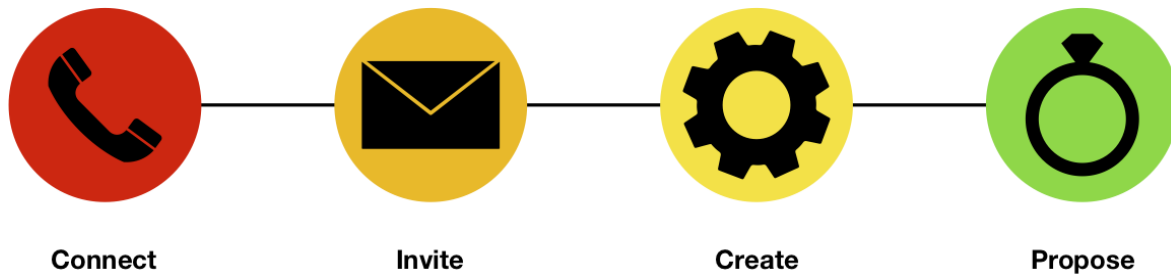


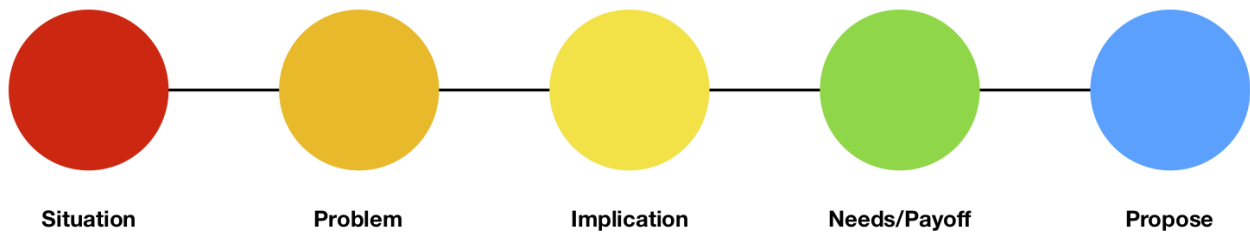


## The Samurai Coach Sales Process

Most coaches learn the traditional process of sales taught by the Prosperous Coach that looks something like this.

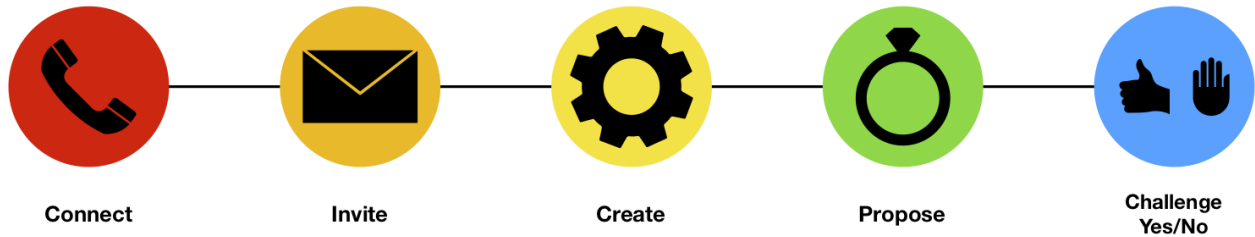


Or they learn a model of sales taught in books like SPIN selling that look like this.



The problem with both of these models is that they end with the proposal, but of course that's not where coaching or commitment ends.

Rich Litvin hints at this truth in various places including how he talks about Challenging the Yes and The 4th Sale (which is the sale the client makes to their spouse, business partner, boss or someone else they need to convince in order to commit.)



The Sandler Sales system also talks about it in reference to the delivery and post sales process.

And while all of these teachers hint at some post proposal element, many miss the true power of what happens after we propose.

If enrolling a client or creating a powerful commitment were really this simple, then every client you coached powerfully, created possibility with, proposed to with skill, and stayed with beyond the initial impulse of a yes or no would commit to working with you powerfully or commit to not working with you powerfully. But that's not what happens, that's not how transformation works, and it's not how commitment works - except in fairy tales.

