

Podcast Recording: Guys Who Do Stuff (2019-07-15) Get Your Ideas Out Of Your Head and Into Action, with Dave Bates – Transcript

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Attendees

David Bates, Joe Woolworth, Adam Lee

Transcript

Introduction

Announcer: Thank you for listening to the guys who do stuff podcasts, visit guyswhodo stuff.com. You probably shouldn't Google that.

Joe Woolworth: All right. Welcome to today's show. I am Joe. I have a new cohost joining me today. Filling in Adam Lee. Adam, say hi.

Adam Lee: Hey, how's it going?

Joe Woolworth: It's going good. They can't, they can't respond back

Adam Lee: I'm talking to you, man.

Joe Woolworth: I'm doing, I'm doing great. It's I'm thankful for you to come on the show and co host with me and today's guest.

Super excited to welcome Dave Bates from Wise Insights. Thank you for being on the show today.

Dave Bates: Hey, thanks for having me.

Joe Woolworth: Yeah, really excited to talk to you. So we've met out at networking stuff and um, but sometimes if you go out to a networking thing, you do what's called like a one on one if depending on whatever it is and you get to grab coffee with somebody you and I spoke for quite some time. And I felt like I got a lot of free advice from you because that's kind of what you do as well as some, some challenging and really good, uh, principles. And so excited to talk to you today. So tell me a little bit about, well, I guess this is where I want to start. I know a little bit about you, uh, from looking at your website and from meeting you that you were a senior executive, um, for, for a while with a passion for helping leaders and, uh, helping people communicate well.

00:01:28 – Transition from executive to entrepreneur

Joe Woolworth: What was the kind of the catalyst from you from being an executive for somebody else's company to saying like, this is what I want to do?

Dave Bates: Yeah, sure. Well, so I have for a long time had this entrepreneurial bent and I've, I've kind of been out on my own before in a number of, of different capacities. This time was kind of a situation where, you know, we'd been working together for a while, had a lot of really great stuff happening.

But really as we iterated our way into the, into that business it became kind of more and more apparent that. the kind of things that were originally calling me into his business were not really necessary in the same way. And so it became just a better opportunity for the two of us to kind of go our different ways.

And really the reason that I went there to begin with was to really help build the business, to bring operational you know, efficiencies to the business, to help look across the overall enterprise and see how we can grow. So, what I then said was, look, the reason that I came here was to do that.

There's no reason I can't go out and help other people do that at the same time. Yeah. I can't do that as an employee somewhere, so I'll start my own thing.

Joe Woolworth: So, did you work yourself out of a job? Did that happen?

Dave Bates: I don't know. Maybe.

Joe Woolworth: My job's done. Great. Thank you.

Dave Bates: I think, I think it was really more about getting organizational clarity around what the business owner at that place wanted and realizing that for me to be there was, was potentially more than they needed.

Joe Woolworth: Yeah. So, you said you kind of had an entrepreneurial bent. Did you have, you started other companies before?

Dave Bates: Well, starting other companies I've experimented around a lot of different things. And I've been part of startups and like one of my first experiences was when IBM decided that they were going to roll out our home networking and automation division.

And that was back in the late nineties, mid to late nineties. And so a lot of the things that we do today on our cell phones and with our nest thermostats and all that kind of stuff, turning things up and down and accessing our house from somewhere else, that was stuff that we were doing way back in a lab in you know, 1997, 1998.

And so, you know, I kind of got bit by the, by the startup bug at that point.

Joe Woolworth: Was it more the startup bug or was it like the work? Cause I'm always fascinated with like the internet of things. Like, and now it's so common that it's not cool anymore. But like when it was first starting, it was like, I can use my phone to unlock my door.

Dave Bates: Well, it was, it wasn't quite as cool back then. We, we used to use this big Nokia phone called the communicator. You can Google it and find it somewhere in the way back machine.

Joe Woolworth: I'm going to put a copy of it in the show notes.

Dave Bates: And then we referred to that as the shoe phone. It was, it was terrible.

Joe Woolworth: It was called the communicator?

Dave Bates: Uh-huh. It was the, but it was, it was the, the thing where you could send text messages. That was, that was really cool new stuff. And so what would you do is you'd text - you'd like text your house to turn a light on or something like that. That was the theory that we were, that we were kind of working under. So yeah, I think the answer to your question is yes, it was both. It was the entrepreneurial stuff and it was the work. It was really cool stuff.

Joe Woolworth: Yeah. So talk to me a little bit about what you're doing now.

Dave Bates: Yeah. So now I when I am asked to introduce myself, I, I say you know how so many people get the Sunday night blues when they think about going back to work on Monday?

Well, my job is to help there be less of that. And that happens to business owners just as much as it does to employees. A lot of times what we find is that a business owner has gotten themselves into a place where they're spending more time on the organizational and business aspects of it than the thing they started the business in the first place to do.

So for them, it's kind of like, well, I'd really like to go write some code or I'd really like to go on a consulting gig and, you know, help somebody through their consulting problem, but I can't because I got to go hire this person or I got to go write that policy or I got to go do this other thing that's about building the company and not the reason they started the business in the first place.

