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BOOK MARKETING: How to Use Coaching to Make More Money Interview with Patrick Donadio

Susan Friedmann: Welcome to book marketing mentors. The weekly podcast where you learn proven strategies, tools, ideas and tips from the masters. Every week I introduce you to a marketing master who will share their expertise to help you market and sell more books. Today my special guest is a master coaching expert Patrick Donadio, MBA is a certified speaking professional and master certified coach. He specializes in business communications and leadership development.

Since 1986, he's been working with leaders in their organizations to improve the way to communicate with staff, customers and the public with his powerful presentations and one-on-one business communication coaching. From the boardroom to the classroom, he teaches people to increase profits, improve presentation and or verbal communications, enhance the credibility, deepen relationships and boost performance unless time.

He is the author of *Communicating with Impact*, a leadership guide to communication. How to effectively communicate your ideas and achieve greater results. He's a long time national speaker association friend and colleague. So Patrick it is a true pleasure to welcome you to the show and thank you for being this week's special guest expert and mentor.

Patrick Donadio: Well welcome Susan to be here it's great. I'm so glad to talk with you and yes we do go way back. Don't we?

Susan Friedmann: We go a long way back. It's scary to think we were just talking about your kids and they're now graduating from what college. The last time I saw them, they were in a stroller.

Patrick Donadio: So that's a few years.

Susan Friedmann: A few years. So Patrick let's get down to what coaching is all about. I always like to start off with you know what exactly is it? So we're all on the same page understanding where you're coming from and the

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subject matter we're talking about. So give us your definition of coaching please.

Patrick Donadio: Coaching for a lot of people has a lot of different meanings. People always think about athletic coaches. But when I'm talking about coaching, I'm talking about professional coaches who help individuals. The definition I like to use is it's an interactive process that helps individuals develop more rapidly and produce more satisfying results. So coaching is about development, not about fixing. It's letting people make mistakes helping them explore and uncover things. It's a great way to help people reach their full potential. So it's not the kind of coaching you think about as athletic coaching or people telling you what to do and showing you what to do. It's more guiding you along the path.

Susan Friedmann: So as you say that, what comes to mind is the word consulting. And even training. So what's the difference between the coaching, consulting and training?

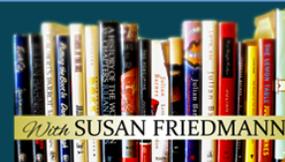
Patrick Donadio: It's good to distinguish between those because some people call themselves a coach when they're really doing consulting. Some people call themselves a coach and they're really doing training. So when I think about consulting and I've done a lot of it early on in my business. Consulting focuses on the organization and is all about providing solutions. So you come in, you're the expert and you're going to tell people what to do and fix it. Now training is different even in consulting focuses on helping individuals learn a new skill. So as a trainer, you're the expert with the answers but you're teaching other people how to do it. So opposed to a consultant, who tells them how to do it, a trainer is teaching them how to do it even though you can do it yourself. You're not doing it for them, you're teaching them.

As I said earlier, what coaching is all about, it's really focusing on helping the person uncover the answers for themselves with guidance and support. So the consultant is the person that will tell you. The trainer is the person that's going to teach you. Then the peer coach is going to be the person that's going to ask you great questions to help you think it through and be there to support you.

Susan Friedmann: I think the cross there is asking the great questions. And that for me is something I like to find. You know, what are those great questions that are going to allow people to open up? Do you have any kind of recipe for great questions?

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- Patrick Donadio: I've got a whole list of great questions. That's a coach's great toolbox. I think when you think about the kind of tools that make you a good writer or good speaker, you always have certain tools. There's categories of questions. For example, when you think about coaching the 1st thing you want to do is help figure out what's going on or what the issue is. So you can have what I call, defining questions or gathering information questions. The way coaching works, as a coach I take a look at where are you now, your current situation. I help you explore, where would you like to be some point in the future? So by asking you good questions, I'm going to help you tell me what would the future Susan look like if you were going to be successful at whatever it might be. Then my job as a coach is to narrow that gap between where you are now and where you will like to be. I'm going to help you narrow the gap and get you to where you want to be. Hopefully more efficiently and faster. And I'm going to do that by asking questions.
- So for example, a good question to start with is what are some of your current challenges when you think about whatever your expertise might be? The goal is to get people to start to explore and tell you more about where they are right now. Later on you can have solution questions. You can have taking action questions. I can go through a variety of these questions but the key thing is to think about having an inquisitive mind. Where you're more thinking about what you want to learn as opposed to thinking about what you want to tell them.
- Susan Friedmann: How about jumping in and thinking that you have the answer to these questions? How can people stop themselves doing that? I know I have a tendency sometimes to say "Oh yes I've got the answer to that questions." Rather than allowing people to self discover?
- Patrick Donadio: I always try to tell people that's the toughest part about being a coach. I work with a lot of speakers that want to do coaching. What are speakers like to do? They like to talk and they like to be problem solvers and they like to fix things. So I tell speakers when you are a speaker you're a sage on the stage. But when you're a coach you're a guide by their side. You have to learn how to flip the skillset. So if I wanted to say, "Oh gosh I think Susan should be doing this." Instead of saying that, I'm thinking how can I ask Susan to give me an example of that or to find out why she's not doing that. So you have to catch yourself and flip the answer into a question. It takes a little bit of practice and the best way to get good at that is to practice. For people who are extroverts, I'm not sure if you are an extrovert.

