



Part I, Chapter 4

Our Products and Services: How Our Coaches Benefit

Over the years we have worked intensively to expand the offerings of the Five O'Clock Club in both the retail and outplacement markets. And, at every step along the way, we have done this in a way to insure that the coaches who affiliate with us will benefit, both in terms of professional development and cash flow.

Hence, as a member of the Guild, it is important that you possess a thorough understanding of all our products and services. Of course, you should never hesitate to consult with the home office regarding the finer points and current pricing, but this chapter is designed to give you an overview of what we offer—and serve as a guide to the ways in which you can gain from representing each product and service.

OUR BRAND NAME

Following the title page of this manual you will find the story of how we got our name—along with illustrations from the book published in 1893 by the original the Five O'Clock Club in Philadelphia. Early on in the history of the modern Five O'Clock Club—that is, on the early 1980s—well-meaning people urged us to change our name: “...it doesn't tell what you do,” or “...people don't know what that means.” Quite apart from the fact that *many* brand names could be accused of the same failing (e.g. *before* they became brand names, who could tell what Ivory, Chevrolet, Elmer's or McDonalds meant?), the name *Five O'Clock Club* does suggest *core values* that we represent:

- It implies something that people do after work, when they're tending to their own needs and interests.
- It has a consumer friendly tone, as opposed to a typical corporate name, e.g., Mitchell, Spauling & Franklin or Lee Hecht Harrison.
- With the use of the word *club*, it sounds like something that could be fun.

The Brand Name: How Our Coaches Benefit

If you have been approved for the Five O'Clock Club Guild training, we are reasonably confident that you bring hard work, integrity, life experience—as well as wisdom and common sense—to the business of coaching people in the job search process. You may have six months or 26 years of experience in this field. You may have

degrees and certifications, teach courses, write books (but don't sell as many copies as you hoped?) and have a loyal following. You may have invented a catchy name for your company; a glance at the membership roster of any organization of career coaches shows that they can come up with very clever names for their businesses.

You have probably not, however, become a brand name. Notwithstanding popular lecturers who write books urging 'personal branding,' it is very *rare* for individual coaches to achieve brand status—in fact 'personal branding' is an illusion, if not an oxymoron. You may be *very good* at what you do, but career coaching is a commodity—largely an unbranded commodity—delivered by thousands of practitioners.

Possessing even the best of reputations, what more can you do to separate yourself from the pack? At the Five O'Clock Club we work on the assumption that career coaching *is* a brandable commodity, subject to the same laws of commerce and market potential as soap, cars, glue and fast food—which have been branded spectacularly, as we see from the product names cited above. When a brand name sticks, public perceptions and expectations change. People expect quality—they expect something better than a generic or house brand product.

Thus we believe that stand-alone career coaches can benefit from associating with our brand name. No matter how good you are, it never hurts to receive the boost that comes from being part of something that is well known and respected *as a brand* for its quality and positive impact. We will discuss below the cold-hard-cash benefits of associating with the Five O'Clock Club, but at the outset we want to stress the more intangible but very real value of being admitted to the Guild and identifying yourself as *Five O'Clock Club certified*.

Thousands of coaches have advanced degrees and thousands more have become members of respected industry associations. As the reach and reputation of the Club have grown, many of these coaches have called to inquire about the Guild, have discovered our method and mission—and some have committed to learn our approach and be a part of *our* vision for the employment market. Certification by the Five O'Clock Club means that you have mastered a quality, research-based product. We are preparing you to help clients who want an employee-advocacy approach to the job search process,

who have requested a special brand of coaching, and who have made a point of asking for a *Five O’Clock Club coach*.

OUR METHODOLOGY, BOOKS AND CDs

Our most valuable possession is the Five O’Clock Club methodology.

In the late 1970s when Kate Wendleton invited job hunters to test job-hunt techniques, the experts who addressed her early groups gave conflicting advice. Possessing curiosity and a passion for research, Kate launched the process of exhaustingly debriefing job-hunters: She was determined to find out what works and what doesn’t work. Within a decade, she had figured out the components of a successful job search, from assessment through salary negotiations, and summarized her research findings in a practical no-nonsense book in 1986. Her breakthrough book, *Through the Brick Wall: How to Job-Hunt in a Tight Market*, was published by Random House in 1992.

