What My Note Taking Nerd Learned From Dan Kennedy’s Coaching & Consulting Bootcamp
Your responsibility is the advice will do what you say it will if they use it. Having a sense of guilt or responsibility for what they do with your advice is out of your hands.

Qualifications:
What you deliver to them does not require you be one of them.

There is no REAL certification. A bunch of guys who found a way to get people to pay money for a piece of paper is certification. It's the old chicken or the egg. Who was the guy who was first certified before certification, idea.

How we present/promise/pitch/show/document Value, and why people pay you:

1. By asking questions
   a. smart questions
   b. dumb questions (i.e. Why did you stop doing what worked before? Then sell it back to them)
2. Making them answer questions
3. Challenging premises
4. Just being a set of fresh eyes. Their blind to stuff that's going on infront of them. Fresh eyes is of value in and of itself.
5. Disrupting habits
6. Being a sounding board (sometimes, they don’t want you to solve anything!)
7. Truth telling/Objectivity
8. Providing accountability
9. What you know that they don’t

Re: #9. It’s rarely a knowledge differential. It’s usually a implementation differential of one kind or another.
Re: What should I coach/consult on?  
Here's the principle:  
"EVERYTHING can be turned into either consulting or coaching or both...everybody knows something, everybody has some base of experience"

"Who in my constituency might want a box from me of stuff they ought to see?"
If you bundle it with a telecoaching thing every month, you just created a coaching program.

Re: Getting clients

**Cold = Build a hit list and FARM it ongoingly**

**Showcasing yourself to the prospective clients** (best way is to is being in front of them in the room...people naturally ascribe wisdom to a person who can stand up in front of a room and talk. Same is true if you write a book. "You wrote a book? You must know something"...And for god sakes...the stories you use, the testimonials you use, the examples you give, case histories you tell put the fact that you DO what you want them to do with you! YOU NEVER ACTIVELY TELL THEM TO COME SEE YOU!!! But you make it known that you do consulting, that you have a coaching program...and they get to chase you.)

A FUNNY THING: **THE MORE INFO YOU GIVE THEM THAT THEY COULD DO THEMSELVES, THE MORE LIKELY SOME PERCENTAGE OF THEM IS TO GET IT BUT WANT YOU TO DO IT FOR THEM.** YOU DON'T HAVE TO KEEP ANYTHING BEHIND THE CURTAIN! IN FACT, THE BEST EASIEST FASTEST METHOD TO HAVE PEOPLE STANDING IN LINE WANTING TO GIVE YOU MONEY TO HAVE YOU DO SOMETHING FOR THEM...IS TO SELL A WHOLE LOT OF DO-IT-YOURSELF TO THEM!!!

The more do-it-yourself stuff you put in the hands of those who you COULD do it for them, the longer the line of people waiting to have you do it for them.

Do you know what's harder? Proactively skipping that step and saying "Forget all of it, I'll do it for you". THAT'S HARDER! Seems easier cause there's less steps...but it's harder. So if you want to be in the consulting business/coaching business...yes, you could front end them, but it is harder than if you put information marketing biz in place, and let that feed the other.

It's so much harder to sell the coaching unless you have a process of sell the
box, continuously mail them, sell another box, put them in a seminar, THEN sell the coaching.

You'll make less money than if you did all the steps.

So you want an information marketing component if you want to make the 1on1 stuff easy to get.

**The second reason to do this is, clients by ascension will give you alot more money for what you do for them, then clients created from scratch.**

**THIS WHOLE DAMN THING IS ABOUT BUILDING YOUR OWN HERD! EVERYTHING ELSE EMINATES FROM THAT.** And when you try and do these businesses without a herd for them to feed on, everythings alot harder and the fees are so suppressed it’s less profitable. Eveen if all the herds steps were done at breakeven or losses.

**Proactively soliciting clients:**
- Seminar
- Real book
- Newsletter
- PR

**Clients by ascension are way easier to get...levels by which they move up.** They gradually rise to the level of giving you large sums of money to have you do stuff for them. So you build a herd and forces you into information marketing.

re: credibility vs. believability

**Credibility is one of the least important factors.**


re: authority

**Authority is very important not just in selling our services but in controlling the clients once we get them.** And you get it by self-aggrandizement. Familiarity is actually somewhat detrimental in these situations. They have to see you as godlike in whatever you do.
re: celebrity

Celebrity is very important. Society revolves around fame. It's celebrity, not credibility. So making yourself famous, not in general sense, but to your constituents, so that they view you as a celebrity is far more useful in having them give you money than is having more credibility. So you need to have yourself appear to be as much of a celebrity as possible to your constituents.

