



## KACB Module 3

### *Creating Your Program/Product(s)*

#### Supporting Principles

*“There’s a small fly burning out the last of its short life’s energies in a futile attempt to fly through the glass of the windowpane. The whining wings tell the poignant story of the fly’s strategy – try harder.*

*But it's not working.*

*The frenzied effort offers no hope for survival. Ironically, the struggle is part of the trap. It is impossible for the fly to try hard enough to succeed at breaking through the glass. Nevertheless, this little insect has staked its life on reaching its goal through raw effort and determination.*

*The fly is doomed. It will die there in the windowsill.” You2 – Price Pritchett*

Are you operating from principles that inspire creativity, enhance your energy and help you create products that synergize efficiency with value and effectiveness? Or do they have you working really hard without little results or effect (for you and/or your clients)?

In creating your coaching programs and products, you’ll want to keep your core business values and mission as well as your personal values in mind. That’s why we focused on translating those into principles that you can execute in all areas in your business in the previous module.

You’ll already have thought about the principles that are an expression of who you are and what you are about with regards to your products. Of course, since we don’t know what we don’t know, the principles you set might be limited to what you currently understand about doing business. As an example, you might think within the confines of selling your products by the hour – because that is what’s “everyone else around you” does.

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The ‘problem’ with that is that when you set “ordinary” principles for yourself, you get ordinary results. If you want extraordinary results, you need to set out-of-the-box, extraordinary principles for your business (that are still, probably even more so, in line with your values!) That means that you need to be willing to take a radical departure from old habits and beliefs.

What if you could create a program that multiplies? Dramatically improving your clients’ results, your income, your reputation? If you had a product or program that did all of that, what would that be like? Would you like that?

Here’s a few supporting principles that will kick-start the process of creating such a program.

- **Think “Leverage”**

Just like the fly trying to escape through a window, your clients will have most likely tried harder and harder to get out of their current situation and to where they want to be. It’s exhausting and disillusioning, and they wonder why it doesn’t work. Why things don’t change.

Well, it’s because they don’t change the right thing. My clients have often taken several business or marketing programs, they’ve been spinning their wheels and some of them are on the verge of giving up – wondering if coaching ever really was their mission in the first place. It’s not because they’re on the wrong path. Rather, it’s because they were never helped to find their leverage point.

It’s one thing to understand all the steps that are part of a marketing strategy, but what if you believe that people don’t want you? That was my personal struggle for a long time. While I knew that I had that limiting belief and worked on changing it, somehow I could never really step out of believing that. Until one day I asked myself a meta-question: “How do you know that’s true, that no-one will ever want you?” The answer came to me before I could even finish that question: “Because it happened with the most important person in my life.” My dad died when I was 9 years old and apparently I had drawn a very limiting conclusion from that.

For me, that was the leverage point. The years before that I knew exactly what I should be doing in my business and in terms of marketing. Putting it to practice had proven troubling and difficult. That is, until I could finally step out of my belief



and change it. I went from 0 to success – quite literally – in a matter of 1 month!

So what is your client's leverage point? What is the product you offer that is missing in all other programs out there?

- **Make yourself exclusive**

Your time is limited. It's a simple fact, yet not one that is often utilized. When you link your product and price to the time you put in, then the amount of people you can help will be limited. It also puts a limit on your income.

Most successful businesses in the service industry will create energy enhancing products. What that means is that anything that can be automated gets automated. What can be done in groups, is done in groups. And you only do things 1-on-1 if that is absolutely critical.

On top of that, since your time is a scarce commodity, you make it exclusive. Think of it in terms of a tiered system. People who want to get your expertise more up close and personal, are going to be willing to pay for it. We'll dive into this deeper when we discuss pricing in the next module, but in terms of creating your programs this is important to take into consideration.

- **Your program is a prototype**

For those of you suffering from perfectionism, how is that working for you? 😊 As a recovering perfectionist myself, I am 100% convinced that the answer to that question is somewhere along the lines of "not at all".

How about seeing your product as a prototype? It's a prototype that is the best version right at this moment, and you can improve upon it as you gain more insight, get feedback from customers and perhaps even spend more money on it.

