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## *Engaging Conversations*

Dr. Lois Frankel, Ph.D.

President of Corporate Coaching International, Executive Coach  
Best-selling author of *Nice Girls Don't Get the Corner Office*

*Recorded June 29, 2009*

Listen to the audio or follow along with the transcription of this engaging conversation between Lois Frankel, Ph.D., and Amy Franko, Book Yourself Solid™ Sales and Marketing Mentor, recorded 6/29/2009.

It's full of inspiration and ideas for the woman entrepreneur!

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**Amy Franko (AF):** Hello everyone and welcome! This is Amy Franko, owner of Franko Consulting, and I'm a sales and marketing coach serving self employed women as well as a training designer, facilitator, and as I like to say cheerleader for all women in business.

And you can learn a little more about me at <http://www.amyfranko.com>.

Today I am with Dr. Lois Frankel, who is the author of one of my favorite books, the best-selling *Nice Girls Don't Get the Corner Office*, and I'd like to take a minute to tell you a little more about her before we get our conversation started.

Dr. Lois Frankel is the president of Corporate Coaching International, a Pasadena, CA-based consulting firm. She literally wrote the book on coaching people to succeed in business, large and small, around the globe.

Her book, *Nice Girls Don't Get the Corner Office*, is a *New York Times* best seller, translated into over 25 languages worldwide. Dr. Frankel has worked with companies like British Petroleum, Proctor and Gamble, MasterCard, Microsoft, Warner Bros. and The Walt Disney Company, just to name a few.

She is invited over and over again to return to these companies to work with them. Dr. Frankel is sought after as a public speaker for her witty, warm, and practical presentations that engage, educate, and entertain. Dr. Frankel is among the names of top international speakers. She has appeared on the *Today* show, *Larry King Live*, *CNN*, and *Fox News*. She has also been featured in *USA Today*, *People Magazine*, and the *Wall Street Journal*.

So Lois, welcome! It's so wonderful to be spending some time here with you today. So if it's OK I'd like to kind of just jump into to the topics I would love to cover with you.

**Dr. Lois Frankel (LF):** That sounds great Amy; I'm delighted to be with you.

**AF:** Great!

**AF:** Your book, *Nice Girls Don't Get the Corner Office*, is really at its core a book about empowerment. And that there are certain behaviors that we as women are conditioned to sometimes engage in, sometimes, unknowingly, that can sabotage us in our career or in our entrepreneurial lives. And that really regardless of

whether we are applying for our very first job, whether we are a seasoned professional, or we have taken the leap into that world of self-employment.

And I have personally seen you in some video clips talking a little bit about something called Nice Girl Syndrome. So I would like to hear a little about what this syndrome and how do we know if we have it?

**LF:** OK great, well let me start off by saying that when people haven't read the book and they hear about "Nice Girls" they think, oh she must be saying we have to be mean and nasty to be successful, and that's not it at all.

**AF:** Right.

**LF:** Nice is necessary for success in any business, whether it's your own business, or if you're working for someone else. Hey look, nice is necessary, it's necessary for women and men. Nice is necessary but it's not sufficient.

So when I talk about Nice Girl Syndrome, I'm really referring to being the nice little girl you were taught to be in childhood. That as little girls, we're given messages about what it means to be feminine, and even in this day and age, little girls get these messages as well. It's things like "be nice, help other people, make sure you're not making any waves, don't be too loud, and so even in this day and age, when little girls, they may be getting the right messages from their parents about, hey, you're entitled to have a voice, you can be anything you want . . . when they get out into the world they realize that nice girl behavior is what's really reinforced.

And so when I talk about Nice Girl Syndrome, it's that disease to please. It's that feeling that we always have to be there for others, that we're not entitled to have our own voice; we're not entitled to ask for what we want. Those are the things I'm really referring to with Nice Girl Syndrome.

**AF:** And you know that's funny it reminds me of a story. I'm having this conversation with another woman who has a daughter, she's probably middle-school age and she's playing on a sports team.

And so she and her husband were having this conversation with her daughter about playing on the sports team, and she (the mom) was telling her daughter, "Oh just go out and have a great time, get along with everybody, have fun, this is all about being part of a team." Which are true statements, right?

But then her father said, "You have five fouls. Make sure you go out and use every single one of them on that court."

