

---

**PARW/CC**  
The Power Behind Career Success! Since 1990



# The Career Coaching Program for Scripting Career Success



---

# CAREER COACHING

## Module 1

Introduction	3
The Foundation	5
-The Career Seeker	6
-Diane's Whole-person Theory	12
The Industry – A Positive Profession	15
Career Coach, Consultant, or Counselor?	25
Coaching Competencies	28
Intake Procedures	35
Coaching Trivia	40

### ***Module 1 Overview***

In this Module, I will describe the foundation of career coaching while helping you to gain an understanding that career seekers are "Whole People" and approach career coaches with an 'underlying need' for a résumé or a job search. As career coaches, we work with the "Whole Person" not just the job search. This module provides an overview of the coaching industry as a positive profession and a description of what differentiates a Coach as opposed to a Consultant or Counselor. Then, we delve into understanding the coaching competencies and initial intake procedures.

**PARW/CC**

The Power Behind Career Success! Since 1990



**\*\* Disclaimer:** *The materials in the CPCC training manual are designed to help you develop a career coaching program for your clients and provide them with tools, products and services that aid in job search and career management. The CPCC program does not guarantee employment or placement.*

Due to constantly changing social media platforms and Internet sites, links may change.

---

## || INTRODUCTION

*"If you can't fly, then run,  
If you can't run, then walk,  
If you can't walk, then crawl,  
But whatever you do,  
You have to keep moving forward." - Martin Luther King Jr.*

The Certified Professional Career Coach (CPCC) program is a full-spectrum overview of career coaching, career management, and job search techniques. The CPCC program provides tools for career coaches:

- To set up a career coaching practice including intake, coaching for career development and management, as well as succession planning and retirement
- To enhance résumé writing services by providing career coaching for job search and career management
- To provide career coaching within an organization for HR professionals, recruiters, outplacement professionals, military transition and employment readiness specialists, college counselors, recruiters, managers of employees, and others involved in developing employees to succeed on the job

No matter your profession, the coaching competencies, and basics of career coaching are applicable to those seeking employment, those seeking to move up the ladder, and employees within companies who desire performance management and succession planning. The CPCC program includes 600+ pages of materials to learn the coaching competencies, apply the coaching competencies, and understand communications. Lessons include working with clients to conduct research, develop résumés, identify goals, values and occupational interests, and assessments to aid in the 'gaining awareness' process.

The section on job search is enhanced with descriptions of the traditional job search, as well as social media branding and career management, and the describes the various online job search tools. These tools are applicable to job seekers and employees within companies (e.g., reputation management is critical throughout one's career - and it is also critical for career coaches).

Module 6 was written originally to meet the needs of résumé writers who desired to integrate career coaching into their businesses. However, the concepts of business planning are applicable to workforce management coaches, and CPCC students may now choose to prepare a Mini-Business Plan or a Mini-Workforce Management / Career Coaching Service Offering Plan, to meet the testing requirements. Module VI now includes a section on Workforce Coaching.

The program includes three case studies, an expanded resources section, and a bonus module covering federal résumés for military transition specialists, government employees, college counselors, and others interested in offering career coaching for federal job seekers.

---

The objectives of the CPCC program are for you to be coached as you learn to coach. Many new CPCCs are excited to apply the coaching competencies, goals and values exercises, assessments, and other tools to their own personal and professional lives.

At the conclusion of the program, you should confidently be prepared for the following:

- Understand the Foundation of Career Coaching
- Understand the difference between Coaching, Consulting, and Counseling
- Understand the various types of career coaching
- Prepare for intake sessions
- Know the core coaching competencies and how to use them in career coaching sessions
- Understand and apply various career coaching tools such as career purpose, assessments, goals, values, occupational interests
- Conduct research and intelligence collection to build networks, brand client's marketing messages, develop infomercials, develop scripts and write powerful career search documents such as résumés, cover letters, references, salary history, etc.
- Prepare for and conduct interview and dress for success coaching
- Guide clients through a Traditional and Web 2.0/Social Media job search and career management process
- Develop a business plan and integrate business planning into your practice
- Develop a workforce coaching management plan for your appropriate office (HR, Employment Readiness, Transition Assistance, Outplacement, College Career Services, Government Services, other)
- Use the Gear Box forms effectively for your service offerings

---

## || CAREER COACHING: THE FOUNDATION

*“All of us are shaped by what others expect of and from us. We live either up to or down to what others believe about us and what we can do. Actually, what other people think of us is frequently more crucial and influential than what we think of ourselves.” -Zig Ziglar*

What do you want to be when you grow up?

Whom do you want to be when you grow up?

These are common questions people hear from the time they are young. Parents desire that children “grow up” to be like them and pursue a similar career field or teachers influence children’s lives and career paths. Sometimes circumstances dictates why a person pursues a specific career field. Over time, your client may attach a headline across her life that says,

- “I am a \_\_\_\_\_.”
- “I grew up to be a \_\_\_\_\_.”

The questions you might want to ask your clients to create awareness are listed as a start:

- “Are you happy being a \_\_\_\_\_?”
- “What would you really like to be?”
- “What do you really want to be doing?”
- “Why?”

---

## **The Career Seeker**

### **Who Looks for Employment?**

Career seekers do exactly that—seek employment. However, until they find themselves in a position to need to seek employment, most have not sought employment ever or often. Obviously, the goal of every worker is to become employed and remain employed, so that they don't have to seek employment.

Career seekers usually work for a living and gain skills and experience in their profession, i.e., engineering, construction, medical, teaching, food service, manufacturing, law, security or police work, and so on. And, logic says, since the career seekers are employed in a profession and gaining experience and skills in that profession, they spend very little time, if any, planning to manage their careers or seek new employment.

Many career seekers or employees find themselves in a panic situation—I NEED TO FIND A JOB or I NEED TO FIND A NEW JOB or I NEED TO GET A PROMOTION. So, where do they turn to find that new job or move up the ladder? Where do they gain the skills required to seek new employment or a new position? Has anyone told them that they should have been keeping an employment accomplishments journal throughout their entire career? Has anyone told them that should always have an updated résumé in the desk drawer/desktop, because they never know when someone will ask for it? They never know when they may need it due to a lay-off or other reason as they suddenly finding themselves unemployed? Or, they may need an updated résumé to validate a promotion or transfer.

Are career seekers aware that the competition is tough out there and that seeking new employment is a FULL-TIME job? There are hundreds and sometimes even thousands of applications for open positions.