05:27 – The difference between coaching and consulting

Joe Woolworth: Yeah, well, one of the things that I really appreciated when I was hanging out with you for the first time is you helped me understand, cause I think I'm like a lot of people and that I kind of know enough about what people's jobs and roles are, and so I had assumed, I think falsely before I had coffee with you, that a coach and a consultant was the same thing.

Dave Bates: Yeah, they're, they're really not. I think that the way I described it is coaching in its sort of original form is this aspirational thing. It's a question of where do you want to be and, and how are you going to get there? So it's aspirational in that, you know, like we're asking the person who is being coached, what are you feeling about where you are today and how does it compare to where you want to be in the future?

And the difference between that and consulting is that consulting is typically fairly prescriptive. You're not going to go to McKinsey or Deloitte or Accenture and say, here's where I want to be, right? They're going to say, well, if you want to go from point A to point B, here's a series of 18 steps in order to get there or five steps to get there.

So the difference between aspirational coaching and prescriptive consulting is that one person is driving, I mean, the customer is always driving, right? But one is where we're using knowledge and expertise to tell you what we think based on our observation of so many patterns in so many other places versus just sort of helping a person explore kind of the ideas and places that they might want to be.

Joe Woolworth: Right. So do you think, gave you ever met with a client in, has that ever been like, oh, they, they, they think they need consulting, but they really need coaching?

Dave Bates: Well, I think a lot of times people want somebody to tell them, just, just tell me what to do, right. Because a lot of times that's just easier. It's a lot easier – give me the plan.

And it's really, really hard work, right? To, to sort of be, you hear about this with writer's block. You know, people sit down and they're like, I got a blank page. What do I put on it? Well, you know, coaching is about, like, helping you see what to put on the blank page.

Right? It's in your head somewhere, and there's noise in there. And the, and the goal is, like, if I could just talk to somebody who has a framework for asking really good questions that help me think about the noise in my head and pick the thing that's a signal instead of a noise and then, and then get it out of my head.

And so a lot of times people, people often actually need a blend in this thing that I kind of jokingly referred to as coach-sulting. A true certified coach will, will be extremely, they go to pains to not tell you what to do or what they think. Have to ask for permission to like, can I, can I just share something that occurs to me here based on what you're saying?

Joe Woolworth: Is that like a coaching rule, like a big no, no, they teach you in coaching school?

Dave Bates: It's not a no, no, it's a, it's a best practice it fits into the ICF professional coaching competencies. And it's part of how you get certified.

08:38 - What is the difference between ICF Coaching and not ICF Coaching?

Joe Woolworth: So the ICF is, what does that stand for?

Dave Bates: It's the international coaching Federation.

Joe Woolworth: And so what does that look like? Like when I'm out networking and I meet somebody and they're a coach, I assume that they've, are there, is there discrepancies? Are there like coaches that just say they're coaches and they're like life coaches and they just tell you that you look pretty and you're great?

And then there's like coaches that are, I see it, like I imagine that guy from SNL, what was the line? I can't remember the line that he would always say. Like you're worth it. Gosh, darn it. You're worth it.

Adam Lee: Inspirational.

Dave Bates: You're good enough. You're smart enough and doggone it, I like you.

Joe Woolworth: I can do that. I can be that. The people, is it something that you, you would caution people? Like you really want to work with somebody that's licensed by the ICF? Because this is what the difference is?

Dave Bates: Yeah, so ICF doesn't actually sort of, it doesn't license people. It's not a licensing board like your CPAs or, or the, or the bar or anything like that. But it is a, it is sort of a recognition of a given set of competencies. It's kind of like the project management certification and those kinds of things.

So your original question was like, you know, is there a caution around that? I think you can be a coach. A coaching is a posture. It's a, it's a set of skills that are oriented around you and where you're at and how can I help you kind of identify what's next and what could go wrong, what things you could try and by having that conversation with you, you know, I kind of hope to, to help you discover a new path and you don't have to have a certification to be able to have a posture, right?

So what the certification does is it gives you confidence as a client that you, you know you're going to get somebody who has been independently sort of audited for a body of knowledge. If that's important to you, then you should go find an ICF certified coach. But if it's not, I don't know that it's a prerequisite.

10:47 – What does an executive coach do?

Adan Lee: Listening to you kind of describe what you do. You know, my thought was really anybody that has that vision and wants to stay on track, need somebody like you in their corner.

Do you find that most people that reach out to you have kind of hit, hit a wall and maybe their business is floundering and they kind of reach out to you to help them just pick things back up or what percentage actually, you know, find somebody like you from the get go that says, you know, I know I can get distracted. I know other things can come up, but I need someone to help me kind of stick with my vision verse Hey I'm getting close to bankruptcy. I need a guru to come in and take care of this and and fix it

Dave Bates: So I recently read that people who, who consider themselves gurus really aren't. That's a, that's a term that

Adam Lee: The love guru. Mike Myers.

Dave Bates: So but, but the - it really depends on, let's say I'm a consultant, I got to say it depends, right? I can't take a position on anything. Just kidding. The I think it depends on you know, sort of the person's willingness to be humble and ask for and input and really be willing to take it.