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- Susan Friedmann: I think every- Well that's not true. I say every speaker is an extrovert, but that's not the case. I know a lot of introverts who are speakers.
- Patrick Donadio: Right. But I know you're an extrovert. So extroverts have a real tendency to wanna just talk right? I'm an extrovert also so my biggest challenge is shut up leave some time to think before I respond and in that thinking time, I'm taking whatever I want to tell them and figure out how to transpose that into a question.
- Susan Friedmann: As you know many of our listeners are non fiction authors. How could they take their book and then perhaps turn that into coaching or training program? How would you recommend they go about that?
- Patrick Donadio: The 1st thing that all the listeners should be patting themselves on the back for is that they are now an expert or a specialist. If you have written the book you are the person to go to. A lot of people go at it different ways. For example, I started out doing consulting then I started doing training then I started doing key noting. When I started doing coaching and what I did was I took all my content and I transcribed it and then I reworked it and put it in as a book. A lot of your readers may be coming from the other way. They are writers who came up with some great content. Now they gotta take that content and transform it into something that can help other people, whether it be training for coaching. So I would say the best place to start is with your book.
- Take your content and think about how do you get this information in a formula that's going to either help someone to learn a new skill that's going to be a training seminar. Or get some specific results that may be a coaching session. So one of the best ways to do that at least in my mind, is to take a look at your book and think about it in terms of what are the components? Do you have a system or process or chapter you might be able to take and put in a certain order that might make this easy to understand. Give me an example Susan of one of your authors that you coach. What kind of book they have. We can take that and work with it a little bit.
- Susan Friedmann: So a lot of authors either have motivational books, inspirational books or they might go into the leadership aspect so I think leadership might be a good one for this example.
- Patrick Donadio: Okay so the 1st thing I always think about when I want to help somebody do anything. I like to go make to the mantra diagnose before you subscribe. So 1st thing I would be thinking about is if I was going to

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do some coaching or do some training is, I would create module. I get people to think about what their current skillsets or challenges might be. So that might be the 1st part of my training seminar. Let's take a look and think through, what are some of your current challenges when you think about being an effective leader? Then maybe have people talk about that a little bit to help you get a feeling for the group. If it's coaching same thing. You might start out with good questions to ask people about their current skillsets in terms of what they do as a leader.

If your book happens to be focusing on sales leadership I have some sales questions. Talk about their sales experience. So step number one, take a look at your book and start to think about how do you help your client or potential client tell you more about what they're struggling with so you can help them. That's would be the 1st phase of turning your book into a training seminar or coaching session. The 2nd phase let's take training for a moment is think about what are the top 3 to 5 skills that you've identified in your book that probably are the most practical and the ones you get the most feedback on that you could create some kind of training around that.

Then I would start thinking about developing 3 to 5 mini modules. So it might be 15, 20 minute sections on some of these key points that are in the book are ready. So number 1, look at creating an experience. We get people to talk about what they're struggling with in the training seminar or the coaching. Number 2, start to create these 3 to 5 or 7 different areas you want to start teaching about. Don't worry about how you're going to teach it. Just identify what are you think are the key components in your book that would be useful for other people to learn to be more effective. So let me stop there. Those are the 2 fundamental starting points. Does that make sense?

Susan Friedmann: It certainly makes sense. What's going through my mind as you're saying this is what might be the difference here between doing one-on-one coaching versus coaching a group.