Re: what to sell as a consultant/coach

In Coaching/Consulting...if you sell stuff that can't be quantified - good luck. THE BUSINESS YOU WANT TO BE IN: SELLING MONEY AT A DISCOUNT! "$100 bill, if you believe it's real you can have it for $10, how many would you like?" Need to show the math of what they're losing, and the such a small amount they're giving you, by solving the problem they can't solve on their own. So really you cost nothing, and they're simply giving you a tiny bit of the money they're recovering and they're recovering a whole bunch of money for themselves. YOU MUST PUT WHATEVER YOU DO INTO THESE TERMS...MONEY AT A DISCOUNT...ANYTHING ELSE IS A REAL UPHILL BATTLE.

The money business is a good business, everything else is difficult. You need to denominate everything.

Re: giving away free advice

If you give anything away for free - before long you're giving EVERYTHING away for free. They expand their idea of what free should be. Once it starts, you can't stop it. Even going to lunch with them for free...not picking up the tab, but doing it for no money, bad idea. Unless the conversation is restricted to weather or football. PRINCIPLE: COMMIT TO YOURSELF - YOU ARE NOT GOING TO GIVE AWAY WHAT YOU SELL. NOT UNDER ANY CIRCUMSTANCES WHATSOEVER.

If you give away advice, you're asking for abuse.

re: Proposals

A proposal is an exercise in doing work for nothing. This is like giving quotes. The only way you do a proposal is if you get paid to do it. So you need to call it something else (i.e. Strategic Action Plan) and charge for it. If you do these things use a SALES STRUCTURE (that makes them want the
damn thing you do), not a "we "We "we structure. Focus on "YOU". Use testimonials.

Re: ezine vs. paper ink newsletter
the higher up the ladder, the less they're reading an ezine...and an ezine isn't a substitute for paper ink. It's an addon.

Dave Petito tips:

- **When talking about what you've done, less is more** (i.e. "I worked at ABC, BBC, Home shopping, etc etc" and you name a few without going into details...because if they don't believe you after that, they just won't believe you) The more you tell them about what you do, isn't important to what the guy wants...gloss over your credits. You're there because someone said "you should meet John because xyz". They're already primed for you.

- If you aren't 50, you should associate yourself with people who are and people who have more experience, if you're 25 years old and you come to someone and say "I'm going to increase your revenue 30-40%" I don't believe you.
- Without credibility you need to find a way to attach yourself to credible situations, whether with Dan Kennedy or Guthy Renker or whoever.

- Don't call yourself a consultant=unemployed. Call yourself something else.

- Celebrity: Is huge everywhere. Dropping names of celebs you've been involved with because it is impressive. It's a good thing to use, and if the celeb is of a corporate nature: bill gates, spielberg...same kind of celebrity. It's all celebrity.

- ALL OF THIS TRANSLATES TO AUTHORITY. A client wants to give you money, and that's the reason you're infront of them in the first place

- Authority is everything. Celebrity is everything. Credibility is everything. Resume doesn't really mean anything.

**re: Money**

1. Problem with getting paid by the hour, day or month is there are only so many hours, days, months. You need Leverage. There's no leverage in "box of time for money".
2. **Per project pricing is Dans norm.** There's no measurement of hours involved. You can get leverage here when you select projects without learning curves, that don't take alot of time (and client doesn't have to know) etc.

3. Cost + = the more the client spends, the more you make...as you get paid a percentage of expenditures

4. Retainers = can be purely for access (set fee). Then there's priority access (set fee). And project fees still apply here, and the clock still keeps running after the access. It's someone paying you so much as the beginning of every month or whatever so you pay attention for an agreed upon time.

5. Pre-agreed work with retainer = "Okay, you pay X a month/quarter/whatever and I'm agreeing to be available/on call/do certain things on an as needed basis."

re: more on Money

This business is seriously a whole lot about being able to keep a straight face when you quote fees. It's very important. If you think they're ridiculous, you won't command them. Clients usually don't have a set of norms...it's not like buying tires or doughnuts. It's not like they know what it should cost. Alot of this has to do with YOU, and how YOU think about your fees moreso than anything else. The different between someone getting $50/hour and $5,000/hour mostly has to do with their attitude about the fee and their ability to keep a straight face giving a quote. It's mostly you, not anything else.

re: more more on money

YOU DON'T GET PAID FOR THE HOUR, YOU GET PAID FOR THE VALUE YOU BRING TO THE HOUR!

