



A New Approach to Leadership

Discovering the unrealized talent
in your organization

Lifeline Study Guide

WELCOME!

WE ACKNOWLEDGE YOUR DECISION TO ATTEND
A LIFELINE COACHING AND EDUCATION, INC. EVENT.
OUR DEEPEST INTENTION IS THAT YOU RECEIVE FULL BENEFIT
FROM THE INFORMATION IN THIS SEMINAR
AND EXPERIENCE GREAT SUCCESS IN YOUR LIFE AND BUSINESS!

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UTILIZING POWERFUL COACHING SKILLS to Discover the Unrealized Talent in Your Organization

A PROGRAM THAT GUIDES DIRECT SALES PROFESSIONALS THROUGH
AN AMAZING PROCESS OF MENTORING
THEIR REPRESENTATIVES AND LEADERS
TO DISCOVER THEIR DESIRES
AND DEFINE THEIR INTENTIONS FOR LIFE AND BUSINESS

A New Approach to Leadership is a program that shows Leaders how to set up individual training systems that produce results. Steve Wiltshire and Lynn Johnson Wiltshire have supported hundreds of Leaders throughout the nation in designing an effective 12-week Mentoring Program. Many of these Leaders have significantly increased their group volume and have experienced a deeper level of fulfillment in their roles as Leaders.

We in the Direct Sales industry must share our business opportunity with newcomers and train them in order to build a strong organization. Although that is very important, it is equally important to build the Representatives already in our organization by supporting them in distinguishing what they truly want, and then mentoring them in how to make it happen.

Often there are Representatives in your organization who are not clear about what they want. Perhaps they:

- * Joined on a whim and have not been in the business long enough to distinguish what they want;
- * Do not believe it is *possible* to achieve a goal they desire in their business; or
- * Have not been empowered to look beyond their previous experience to see how Direct sales could enhance their life.

What might **look** like an unmotivated or inactive Representative may in reality be a person who has value, potential, and the capacity to build a successful business—but who has not yet had the individual guidance they need to realize their value, or been taught a system to ensure their success. What might be missing is a Mentor who sees their potential, evokes their interest, supports them in defining their desires, and offers them a curriculum that cultivates their skills and unique talents.

OUR MISSION

Our mission is to support you in designing a 12-week Mentoring Program to offer your Representatives and Leaders who are willing to fully partner with you in learning the principles and practices that will bring them success.

In your Lifeline Study Guide you will learn:

- How to successfully mentor Representatives;
- How to choose candidates for your Mentoring Program and how to invite them to participate;
- How to design **your** rendition of a 12-week Mentoring Program;
- How to effectively mentor a representative and/or leader during a Weekly Mentoring Call;
- How to distinguish the practices that will support your representatives' and Leaders' development.

WHAT IS MENTORING?

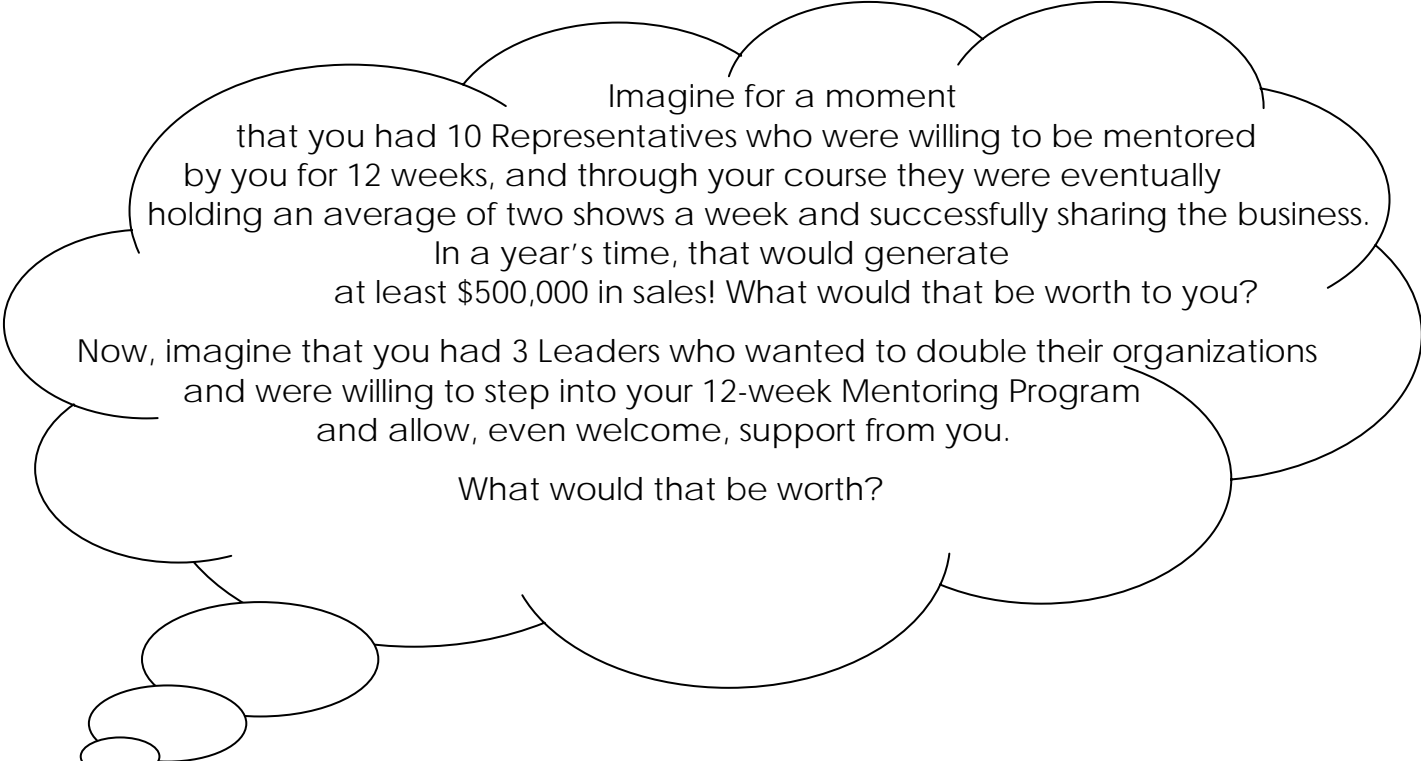
I BELIEVE MENTORING IS OFFERING SOMETHING YOU HAVE THAT HOLDS VALUE FOR OTHERS.

