

**REPLACING**  
**- THE -**  
**RAINMAKER**

**WORKSHOPS**

**COACHING**

This workbook accompanies the audio workshop. It includes speaker's notes, which summarize the content covered in the workshop. It also includes activities, which you'll complete during the workshop, and a continuing education assignment, which you'll complete after the workshop. The continuing education assignment gives you a chance to apply the theory you learned in a practical setting. At the end, there's a quiz to test what you've learned as well as space to make notes and information on where to go to learn more.

## ***SPEAKER'S NOTES***

### **Learning outcomes**

- You'll learn why it's importance to appoint a dedicated business development coach.
- You'll learn how you should structure individual coaching sessions.
- You'll learn how you should structure group coaching sessions.

### **Coaching**

- Every firm needs to have someone in charge of driving their business development efforts.
- That person can be an outside consultant or a member of the firm with a track record of business development success.
- The business development coach is in charge of overseeing your business development commitments.

### **A firm-wide priority**

- There was a time when firms could afford to rely on one or two rainmakers to bring in the bulk of new business.
- Business development is now everyone's responsibility.
- Everyone on your staff needs to receive business development training.

### **A forgotten pursuit**

- Without a business development coach, business development becomes a forgotten pursuit.
- It falls last in the firm's list of priorities, behind realization, utilization and other important performance metrics.
- Your business development coach is there to keep everyone on task.

### **Feet to the fire**

- Think of your business development coach as your firm's taskmaster.
- The business development coach is there to hold your feet to the fire when you start slipping.
- It's a necessary evil in making sure business development doesn't fall off the radar.

### **Improve your performance**

- Your business development performance will improve as a result of providing business development coaching.
- Individuals will no longer be left to their own devices, as you'll now have someone on staff to help them.
- Your staff will become more comfortable and more skilled in business development situations.

### **Choose your coach**

- Hire someone from outside of the firm with specific business development training.
- Few people within your firm will have the skillset they need to serve as a business development coach.
- The best coaches draw on their experience working with other types of professional service firms.

### **Tough love**

- Outsiders won't be as politically motivated to say or do "the right thing."
- Sometimes the role of business development coach requires "tough love."
- Typically your business development coach will be paid hourly or put on retainer.

### **Principal responsibilities**

- The coach is in charge of establishing targets and KPIs for each business development contributor.
- The coach is in charge of helping individuals draft a business development plan to realize those targets.
- The coach is in charge of coaching individual contributors.

## **One on one**

- Individual coaching sessions should last between 30 and 60 minutes.
- The coach and individual should review any commitments the individual made at the last session.
- Evaluate whether they did what they said they would do.

## **Coach performance**

- Help the individual understand why they aren't getting the results they want.
- Help the individual evaluate their performance and consider what they can do differently.
- As long as the effort is there, it's possible to coach performance.

## **Natural consequences**

- If the effort isn't there, show the individual the natural consequences of their actions.
- The goal is to compel them to make better decisions in the future.
- Hopefully they'll double down on their business development tasks in the future.

## **Performance and advancement**

- Use statistics to show a contributor how their recent actions will impact their overall performance.
- Neglecting part of the sales process will impact the amount of new business they'll ultimately generate.
- Point out how their business development failings will hamper their opportunities for advancement.

## **Money and clients**

- For some people, the quickest way to get their attention is a hit to compensation.
- Many accountants are driven by a desire to serve their clients.
- It can be a powerful motivator to point out that they're under-serving their clients by failing to meet their commitments.

## **Friends and firm**

- Highlight how their choices impact friends and colleagues.
- Articulate the consequences as they relate to the firm's ability to meet its goals.
- Underperformance directly impacts a firm's ability to achieve what it has set out to accomplish.

## **Connect theory and practice**

- Connect content from a group training session to the individual's business development effort.
- For example, the coach might ask an individual to describe how they build relationships.
- Make sure the individual can apply the concepts covered in the group training session.

## **Make a to-do list**

- Establish any upcoming business development tasks.
- These are the tasks that the individual is expected to complete between now and the next meeting.
- Establish specific commitments for each opportunity in the sales pipeline.

## **Move the process forward**

- Apply a measure or metric to each commitment to ensure it can be quantified.
- Summarize any commitments verbally at the end of the meeting.
- By the end of the day, the coach should send an email summarizing those commitments.

## **Strike a balance**

- Don't overcomplicate the to-do's that come from the meeting.
- Often it helps to adhere to the "rule of three", meaning no more than three commitments per contributor per meeting.
- The coach should strike a balance between asking questions and providing expertise.