The lowest paid people think they get paid for the hour of work. That's why they get paid lowly.

Higher paid people think like the quote above. "YOU DON'T GET PAID FOR THE HOUR, YOU GET PAID FOR THE VALUE YOU BRING TO THE HOUR" You get paid for the value you create.

*****REALLY HIGH PAID PEOPLE UNDERSTAND THAT THE HOUR IS
IRRELEVANT. It's ONLY the value. They don't even think in terms of hours. (Dan and the theft control guy sold a $3,000 20 minute tape with 4 important points on it...and Dan originally wanted to just sell them $3,000 3x6 card in an envelope and could have got away with it.)

People who make really high money don't even think in terms of hours, let alone have the client think in terms of hours. IT'S ALLLLL ABOUT THE VALUE.
You want to escape billable hours.

Re: Where Time Leverage Comes From In Consulting...

1. Minimizing learning curves and charging to a big learning curve (Niching, and doing it over and over and over again)
   -> If you said to someone "8 days, $7,000/day...$56,000 plus 3 points on the gross...and OH BY THE WAY, I'm going to take this binder off the shelf over here, and I'm going to change a word here and there, and I'm going to get it to you by 2pm this afternoon..." theoretically you should be happy, but you won't be. It's like the doctor who says 'allow for a 2 hour wait', but it's 6 minutes with the doctor. He doesn't say 'it'll be 6 minutes.'
2. Subcontractors
3. Recycle work product (you want to be able to take it off the shelf, tweak it, fix it and use it again, and again etc. you don't get points for creating it from scratch)
4. Can-and-Clone-It Options (i.e. take coaching and put it with licensing. Taking same material and selling it area by area, industry by industry)
5. Success Based Compensation (% of something measurable in dollars or translatable into dollars which you can get a percentage of ie. sales, sales increases, savings, manufacturing productivity improvement...)
   (PERCENTAGE ABOVE BASE is an example of % of something)

2 Priorities for Consultants:

1. Time Leverage
2. Maintain Constant Prospective Flow of Clients

2 tips about success based compensation:

1. Should always be over and above fees, not in place of fees. Your time has to be covered by fee, and percentage deals are leverage money.
2. Many clients you want to give them a way out, so BUY OUT OF PERCENTAGE is a way. So they can BUY OUT the royalty and make you go away.

Another way to get paid is BENCHMARK BONUSES is "we do this, we implement this, and when we hit this point I get another X, when we hit this point I get another X".

Another form of compensation is Managing the purchase of goods and services and get a markup.

Commissions from vendors.
Ownership of the work product.
Perks.
Another compensation is, although not the best, is doing business with people in less than ideal circumstances in order to get other clients from that client.
Another compensation is Joint Venture being in business with someone.

**On presenting fees and costs:**

You will regret undercharging far more than you will regret losing one.

You're better off quoting a high fee and not regretting, than quoting too low fees and regretting it, and the deals you can't get the compensation you want, drop em'.

"Normal and Customary" are the two keywords here because the client don't know what's customary and normal, and you get in trouble when you start acting like it ain't normal and customary - but as long as it is, it is! You got to put it together as "this is the way we do things"

Options vs. no options:

salesmanship 101 here...option a,b,c is better than yes/no.

The Modus Operandi on the Fee:
When someone asks for the fee, one consultants modus operandi is to ASK QUESTIONS. "Well, would you want me to do this, and would you want me to do that, and would you also want me to do this..." SO THOSE ARE OPTION
QUESTIONS, ALL FEE BUILDING.

**THE SCRIPT WHEN ASKING FOR THE MONEY:**
You need a script when asking for the money. Someone could punch you in the stomach in the middle of the night and you could wake up immediately and say the 5-6 sentences that have people giving you the money. You can bobble everything else, but NOT the part where you ask for the fee.

Like Dans Copywriting and Consulting money, you could wake him out of a nice sleep and he can give you his 'this is how this works' speech WITHOUT ANY NOTES OR PREPARATION.