In our industry it is truly very simple—it is discovering which Representatives and Leaders in your organization desire achieving a particular level of success, and offering them an opportunity to partner with you in making it a reality. Mentoring is **drawing out** their deepest vision and greatest attributes. It is your ability to be curious while you support them in discovering what is important to them—and then taking that a step deeper by supporting them in discovering what they **didn't know** was important to them. It is paving the way by offering them direction, techniques, and practices that will bring them their rendition of success.

Mentoring is constantly reminding them of their vision when they are challenged by adversity. Mentoring is directing them to resources that will support their development, and requesting that they learn the information and design a plan to implement the knowledge. Mentoring is asking your Representatives and Leaders to practice the knowledge for you and to allow your feedback and requests to support their development.

AS A MENTOR YOU MUST SEE YOUR REPRESENTATIVES AS RESOURCEFUL, RESILIENT, CAPABLE, AND CREATIVE.

WHY MIGHT I DESIGN A 12-WEEK MENTORING PROGRAM?



Imagine for a moment that you had 10 Representatives who were willing to be mentored by you for 12 weeks, and through your course they were eventually holding an average of two shows a week and successfully sharing the business. In a year's time, that would generate at least \$500,000 in sales! What would that be worth to you?

Now, imagine that you had 3 Leaders who wanted to double their organizations and were willing to step into your 12-week Mentoring Program and allow, even welcome, support from you.

What would that be worth?

As Leaders we can often get “trapped” in focusing on wealth-**depleting** activities—projects that bring us very little fulfillment, and little or no financial return, such as over-indulging in e-mail, over-planning and organizing, and conversation with little meaning or substance. My focus is to invite you to spend time on wealth-**building** activities that support the fruition of your deepest intentions.

We have found that many Leaders in our industry share the same kinds of values, such as; serving, connecting, fun, recognition, achievement, and acknowledgement. The fact is, when we are living out our values we are “lit up” about life. We are vibrant, joyful, and self-expressed. Mentoring is truly a quality activity that honors the values common among many of the Leaders in the Direct Sales industry.

So often life doesn't seem to change or improve, because we are constantly on "auto-pilot," doing what we've always done. Edison said, *"The problems in life cannot be solved at the level of thinking that created those problems."* We cannot expect new results if we continue to make the same kinds of choices. Transformation cannot happen by itself in the midst of action. It happens when we pause and contemplate what is important to us—when we distinguish who we must **be** and what we must **do** about what is important to us, and then take the necessary steps to effect the transformation.

WHAT DOES ALL THIS HAVE TO DO WITH MENTORING?
IT'S SIMPLE.

- * First, you must distinguish what is important to you about the dreams and aspirations you have for your business.
- * Second, you must determine what brings you passion about Leadership and how you want to impact the Representatives and Leaders in your organization.
- * Third, you must determine whether or not you want to mentor others and become aware of any beliefs that would prevent you from mentoring.
- * Fourth, you must determine how you desire being perceived by those whom you offer to mentor, and what steps you will take toward offering that gift.

SUCCESS CHALLENGE NUMBER ONE

DISTINGUISH YOUR ANSWERS TO THESE QUESTIONS.
ENJOY THE PROCESS OF DETERMINING YOUR DEEPEST DESIRES
AND ENVISIONING HOW YOU DESIRE
TO IMPACT THE LIVES OF THOSE YOU LEAD.

- * What brings me passion about leading others?
 - * How will I impact those whom I lead?
 - * Where will I be in my business in one year?
- * How do I want to be perceived by those whom I lead?
- * What beliefs could prevent me from designing a Mentoring Program?

HOW DO I SET UP MY 12-WEEK MENTORING PROGRAM?

BEFORE YOU INVITE YOUR REPRESENTATIVES AND LEADERS
TO JOIN YOUR MENTORING PROGRAM,
DECIDE WHAT YOU WILL OFFER THEM.

What will make your Mentoring Program worth their time and energy? You may not know the talent and knowledge you already have, or understand how to fully use the powerful resources already available to you.

