

Master Coach Series

Volume 4

The fan club game

Tap Your Most Powerful Resource
Enjoy a Full-Filling Practice

By Jay Perry MCC

“Supporting Coaches to Achieve Masterful Coaching”
“Supporting Clients to Achieve Masterful Lives”

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The Fan Club Game™

Tap Your Most Powerful Resource
Enjoy a Full-Filling Practice

By

Jay Perry
Master Certified Coach

Acknowledgments

I could not possibly acknowledge all the people who have brought this book into being. Here is a relatively short list of contributors:

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Section I – The Fan Club Game

I created the Fan Club Game in the early 1980s when I was working almost exclusively with actors. My wife, a friend, and I had developed a company called Actors' Information Project (AIP). Its purpose was to empower performers to be fully responsible for their own careers and to see that, although "acting is an art, finding work acting is a business." The Fan Club Game was an accessible marketing approach for a group of artists who did not see themselves as savvy business people. Many coaches find themselves in an analogous situation.

Coaching was one of the services we offered at Actors' Information Project. As no official coach training existed at that time, we pretty much made up our own strategies. A number of prominent coaches got their start at AIP, including Henry House (co-founder of The Coaches Training Institute); Rick Tamlyn (gifted emcee of many ICF conferences); Michael Stratford (coach, author, and publisher of this book series); Madeleine Homan (co-author of *Leverage Your Best*; author and head of coaching services for The Ken Blanchard Companies); Laura Berman-Fortgang (coach, author, and world renowned speaker); Cynthia Darst, David Darst, Eric Kohner, Tom Politico, Valorie Hubbard, and Isabel Parlett.

I know that some of these people have formally used the Fan Club Game in the last three decades with excellent results.

Since that time, The Fan Club Game hadn't been in the forefront of my thinking. But recently, when I put together a new yearlong program called All4ONE Coaching, the idea was rekindled. My vision was to create small work groups whose members would be completely dedicated to each other's success. But I wasn't sure how to inspire that sort of authentic commitment in people who were essentially strangers?

And then it hit me... the Fan Club Game!

I developed a two-day Fan Club Game retreat that challenged the participants to discover what it would take to enlist all the other participants in their Fan Club. The stakes were fairly high: *create a community of authentic fans that will spend a year doing whatever it takes to make each other successful.* It's like "Survivor," in reverse - where the goal is to keep everyone on your island and have them become your most valued associates.

The first retreat was a hit. Some of the players needed to get over the "I'm not big on games" story, but once they did, everyone played for real. In this version of the game, players put stickers in the appropriate "squares" of each other's game board when a) they felt they had become aware of what each did (awareness), b) they became interested in who they were (interest), c) they had a taste of how each worked (taste), d) they had a full experience of each other's gifts (experience), and e) they were ready to join one another's Fan Club. Each, of course, wanted everyone to wind up in her Fan Club, and, in the end, after everyone connected with a fresh level of authenticity and generosity, they all did.

Now I live with a Fan Club Game board on my office wall. It's filled with business cards and other "pieces" that represent some of the thousands of people whose lives I flow through. It helps me remember that I'm playing a game and that I am surrounded by wonderful resources.

And does that result in a full practice? I never worry about having a full practice. A full practice is not nearly as useful as a full-filling practice. The full practice is elusive. On the occasions when I have reached my target for a desired number of clients (I've worked with as many as 48 clients at one time), that result was always transitory. As soon as it was reached, a client would leave. The number of clients you have is just one factor in your success as a coach. The Fan Club Game is best played with the objective of having a full-filling practice each and every day. And that is what I wish for you.

Chapter 1 – Everybody Wins

Hopefully, our understanding of the power of community will extend beyond our own rather insulated little groups... One of the most beautiful things about basketball is that developing this sense of community will eventually lead to success on the court. In the long run, nothing's more important than the evolution of consciousness. Winning championships is the greatest feeling in the world, but it passes... What doesn't pass is the opportunity it offers each individual player for personal growth and evolving consciousness.

Phil Jackson from *More Than a Game*

The Fan Club Game is a relationship based marketing tool. When you focus on developing relationships, business success becomes a natural by product. You and the players on your board are all enriched by the experience

You could certainly set up the Fan Club Game to be a competitive endeavor. Match yourself against another coach and see who can create more fans in a single month. Or create a premier coaches league and see who can score the most game board points.

I suspect most of us, however, would find the competitive option non-essential to the game. In fact the beauty of the game is that everybody can win.

I've introduced the game to a number of my non-coach clients. They find it useful too. The benefits of developing relationships are universal.

The second half of this book focuses on the skills I'm convinced are most essential to winning the Fan Club Game;

skills that also transcend this particular game and contribute to every aspect of our lives.

The Fan Club Game skill set also provides a developmental template for a master coach:

MASTER COACHES are authentic human beings who are generous, creative, and curious; are able to create and play games, take consistent concrete actions, communicate effectively, and challenge themselves and others to perform beyond perceived limitations. They love themselves, people, ideas, and language and are grateful to be alive. And from that place, that state of being, they coach.

The larger vision: an end to MOI

We live in a culture that prizes individual achievement. We give people awards, and raise them to iconic levels. We want to know everything about them, to chart their courses, to discover their secrets of success so that we can become... what? More like them?

This is all part of MOI – the myth of individual achievement. In fact, nobody has ever accomplished anything by themselves.

You've probably seen award winning actors give their acceptance speeches. They frequently credit their movie

success to their director, writer, cast, agent, producers, parents, and God; a frank acknowledgement of the collaboration necessary to pull off a quality motion picture. But this is just the short list. What of the movie's other credited contributors, to say nothing of the critics and the media that promote the picture and help make it financially viable; what about their teachers and spiritual leaders; the politicians, musicians, philosophers, explorers, doctors, scientists, inventors...ad infinitum. How egotistical must we

be to even think that we've accomplished something completely on our own?

But what of individuality? Ah yes. Each of us human beings is a special spark in the cultural fire, a snowflake of unique proportions, appearance, appetites, and desires. Are we to negate the individual spirit in some misguided neo-communist approach to accomplishment?

This is not a question of *either/or*; it is a matter of *and*. We can honor and cherish the beauty of individuality *and* at the same time recognize the inherent connection that we have with people of all cultures, animals, plants...our entire world. My simple assertion is that individuality is not responsible for individual achievement.

Human beings are not built as stand alones. We must recognize our need for others if we are ever to fulfill the promise of our species.

The Fan Club Game is a small part of this larger vision that includes the end of isolation and loneliness. It is meant to poke a large hole in MOI. To help chart a path back to our sublime recognition of just how interconnected we are.

In the context of The Fan Club Game, the purpose of developing individual skills is to enhance our ability to connect. The game is over when everyone on the planet has a universal Fan Club.

Chapter 2 - A Full-filling Practice

Man's mind, once stretched by a new idea, never regains its original dimensions.

Oliver Wendell Holmes

When coaches are asked why they chosen the profession, the most common answers I hear are: *I've always been a coach. It was what I'd always been looking for. It's such a perfect fit for me.* Few people answer that they coach solely for the money, and yet at some point money does become a critical aspect of being a professional coach. We not only need money for survival, but to bring integrity to our work. We need it to take care of ourselves, to help us create, and to model for our clients. "How do I build a "full" practice?" is the student coach's constant question. Most training schools try to help, and there is no shortage of good quality, well-intentioned courses for coaches to learn "the" approach to building a practice. *Branding, niche-ing, networking* are some of the watchwords of the practice building guru.

Marketing is simply *the distribution of messages to a group of people that result in profitable actions for your products or services.* Sounds pretty easy.

Yet too many coaches still struggle with the notion that "marketing" is not their thing. This has led budding coaches I know to several possible conclusions:

1. **I need to become good at marketing even though I know it's not my strength or my passion.** The people that struggle with this one usually fail. Although it is possible to focus on addressing our weaknesses, it's probably not #1 on a list of priorities we'd want for our clients. And of course we know what mischief occurs when we organize around "shoulds."

2. **I need to find someone else to do the marketing for me.** This can work (I am part of a coaching company where someone else is the primary “rainmaker”), but it is the exception. Most coaching companies expect you to coach and bring in business. And hiring someone to market for you misses the point that most clients hire YOU, not the concept of coaching.
3. **I guess coaching isn’t really for me after all.** Certainly the decision not to be a professional coach is an honorable one and the perfect one for some, but too often I fear this decision is the result of a blind spot, rather than the “truth.”

The real problem, as I see it, is the insistence that coaching and marketing coaching inhabit two separate universes, universes that require different skills, different language, and different ways of being.

Coaches love making distinctions in language that help create new perspectives and possibilities. I’ve even heard it claimed that a measure of our power is in how many distinctions we can make. And yet, building and nurturing a practice is one instance in which coaches have made one distinction too many.

Consider the Distinction of *No Distinction* – If we collapse the differences between coaching and marketing, we are left with a new possibility:

We are the message!

You can accuse me of heresy, idiocy, or simple naiveté, but I don’t believe coaching is a service profession; it is a modeling profession. We need to be the change that we want to see in the world. We need to model the behavior that we want to see in our clients and our prospective clients.

It isn’t that we coaches aren’t good at marketing, but too often we have tried to sell a “service” rather than master and model the fundamentals of our profession that naturally result in a thriving business. Since we coach *human beings*, let us stop working in isolation and use the *human* resources at our disposal to create the fulfilling practices that we desire.

And what better way to approach it than through play? Perhaps we can involve ourselves in a game that plays to our strengths and passions. Perhaps we can succeed by integrating our own development with the development of a Full-filling practice: this is the essence of The Fan Club Game.

Chapter 3 - The Adventure Begins

The test of an adventure is that when you're in the middle of it, you say to yourself, "Oh, now I've got myself into an awful mess; I wish I were sitting quietly at home...."

Thornton Wilder, *The Matchmaker*

At the heart of the Fan Club Game is an adventure, a quest to uncover the deep connections that exist amongst people, to discover our natural power, and to develop the skills that promote our success in this enterprise. As in all games, the outcome is deliciously in doubt.

The Fan Club Game is derived from such classic childhood games like cribbage or Chutes/Snakes and Ladders where the object is to move a token from a starting place to an end point while experiencing an adventure blended with skill and fortune.

An image that originally inspired me to create the Fan Club Game was the ubiquitous naval headquarters in black and white British World War II movies. The centerpiece of the room was always a large banquet-table sized map of the North Atlantic with the known position of the Allied and Axis navies. Uniformed men and women with croupier-type sticks tracked all the ships and, I supposed, reported on movements to coordinate the war effort.

The Fan Club board is similarly intended to identify, track, and make the best use of all the human resources at our disposal.

The simple notion of the Fan Club Game is this:

Connect with complete strangers and discover the interactions that lead them to genuinely join your fan club.