### **FAIRY TALE COMMITMENT VS TRANSFORMATIONAL COMMITMENT**

In fairy tales, the prince saves the princess and they live happily ever after. But in real life getting engaged and getting married is only the beginning of the commitment. Birth is simply the beginning of life not the conclusion of consummation. Which means any robust model for creating commitment has to look beyond the decision point, beyond the yes and the no.

And this is where the idea of coaching beyond the yes and the no comes from. It specifically asks each Samurai Coach to look at the arc of commitment as not ending with the proposal or for that matter the yes or the no. It asks you to see the arc of commitment that travels far beyond a prospect's yes or a prospect's no. Not simply as a means to turn a No into a Yes, though the practice of coaching beyond Yes or No does often have this result, but rather to set a larger context for the process of creating commitment itself.

As we've spoken about before, coaching is not a zero sum game, it's an infinite game. And sales or creating commitment at its core can be this same kind of infinite game, one in which we serve the possibility of the prospect far beyond the yes or the no of the immediate moment.

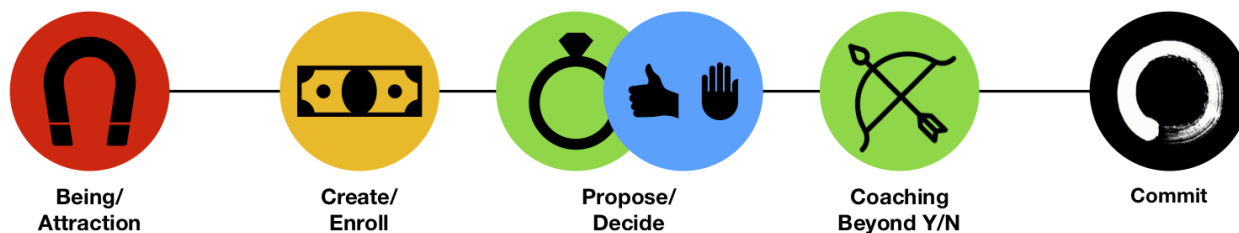
If you can learn to master this art, not only will you enroll more clients, but the way you enroll or sell will be more powerful for every prospect that says yes as well as every prospect that says no.

### **The Three Models Of Coaching Beyond Yes and No**

Part of the challenge I have in teaching you the art of coaching beyond yes or no is that the philosophy itself is something that I've practiced and talked about for years, but am still

struggling to codify into a simple model. However, below are three ways of looking at this process each with its own flavor.

### THE BASIC COACHING BEYOND YES AND NO MODEL



The basic model simply acknowledges the core phases of this process. After you propose, you step back into coaching NO MATTER WHAT THE PROSPECT SAYS. Your job is to discern what's occurring around their commitment and serve their possibility through it.

If the prospect says No, you can start with a classic Coaching Beyond Yes and No (CBYN) opening:

- Take coaching off the table
- Ask them if they'd like support on their commitment
- Ask them the four questions:
  - a. What's in the way of you being a yes?
  - b. What would you need to know you would get or what would you need to know would happen in order to make this an easy yes for you?
  - c. What would you be willing to commit to (in time or money) and what would you hope to get for that investment? (In features/benefits/and services)

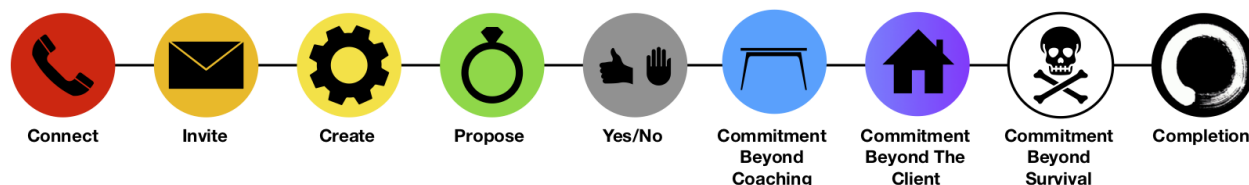
Then depending on their answer, you can discern how to coach them. At this point strict step by step processes aren't totally applicable, what matters is your instincts as a coach. But here is one way to move forward:

- I hear that you're a no right now, would you like to be a yes to coaching?
- If they say yes, coach them around the Yes just like you would anything else.
- If they no, reconnect to the context you created for the enrollment and ask them, would you like to be supported in stepping into this commitment another way?
  - a. If they say yes, coach them around this commitment.
  - b. If they say no, ask if they are complete, and then acknowledge them.