Yeah. And I think it's less about the condition in which they are. So some people will just start out like, Hey, I know what I don't know. Who can I find that can help me? And that that's kind of gets into some of the, some of the other nuances between consultants and contractors, right? Like, Hey, I'm not really good at this. I need somebody to just go do this stuff for me that, you know, like hire somebody to do that.

Adam Lee: Right.

Dave Bates: And, and so it, you know, you, if somebody's business is in a shambles for one reason or another that, you know, it's, it's great if they have the openness and willingness to admit, Hey, I've kind of put this thing into the ditch and I need some help getting that out.

But again, it's not...

Joe Woolworth: Probably help save time. You don't have to spend like a month convincing him that you have this thing in the ditch and you need some help.

12:39 – What's the number one indicator of success for coaching?

Dave Bates: Yeah, for sure. Actually, when, when you're, when, when you're, when you're in that spot, it doesn't usually work very well. And I think the number one indicator of success for a coaching client is humility.

I mean, coaches call that coachability, but really, you know, coachability is kind of one of those jargony words. And the reality is that, that if you're humble enough to be able to say, I need some insight, from somebody that isn't me and submit yourself sort of to the process and trust the process, you'll get a lot more out of it than you will if you're just like hey, I need somebody to tell me how great I am

Joe Woolworth: That was kind of oh, go ahead...

Adam Lee: Yeah, you've got to hit that all the time Like with with guys that think they can leave whatever job they were doing to start their own thing you know, they've got to think that they have a little bit more vision than most people. So I'm sure what percentage of people do you like come in contact with where you're just like you guys are not listening, you're not absorbing, I cannot help you.

I'm sure that's a no, no in your business, but it's gotta be...

Dave Bates: Well, there's a, there's a, there's a lot of that. And there's, there's two things. One thing I've learned a lot about recently is, is this. This idea of really exploring empathy you

know, a person is absolutely right in their own mind based on the experiences that they've had to think the way that they do.

It doesn't mean they're right. It just means that they're right in their mind. And so when we talk about somebody who is, you know, fairly successful. It... that is difficult for them. And a lot of people who, you know, let's say they've been in business for 10, 15, 20 years, but they've hit a plateau. It's really, really hard for them to say, Hey, look, you know, like, I was good to get me to the, to this point.

And they were, but what worked to get to that point isn't necessarily what's going to work to get them to the next point. And there's a really great example of this. In fact just, just this week, I read an article by the guy who started PagerDuty, a guy named Alex Solomon. And I don't know, I don't know, Alex, I've, I've run into PagerDuty in, in my experience in, in the tech world.

But he wrote an article and it was published in Inc. Magazine this week. Short article about how he replaced himself as CEO. I don't know too many CEOs who'd have the guts to say, you know what, me being in the top job at this company is actually keeping us from being able to achieve the objectives that...

Joe Woolworth: was he the founder as well?

Dave Bates: Yeah.

Joe Woolworth: Oh gosh. Even, even more.

Dave Bates: So so in, in my, deconstruction of that story, right? Was that there that he exhibited three key traits of a leader who well, three key traits of a leader. One is humility. The second one is intention. And the third one was exploration. And I unpack that a little bit in a, in a post that I that I put up this week.

But, you know, the reality is that with a posture of humility, he was able to say, Hey, you know what? I recognize that I'm not the best person for this, partly because he didn't want it, like according to the article, you know, he's kind of like saying, you know, I want to work on the technical stuff and similar to what I was saying at the start, you know, like he'd built this really successful business used by companies that, you know, you could list off the names and people are like, Oh yeah, I know that company.

So, I mean, he, he did it, you know? And then the interesting thing about that story was that it's, it's three years since he made the transition. And so you get to look back and say, did it work? And, and if you read the article, you'll find out, you know, kind of where you find the article that you read.

We can, I can get you the link to it. I have a, I did a post on my blog that links to it as well, but we can, we'll add it to the show notes.

16:22 – When do you hire an executive coach?

Joe Woolworth: You were talking a while ago and I think if I could kind of restate what I think I heard Adam, ask you a question. And when, when my, when I was thinking like, do you, Do you hire a coach at when everything is lost, all is lost, the ship is on fire kind of thing.

And then preventative maintenance is kind of the way that my mind was thinking about it. And you said you actually get a lot more out of the preventative maintenance approach. So I bet that there are people listening to this who have been networking, business owners that have met coaches and consultants and just never even thought like, why would I even talk to them?

It's probably, it's probably the antithesis of what the first guy like it's the probably the opposite of humility a little bit I won't offend anybody but that's probably what it is So if you could just talk directly to somebody that has maybe been on the fence or never even considered employing the services of a coach like what do you think are the top things that they're gonna get out of that?

Dave Bates: I think some of the things that we've already talked about sort of perspective, helping you sort of - I refer to it as being an external brain.

Joe Woolworth: Yeah, right.

Dave Bates: It's it's somebody that's outside your head It's outside the noise to help you...