When you master this game, you will have access to a deep source of fulfillment and all the resources you need to develop a successful and sustainable business.

Chapter 4 – The Players

“Ya can’t tell the players without a program.”...

mythical stadium vendor

It is impossible to play the Fan Club Game by yourself. People are to the Fan Club Game what chess pieces are to chess. This is a game about developing relationships and using those relationships to inspire, elevate, and fulfill everyone involved. In order to play you’re going to have to choose who you want to play with. Try this 3-step approach:

Step 1 - Make an initial list of all the possible candidates you can imagine, such as current clients, past clients, friends, colleagues, relatives, other professionals (i.e. dentist, accountant, yoga teacher), people you’ve been out of touch with for some time, and people you admire.

Step 2 – Choose 20 people to play your game with you. Twenty is an arbitrary number. You can add or subtract easily as you begin to play. Certainly you know many people whom you would not choose to play in your game, but that doesn’t necessarily mean you don’t “like them.” One of my best friends owns a small business and often asks me coaching-related questions. Although I answer his questions, I consciously choose to keep him primarily as a friend and not put him into my practice-building game. Why? I suspect that putting him in the game would have a negative impact on the friendship. That’s not true of all my friends, just this one.

Before we can get to step 3, you will need to consider that the players in the Fan Club Game fall into several categories of development. Most truly connected relationships are not created in one step. (“Hi. Nice to meet you. Wanna get married?” isn’t exactly commonplace.) So to play the Fan Club Game, I’ve created some possible stages of development.

As you create your own game, rename or refine these categories to fit for you. Here are the categories I like to use:

Strangers

People who do not know me, or are unfamiliar with what I do and who I am, belong in this column. So how can I put the names of strangers on my Fan club board? I mean, come on... if they’re strangers I don’t know their names, right? Well, there are any numbers of ways to add them to the list.

I could simply fill out blank cards for strangers x, y, and z.... if for no other reason that to remind myself to identify those strangers as I go about my daily business. When I figure out who they are, I put their names on the cards.

I can also create a categorical moniker like accountant, minister, actor, CEO, or attorney. Then when I am out and about, I’ll be looking to find that person... not unlike a Fan club scavenger hunt.

I am also aware of some people who lack an awareness of me. They may be the CEO of Shmatas, Inc, mayor of my town, my sister’s new brother-in-law, or a famous actor. All of the people in this category share this commonality: they are unaware of me and how wonderful it would be to know me professionally.

Aware

The people at this stage are aware of me and what I do, but don’t see any real connection between what they know about me and what they need. There are hundreds or even thousands of people like this in my life: my extended family, neighbors, golf buddies, people with whom I worship, shopkeepers, parents of my son’s friends, and so on.

And wonder of wonder all of these people were at one time strangers. How did they become aware of me and what I do?

Was it as part of conversation? Because of a workshop I offered? Could it have been the coaching session that I offered as part of the charity auction?

Interested

These are the people who have identified a connection between my services and their needs and want to know more about me and what I have to offer. These needs could be physical, emotional, or intellectual, but in all cases these “interested” players received a message from me, one of my fans, or some other source in the universe and that message caught their attention.

Taste

The people in this category are those who have had a limited, but real experience of who I am and what I have to offer. Whereas most American coaches I know speak about offering sample sessions, my British colleagues often refer to this introductory offering as a taster session. I love the word “taste” in this context. The notion is that one can taste the coaching soup before ordering it, discover whether it suits his or her palate or needs to be more or less spicy. There is a freedom that comes with the secure knowledge that not everyone will find my coaching soup to his or her taste. And since I only have a few tables to fill at my restaurant, I don’t have to keep changing the soup... just keep welcoming new tasters to the table.

What does it take for people to taste my coaching soup? If they know I have the soup (awareness) and they’re hungry for soup (interest), it only takes an invitation.

Experienced

These are the people who have taken the opportunity to know me in depth and savor what I have to offer. They have probably hired me and worked with me for a while. Or maybe they’ve attended a long workshop that I’ve led or been in a number of my classes.

In the Fan Club Game, it’s an important step to populate the experience category, but even having 30 paying clients doesn’t necessarily mean that one has won the particular game. The relationships I am able to create with my clients, the service they experience from me, and the ensuing results in their lives all have an impact on whether or not they join my Fan Club. In fact, there have been many people who have experienced me fully and not joined my Fan Club. Some people have high-tailed it back to the stranger category as fast they possibly could. I’ve had to accept that I can not be all things to all people. What a relief!

Fan Club

Fan is generally thought to be a derivative of the word fanatic: Someone overly enthusiastic about or irrationally devoted to a cause. Fanatic comes from the Latin fanaticus - "inspired by divinities" or from fanum - "temple."

Although I am aware that some might think that the term "Fan Club" smacks too much of a teeny bopper infatuation, I love the image that the term inspires: people in the world who are divinely inspired to be enthusiastic and devoted to my cause.

True fans want to know what we are up to, want to participate in our next workshop, and are delighted to help us in any way they can. They want to see us be successful and share in that accomplishment because they feel connected to us; they are stakeholders in our success.

Now we can move on to step 3.

Step 3 – Place each of the twenty people in your list into one of the developmental categories: Strangers (S), Aware (A), Interest (I), Taste (T), Experienced (E), or Fan Club (FC). When you are finished your player list should look something like this:

| | |
|--------------------|----------------------|
| Alice M (FC) | Claire |
| Scott (FC) | Jessie |
| Susan N (FC) | Susan D (FC) |
| Alice R | Roger (E) |
| Anne-Sophie (T) | Jill (FC) |
| Jeanne(FC) | Ben (I) |
| Ron (A) | Margaret (FC) |
| Terry (FC) | Darshan Kaur (FC) |
| Michael S (FC) | Michael N |
| Sarah (FC) | Cecilia (FC) |
| Judy | Patricia |
| Don | Dan (A) |
| Linda (FC) | Bill (FC) |
| Val (FC) | Karen |

I listed 28 possible players, chose 20, and designated their respective category from Stranger to Fan Club. All of these people are potential resources for my game. To activate that potential we're going to need a structure: a game board!

Chapter 5 – The Game Board

The creation of something new is not accomplished by the intellect but by the 'play instinct' acting from inner necessity. The creative mind plays with the objects it loves.

Carl Jung

There are brilliant chess players who are able to see the board and all the pieces on it in their mind's eye. They can see 10 or 20 moves ahead and anticipate the moves of their opponents. Mere mortals like me find it useful to actually have a game board on which to play. I need to constantly remind myself who's in the game and who needs my attention if I'm to develop a strong and loyal fan club.

The simplest classic board is a series of columns much like a spread sheet. Each column is a category of development and the purpose of the game is to move people in two directions- up the columns, and from left to right, ultimately ending up in your fan club.

The classic board might look something like you see on the top of next page:

| Strangers | Aware | Interested | Taste | Experience | Fan Club |
|---|---|---|---|--|--|
| People who have been referred to me People I admire People whose positions or titles I know | People who know what I do, but don't yet see how it applies to them People who know my name, but not what I do | People who think that there may be something I have that they would find valuable | People who have had a limited experience of what I do or who I am; hopefully they want more | People who are currently or have been clients attended a class or workshop that I have led | People who have been thrilled by their experience of me, who love me, and would love to support my success. They find my requests for help to be gifts |

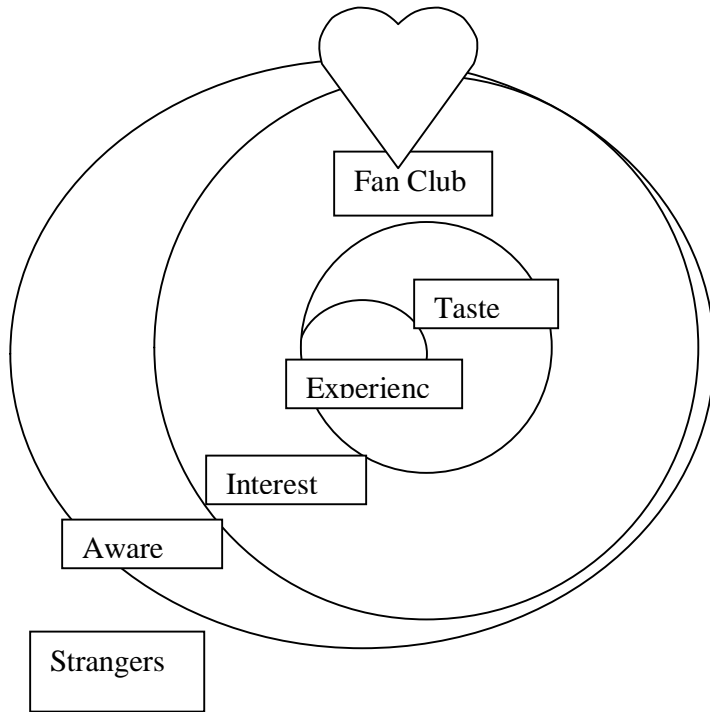
An art project...or not

Some of you might enjoy approaching the game board design as an art project. You can make it as simple (draw boxes on a sheet of paper) or complex (fill your dining room table with little Lego people to represent your players) as you like. You can use colors, different materials, and technology. You can even reinvent the way the game board looks. (See variations 1-4). The most important part of this exercise is for you to find the approach that works best for you.

Currently my favorite board lives in my office where I see it many times a day. It is made of green felt stretched across two foam boards (30"x40"). Foam board is light and inexpensive and you can find it at any crafts store. I use business cards to represent my players and I keep them on the board with Velcro dots that are sticky on one side. Because the sticky end goes on the business card and the Velcro side on the felt, I can easily move the cards around. If I don't have a business card for someone, I write the player's name on the back of old business cards that were going to be thrown out anyway. Uh oh... I'm becoming Martha Stewart.

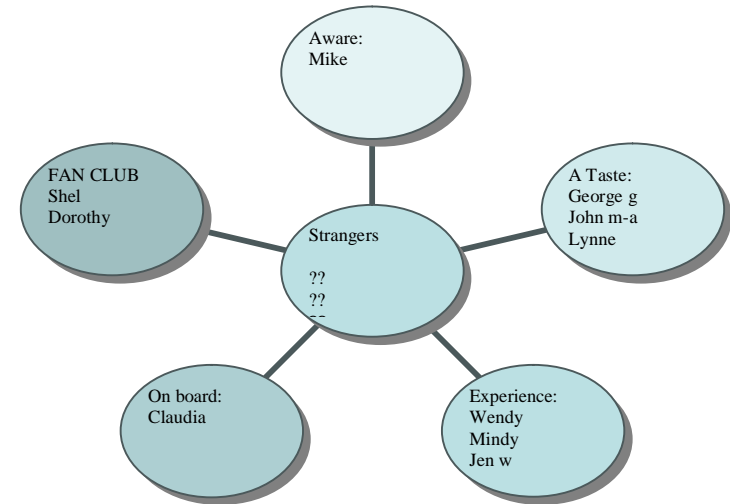
Of course, there are many creative variations of the classic board. Here are a few that my colleagues have invented.