Patrick Donadio: Again, we're still doing coaching. You can do group training. You can do group coaching. The difference between a group training and the group coaching. Again, in a group training, I'm going to be teaching people a skillset. Now I'm gona get feedback, I'm not going to talk all the time, but I'll be doing more of the talking. In a group coaching we have a lot of people with maybe similar challenges that are on a call or usually it's a phone call or Skype call or zoom call. We're all working towards the same issue and I'm going to be asking people to share some examples or

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to bring in some ideas but again I'm going to be doing a little bit more or coaching.

Now I wanna be upfront, and I do belong to the international coach federation and I belong to the national speakers association. What I've done in my practice is, I've put the 2 together. So I have what I call consultative coaching. So what I do when I'm coaching my clients, 'cause I'm teaching a skillset is I'm not that true, pure coach that only ask questions. But when I'm doing the coaching, I'm probably doing about 80% listening and 20% talking versus the training where I'm doing 80% talking and 20% listening. So when you have a skill, you're still going to do some more talking than you might if you just a life coach.

Susan Friedmann: Then what I'm getting from you here too is this is a package you can offer your clients. You've got the training component than you would add in the coaching component be it a one-on-one or a group. Is that correct?

Patrick Donadio: Yes. And I've done that many times where I might comment initially and let's say I'm coaching a vice president on a particular challenge. I do a lot of crucial communication skills so maybe presentation skills or interpersonal communications. Then what I find it after I've got done working with the leader on the coaching, they really like the results. They say, "This is really great." I say, "You know maybe we should do something with your entire team, where I can come in and teach them some of the things that I did with you." With a group it's a little bit more difficult to do group coaching when you got a diverse audience like that. So you can parlay from the COO to the training or visa versa, come in and do the training, which is what I've done recently. I do some media training, so I did some training with a variety of leaders on how to use video, and be on a talk show. Then afterwards we came back and did one-on-one, one hour coaching sessions to personalize their needs for each of the individuals.

So you can do both. But the 1st step if you're an author and you don't have a training seminar or you don't have a coaching program is to go through your book and start to think about what are some of the key pieces that I feel would add value to my potential clients so you wanna begin to create the program. What you can do is once you create the training program, you can start to take those pieces and you can use them to customize your coaching, but the foundation is to start to create this assessment kind of phase, then the 3 to 5 things you'd like to teach or coach people on.

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- Susan Friedmann: Is there an optimum number when it comes to group coaching?
- Patrick Donadio: Well you know, Susan, I don't do a lot of group coaching, so I can't really give you from my own experience a lot about that. The reason I haven't done a lot of group coaching is I prefer to do my group work in the training capacity and do the one-on-one coaching. Now there's a lot of folks that do a lot of group coaching and it could be very lucrative.
- Susan Friedmann: I love doing both and I know that when I do the one-on-one obviously I can work ore in depth with the individuals versus the group where I've got a much broader perspective in how I work with them.
- Patrick Donadio: If you haven't done any coaching, I say start with some one-on-one coaching, because that's a good place to learn the skill then move that into some group coaching. The listeners who are thinking about expanding their base, instead of just having one line of income which is their product sales. Creating some training seminars or even 1 training seminar and creating a coaching program based on the book. For individuals, it's a great starting point. Then once i feel like you've got those skills that you can move into group coaching.
- Susan Friedmann: Let's shift a little bit and talk about the actual marketing of a coaching program. How do you go about that? What would you recommend to our authors.
- Patrick Donadio: I think the 1st thing would be to create the program so you can tell people what it is you're going to do for them. Let's say you got a leadership book and I happen to be offering a leadership book and in my book I talk about 6 key principles to make for effective leaders. So I'm going to take my book, I'm going to create this 90 minute, 2 hour half a day workshop based on those 6 or 7 key points. I'm going to make sure that I have good content, I've got some exercise I'm going to engage people into training so they can learn. Now I've got that I'm going to write up a simple one page description of the training or of the coaching. And it's going to say a little paragraph about the 6 keys to being an effective leader. Here's how you're going to learn, this and that. Here are the objectives, when you leave the program, you'll be able to blah, blah, blah.
- 1st step to marketing is to make sure you can give something to somebody so they can touch it, feel it and say oh I know what that it is. The nice thing is, you already have the book, so if you have a person that wants you to come out and do the training, you can offer this one

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pager and maybe if it's a really hot prospect, send them a copy of the book and tell them how in this program, each person will get a copy of your book so that they can take this and continue the learning.