Lynn and I have found that **many Leaders are not completely aware of how they arrived at their success**, and do not know how to communicate it to others. Often they have not learned how to communicate their company's training tools to their Representatives in a way that is easily interpreted.

MENTORING IS SIMPLY TEACHING OTHERS WHAT YOU DO.

We have several clients who accepted a request by us to take time each evening to write about their day. They distinguished what practices and activities they engaged in, and what choices they made throughout the day that played an important role in their success. In fact, several of our clients said that they made better choices than they would have otherwise because they were aware of the standard they wanted to model for their Representatives. They also realized the **cost** when they chose not to stick to principles. Many of our clients distinguished details they were not even aware of that have brought them success. And most importantly, they realized they did not share these ideas or concepts when they trained Representatives on various subjects.

SO, ARE YOU READY FOR YOUR NEXT CHALLENGE?

SUCCESS CHALLENGE NUMBER TWO

YOUR SECOND CHALLENGE IS TO BECOME AWARE OF THE PRACTICES AND ACTIVITIES YOU ENGAGE IN, AND THE CHOICES YOU MAKE ON AN ONGOING BASIS THAT SUPPORT YOU IN EXPERIENCING SUCCESS.

Notice what you do and how you do it at your presentation, Host Coaching appointments, Customer Care calls, in your office, etc. Compile a list of success practices and activities you engage in throughout your day and give them a name.

Let me give you an example of a few of mine:

- * Setting up my day
- * Connection calls
- * Customer Care calls
- * E-mail control
- * Booking Commercial
- * Show Introduction
- * Mini-Interview
- * Creating an extraordinary shopping experience for my guests

Notice especially lead lines, lead questions, how you set yourself up before a conversation, and several of the organizational systems that support your success.

Through this assignment you will become aware of what you do that **brings** you success, and what you know you should do but don't that **sabotages** your success. You will also be able to give these details and practices a name and description, which will support you in training the concepts to others, as well as knowing where to direct your Representatives for more information.

Success Challenge Number Two is to commit to this awareness exercise for 30 days and organize all your information, each subject having its own section. You will find that it is easier to train **what you do** than to try to train information that isn't truly "owned" by you. Focus on training principle-based practices that are easy for others to interpret and duplicate.

WHERE AND WHEN WILL I MENTOR?

Begin by distinguishing the activities where mentoring will “show up.”
(Each activity is expanded upon in the following pages.)

WEEKLY MENTORING CALL

Utilizing the powerful Coaching skills contained in this Lifeline Study Guide

ON-THE-JOB TRAINING

Observing shows and experienced Representatives

ONE-ON-ONE TRAINING

Practicing the skills for Host Coaching, demonstrations, follow-up calls, interviewing, etc.

TELE-TRAINING CALLS

Two or more Representatives on a bridge line
receiving training or practicing a particular activity;
such as a Booking Commercial, an Opportunity Commercial, a Party
Introduction, etc.

Part of the art of effective mentoring is recognizing what your Representatives and Leaders need to learn in order to become seasoned in their role. For example, if you are mentoring a Representative who desires earning \$1,000 and submitting 10 Parties a month, and therefore needs to add Party bookings to their calendar, you may begin by mentoring her on the following subjects:

- * Hosting her own extraordinary Theme Show for her previous Hosts, guests, and friends;
- * Hostess Coaching;
- * Presenting an extraordinary demonstration;
- * Customer Care Calls;
- * Specialty shows;
- * Finding Hosts outside of a party experience.

Your company manual may be a gold mine of suggestions and advice based upon the experience of many successful Representatives. In this Lifeline Study Guide we will show you how to bring these powerful success ideas alive.

For example, during your Weekly Mentoring Call, you might ask one of your Representatives the following question:

"Jill, I have a question for you. On a scale of 1-10, how fulfilled are you with your party demonstration?"

Let's say that she responds by giving you a score of a 5. You might say, *"Jill, what would a 10 look like?"*

After she responds, you repeat back to her everything that is important to her, and then you ask her if she would like to focus on designing an extraordinary party experience for her Hosts and guests. If she accepts your invitation, you may choose to direct her by challenging her to attend a show with you within a week and take extensive notes. You might ask her also to review her Company Manual for suggestions and ask her to spend the next two Mentoring Calls sharing the changes she will make.

You might conclude by inviting her to dinner at your home and to practice her demonstration for you after dinner as if she were presenting to a Host and several guests.

Imagine the results that could emerge if she chose to accept your invitation and participate in these assignments!

SUCCESS CHALLENGE NUMBER THREE

LIST THE PRACTICES YOU WISH TO FOCUS ON
IN YOUR MENTORING RELATIONSHIPS.

The following inquiries will aid you in determining what you will offer. Your company manuals, recorded tele-seminars, and any other resources of importance, such as programs or books in your personal library that you might choose to loan out. Your focus is to customize a program and plan based on the needs of the Representative or Leader you are mentoring.

If I were to mentor a Representative who desired to consistently hold two shows a week and earn \$800 a month, what practices might I train?

If I were to mentor a Representative who desired to promote to Leader, what practices and activities might I train?

If I were to mentor a Leader who desired to double the size and volume of their organization, what practices and activities might I train?

TO WHOM WILL I OFFER MENTORING?

WHO IS NEW AND EXCITED?