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These are just a few principles that are helpful in creating a product or program that allows you to upscale your income without a lot of extra work while still providing value and results for your clients. It's all about synergy! What other principles can you think of that you'd like to operate from?



## The Well-Formed Problem and Outcome

As a foundation for creating your coaching program, we are going to be using the Well-Formed Problem and Well-Formed Outcome processes.

If you think about it, creating a program is not so different from creating a customized coaching program for an individual client. We always start with a present state (where your client is now) and with a desired state (where your client wants to be). Once we know that, we can start to look for the leverage point for change. What steps and stages are needed to get your client from point A to point B? On what level does your client need change? Does he need to get clarity, make changes in some beliefs, get information about supporting beliefs, does he need training? Those are just a few questions you can ask yourself.

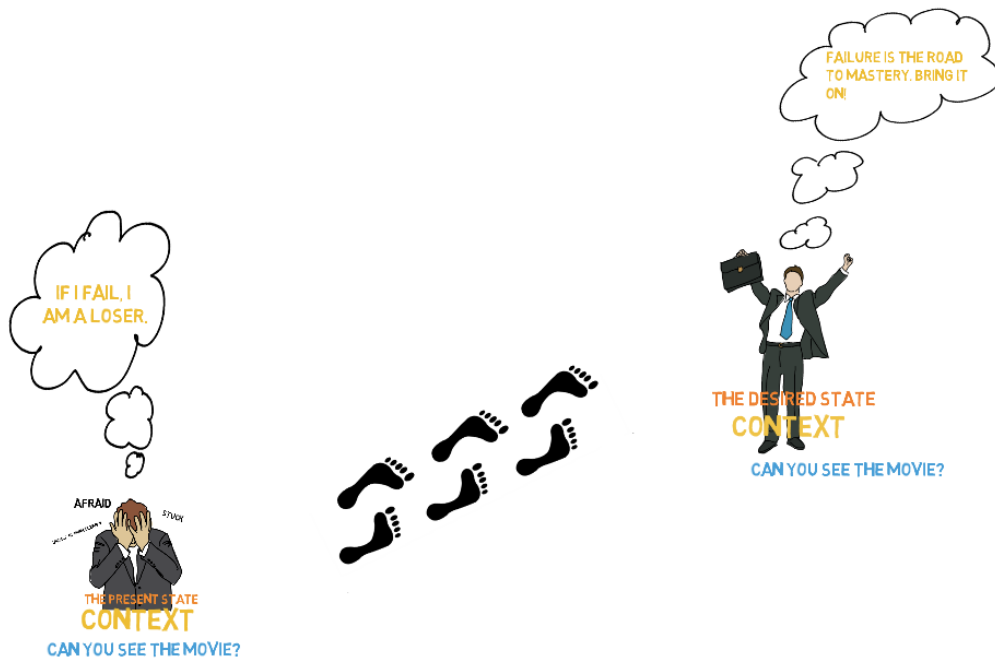
In Meta-Coaching we use the Well-Formed Outcome process in order to set an agreed upon outcome with our client. Once we've gone through that process, we will have an outcome that is measurable for success. We'll have the steps and stages in between, the resources that are needed and the possible blocks.

I've adapted this process (and added the Well-Formed Problem process) to give you a clear idea of the present state and desired state for your ***ideal client!***

- You may already have worked with someone you see as your ideal client, so you can use them to go through the process.
- You may be your own ideal client and have successfully solved the problem for yourself. In that case you can fill it out from your own perspective.
- Or, you may interview someone who is your ideal client. (You can do market research and at the same time you can practice doing an introductory session)

First, let's take a look at the Well-Formed Outcome and Well-Formed Problem processes. After that I'll take you through the process for creating your coaching program, keeping in mind the principles for successful products and services.

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I would like to dive a little deeper into the well-formed conversation, so you'll understand better how to use this in the process of creating your coaching program. Essentially, when we are coaching we are helping someone move from the Problem State to the Outcome state. And as we have this conversation, we want to find the leverage point for change. Why? Because it lets us know what the gap is and how to close that gap. Once we know the gap, we can determine the elements that are needed in the program to help our client from A to B.

When I coach, I dance between the well-formed problem as well as the well-formed outcome conversations. In the image above, you see what I mean by

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that: I want to know specifically what happens in the problem state as well as what happens in the desired state. And as you may have noticed, it follows the S.C.O.R.E. model (developed by Robert Dilts).

