts that focus on the A-Z of a topic. You may wish to check out the Group Coaching A-Z or the A-Z of Group and Team Coaching activities at our Effective Group Coaching Facebook page. This became a very popular series for coaches during 2012.
4. Set up Pinterest boards to illustrate recent events. Coaches may wish to create boards:
 - Demonstrating the types of activities and outputs in your program (for example, showcasing vision boards created during programs, with clients' permission)
 - Illustrating the types of products and services you offer (for example, manuals you have produced, coaching card decks)
 - Showcasing the venues where you host events
5. Create a theme day for your writing. Several years ago I began a series called "Teams on Thursdays" at my BizToolkit blog. In addition to being a great structure to support my writing, it also was a reminder for readers to return regularly.
6. Collaborate with others. Collaboration is the name of the game with social media. Content marketing is expedited through the sharing factor of social media. Ideas you may wish to explore are "blog carnivals" around topics impacting your readers. Refer to Chapter 11 on collaboration, as well as the co-facilitation tips later in this chapter.
7. Leverage social media within your group. Peer communication is a key part of the team and group coaching process. Ensuring that everyone

has the opportunity to communicate as they would like between sessions may direct coaches to explore the use of Facebook Private Groups or other platforms to “keep the conversation going” between touch points. A key consideration with any platform you choose is the ability for group members to engage in a confidential conversation. Another consideration is to think about accessibility for all group members: are there any barriers being created by the platform you have chosen?

PRICING YOUR GROUP AND TEAM COACHING OFFERINGS

Many coaches wish for a magic bullet approach to pricing. In considering the pricing for your programs you will want to consider the following:

- Is there a market rate established for the work that you do? If there is not one for group or team coaching, you may want to find out what the rate is for facilitation and training.
- Consider where you want to position group and team coaching in the pricing of your overall services (refer to the Marketing Funnel).
- Is there potential for repeat business or a volume discount?

To get a ballpark range on pricing:

1. How many hours of contact time will you have? Consider:
 - a. Pre-program call (15 min × # of participants)
 - b. Group call time (___ min × # of sessions)
 - c. Post-program call (15 min × # of participants)
 - d. Any one-on-one time (insert your amount × # of participants)
2. What is an hourly rate you would like to be making? Multiply # of hours × hourly rate.
3. Include additional costs such as venue, meals, materials (printing, exercises, other resources), insurance, etc.
4. Add this up, divide by # of participants you hope to have.
5. Look at the number: Where is this in relation to the questions posed above?
 - a. Group call time (___ min × # of sessions)
 - b. Post-program call (15 min × # of participants)
 - c. Any one-on-one time (insert your amount × # of participants)

Let's work through this example with the following case in mind:

- 12-week group coaching process with six participants.
- Program length: 75-minute calls.
- Program is virtual.

Table MTaGC.1: Pricing Worksheet

Contact Hours	Option 1: 6 participants		Option 2: 8 participants	
Pre-program calls	15 min × 6 participants	1.5 hours	15 min × 8 participants	2 hours
Group calls	75 min × 7 sessions	8.75 hours	75 min × 7 sessions	8.75 hours
Post-program final one-on-one calls	15 min × 6 participants	1.5 hours	15 min × 8 participants	2 hours
Any laser calls you are holding with participants (average half participants per week/ between each bi-weekly call—15 min per call)	3 × 15 min × 6 weeks	4.5 hours	4 x 15 min × 6 weeks	6 hours
Overhead	None		None	
Total hours	16.25		18.75	
Total hours × hourly cost = Total cost	16.25 hours × \$150/hour = \$2,437.50		18.75 × \$150 = \$2,812.50	
Total cost per participant		\$2,437.50/6 = \$406.25 over three months		\$2,812.50/8 = \$351.57 over three months

If you have six participants the cost will be \$406.25 per person over three months; if you have eight participants the cost will be \$351.57 per person over three months.

The table can be modified to adjust for the number of contact hours, or the hourly rate you would like to use.

In an in-person program you may have additional costs such as venue rental, printing costs, meals and coffee breaks, and any additional insurance required. These can be added to the Overhead line.

For coaches who think that their pricing may be too high to charge the client at once, you may want to consider offering a payment plan over a couple of installments (for example, two installments with the second one at mid-point), or monthly installments.

You will want to work through an example by yourself:

Table MTaGC.2: Pricing Worksheet

Contact Hours	Option 1 - ___ participants		Option 2 - ___ participants	
	___ minutes × ___ participants	Amount of time	___ minutes × ___ participants	Amount of time
Program components				
Group call				
Pre- and post-program; final 1-1 call				
Any other contact time: laser calls/drop in, etc.				
Overhead costs				
Total hours		Hours		Hours
Total hours × hourly rate				
Final cost (line above/ # of participants)				

Notes:

Voices from the Field: Marketing Group Coaching Programs, by Lynda Monk, CPCC

During my past 13 years in business, offering training, consulting and speaking in the areas of burnout prevention and wellness for helping professionals, and in the past five years offering “Writing for Wellness” and stress management coaching services to individuals and groups, I have, without a doubt, found the marketing of programs and offerings to be the most challenging aspect of my entrepreneurial path.

The reality of making a living as an entrepreneurial service professional requires three things:

1. Your target audience (potential clients) need to have an identified problem.
2. You need to offer a solution to that problem with what you are offering.
3. Your potential client (whether it is an individual or group/organization/corporation) has to have the money/resources to invest in your services.