Joe Woolworth: or maybe outside your friends and family. Can I just do? Because like my wife will often give me very sound business advice and she's right but there's some kind of mental block. I'm sorry, honey, when she talks, like I want to hear it from somebody else, this upsets her. So I'm sure she's going to listen to this and be like, yeah, I know. But she'll probably do her good to know that I know, but she'll give me perfectly good advice. And then like, I'll read it in a book and I'm like, you know, I was thinking about doing this thing. She's like, thanks for listening.

Dave Bates: Said everyone. Everywhere.

Joe Woolworth: Oh, it's not just me? Okay, good.

Dave Bates: My wife probably won't listen to this, so we probably won't tell her. No, look I, I think, I think there are some elements of friends and family that they know you better than anybody else, right? And so they can give you, they have a particular lens that, that they can share and you hear it.

Like people have to hear things over and over and over again a lot of times in order, like I wish I was smart enough to, to be like, Oh Joe, you just told me that. I definitely need to do that, but I'm not, and I'm not humble enough a lot of times.

18:31 - What's the difference between listening and hearing?

Joe Woolworth: There's a big difference between listening and hearing, and the older I get, the more I realize that.

Like, I can hear the same thing over and over again, but until I hear it, then it's like, oh, wow, like it clicks. I don't know exactly what that phenomenon is in your brain. I'm sure there's a, there's a way to describe it chemically.

Dave Bates: Yeah, well, there's, there's the science of it, and then there's the communication.

So there's a lot of communication theory, and one of the things I talk about regularly - it wasn't in the talk that you heard me give but I have another one that I do and, and I talk specifically about our ability to hear and listen. If, if in, in sort of the short version of that, there's lots of things that get in the way of our ability to actually listen.

So hearing and listening, people get the order all mixed up. People want to be heard. They say, Hey, I want to be heard. But the reality is they want to be listened to. And so, hearing is an auditory construct. It's the thing that happens when sound waves hit your ear. And if you ever forget the order, if you just take the H off of hear, you get your ear and that's what's in between you and, and, and the ability to listen.

So, hearing, hearing happens first. Then the cognitive process of listening kicks in. And there's lots and lots of reasons why we can't actually, listen, sometimes we're not present, sometimes we have a screen, a frame of reference that gets in the way. Sometimes it's our personality. There's, there's a ton to talk about.

Joe Woolworth: We're formulating our much more interesting retort to your conversation while you're talking.

Dave Bates: Yeah, right?

Joe Woolworth: Don't talk to you so I can say my thing.

Dave Bates: Yeah. That's, that's a phenomenon we call loading while listening.

Adam Lee: Yeah. That's me. 95 percent of the time.

Dave Bates: That's most people. Yeah. For sure. For sure. So so, so that.

20:005 – At what stage of business is coaching most helpful?

Dave Bates: That your original question was, you know, so like, when is coaching going to be really helpful? Right. And, and, and the answer is all the time.

Joe Woolworth: Well, what about in the stage of a business? Like, is there a phase in business where coaching is more like, so I've. I was side hustle for like the last nine years with my company and then I've gone full time and it's been like seven months, right?

And so that's kind of where I'm at. Some people are two years in, three years in, five years in. Is there a spot where coaching makes them like you're like, oh, I just wish I could get people to sign up during this point.

Dave Bates: Yeah, and the answer to that is no. It's all the time. It's all the time. And here's the thing, right?

We're humans and we take our brain with us through all the stages of company growth, right? It's not like, like, oh. I have this kind of unique problem and coaching is only for that kind of unique problem and it happens here in a company life cycle. The, the challenges that we run into are constant and they are different.

They're ever changing and, and they're different for, for each business. Right? So you're, you're in business to do something. You're likely not in business to do the same thing as everybody else. So there's something unique and different about the value that you're trying to bring to the market through your business.

So guess what? Nobody's ever done it that way before. What if it doesn't work? How do I know it's working? How do I know it's not working? Who do I talk to about it? Right? So, so here's, here's the, here's the reason that I say that it doesn't, that it's, it's for the entire life cycle of the company.

If you look at the statistics and the most recent ones are, are pretty old. They're from 2016 from the small businesses administration and the, and the federal government census on, on businesses. The 30 percent of businesses die in the, in the first two years, 50 percent of the them die in five years and only 30 percent of them are left after 10 years. So if you cross correlate that with the data from Gallup about employee engagement, which happens to founders as well, not just, not just to the people that you, you have on your payroll, assuming you have people on your payroll the US leads the world with 30 percent engagement.

So, that means one out of three people in a company are engaged. So, there's three of us in here, which one of us isn't engaged?

Adam Lee: It's me.

Joe Woolworth: So, you run a company, you got 250 employees. Or 300, because I'm better at math that way. A hundred of them are paying attention when they come to work.

Dave Bates: Are fully paying attention.

Joe Woolworth: Yeah.

Dave Bates: and, and, and, and are like, they're, they're pushing the company forward. Now that doesn't mean that the other two thirds are, are not there. It just means they're not fully engaged, right? So if you, if you ask yourself the question, what is this business for? And, and who do I have available to help me get there?

And how do I keep it from not dying? It's, it's, it's not beer mongering on the death of your company, but if you had. Let's say you have \$1,000 to invest, and I tell you that at the end of the year. You're going to have 300 of that left. Does that sound like a good thing for you?

Joe Woolworth: So it depends. What do I get to do with the money?