In the back of my mind, I hold this image as an empty template to gather information from my client. How is the problem a problem? I also want to know what would happen in the desired state, and what that will look, sound, and feel like.

The questions that I hold in the back of my mind as I go into a coaching conversation is: “Can I see the movie?” If I have to start making my own pictures, then I know I don’t have enough information. That’s why it is so important to be in a “know nothing” state.

The dance between problem and desired state depends on where your client starts. Very often, you’ll find that when you ask the question “What do you want to get out of this session?”, your client will start with sharing their problem. And that’s perfectly fine. You can just follow your client there, get information about the problem state and then turn that around to determine the outcome.

The WFO and WFP processes are specifically designed to get clarity on this. Below you’ll find the questions that we Meta-Coaches go through with our clients.



## Well-Formed Problem

### **1) WHAT: Specificity: Precision in Description**

Is there a problem or challenge? Why is it important to resolve? If there is, how do you know? What is your evidence? What is/was worst example of this? The best? How is it a problem? In what way? In what area? To whom? What does it stop you from doing or experiencing? How do you know to even call it a "problem?" How bad is this problem? What percentage? Where gauge 0 to 10? How big is this problem? How have you tested the problem? How clean is your data about the problem? Do you know the answer or solution to the problem? What is it?

### **2) WHERE: Scope of the problem: Boundaries: Where, Contexts?**

Where does the problem occur? Where does it not? Where does it begin, end, etc.? Has this problem ever been solved by others? Where has it been solved? Who is affected by this problem?

Who else is affected by it? Who is involved? Where does the problem begin? Where does it end?

### **3) WHEN: Time Element. When?**

How long have you had this problem? When did it start? What originally initiated it? What is your time-frame for solving the problem? Does it come and go or is the problem constant?

### **4) WHO: Ownership of the problem:**

Who is responsible for solving this? Whose problem is it? Is it your problem? Who can solve it? To what degree can you solve it? Who else is involved in the solution? To what extent?

### **WHO ELSE? Political frames and dimensions: Interpersonal contexts?**

Who wants this solved the most? Is this a problem to anyone else? Who does not want it solved? Are there any rules or policies about this? What expectations, demands, and permissions affect this problem?



## **PROCESSES:**

### **5) CAUSES: *Specific Causes and Contributing Influences.***

What has caused or contributed to this? What triggers the problem? What else has contributed to it? How many factors influence this problem? What makes it worse? What makes it better? Are there ever occasions when you don't experience it as a problem? How much of a problem is it?

How do you measure it? What is the source?

### **6) SYMPTOMS: *What are the Symptoms of the problem?***

What are the symptoms of this problem? How do the symptoms dominate focus and attention? What is the actual problem?

*Are we solving the problem's source or symptom?*

### **7) FRAMES: *Meanings and Assumptions***

How do you interpret this problem? What does it mean to you? What else? What assumptions are you making about the problem? What are you assuming about the problem? What assumptions are required to define the problem in this way? What mental constraints are restraining your thinking?

### **8) SO WHAT? *Consequences clearly specified: Consequences?***

What will happen if the problem remains?

Who will it affect? How do you know? What will happen if the problem is solved?

### **9) WHAT TRIED: *Attempted Solutions explored***

How have you tried to solve this problem? What did you learn from that attempt? How did you adjust your response when it did not work? What else have you tried? What have you not tried?

### **10) WHY? *Intentions***

Why is this important? Why is this a problem? What are the possibilities? What solutions have you imagined or could you designed?



11) **ECOLOGY:**

Can the problem be solved? If it can be, what would a solution look like? Do you have the time to solve it? The money? Is it an realistic expectation?

12) **EVIDENCE:**

How will you know that you have a well-formed Problem? How will you know you have a problem that you can solve?



## Well-Formed Outcome

### 1. **What:**

*Stated and represented positively:* What do you want? What else? What will you be thinking and feeling when you get that?

### 2. **How represented:**

*Sensory-based or empirical* What will you see, hear, and feel when you are getting your outcome? How vivid of a movie can you create of what you want? Do you have it coded in all sensory systems (visual, auditory, kinesthetic)?