It can be helpful to ask yourself these three questions:

1. Who do I help? (e.g., “I help heart-centered professionals who make a difference.”)
2. What problems do I help them with? (e.g., “I help clients transform feelings of stress, emotional exhaustion, being overwhelmed and burnout to feelings of inner peace, calm, clarity and renewal. I offer care for caregivers and help them replenish from within through my Writing for Wellness journal coaching programs and presentations.”)
3. Can they afford to pay me to help them with these problems/challenges? (e.g., “The answer to this question has fluctuated over time, particularly with my government clients within the health and social services sectors who recently have been experiencing significant financial cuts to their corporate training budgets. These changes have caused me to adjust what I am doing in my business.”) We must continually evaluate and adjust to ensure we are serving a client population that can afford our services—this is an essential part of entrepreneurial success as a coach, including as a team and group coach.

(Continued)

Marketing is really about all the ways we *get the word out there* about what we offer and how it can help our potential clients. That being said, I find it overwhelming at times to pick which marketing efforts to focus on. My marketing efforts include the following: referral marketing (the kind I like the best, also known as “word of mouth” referrals), in-person networking (monthly meetings) and follow-up, online marketing through social media (Twitter, Facebook and LinkedIn), content marketing (publishing a monthly Creative Wellness Museletter, writing a blog, publishing articles both online and in print publications, guest blogging, guest articles in other people’s newsletters, etc.), speaking and presentations, and the list goes on.

I have invested in numerous business building courses that always include a component on marketing. In one course, I was taught that marketing needs to be a daily activity for entrepreneurs. In another course, I was taught that 20 percent of an entrepreneur’s time should be spent marketing. That is a lot of marketing! As a coach, it is important to ask yourself: How much time do you spend marketing your coaching services and programs? How do you measure your marketing results? What marketing efforts are resulting in new clients (that is, business revenue)?

In my experience, we are taught to be great coaches but we are not taught how to market and sell coaching services and programs. It means that as coaches we ideally have to also invest in business development training (or somehow figure out this end of things) in order to make a living. I have seen many coaching peers get discouraged and in some cases even give up on their dreams to be coaches because they have been unable to successfully market and sell their coaching services and/or programs. While some coaches get hired as internal coaches within a company or organization, the majority of working coaches are entrepreneurs and as such are directly selling their services through their own coaching businesses.

PROPOSALS FOR CORPORATE WORK AND REQUESTS FOR PROPOSALS (RFPs)

It is likely that proposals will be required by some clients. Key to great proposals and RFPs is zooming into what the client wants. You may wish to use the questions for sponsors and leaders from earlier in the chapter to shape your proposal.

Key components of coaching proposals may include:

Introduction: Summary of what you are proposing, a description of the initial point of contact (for example, initial request came through the HR business partner), a high-level overview of your company and past experience in this area.

Summary of what is being offered: What the work would look like. Coaches will want to include details about the key focus areas/themes you would work around, components of what is being proposed (offsite, virtual, length, number of hours for what number of people, any pre-work to determine themes and needs of the group or team).

The program development process: A description of how you will go about designing this work with the client. Areas that may be addressed are:

- Initial meetings with sponsor/organizer. Pre-program meetings with team members, assessments used.
- Program design: what is included (materials, support, exercises)?
- Program delivery: what is included (materials, evaluation, workbook—hard copy or digital/soft copy)?
- Program follow-up: any final group or team coaching sessions. Options for follow up (e.g., individual executive coaching, group coaching or team coaching follow-ons).

Information about your company: Who are you, what have been your successes? How is your work/process unique and different from other similar companies? List past clients that can be named, keeping in mind any non-disclosure agreements you have in place and other confidentiality issues. Provide examples or case studies of recent work you have done.

Testimonials and References: Provide testimonials and comments on past engagements.

Pricing and Schedule: Include pricing and scheduling details.

Concluding Remarks: Provide any additional final remarks, and potentially a summary of what you are proposing.

These are typical components included in proposals, but are not an exhaustive list. Harold Stolovich and Erica Keeps provide an excellent summary of a proposal template in their book *Beyond Training Ain't Performance Fieldbook*.³

³Harold Stolovich and Erica Keeps, *Beyond Training Ain't Performance Fieldbook* (Baltimore: ASTD Press, 2006), 167, 168.

This chapter looked at the topic of marketing your team and group coaching. This chapter was included for coaches both new to team and group coaching and experienced, who have questions about marketing their work. We explored foundational topics such as best practices for pricing and promotion, and looked at how coaches can leverage their focus around marketing by connecting it with their strengths, passions and what their clients want.

As we close this digital accompaniment to *From One to Many*, take stock of what best practices, approaches and ideas you want to carry forward regarding marketing. You are also invited to undertake the end-of-chapter activity.

End-of-Chapter Activity

As you have read through the chapter I hope that you have worked through the exercises around the Marketing Sweetspot, pricing and the Marketing Worksheet (which follows).

My action steps around marketing group and team coaching are the following:

- 1.
- 2.
- 3.
- 4.
- 5.

My allies/advocates in this area are the following:

Exercise: Marketing Worksheet

Description of my program: _____

Pricing: _____

Key client needs and preferences: _____

My marketing sweetspot is: _____

Key promotional activities (note these in the chart below, making them a SMART-E goal and putting some resources around it)

Table MTaGC.3: My Marketing Plan

Key Activity	Description	Key Dates	Resources Needed	Outcome