In the decade that followed, as hundreds more job-hunters tried the Five O’Clock Club process and additional information was amassed, *Through the Brick Wall* was replaced by several iterations of the books. Our four current texts are, *Targeting a Great Career*, *Packaging Yourself: The Targeted Résumé*, *Shortcut Your Job Search: the Best Ways to Get Meetings*, and *Mastering the Job Interview and Winning the Money Game*.

We tell our job hunters, and Guild trainees as well: Study these books as if you were in graduate school.

As you will read below, when the Insider Program was launched in 1999, Kate recorded sixteen lectures (now on eight CDs) summarizing the Five O’Clock Club methodology. These are not books on tapes. They are independent presentations meant to compliment the books, and are sent to all registrants of the Insider Program, who cannot, of course, attend ‘the first hour’ (i.e., the lecture) that is a standard feature of our in-person meetings. The CDs are also included in your Guild training materials.

The Methodology, Books and CDs: How Our Coaches Benefit

If you have a copy of *Through the Brick Wall*, put it

beside the four current books and notice what’s missing: the words ‘Five O’Clock Club’ are not on the cover. That was a restriction imposed by Random House. Today, of course, the brand name and logo appear at the top of each cover. It was simply off-strategy to publish the books without the brand name. *One of the missions of the Five O’Clock Club is to build the brand name.*

Although, obviously, the books were written to educate job-hunters, it makes no difference to *them* if the brand name is missing. But there has always been a dual purpose for the books: they were also written *to support our coaches*, who affiliate with us to benefit from brand name association. That way, you can say to clients, in effect, “Here are the textbooks we are going to use to help you grasp and apply our job-hunt methodology. I am certified to coach you through the process.” The brand name on the books is part of the strategy of *helping our coaches stand out*, avoid being ‘lost in the crowd’ of thousands of other career coaches, and move beyond generic ‘commodity’ coaching.

Coaches and coaches-in-training can also earn money from the books. The home office does not operate a book fulfillment service for the public. That is, when people call wanting to buy one book or a set of books, we direct them to the website or to our 800 number. However, we do maintain a large supply for the benefit of our Guild members and members-in-training. When you buy books by the carton (24 count) from the home office, for resale at speeches or in private practice, the price to you is \$8.00 per book (instead of the cover price of \$12.95) Even if you resell the books at \$10.00, you will realize \$2.00 per book, or \$48.00 per carton. If you consistently sell books at speeches and use Five O’Clock Club methodology with all your clients—not just Five O’Clock Club referrals—you can realize a few hundred dollars a year from the sale of our books. An added benefit of buying books in quantity from the home office is that you earn *one point* per carton purchased (in our Points System). Hence each carton purchased will eventually turn into a client referral (see Part III, Chapter 2).

We award the point as an incentive for you (1) to get more books into the hands of consumers, some of whom will take the next step, i.e., join the Five O’Clock Club, (2) to use our method will *all* your clients. In the long run, using 5OCC methodology throughout your private practice will strengthen your command of *the Five*

O’Clock Club way.

➤ **A NOTE ABOUT PRODUCT PRESENTATION**

You will have many opportunities to *write down things* about the Five O’Clock Club, its methodology and products. For example, you will be writing your bio, emails to clients, articles for *The Five O’Clock News*, flyers to include in your media kit, announcements for the

local press about your speaking engagements, short notices to appear in association newsletters, etc. It is important to bear in mind that there are standard ways of identifying our products, services and tools—some of which are even trademarked. You should memorize these standard forms and use them consistently. For example, we *never* write “5 O’Clock Club.” Here is a list of the *does and don’ts*:

WRONG:

- 5 O’clock Club (don’t use numeral 5 or lower case ‘c’ in O’Clock)
- Five O’clock Club (we capitalize the ‘c’ in O’Clock)
- FOCC (**do** use the numeral *here*)
- focc (**do** use the numeral *here*)
- 7 Stories Exercise (don’t use numeral 7)
- 40 Year Vision (don’t use numerals 4 & 0)
- 40 Year Plan (we no longer use the word ‘Plan’)
- Forty-Year Plan (we no longer use the word ‘Plan’)
- 2 Minute Pitch (don’t use numeral 2)
- Five O’Clockers (never omit the word ‘Club’)
- “Kate Wendleton says....” (this does not build the brand name)

RIGHT:

- The Five O’Clock Club
- Five O’Clock Club
- 5OCC
- 5occ
- Seven Stories Exercise; The Seven Stories
- Forty-Year Vision (use hyphen)
- Two-Minute Pitch (use hyphen)
- Five O’Clock Clubbers
- “At the Five O’Clock Club we say....”

The Five O’Clock Club, Seven Stories Exercise, Forty-Year Vision and Fifteen-Year Vision

are registered trademarks of the Five O’Clock Club. This trademark protection must be noted in anything you write or anything you say to the press.

**OUTPLACEMENT:
OUR EMPLOYER PAID SERVICES**

The Five O’Clock Club is perfectly positioned to offer superior outplacement service because of three factors:

- Since the inception of the Club in the late 1970’s, its entire focus has been *the perfecting and delivering of practical, research-based career coaching*.
- We are an employee-advocacy organization, and always do what is in the best interest of the job hunter. We evolved as a retail organization—with the individual job-hunter as the customer to be served—and we carry that attitude with us in the delivery of outplacement.
- The Five O’Clock Club outplacement product is 100

percent coaching, a combination of one-on-one sessions and group meetings. We do not offer office space or administrative help (except for very high level executives, for whom it can be arranged); we do not advertise or employ a sales force—all of which are very expensive and dilute the ability of the traditional outplacement firms to meet the primary need of job-hunters, i.e., ongoing coaching throughout the entire search process and protection for the long-term.

One of the most important features of *all outplacement packages* offered by the Five O’Clock Club is that they last for at least one full year. That is, whether a company has purchased our premier package for executives who earn more than \$100,000 or the least expensive package for people at the lower end of the salary and seniority scale, outplaced employees can

attend the Five O’Clock Club for a year from the date outplacement commences. This is a reflection of one of our fundamental ethical principles, namely, that job-hunters should not be abandoned in mid-search. Traditional outplacement agreements commonly end at three, five or six months, at just the point when many job-hunters are achieving momentum or arriving at the stage of receiving offers—hardly the time for outplacement support to terminate. We liken it to ‘being fired all over again.’ Offering one full year of outplacement does not mean that we hope or expect that job-hunters will be in the job market that long. But it does mean that people with difficult searches are protected, and that people whose next job proves to be short-lived can come back for more help—or even get coaching to navigate troubled waters on a new job.

The details of Five O’Clock Club outplacement are as follows:

- Membership in the Five O’Clock Club for two years, which includes a subscription to our monthly newsletter, *The Five O’Clock News*.
- Unlimited participation in the weekly small group strategy sessions for a year, in person or by teleconference, depending on the situation of the client.
- One-on-one coaching with a certified Five O’Clock Club career coach, from three to 18 hours, depending on the level of package purchased (indeed, some packages offer more).
- The set of four books.
- The set of 16 lectures on 8 CDs, explaining all aspects of Five O’Clock Club methodology (recorded by Kate Wendleton).
- A Beginners Kit.

As soon as a company has arranged for Five O’Clock Club outplacement, we contact the employee to describe the services being providing. Based on this discussion, we immediately assign the person to a coach for one-on-one sessions, and to a small group. We ship the Beginners Kit, the four books, the CDs as well as the current issue (and several back issues) of *The Five O’Clock News*. We make every effort to get outplacement clients committed to the process as soon as possible.

For more information on our outplacement services, go to the front page of our website, www.fiveoclockclub.com, and click on “Employers” in the bottom, left-hand column. You’ll get to see what the HR people see.