### 3. **Why?**

*Compelling:*

When you get that, what will that give you? Is the outcome important? How important? Why is it important to you? Why do you want to achieve this outcome? If the outcome is compelling, how much does it inspire you to reach forward to it?

## CONTEXTS:

### 4. **Where? What context?**

What are the contexts of the desired outcome? Where will it occur?

### 5. **When? What time frame?**

When do you expect to reach your goal? Where is it on your time-line?

### 6. **With whom?**

Is there anyone else involved in creating this outcome? Who else will be involved?



## PROCESSES:

### 7. ***What actions will you take?***

What do you have to **do** to get what you want? What behaviors will move you to achieving your goal?

### 8. ***Who?***

*Self-initiated and maintained* -- Can you initiate the processes and behaviors? Are the actions intrinsic to you and within your control? Can you maintain them over time? Are the required actions dependent on anyone else?

### 9. ***Can you?***

Can you do these actions? Do you have the ability and competency to do it?

### 10. ***Have you?***

Have you ever attempted to achieve this goal before? When? What happened? What did you do in those previous attempts that worked? That did not work?

### 11. ***Steps and stages?***

How many things do you have to do? How many steps are there to it? Are there stages in the process? How many?

### 12. ***What strategy or plan for the actions?***

*Plan or strategy.* Do you have a plan? What is your strategy for carrying out the actions? Do you have a step-by-step plan or blueprint for carrying out the required actions?



**13.        *Are there any Interferences? Anything stopping you from achieving your outcome?***

Is there anything stopping you? If so, what? Are there any blocks, sabotages, or constraints preventing achievement of the goal?

**14.        *Monitoring your actions with feedback?***

What is your plan for monitoring how you are doing? For reaching various milestones? Who provide you feedback? At what times? For what behaviors? What criteria will determine the feedback?

**15.        *Resources?***

**16.        *Ecological?***

Is the outcome balanced and ecological for all the contexts of your life? Is the goal ecological for your health? Your relationships? Your values? Is the goal ecological for your finances, business, career, etc.? Will you ruin anything to achieve it?

**17.        *Decision?***

Are you going to commit yourself to this outcome? Ready to make a decision to go for it? Will you do this? Are you fully committed? How strong is your decision?

**18.        *How will you know?***

*Evidence Procedure.* How will you know when you have achieved your outcome? What evidence procedure will you use to know that you have reached your goal?

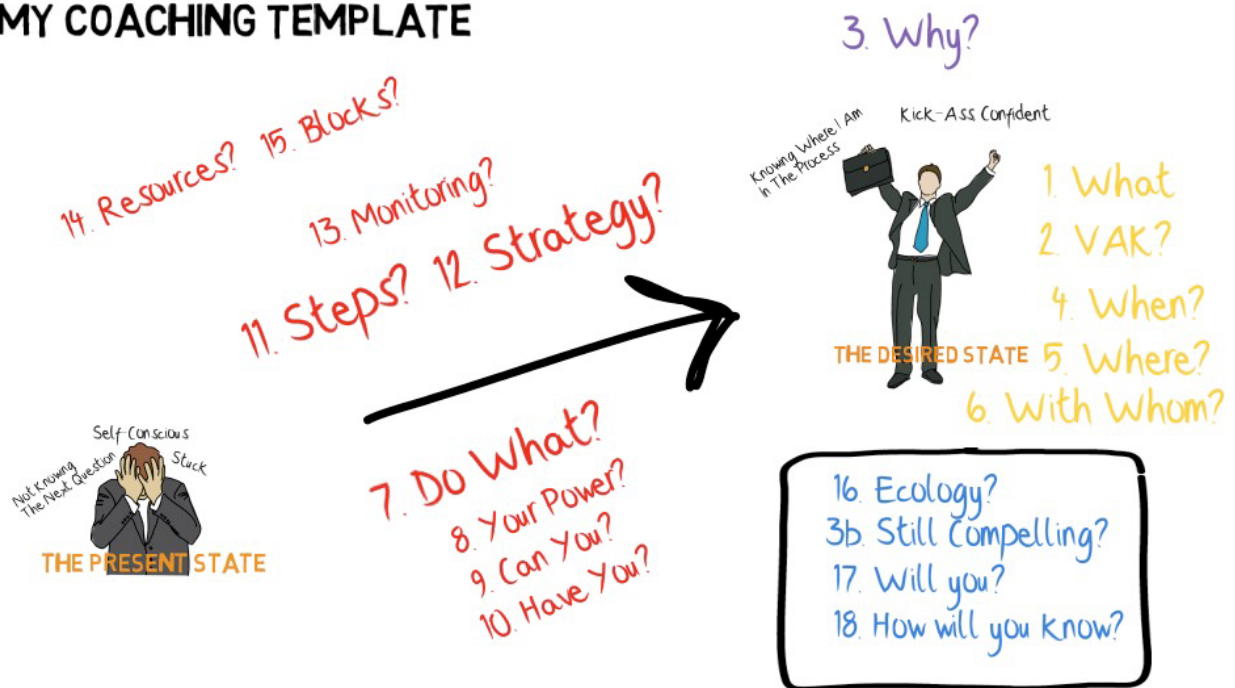
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## The Ideal Program/Product for Your Ideal Client

