

## The ROI of Coaching

I can think of three challenges you can address by hiring a seasoned, freelance marketing communications (marcom) professional to provide a coaching service. Here they are:

**One.** Developing the strategic marcom plan was outsourced; however, the tactical elements of the plan will be implemented by a junior-level employee. The employee will need some coaching.

**Two.** Working with a freelancer to implement tactical components of the marcom plan has worked out great. Now that the business has picked up, there's enough work to hire a full-time employee. You don't want to lose the knowledge gained by the freelancer while working on your projects. The solution is to contract the freelancer to transition the files, projects, and relevant knowledge to the new employee.

**Three.** You see great potential in an employee; however, s/he consistently struggles in one discipline – tradeshows, for example. Time and budget constraints as they are, you don't have the bandwidth to dedicate long hours hand-holding the employee, nor the budget to send them to a week-long, out-of-town marcom training course that may not concentrate solely on the problem that needs to be addressed. A seasoned marcom “coach” can pass on years of event management best practices.

**Past tense.** Remember the early years of your career? During meetings, seasoned employees quickly drew conclusions to problems and used unfamiliar jargon. Rather than appear slow on the uptake, you didn't ask questions. Instead you wasted time and energy figuring it out for yourself. No one is immune to this experience.

**Present tense.** Your new hires and junior employees are experiencing this tension today. Someone else came up with the plan and they have the responsibility of implementing it. They're going to have many, many questions and it's their turn to worry about appearing slow on the uptake.

**Not tense.** A trusted coach [who won't be giving a performance review in six months] can bring the employee up to speed. Whether it's transitioning projects or sharing their experience to help out on a specific topic, the coach will answer multitudes of questions and provide templates that have stood the test of many projects completed over many years. A trusted coach will accelerate the employee's learning curve – which benefits you, your business, and – ultimately – your customers.

**Not tense.** A trusted coach [who won't be giving a performance review in six months] can bring the employee up to speed. Whether it's transitioning projects or sharing their experience to help out on a specific topic, the coach will answer multitudes of questions and provide templates that have stood the test of many projects completed over many years. A trusted coach will accelerate the employee's learning curve – which benefits you, your business, and – ultimately – your customers.

### About the Author

**Irene Crosby, Founder and Principal of Target Insight**, is an accomplished marketing communications consultant located in Ottawa, Ontario. Services include marketing communications strategy development; hands-on implementation of marketing communications activities; website planning and project management; and copywriting. Irene works with CEOs, VPs, and marketing managers to develop and executive communications plans that resonate with target audiences, engage customers, and drive business. Her 20 years of experience span high tech, life sciences, education, health care, insurance, financial services, and the public sector. Irene is adept at managing projects and keeping clients up-to-date every step of the way—no surprises. *You and your customers deserve insightful communications.*

**THE COACH**

- A seasoned professional holding years of strategic and tactical marketing communications experience

**THE COACHEE**

- Your junior marcom employee
- Your new marcom employee

**FORMAT**

- On-site, one-to-one sessions
- Customized content

**WHY IS THIS VALUABLE**

- Knowledge is not lost as projects are transferred from freelancer to new employee
- Employee is up-and-running quickly; ready to implement tactical components of the marcom plan
- A trusted third-party, non-manager opens the flood gates of questions
- Receive proven templates

**EXAMPLES OF TEMPLATES**

- Event Plan
- Creative Brief
- Post-show Report

**EXAMPLES OF TIPS**

- When you hit the final four weeks leading up to a tradeshow, send a weekly email concisely documenting what you completed that week, and what you will complete in the coming week. Your team will know that the event is under control.

**Learn More**

**Irene Crosby, Founder and Principal of Target Insight**, is an accomplished marketing communications consultant located in Ottawa, Ontario.

**E** [Irene.Crosby@targetinsight.ca](mailto:Irene.Crosby@targetinsight.ca)

**M** 613.769.7054

**W** [www.targetinsight.ca](http://www.targetinsight.ca)

**T** [@irenecrosby](https://twitter.com/irenecrosby)

© Copyright Target Insight, 2009. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, without the express written permission of Target Insight.