Just taking on this practice alone will vastly improve your enrollment skills. Some prospects go from no to yes, but most importantly you will learn a lot about where you mis-fired or mis-aimed your enrollment arrow.

### THE YES OR NO PIVOT MODEL

If you would like to go a little deeper you can also consider the Y or N Pivot Model of coaching beyond yes or no. This model acknowledges the three post proposal commitments each and every prospect will pass through either before committing to coaching or after they commit. These three commitments are also points of high impact or danger that occur during the coaching relationship. The model looks like this:



In this model the Y/N is the pivot of the commitment. Everything you have done up until the Y/N is on the left side of the model and everything that happens after the Y/N is on the right.

We've already spent a great deal of time on the left side of the model, so we'll look at the three post Y/N commitments.

**1. Commitment Beyond Coaching** - Whether the prospect says Yes or No, it's important to get the client in touch with their larger commitment.

### Challenging the Yes:

When the prospect says yes, we call this challenging or testing the yes, the reason we do this is that the prospect is usually the most enrolled in possibility inside the container of commitment creation, but as soon as the client leaves, their commitment will start to deteriorate naturally.

The power of the commitment container itself can produce both a yes without a commitment and a commitment without a yes. Both of which can cause problems after the enrollment conversation or container is completed.

These problems include:

- Prospects saying yes then ghosting.
- Prospects saying yes and taking a long time to pay.
- Prospects saying yes and paying but who are always looking for a way out.
- Prospects saying yes and then spousing/bossing the coach (my spouse/boss said no, sorry 😞)
- Prospects saying yes and then saying no in an email.

In challenging the yes, we prevent these problems by doing two things at once:

- 1) Preparing the client for the natural downswing of saying yes.
- 2) Testing to see if the client's commitment is strong enough to survive on its own.

While there are many ways to do this, there are three questions that work well:

- 1) If you were to go from being a yes on this call to a no after the call, before you pay and show up on our first session, why might that be?

- 2) I love your yes, I'm curious what might get in the way of your yes that's beyond your control?
- 3) I love your clear yes, if you were to say yes and then regret it later either before you pay and show up on our first session or afterwards at any point during our coaching why might that be?

### **Commitment Beyond the No:**

In some ways coaching beyond the no is simpler. You can simply follow the model laid out in the simple version of CBYN. But in relationship to this model, the purpose of this stage is to find out what the prospect is committed to beyond the coaching.

These 3 questions are excellent at discerning this:

1. What's in the way of you being a yes?
2. What would you need to know you'd get to be a yes?
3. What would you be a yes to and what would you expect to get at that level of commitment?

### **2. Commitment Beyond the Client:**

Sometimes when the prospect says yes, that's all that is required. They are their whole universe and can commit without consulting anyone. But often prospects can't commit without enrolling those around them.

When we commit to something, we also commit to enrolling others around us in the work we want to do. Sometimes this commitment is explicit when a prospect tells us they need to speak with their partner or boss, but sometimes this process is implicit and easy to forget. Ideally, you'll find out if this is the case before you propose, but if you're not sure, you can discover this by simply saying something like: *"I'm curious, is there anyone you need to connect with or talk with to support you in being a full yes to this commitment?"*

If enrolling others is a key part for the prospect in making a commitment beyond themselves, then the Samurai Coach prepares them for this practice by:

- Finding out how the prospect is going to frame the possibility of coaching.
- Finding what the person or people to be enrolled care about or will use to decide whether to support or resist your prospect's commitment.
- And finally reviewing the key benefits, outcomes, and structural elements of the coaching with the above information in mind.

If the prospect returns from this process with a newly minted no, the Samurai Coach returns to the previous level of commitment and offers to support the client in creating a commitment in alignment with their current level, if that's what they want.

**Commitment Beyond the Client in Coaching** - Sometimes this commitment won't become relevant until after the client has already begun coaching. One of the most

powerful resistances to transformation is the belonging we feel to people in our lives. As your clients change, they will often move away from people they love including partners in business/life and family members. In this context, the Samurai Coach keeps the commitment beyond the client present, being aware of when the client needs to enroll others into a new stage of work or supporting them in creating powerful boundaries or being with the guilt of getting what they want.