OK, so now let's take a look at how to use this for your coaching program/product. Below you'll see an over view of my coaching template. On the left hand side there's the present state, and on the right hand side the desired state. I've essentially put all the WFO questions in there.

### Step 1 – The Well Formed Outcome / Problem questions

#### MY COACHING TEMPLATE



For both the present and the desired state you'll need to know the context for your ideal client. You'll already have a lot of this information, because you already chose your niche. As you define what your ideal client wants and what

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problem you are solving more specifically, you ask question 2-6: what does it look like, what will he/she be saying to him/herself, what state will he/she be in? And where, when and with whom does he/she want this outcome?

Before you go on to the next step of “what do you need to do?”, I’d like you to ask the following questions:

1. What beliefs hold your client in their present state? What do they believe about themselves? What do they believe about others? (You’ll already have some of these answers to these questions in the process for finding your ideal client)
2. What do they need to believe instead for their desired state? What do they need to believe about themselves, others? The context they are in? About what they want to be doing in their desired state?

Once you’ve do this for both the present and desired state, take a step back and ask yourself: What does your ideal client need to DO in order to move from A to B? What actions need to be taken? Make sure you check that this is within their power. Your ideal client won’t be able to do it on their own -- that’s why they need you.

However, they may have tried before and not succeeded. This is where you can really set yourself apart from your competitors. When you know what your ideal clients have tried before and where they haven’t succeeded, you can provide the missing link and market that. So the question “Have you done this before?” (about the “what do you need to do?” question) is great for research and figuring out what does work and what doesn’t work.

Now, the next step will start to form your coaching program. In order for your client to DO what they need to do to get from A to B, what steps and stages are involved? And what strategy needs to be put in place that helps them get their outcome? Think both inner game (beliefs/understandings/knowledge) and outer game here.

How are you going to monitor the progress of your ideal client? And what might be blocking your client from going through the steps and stages? What resources will he/she need?

The decision part of the process, and whether it is ecological will be something that you check with your client during the sales process.



## Step 2 – Choose the methodology

You've done most of the work already. The next step is to decide how you are going to package it. How will you deliver the content of your program:

1. Video/audio training
2. Live training
3. Group mentoring
4. Individual coaching
5. ???

## Step 3 – Creating levels

Giving your clients several options to choose from, depending on their budget, will greatly benefit your business. At a lower price, your client will not get as much access to you as those who buy a high-ticket price. And for some that will be enough. Remember that in setting up the tiers, you need to turn yourself into the exclusive commodity.

1. What add-ons will you offer for a high-ticket price? (Think 1-on-1 coaching, VIP days, 24/7 email access)
2. How long will each program / product last?
3. Is there enough differentiation between the levels?



#### **Step 4 – Naming Your Program/Product**

Now, let's name your offer! You can use something that describes the process (Your 123 Formula, System, Blueprint, Method, 7 Secrets to...., How to.....), something that describes the outcome they are after, OR it can describe what your client will be moving away from.

Tips to brainstorm names:

1. Brainstorm a list of benefits
2. Use a thesaurus to find synonyms of those benefits
3. Use adjectives to make it memorable and compelling
4. Have fun!