Dave Bates: It's poof gone.

Joe Woolworth: Oh yeah, no, it's not a good thing.

Dave Bates: Right. So when we talk about company we talk about company death in, in, in sort of the statistics that are available, but the reality is that we're trying to help our companies thrive. And our and we need our company to thrive at the very earliest stages, because that's how we gain market acceptance.

That's how we gain visibility. Right? But then as we start to grow, there are our pressures that can come to bear on our company as we hire our first person, or we hire a whole new team, or we hire a strategic, like, hey, I need to hire a CEO to replace me as we were talking about with Alex's example. Right.

So all through the, all through the life cycle of company, there are opportunities for the company to either make decisions for the person running the company to make decisions that will either cause that company to thrive or cause it to sort of retract. And so the idea is that by having somebody who's outside of your brain and outside the organization, you can say, Hey, I'm thinking about doing this.

Why do you want to do that? W could go wrong if you do that? I hadn't thought about what could go wrong because I'm so busy and like, this is the thing I got to go do. And so the point there is what we're trying to do is bring all of the, all of the resources - if I told you, Hey, there's a tool that you could use so that at the end of the year you might have 500 bucks instead of 300. Would you take it? You'd be crazy not to, right? So, so the point here is like how do we

help business owners build something from where they are to where they want to be and and help it thrive?

25:02 What does working with an executive coach look like?

Joe Woolworth: Yeah, so if you've never used the services of a coach before just keeping it super practical, what does it look like?

We sign up, we say, hey, I want you to coach me. And then I show up at your office and like, what does it look like?

Dave Bates: Yeah, it looks like a conversation.

Joe Woolworth: Cause right in my mind, I feel like it looks like going to see a psychologist. Right. Like, do I get to lay down?

Dave Bates: Right. So, I'll ask, I don't know if you're allowed to do this in a podcast, but I'm gonna, I'm gonna...

Adam Lee: Yeah, you can do whatever you want.

Dave Bates: Oh, that's awesome.

Adam Lee: There's no rules in podcasts.

Dave Bates: Okay, well, you, you heard him say that. Yeah. Alright, so how did it feel like when we met for coffee?

Joe Woolworth: It felt like two guys just talking. Yeah. You asked me questions. I asked you questions.

Dave Bates: Yeah. And if coaching felt like that, how would, how would, how would you think of it?

Joe Woolworth: I would, I think, I guess that's what I would kind of expect. I just have never used the services of a coach before.

Dave Bates: Well, a lot of people have this misconception that the coach is supposed to have all the answers and to give you the plan. And, and what we see in the growth of coaching over the last, you know, 10, 15, 20 years, it has been, you know, people are trying to find an edge for themselves.

Hey, I have the, I have the six week coaching course and I have the 12 week coaching program for you around this specific thing. And those are, those are good things and they're

helpful things, but you know, sort of coaching in its, its most pure form is not what agenda I have as a coach. It's really hearing from you where you're at, where you're stuck and what do we need to do next with you?

So sure, I bring tools and a framework and an experience as a coach and as a consultant. And I bring those things to the table to your benefit, but at the end of the day, I want to hear from you and I want to ask you difficult questions that are designed not, not to make you feel bad, but to make you think deeper about what it is that you want and where you're stuck and what we, what you can do about it.

And so in that way a lot of times. The best kind of coaching is just that sort of informal conversation and it feels really fresh and it's like, oh, hey, it's, I'm, I'm really been looking forward to talking to you. I have this idea and I wanted to see what you thought.

Adam Lee: So for, for most people sitting back, they maybe have started a business, but it's not where they want to be. You know, I think my wife right now, she told me I could talk about her.

So I have permission. She started a daycare at our home and she's incredible at what she does. You know, I could not do what what she is doing, but you know, she probably needs somebody like you. I'm probably in the the cheerleader phase where I'm just rooting her on, but I, I don't really have the,

Joe Woolworth: You can help her grow her business. You can have more kids, right?

27:53 – When do you know you're ready for an executive coach?

Adam Lee: What, what do you say to most people that say, all right, well, I'm not where I need to be, but there's no way I could hire a coach right now. Obviously if I don't have the money to. You know, I'm sure you, you get asked that question all the time, what's your, what's your go to answer?

I'm sure people ask for guarantees or, you know, different things like that. Stats. What do you do besides just offer them referrals from people that you've worked with in the past? What, what's your answer?

Dave Bates: Yeah. Well, there's a couple of questions embedded in the question you know, one of them is a story about money.

And, you know, like, "ah, it's really expensive. I don't have the money." If I asked you how much you spend on coffee each week, or ask you how much you spend on Netflix, Amazon Prime, and you know, all the other ways that you get your, your, your movies. We don't think a whole lot about investing our money in things that we want for ourselves.

I don't know what the average American car payment is. I'm pretty sure it's not cheap. And so, you know, we spend money on what's important to us. And so the question is, how important is your business to you? How important is your business to your future and how are you investing in that? So where are you making it a priority to put your money.

29:11 – What guarantees do coaches make?

And then the question about like, you know, like what's the guarantee?