Variation #1



This is a wonderful visual if you think of the Fan Club Game as working with circles of influence. Players begin outside the circles and move closer to the heart as relationships develop.

Variation #2 – The Molecular Model



On the bench:

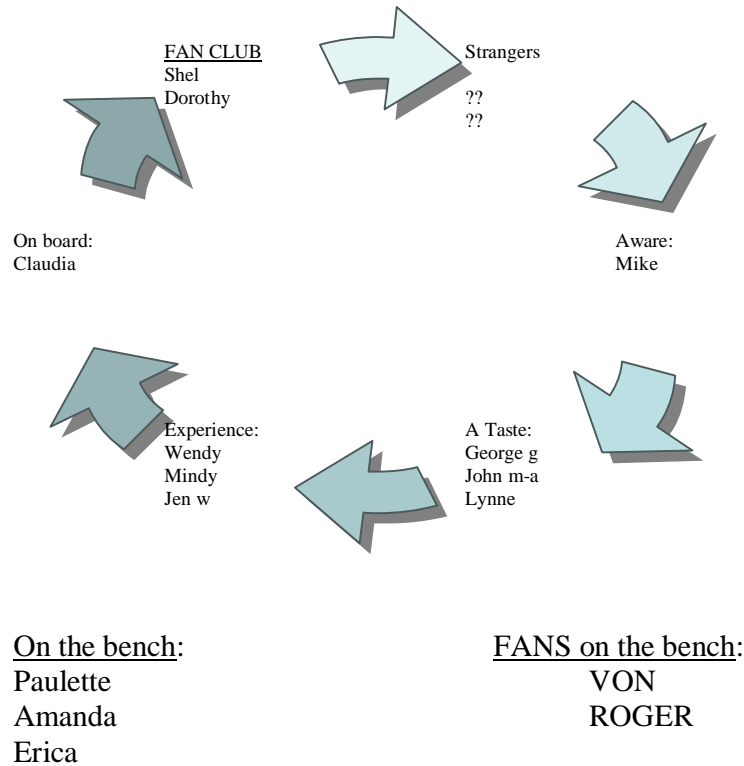
Paulette
Amanda
Erica

FANS on the bench:

Von
Roger

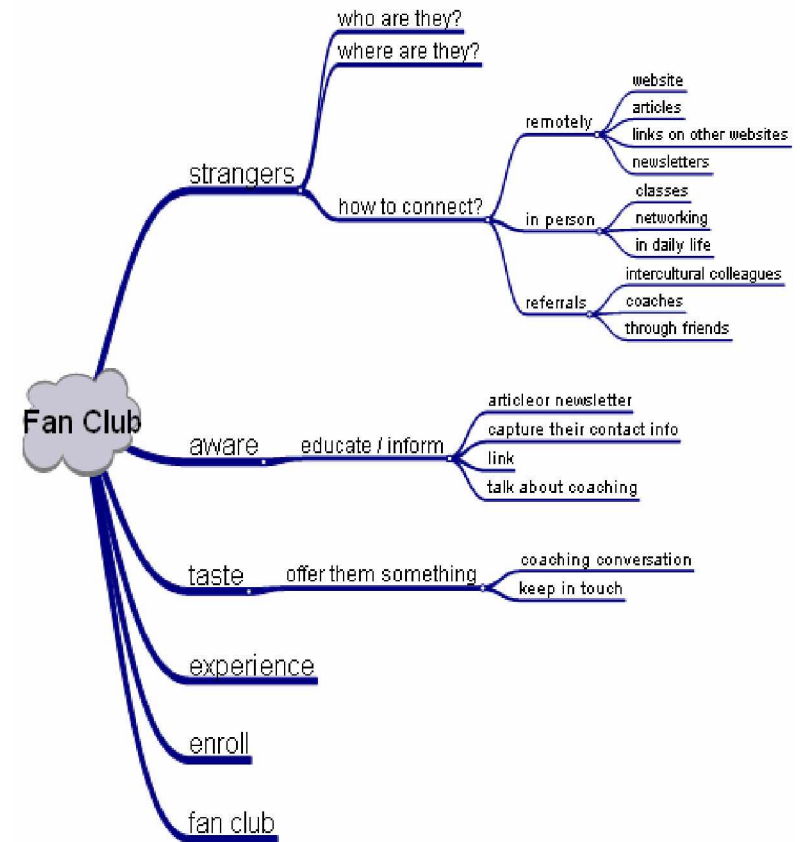
In variations #2, the molecular model, and #3, the Mobius mode, fellow coach Val Boyko continues the circular theme. Make note of her “on the bench” additions. This reminds her of players not currently in the game that she could call on as needed.

Variation #3 – The Mobius Model



One of the things I love about this model is the visual reminder that the Fan Club is not a final destination but, can, as the arrow indicates, be instrumental in leading me to meet new strangers who will one day be in my Fan Club... and who will introduce me to new strangers...

Variation #4 – The Mind Map



This mind map, another of Ms Boyko's creations, adds a layer of strategy to her category breakdown.

To Board or Not to Board

Now it's your turn. Create your own board. You can use elaborate materials or draw some lines on a white sheet of paper. But do make a board! (If you want to get a taste first try the blank board on pages 33-34.)

If it doesn't work for you, toss it out, but please don't fall prey to the Fan Club Game monster:

BOARD AVOIDANCE

There seem to be several strains of board avoidance.

First, there is the non-believer. *There's just no way that a silly board with people's names on it is going to help me with my business.* Well, I'm here to testify that non-believers who create boards often turn into believers. Seeing is believing.

Second, there are those who fear humiliation. *When I put up my board I'll see the awful truth about the state of my business and have to face how little I am doing to move forward.* The facts are your friends.

Third are those who fear success. *The board is so concrete. If I put it up I'll have to stop fantasizing and do something about it.* Just do it.

You may think this step is unnecessary or even silly, but there is something about the concrete nature of the board that has even the most intelligent people see their business in a new and productive way.

Chapter 6 - Beginning to Play

And the band begins to play.

The Beatles, *Yellow Submarine*

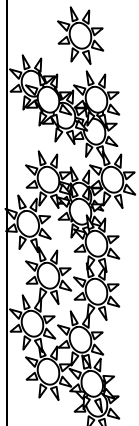
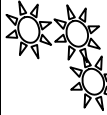
Now that your board is set up, it's time for the players to take the field. Take the 20 players from your list and place them in the proper categories on your board. Of course, you may have some question about which category a particular player is "proper." Use your best guess for now and you will be able to check your assessment as the game unfolds.

Now, step back and look. Really look.

There are so many things that you might see. Look at the board in much the same way that you listen to a client. What do you notice? What story is your board telling you? What questions occur as you look?

Here are three more possible game board ideas. Take note of your own observations before you read mine.

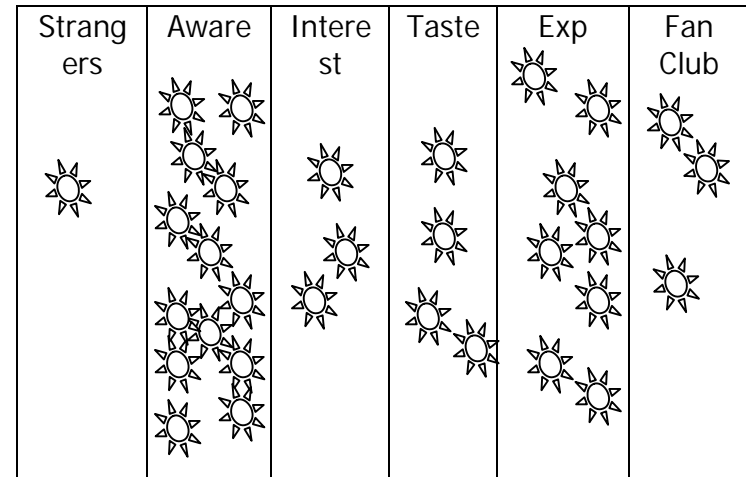
Board A

| Strangers | Aware | Interest | Taste | Exp | Fan Club |
|---|-------|----------|-------|-----|---|
|  | | | | |  |

Here are some of the questions that arose in my mind when I first looked at this board.

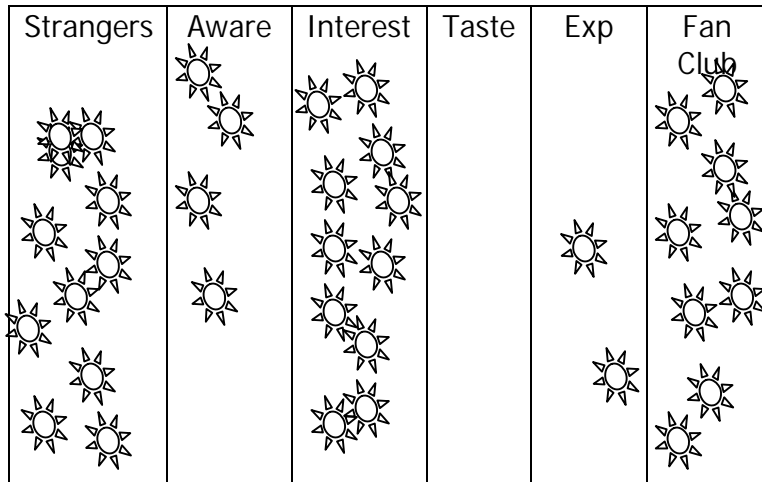
Is this the game board of a coach who has not yet come out of the closet? Is it accurate? Does this coach really have only 3 fans? Is there something this coach is ashamed or afraid of? What's the best way for this coach to begin making people aware of her value? Does this coach need more training... more colleagues in the coaching community... more opportunities to coach? Is this coach making the best use of his Fan Club? Has he asked them for anything? The stranger category feels like it's ready to burst. Is there any opportunity there?

Board B



Why are so many people aware of this coach and not becoming interested? Has the coach failed to articulate the benefits of coaching? Not walking the talk? Working in a very narrow niche? Were a lot of the people in the "aware" column at a workshop? How did they become aware of the coach? What would it take to "interest" a sizeable number of the "aware" people? The Fan Club is small compared to the "experience" column. Is it just too soon for there to be more people in the Fan Club? Is there some level of disappointment in the experience people are having? Are more people needed in the stranger column to insure a steady flow of prospects?