Are career seekers aware that their goals and values may have changed and evolved during their last employment and maybe they need to redraw their goals and values? Perhaps the career seekers have never identified their career goals and values, and really have no starting point to seek new employment or make career management or career succession decisions.

Is the career seeker aware that she needs to network to land new employment and does she know what that really involves (research, building relationships, contacts, career development interviews, digging for names and company information, Social Media, etc.)?

---

Most career seekers do not know what they need to do to launch a career search campaign. Many believe that a résumé “gets them a job.” As you know, résumés don’t get people jobs. But what is even more critical, is that career seekers don’t realize they need more than a job—they need to develop skills to construct a career path and navigate that path for some 20 to 40 years. Many career seekers are swayed by encrusted misconceptions:

- My résumé can only be one page.
- I need to list my salary requirements on the résumé.
- I’ll add ‘References available upon request,’ hobbies, my age, and marital status to the résumé.
- Cover letters are a waste of time
- I can just post my résumé to a major job board and wait for the interviews to come to me.
- I applied for the perfect position that was written just for me—the phone should be ringing off the hook.
- I always use a picture with my résumé.
- I want my ‘formatted résumé’ to be seen by employers on the Internet...so I’ll place it in their text blocks. They will tell you that “It shows up like little code blocks on the screen, but I am sure that is just a glitch...they will see it fine.”
- The recruiter will call me; I don’t need to follow-up.
- Why do I need a LinkedIn profile? I will just open an account and leave it blank.

---

## **The Perfect Client**

How many career seekers do you know who contact you and have these types of comments:

“I need to find new employment, as my position is going away. My résumé is basically updated, but I would like you to review it and ensure it contains observable behaviors and accomplishments that provide ROI to the potential employer.”

“My goals have changed somewhat in the past two years, due to my financial situation, and I would like to consider a career change.”

“I really have trouble interviewing, so even though I know the dynamics of the interview, I will need help and training including some role-playing to help me get over my nerves. I understand the mechanics of launching a full-scale career search campaign including online résumé circulation, Social Media, and job board monitoring. I know how to network, and I just signed up with two new associations. I received their membership lists, and I know who will be attending the next meeting; I have three interviews set up to ask industry gurus how they attained their industry success; I have a portfolio of marketing letters and an endorsement page, but again, I would like you to review them and provide critical editing comments. Finally, I know how to stay encouraged during the process...I have a plan to paint the basement and volunteer within the community, when I am not working on my career search campaign.”

WOW! Can you imagine...a career seeker, who knows what to do? A career seeker, who is skilled at seeking employment and does not require much coaching or guidance. Once working with a Career Coach, they should be equipped for life to seek new employment – becoming job-searched-proofed. Let’s face it though, even well-equipped career seekers may need brushing up, as the above examples identified. Even experienced engineers or accountants ask questions of colleagues and management.

But, overall, if you coach and train your clients well, they can stand on their own and avoid future panic in the event they need to seek new employment again or adjust their career management plans in their career paths.

So many people think they can “find” their own employment without any help or figure out how to gain a promotion without mentoring. Some can; many cannot! They are simply missing the training and strategy involved in seeking employment and designing a career management plan.



---

## **Typical example of a request received from a career-seeker:**

“I am looking to have my résumé reviewed and possibly re-written. I’ve been in the market for almost three and one half years with no success in finding a job. I receive virtually no response from my résumé. I’d like your advice and possibly a re-write.”

I reviewed the résumé. The applicant is a Marketing Director with eight years of experience with a BA in Mass Media Arts. Experience includes Turner Broadcasting and TBS Super Station.

Why, I ask, did the client wait three-and-one-half years to contact a Career Coach? And, notice, the career seeker said, ***“Virtually no response from my résumé.”***

The career seeker assumes that his résumé will get him a job. Yet, with his credentials, the question becomes, “Is there something wrong with the résumé, or is there something wrong with him hinging the entire career search on the résumé?”

What other skills is the career seeker lacking that is preventing him from landing new employment?

Therefore, as a Career Coach, I began to explore the issues:

- How many résumés have you circulated in the past three years?
- How have you circulated the résumés? Hard copy via ads, kiosks, on the Internet (including major job boards, niche job boards, or specific company career application portals; to recruiters: via LinkedIn or Twitter (Tweet-a-Job); or directly to hiring managers?
- If you circulate your résumés on the Internet, how do you follow up? How often do you follow up?
- Have you asked a hiring manager to review your résumé and provide feedback?
- Does your résumé provide value to the potential employer? Describe that value to me?
- Who else knows you are seeking employment? Have you built a team of network contacts?
- How do you network? Do you attend job fairs? Community association meetings? Chamber meetings? Do you have the name list for those who will attend monthly association meetings? Do you offer to speak? Have you volunteered in your association? Are you on your association’s board of directors? Do you write articles or blogs? What does your profile look like on LinkedIn.com? Are you active in groups on LinkedIn?
- Are you well branded for your profession? Have you ‘Googled’ yourself to see how you rank? Have you identified any digital dirt?
- Do you have a clean Facebook account or other social media that might work well within your profession?

- 
- Have you experienced any interviews? Have you asked any hiring managers for feedback on your interviews? Have you asked them to tell you why you are not being considered for positions?
  - Nitty gritty—what do you want to do? I notice your résumé does not have an objective, headline or career focus...it opens with Seasoned Marketing Professional. How **Seasoned** are you and what does that mean to you? What do you want it to mean to a potential employer?
  - What are your greatest strengths?
  - What value do you offer a potential employer?
  - What is your brand?

This line of questioning may reveal a weak spot in the career seeker’s career search strategy—of which now only consists of sending a résumé for three and wondering why he has not received employment from his methods of job search.

Later modules will include many more client scenarios and sample coaching sessions.