**LF:** You know and both are true, right?

**AF:** Yep!

**LF:** Both are true, but it's interesting how the mother was really reinforcing that, you know, we're kind of all in this together and let's play nicely in the sandbox or on the field or wherever. And the father is saying, go out to win.

**AF:** Yep, exactly.

**LF:** And you've gotta do both!

**AF:** Exactly, and I just thought of that story and it's so true. And then those messages start very early on. Whether we're out in the workforce or running our own businesses we're still conditioned to be hearing those messages.

**LF:** Yeah, and you know because those messages are reinforced over and over in society, I'm thinking about a woman who came up to me after a keynote and said that she has a daughter who's in preschool. She always dresses her in overalls and sneakers so that she can run and jump and play. And one day the little girl comes home and said, "Mommy, my teacher said that you should dress me more like a girl."

**AF:** Oh wow.

**LF:** And that's in 2009 that's going on!

**AF:** Wow!

**AF:** So in your experience, and that obviously that this is still going on in 2009, and the book I believe was published in 2003, is that correct?

**LF:** That's correct.

**AF:** So do you see a difference, in your own experience, in the clients that you work with, people that come to your keynotes . . . is there a difference between corporate women and entrepreneurial women with some of these "nice girl" behaviors or the Nice Girl Syndrome?

**LF:** Yeah, I think that there are some differences. I think in corporate life, that nice girl behavior is even more reinforced, because I hear women say things like, I was interviewing someone for a new book the other day, and she said, "I came to work one day and my hair wasn't, like, perfect, as usual. And my boss said, 'did you lose your hairbrush?'"

**LF:** Again, in 2009. There are more opportunities in a corporate workplace, to get those kinds of messages. We know that in corporate workplaces, women on a whole are evaluated lower than men. Women tend to have information withheld from them, women are interrupted more, all those kinds of things go on when you work in a corporation. As a matter of fact I just wrote a blog last week on our Thin Pink Line blog that said "the tall nail gets hammered down." And I think

that it's true when you work in corporate life and especially if you're a woman, and if you're an outstanding woman, you're gonna, how do I put this . . . be asked to dumb down a little.

**AF:** Yeah.

**LF:** And I think that when you compare that to being an entrepreneur, as an entrepreneur, people expect you to be assertive. I'm not saying aggressive, but they expect you to be assertive, they expect you to be articulate, they expect you to be the best.

I'm thinking about . . . I left corporate life because I did feel a little like the tall nail that kept getting hammered down. And I'm not saying I was a stellar employee. I'm just saying what I learned is that in corporate life, mediocrity really becomes the norm, because it kind of "norms around" the most average employee, not the best employee. Because the best employees are seen as superstars, or exceptions to the rules.

So when I started my own business as an entrepreneur, I was expected to be the best in my field. There was no two ways about it. If you want to get business, you had better be the best and better be competitive. Or as the dad says to the daughter, you'd better make your fouls work! Because as an entrepreneur you don't get too many fouls and get to stay in the game!

**AF:** You may not get as many as five!

**LF:** No, and you know what? You often don't get one!

**AF:** That's true, and I can really relate to that and can see those differences now that you're pointing them out. Very true that as entrepreneurs, when you walk in the door, you're expected to be the best.

**LF:** Absolutely.

**LF:** But there are still traps women entrepreneurs fall into, because we are women, and I think that we can suffer from the Nice Girl Syndrome, and you know Amy, I always say that I'm a recovering Nice Girl. I don't know that you ever get over it!

**AF:** I hear you, I can relate!

**LF:** You just kind of keep working on it throughout your lifetime. But you know when it comes to things like money, and pricing, that's still difficult for me.

There's a joke in this office, which is, "Don't let Lois talk to the client; because you know what, she's going to cut them a deal!" And other people, other women in the office actually, do a better job of saying, "Hey look this is what the price is, if

that's not within your budget, tell us what you'd like to take out of the project and we'll make it fit your budget." Where as I say, "Well what's your budget, ok I'll do it for that much."

**AF:** But that's a really good tip though, when you talk about pricing because just anecdotally in my own experience, and in other blogs I read, that pricing issue, we as women sometimes have a very difficult time knowing what our value is and setting that value.

So that's a great tip, when you are in that situation talking pricing with your client, and they don't have the budget for what you're offering, instead of saying, what's your budget I'll meet it with everything here, let's talk about what we can remove to make it work for you.

