CPDForAccountants
Self-Paced E-Learning Courses

The Proactive Business Coach | Learning Objectives and Assessment tasks

Area	Module	Learning objectives	Assessment tasks
1	Understand the principles of financial analysis for business coaches	1. Understand the psychology of business coaching - what business clients are interested in and why 2. Understand what business clients really want and why 3. Revisit key principles of financial analysis for business coaches	1. Identify 3 business clients with whom you already have 'coaching' conversations or meetings. To what extent do you currently package these meetings as a value-added service? What could you do differently? 2. Design a bridging conversation to transition from an accounting focus to a stronger advisory or coaching focus. Use the Discovery white paper provided in support materials to assist you with this process. 3. Review your use of financial reports to open up discussions with business clients in relation to strategic and operational issues. Consider how you could use these reports to have a 'one on one' broad discussion with clients about their future goals and needs. 4. Identify at least 3 SMART actions you will implement as a results of your learnings. Collate these into the action planning template provided (or other task management system you currently use).
2	Assess business performance and opportunities - a simple review process	1. Understand the importance and value of thinking 'beyond the numbers' 2. Develop a simple process to review business performance	1. Develop a simple business health check that you can complete with both small and larger business clients. Focus on identifying personal and business goals and challenges. If your firm already has a health check, consider how this could be improved. 2. Referring to each of the trigger points outlined in slide 24, identify how you and your firm can assist the client in addressing these issues. Consider external as well as internal professional support.

			3. Identify at least 3 SMART actions you will implement as a results of your learnings. Collate these into the action planning template provided (or other task management system you currently use).
3	Understand the principles of active listening for business coaches	1. Understand the principles of active listening for business coaches 2. Explore the use of probing and clarifying questions for rich conversations 3. Start to explore the value of the discovery conversation to really engage your business clients	1. Start to develop your list of open-ended questions that will assist you in exploring client needs. Include examples of probing and clarifying questions. These will be explored further in the next module. 2. Think of a situation where you failed to get a client or prospect 'across the line' with a new project or matter. What could you have done differently in relation to communication and active listening skills? 3. Identify at least 3 opportunities you have in the next week to practice active listening skills. You may consider conversations with colleagues, clients, prospects, family or friends. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
4	Engage your business clients in discussing their issues and needs	1. Understand the importance of discovery in transitioning from an accountant to coaching role with business clients. 2. Review the key elements of discovery conversations. Apply these to your client relationships.	1. Identify 3 business clients. On the basis of what you already know about them, outline what you feel would be their aspirations for their business. Then outline, for each aspiration, what you believe is preventing them from achieving their goals. Consider how you could test your thoughts. 2. Map out your discovery meeting process. Consider how you can use this to more effectively engage with your business clients. Identify 3 business clients with whom you could undertake this process in the next 3 months.

			3. Start to consider what your 'business coaching' service offering would look like. Identify the key elements of this service, including communication and outcomes. [We'll explore this further in upcoming modules] 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
5	Show your business clients how you can help them with a strong proposal	1. Understand the key principles of presenting a proposal for business coaching based on demonstrated client needs. 2. Identify the key roadblocks and solutions to getting a business coaching proposal across the line.	1. Review the key elements of a business coaching service as discussed in this and previous modules. Identify how these services can be packaged as part of an ongoing business financial advisory service to clients. 2. Develop a proposal document using the template provided. If you already have a template in use, consider how this can be fine-tuned to create more engagement. 3. Develop your own checklist for the development and presentation of a business coaching proposal. Be sure to incorporate (a) an initial needs assessment, (b) a 3 option proposal and (c) a formal presentation. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
6	Provide a service agreement that explains what you will do and how you will do it	1. Understand the key principles of effective service agreements for business coaching projects 2. Put in place steps for the annual renewal of business coaching projects to retain strong ongoing clients	1. Develop a formal engagement or contract document distinct from the proposal document. Identify the key elements that need to be included in the contract document. 2. Identify at least 3 roadblocks that may make it difficult to get the client's final agreement in the way of a signature. Consider what actions you can take to address these issues.

			3. Consider the key milestones that should be introduced to business coaching workflow to ensure that an annual review of scope of work takes place. Identify any existing clients who require such a review and when it should be implemented. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
7	Develop internal systems and processes for leverage of coaching services	1. Understand the importance of leverage through systems and documented processes in providing a strong business coaching service to clients. 2. Identify key systems and processes to assist with business coaching services to clients	1. Using the key elements of a business coaching platform, outlined in slides 8 to 24, identify the key systems and processes you should have in place to deliver effective business coaching services to clients. 2. Identify the ways you can leverage the delivery of business coaching services by allocating roles and responsibilities to administrative and accounting staff. 3. Consider the potential roadblocks to developing a more formal process for business coaching in your firm, including lack of interested clients, lack of leverage and lack of documented processes. (refer slide 25). What can you do to overcome these roadblocks? 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
8	Use business advisory software and tools to effectively	1. Understand where software and tools add value to the business coaching role. 2. Identify key tools that will assist you in providing coaching to business clients	1. Identify all coaching and advisory tools that your firm has and can use to engage more effectively with business clients. How are you currently using these tools? What can you do to improve the value of these tools to your firm and to clients?

	engage with clients		2. Consider what tools and processes you can use to improve the way you engage in traditional coaching to business clients. Refer to slide 9. Identify the tools and processes you need to adopt to improve communication with business clients. 3. Confirm the business advisory services that you would like to provide to your clients. What specific tools will assist you in providing these services in a consistent manner? Consider leverage as a core part of the decision making process. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).
9	Provide realistic KPIs and milestones to guide the coaching process	1. Identify the keys to coaching business clients to success in collaborative projects 2. Understand the principles of goal setting as it applies to business development	1. Outline the process you undertake when commencing client projects that involve business coaching. How do you commence these project? What conversations do you have with clients, up front, to prepare them for both coaching and advisory discussions. With reference to slides 9 to 15, develop your own 'orientation' process for new coaching projects. 2. Develop a script for introducing business clients to the 'J Curve' of change. Use the document provided in support materials. Consider how you will use this as part of the orientation process with clients. 3. Establish a process for the setting and management both strategic and operational goals with business clients. As a starting point, you should consider what your meeting minutes and SMART action plans will look like. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use).

10	Address client issues and roadblocks in a productive way	1. Understand the key challenges faced by all business coaches 2. Put in place steps to get past the first 3 months of a business coaching / advisory project	1. Identify the top 3 challenges that you've faced in ongoing business coaching / advisory projects with clients. What went wrong? How did you resolve this issue? What could you do in future to prevent these challenges from arising? 2. Identify key professional partners (internal or external) that you could use in supporting client coaching / advisory projects. Consider marketing, IT, HR, legal and financial advisers. Start with your own clients if you can't identify someone externally. Set up an appointment schedule to discuss how they can work with you and your clients. 3. Establish a 'generic' blueprint for managing the first 12 months of a coaching project. Include timelines and actions for initial engagement, setting up the project over the first 3 months, ongoing quarterly and annual review of scope of work and results. 4. Identify at least 3 SMART actions you will implement as a results of your learnings from this module. Collate these into the action planning template provided (or other task management system you currently use). 5.