Well, you know, I don't I don't know what you're gonna do based on what we talked about Like that's that's up to you Right? And so as a coach, you know, my, my job is, you know, one part cheerleader to celebrate, to notice, to observe, to say, Hey, that's fantastic that you were able to succeed in that thing. You know, one part is - it's not therapist for sure - but it's you know, it's supporter, it's counselor.

It's like, Hey, you know, that bad thing happened. Okay. Well, let's, you know, what did you learn from that? And what are you going to do differently? But the key thing is that you're going to do something. So what I, what I offer is the, is sort of the independent voice to be able to kind of help you think through - my wife, since we're talking about our wives here - she's a, she's a huge fan of me having, Coach because she's like, finally somebody else you can talk to.

Joe Woolworth: I feel like that would be my wife's exact reaction, thank God.

Dave Bates: And, and, and I think you know, if I didn't have sort of coaches do this reciprocal coaching thing so we can, we can...

Adam Lee: Oh, you like barter? That's nice.

Dave Bates: Well, sort of not bartering 'cause you gotta talk to your accountant about what that means. But you know, like but the, but the general idea. Of like, Hey, I've been talking to you. Listen to you thrash over and over and over again. To your point, Joe, like why aren't you listening to me? Maybe you'll listen to somebody else.

I think if I didn't have a network of, of people that I sort of collaborate with that way, she'd be ready to write the check. Because the question is, like, what is it worth to you to have the expertise and the objectivity of somebody outside that normal sphere of influence and sphere of conversations who maybe has seen this before and knows how to help?

Joe Woolworth: Do you find too, and I wonder, I'm just wondering out loud now, if, if I'm giving you money, I'm not creating a posture where I'm a little bit more humble and receptive. Like I'm asking for it. It's kind of like, like accountability versus like, like if I ask Adam, you know, Hey, if you see me eating like three cheeseburgers a day, can you tell me to knock it off?

Cause I'm trying not to be fat. Versus him just bringing up of his own accord. Like, Hey, I noticed that your third cheeseburger fatty it would feel a lot different if I ask him.

Adam Lee: Right.

Joe Woolworth: And I wonder if that doesn't, That doesn't, I bet it would for me, I guess is what I'm saying. If I engage the services of a coach and paid, I bet I would

Adam Lee: more skin in the game.

Joe Woolworth: I would have more skin in the game. I would give more thoughtfulness and intention to the, to the advice that I'm receiving.

Adam Lee: I think it's, it's like playing free poker versus having a little bit of money in it. You know, you'll go all in with nothing, you know, playing for poker chips, but if there's a dollar or two in there, you're going to think a little bit more about it.

Dave Bates: More, you value what you pay for.

Adam Lee: Yeah. Right.

31:58 – Is coaching different than the formulas you get from books and consultants?

Joe Woolworth: So. I don't know the exact quote, but I know, I know the gist of it from Gandhi, where he's talking about his definition of education. And he's talking about education is drawing out where a lot of people think that education is putting in. And that's more like the educational system, but that's, that's what keeps going through my mind and we're talking about coaching. It's just asking the right questions, helping draw out the information that's important to the person. And I wonder if that's not - we were talking before when we were having coffee about how I, I've read a lot of business books, books on business, et cetera.

And there's a lot of formulas in there, which are more like what you're talking about a consultant. So like consulting at its best, right? It's like, I ask you for this very specific thing. Here's the process that other people have done. And that's fantastic. But what I was chatting with you about is like, sometimes people give you the process that's like for their personality type.

Like if you act and behave this way and think this way, you'll be successful, which might not work for me because I don't like acting and thinking and behaving like this person, because then I would feel like a fraud, et cetera. And so the, it sounds like the, the, the area of coaching that might be kind of one of its components of the secret sauce is that it helps you

formulate by somebody asking you the right leading questions with the expertise and the experience of helping other people realize this about the right way to go about doing the business for you.

Dave Bates: Yeah, I sort of getting back to your, your Gandhi and educational quote, Seth Godin kind of amplifies that a little bit. And, and he talks about how the educational system is about collecting dots. So we, we acquire information and, and the and, and the path to success now is not acquiring dots but connecting them.

And a lot of times our own frame of reference gets in the way of our ability to see connections between dots. And so that's really the value of coaching is to help you see the connections when you can't see them yourself. And so we bring lots and lots of different tools to bear and say, Hey, you know, like, Hey, if you need a business model canvas, but you don't necessarily know how to do it. Well, what's it for? Right?

So, you know, we kind of draw the. We kind of draw the connections between the dots so that you can start to see the bigger picture of what you're trying to use those systems for.

34:13 – What does it cost to have an executive coach?

Adam Lee: What's it cost to have a coach? You said there's no rules. How do you charge? Yeah.

Dave Bates: There are sort of in the market, there are lots and lots of different, there's a whole range of people that, you know, like I was talking to a guy the other day, he's like, I was kind of hoping I could pay like 30 bucks.

And then there's other people that are like, you know, 1,000 an hour for a seasoned executive business coach. You know, and they go through their program and some of those people say, Hey, that's that's cool. I'll, I'll meet with you once a week or once a month for six months and I only take six, you know, six sessions.

