



Transformational Coaching

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What is transformational coaching? How is it different from traditional coaching styles? Why is it necessary? These questions were raised and answered at this year's *Association of Accounting Marketing (AAM)* annual conference in Orlando, Florida. Wendy Nemitz, of *Ingenuity Marketing Group, LLC* did a superb job in helping marketing directors understand the importance of transformational coaching and the difference between transformational coaching, traditional coaching, and mentoring. Not only did she explore the differences, she charged the attending marketing directors with becoming better coaches within our firms and more importantly, within our personal lives.

"The most valuable asset in any service firm is the people. Anything that can be done to increase the effectiveness of people has a huge impact on profitability, long term client relationships, staff retention, and competitiveness in the market."

– Wendy Nemitz, Principal of Ingenuity Marketing Group

Transformational coaching, according to Nemitz, is getting people to see themselves differently, rather than training a person to perform in a different manor. Transformational coaching is about *thinking* differently and not just *acting* differently. Nemitz points out the evolution of coaching and mentoring within our firms. The traditional model of coaching involves actions, the "DO", it involves setting goals, creating new habits, accountability, and helping people get things done. The transformational model of coaching, on the other hand, is not about the "DO", but about the "BE". It is about coaching and encouraging someone to be better and be inspired. It also provides resources and appreciation.

This type of coaching is sometimes difficult, because it is the "feeling" side of coaching and mentoring. Most people tend to feel uncomfortable with this level of emotional involvement. For this reason, Nemitz emphasizes that this role is perfect for the marketer or an outside coach. She points out that marketers tend to be more "emotional" or passionate about teaching, training, and coaching their CPAs. Likewise, an external coach may be able to become more emotionally involved with the staff because of the sense of security in sharing with an outside source.

As marketing directors, Nemitz challenges us to understand our CPAs and realize the differences between the CPA and the marketer. Once we understand and appreciate these differences, transformational coaching becomes easier. She gives us five steps to look for when hiring an outside coach or in preparing ourselves to be the transformational coach.

Step One: Power

In order to be an effective transformational coach, you must hold yourself powerful. You must believe that people can actually change, forget about the past, put aside those bad habits, keep your opinions to yourself, and do not build preconceived expectations. Approach each person with a clean slate and believe you have the power to transform.

Step Two: Belief System

It is important to understand where your accountants are coming from. Understand that your CPAs went to school to practice accounting, not selling. Every individual had a different set of beliefs and once we understand that, we are able to proceed with the fundamentals of transformational coaching.

Step Three: Reset the Stage

Nemitz encourages coaches to use learning tools. Tools, such as books and activities, can help in finding individual's strengths and unveil expectations and aspirations.

Step Four: Be the "Midwife"

Being a "midwife", according to Nemitz, is becoming an active listener. It involves giving respect, appreciation, and admiration. Being a good listener is a key component in building the trust between the coach and the CPA.

Step Five: Cultural Applications

Step 5 is very important in transformational coaching within a firm. It is important your partners cultivate this culture and encourage activities such as mentoring and coaching. Without their participation, your coaching program will fail. Firm-wide participation is critical.

Transformation coaching is focusing on an individual's worth and potential. It is not looking in the past. Moving forward and inspiring greatness is the name of the game. It takes a special person to become a coach, and an even better person to become a transformational coach. When you do develop a transformational coaching program within your firm, you are sure to see the great benefits it will reap.

For more information on transformational coaching, contact the Ingenuity Marketing Group, Inc. at www.ingenuitymarketing.com or 651-690-3358.

- Lisa F. Dickson, Director of Marketing
BLAND, GARVEY, EADS, MEDLOCK + DEPPE, P.C.

* Lisa Dickson joined ***Bland, Garvey, Eads, Medlock + Deppe, P.C.*** in 2002 as their Director of Marketing. With over nine years of experience in marketing and public relations, Lisa focuses the Firm on short-term and long-term marketing goals. She is responsible for all facets of the Firm's formal marketing plan and business development training for the Marketing Team.

Graduating with her Bachelor of Business Administration from the University of Texas, Lisa continues her education and professional development as an active member of the *Association of Accounting Marketing (AAM)*, *Society of Marketing Professional Services (SMPS)*, and the *International Group of Accounting Firms (IGAF Worldwide)*. Lisa is active in professional business groups. She works with the *Healthcare Resource Group* and serves as President on the board of the *Doctors Referral Service of North Texas (DRS)*.