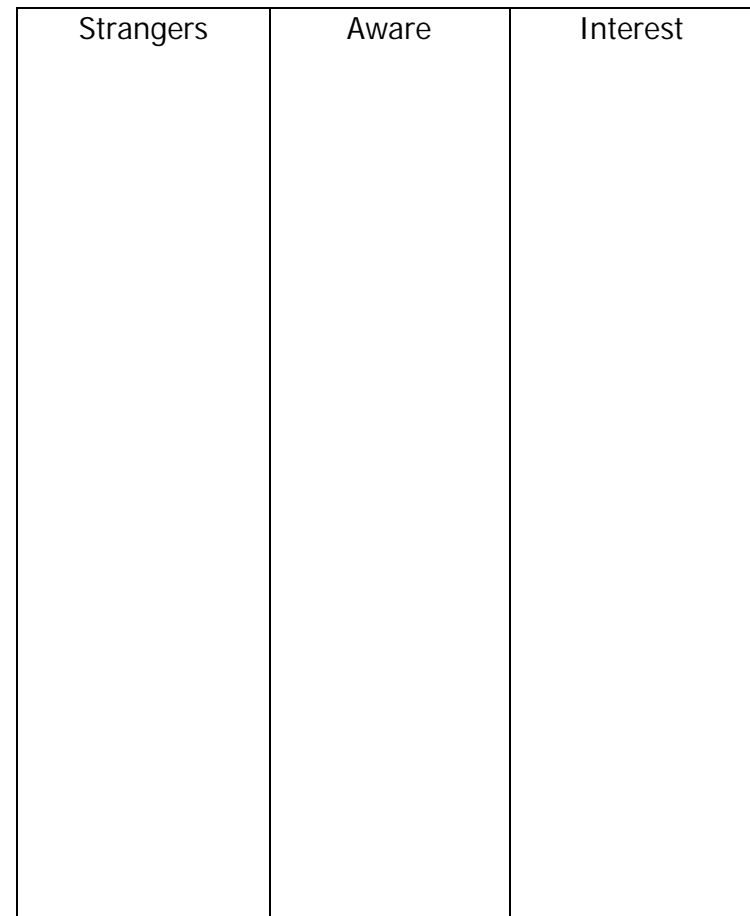
Board C



This board seems strange to me. Why are so many people interested without ever getting a taste or a full experience? Are they not getting a clear invitation? What's the relationship between this fairly strong Fan Club and all the interest people are showing? Is this coach actually slowing down the flow? (Intentionally?) Is there some barrier of which the coach is unaware, such as availability, fees, or desire?

Board D

This is a board for you to play with. Fill in your players, stand back and take a look. What questions occur to you? Does the visual clarify anything or give you a better sense of where you need to focus your energy?



Try adding to the 20 players on your board. Does it change with 30 or 40 players on it?

| Taste | Exp | Fan Club |
|-------|-----|----------|
| | | |

Game Board as Coach

Even though my dominant learning style is not visual, when I look at my game board, questions occur to me that I find valuable to ponder. Here are a few more interesting questions that my clients and I have asked as we've looked at our game boards:

Is it possible to have the pieces on the board jump one or more categories in one fell swoop?

What's the best way to use my Fan Club?

What are the messages that seem to create the most interest in me and my work?

Is there anyone else I'd like to see on my game board?

Is there someone on the game board that I would like to pull out of my game?

What's the one thing that would make playing the game more fun for me...more exciting...more powerful...more dangerous?

Have I used everyone on my game board 100%?

Can I work with someone in my Fan Club and create joint opportunities?

How can I increase the number of players in the Aware, Interested, Taste and Experience categories?

Where does my strength lie? Is it in sharing information (aware and interested) or is it through hands-on experience (taste and experience)? And how can I really build on that strength?

What is the purpose of my game board?

Do the people on my board suit my purpose?

Who belongs on my game board?

Are there strangers I would like to meet to add to my game board?

Am I right about where I have placed the players on my game board? How can I see if they agree with me?

What interaction can I create that would give me and a specific player more information?

What approach suits that player?

How could that interaction change their position on my game board?

Which of my strengths show up on the game board? How can I capitalize on them more?

What strengths do I have that are not yet fully in play? How can I put them "on the field"?

What happens when I look at my board as flowing from right to left, instead of left to right?

Chapter 7 - Game Board Strategies

I've learned that you can't have everything and do everything at the same time.

Oprah Winfrey

There are many different strategies you can use when playing the Fan Club Game. Different categories may call for different approaches. The language you use to interest someone may not be the same language you would use when actually coaching them. Each individual player on the board may respond differently to any approach you take.

You can't effectively focus on all at once. So pick a few strategies that appeal to you. Here are just a few general strategies that have worked for me or for others I know.

Consistent action – This strategy is tried and true. Taking consistent action keeps you in the game and when you're in the game good things can happen.

Finding and capitalizing on leverage points – As you look at the progress you are making on your game board you'll notice that there are categories or activities that seem to have the most leverage. I always found the taste category to be my leverage point. When my focus would shift to other columns the game board flow would slow. Other people I know have found that a newsletter or e-zine is the place to put their energy. Not simply because it was the easiest or most attractive to them, but because that was the leverage point that increased their game board flow.

Discovering your personal style – Each of us has a style that seems to fit best. Some of us are light, others more serious; some of us favor the spiritual, others the world of tables and chairs; some of us will only work in person,

others prefer the telephone. And of course we manifest these styles in our own ways as well: newsletters, books, e-zines, web sites, public presentations, assessments, breakfast meeting. The strategy here is to discover the way that works best for you rather than listen exclusively to what has worked for others.

Wrap around, top down, and jumping levels – When you stop thinking of the game board as linear, other strategies become possible. If you think wrap around you'll see your Fan Club as the category after Experience and just before Stranger. If you turn the board on its side The Fan Club becomes a waterfall that can trickle down into all the other categories. If you folded the paper at each category line you can see the possibility of moving people directly from stranger to interest or from aware to taste.

Branding, Niches, and Messages – Ah yes, the familiar marketing terms. When seen in the context of the Fan Club Game they have additional power. You can see clearly how each of these can contribute to your Fan Club Game flow.

Solitaire, Competition, and Team Work – Here are 3 possible approaches to playing the game. Do it by yourself (not recommended, but probably the best for some people), set up a competition (if competition makes you come alive, don't ignore this strategy), or work with a team (my personal preference... www.All4ONECoaching.com).

Rewards and Motivation – Do you need to raise the stakes to make the game more interesting? Do you need a Ben and Jerry's after each movement on the board? How about an ocean cruise when you reach a certain number of Fans? If pleasure's not your thing, try writing a \$500 check

to a cause you abhor. Give it to a true friend with instructions to mail it if you don't meet your objective.

Different boards for different projects – One board may not suffice for all the projects you have on your plate. I use different game boards for different game. I choose the players that I think will work best for each. When I'm selective about which players I put on my board, I'm more likely to use them.

Chapter 8 – Mini Games/Big Grins

Break it into little bits.

Konstantin Stanislavsky

Whereas the larger Fan Club Game is all about turning strangers into raving fans, we still need engaging “mini” games to drive the action and give us structure. Nothing I know of makes a “mini” game more engaging than a Big Grin Goal.

A Big Grin Goal focuses intention and “fits” so perfectly that the person who sets it automatically experiences passion, excitement, enthusiasm and joy; it calls forth our best; it asks us to stretch, invent, and breathe.

Goal setting, when used wisely, helps us focus our attention and energy for maximum performance. But I see too many clients setting goals that actually inhibit their progress. These poorly focused goals are intellectually sound, but don’t inspire the passion and joy that great players bring to a game. They are often *shoulds*, *woulds*, and *coulds*, conditional objectives that attempt to overcome present-time dissatisfaction with a future accomplishment.

What makes a Big Grin Goal different? A Big Grin Goal creates a game with tremendous value both in the potential outcome and the moment by moment process that is the game itself. In this way a Big Grin Goal is part of creating both a future and a present that are worth living.

A Big Grin Goal helps to create a game of vibrant energy that attracts others who want to play and contribute to your success. The energy may appear as a quiet smile, a toothy grin, or a fire in the belly. But in all cases, The Big Grin Goal will spur you forward rather than create resistance.

This is your game, so you get to invent the objectives and rules. Make it challenging, winnable and flexible. Even the International Olympic Committee changes the rules of games and competition when they see fit. Let the grin be your barometer.

I am frequently asked to give an example of a Big Grin Goal. There is no cookie cutter approach that I’ve been able to find...what gives me a grin, might not do it for you. When I set goals, or help people refine theirs, I listen for the sound of the voice, the energy, lightness, or enthusiasm that accompanies a possible *Grinner*. Even small adjustments can have a great impact on the size of the grin.

Client: *I really want 20 new clients by the end of the year.*
(logical – flat voice)

Coach: *Any kind of clients?*

Client: *Professional types. They seem to appreciate me right away. And they generally don’t gag at my fees.* (a little humor and a bump in energy)

Coach: *OK. You want 20 new professional type clients. There’s a bit of a grin there. What would make the grin bigger?*

Client: *Hmmm. I love to travel. Wouldn’t it be great if each of the 20 clients was in a different country? Then I could plan to visit them all.* (voice sounds transformed.)

Once you’ve found the big grin, it is easy to create concrete “mini” games. Here are four approaches to creating concrete “mini” games:

1. Focus on actions – Challenge yourself to take a certain number of actions each day or each week.
2. Focus on time spent – Block out a certain amount of time that you will spend exclusively on coaching business.

3. Focus on results – Play to register a certain number of new clients or to move a certain number of people forward into new categories.
4. Focus on points – Award yourself points for various actions and accomplishments. Play to earn a certain number of points each day or each week.

(You'll find more examples of these kinds of games in the "Taking Consistent Action" section on p.63.)

Winning the larger game depends on winning these "mini" games. And winning the "mini" games depends largely on developing a strong set of skills.

Section II - The Fan Club Game Skill Set

With regard to excellence, it is not enough to know, but we must try to have and use it.

Aristotle

Every game has a set of skills that allows its players to excel. In chess a top player must have a great memory, concentration, and an ability to visualize potential moves. A tennis player needs strong legs, stamina, quick reflexes, and a variety of shot making techniques.

This section lays out the most essential skills that I believe are needed to excel in the Fan Club Game. I draw direct correlations between my practice of excellence in these skills and the health of my coaching business. The development of these skills is, in essence, the game within the game. If you fully develop the following ten skills, you will likely be a master of the Fan Club game and a master coach as well. And the natural result will be a fulfilling practice.

Each of these skills could easily be the subject for a series of books. Here I have simply attempted to create some awareness and interest about the skill and to offer you an exercise or two if you are interested in further exploration.

Caution! You may have an emotional reaction to the following section. When I told the truth about where I stood with the consistent practice of each of these skills, I was humbled. No matter how far I've come with each one, I still have so much to learn. The good news is that these skills are all things that I am interested in developing, not only to fill a coaching practice, but to help create a world of connection, peace, and play. I hope you find them both useful and attractive.