So, I'm going to pay 6,000 to meet with a person one time per month.

Joe Woolworth: I would be doing homework before I go to that.

Dave Bates: Sure. So, I mean, but that's, that's, you know, sort of those are the outer, outer limits. And then everybody's sort of, you know, sort of in between somewhere. And for me, I generally I told you kind of before that I'm, I do this coach consulting thing.

So one part coach and one part consultant and, and because consultants can't ever get straight answers. It depends, right. In, in terms of my, my engagements because you know, somebody might need just coaching and somebody might need a blend of coaching all the way up through fractional chief operating officer.

Right. So really what I, what I want to do for them is say, where are you? And. In, in that company lifecycle and what do you need and let's build a, let's build a package of services around that that include coaching, but may not exclusively be coaching.

Adam Lee: Gotcha.

35:51 – How did you get into coaching and consulting?

Joe Woolworth: So, how kind of just backing up a little bit, what is it about Coach Sulting and what you get to do with your time every day that has you I guess I'm getting to like, what's the catalyst?

What made you want to do this with your life?

Dave Bates: Yeah, so I thought a lot about this, especially because you knew I was going to ask it. Yeah. Well, yeah, maybe, but, but I actually been pondering this. I was driving along the other day, coming back from a meeting and thinking like, what in the world? Right?

Joe Woolworth: Yeah. So I doubt a lot of like five year olds when they're like playing Cowboys and Indians are like, what do you want to do when you grow up? I'm going to be a fireman. I'm going to be a coach-sultant.

Dave Bates: Right. I used to tell my kids all the time, like I got two options at Halloween for scary costumes. Look at me standing here like this...

So look, I thought back as as early as I could remember, I kind of wanted to be like a policeman and, and I remember growing up my mom was always like after me and especially when I, I got, a car. I started to drive and I'd be like driving down the road. Maybe somebody on the side and they got their car up on a jack.

I'm like, Oh, I got to stop and help. Right. And like, and she's like, you don't have to stop and help everybody. I'm like, well, yeah, mom, but you're going to have to buy me one of those bag phones, you know, cause that was when bag phones were, were cool. Like, so I can call the police and have them come and help.

Otherwise, if I don't get the bag phone, I'm stopping and helping everybody on the side of the road.

Adam Lee: Smart

Dave Bates: So Yeah, well, I wasn't as good a negotiator then as I am now, apparently, because I didn't get the bag phone. So, but, but the, but the point there is like there's sort of this thread of helping people that has woven its way all through my, my experience.

And, you know, coaching and consulting are a way to come and, and engage deeply with a business owner. Over where they're trying to go and help them get there and and to do good in the world like the business owner is, they have a business for a reason right they're trying to bring a change into the world, they're trying to hire people and and have productive jobs and do those kinds of things and so for a person who has a helper coaching and consulting is, is a, is a fantastic way to contribute to society and to, you know, to earn a living by coming alongside somebody and just saying, Hey, how can I help?

Joe Woolworth: I was kind of wondering if that's what you were going to say. Cause a lot of the coaches and consultants that I met out at networking, when you have a conversation with them, I feel like when I leave those conversations, I'm more, thinking about how to become better. Like I get a lot of thoughtful, really good questions that are like, Oh, that's a really good, that I have to wrestle with.

Like, it's not like, like, what do you want for breakfast? Kind of question was like, well, let me ask you this. And here's this really thoughtful question. You're like...

Dave Bates: why do you want breakfast?

Joe Woolworth: What is it to be human? Yeah. Like,

Dave Bates: I think I just give you an existential crisis before 7:00 AM Yeah.

Joe Woolworth: Yeah. I think of like, who would be the worst consultant in the world?

I think like David Carradine, like just the kung fu. Like, just rephrase the question differently to you every time that would find, I would find,

Adam Lee: I used to, I used to work at a coffee shop and we'd have these BNI groups come in and I would just overhear 'em. And some of the worst ideas for businesses I've ever heard have come from those you know, there's some great ones in there,

Have there ever been clients where you're just like, I. I can't help you. You don't want to hurt their feelings, but you just, you have to be honest with them and tell them that's not going to work.

Dave Bates: So a couple of things. First I'm a member of BNI group. I gotta make sure that in case anybody, in case anybody at BNI hears this... like, you know, like like, I mean, BNI is, is a great opportunity for, BNI's purpose is not to help decide whether or not you've got a good business.

It's really, it's really a question of like, you know, who do I know that I might be able to put you into touch with that could help you whether or not your business is good or ballot or

whatever, that's not for me to decide. It's a question of like, what do you need and who can I introduce you to?

39:43 – How to find a coach that's aligned with you

Dave Bates: So that aside there are situations in which, you know, I, you know, I will recuse myself from an opportunity.

One of those is, you know, there's just certain industries and certain spaces that are just not consistent with my core values. And so I have to say, Hey, thanks, but you know, I'm, I think you might be better off with this person because, because coaching in particular and even consulting is very much relational.

And what we don't want to do is we don't want to have people who are sort of at philosophical odds with each other. That doesn't mean that I can't help people or work with people that hold positions that I don't agree with. And in fact, I've, I've had clients like that before where it's like, Hey, look, you know, like as part of our decision to work together, Hey, you know, you should know that I view the world this way.