**LF:** Yeah exactly and that's kind of our philosophy in the office, which is we don't lower our prices. The prices stay the same. Now if your budget doesn't match our prices, then there must be less service that you want or that you can afford. And so we'll try to work within your budget but you may not be getting the Cadillac, you may be getting the Hyundai.

**AF:** Right, right.

**LF:** That's up to you.

**AF:** Exactly, and then they have the choice right?

**LF:** Absolutely, absolutely.

**AF:** And as we've talked about a little bit, you are very well known as the author of *Nice Girls Don't Get the Corner Office*, and then several other books. But you're also an entrepreneur. You were in the corporate workforce for a period of time, and then took that leap into entrepreneurship, so I'd like to just learn a little bit more from you as to how you came to start your own business.

**LF:** As I mentioned, I worked for Arco, the oil company, for 10 years in human resources. And while I was at Arco, they actually paid for my PhD and went to school at night at the University of Southern California.

And when I got my PhD I went to my boss and I said, you know Arco has paid \$50,000 for this PhD and I'd like to be able to put it to good use. And essentially I was told you're doing just fine where you are. Stay there. And I thought, you know, I did not work this hard and go to school all these nights and work all day to stay where I am.

**AF:** Right.

**LF:** So, I actually left and I began by starting a practice of psycho therapy because I thought what I really wanted to do was be a psycho therapist. And I was also doing some training on the side because at Arco I did training.

So when I got my business up and running I started doing some training and one day, and I remember it was only about a year into having my own private practice, I realized I wasn't cut out to be a therapist. And it was the moment when I wanted to jump across the couch and put my hands across my client's neck and say, "how many times are we gonna talk about that same thing!" I realized, you know, you're not cut out to do this! And I was missing, not so much human resources, but I was missing the pace of business.

**AF:** Yes.

**LF:** So fortunately for me, right around that time, a client I was doing training for called me and said "would you be willing to coach someone?" And I had no idea what coaching was, but I said "of course I'd be willing to coach someone for you."

**AF:** Absolutely.

**LF:** And you know, that's that entrepreneurial thing about you know, I always say to everybody in our office, I say "you know, we win some we lose some, we suit up for them all."

**AF:** Right!

**LF:** And so, it was that thing about tracking every opportunity down, and it really was life-changing for me, because what I realized was that oh, my background in human resources my understanding of business, my education, my having a short period of time that I was in therapy, you put these together, and wow, this is exactly what a great executive coach is. And so that's really what I've been doing for the past, over two decades.

**AF:** And what's interesting about that request from somebody who asked you to get into an area that you weren't 100% sure about, you really could've have taken two paths. The first path could have been the Nice Girl Syndrome, right, where you know, "Oh, I really don't know if I'm cut out for this," all those negative things that can go through your head, or it's, "you know what I may not know everything but I'm certainly going to go out there and give it a shot." And you take the path to yes!

**LF:** You're absolutely right. You know and that's one reason why I tell that story. Because back then there were no business coaches, there were no coaching models. And I could've said I have no clue what this woman is talking about and I better not do this. And instead I said I'd love to coach someone for you, just tell me more about it. And even when the first client walked into my office, I was really nervous. What am I supposed to do here, but what I did was I called on all

my resources, all my personal resources, and I think that's what women have to understand. That a guy won't say I don't know how to do it, a guy will say I'm smart enough to figure it out.

**AF:** Yep, exactly.

**LF:** It's a little like, you know with this economy the way that it is, this is kind of a funny story that just came up yesterday. There was a dripping pipe under my sink and I thought, you know, we need to just call the plumber and have him come in. And then I thought, you know, every time you call the plumber it's a hundred bucks. So what I did was took pictures of the pipe and I brought it to the hardware store and I said, "Here's what it looks like. Tell me how to fix it." And he did. And I said to him, "you know what? I've got a PhD. I've gotta at least as smart as a plumber, so I must be able to fix this thing. And sure enough he gave me the pieces and I went home and fixed it!

**AF:** Well, there you go!

**LF:** So I'd like to see more women do that!

**AF:** Yep!

**LF:** So I'm at least as smart as the next person, and that's often what I tell myself. I'm not saying I'm that much smarter than anybody, but I'm at least as smart, and I can figure it out.