**3. Commitment Beyond Survival** - Most often this commitment will not arise until after the client has been in coaching for a while.

At a certain point, the client's current way of being will start to become bankrupt as possibility becomes more present. This can lead to a client experiencing a breakdown. When this happens the client's survival mechanism will get activated and it may be important for the coach to create or renew the client's commitment that is bigger than their survival; and by survival we mean the survival of their current way of being.

In some rare cases, this survival mechanism will come up in the context of the commitment creation container. The Samurai Coach understands the context of survival and its relationship to a client's/prospect's commitment to possibility and is prepared to be with the sudden emotions and reactions that can arise when a client's survival mechanism is called forth.

This is especially important to keep in mind when a prospect is saying no and you're trying to invite them to step into a commitment beyond the coaching. If the prospect says no and is caught on this level of commitment, it's important for you to move forward with care and remember that it's ok to create a commitment with the prospect at their current level of survival.

**4. Completion** - Completion is the final phase of any commitment process. Completion is when the client/prospect has burned away all the karma of the previous commitment.

The Samurai Coach understands that the context of the previous commitment can become the barrier to the next level of possibility.

Sometimes a certain level of commitment can become complete during the commitment process, but in most cases this context of commitment will expire during the coaching. When this happens it's important for the Samurai Coach to honor that completion and create a new coaching context.

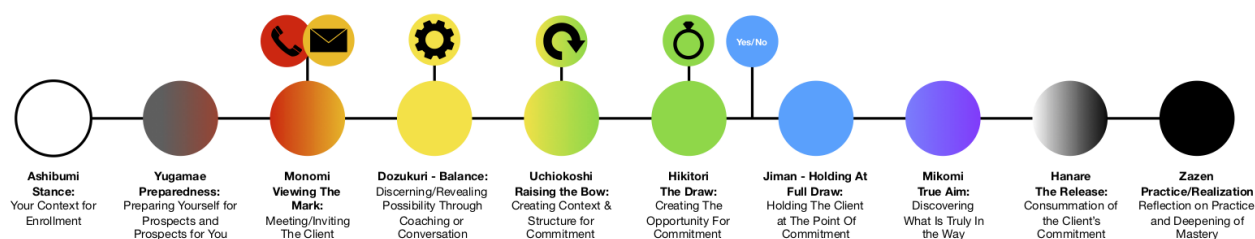
Final Thoughts: Of course there's a lot more to the Pivot model than we can explain in this simple article, the real point of this model is for you to consider the many layers of commitment that are being created, transcended, and completed during the enrollment and coaching process.

Unlike traditional models that put Y/N at the very end of the commitment process the Pivot places the Y/N moment at the center, because in many ways it's the entirety of the transformation process.

## THE KYUDO or ARCHERY OF COMMITMENT MODEL

The Final model is one which merges the commitment cycle with the art of Japanese Archery.

In many ways, Archery and Selling have many similarities. So many things go into the moment of the commitment and yet we never know the result until we let loose the arrow. Instead of offering a full explanation of each of these stages, I'll simply offer you the diagram of these stages and a short explanation of each as it relates to a different aspect of the Japanese art of Archery or Kyudo.



- **Ashibumi - Stance:** Your Context for Enrollment
  - In archery, the archer starts by setting their footing.
  - In enrollment, the Samurai Coach starts by creating a context for enrollment, this is the base that holds up everything else.
- **Yugamae - Preparedness:** Preparing Yourself for Prospects and Prospects for You
  - In archery, the archer prepares their body and bow for the shot.
  - In enrollment, the Samurai Coach prepares their being for their prospect by practicing and clarifying; they prepare their prospects for them by understanding what they aim to do, what they fear, and what they desire.
- **Monomi - Viewing The Mark:** Meeting/Inviting The Client
  - In archery, the archer views the target before they raise the bow.
  - In enrollment, the Samurai Coach connects with, discerns, and builds rapport with the client long before the line of commitment is approached.
- **Dozukuri - Balance:** Discerning/Revealing Possibility Through Coaching or Conversation
  - In archery, the archer seeks to create balance through their breath and their legs steadying themselves for the shot.
  - In enrollment, the Samurai Coach balances the commitment on the prospect's possibility as revealed through coaching, conversation, intuition, and/or commitment.
- **Uchiokoshi - Raising the Bow:** Creating the Context & Structure for Commitment
  - In archery, the archer raises and draws the bow at one. They raise the bow to bring the arrow in line with the target and in alignment with the embodiment of the shot.