**What kind of requests do you receive from career-seekers?**

---

---

---

**Have you analyzed the requests to determine where the client may be lacking career search skills?**

---

---

---



**Have you queried career seekers to determine why they are conducting their career search campaigns in the manner they describe? What are their responses?**

---

---

---

**During the questioning, what strengths did you identify?**

---

---

---

**What value does your client offer a potential employer?**

---

---

---

**What is your client's professional brand?**

---

---

---

---

## **Diane's Whole-Person Theory**

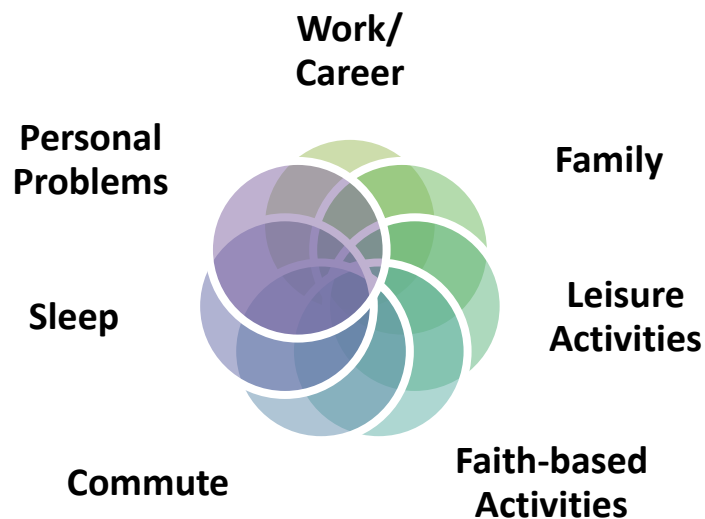
Clients will enter your office as a whole person carrying their lives through your door...their career, their family, their personal problems such as children, divorce, financial difficulties, sick parents, volunteer activities, career changes. They also bring their faith-based beliefs, their fears and concerns about seeking new employment or moving up the ladder, and other aspects of their life. You may be a Career Coach, and your clients may think you will get them a new job. But, the reality is that you may have to listen to some of their life activities in order to properly coach them to success and in meeting their career goals. Coaching crosses boundaries: Lifestyle affects career choices and decisions.

The chart below is a simplistic version of how an average person spends time each week. In a perfect world, a person works 40 hours per week, sleeps 49 hours per week, manages family/life responsibilities 35 hours per week, and enjoys leisure activities 44 hours per week (based on 168 hours in a 7-day week).

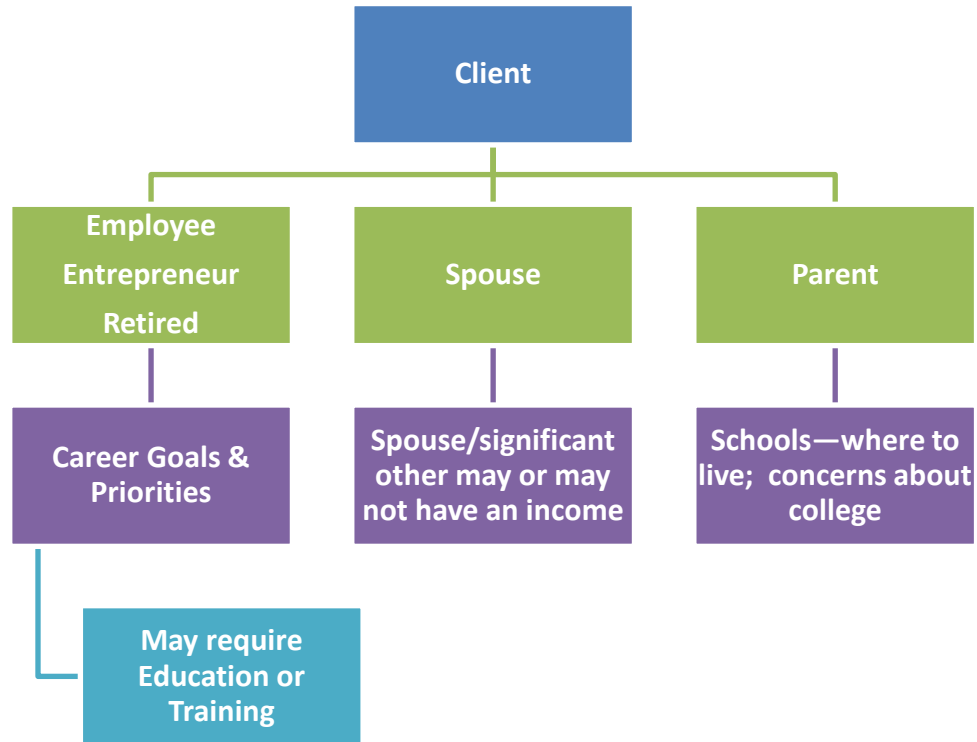
Someone who commutes 3-4 hours each day to and from work, loses 20 hours of leisure time each week and may also lose time sleeping, as he tries to accomplish more family activities in the time left each week. Stress and anxiety is rampant in job search today.

Someone who works overtime also cuts into leisure, responsibility, family or sleeping time.

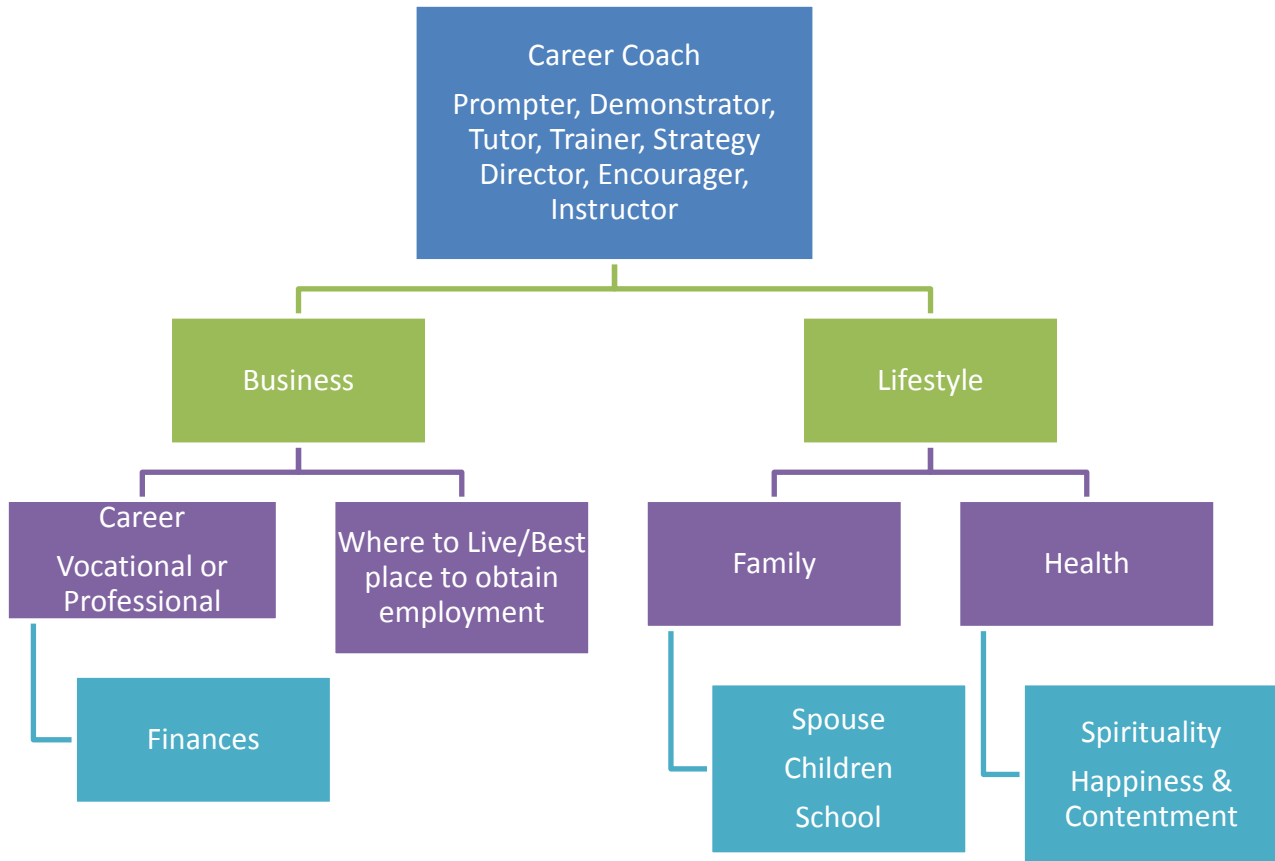
Each client needs to determine for himself what is important in his life and career, i.e., work, family, leisure, sleep, or other. Each one must weigh the pros and cons between quality of life and the perfect career position that brings career satisfaction as well as commensurate salary.