Outplacement: How Our Coaches Benefit

Our outplacement product is one from which Guild members benefit especially: they are paid by the Club to provide the coaching. Based on the best client-coach match, and the point balances that coaches have in their accounts, we select coaches for one-on-one sessions. Typically, coaches are assigned to outplacement clients who are entitled to 3, 5, 8 or 14 hours of private coaching. The coach is paid \$110, \$125, \$150 or \$200 her hour, depending on the level of the job hunter and the package provided.

- If the client earns over \$200,000 per year, the coach earns \$150 per coaching hour.
- If the client earns between \$100,000 and \$200,000 per year, the coach earns \$125 per coaching hour.
- If the client earns under \$100,000 per year, the coach earns \$110 per coaching hour.
- If the client is hourly, the coach earns \$90 per coaching hour.

As soon as a coaching session is completed, the coach submits an invoice to the home office, along with a brief description of what happened during the session—and how the job hunter is progressing in his or her job search.

THE INSIDER PROGRAM: SMALL GROUP STRATEGY SESSIONS BY TELECONFERENCE

Necessity being the mother of invention, by the end of the 1990s the Five O’Clock Club had to find a way to deliver the methodology to job hunters anywhere. Inquiries were coming from all over the country: “Where’s the Five O’Clock Club branch nearest to me?” It was imperative to erase the geographic barriers. The need became urgent when Korn-Ferry, one of the leading U.S. headhunting firms, asked us to provide career coaching for the executives who registered at their website. The new product that answered this need is small group

sessions by teleconference, now called The Insider Program. This received its first major boost when Korn-Ferry dispatched 250,000 emails to announce its partnership with the Five O’Clock Club.

Obviously, the increasing and routine use of teleconferencing in business during the 1990s helped set the stage for the success of this method for delivering career coaching. The core constituency of the Five O’Clock Club—professionals, managers and executives—had become accustomed to conducting business by teleconference.

Adapting the traditional Five O’Clock Club seminar format to delivery by teleconference was accomplished with relative ease. We realized that the ‘first hour’—the lecture given by a career coach at one of our ‘brick-and-mortar’ branch meetings—should not be done by telephone. Thus one of the first steps in creating the Insider Program was the production of the set of eight CDs: Kate recorded 16 38-minute lectures, covering all aspects of the Five O’Clock Club methodology. All retail customers who sign up for the Insider Program—and all of the outplacement job hunters—receive the set of CDs, along with a schedule for listening. Insider Program participants are expected to listen to an assigned lecture each week before joining their teleconference session. We have discovered, however, that, once the entire set of CDs is in hand, people tend to listen to all of the lectures fairly quickly—and they listen to them repeatedly.

Insider Program teleconference sessions are held Monday through Thursday evenings.

The Insider Program: How Our Coaches Benefit

The national reach of the Insider Program adds significant value to Five O’Clock Club Guild Certification. As you work toward certification, one of your primary concerns should be: How can I earn points, and build a balance in my account, to earn more client referrals? Two of the best ways are (1) referring clients who buy 5OCC sessions, (2) giving speeches during which you promote the Five O’Clock Club small groups.

Before the Insider Program existed, it was hard for Five O’Clock Club coaches around the country to see the value promoting the Five O’Clock Club in their communities—since the Five O’Clock Club didn’t exist locally. “How can it make sense for me to give a speech in Atlanta, praising the Five O’Clock Club small groups,

since nobody could attend the Club anyway?”

But now, of course, the Five O’Clock Club exists locally and everywhere. Clients in Atlanta, Las Vegas, Miami and Minneapolis can access our weekly strategy groups by simply picking up the phone—either as part of an outplacement arrangement or on their own initiative. Hence the benefits of the Insider Program to Guild members are threefold:

- Coaches, *anywhere* they happen to live, *are* in a position to promote a nationally available program, and thus can *earn points* by referring individuals to buy group sessions, and by giving speeches. The Insider Program means that no one, anywhere, anymore, is a stand-alone coach. And the points earned, of course, translate into cash flow (see Part III, Chapter 2: “Why We Have a Point System and How It Works”).
- Coaches who become Insider Program group leaders will see an increase in their private practices, because retail clients assigned to their small groups commonly ask for private sessions. While clients are under no obligation to do so—and our coaches must observe strict protocols regarding solicitation of business—our groups attract professionals, managers and executives who usually have the means to pay for one-on-one coaching as well as group. Of course, outplacement clients assigned to an Insider group are usually assigned to that coach for the private sessions as well. Coaches who lead Insider Program are paid \$50 for the hour of the group session (plus telephone re-imbursement). Coaches tend to stay with our groups for the long haul for two primary reasons: (1) the coaching experience gained from this ‘hardest hour of the week’ is invaluable, and (2) the group is a lead generator for coaches building their private practices.
- The flourishing of the Insider Program means also that there will be an expansion of opportunities for coaches. There is no limit to the number of Insider Program groups that can be up and running and serving job-hunters, and as our outplacement business expands, the Insider Program will add more groups.

**LOCAL BRANCHES:
SMALL GROUP STRATEGY SESSIONS
....IN-PERSON**

Before the launch of The Insider Program, all Five O’Clock Club weekly meetings were held at our ‘brick and mortar’ branches—although we never owned branch buildings. All meetings were held in conference rooms that branch managers had at their disposal, church basements or reasonably priced office space. With the advent of The Insider Program local branches outside New York City (e.g., Chicago, Washington D.C. and Maryland) were actually discontinued, and we no longer have branches outside of Manhattan. Nor, as a matter of corporate policy, will physical branches be established in other cities. That’s because more clients in Chicago, for example, attended our teleconference sessions than attended our physical branch, which was in the heart of the Chicago Loop!

The Physical Branches: How New York Area Coaches Benefit

As is the case with the Insider Program, coaches who lead the in-person groups are paid \$50 per session. The lectures are delivered ‘in person’ of course, and the coach who delivers the weekly lecture is paid an additional \$40. Here also, job-hunters commonly want to see their coaches privately as well, and they pay the coaches directly on a per-hour basis. And outplacement clients assigned to the small groups in Manhattan are usually assigned to the coach for their private sessions, for which the coach bills the home office.

**THE CLIENT REFERRAL SERVICE:
MATCHING CLIENTS WITH COACHES
FOR ONE-ON-ONE SESSIONS**

Many factors contribute to the growing reputation of the Club, and the increased demand for our products and services, especially private coaching sessions.

- Our website is widely praised and draws traffic.
- Our books are available nationwide in libraries and bookstores.
- We are quoted in *Fortune*, *The Wall Street Journal*, *The New York Times*, and other major and

regional publications.

- Our corporate spokespersons—notably our COO Richard Bayer and a few of our coaches—frequently appear on TV and radio and in print, locally and nationally.

Not surprisingly, therefore, we receive inquiries from people all over the country seeking referral to Five O’Clock Club coaches. Many people who call are ready for our strategy sessions, and sign up for our groups at the outset. But there are many as well who need assessment—they realize that they are not yet ready for searching and executing strategy. Hence one of our basic services is matching clients with coaches.

We provide this service only for people who become members of the Club. That is, they have taken the first step in committing to the process. Within 24 to 36 hours of becoming a member and requesting one-on-one sessions, the new client receives the names of two appropriate coaches.

The Referral Service: How Our Coaches Benefit

It is obvious that getting just a few clients a year from the Five O’Clock Club pipeline can represent significant cash flow. A typical client, who perhaps needs just two or three hours of coaching for assessment and résumé diagnosis, might end up paying you \$300-\$400.00. The fee is paid by the client directly to the coach, with zero percent being paid to the Club. But \$300-\$400 for initial sessions may be just the beginning. Even after clients move on to group, we encourage them to return to the original coach if additional one-on-one sessions are needed—indeed, we hope that clients will bond so well with the original coach that they’ll maintain the relationship after the client gets the new job and for years afterwards. Coaches talk about having clients for ten or more years!