WHO NEEDS MORE SUPPORT IN ORDER TO TAKE THEIR BUSINESS
TO THE NEXT LEVEL?

WHO IS CONSISTENT?

WHO HAS TALENT BUT DOESN'T KNOW IT?

WHO IS INTERESTED IN BECOMING A LEADER?

Begin by completing your list of possible candidates you are considering inviting to participate in your 12-week Mentoring Program. Next to their names, list where they are positioned in your organization, as well as the advantages and disadvantages of choosing them based on percentages, position, and future advancement. Distinguish which Representatives you believe may desire increasing their results and fulfillment level, and are willing to be supported and challenged.

Be aware of assumptions. Often we find that Representatives in this industry lose faith in themselves because of life and business challenges. Frequently this shows up in the form of negativity and excuses. Their fears and lack of self-esteem may prompt you to believe that they are not worthy of your time, when in reality, a mentoring relationship could be the perfect solution. In this program, you will learn how to step into a conversation by asking Discovery and Vision Questions that cut through smoke screens and support others in realizing their true value and desires.

SUCCESS CHALLENGE NUMBER FOUR

COMPLETE A LIST OF REPRESENTATIVES AND LEADERS
WITH WHOM YOU WILL CONVERSE TO DETERMINE WHETHER OR NOT
YOU WISH TO OFFER THEM YOUR 12-WEEK MENTORING PROGRAM.

In this program, I will show you how to have what I call an Enrollment Conversation to determine someone's interest level and discover whether or not they meet your standards to participate in your 12-week Mentoring Program.

WHAT SKILLS WILL SUPPORT ME IN BECOMING A SUCCESSFUL MENTOR?

Several years ago I hired a Certified Life Coach because I was feeling overwhelmed in my life and desired more balance, fulfillment, and clarity. After working with my Life Coach for 90 days, I noticed that my life and business were significantly changing. I was amazed that she had no knowledge about the Direct Sales industry, yet had developed several skills that supported her in how to lead her clients to their own answers. After working with her for a short period of time, I knew that I wanted these skills.

Lynn and I completed several coaching curricula over a few years to learn these skills and were able to teach them to the Leaders within our organization. After taking several courses we realized that we wanted to bring this knowledge to the Direct Sales community and each of us chose to become a Life Coach, success trainer, and author.

OUR INTENTION IN THIS SECTION OF THE PROGRAM
IS TO EDUCATE YOU ON SIX POWERFUL COACHING SKILLS
THAT WILL GREATLY ENHANCE YOUR ABILITY TO EFFECTIVELY
MENTOR REPRESENTATIVES AND LEADERS IN YOUR ORGANIZATIONS.

Did you know there are at least two important levels of listening? Internal Listening, also called Level One Listening, means you are focused on yourself—your own thoughts, judgments, and opinions about what the other person is saying. We hear the words of the other person, but our focus is on what those words mean to us.

During a Mentoring Call the only person who should be in Level One Listening is the person you are mentoring. **You** will be engaged in Relationally-Focused Listening.

ONE

RELATIONALLY—FOCUSED LISTENING: LEVEL TWO

When you are in Level Two Listening, the attention is laser-focused “over there,” on the other person. Level Two is easy to notice in others when we are observant. You notice it in their posture when they are communicating with others—probably both parties are leaning forward, looking intently at each other.

In Level Two there is a great deal of attention on the other person and not much awareness of the outside world. You listen for their words, their expression, their emotion, everything they bring to the conversation. You notice what they say and how they say it. You notice what they don't say. You see how they smile, or hear the tears or fear in their voice. You listen for what they value. You listen for their vision, and what brings them vitality, and what doesn't.

It doesn't mean that you, yourself, do not talk—it's that your focus is on the other. Now, of course, you're always going to be in Level One a little bit or you wouldn't be breathing or know what questions to ask. It's just that your *focus* is relational. Your focus is Level Two Listening.

Two

CURIOSITY

Your Curiosity leads you to know your Representatives from the inside out. Curiosity does not know the answers. Curiosity does not know the past. When we are curious we are in a state of mind similar to a child who is in a state of wonder, yearning to know why and how and what it all means.

When you are curious with your Representatives, they in turn keep responding to your curiosity by going inside too, looking for their own answers, trying to understand their own world and the way they operate. They learn what drives them and what stops them.

In time you get to know your Representative's interior workings, until ultimately you become their voice, asking the questions they may ask of themselves.

THREE

MIRRORING

When we mirror someone we simply repeat back the same words or meaning. The benefit in mirroring is one feels validated and heard. Through that process they are able to slow down and deepen their feelings and thoughts and become fully self expressed. Often Mirroring, Level Two Listening, and Curiosity are used simultaneously.

FOUR

INTRUDING

I know most of you are going to love this skill! I remember what it was like for me as a leader having to listen to story after story, and when I learned this skill I realized what a gift it was to me and those with whom I interacted on a regular basis. Often your Representatives feel compelled to give you their excuses and stories because they feel they are letting you down as their leader, and in reality, the stories are time-consuming and draining for the Leader.

Intruding supports others in getting out of the "story"—out of the past and into the present, where the solutions and the answers lie.

Intruding in normal conversations may be considered inconsiderate or rude; in a mentoring situation, it is conducted with tact, and in true support of the other person.