Career Coaching affects every aspect of a client’s life as the query process brings revelations for the client. Here is a sample flow chart of different aspects of a client’s life that may be directly affected by Career Coaching:



Career Coaching affects clients’ business and lifestyle decisions, which in turn affects their career choices, health, finances, spirituality, and family / quality of life.



---

## || THE INDUSTRY—A POSITIVE PROFESSION

*“The best way to cope with change is to help create it.” –Robert Dole*

The industry of Career Coaching is relatively new. The term was coined in the early 1990s, and the industry has boomed in the past 10 years. A Career Coach directs, instructs, or prompts individuals to succeed in career management. Career Coaching focuses on individuals seeking to develop career goals and attain career success or for organizations/companies seeking to improve organizational requirements such as the following:

- Employee morale or productivity
- Coaching for specific personnel including directors and senior management/leadership in further developing strengths and grooming for upward career progression into more senior leadership roles
- Working on any skill gaps that may hinder upward progression

Career Coaches lead career seekers to discover fulfilling careers or they assist managers and executives in boosting their careers with coaching in leadership or communication skills.

Career Coaching is a positive energy, forward-driven profession—with a goal to propel clients forward to reach career success—whether guiding a client who is seeking new employment or helping a client to climb the last few rungs of the ladder to corporate success. There is power in a positive mindset. You can choose to be happy or not. You can choose to smile or not. You can choose to be the best Career Coach possible or not.

You will guide clients in expressing their dreams, desires, and goals regarding their careers. Career Coaches lead clients in clarifying their purpose and career search plan. A Career Coach is a catalyst and facilitator for clients on a path of discovery and self-awareness about their career, job search, and career goals.

Career Coaching enables career seekers to define, clarify, and establish long- and short-term career goals—goals that will provide fulfilling results. Career Coach clients are able to make weighty decisions and act on such decisions regarding career desires and needs. Clients will revel in open dialogues with Career Coaches! Together, you build a strong bond and professional relationship that explores various aspects of the client’s career future.

Clients will see clearly and look outside the box—developing a broader perspective of the entire career market. Career Coaches and clients work together to tackle and solve challenging career issues.

---

## **Career Coaches facilitate clients through various scenarios:**

- Career Choices
- Career Change
- Preparation for a new career/profession
  - Résumés and other job search written documents (cover letters, LinkedIn profiles, blogs, specific applications)
  - Job Search Strategies (social media, branding, relationship building)
  - Networking
  
- Advancement Opportunities /Growth Potential
  - Raises
  - Promotions
  - Higher salary with a new company
  - New Advanced Degrees
  
- Skills Improvement / to Expand or Develop Technical and Functional Skill Sets
  - Leadership
  - Communications (Presentation Skills, Public Speaking, Counseling Employees, Leading Staff Meetings, Writing Press Releases, Listening)
  - Networking / Building Internal and External Networks
  - Organizational Management
  - Personnel Management
  - Conflict Resolution
  - Career Search
  - Business Knowledge
  - Goal Setting
  - Problem Solving
  - Time Management
  - Customer Service
  - Balance
  - Professionalism
  - Administrative Management
  - Profit-building
  - Ethics/Values
  - Team Management
  - Systems Management
  - Delegating
  - Initiative (Vision statements and empowerment strategies)



- 
- Productivity
  - Planning
  - Decision-making
  - Negotiation Skills
  - Timing
  - Other (Specific to client/client's business/industry):

**What skills *do you need* to expand/improve to be a better Career Coach or Business Owner?**

1)

---

2)

---

3)

---

4)

---

5)

---

---

## **Career Coaching Encompasses Every Profession**

You do not need to be an expert in a profession or industry to be a Career Coach. Rather, you need to master the Career Coaching competencies to steer your clients to career success. Yes, it helps if you understand what your client is talking about. However, the bottom line is—can you prompt a client to talk about himself in such a way as to move him forward and fully explore career options, skill sets, goals, and needs—and follow that up with securing a commitment from your client to move forward to meet set goals?

