

SPARKING IDEAS AND ACTION IN YOU AND YOUR BUSINESS  
HARMONY COACHING & CONSULTING

## How Important are Small Businesses to the U.S. Economy?

### Small firms –

- Represent 99.7 percent of all employers
- Employ half of all private sector employees
- Pay 44.3 percent of total U.S. private payroll
- Generated 60 to 80 percent of net new jobs annually over the last decade
- Created more than 50 percent of non-farm private gross domestic product (GDP)
- Supplied over 23 percent of the total value of federal prime contracts in FY 2003
- Employ 39 percent of high tech workers (such as scientists, engineers, and computer workers)
- Are 53 percent home-based and 3 percent franchises

Sources: U.S. Bureau of the Census, U.S. Department of Commerce, International Trade Administration.



*Small businesses generate 60 - 80% of new jobs annually!*

## 10 Ways to a Greater ROI on Professional Coaching

Coaching is becoming one of the leading development interventions in the corporate world. In a recent study by the Corporate Leadership Council, executives ranked coaching fourth in importance. The coaching profession has grown significantly over

the last decade and many executives find it a wonderful “perk” to have a coach while other organizations find it imperative to provide their executives and key management staff with coaches. Coaching provides a customized development process for the individual as well as a confidant for the most senior level staff members. How do you, as an individual or organization seeking or using coaching, make sure you’re getting your money’s worth? Here are 10 Ways to Ensure a Greater Return On Investment from your coaching dollar.

1. **Develop a standard criteria and process for selecting coaches:** Many coaches are selected for engagements based on word of mouth. Develop a standard process for interviewing and selecting coaches based upon specific criteria or competencies as you would any other position.
2. **Develop Service Level Expectations:** Spell out the exact expectations you have of the coach such as number of meetings, length of meeting, reporting back to individuals within the organization such as the clients direct manager or HR professional, any written development plans, etc.
3. **Involve the Coaching Client in the Process:** The coaching engagement is a relationship between the coaching client and the coach. Making a good match is key to successful engagement. Make sure the coaching client is involved in selecting his or her own coach.

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4. **Link Business & Development Goals to the Coaching Engagement:** Often times coaches are brought in to assist in the development of the key staff member, yet the development that is requested is not connected to the business strategy or goals. Ask, “How will the coaching, or the skill development or project support assist the company in attaining their goals?”
5. **Involve the Coaching Client’s Direct Manager:** The coaching client’s direct manager should be integrally involved in the coaching process with regular meetings with the coach or, even better, three way meetings between the coach, "coachee" and their direct manager to discuss progress.
6. **Provide Additional Support:** The coach is often not a member of the client’s organization; supplying the coaching client with a mentor or similar support can help the coaching client more effectively implement the development that is taking place with the coach.
7. **Assign a person in the Organization to Manage the Coaching Process:** Frequently, centralizing the requests for and selection of coaches can streamline the process. It can also ensure that coaching is being used where it’s the most effective intervention and that the coaches selected are appropriate for the assignment.
8. **Develop Measurable Goals:** If the coaching objectives are not identified prior to the engagement, ensure that the coach and coaching client develop measurable goals. How will you know if the engagement is successful? Some of the outcomes of coaching may difficult to measure but going through the exercise will greatly increase the effectiveness and efficiency of the coaching engagement.
9. **Develop Coaching Plans:** Ensure that the coach and the coaching client develop a detailed plan to achieve the goals that are developed. The coach often works “in the moment” but a plan of action or outline, to help the client get from point A to point B will lead to greater success.
10. **Measure the Impact of the Coaching:** It’s often hard to actually measure quantitatively the impact of coaching. There are often many variables going on in the business at the same time. Where it is feasible make an effort to measure the return on the coaching.

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Some measurements might include employee satisfaction, turnover rates, process times, increased sales, etc. as well as measuring qualitative data such as how the individual felt about the coaching, did they achieve the objectives, what value does the coaching client put on the coaching experience, to name a few.