For example, you may have a Representative going on and on about an experience, and you could say:

"Janice, where are we? What do you want to look at here?"

Or *"Janice, I can tell you're disappointed about this and I want to make the best use of our time. What might be the learning in all of this?"*

Or you could say, *"Janice are we still working toward the incentive travel trip and your promotion to Leader?"* She responds, *"Absolutely!" "Ok, what might be the solution or the learning in this situation?"*

These comments interrupt or intrude, but they interrupt in service of your Representative's deeper desires and personal success.

FIVE

ACKNOWLEDGING

An Acknowledgment expresses recognition of not only the efforts, but also the personal qualities of an individual. An Acknowledgment is not the same thing as a compliment or praise. Acknowledgment speaks to “who the person **is**,” rather than simply noticing the accomplishment. “You did a great job this month, Julie” is praise. The statement compliments the accomplishment more than the individual.

An Acknowledgment emphasizes who the individual had to **be** in order to achieve the accomplishment or overcome the obstacle. When you acknowledge someone, they feel their efforts and experiences have been understood and appreciated by you. They feel “seen.” An Acknowledgment might sound something like this:

(You) “Julie, how did you feel about reaching your goal last month?”

(Julie) “I can’t believe I did it! I really didn’t believe I could sell \$3,000 while working a full-time job.”

(You) “I know how important this was to you. It says so much about you and your commitment to yourself. It really took discipline and determination to make it happen. I’m so happy for you that you achieved your goal!”

SIX

POWERFUL QUESTIONS

A Powerful Question evokes clarity, action, discovery, insight, or commitment. It creates greater possibilities, new learning, or a clearer vision. Powerful Questions are open-ended questions that do not elicit a yes or no response. Listed below are some of the most commonly asked Powerful Questions that Leaders might ask during their Weekly Mentoring Calls.

- | | |
|--|--------------------------------|
| *What do you want? | *What’s important about that? |
| *What’s working now? | * What’s not working? |
| *What’s your strategy to achieve that? | *What might be the first step? |
| *What might you change? | *What’s holding you back? |
| *May I offer you a few suggestions? | *Who are you at your best? |
| *What’s the learning in this? | *What’s that worth to you? |
| *What will you commit to? | *When will you do that? |
| *How can I support you? | |

SUCCESS CHALLENGE NUMBER FIVE

WRITE EACH COACHING SKILL ON AN INDEX CARD.
PLACE THE CARDS ON A WALL OR SOMEWHERE IN FRONT OF YOU,
SO THAT WHEN YOU ARE ON A MENTORING CALL
YOU WILL BE REMINDED OF THE POWER OF THESE SKILLS.

Instead of just writing down the name of the coaching skill, consider writing out the following inquiries to remind you of your intention to utilize each skill to your greatest ability.

Am I in Level One or Level Two Listening?

Am I being Curious?

Am I Mirroring what's important to them?

Am I Intruding when necessary?

Where are we?

What do you want to look at concerning this situation?

What might be the learning in all of this?

Am I Acknowledging or complimenting?

Also write each Powerful Question on an index card and scatter them on your wall. This will actually support you in slowing down and allowing space in your conversation, as you listen to your Representatives and ask the question that is most helpful and appropriate in the moment.

WHAT IS A WEEKLY MENTORING CALL?

THE WEEKLY PHONE CONVERSATION
WHEN REPRESENTATIVE AND LEADER CONNECT, COLLABORATE,
STRATEGIZE, AND DESIGN AN ACTION PLAN.

The Weekly Mentoring Call is firmly scheduled and both parties are committed to showing up on time and ending on time. The call is generally 15–20 minutes long. The leader is committed to supporting the Representative in discovering their own answers by asking Powerful Questions and distinguishing the learning that would best support the Representative in taking action.

TAKE A MOMENT AND LOOK AT THE CALL
THROUGH THE LENS OF A REPRESENTATIVE OR LEADER
WHO WOULD BE MENTORED BY YOU.

Imagine a relationship where the total focus is on you
and what is important to you—a relationship with someone
who is curious about what you value,
and supports you in creating a vision for your life and business.

Someone who can distinguish the learning that will support your vision
and help you design a framework to follow.

Someone who allows you to practice for them and who
supports you through the process.

Someone who draws the potential out of you by challenging you
to look within for your own answers.

Someone who encourages you to make empowered decisions
that are in alignment with your deepest intentions and values.

Bottom line—
Someone who sees you as
resourceful, resilient, capable, and creative.

Someone who believes in you
even when you don't
believe in yourself.

COULD YOU BE THAT PERSON? ABSOLUTELY!
MY INVITATION TO YOU IS TO READ THIS BEFORE YOU BEGIN YOUR
MENTORING CALLS FOR THE WEEK.

HOW DO I DESIGN A WEEKLY MENTORING CALL?

BEGIN BY DISTINGUISHING WHAT YOU WANT GIVE AND RECEIVE.



IMAGINE FOR A MOMENT THAT THIS ACTIVITY WOULD SIGNIFICANTLY CHANGE THE RESULTS OF YOUR BUSINESS AND THAT YOU WOULD GROW AS A LEADER THROUGH THE PROCESS.

WHAT WOULD IDEAL LOOK LIKE?