- In enrollment, the Samurai Coach creates a powerful context and structure for the prospect's commitment in the form of a clear value proposition and scope of engagement.
- **Hikitori - The Draw:** Creating The Opportunity For Commitment
  - In archery, the archer draws the bow with the whole body. Along with the raise, this practice creates the possibility of hitting the target.
  - In enrollment, the Samurai Coach creates the tension needed for transformation by creating an opportunity of commitment.
- **Jiman - Holding At Full Draw:** Holding The Client at The Point Of Commitment
  - In archery, when the archer holds the full draw, the whole body is in equilibrium and all that remains is the release.
  - In enrollment, the Samurai Coach and the prospect arrive at the first moment of commitment. The full draw is realized when the coach finalizes the proposal and sits in silence with the client at the pivot of choice. The skill of the coach leading up to and arriving in this moment can be felt in the powerful tension of this moment and the willingness of the coach to be with the prospect.
- **Mikomi - True Aim:** Discovering What Is Truly Possible/In The Way
  - In archery, "correct aim is of the utmost importance. It is like fixing one's gaze upon a snowflake falling from the sky and following it with one's eyes until it reaches the ground. (...) To accomplish this, the mind must be as quiet as the surface of a still pond. One should shoot while in such a mood, illuminating the target with the true light of the bow."
  - In enrollment, the Samurai Coach knows that the target is beyond the yes and no of the prospect in the moment, they see beyond this moment aiming at the powerful commitment beyond the words falling from their prospect's lips. They must illuminate this target with the same powerful stillness.
- **Hanare - The Release:** Consummation of the Commitment
  - In archery, "everything depends on an unintentional, involuntary release, affected by gathering into one the whole shooting posture by means of stretching in the gobu no tsume (*the 'five-part finish'*). When this feeling is at its full, the art has reached its highest point: the state in which the release takes place of itself."
  - In enrollment, the Samurai Coach creates and waits for the consummation of the prospect/client's commitment all at the same time. This may come at the end of the conversation or at the end of coaching or at some point in between. The Samurai Coach chooses completion whenever possible and finds the moment to release the client's commitment while maintaining a stance for their possibility throughout.
- **Zazen - Practice/Realization:** Reflection on Practice and Deepening of Mastery
  - In archery, the context of practice is greater than the training or techniques as Master Archer Kenzo says:

*Trust in the practice of the Way of the Bow.*

*Archery is not an art, it is a Way.*

*When you practice the Way, it is not just training in technique; it is spiritual forging.*

*Forging your spirit is to become empty, and to focus on your center.*



*To become empty is to become one with the divine—this is the Way.*

*To attain the Way is to manifest the Way.*

*The Way of the Bow is to manifest your self Buddha-nature and arrive at the ultimate.*

- In enrollment, the Samurai Coach understands the practice and realization are not separate. The process transforms both coach and prospect no matter the outcome. There is never a moment where the Samurai Coach is not performing at their highest level to create possibility and commitment with the prospect. There is never a moment when the Samurai Coach is not practicing with the full focus on trying to learn and gain as much insight as possible in this enrollment to prepare themselves for every future enrollment. Thus this final stage is practiced throughout and is what the Samurai Coach returns to again and again as they practice and realize the art of enrollment.

**A final note on these models:** All of these models are experimental, they all point to certain aspects and leave others out.

I didn't develop these models to distinguish how to practice, they are the result of years of practice and curiosity about what happens when people enroll. And like many models they are only half as useful as practice themselves. All of the elements these models reveal can be discovered through the practice of enrollment as an aspect of coaching. If you simply step into the shoes of the master coach as creator of commitment, then much of what these models point to will be revealed in the moment.

I offer these to you not as a comprehensive guide, but as a finger pointing to the moon of your practice. May you use them well and develop your own deep models of what it means to create powerful commitment as a coach.

With Bows,  
Sensei Toku

P.S. If you want to print out a full summary of all the models you can find a [full print out here](#).  
Or a [booklet of all the models here](#).