So number 1, make sure you've got a nice description. The 2nd step, you want to start to think about who are the folks that I'd like to work with? So I know Susan, you wrote a book years ago called Riches and Niches. Did you not?

Susan Friedmann: I certainly did. It's been an international bestseller. It's been translated into umpteen languages. So yeah it's done pretty well.

Patrick Donadio: I think the next step is to think what's the best niche for me? Given your topic, who's the right niche? For me, I do a lot of communication skills. My new book *Communicating with Impact*, is called a leaders guide because my niche happens to be leaders. I like to work with current leaders and up-and-coming leaders, so I've identified some niches. Here's a couple ways to identify an niche and again you know more about this than I do, but feel free to add there. 1st thing, is I think about where are there people who can afford to pay for what I'm offering? So if I happen to have a book on basket weaving it may not be that there's a good niche for that. But if I've got a book on leadership I do know there's going to be a good niche, the question is it is going to be in healthcare? Is it going to be in banking? Is it going to be in the financial area? Manufacturing?

So start to think about where is the best place for me to go. I look at making that decision in 2 ways. Number 1, who do I like to work with? What groups do I enjoy being around? Number 2, which of those groups have the ability to pay for these services? For me, what I found is I really enjoy doing work with healthcare. I happen to know people in healthcare, so I made that one of my niches and once you have some experience in a particular area. If for example, in your book you've got some real good case studies or examples that happen to be in a certain niche or area, you might wanna look at those 1st.

So come up with your 1 pager then think about who you want to go after. One of the ways I find really helpful, this is going to be great for your audience 'cause they're all writers, is to write some articles about your topic that you can get published in different niches. So I love to go to associations. So let's say I wanted to do more work for healthcare. I might go to the state healthcare association and find out if they are

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interested in having me write an article for their newsletter on the 6 keys to being an effective leader in healthcare.

I try to get that published in association newsletter or online ezine. Once I do have that done, the next thing I would do is I might call up the editor who accepted my article and say hey listen I've gotten some feedback if you have and say I would love to do this at the conference. Who would I talk to who hires speakers to come in and do breakout sessions or keynotes at your annual conference. And they may give you the name of the educational director and you call them up or drop them a note and say, "I just spoke with the editor for the magazine and they thought I might be a good fit for your next conference. I don't know if you saw my recent article." So that's a nice way to break in.

Susan Friedmann: I love to hear my advice given by other people, so thank you.

Patrick Donadio: Great minds think a lot huh?

Susan Friedmann: Absolutely. And people need to obviously know who they like to work with and where the deep pockets are. That's really important. I'm glad you emphasized those 2 important points.

Patrick Donadio: If you're going to do coaching by the way, I would recommend highly that you experience coaching. I think once you've been coached, you'll be a much better coach. So I would encourage you, if you wanted to do some coaching, to find coach. What I would say is pay attention to how this coach connected with you and convinced you to hire them, because that's a nother great way to learn how to market the coaching services.

Susan Friedmann: Without any shadow of a doubt, I remember that advice many years ago. I think when I did a course with the coaching federation, they said you should have your own coach and I was like, "I should. Oh my goodness." I certainly found myself one and it was a really valuable experience, so thank you for that reminder.

Patrick Donadio: You know, there's a great resource out there if your audience wants to go to coachfederation.org, which is a website with international coach federation. They have chapters all across the country, all across the world and so if you happen to be in a community that has a chapter, it might be fun to go to a chapter meeting. Learn some skills about being a coach. I happen to be a very active in my local chapter. In fact, I started this chapter years ago and I go every month, because we always have

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great speakers teaching different skills about to how to be a better coach.

So that's another great place to go for coaching, is to go and get some kind of coaches training, whether it be formal coaches training which they do have a lot of accredited programs around the country. Or at least going to some of these coaches meetings so that people can start to learn more about what it takes to be a great coach.

The secret is really simple. You already have this great research. You've got this wonderful book that you've written and all you have to do is start to go through the book and start to think about how do I create some great educational section. 20 mini modules where I'm going to teach a certain skillset then you develop some content. Maybe some exercises where you might ask people some questions. I love doing a little inventory so if there's some way for you to come up if a 7 questions inventory that people can take to help identify their current skills. That's a great tool you can use both in the training, but really in the coaching right?

Remember coaching is all about where are you now? Where would you like to be? Then I as a coach might help you get there. So if you came up with a nice assessment tool, a series of questions that somebody can answer to help benchmark where they are right now that'd be great. There a lot of assessments out there you can use. For example, I do a lot of communication skills coaching, so I happen to use a disk profile and all of my coaching clients I start out with having them do a disk profile and I get a 22 page report back. Tells me all about their personality style and I use that as a starting point to figure out where they are right now.