Skill 1 - Game-ability

There is always an inner game being played in your mind no matter what outer game you are playing. How aware you are of this game can make the difference between success and failure in the outer game.

Tim Gallwey

A great coach has a deep understanding and appreciation of games. She knows that games are not frivolous, but rather the way that humankind creates meaning in life. She knows that to be human is to find ourselves as participants in many games. And she knows that we have the ability to create and play games that bring out our best, allow us to win, and make life worth living.

Every time you set a goal, you create the framework for a game. If you are smart, you set goals that light a spark in you and you use those goals as tools, not only to spur a single moment of accomplishment, but to enjoy the entire process of accomplishment. But how often do those goals deteriorate into obligations and bad habits - last year's good idea for which we no longer feel an ounce of passion? And how many of our goals are simply the expectations of our parents, our peers, or our culture? How many games are we playing, that we never wanted to play or no longer want to play? How many games are we playing that we are not even aware we are playing? Where are we trapped by notions that there is a correct and an incorrect way to play certain games?

Take the game of tennis. Of course there is a "correct" way and "incorrect" way to play tennis. You are supposed to stand behind the service line and, using a racket, initiate a point by hitting the ball over the net and into the opposite box on the fly. Then you and your opponent keep hitting the ball over the net and inside a larger box as long as you

can. The last person to do so successfully wins the point. Win enough points and you win the game.

Have you ever taken a 3 year old out to a tennis court and watched the games they invent with the same resources? *There's Can I hit the ball over the fence and Can I twirl around and go boom into the net and my favorite How many times can I throw the racket before Mommy and Daddy pay attention to me?*

In his classic coaching book, *The Inner Game of Tennis*, Tim Gallwey beautifully shares his successes as a tennis teacher through designing a distinct tennis game for each student; a game challenging enough to grab the student's focus yet perfectly winnable. And in *The Inner Game of Work* he brings these same notions of game design to business situations. The ability to bring the freedom and inventiveness of play to all situations is something that great coaches model.

A great coach can *name* the game that the client is playing, help him play that game better, or recognize that there is a better game to play. If you name the game, you can shape it. If you don't name the game, it tends to shape you. Your ability to name the games you are playing and to create games that bring out your best is at the heart of your professional success.

A game is not a formula or an algorithm. As one of my clients put it, "A game is a ...*because I said so.*"

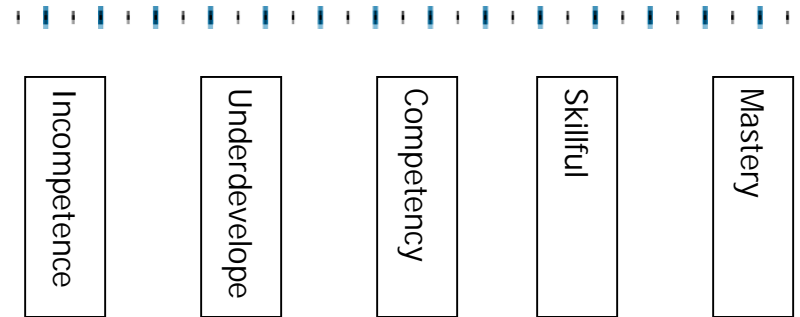
The Fan Club Game is one game that you can choose to play as you develop and maintain your coaching practice. And of course you can adapt the form, rules, and objectives to fit for you. Why? Because **you** say so.

The Self-Assessment Game.

Here's a game you can choose to play as you read this book. Regarding each skill conduct a self assessment. This is not science. It's simply your honest evaluation of where you are currently on this scale that goes from incompetence to mastery. Play it any way you like, but here are a few possibilities:

1. Fill in the bar chart (not drink orders) with a beautifully colored marker begin on the left end of the dotted line and keep drawing until you get to the appropriate box. Even better...color in the boxes. Cut them out, put them on your wall and chart your progress.
2. Use the dots on the dotted line as incremental improvements worth 1 point each. Focus on earning 5 points per week.
3. Focus on one skill--strive to develop mastery in it.
4. Play to see if you can gain competency in every skill.
5. Reward yourself for reaching different skill levels or for the skill level you have already attained.
6. Ignore the skills I've said are important and create your own set.
7. Form a partnership (could be your coach) or a team to play the game with.

How developed are your skills in the area of Game-ability?



Here is an exercise that can support you in moving ahead on the scale of mastery. Bring the results to your coach. Invent your own exercises.

Exercise

Create and play your own Fan Club Game. Play around with the rules until they fit for you. What constitutes a win? Who do you want to play with? Do you wear certain clothes or use certain equipment when you play?

Relevance to the Fan Club Game

To forget that we are players in the game of life leaves us lost in the grand illusion. Many times clients are drawn to coaching when they have lost their sense of game and play. They have no need to engage another lost soul. They need us to be players who are on top of our game.

Skill 2 - Authenticity

Heidegger thinks that care provides an alternative to the technological attitude. When we care for an individual being, we care for it as part of Being as a whole. ...this allows us to live authentically. Eric LeMay and Jennifer A. Pitts in *Heidegger for Beginners*

We are always being ourselves. Who else could we be? But there is a difference between being strategic and being authentic. Since childhood we have developed amazing strategic selves to cope with basic fears. (i.e. I must be a good girl or Mommy won't love me, if I act and talk tough, nobody will hurt me...) These strategic selves, although useful to a point, can become habitual. We run the risk of creating a false belief, for ourselves and others, that these *acts* are the real person.

Our authentic selves tend to emerge when we are surrounded by people who love us (no matter what), when we have nothing to fear; these selves are without armor, unstudied, vulnerable. Perhaps the biggest obstacle to being authentic is our cultural determination to be perfect. To be authentic is to recognize the *perfect imperfection* of our humanness.

Years ago, when I was a participant in a transformational workshop, I had one of those "Ahas" that are meant to occur in that kind of setting. I waived my hand in the air feeling an urgent need to share my original and brilliant insight. When the Indian gentleman who was leading the course called on me, I jumped to my feet and announced, "I see it so clearly now...I am a Jerk!" As the laughter settled, the leader looked directly at me and said in his charming accent, "No, no Jay. It is not that you are a Jerk. It is that you will always be a Jerk!"

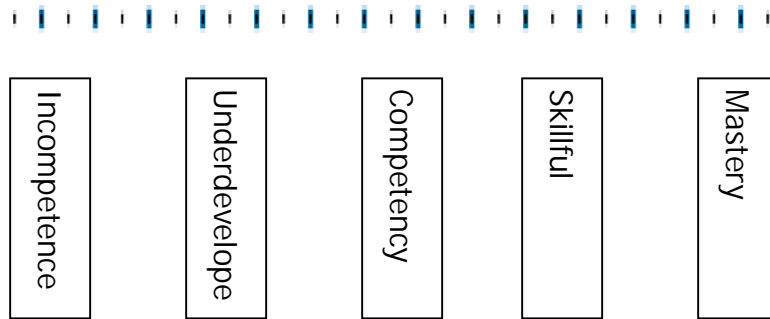
And, as the laughter settled for a second time, a strange thing happened. I felt at peace.

I instantly saw that it was my need to overcome being a jerk that drove me. It drove me to attend more courses, read more self-improvement books and medicate myself in inappropriate ways. The more I struggled to overcome my inner (and outer) jerk, the less people were attracted to me. People described me (all five foot four of me) as intimidating, scary, and over intellectual.

But if I would *always be* a jerk (the perfectly imperfect me) then there was nothing to do, but embrace it. I could give up the struggle, the need to hide, the ardent mission to convince people that I wasn't a jerk. It was in that moment that I discovered the possibility of authenticity and, in bold relief, could see how much I had invested in the development and the protection of my strategic selves: the acts and masks designed to camouflage the jerk.

As time went on how interesting it was to experience the paradox play itself out. The more I tried to make people think I wasn't a jerk, the more they thought I was. The more I embraced my "flawed" being, the more easily I seemed to attract the kinds of people I wanted to connect with the most...including potential clients.

How developed are your skills in the area Authenticity?



Exercise – Name Your Selves

Use this exercise to name your authentic and strategic selves. Your authentic name ought to grant you the room to be exactly who you are, warts and all. I've always wanted to name my business Wartzinall Coaching, but never had the nerve. Your strategic name is more likely to be idealized. My authentic name is *The Jerk* and one of my strategic names is *Professor Perry*.

Answer the following questions:

When you are being authentic, who are you being? (Include *positive* and *negative* characteristics.)

Where, when, and with whom are you most likely to be authentic?

When you are not being authentic, who are you being?

What do you observe about these selves? What does each self attract? Is one more powerful? Does one provide more

access to fulfillment? What does each one Does one cost you to maintain?

What name would you give to your authentic self?

What name/names would you give to your strategic self/selves?

Try on these names for a week and see how they feel. Notice if the different names impact your perspective or the way others relate to you.

Relevance to the Fan Club Game

Authenticity grants authenticity. When you are being authentic with me, it is easier for me to drop my masks and be authentic myself. And potential clients are attracted to that. It may be the one thing that people want most of all: to have the freedom to be authentic, to express them-selves fully, and to know that they will be honored, loved, respected, and safe when they do so.

Authenticity is a fertile culture for the growth of a Fan Club.

Skill 3 - Generosity

Generous coaches struggle. Coaches who master the flow of generosity prosper.

Jay Perry

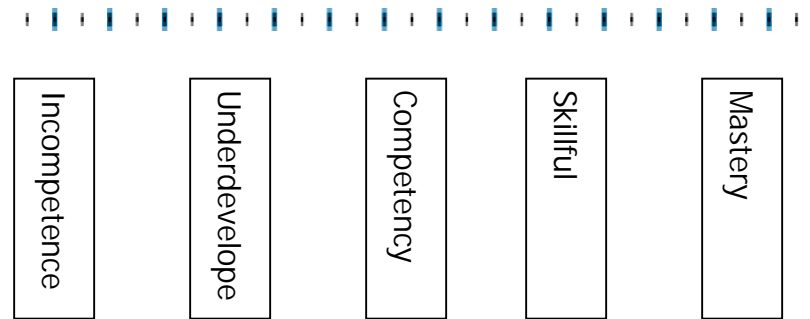
In the 1980's my coaching company led 13 hour business planning workshops for nearly 5,000 actors, some of whom now star in movies and TV series. These were usually done in a theatre setting with groups of 30-50 people. On these challenging days we asked performing artists to think deeply about their purpose, to set concrete goals, and to create a marketing plan. In the evening we required each actor to step on stage at the front of the room for a review their picture, resume, and audition presentation.

The final question we asked each person was, "For what would you like to be acknowledged. They knew that, no matter what they said, they would be acknowledged by a full round of applause and that they were to remain standing on the stage until the applause had stopped. This proved to be the hardest thing they did all day.