**AF:** And you talk about calling on your resources. If there is someone that, you know, especially if you're just starting out, if there is someone who's a little bit further ahead on the path than you are to not be afraid to ask for their advice.

**LF:** yeah, I call it not reinventing the wheel. That there's not that much new under the sun. When it comes right down to it, and now with the internet . . . you have to remember when I started my business if the internet was there, it might have been. But it certainly wasn't used like it is today. But now with the internet, there's no reason not to just Google something and learn it. You know, and back then people used to laugh, well you just have to be one step ahead of your client. Well, I like to think that you're many more steps ahead of your clients because you prepare yourself.

**AF:** Right.

**LF:** But there's every once in awhile where you say, "You know what, I'm not sure about this, but I can figure it out."

**AF:** yep, and that preparation breeds the confidence that we really need to serve our clients the best that we can.

**LF:** Exactly and so whether it's calling on a resource for information, or I remember when I started by keynote speaking business, I actually asked for coaching with Dotty Walters and you may or not know the name, she's passed away in the last year or so, but she was the premier coaching for the motivational speaking model. She used to do workshops, she wrote books, she had videos, but you know everybody knew Dotty Walters. Well it happened to be that she lived 3 towns over so I made a coaching appointment with her. And said I need you to dump what's in your brain into mine. I don't need to reinvent this wheel!

**AF:** Right, and I think that's a real testament to the pro is never out of school. Even though we develop expertise in certain areas there are always opportunities to learn and as professional women and entrepreneurs, we need to make sure we're taking advantage of those opportunities to further hone our skills, whatever field we're in.

**LF:** Oh, absolutely and that's a place where many women entrepreneurs miss out on, because you often start your business on a shoestring, and I understand that, I did.

**AF:** Sure.

**LF:** But the one thing that you can't scrimp on is the money that you need to pay to get the expertise you need. And whether that's somebody to help you write a business plan, or coach you how to jump into the keynote speaking business, or whatever it is you can't scrimp on that. Because, that's going to pay off time after time, it's an investment. That's the way women have to look at it. I think we need to be smart about investing in our businesses in that way.

**AF:** I couldn't agree more. When you take a look at all the different areas of your business that you can invest in, and even if you have a limited amount of funds to get started, which I can relate to, I was in the same boat. When you look at where you're going to appropriate those funds to get your business off the ground or to take it to the next level, investing in yourself and your education, it cannot be taken off the table because like what you said, that's what's gonna pay off over and over and over again.

**LF:** Yes, absolutely. And you can find reasonable places to get the education, the information that you need. For example, many local colleges have programs for consultants that want to work with small businesses and they be people who have been retired and they don't charge as much as if you go with the biggest consulting firm but you can find a way to get the information you need.

**AF:** Right. And especially with what you were saying about the internet, there's no reason that we can't find those reasonable, reasonably priced resources to help us, whether we're getting off the ground or we're bumping our business up to that next level.

**LF:** One of the websites I use a lot now is called Elance.

**AF:** Oh yeah, Elance.

**LF:** There you can put out a project for bid now, and people from around the world bid on it, and I've gotten a lot of artwork done, and creative projects I have to get done at a fraction of the cost of what it would cost me if I went to my local graphic artist.

**AF:** Absolutely. And for anybody who is in need of those types of services, any type of project work, website design, check out elance.com because there are resources out there like you said, at a fraction of the price, and worth investigating.

**AF:** So I'm going to shift the conversation slightly back to some of the nice girl behaviors that we started talking about at the beginning of our conversation, things like, we apologize too much, or we ask permission from other people before we're making decisions, things of that nature. And from your perspective and your experience, are you seeing some improvements in these areas? I know we talk about some of this stuff is still happening in 2009, but overall, are you seeing things getting better for us?

**LF:** Well, there are two different questions that you just asked. One is: are things getting better for us, but the other question that I thought you were asking is: are we getting better at getting what we need?

**AF:** Yes, you're right. So two different questions!

**LF:** Yeah, and I think to answer are we getting better at getting what we need . . . marginally. You know, I really just think marginally, because I think there's a lot that still goes on, culturally, regionally . . . you go to the South, and you see one kind of behavior, you're in New York, you see another kind of behavior from women. I was talking to a woman in Miami, who is Cuban, and she's got cultural influences there. So you know, are we doing better at getting what we need? I'm going to have to say marginally.