Many of my clients seem to speak “Greek”, i.e., they are an IT specialist providing me with a long list of IT terms that are completely unfamiliar to me. However, with a brainstorming session and some targeted questions that I ask the client, I am able to work successfully with such clients. I write for executives, nuclear, biological and chemical warfare specialists (Bio/chemical technicians), IT specialists, veterinarians, doctors, teachers, food service specialists, personal trainers, musicians, surgeons, lawyers, and many other professions that I am not specifically trained in or are necessarily familiar to me. However, if the client and I work well together, we become a team and are able to propel the client’s career forward. Look at the many professions open to Career Coaching:

- Medical
- Legal
- Fashion
- Sports
- Finance
- Ministry
- Law Enforcement / Security
- Academia / Education
- Early Childhood Development / Teaching
- Mothers Returning to the Workforce
- Incarcerated
- Corporate
- Talent Acquisition and Management
- Executives
- Communications / Telecommunications
- Military
- Logistics and Transportation
- Sales and Marketing
- Architecture / Construction
- Retail
- IT / Computers

- 
- Project Management
  - Science / Nuclear, Biological, Chemical
  - Food Service
  - Farming / Agriculture
  - Veterinary Sciences / Disease Control / Epidemiology
  - Outplacement
  - Human Resources
  - Workforce Management
  - Executives
  - Retirement
  - Succession Planning
  - Many Others (Specific to your clients)

**List your niche clientele and their main professions/career industries:**

1)

---

2)

---

3)

---

4)

---

5)

---

**If you don't know your niche clientele, list clients you think you would like to work with:**

1)

---

2)

---

3)

---

4)

---

5)

---

---

## **Why does someone need a Coach? How can you work together?**

Career Coaching crosses boundaries. When you work with a client, you may find yourself wearing more than one coaching “hat.” Career Coaches add value to the client’s career search campaign. Your client must believe that when he invests in a Career Coach, he is adding value to his career fulfillment.

Career Coaches guide clients in selecting, changing, and advancing in their careers. Career Coaches stay current on propitious professions, résumés, interviewing techniques, cutting-edge career marketing documents, and other career related trends.

Career Coaches sometimes work with clients who are fearful of making a career change and offer a strategy to what seems insurmountable from the client’s perspective. We all need cheerleaders and encouragers.

Career Coaches work with clients to leverage time and build a realistic career search campaign. Through careful listening and targeted questioning, Career Coaches can lead a client to pinpoint obstacles, develop opportunities, leverage strengths, and build and rely on assets.

### **The results of Career Coaching encompasses many aspects of life and career:**

- Career purpose and self-awareness
- Correcting bad habits
- Developing or enhancing skill sets
- Improving health and fitness
- Decreasing or managing stress
- Building self confidence
- Setting and getting better goals to reach new horizons
- Improving quality of life
- Balancing life and career
- Clarifying job search/career situation
- Developing new perspectives
- Sharpening career management skills (social media, resumes, interviewing)
- Improving career and life choice decision-making
- Leveraging strengths
- Learning new job search skills and techniques
- Creating career management solutions
- Gaining a competitive advantage over hundreds of other applicants

### **Coaching overview (representative samples):**

- 
- **Career Coaching (What you do)**
    - | Résumés, interviewing, dress for success, salary negotiations, career marketing action plans, recruitment, career assessments, online search, marketing and branding strategies, branding, how to retain employment, how to transition, and how to be promoted
    - | May include specialized coaching for seniors, blue-collar, women returning to work, managers, a certain vocation, military transitions, the incarcerated, or college graduates
  
  - **Executive**
    - | Executive coaches must understand the intricacies of corporate environments, organizational leadership, team building, and operational budgets. Executives often need confidants—someone to talk to who will listen, as they cannot talk within their own organizations. Successful executives do not talk down the chain of command. Executives often require public speaking and networking coaching as they are frequently before public audiences. Executives require coaching in power dressing and etiquette, executive-level protocol, negotiating skills, and interviewing skills
  
  - **Spiritual**
    - | Meditation and self-care. Includes faith-based needs
  
  - **Success/Motivational/Empowerment**
    - | Encouragement Coaching—sparking the lights of fire to improve knowledge and make deliberate choices for success
  
  - **Business**
    - | Businesses and corporations are hiring coaches to teach employees specific industry skills and offer encouragement to increase productivity and boost performance, as well as develop production and time management strategies
  
  - **Financial**
    - | Attaining a satisfying salary and also managing mortgages, car payments, college funds, and savings (includes crisis issues, i.e., child support and alimony or unemployment and COBRA benefits)
  
  - **Mentor**
    - | Example—Careers industry professionals coaching careers industry professionals

---

- **Lifestyle and Family**

- | Family, exercise, diet, avoiding stress, and health choices, including staying home after a new baby instead of returning to work. May cross over to child rearing and marriage/conflict resolution. Work-life balance

- **Public Speaking**

- | *The Book of Lists* ranks the fear of public speaking before the fear of death. We are afraid to make fools of ourselves and we are fearful of making blunders. Executives and managers need public speaking coaching. It makes sense for public speakers to learn from excellent speakers and to study methods and techniques that offer the audience value.

- **Political**

- | Political coaching is for individuals desiring to succeed in the political arena...political candidates must understand the intricacies of government, politics, public speaking, and pleasing the population. Political coaches need to fully understand the dynamics of campaigns and local and national level governmental activities

- **Other (list specific coaching you offer or would like to offer and what it encompasses and means to the client):**

1)

---

---

2)

---

---

3)

---

---

4)

---

---

## You coach clients

- 
- To determine a suitable career path through exploring career options and creating awareness (components of a career search campaign strategy)
  - To communicate their value to potential employers
  - To help them grow and develop self-awareness of their career needs/situations to enhance their career performance
  - To guide them in making career decisions which prompts action to meet their career goals

### **And you**

- Challenge them to be better than they thought
- Lead clients through career change
- Query clients until they “see” the light bulb come on
- Partner with them in their successes
- Encourage them in times of disappointment
- Steer them in properly navigating their career paths providing them with tools to make current and future career changes

The craft of Career Coaching is for a client to discover his career purpose and passion, and pursue a satisfying career path as you navigate the path through a query-based system that brings revelations to the client during the program.

You do not have to have the answers to their questions, i.e., you cannot decide for them which career path to pursue. Rather, you are the guide as their career path unfolds. Be careful not to dictate career choices to clients. Instead, let them explore career options, research industries and opportunities, and pursue satisfaction on their own.

Many clients experience career change not of their own choice or will which can make them fearful, apprehensive, or unsure of their current or future career situation. Anytime a person leaves an employer—and a paycheck—there is apprehension. There are never any guarantees with employment.

Career seekers often contact a Career Coach with the intent in mind to “get a résumé which will get them a job.” This process and methodology is a misconception:

- 1) Career seekers need much more than a résumé to “get a job.”
- 2) Résumés do not get career seekers a job.
- 3) Seeking employment or seeking a promotion is a program that requires a **full-time** commitment to seek and land new employment and may involve the following:

- 
- Assessment Testing such as Career Interests, Values, Motivations, Personality, Behaviors
  - Goal Development
  - Networking
  - Career Search Strategy Development and an Action Plan Implementation
  - Written Anthology: Résumés/Marketing Letters/Portfolios/Salary History/Salary Requirements/Endorsement List
  - Online Résumé Submissions and Résumé Circulation such as job boards, company career pages
  - Social Media and Web 2.0 (Blogs, groups, digital dirt)
  - Research
  - Recruiters
  - Interview Training
  - Salary Negotiations Training
  - Dress for Success Coaching
  - Position Offer Packages Review
  - Successful on-boarding
  - Niche Training such as special services for retiring military, clients returning to the workforce after incarceration, students, executives, retirees, 50 somethings, millennials, trailing spouses, international employees, and other specific populations

Clients enter Career Coaching sessions with a mystery bag of emotions, fears, upsets, frustrations, financial requirements/expectations, excitements, challenges, and other “issues.” Each meeting with a client can easily stray from the intended topic as the coach learns about new issues influencing the client’s career or career goals.