These actors worked hard and put up with so much so that they could pursue their dreams. Often their only payment was a round of applause, and yet, in this case, they did everything possible to avoid receiving the offered acknowledgment. Rushing off the stage after just a few seconds became such common behavior that we had to position people in the front row to push people back on stage to complete the exercise. The crossing of body parts, gazing away, and silly, distracting acts were the order of the day. We soon discovered that these people, who were so generous in giving acknowledgment, were, almost to a person, unable to receive it.

Coaches long to contribute and can only do so when there are people who are willing and able to receive those contributions. As coaching is not a *service* profession, but a *modeling* profession, it is critical that we develop our ability to receive as well as contribute. This giving/receiving principle is what creates a flow of generosity

How developed are your skills in the area Generosity?



Exercise – Generosity meets Referrals

We all know that most of our best clients come to us via referrals (often from our Fan Club). Asking for what you need is great modeling for a coach. Giving people who love you an opportunity to give you what you need is a profound act of generosity. Put the two together and ask your fans for referrals.

In the early 90's Thomas Leonard introduced me to this Seven Step Plan:

Step 1 – What is it you really want or need? This is a different question than what do I think I could get or what do I think I deserve. You may never even have to ask for it, but be clear about what it is you do truly want: 5 names by 6PM, an hour to review

you fan's contact files? Be as bold as you like, but by all means, be truthful.

Step 2 - Make a list of your true fans

Step 3 – Place the phone call or initiate the conversation. Insist on the time and environment you need for a dedicated conversation. This is not a conversation you want to have on the fly, tacked on to the end of another conversation, or when either one of you is feeling rushed.

Step 4 – Be vulnerable and ask for help. Be prepared with a truthful opening line like “I’m building my coaching practice and I really need your help” or “This is a critical time for me and my business and I need my friends’ support.”

Step 5 – Discover what your fan is prepared to do for you. Listen for the response/reaction. Are they enthusiastic, hesitant, or do they need your help more than you need theirs? Tell them what you need. Agree on what actions will be taken. If my fan has a person in mind, I ask the fan to speak with that person to see if he/she would welcome my call. Then I get the phone number and take it from there.

Step 6 - Create a follow up agreement like “If I don’t hear from you by Friday can I give you a reminder call?” You want your relationship to flourish from this conversation; for your fan to become a stake holder in your success. A follow up agreement will help to insure that neither party disappoints or feels badly if things don’t go as planned.

Step 7 – Communicate your gratitude. This might be a simple thank you, a small gift, or perhaps turning the table and asking how you can best support them. (Notice what happens to you if they say that they don’t need anything)

Relevance to the Fan Club Game

And so it seems that coaches are much like actors in this respect: We love to give and may not have developed our receiving skills. **It is the ability to receive as well as give that promotes the flow of generosity.** Imagine a world in which we all want to give, but nobody needs anything. Talk about a trade imbalance. If you could only do one thing to increase your business, tell people what you need and be gracious when receiving it. Stop serving and live in a flow of generosity.

Skill 4 - Communication

In most situations true communication (from the root “to commune”) is rare and valuable. And, in the land of coaching, it is the common currency.

Jay Perry

How do we hear the soul of a client? No matter what goal they've spoken, what is it they truly want? What word, message, metaphor, or question will help unlock some unrealized potential? How does “who we are being” alter the communication and the way the client receives it?

To many of us the challenge of communication begins with the name of our profession: *coaching*. I wish I could rewind the clock and find the person who first began calling us coaches. For a profession that is built on communication, it seems odd for us to use a name that doesn't easily communicate.

There are a growing number of people in our audience who have some understanding of what we mean when we say we are coaches. And still REALLY communicating what we do remains somewhat elusive. So what are our options?

A. Coaching is like – We can relate coaching to what people already know. *Coaching is like practical therapy for people who are well. You know the way Michael Jordan had a coach... It's like consulting, only coaches focus on the who, rather than the what* (now that's masterful communication...lol)

B. Coaching is its features – We can attempt to tell people what we do and what takes place. *A coach listens to you generously, tells you what they hear, asks you to take actions, and holds you accountable for what you say you're going to do.*

C. Coaching is benefits – We can suggest some of the things they might experience. *A coach is your partner that helps you discover and actualize your natural abilities to make more money, feel completely alive, and fulfill your biggest dreams.*

Or you could combine all three of these into some kind of communication stew. All of them can be extremely valuable. Still, nothing seems to communicate the power of coaching like the experience itself.

D. Coaching as an experience –

The classic story: Balance and the Bicycle.

Dad: *Here Janey..... put your leg through here, sit down on this little seat, put your feet on the pedals.... That's it..... I've got you.... Now you're going to start pedaling..... all you have to do is keep your balance and you'll be fine. Good, now balance....balance. balance.*

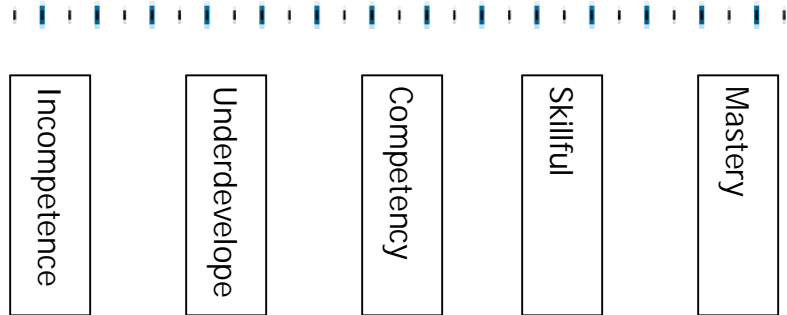
Janey: *.... Ok.... My leg through there... got it... sit down on this skinny thing.... Ooh that feels weird...feet on the pedals..... these things? OK.... Yikes that's wobbly.... Ok.... That better ... as long as you're holding on.... Start pedaling? Ok.....just get this one over the top.... Oh my god we're moving....I'll be fine if I balance.... What's balance? OH NOOOOO!... Yikes.... He caught me.... I thought I was going down for sure.... Why does he keep saying “balance”..... I got it? Got what? Oh my gosh he let go..... I'm riding..... So this must be balance.*

No matter how much Dad tries to explain, Janey needed to have the experience of balance to really appreciate what it was.

Clients, prospective clients, and referral sources all have an experience of who we are as coaches and human beings. This communicates as much or more to them than any descriptive verbiage we use.

No matter what technique you employ, it is essential that you find a way to communicate to others the value that you bring as a...*coach*.

How developed are your skills in the area of Communication?



Exercise – Stop Talking About It

Try this experiment: Stop talking about coaching for a month. **Do not** try to communicate what it's like nor what features it has and benefits it offers. At every opportunity **do** invite people to have an experience of coaching. There's no need to be weird or mysterious about it. Simply say something like: *It's a lot easier to experience than to explain. I'd be delighted to set up a time when we can chat for 30 minutes.*

Notice if anything has shifted in the development of your coaching practice.

Relevance to the Fan Club Game

Most of us communicate the value of coaching much more easily and effectively by giving people the experience of it rather than explaining it or talking about it. People will move more quickly along the fan club game board if you focus on giving them a coaching experience. Make sure to be appropriate (I have felt violated by some coaches who were intent on giving me an experience without my permission. It is impossible to get a true experience of coaching when you feel you are under attack.)

Skill 5 - Creativity

Creativity is not the finding of a thing, but the making something out of it after it is found.

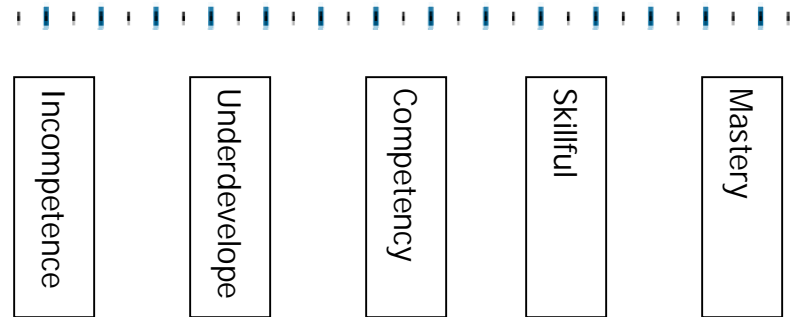
James Russell Lowell

True creativity is, in the abstract, the act of turning nothing into something. Cosmologists wrestle with this alchemical conundrum when they consider the origins of the universe. Yet for you and I on a daily basis...writing a poem, drawing a picture, and inventing a new approach to business or life ...it may be practical to think of creativity as something more accessible: the identification and full, inventive use of resources.

Years ago I was directing an opera with world class musicians. The production was to be held in a barn at a summer festival. When I walked into the barn I immediately saw that there was a large post right in the middle of the stage. I vented, I protested, I expressed my needs, I told the management how wrong they were to choose this barn for the production. And then I realized that this “dumb” post was holding up the roof and wasn’t going anywhere. I was resigned. Over night I was able to accept the existence of the post and the fact that I’d just have to work around it. Then in the middle of the first rehearsal I began to think of the post, not as an obstacle, but as a really amazing resource. I made the choice to include it in the opera. I assigned the post magical properties and instructed the singers to sing like they were plugged into a wall socket every time they touched it. The audience loved it and the New York Times critic raved about the production in his review.

We have all the resources we need to accomplish everything we dream of. If we’re unhappy with the progress we’re making, it may very well be that we have not identified or are not fully using all of the resources available to us.

How developed are your skills in the area of Creativity?



Exercise – Identify and Use Your Resources

You may very well have all of the resources you need to develop a truly full-filling practice. It will take identifying and creatively using those resources to make it happen. Use this list to inventory your resources and to see if you are using them to their fullest potential.

Skill 6 - Consistent Action

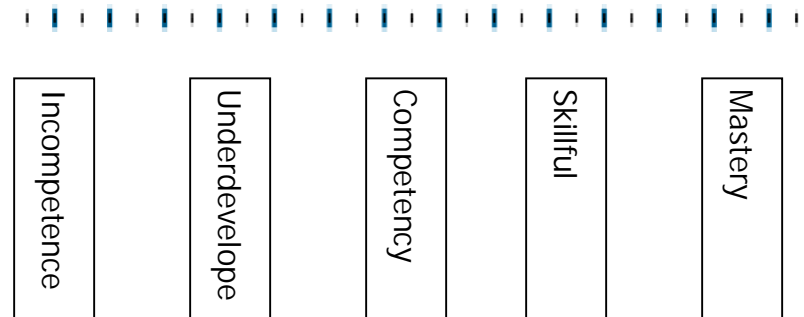
It is because we have at the present moment everybody claiming the right of conscience without going through any discipline whatsoever that there is so much untruth being delivered to a bewildered world.... Mahatma Gandhi

There are several different types of change. Rearrangement (moving items in a fixed paradigm), transformation (substituting assumptions to create new paradigms), evolution (slow inevitable progress comprised of small, seemingly random alterations), and transition (the journey from one state of being to another). All of them may be present as you play the Fan Club Game, but there is one type of change that is fundamental to the game: development (growth that is dependent on consistent action).