**AF:** Yeah.

**LF:** OK and we need to be much better at finding our voices, and asking. And I think that's one reason why Nice Girls Don't Get the Corner Office struck such a chord in people was because they open it and they go "Oh my God, that's me!" And these unsolicited letters I get from people that say, "I felt like like you were writing exactly about me." Because there's 101 mistakes, and most of us don't make all 101 of them but we think we do!

**AF:** Right! Let's hope we don't!

**LF:** Now the second question, are things better, you know can just look at the numbers. OK, so many people are making it to the C-suites, and we know that it's still somewhere between maybe 5-7 percent, 8 percent maybe?

**AF:** And that's marginal too, right.

**LF:** It's marginal, and same thing with corporate boards, maybe 15% women. We already saw that this country was not ready for a woman president. So you look at Germany who has Angel Merkel, you look at Indonesia who has Megawati, there are so many, Benazir Bhutto, Great Britain had Margaret Thatcher, so when you really look and you say well wait a minute, at least in this country, again it's marginal. I feel like we've come a long way, but we haven't come nearly far enough. And my thing is we have to look at ourselves for that. . .

**AF:** Right. And you talk about the book striking a chord, six years later when I'm talking about these same topics with women in my business community, these are still HOT topics. And everything in that book is still so relevant to today, it just begs the question are we doing better at what we want and I would agree with you. It's marginal. I think the good news is there are definitely things about our behaviors that we can control. There are things out there that we can't control, when we take a look at the 6 inches between our ears, and how we feel about ourselves, when we go after for what we deserve . . . those things are in our control. And that's what I love about the book so much, is that it gives you things, actions that you can specifically take to make things better for you as an individual.

**LF:** Yeah, and I'm glad to hear you say that, because I'm such a big believer in let go of stuff that's out of your control. You know what? I am not going to control the glass ceiling, I'm not going to control blatant discrimination, I'm not going to control any of that. But every single day I control my behavior, and what I'm willing to do, and what I'm willing to risk, and what I'm willing to give up to get what I want.

**AF:** Right.

**LF:** And that's where I think men are especially very surprised when they come to my keynotes because not many come usually. :-) But every once in awhile there will be a brave man, and I'm always surprised because they come up me afterwards and they say "we thought this was going to be a male bashing session, but instead you told women what they need to do." And I said absolutely. You know, don't have so much ego, this is not about you. It's really about us!

**AF:** right, right! and that's such an interesting point, that I would recommend men pick up a copy of this book and read through it to because we are kind of all in this together and we have such a large percentage of the workforce, I believe that the last numbers I read, 1.2 billion women in the workforce, and it's roughly equal with men and more than 75% of new businesses are each year are started

by women. So there's a lot of equality in the numbers so to speak, but we as women need to make sure we're doing what we can control to make our behaviors work for us and be successful for us in the workplace or as an entrepreneur.

**LF:** I think you're right, and those numbers are very interesting because with 75% of new businesses being started by women it really speaks to the fact that women aren't getting their needs met inside corporate America, whether it's child care, work life balance, or whatever it is, they're not getting their needs met. And so, they're voting with their feet. And they're being successful at it!

**AF:** Yep!

**LF:** I don't remember the exact numbers but the percentage of women who start their own business that are still in business after two years is very high.

**AF:** And I know that it's high and then it might start to drop off a little bit once you get to that five year mark, but what I believe really about those numbers is there's so much within our control that when we do the things that we can control we will be successful. You know, it's very exciting, even some of the new isn't always good, that piece of it always excites me and what I love to talk about other women with.

**LF:** Oh yeah, I'd like to see more women start their businesses, and if women want some inspiration, you know, read Mary Kay's story.

**AF:** Oh, I love her!

**LF:** Oh yeah, I just did a webinar for the Mary Kay women and they are always so upbeat and positive, and I said to them, "I have been a student of Mary Kay for years. And she is such an inspiration about how she started her business, what her vision was, how she really got wealthy by empowering other women. Because you have to remember her vision was to enable women to become financially independent in an environment where God can come first, family can come second, and work can come third. And this made her a multi-millionaire! And I think more women can do that.

**AF:** And the one thing I always loved about Mary Kay Ash and her philosophy was, when you help someone else, you help yourself. And as women we need to help one another out, and as you're climbing up the ladder, or you're becoming more successful in your business, look to see who else you can help around you because as you help others you become more successful.