WHAT WOULD YOU ACCOMPLISH?

WHAT WOULD YOU EXPERIENCE?

WHO WOULD YOU BECOME IN THE PROCESS?

Step 1

SCHEDULE OUT TIME FOR YOUR WEEKLY MENTORING CALLS.
DECIDE WHAT DAYS AND TIMES YOU WILL OFFER MENTORING CALLS.

For example, let's say that your intention is to develop 10 Representatives who hold an average of 6–8 Kitchen Shows a month, and to promote 2 Representatives to Leader.

You may choose to open up 15 slots a week to mentor 15 Representatives and/or Future Leaders.

If each call is 20 minutes,
you are committing to 5 hours of Mentoring Calls a week.

I have several clients who have opened up space for Weekly Mentoring Calls. They have set boundaries around e-mail, office hours, and unnecessary tasks and appointments that did not support their business and life intentions. They have been the beneficiaries of more fulfillment, greater earnings, and a high percentage of volume as a result of setting these boundaries and following through with their commitment to mentor their Representatives.

Step 2

START A FILE FOR EACH OF THE REPRESENTATIVES
IN YOUR MENTORING PROGRAM:

Each file will contain your Representative's personal information along with any personal notes from you on previous conversations and for future conversations. Each Representative will e-mail information each week based on their answers to a Weekly Questionnaire that you will request from them during their first call.

Step 3

DESIGN A 3-RING MENTORING BINDER FOR YOURSELF.

Your Mentoring binder will be separated into the following sections:

- * Local Announcements
- * Company Announcements
- * Recruit Leads
- * Training Topics
- * Resources
- * Inspirational Stories

Step 4

DESIGN A WEEKLY QUESTIONNAIRE
FOR PARTICIPANTS OF YOUR 12-WEEK MENTORING PROGRAM.

The Weekly Questionnaire is priceless because it makes your Representatives and Leaders aware of where they are in their business and supports them in clarifying the support they need from you. For you, the Questionnaire allows you to plan and strategize possibilities for the Mentoring Call. Listed on the next page are possible questions for your Weekly Questionnaire.

- * On a scale of 1–10, how did you feel about your week?
- * What would have made it a 10?
- * How much were your personal sales for the week?
- * (Leaders) How much were your total Group sales for the week?
- * List the names and dates of all upcoming Hosts within the next four weeks.
- * List the names of anyone who has expressed interest in a future Party.
- * What is your action plan for this week?
- * With whom are you interested in sharing the Business opportunity?
- * Where were you challenged this week?
- * In what area of your business would you like more knowledge?
- * How can I support you?

Step 5

DESIGN THE FIRST MENTORING CALL.

Your first Mentoring Call is of paramount importance. This call sets the pace for the following 11 calls and **designs the alliance** for the relationship. The focus is to learn how to best communicate with your Representative or Leader and to clarify how to get the most out of each Mentoring Call. Plan on 30–40 minutes for your first Mentoring Call.

STEPS FOR THE FIRST MENTORING CALL

1. Acknowledge your Representative for their participation and remind them that your focus is to design a 12-week Mentoring Program that supports **their** intentions and development. Let them know that the call is all about them, not about you. Communicate that **your** focus is to remind them of their vision; design an action plan that supports their learning; brainstorm solutions and creative ideas; schedule times to take them on parties, Host Coaching appointments, and interviews; and to practice concepts that will ensure their personal growth.

2. Ask them to make a commitment to each Mentoring Call—to begin on time and to end on time. Share your commitment with them and ask them to value your time as you will value theirs.
3. Request that they send you their responses to the Weekly Questionnaire 24 hours in advance so that you have plenty of time to review the information.
4. Ask permission to give them requests for the week and remind them that they have the option of playing, passing, or counter-offering. Assure them that the requests are based on the information they provide you on the Weekly Questionnaire, and that you will give them requests in the areas that you feel will support their development.

For example: *“Kim, I want to request that you host your own extraordinary event for Hosts, guests, and friends to increase your number of bookings.”*

5. Distinguish their one-year vision and ideal month. Simply ask them, *“Jill, if you could experience and achieve anything in your business within one year, what would that be?”* Also ask them, *“Tell me about your ideal month in both business and your personal life.”*
6. If they experience obstacles, request that they find the learning in the experience by describing the situation in a simple statement and asking themselves a question that will lead them to the learning.

For example: *“I had 3 out of my 4 shows cancel last week. What might I have done differently that would have prevented those cancellations?”*

SUCCESS CHALLENGE NUMBER SIX

DISTINGUISH THE INTENTIONS YOU HAVE FOR YOUR 12-WEEK MENTORING PROGRAM AND DESIGN THE FRAMEWORK FOR YOUR WEEKLY MENTORING CALLS.

AN EXAMPLE OF INTENTION

"I will continue to invite Representatives to join my 12-week Mentoring Program until I have 15 Representatives or Leaders enrolled. In 12 weeks

I have 10 Representatives who are averaging 2 Shows a week and 2 Representatives who have promoted to Leader!

I am perceived as an inspiring, empowering, and "connecting" leader who listens intently to each Representative's vision, experiences, and challenges. The Representatives I mentor attend Shows, Hostess Coaching appointments, and interviews, and practice concepts that will develop their success.