## **Resist the temptation**

- Resist the temptation to react negatively when an individual fails to honor their commitments.
- Remind them of the natural consequences of their actions but don't get angry with them.
- It's important that they learn from their experiences, both good and bad.

## **Offer to help**

- Often the most effective thing that a business development coach can do is to offer to help.
- By lending a hand, the coach can kick start the individual's business development success.
- To make these sessions less intimidating for more junior staff, consider offering 1-on-2 sessions.

## **Attitude adjustment**

- The business development coach is in charge of leading group sessions.
- In these sessions, the coach delivers educational and informational topics in a group setting.
- These sessions should focus on reorienting employees' attitudes toward business development.

## **Develop their skills**

- These sessions should also focus on developing each individual's business development skills.
- This includes skills such as dialogue, listening and presentation.
- It also includes skills such as asking smart questions and handling live Q&A.

## **Give everyone a voice**

- These sessions should be participation-driven, interactive and engaging.
- The content should be question-oriented and conversational.
- It's important that the sessions take the form of dialogue, not monologue.

## **Bring it to life**

- Bring the content to life through demonstrations and live role-plays.
- It's also important that participants are encouraged to practice their skills out of the classroom.
- For every one-hour class, participants should be encouraged to spend at least twice that amount of time in active business development situations.

## **Divide up**

- You have two options for how to divide up group sessions.
- Your first option is to break up the sessions by title.
- Your second option is to break up the sessions by the dollar value of business development target.

## **Three tiers**

- The first tier would be made up of the firm's largest business development contributors.
- The second tier would be made up of the firm's other significant business development contributors.
- The third tier would be made up of the firm's newest business development contributors.

## **Customize**

- The largest business development contributors should spend more time on coaching than newer contributors.
- The top tier should attend group sessions monthly and hour-long individual sessions every other week.
- The third tier should attend group and individual coaching sessions every other month.

## **Set the course**

- The coach spearheads the creation of a firm-wide business development plan.
- The coach assists each contributor in understanding their role in achieving the firm's broader plan.
- The coach helps individuals break down their targets into monthly and quarterly goals.

## The taskmaster

- The coach coordinates and leads business development meetings.
- The coach performs business development analysis and reporting.
- The coach conducts business development performance evaluations for individual contributors.

## Summary

- It's important to fill the role of business development coach.
- Ideally you would hire an outsider, but you can also appoint an experienced business developer from within the firm.
- The coach is in charge of overseeing the firm's business development efforts and making sure everyone stays on track.

## ACTIVITIES

If you're completing these activities on your own, please write down your answers in your workbook. If you're completing these activities in a group, please write down your answers individually. Then share your responses with up to two other people. Look for commonalities among everyone's responses and discuss any differences.

### Activity 1

If your firm were to hire a business development coach, what criteria would you establish for hiring this person and what characteristics should they possess?

### Activity 2

What, specifically, would a business development coach help you with? How would they help you improve?

## CONTINUING EDUCATION

Work with a coach to help you develop your business development acumen. Provide feedback to the coach and your business development champion to identify positives, concerns and areas for improvement.

## QUIZ

1. Without a business development coach, business development becomes a forgotten pursuit. It falls last in the firm's list of priorities, behind realization, utilization and other important performance metrics.
2. A business development coach can achieve better performance through a variety of means — through coaching individual contributors to improve their performance, through group training sessions that equip contributors with the skills they need, and more.
3. When choosing a coach, it's wise to work with an outsider who won't be as politically motivated to say or do "the right thing."
4. The coach has three principal responsibilities: establishing targets and key performance indicators; helping individuals draft a business development plan to realize those targets; and coaching individuals to ensure they stay on track and have the necessary tools and resources to realize expectations.
5. The fewer KPIs you hit, the more likely you are to realize your target.
6. It's important not to overcomplicate the to-do's that come from a meeting with your coach.
7. It's OK for a coach to react negatively when an individual fails to honor their commitments.
8. Writing effective content, delivering content effectively and handling live Q&A in a presentation setting are all skills that should be developed via coaching sessions.
9. A coach should find ways to bring content to life through demonstrations and live role-plays.
10. A coach should not conduct business development performance evaluations with individual contributors.

## ***NOTES***

## ***FOR MORE INFORMATION***

For more information about additional workshops, or other Replacing the Rainmaker products and services, please visit [ReplacingTheRainmaker.com](http://ReplacingTheRainmaker.com).