**LF:** I'm a big believe in each one, teach one.

**AF:** I love that!

**LF:** That we each need to take somebody with us.

**AF:** Well, Lois we're coming up to the end of our time here together, and this is such valuable information, I feel like I could talk with you forever (but I won't)!

**LF:** Well I've enjoyed this!

**AF:** Me too, and I'm really looking forward to sharing this with our audience, and I've learned a lot just by talking with you today. And we have a couple of minutes left and would like to give you a couple of minutes to talk about any special program or product that you would like to promote to our listeners.

**LF:** Well, I think there's 3 things that I'd like to mention. Number one, what I'm doing mostly these days is keynote speaking and webinars. And if anybody listening belongs to a professional association, a workplace affinity group, or any other organization that might need to bring in a speaker, I hope that you'll contact me. And you can contact me at my website, <http://www.drloisfrankel.com>. That's number 1.

**LF:** Number two, I still have my coaching business, it's run by someone else and we have our office and it's called Corporate Coaching International, and I know you do coaching Amy, and so I don't want to take anything away from you . . .

**AF:** Nope, not at all!

**LF:** But if you're looking for a coach, particularly if you're on the West Coast - in the Los Angeles area, San Diego, San Francisco - you might want to check out our website, and that's <http://www.corporatecoachingintl.com>. And there are also a lot of free resources on both of those websites - articles, inventories, things like that.

**LF:** And then the third and last thing would be I started a non-profit recently called Bloom Again, and it's <http://www.bloomagain.org>. And I started it while I was recovering from breast cancer, and I realized that I was really very fortunate that when I wasn't feeling well I could stay home, and that are other women who couldn't, and they really need a hand. We give money to women who live at the poverty level who are having medical problems. We don't pay for medical bills, but we pay for other things, like maybe you need cab fare, or maybe you need help paying the rent because your money went into your doctor's appointments this month. So if people would check out our website and make a donation. All of the money, 100% of the money, goes directly to women in need.

**AF:** Oh that's fantastic, and I'm going repeat those websites again for our listeners. So the first one is <http://www.drloisfrankel.com>. And if I could make just one point about that website - if you sign up, you can get a monthly newsletter with some great tips and advice from Lois herself, so I would encourage anyone out there listening to do that. And then the second website is

the Corporate Coaching International site. Can you repeat that second website again?

**LF:** Yes the second one is a mouthful! It's <http://www.corporatecoachingintl.com>.

**AF:** And then the last one, this organization sounds so wonderful, Bloom Again. It's just <http://www.bloomagain.org>. So please make sure that you visit those sites, and get to know Dr. Lois Frankel. I have personally learned so much from her book, from speaking with her today, and from her newsletter - and I know that everyone out there will do the same. Make sure you take advantage of those great resources.

**AF:** This is Amy Franko, and I hope that you make it a great day, and thank you for listening today.

## About Lois Frankel, Ph.D.

Dr. Lois Frankel is the president of Corporate Coaching International, a Pasadena, CA-based consulting firm. She literally wrote the book on coaching people to succeed in business, large and small, around the globe.

Her book, *Nice Girls Don't Get the Corner Office*, is a *New York Times* best seller, translated into over 25 languages worldwide. Dr. Frankel has worked with companies like British Petroleum, Procter and Gamble, MasterCard, Microsoft, Warner Bros. and The Walt Disney Company, just to name a few.

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Learn more about Dr. Frankel at the following sites:

<http://www.drloisfrankel.com>

<http://www.corporatecoachingintl.com>

<http://www.bloomagain.org>

## About Amy Franko

Amy is the owner of Amy Franko Consulting. She's a small business coach, instructional designer, and trainer.

Amy is a certified Book Yourself Solid (™) business coach, personally trained by founder Michael Port. The group she's most passionate about serving is self-employed women (or solopreneuses!). She uses a simple, proven marketing and sales system specifically designed to bring more ideal clients into their business, even if marketing and selling isn't something they like to do.

Her learning design background complements her coaching practice, especially for those service professionals who offer workshops, teleseminars, e-courses, and information products to their clients. She helps her clients create training programs that energize the learner, provide knowledge that can be used immediately, and become a dependable source of revenue and profit.

Visit <http://www.amyfranko.com> to learn more about Amy, her workshops, and coaching programs.