You develop as a coach, you develop a coaching practice, and you develop a Fan Club.

There is no short cut for development. Musicianship, fluency in a foreign language, healthy weight loss, building muscle, meditative peace and mastery in martial arts all require consistent and disciplined action. Coaching and developing a coaching practice are no different.

How developed are your skills in the area of Consistent Action?



Exercise – Develop a Daily Action Pack

Daily Action Pack

The Daily Action Pack is a group of actions that you take each day (at least 5 days per week) that, if completed, give you a near certainty of winning your games. It is intended to give you the consistent action you need to accomplish what's truly important to you. It also gives you a way of completing your work each day, of punching out, of knowing that you did your share.

The Daily Action Pack can be expressed in time (spend 2 hours a day writing), in number of actions (make 12 phone calls), results (close 2 sales per day) or a combination (make 8 phone calls, close 2 sales, and spend 1 hour reading industry related materials).

Sample Daily Action Pack (A)

- Play for an hour
- Write or journal 2 pages in my notebook
- Spend a minimum of one hour coaching clients
- Move 3 players up at least one column on my game board
- Clean and organize my office before leaving for the day
- Add one accomplishment to my “TaDa” list.*

* Colleague Susan Drouilhet has coined this term for her growing list of accomplishments. One difference between a todo list and a tada list is that you want to finish the todo list and throw it away; you want to keep adding to the tada list and keep it prominently displayed.

If there are a number of varied and valuable actions that you would like to take, consider devising a point system. Each day your daily action pack might consist of different combinations of useful actions. Each action taken would earn you points and your daily action pack would be completed when you reached 100 points.

Sample Daily Action Pack (B)

- Play for an hour (5 points)
- Write or journal 2 pages in my notebook (10 points)
- Conduct coaching session (10 points)
- Take a coaching class or have a session with my coach (10 points)
- Full day coaching related workshop (75 points)
- Clean and organize my office before leaving for the day (10 points)
- Move a stranger into the aware column (2 Points)
- Move a player into the interest column (5 points)

- Move a player into the Taste column (10 points)
- Register a new client (25 points)
- Move a player into my Fan Club (40 points)
- Spend an hour on marketing materials (10 points)
- Complete my self-care list (15 points)
- Spend 30 minutes reading a coaching related book (10 points)

In this case your Daily Action Pack would be complete if you:

| | |
|-------------------------------|-------------------|
| Conducted 2 coaching sessions | 20 points |
| Took a coaching class | 10 points |
| Moved 2 players into Interest | 10 points |
| Registered 1 new client | 25 points |
| Completed your self-care list | 15 points |
| Spent 30 minutes reading | 10 points |
| End of day clean up | 10 points |
| Total | 100 points |

Relevance to the Fan Club Game

Imagine what would be possible if you completed this kind of list each day for 3 months. When you talk about development, there is no substitute for consistent action. Fan Clubs are developed.

Skill 7 – Concretizing

Just the facts Ma'am.

Police Sergeant Joe Friday

Communications psychologist George Gerbner says that humans...*are unique because we tell stories - and live by the stories we tell.*

Our clients may love when we engage them in high level philosophical and spiritual conversations. They also want concrete results. The coach needs the ability to take stories, concepts, and imagery and refine them into concrete, definable language, objects and actions.

Concrete Language

How many concrete words are in this short exchange?

Coach: *How are you doing?*

Client: *Pretty well.*

Coach: *That's great.*

That's right. There are zero concrete words. Concrete words describe things you can count, touch, taste, and see.

What is different about this exchange?

Coach: *How many players in your Fan Club Game have you moved from the interest category to the taste category this week?*

Client: *I spoke with six people from the interest category and scheduled three taster sessions.*

Coach: *That's great. You have a 50% conversion rate.*

Here's the same exchange with the concrete words in bold face.

Coach: *How many **players** in your **Fan Club Game** have you moved from the **interest category** to the **taste category** this week?*

Client: *I spoke with **six people** from the **interest category** and scheduled **three taster sessions**.*

Coach: *That's great. You have a **50%** conversion rate.*

Using concrete language will help keep your clients grounded and lead to powerful actions.

Concrete Actions

In his provocative book *Five Love Languages* author Dr. Gary Chapman asserts that many relationships break down, not because love isn't present, but because people have these five different ways of experiencing and interpreting love:

1. Words of Affirmation
2. Receiving Gifts
3. Quality Time
4. Acts of Service
5. Physical Touch

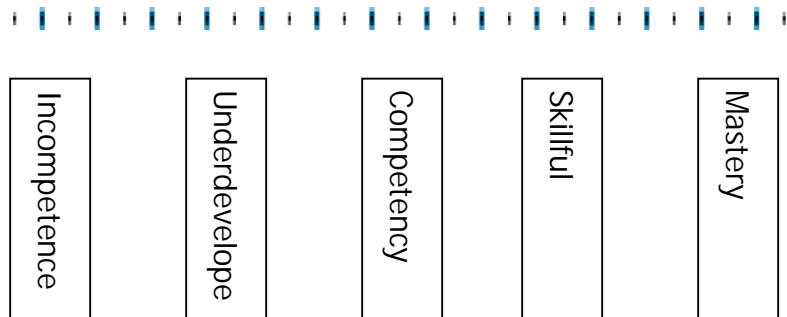
Which of these languages speaks most clearly to you? How important is it that love is expressed to you in concrete ways? Have you been expressing love conceptually or concretely?

Great coaches know the difference between being well-intentioned and taking concrete actions. They ask their clients to take concrete actions and experience the difference that their concrete actions make in the world.

Concrete Objects

Money is both an idea and a set of concrete objects. For professional coaches it also provides a critical area for examination and development. Money enters into the coaching conversation in a multitude of ways. Clients often hire coaches to help them make more money. Finances often present an issue when clients entertain hiring and how long they are going to retain a coach. And coaches want to make a good living doing what they love to do. I have found, however, that many coaches are not primarily motivated by money and this creates some interesting challenges. If you find yourself challenged by the concrete nature of money, I urge you to do the financial exercise that follows.

How developed are your skills in the area making things concrete?



Exercise – What Money Means to You

Make a list or a chart of concrete things that you want to manifest: a vacation in Spain, a birthday present for your sister, or a zero balance on your credit card.

For each one determine where that money is going to come from. The fee from one client may be dedicated to reducing your credit card debt. The fee from a workshop may go directly to pay for your vacation in Spain. In many cases you will not know where the money will come from. But it will come more easily if you know, in concrete terms, where you want it to go.

When it comes to money: the facts are your friends.

Relevance to the Fan Club Game

The idea of the game is very different than taking the concrete actions necessary to make progress and achieve objectives. When things aren't moving as quickly as you like, check to make sure that concepts and stories have not overwhelmed concrete language, objects, and actions.

Skill 8 – Curiosity

The true voyage of discovery consists not in seeking new lands but in having new eyes.

Marcel Proust

Curiosity is the coach's source of learning, discovery, and gaining fresh perspectives. It demands listening, seeing, and intuition. I have seen the crib sheets: printed lists of questions that coaches can ask clients. But the great questions come from authentic curiosity.

Coaching is a mixture of art and science (at this point more art than science) and curiosity is a quality that great artists and scientists share.

Compare these two coaching scenarios:

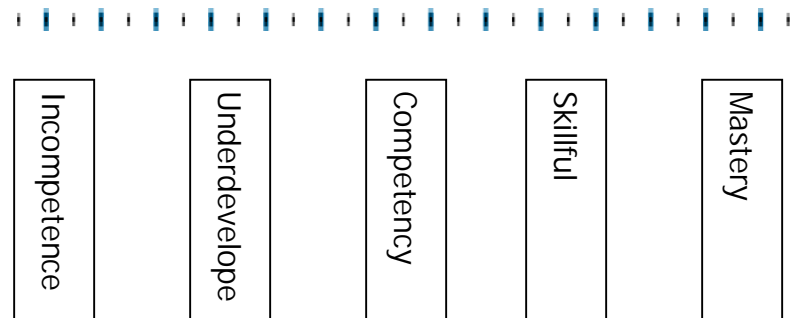
1. A new client shares her goals with you. You enthusiastically identify the problems, begin to lay out a strategy and plan for her to accomplish them as quickly as possible. It's great to know that a client has clearly defined goals and that you know how to help her move forward.
2. A new client shares her goals and you listen with the curiosity of a loving skeptic? You ask questions about the purpose of those goals, what energy is behind them, and what might be possible if those goals were achieved. In the presence of your curiosity the client discovers a better way to articulate one of the goals, sees that one goal was simply a "should," and awakens to the possibility of a soulful goal that she had not been able to see.

The first scenario features problem solving and what the coach already knows. Not bad, but the magic of coaching is missing. The coach is acting more like a consultant.

In the second scenario, curiosity drives the coach to learn what is true for the client; where the passion lives. The coach is in the moment and responding in present time.

Curiosity breeds presence and life happens in the present.

How developed are your skills in the area of Curiosity?



Exercise – The Onion

A. Spend an hour with an onion. “As nearly as possible now, try to look at it as if you have never seen an onion before. Try, in other words, to meet it on its own terms, not to dictate yours to it...” *The Supper of the Lamb, Robert Farrar Capon.* Mr. Capon’s instructions go on for several pages. It’s well worth reading to see how far we might go with our curiosity and rediscovering those things that we think we know.

B. Review each of your clients and ask yourself the following five questions... substitute at will.

1. What is the biggest vision I can hold for this person?
2. What belief do I hold about them that is standing in their way?
3. What story have they told me that perhaps I ought not to believe?
4. How is our relationship making an impact in the world?
5. What do I need from this client?

C. Ask the people who have chosen not be your clients about their process. Be curious about why people hire you and why they don’t.

Relevance to the Fan Club Game

I often see coaches struggle and suffer for fear that they don’t know enough to help a client or potential client. This lack of confidence can slow the growth of your Fan Club to a crawl. When you are grounded in curiosity, discoveries abound for both coach and client. The energy created in the discovery process accelerates the development of your clients and the growth of your Fan Club.

Skill 9 - Challenge

Life is either a daring adventure or nothing. Security does not exist in nature, nor do the children of man (and woman) as a whole experience it. Avoiding danger is no safer in the long run than exposure.

Helen Keller

Which of these two statements hold more truth for you?
Choose A or B!