Some of the greatest business leaders in the economy are advocates for professional/executive coaching. In some studies coaching has documented to provide anywhere from 500 – 1000% return on the investment. With those kinds of results coaching will continue to be a highly requested development tool. Putting in place the actions and processes to get a consistent value for your coaching dollar will continue to be a key to it’s success!

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## *Delegating Without Fear*

**Y**ou don't have to be afraid of delegating work to others if you follow these principles.

### **Make Appropriate Assignments**

You know the capabilities of each of your associates. When you plan their assignments, consider which person can do which job most effectively and efficiently.

### **Making Sure That Your Instructions Are Understood**

After you give detailed instructions to one of your team members your usual question is, "Do you understand?" and their usual answer is "Yes." But do they really understand? **Maybe or maybe not!** Or maybe that person just thinks they understand and they don't or are too embarrassed to say they don't.

Rather than ask "Do you understand?" ask "What are you going to do?" or "How do you plan on accomplishing this task?" Listen to their response and make sure your assignment has been understood.

### **Making Sure That Your Instructions Are Accepted**

Your instructions must not only be understood but also accepted by your team member.

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To gain acceptance, let your team member know the importance of the work and give him/her a chance to respond to whether or not they can get it done within the allotted time.

### **Setting Control Points**

A control point is a spot in a project at which you stop, examine work that has been completed, and, if errors have been made, correct them. This way you can catch errors early in the project, make adjustments, and avoid any major challenges later.

You can also make sure that the project will be completed by the deadline. A control point is not a surprise inspection. A team member knows exactly when each control point is established and what should be accomplished by then.

### **Providing The Tools And Authority To Get The Job Done**

You can't do a job without the proper tools and/or authority to get it done. Providing equipment, computer time, tools, and access to resources is an obvious step, but giving authority is another story.



Many managers are reluctant to give up any of their authority. If a job is to be done without your micro-management, you must give the people doing the job the power to make decisions.

Give people enough authority to get the job done right. If they need supplies or materials, give them a budget so that they can order what they need without having to ask for your approval for every purchase. If the project requires overtime give them the authority to make that decision and avoid the work getting slowed down in your absence.

When delegating, team members almost always have questions, seek advice, and/or need your help. Be there for them, but don't let them throw the project back at you. Let them know that you are there to help, support, and advise, but not to do the project.

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### ***Zip and You're Done***

The next time you need a zip code before sending off a letter visit this site. Punch in the street address, city and state and almost instantly you have the zip + 4 code necessary. Sure is a change from waiting in lines at the post office. Check it out –

[www.usps.gov](http://www.usps.gov)

THE JOKE'S ON YOU by Phil Ryder & YOU



**"That depends. If you are pouring it, it's half full. If you are drinking it, it's half empty."**

- Tracy Gillespie + Elmira, Ontario, Canada

### ***Spot that E-Mail Virus***

In case your anti-virus program doesn't catch every E-Mail based Internet worm, try the following tip to be warned if you are infected: Add a fake E-Mail address in your address book and name it with an obvious name (ex: !viralalert!) If you get infected, the message sent by the worm to that invalid E-Mail account will bounce back to you and you'll see the bounced message warning.



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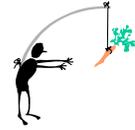
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## Ten Tips For Maintaining Motivation



1. Measure your progress
2. Get enough rest
3. Avoid sugar
4. Imagine yourself at your goal
5. Find a role model
6. List the activity's benefit
7. Keep a journal of past accomplishments
8. Take small steps
9. Find a partner, coach or mentor
10. Tell yourself quitting is not an option

Maintaining motivation can be challenging for your employees too. Help them maintain their motivation by sending these tips to them and following up on their progress.

*"Life is a great big canvas and you should throw all the paint on it you can."*

— Danny Kaye

**Harmony Coaching & Consulting** is in the business of maximizing human talent for individuals and organizations in various industries. We accomplish this through the analysis, design and implementation of [Human Resource Programs](#), [Professional Development Training](#), [Personal Executive Coaching](#) and [Assessments](#).

## MAXIMIZING HUMAN TALENT