Thus coaches who are fully engaged in promoting the Five O’Clock Club and earning points will find that a growing percentage of their private practice income can be traced to Five O’Clock Club affiliation. Obviously, we cannot guarantee the number of client referrals per coach during the course of a year. Client flow fluctuates according to how well coaches are promoting the Club by giving speeches, how many press hits we’re getting, the state of the economy, the temper of the times. But we

are eager to get as many clients into your hands as possible. We want you to prosper from your relationship with the Club.

In order to receive client referrals from the Five O’Clock Club home office, coaches must do the following:

- Complete all steps in the Guild certification process,
- Have point balances in their accounts—but there are no minimum thresholds: one point equals one client.
- Submit the *Talent Inventory Survey* to the home office.

Of course, there must be a match between the client and the coach in terms of industry specialty, seniority and income level. We do not, for example, refer a \$40,000 school teacher to a coach who charges \$200/hour, nor would we recommend that a CEO talk to a coach who works primarily with recent college grads or junior level people at \$100/hour.

We rely heavily on the *Talent Inventory Survey* in matching coaches with clients. The document is actually a questionnaire (available on line) for you to list your coaching abilities and preferences. Responses are stored in our database, which allows us to quickly search by skill, and match clients with coaches. You should complete the survey as soon as you have completed certification.

THE SPEAKERS BUREAU

When the Guild was founded in 1996, it was called the Speakers Bureau, and we welcomed new members who had an interest in delivering speeches to promote the Five O’Clock Club and their private practices. In time we realized that the word *Guild* more accurately reflected our mission of providing support for career coaches in private practice, and the term *speakers bureau* was discontinued.

But one of the missions of the Guild is to serve the community through public speaking. As a Guild, we can help job hunters who are floundering to learn the correct ways top job search. At the same time, you are building the Club. Hence we vigorously encourage Guild members to give speeches to alumni and professional associations (and many other groups as well). And we offer the

incentive of points to do so.

The vast majority of Five O’Clock Club speeches during any given year are coach-generated events. To a minor degree, the home office still plays the role of ‘speakers bureau,’ i.e., matching coaches with speaking assignments. Universities, alumni associations and professional groups occasionally ask us to supply speakers. However, our role in coordinating such events remains very limited, and *we do not generate speaking engagements for our coaches*.

Our Guild members should bear in mind as well that, when we receive requests for speakers, we usually recommend *coaches with track records*. We are understandably reluctant to refer coaches who have not bothered to give a lot of speeches. We have no basis for confidence about their public speaking skills. We are doubtful that they have mastered the art of promoting the Five O’Clock Club appropriately. We also operate on the philosophy that coaches who have paid their dues by *working* to line up speeches deserve to be rewarded when requests for speakers come our way.

The Speakers Bureau: How Our Coaches Benefit

By being active public speakers:

- Guild members give themselves exposure to diverse audiences and hundreds of potential private practice clients.
- Obviously your stature is enhanced if we recommend you to alumni or professional associations—and your bio and photo appear in their newsletters or publicity campaigns.
- Even if we source the speaking engagement, you earn one or two points when you give the speech.
- We credit your account with one point for each person who joins the Five O’Clock Club and buys sessions as a result of your speech (provided this can be documented).
- You are giving back to the community by helping those in need to learn correct approaches to job search.

THE HR NETWORK

Six times a year, the Five O’Clock Club sponsors

breakfast seminars for human resources professionals in the New York City area. The format is a panel presentation following a continental breakfast. This project is called The HR Network and was launched in 2003. The head-count at the breakfasts ranges from about 180 to 225, and many thousands of HR professionals have attended. The presentations serve four purposes. They...

- Increase awareness of Five O’Clock Club outplacement services.
- Increase awareness of the Five O’Clock Club as a research-based employee-advocacy organization.
- Provide information and insights on topics of current interest to (primarily) senior HR officers, with a slant toward the well-being of employees.
- Provide a non-membership venue for human resources professionals to meet, network and share ideas (no vendors are allowed).

The HR Network: How Our Coaches Benefit

The breakfasts have served the Five O’Clock Club well by dramatically increasing our outplacement business, which means that we have a lot of private coaching hours to assign to our coaches. And about a dozen New York area coaches serve as hosts at each breakfast, learning something about HR topics in the process.