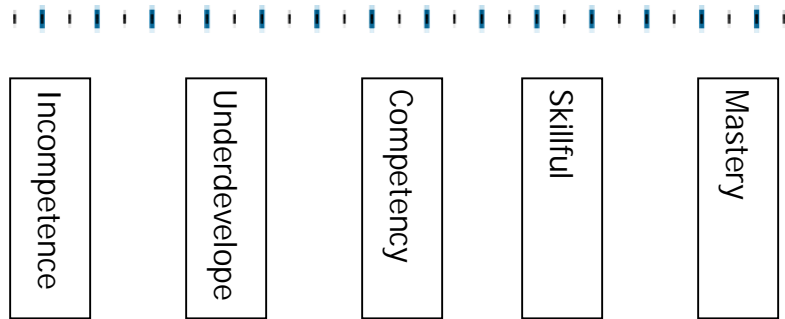
- A. I want a coach who tells me how wonderful I am, approves of everything I do or say, and always makes me feel comfortable.
- B. I want a coach who respects and champions my cause, asks for my best, and challenges my assumptions, stories, and excuses.

If you are not challenging your clients you are probably not thriving as a coach. There is an excitement and a thrill of having someone believe in you enough to challenge you.

Do you seek out challenges in your life? Do you have people in your life that challenge you?

Do you challenge your clients to be their best or do you stay within their comfort zones?

How developed are your skills in the area of Challenge?



Exercise – A Challenge Circle

Put together a group of colleagues, friends or supporters with the intention of giving each other the challenges you need to accomplish your most important goals.

You can do this exercise in person or on a telephone bridge line. (often available through your coach, your training school or the ICF)

Here are the three aspects of the Challenge Circle:

1. Safety - We want the challengers to feel safe to speak the truth about what they see you need to accomplish your goals...and we want the person being challenged to feel safe in the middle of the circle. So we've instituted two rules:

When you are in the middle of the circle, please respond to each challenge by saying thank you. Please do not comment on the validity of the challenge or on your inclination to accept it.

Within 24 hours get back to each challenger and let them know whether you do accept their challenge, want to accept it with some modification, or choose not to accept it at this time.

2. Challenge - To be human is to have a limited view of the world. To be our best we need others to tell us, from their points of view, what it will take for us to succeed. When making a challenge do not limit yourself to what you might be willing to do or what you think others might be willing to hear. Speak your truth.

3. Respect - We believe that it is a privilege to be surrounded by people who are willing to tell us the truth and ask for our best in a kind and caring way. Please honor them by responding.

Relevance to the Fan Club Game

Which coach would have the better chance of being in your Fan Club?

A. A coach who tells me how wonderful I am, approves of everything I do or say, and always makes me feel comfortable.

B. A coach who respects and champions my cause, asks for my best, and challenges my assumptions, stories, and excuses.

Skill 10 - Love

The human mind is sick with a disease called fear...The real us is pure love; we are Life.

Don Miguel Ruiz, *The Mastery of Love*,

The only prerequisite for a professional coach is self-love. I am not referring to egotism, but to a full and complete embrace of who we are as perfectly imperfect beings.

I cannot speak from experience about the absence of fear. I am not that enlightened. But there is a difference between the ways fear and love shape our actions, our relationships, and our lives. Some crippling fears and phobias might best be addressed through modalities other than coaching, but it is amazing how powerfully love can displace fear.

Great coaches love life and its many wonders: language, ideas, art, physical forms, pleasure, food, laughter...

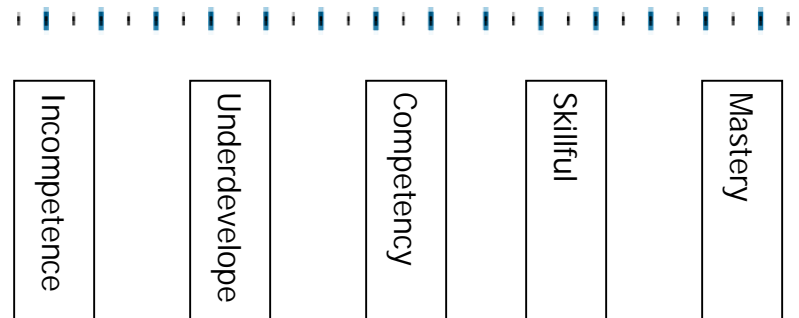
And of course we love others.

Several years ago I was delivering the keynote presentation at a regional coaching conference. The subject was love. As a closing exercise with over 100 coaches I led a simple dance where the participants were to walk in a circle, touch hands and look into one another's eyes. They did very well walking in the circle and touching hands, but almost no one was able to look into the eyes of the other coaches.

If we are afraid to look into the eyes of our brothers and sisters how can we possibly be the change that we see for the world?

I have been told that there are some cultures where looking into the eyes of strangers would be inappropriate or even offensive. And yet I cannot help but think that we succeed as coaches not by fitting into an existing culture, but by creating a culture; a coaching culture firmly rooted in love.

How developed are your skills in the area of Love and Care?



Exercise – Love Thy Life

There is something in your life that you love, a food, an activity, a place that you have been under indulging.

This week indulge. Next week indulge. The week after indulge. Indulge until you completely rediscover your love of life. You deserve to enjoy your life TODAY!

Exercise - Love Thy Neighbor

In 1969, the summer I went to Woodstock, I took yoga lessons in the woods from a man named George Rhoads. George was, and is, a kinetic junk sculptor who makes beautiful, playful things out of found objects. You may have seen or heard one of his installations in a public place: billiard balls falling onto metal bells and rising again in seemingly random motion.

One day in the parking lot before a lesson George walked up to me, looked me in the eye, and said, “Would you like a cucumber?” Since then I’ve received many gifts, but very few were given by someone who looked into my eyes with love. I’ve forgotten hundreds of gifts, but not that cucumber.

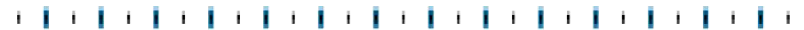
Try it this week. The cucumber is optional.

Relevance to the Fan Club Game

Coaches are professional lovers. If you’re struggling to build a Fan club, repair the holes in your love shack.

Fan Club Game Skill Assessment Summary

Transfer your individual skill assessments to this page for a snapshot of your strengths and developmental opportunities.



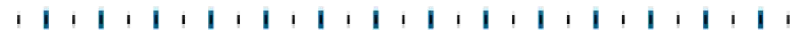
Game-ability



Authenticity



Generosity



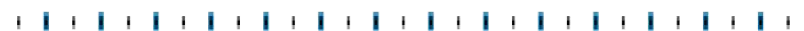
Communication



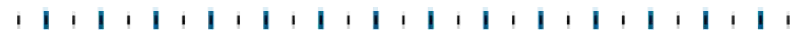
Creativity



Consistent Action



Concretizing



Curiosity



Challenge



Love

All4ONECoaching.

All4ONE is a select and challenging year-long mentor coaching program for beginning, intermediate, and advanced coaches who are on the road to advanced certification and are committed to making a big difference in the lives of others. It is based on the simple premise that you, a powerful individual, are infinitely more powerful when you are surrounded by supporters whose job it is to see you succeed. What drives All 4 ONE is the passion and care that participants have for each other. In All4ONE, **all** the people in a group are fully responsible **for** the success of **everyone** in the group.

The first two groups, Alpha/Beta, have been the living experiment of the The Fan Club Game. Their participation, their feedback, their struggles, and their successes have given these theories a basis in reality.

Alpha Group

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Susan Newman, Soozn304@aol.com

Each of them has contributed something to the book. They are all models of authenticity and generosity and I am a grateful beneficiary. You might do well to connect with

any of them if you want to find out more about the All4ONE process or if you are looking for a great coach.

I must especially thank Val Boyko for her assistance with Fan Club Game graphics and Alice Meisels for her passionate belief in me and my principles. We all deserve to have people like these in our lives.

For more information visit **www.All4ONECoaching.com**

About the Author

Jay Perry, (founder of The Coaching Collective) is an ICF Master Certified Coach who helps people take advantage of both business and personal challenges in unique and powerful ways. His clients include business executives, entrepreneurs, and creative artists. He is also known as one of the world's leading mentors for new coaches seeking to attain professional certification.

Since 1979 Jay has led workshops for thousands of people across the country on topics as diverse as business planning, leadership, transformational change, coaching skills, communication, and career planning. In 1991 he began working with legendary coach Thomas Leonard and participated in the creation of Coach University where he remains the dean of faculty.

His professional experience also includes ownership of a New York theater, running an interactive computer company, and for 12 years presiding as president of AIP, Inc., a training and consulting company in New York and Los Angeles.

In the corporate arena he has developed and led Coach Training Programs for 3 Fortune 500 companies. He specializes in coaching senior executives to advance their careers, think creatively, and keep their priorities straight.

Jay works with entrepreneurs to create sustainable, profitable businesses. He is an expert facilitator and often helps small business owners find ways to get the most from their team.

As a mentor coach, Jay works with both individuals and small groups.

Jay's greatest value as a coach has come down to his unwavering belief in me: the belief that I can live the life I choose... Michael Stratford, author of Masterful Questions

He mentored me in my previous career as an actor and as my coach, helped me make some of the biggest changes of my life: getting married, leaving my old career and starting a new profession... Laura Berman Fortgang, author of Take Yourself to the Top and "Now What?": 90 Days to a New Life Direction

Jay is kind, gentle, funny, and most of all insightful. His gift is to be able to see things in a new way, to ask the questions that have never been asked and to uncover possibilities and perspectives that would have otherwise remained hidden.
John Seiffer, past president of The International Coach Federation

Other Books in the Master Coach Series:

Master Coach Series Vol. 1 *Hungers: The Hidden Motivators*

"What If...there was something that kept derailing people's actions, goals, visions and dreams? What If...that something was able to be addressed as completely as breathing addresses our body's need for air? and What If...that same something was one of the most powerful motivators we all have, and if used well, could propel us to realizing our vision, mission and purpose in the world?"

Master Coach Series Vol. 2 *Directed Evolution: Taking Charge of Change*

From the Paleozoic Epoch of beginning creatures to the Cenozoic Era that includes human beings, evolution has been at work. It was either present in the existing environment or it was affected by a variant introduced into the environment at random. This book is about minimizing the randomness of ones personal evolution. With simple tools and ideas, people can gain influence in not only how they evolve, but also how to sustain that evolution. "If you're evolving anyway, wouldn't you want to have a say in how, when and where you do it?"

Master Coach Series Vol. 3 *Masterful Questions: Getting to the Heart of the Matter*

There is a question at the heart of each life advancement. One of the most powerful things a coach can listen for is the question their client needs them to ask. Masterful questions come from a deep connection to the client. This book is about creating questions, but more importantly it's about where the questions come from and the relationship to the present moment that creates them.

For more information about other books or programs in the series or to purchase the books/e-books go to the bookstore at...

www.creativeu.com/bookstore.html