Susan Friedmann: Let's take a moment and touch on mistakes people make when they either go into coaching or actually do coaching themselves.

Patrick Donadio: Well the biggest mistake people make is they wanna be a consultant. So they go into coaching all excited, they have all the answers they wrote the book crimony sakes right? So I'm the expert. That's not bad if you want to go into be a consultant or a trainer. But when you're going to be the coach, what you want to do is take a look at the things that you have in your book and create questions to help bring out some of that information.

For example, if you happen to be, let's go back to the leadership. You wrote a book on leadership, you might have a great question. What

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obstacles do you know of right now that are getting in the way of you being an effective leader. You shut up and you listen. As opposed to, let me tell you 6 things you can do to be a better leader, because I know these are things that work and they're in my book. Coaching is not about telling, coaching is about asking.

Susan Friedmann: That's a really important point to remember. As I've said, I have to keep reminding myself of that, because very quickly go into telling rather than asking the questions. So our leaders who are interested in learning more about your service, your programs how can they find out more Patrick?

Patrick Donadio: Well I've got a pretty easy website to go to. It's simply patrickdonadio.com and that's D-O-N-A-D-I-O. So that's always a good place to start. They can always call me, I love to talk on the phone 'cause I'm an extrovert. So they can call me at 614-488-9164 and be happy to chat if they're interested. Or email me Patrick@patrickdonadio.com again D-O-N-A-D-I-O. Those are some ways if they want to reach me.

What I love to do if possible, is to share with you, I don't know if you can get this to your listeners a 1 page list of some sample questions that people might want to ask if they want to do some coaching.

Susan Friedmann: That would be perfect. They'll be very generous. I always add those to the webpage where your episode will be featured, so yes please.

Patrick Donadio: And I just want to remind people if you're sitting there thinking "I'm not sure I can do training, I'm not sure I can do coaching." The 1st step to change is awareness and so as a coach, if I was your coach I would say "Listen to that little voice and don't necessarily believe it." Sometimes we can talk ourselves out of things that really we would like to do or want to do. So kind of pay attention to that voice and catch yourself and remind yourself if you've written the book, you have a lot of knowledge and information that can be a value to other people. You're really doing others a disservice if you don't take that skill and find a way to help others.

It's also great for your bottom line, now in addition to book sales, you'll have some training revenue or some speaking revenue or some coaching revenue. As we all know, I'm a new author it's nice to have a book, but the book isn't always going to generate the kind of revenue. The nice thing about the speaking and the training is that it's a really

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good way to get out there and market. Even if you didn't get paid, which I think you could if you're an expert. But if you didn't get paid and you went out and did some speeches and had books available in the back of the room, it's another great way to create more awareness.

I just happen to speak up in Michigan 2 weeks ago, brought my books up there and I was amazed. I'm a new author by the way, not a new speaker, trainer, coach, but a new author. I was amazed at the number of people that came to the back of the room and wanted to buy the book. It was really exciting to walk away with some cold cash in my hand.

Susan Friedmann: Yeah. They want to take a piece of you away with them and that's the key with a book or anything that you're going away at these programs. So how can our listeners get a copy of the sample questions?

Patrick Donadio: Very easily. If you want to just email me Patrick@patrickdonadio.com and in the subject line put sample questions. I'll send you a pdf of some of the questions that you might want to use if you are going to do some coaching. It's a good starting point to get you thinking, 'cause again coaching is about asking, training is about telling.

Susan Friedmann: If you were to leave our listeners with a golden nugget of information, what would that be?

Patrick Donadio: I closed a lot of my programs with this quote, "Nothing changed until you changed." So if you want to be a speaker or a trainer or a coach then when you finish listening to this call right now, take out a piece of paper and write down what are 2 or 3 things you're going to do differently after our call today that'll move you forward to creating more revenue for your business by either doing some coaching or doing some speaking or training. So it only takes 1 or 2 things, sometimes a small change can make a major impact so I hope people will remind themselves. It's great to listen to your podcast and they're very valuable but nothing changes until you change. Take some valuable ideas you picked up today and put them into practice.

Susan Friedmann: What sage advice. Thank you so much. And thank you all for taking precious timeout of your day to listen to this interview and I sincerely hope that it sparks some ideas you can use to sell more books. Here's wishing you much book marketing success.