Clients need a solid understanding of reality versus seemingly unattainable goals, i.e., client wants to develop a detailed action plan to return to medical school and become a brain surgeon at age 45. Certainly, it can be done, but the ramifications for family, children, lifestyle, finances, etc., need to be seriously explored to undertake such a challenge.



---

## **|| CAREER COACH, CONSULTANT, OR COUNSELOR?**

### **The Career Coach**

The Career Coach guides a client in expressing his career dreams, desires, and goals. The Career Coach builds a relationship with a client and serves as an accountability partner as the client moves towards a new career path. Career Coaches train, listen, inspire, lead, prompt, encourage, tutor, query, and act as the Career Search Strategy Development Director for the client. Career Coaches are sounding boards, taskmasters, mentors, and Chief Motivational Officers (CMO).

Career Coach clients need guidance in clarifying their purpose for seeking employment or to improve performance. Career Coaches partner with clients to identify career purpose and achieve career results. Career Coaches collaborate with clients and brainstorm to develop career ideas—they do not directly offer advice. There are times, however, when the Career Coach may ask permission to offer advice or engage the client in specific training, i.e., interview training or image consulting.

Career Coaches meet clients where they are now—focusing on today and the future through goals and values development.

### **The Consultant**

Consultants offer professional advice for services. They are experts regarding specific fields/industries/projects/programs. They are specialists at identifying and resolving problems. A client who seeks a consultant is asking the consultant to provide advice and opinions.

Consultants conduct assessment testing and various needs assessments. They observe and monitor various situations to evaluate effectiveness, productivity, or profits in a corporate setting. Or, they create a strategy for an individual to help them meet certain goals or improve skill sets to include seeking employment.

Consultants determine new directions and help individuals or corporate structures implement new products or services. They identify problem areas, ineffectiveness, broken channels of communication, and they develop suggestions and guidance for solutions as well as improved communications.

Consultants may also serve as a trainer to teach employees new skill sets to improve company activities, employee relations, or implement new procedures or services. Trainers offer

---

instruction and they may use various types of discipline or drills to affect the growth of individuals or corporate entities or prepare individuals for skill tests.

## **The Counselor/Therapist**

A counselor is an advisor and one that offers advice using guarded thoughts or intentions. Counselors employ the use of psychological methods in testing the interests of a client and giving professional guidance. A counselor helps a client manage past problems and explore options for resolution to find fulfilling futures.

Counselors help clients develop coping mechanisms and focus on simple steps as progress is revealed. They usually hold degrees and specialized credentials or licenses. Counselors or therapists may also dispense medication or assist clients with severe depression or other physical or emotional issues.

## **The Coach, Consultant, Counselor Checklist**

*“Coaching is not prideful; coaches do not take credit for their client’s successes. Rather, coaches marvel at their client’s revelations about their needs and guide them to move forward to attain goals.” -Thomas J. Leonard*

### **A Career Coach**

- Will ask questions and challenge a client to success
- Will ask the client to state values, goals, beliefs, career interests, and complete homework
- May offer guidance or training as required to ensure understanding
- Leads a client to create a career search campaign
- May write résumés or other career marketing documents
- Asks a client for permission to make career search campaign suggestions, i.e., “Would you like to brainstorm about that and see if we can develop some answers?”
- Will follow-up and offer encouragement to clients on a regular basis
- Will serve as an accountability partner and a member of the client’s Board of Directors

---

**A Consultant**

- Will describe in detail everything a client needs to know to conduct a career search campaign
- Will answer client questions about the career search
- May serve as a trainer and provide written guidelines

**A Counselor**

- Will hold a specific advanced degree or license in counseling
- Will ask a lot of questions about the client's past and focus on the client's emotions
- May prescribe medication

**Based on your career history to date, which category do you identify with most? Why?**

---

---

---

---

---

---

**What changes do you need to make to focus on constructing a Career Coaching practice?**

---

---

---

---

---

---

---

---

---

## **|| COACHING COMPETENCIES**

The International Coach Federation (ICF) has defined 11 core professional coaching competencies. As a Career Coach, your business focuses on Career Coaching not life coaching. Some of you dabble in other coaching services and again these competencies easily meld into any business. The competencies were developed to support greater understanding about the skills and approaches used within the coaching profession:

### Setting the foundation

- 1) Meeting ethical guidelines and professional standards
- 2) Establishing a coaching agreement

### Co-creating the relationship

- 3) Establishing trust and intimacy with the client
- 4) Coaching presence

### Communicating effectively

- 5) Active Listening
- 6) Powerful Questioning
- 7) Direct Communication

### Facilitating learning and results

- 8) Creating Awareness
- 9) Designing Action
- 10) Planning and Goal Setting
- 11) Managing Progress and Accountability

## **Build the Program**

I have broken down the coaching competencies into three sections for the Career Coach:

1. Set the tone: maintain high ethics, gain client trust to make the sale and engage the client during the coaching program, and delineate a Career Coaching service agreement and intake procedures.
2. Learn and implement effective Career Coaching competencies and skills such as listening and querying.
3. Script your client's career success to provide direction, create awareness, design a career search marketing strategy, and manage follow-up.

---

## **Ethics**

The Professional Association of Résumé Writers & Career Coaches subscribes to a Code of Business Ethics with a focus to provide clients with products and services that will enhance their abilities to achieve their career goals and objectives. Because of the sensitive nature of career management and job seeking, it is your responsibility to maintain a high degree of confidentiality on behalf of your clients. Moreover, all Career Coaches should remain current with career market and hiring trends that affect clientele to provide the highest quality services and products.

Additionally, you must recognize ethical issues that arise in your own business with your clients. For example, what will you do if John becomes your client for a Career Coaching package to seek new employment, and Mary becomes your client two months later? Then, you discover that Mary is John's supervisor and intends to fire him. She thinks he will "get her job" soon even though she has been with the company for several years longer. How will you handle this situation? Is it ethical to coach both clients after you discovered a conflict of interest?