I have grown immensely as a leader and Mentor and have created space in my life and business by becoming more organized, and by deleting any activities that are not congruent with my intentions."

AFTER YOU HAVE FINISHED YOUR INTENTION,
COMPLETE THE 5 STEPS OF "HOW DO I DESIGN A WEEKLY
MENTORING CALL" ON PAGES 16-19.

HOW DO I INVITE MY REPRESENTATIVES TO JOIN MY 12-WEEK MENTORING PROGRAM?

MY MISSION FOR YOU IS TO LEARN HOW TO HAVE
A POWERFUL ENROLLMENT CONVERSATION.
CONSIDER AN APPROACH THAT IS ALL ABOUT
THE PERSON YOU ARE INVITING.

Several of my coaching clients have shared with me experiences when they were so excited about something they wanted to offer to one of their Representatives that instead of motivating them, they overwhelmed them, and the impact was negative instead of positive.

AN EXAMPLE YOU CAN IDENTIFY WITH

A leader attends her national convention and hears about the upcoming incentive travel trip. Upon arriving home she calls one of her top producers who didn't attend the convention and begins the conversation this way:

*"Hey Sara, it's Jenny. Guess where the next incentive travel trip is? Italy! Who Hoo! Guess what Sara, we're **going!** I'm going to mentor you for 12 weeks and help you earn that trip. I can't wait to tell you about it, girlfriend! I want to connect with you in the next day or two!"*

Many Leaders have taken on role of cheerleader. Cheerleading definitely has its place, but cheerleading is often more about the leader who is cheering than the recipient of the message. This example clearly states that Jenny has an idea and plan in place for Sara, and that she is confident it is exactly what Sara needs.

Well, it could be, or **not**, depending on where Sara is in her life and business.

ENROLLMENT IS HAVING PASSION AND CONVICTION ABOUT
SOMETHING YOU WANT TO OFFER SOMEONE
AND THEN ASKING QUESTIONS TO DISCOVER
IF IT HAS VALUE FOR THEM.

When you are in an Enrollment Conversation, you are in Level II Listening. You're curious, spacious, and seeking to discover what is important to the other person. You ask questions that support them in knowing more about themselves and evoke their own answers about what is important to them. An Enrollment Conversation is not rushed, it is natural. It has a purpose, but it is not attached to the outcome.

OK, WHERE ARE WE?

You are ready to start calling Representatives to invite them to participate in your 12-week Mentoring Program. Basically, you will be having conversations with three types of individuals; a new Representative, a seasoned Representative, or a leader.

For best results, attempt to actually meet with your Representatives to make an in-person connection. Offer to take your Representative out for a beverage, dessert, lunch, or dinner.

We have several clients at Lifeline who have doubled their businesses in a year. They mentored their Representatives and enrolled the Leaders in their organization to mentor their own Representatives. What might it be worth to you in one year to have huge growth?

Following is a demonstration of how to set up your conversations with your Representatives. We've included lead lines and Discovery Questions that will support you and your Representatives in distinguishing their desires and needs.

Step 1

MAKE THE INITIAL CALL.

The intention behind the initial call is to schedule an appointment with your Representative. Focus on making a connection, and then simply invite them to meet you in person, or schedule a time to converse by phone. Allow one hour in person or 30–40 minutes by phone.

Here is an example of how setting up the appointment might sound:

"Hi June, this is (your name). How are you? I wanted to touch base with you today to see if I could take you out for coffee or lunch. I'd enjoy connecting with you. What's your schedule like next week?"

Or "June, I'd enjoy a conversation with you next week. I only have a moment right now. When can you and I touch base next week for half an hour?"

It may be that you have a Representative in your organization who is doing well and you don't know them. They might be placed in a Leader's organization within yours who is not active in the business or is more focused on their personal life. Consider calling the Representative to introduce yourself, show them you've noticed their efforts, and offer your support.

Let's say you got their voice mail, and you will leave a message. Here's an example of what you might say:

"Hello Sharon, this is (your name). I'm (her recruiter's name) Leader with (name company)." I wanted to introduce myself and offer you any support I can. By the way, congratulations on a successful May. I wanted to schedule a half hour appointment with you. I have a few opportunities that I believe you might be interested in. I'm going to give you 3 times I'm available next week to reach me..."

Step 2

PREPARE YOURSELF FOR YOUR APPOINTMENT.

- * How do you want to be perceived?
- * Do you want to bring your Representative a card or a gift?
- * What attributes will you focus on during your appointment?
(listening, curious, visionary, connecting, empowering, confident, inspiring, etc.)

CONSIDER WRITING DOWN THE LEAD QUESTIONS, LEAD LINES,
AND AGENDA IN THE FOLLOWING STEPS
TO SUPPORT YOU IN STAYING ON TRACK.

Step 3

MAKE THE INITIAL CONNECTION

If you meet with them in person you might begin by giving them a gift or card and ordering a beverage, or if you connect with them by phone you may begin by thanking them for their time and letting them know that you have been looking forward to a conversation with them.

Step 4

DISCOVERY QUESTIONS

After you make the initial connection with your Representative, begin asking Discovery Questions which will lead them to their feelings and evoke their desires. As human beings we often find ourselves focused on our stories, excuses, beliefs, and fears, instead of our visions. I believe one of the greatest attributes of a leader is to serve as visionary. As a Life Coach I focus on reminding my clients of their visions and values, and it shows up in all the accomplishments they achieve. This model has been successful for many Leaders.