It doesn't mean that I'm going to try to drive you that way. But if you were to find out about that and I know about you and the positions you take in on the world, like I don't want you to be surprised by that. And so I don't think it has anything to do with the work that we're doing here. And if you're okay with that, I'm okay with that, let's move forward.

And I find that people are pretty reasonable about that. But there are certain things where, you know, like, you know, clearly if it's illegal, we're going to say no.

Adam Lee: Now I want to know. How I'm going to...

Joe Woolworth: right. I really need help growing my drug dealing business.

Adam Lee: Yeah, some breaking bad.

Dave Bates: Yeah, there's a difference between being in drug distribution legally and drug distribution not legally.

And probably the former would be fine, but the latter not so much.

Adam Lee: Gotcha.

41:14 – How important is it to hire a coach that has done the same thing as me?

Joe Woolworth: So I did want to talk to you about what I think is a myth about coaching. And I want to hear your perspective on it. And I think I've heard it primarily in terms of like investing money. So like you hear like guys, like I'm not going to give any money to this guy working at Edward Jones.

If I, if I know he doesn't have more money than me, like I'm better at it than him. Why would I let somebody manage my money? Does that something that, this is what I think about. I think in coaching, like if you think about sports, like in basketball, there's no way that the head coach of the championship team is better player than the players on the team.

But that's, it's a different practice. Do you run into that with coaching? Like people are like, man, I don't, I'm not going to talk to this guy. I'm better than him.

Dave Bates: Well, that would be an example of a person that I'd probably say I'm not sure that I'm the best fit for you. Cause we talked about humility and, and So if you find somebody who does exactly what you do, we call that a competitor, not a coach, right?

So you don't want to be coached by your competitor. Although, there are situations in which people may get together with their competition and, you know, sort of raise the tide for all the boats, right? And so there's a legitimate path that way. But what I find is that if, if you have, as a coach, a posture of, I'd like to help you and I want to know where you're stuck and how we can help you move forward, a lot of that goes away.

Like you don't, it's not, I don't know what the success measure is that's like, hey, if you can't shoot. Four point shot or half-court shot, like,

Adam Lee: yeah, you know, because I was going to ask who the championship team was Joe

Joe Woolworth: Adam knows. I know no sports. And when I started talking about, he just looked at me like, go ahead and say something dumb.

Dave Bates: I'm not, I don't know if there actually is a four point shot. I know there's some, there's been discussion at some point.

Joe Woolworth: I know that the women won the world cup. That's pretty awesome.

Adam Lee: That's good. Joe.

Joe Woolworth: Yeah. I saw that on vacation. I was in a different country.

Adam Lee: Yeah, I had to look up what ticker tape parade was. I kept talking about that.

Dave Bates: You gotta go back to the 40s.

Joe Woolworth: Yeah. They just throw paper out of windows. We call that littering.

Dave Bates: Yeah, it used to be called ticker tape, but now it's littering. So, they do it in New York all the time. Yeah. You know.

Joe Woolworth: Did it come from Ticker Tape? Is that like the thing that would come off of the,

Adam Lee: yeah, yeah, yeah,

Joe Woolworth: like for stock market numbers and stuff.

43:38 – How do I find a coach or consultant?

Joe Woolworth: Yeah. Right. Well, let me ask you this. If anybody wants to get involved with a coach or a consultant and they've been listening to this and they're like, I need to, I need to at least explore this. What's a great way to get in contact with you? And to start that conversation.

Yeah, sure. I mean, obviously you can check out my website at www.paravelle.com ~~getwiseinsights.com~~ and you can see a little bit about sort of how I think about things. Some blog stuff there and there's a page on coaching for leaders. Obviously, phone call, carrier pigeon, whatever. You know, I'm happy to, to spend time exploring with anybody on sort of how coaching might be helpful to them in the context of what they're trying to do.

Joe Woolworth: I'm also wondering if there aren't people who are listening to today's episode and thought like when you talked about just helping people and wanting to do good in the world that kind of sounds like me. Like, what would you give somebody that's thinking maybe coaching is something I should look into?

What's a good first step?

Dave Bates: I, I'd say find a coach and talk to them. Yeah. Because at the end of the day, just like we were talking, right, that's the very beginning of the, the company life cycle, right? It's is like, Hey. I don't know something. How do I go find somebody who does know something? Right.

There's plenty of books you can read. There's all kinds of things, but you know, like the chances are pretty good that if you go on LinkedIn and, and type coach, you're going to find at least a couple of people that are one first or second connections to you that you could talk to.

Joe Woolworth: Yeah. Very cool. Well, thanks so much for being on the podcast today.

45:01 - Conclusion

Dave Bates: Thanks for having me.

Joe Woolworth: I know was it everything you expected and more?

Dave Bates: You just can't imagine

Joe Woolworth: Well, thank you and thanks for filling in Adam. I really appreciate it.

Adam Lee: You're welcome.

Joe Woolworth: All right I wish my voice sounded as cool as yours in this microphone

Dave Bates: Said to everyone, everywhere.

Joe Woolworth: Alas it does not...

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