Some issues are much more obvious. For example, if a client asks you to add a degree from a prestigious university to a resume or LinkedIn profile, and he told you that he did not actually attend the university but he purchased a degree online. How will you handle that client interaction?

## **Establishing a Coaching Agreement**

### **Is your client**

Coach-able?

Accountable?

### **Does your client have**

Quantifiable achievements?

Qualify-able achievements?

As the owner of your business, you can decide which clients to accept and which clients to refer to better-equipped colleagues or practitioners e.g., medical doctors, therapists, assessment counselors, etc. You are accountable for setting the limits when working with a client.

Of course, if you work for an employer, you may not have the freedom to refer away a client. You might consider collaborating with a colleague in the office to discuss challenging client interactions.

As you develop your coaching practice, you will want to learn how to best qualify clients to determine which clients you want to work with. You may want to use the following questions

---

and exercises to build a query-based consultation session that will help you determine three things:

- 1) Do you want to work with the client?
- 2) Do you believe you can meet the client’s expectations of your services?
- 3) Do you believe you can create an appropriate Career Coaching program for the Service Agreement.

**Why does the client want a Career Coach?**

(Listen to the reason very carefully)

---

---

---

---

---

**What do you expect from a client to maintain a positive/forward-moving Career Coaching/working relationship?**

(For example, must return homework on time, must call on time, must conduct research)

- 1) 

---
- 2) 

---
- 3) 

---
- 4) 

---
- 5) 

---

---

**What does your client expect from the coaching relationship?**

A job? A promotion? A raise? New skill sets? Interview training? Public speaking abilities? The client should be able to communicate to you what he expects from the program. If he lacks focus, then you need to set him on a focused path to start a program.

1)

---

2)

---

3)

---

4)

---

5)

---

**How do you know what your client expects from you? Is the expectation attainable for the services you offer?**

Can you 'Guarantee' your client a new job or promotion? Can you 'Guarantee' your client an interview? Can you 'Guarantee' that your client will be able to negotiate an extra \$5,000 at offer time? What can you 'Guarantee' your clients?)

---

---

---

---

**What are some questions you can ask the client to best determine the time investment on your end?**

- Have you engaged a Career Coach before? What were the results?
- What are the two biggest obstacles preventing you from attaining your goals?
- What is your specific timetable?
- What else you can tell me about your immediate needs or situation?

---

---

---

**Is the client in a crisis situation or just making plans for a move to a new career path? How will that impact how you work with the client?**

---

---

---

---

**How well do you manage clients who are experiencing an emotional crises?**

---

---

---

---

**Determine the type of client you want to work for? Do you have a niche clientele? Also, do you prefer to work with clients who have a goal in mind such as those listed below?**

- "I want a raise."
- "I want a promotion."
- "I need help with strengthening my leadership skills."
- "I just got a degree in \_\_\_ and I want to pursue a new career in this field."
- "I need help with time management."

**Maybe you would prefer working with clients who don't have a plan yet:**

- "I really don't know what I want to do. I think a career change is good now."
- "I want to try to get another degree, but I am not sure what I want to do?"
- "I just got laid off and I am frustrated. I don't like what I have been doing, but I'm not sure where I want to go now, either."

---

---

---



---

**Are there clients you DO NOT want to work for, i.e., Lawyers? Students? Blue collar? IT?**

---

---

---

---

---

**Listen carefully to “why” the client wants a Career Coach—is he coach-able?  
Is he willing to move forward?  
Will he commit to homework and an accountability schedule?  
Is the client pro-active in his career search?  
Or does the client expect you to “provide all the answers?”**

---

---

---

---

---

---

---

---

---

---

**RED FLAGS:**

- **Does the potential client whine about payment?**
- **Does he find everything wrong on the first draft of a résumé?**
- **Does he refuse to consider the option of brainstorming?**
- **Does he refuse to be accountable or follow through on assignments?**

---

---

---



Clients buy résumés and coaching services often in a panic because they got laid off, fired, suddenly hate their boss, etc. They are looking for a quick fix.

**Are you the “quick-fix Career Coach?”**  
**Is your style more long-term Career Coaching / program oriented?**  
**How would you like to manage your clients?**

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## || INTAKE PROCEDURES

### (SERVICE AGREEMENT & INTAKE QUERY)

As the manager of your Career Coach practice, you are responsible for setting the foundation.

You may find some potential clients return to you after receiving a résumé from your practice, only to now require a plan to use the résumé and seek employment. Others may inquire up front as to how you can help them find new employment. They may ask “What do you have to offer me?”

A Career Coaching program usually involves several weeks or months and consequently a coaching service agreement that defines the parameters of the coaching relationship. This includes a payment schedule, coaching sessions, and specific services pertinent to the program as expected by the client at the outset of the program that clarifies the working relationship for the duration of the program.

If questions or problems arise such as if the client misses sessions, then you can simply refer to the coaching Service Agreement for clarification of coaching program terms.

Establishing the Career Coaching Service Agreement also clarifies parameters for accountability and follow-up. The discussion of the Service Agreement is included at the outset of this program, because so many people ask me, “How can I charge?” or “How should I charge?” See Module 6 for more information on investment structures and calculating your salary which partly determines your clients’ investments. Also, see the Career Coach Gear for sample templates.

The Career Coaching Service Agreement should be designed as a template that includes varied services. Possibly a Career Coaching Program that includes written documents, or a Career Coaching Program that does not require a résumé or written documents, but may require assessment testing and interview training. You might benefit from creating one or two templates that are flexible to include specific requirements for each new client.

**Here are sample entries for your Career Coaching Service Agreement:**

---

Career Coach and Client agree to the following:

Career Coach Program – Platinum Package (as seen on the company’s prospectus)

**The coach will deliver**

- Assessment Testing and Evaluation (DISC assessment /and Personal Style Indicator)
  - Goal Planning
  - One (1) Career Change Résumé
  - Two (2) Company-specific Cover Letters
  - Salary Requirements Letter
  - Endorsements List
  - “Tell me a little about yourself” / 60-second infomercial (Elevator speech) response
  - Script for Success (Personalized Career Search Campaign Strategy & Action Plan)
  - Industry Research and Identification Guidance
  - Three months of coaching (each weekly session approximately 30 minutes in length)
  - One one-hour interview training and role-playing session
  - One 10-minute phone call per month outside of scheduled coaching sessions to troubleshoot issues
  - Unlimited emails for three months
  - One-year email and telephone support
- 
- The Career Coaching program will commence on \_\_\_\_\_ and be completed on \_\_\_\_\_. Career Coaching sessions are scheduled for \_\_\_\_\_ (day) at \_\_\_\_\_ (time, i.e., 2:30 pm EST).
  - At the completion of the three-month contract, Career Coach and Client may determine a need for additional Career Coaching on a monthly basis or as needed.