YOUR FOCUS IS TO ASK THE QUESTION
AND GIVE THEM SPACE TO SHARE.

*

Whether you feel you know the person really well or not at all, begin by asking them a question that evokes their feelings. *"Melissa, what was your original reason for joining the business."* This question elicits emotion because they will be recalling a time when they were making a change in their life.

*

Continue to ask Discovery Questions and stay in curiosity. Give them space to share their stories and notice how alive they get about their values and experience. *"What have you enjoyed most about your experience with the business?"*

*

This question is mainly for Representatives who desire becoming consistent in their business.

"Melissa, I have a question for you (show your passion). If bookings came naturally for you, meaning you had guests who were actively asking you to schedule and the Shows made at least a hundred dollars in profit, were geographically close, and the Host and guests were fun, energetic people, how many parties do you suppose you'd hold within a week?"

*

This question is mainly for experienced Representatives and Leaders.

"Melissa, if I had a magic wand and could guarantee that your business could generate anything that was truly important to you, what would that be?"

Or *"Melissa, tell me about your ideal month in Direct Sales."*

I have found that the more animated the question, the more animated the response.

"Melissa, let's say it's one year from today and you're experiencing incredible results in your life and business. What would be happening? What would you be experiencing?"

Step 5

DISTINGUISH THE NEED, DETERMINE THE VALUE,
AND ALLOW THEM TO SEE THE POSSIBILITIES.

After you have a clear idea of what "ideal" would look like for your Representative, determine the monetary value. How much would they earn and what would they receive for their efforts?

For example, if Melissa replied by saying she wants to hold 2 consistent Parties a week, my question might be, *"Melissa, what would you do with the \$800 a month or the \$10,000 a year?"* If she gives you more and more details, slow down the process, and simply ask her to help you figure out how much she would earn for her efforts.

HERE IS AN EXAMPLE:

"Melissa, what would you do with the \$800 a month or \$10,000 a year?"

"I don't know, probably pay bills!"

"Ok, what happens after you pay off those bills? Then what would you do with the \$800 a month or \$10,000 a year?"

"I haven't thought about it."

"Melissa, come on, what do you want more of in your life!"

"Well, Jack and I wanted to get our two children into a private school, but we kind of lost sight of that dream."

"Really Melissa, what kind of private school?"

"A Christian private school in our community."

"Melissa, what would it be worth to you?"

"A lot. I'd love to make it happen."

"Let's make it happen Melissa. I know that we can make it happen."

WHAT WAS HAPPENING IN THIS EXAMPLE?
VISION, EMPOWERMENT, POSSIBILITIES, PARTNERSHIP, SUPPORT

Step 6

SHARING YOUR 12-WEEK MENTORING PROGRAM

At this time you will want to decide whether or not your Representative is open to mentoring and has a reason to enter into mentoring. You **could** have a rich conversation with a Representative who is enjoying her business as is and is completely fulfilled with her results. The good news is that she is satisfied and a mentoring relationship may not be necessary.

Mentoring is for Representatives and Leaders who are open to support and want to take their business and skills to the next level. If you feel that your Representative is open and meets your standard, simply share your 12-week Mentoring Program and invite them to participate.

AN EXAMPLE OF SHARING YOUR MENTORING PROGRAM

"Melissa, I've been working with a Coach on designing a 12-week Mentoring Program and I am opening up my schedule to work with a chosen group of Representatives. One of the reasons I wanted to meet with you today is to get clear about your life and business intentions and to offer you an opportunity to partner with me over the next 12 weeks. If you decide to accept my invitation, you and I will partner together in designing a program that will increase your skills and talents. Our objective is to design a plan that will support you in achieving the success you desire, and to learn how to fully and effectively utilize our companies training tools. What are your thoughts?"

After you answer any questions your Representative might have, explain how your Mentoring Calls work, and schedule the first call. Explain the importance of a Weekly Mentoring Call and explain a few of the activities that you offer the Representatives you mentor (shadowing, interactive tele-courses, one-on-one practice sessions, etc.). Remember, your third Success Challenge was to make a decision as to what practices you will offer your Representatives.

SUCCESS CHALLENGE NUMBER SEVEN

CAREFULLY DESIGN YOUR APPROACH.

Revisit the 6 steps to inviting someone to participate in your Mentoring Program and take time to create a one page document that supports you in your conversations. Just as an interviewer utilizes an outline to stay on task, so can you. Don't make it difficult, but certainly **craft** your approach, and consider practicing with a peer or your leader. After you have crafted your message, let go, and simply follow your outline while being personally authentic during your conversations.

LEARNING IS A PROCESS.

GIVE YOURSELF PERMISSION TO DEVELOP AS A MENTOR.

Consider seeking the support of your leader or consider working with a certified Lifeline Coach. Several of the Coaches at Lifeline Coaching and Education have assisted Leaders in designing an effective and profitable 12-week Mentoring Program. In Jack Canfield's new book, *The Success Principles*, his 45th principle for success is to hire a personal coach. He writes, *"Of all the things successful people do to accelerate their trip down the path to success, participating in some kind of coaching program is at the top of the list!"*