---

## Investment

- Client agrees to pay \$ \_\_\_\_\_ for the initial three months of coaching, charged monthly in increments of \$ \_\_\_\_\_. Client's credit card will be charged at the beginning of each month before the first monthly session.
- If Client or Coach is on vacation or needs to be away for any reason, they will inform the other party and bump sessions ahead one week, extending the contract date by a week – or as agreed.
- Client is responsible for calling Career Coach at 2:30 pm EST each week as agreed. If Client fails to call Career Coach at the appointed time, no refund is given. If Client needs to cancel an appointment, 24-hour notice must be provided to Career Coach.

## Additional inclusions or variations to this basic agreement that may suit your Career Coach practice requirements include the following:

- Client understands that Career Coaching is an ongoing, co-active professional relationship designed to guide Client in designing a successful career path. Client is responsible for his/her well-being and will be referred to a therapist if the Career Coach deems it necessary.
- Career Coaching does not guarantee employment.
- All Client information is held in confidence by Career Coach.
- A fee of \$ \_\_\_\_\_ will be charged for returned checks or declined credit cards.
- **Client agrees to**
  - Honor scheduled appointments
  - Make payments on time
  - Complete homework assignments
  - Conduct research as assigned
  - Inform Career Coach weekly of progress and desired topics for each session
  - Inform Career Coach of difficulties or issues raised from the coaching sessions/program
- **Career Coach agrees to**
  - Deliver written products according to agreed-upon schedule
  - Meet client at appointed sessions via telephone
  - Allow client latitude in session discussions, but keep client focused
  - Inform client of issues or problems arising from the coaching process

---

## **Building Rapport & Maintaining High Standards**

Once you have gained client trust and established the coaching agreement, you are ready to begin and apply Career Coaching communications.

If needed, clearly explain the difference between counseling, psychotherapy, consulting, and other support professions, particularly if the client changes track and suddenly expects you to have all the answers, or if you notice the client has become depressed.

The client must believe that you have his best interest at heart. If the client does not believe this from the start, he will not sign on with you or continue the relationship. The client wants a coach he can be honest with and receive honest, nonjudgmental feedback in return. Always demonstrate respect for the client's perceptions, learning style, and personal being.

If clients ask for a career counselor and you are not a licensed counselor, explain the difference between a coach and a counselor. If they still desire a counselor after your explanation, offer them a referral to a licensed counselor. They will respect your ethical standards and professionalism as opposed to trying to "sell" them a Career Coach package.

***The laws of marketing remind us that one dissatisfied client will tell 10 people and a satisfied client will tell three people. Strive to keep even your potential clients satisfied.***

As your Career Coach program begins, create an appropriate intake session. Invite the client to provide some basic information about himself. Use the **Query Piece** provided in the **Career Coach Gear** section or ask the client to tell you about himself in an in-depth interview. Use the questions from the **Query Piece** to direct your query-based intake process.

The client wants to talk about himself and his situation, issues, needs, and desires. Most clients are happy to respond to your questions—but you are responsible for keeping the client on track—some clients want to move off onto a tangent and stray from the intended topic of discussion.

The client will respond and connect to the Career Coach well, if you show genuine concern for his career needs during the intake session. Ask your client if it is okay to talk about sensitive areas or concerns when the need arises.

For example:

"I know you are upset about that poor performance evaluation you received last month. When you are ready to talk about it, I would like to explore the deficiencies with you and determine an action plan to improve your score and your position with your boss. Are you ready today?"

---

Just because you are a Career Coach, does not mean you know everything. If your client asks you a question that you do not know the answer to, simply tell him, “I don’t know the answer to that one. But, I have a great resource of colleagues I can contact to find out the answer. I’ll email you this week or let you know what I find out at our next session.” Clients will respect you for your honesty and professional demeanor.

Career Coaches, as they set the coaching presence and atmosphere, need to remember that clients can arrive at a session in a crisis situation that they may not have expected. Perhaps, they were fired unexpectedly or received divorce papers. Perhaps, they received a poor performance evaluation. If they are still unemployed, they may be feeling dejected due to a pile of ‘rejection letters’ that arrived that week from résumés that were previously circulated.

On the other hand, your client may call with excitement after an interview that went well. Or, perhaps there was a birth in the family or the client got an unexpected promotion at work. Any of these events could define the topic of coaching for the session and the Career Coach needs to be able to work with a client on a somewhat flexible agenda—always bringing the client back to the start point for the next session.

For example, if the client was scheduled for interview coaching and training and calls to tell you he received a poor performance evaluation—you may engage the client in a query session to determine specific reasons for the poor performance evaluation and prepare an action plan to correct deficiencies. Near the end of the session, the Career Coach can remind the client that due to today’s necessary agenda, interview coaching and training were missed. So, during the next session the plan is to accomplish interview training and get back on track. Remind the client to complete any missed homework.

## **Initial Meeting**

The initial consultation should fully engage the client to offer a wealth of information about his current career situation and beginning goals for the future (see Career Coach Gear Box for intake forms). At the conclusion of the first one-hour or one and a half-hour consultation, you should have a good idea of the client’s career history, education, major achievements and plans for the future. At that point, you can best determine a proper strategy for developing a career search campaign in collaboration with the client.

## **Career Coaching Communications**

We will define Career Coaching Communications (Listening and the Query-based system) in Module III as these are the essential Career Coaching competencies that need to be well developed and require detailed discussion and practice.

---

## || COACHING TRIVIA

- The George Washington School of Business uses coaching techniques and secures coaches for lectures.
- Major corporations secure professional coaching services for their personnel and or executives.
- Thomas J. Leonard, founder of the International Coach Federation, charged \$450 per hour for coaching services. Some of our colleagues charge more than \$450 an hour.
- Approximately 75% of all entrepreneurs start a business while working at their day job.
- Harvey Mackay, successful business entrepreneur, says the best way to make a contact is to volunteer in the community.
- Americans are more fearful of public speaking than death.
- Coach University defines coaching as a five-part process: Listening, Evoking, Responding and Clarifying, Discussion and Action Steps, and Support.