One of Dans speeches is, "well, it's 7800 dollars if you come to me and 300 more if I come to you, plus it's first class airfare, roundrip round either pheonix or cleveland for my convinience, not necessarily yours. I pay my own incidentals. 50% of the fee is required as a non-refundable deposit confirmed to date, the balance paid on site, and one of the three things happens at the end of the day etc etc etc"

**Charging Extra/More:**
You can do it on anything. Dan does it on DISTANCE. So, if he goes to you it's going to cost you X more cause he doesn't want to go to you, but if you go to him it's X amount. Another way is RUSH. You pay double if you're in a hurry, that kind of thing. There's DIFFERENTIAL PRICING. So, i.e. if you want me doing your case it's X, but if you want me supervising and Jr. doing the other stuff, it's only Y. Consulting firms do this. You might give them PREFERENTIAL PRICING depending on the length and size of the engagement. Another thing to consider is ANTICIPATED PAIN IN THE ASS FACTOR. I won't make you happy, but it will remind you with the sticky on their file that "oh yea, so he paid triple for the 'pain in the ass factor' I factored in, okay, I guess I can't be mad since he's paying for the allowance of being an idiot." But again, You will regret undercharging far more than you will regret losing one.

**Milk Cow Account:**
The guy you might now be getting as much as everyone else, BUT you got a stable relationship with them, you're going to get your light bill paid every month based upon your relationship with them alone while you develop your business. Often this client was your first employer even!
How to expand an engagement:
You may not want to but if you do, the biggest thing Dan can tell you is it's as much about how you think as about what you do. The thinking is, as soon as the relationship begins one of the things you're on the hunt for is how it's going to expand, how are you going to increase their usage of you, what other opportunities are there within this client for you to do things. So really it's the "what's next, what's next, what's next" thought!

2 ways to get to it:
1. Precursory - they hire you for X but maybe they need you to do something before X
2. Post - what happens after we do X
   (i.e. they hire you for sales training. You need to do mystery shopping on the company on what the heck they're doing right now before you can do sales training. 3 hour project just became 4 days, while the Post is everything that needs to be done to support the sales people.)

When you get involved with a client you should immediately start to make the matrix of what's precursory, what's next after we do this, what's horizontal that we may need to do at the same time)

You should have your own general checklist relevant to what you do. And when you have a client do these diagrams and think what are all the things I can get this client to do for me as a result of or in concert with doing X.

How You Can Get Paid:
1. Before work --> How rich people get paid, and the ideal. This isn't always palatable to client but CAN be if you do pre-paid discounts. And it's significant savings to them if they pre-pay.
2. During work as you deliver it
3. With work on a benchmark schedule
4. After work --> Getting paid afterwards is called a collection problem. Never do this. You never do anything for free. This is a bad idea. Get this idea out of your head. You're not in the collection business anymore than you're in the proposal business. You're in the MONEY business. Plus the work is worth less once it's done than it was when they were looking forward to having it.

If it ain't full pre-pay upfront, AT THE VERY LEAST A CHUNK UPFRONT: 1/3rd, 1/2, 1/4th...

If you do option 2 or 3 above it should, again, start with money.
AGAIN - NOTHING FOR FREE. EVERYTHING STARTS WITH SOMEBODY GIVING YOU MONEY.

Your contracts should eliminate the need for invoicing. Part of the clients agreement process that they're agreeing to at the beginning is, for example, benchmark is triggered or product is delivered and you, mr. client, send money. The most you should ever be doing is a P.S. with the package letter "P.S. This should trigger another payment. Look at the agreement."

And don't do incidentals like getting your shoes shined at the airport and crap because then everyone needs to keep records, and they want to see records...just no. Just package it.

Good way to use percentages:
As a buyout. I.e. Here's the deal...25% over and above base until death OR you buy me out right now $15K pre-pay upfront in 2 payments, 1 upon delivery type of things etc and you get your desired amount upfront.

If you know the deal will make them $1 million, a buyout of $100K ain't anything.
If they only have $200K to spend, $100K buyout ain't particularly ideal. Depends on the situation.

About Deals:
You got to make it a number that feels good to them, but it's the most you can get and still have them feel good about it.

- The longer you do what you do, the more you tend to overestimate what others know, and underestimate what you know...and what they don't is still a secret to them even if it seems mundane to you.

- Excess Familiarity breeds contempt, your clients aint your buddies otherwise you lose control

- Overstaying your welcome, don't plan on client relationships lasting forever
- Don't hang onto bad clients, cut your loses

- Poor documentation (initial agreement, every modification to the
agreement no matter how tiny...paper trail everything to avoid unnecessary argument...so better to have paper!)

- Don't work for free

- Need to keep deal flow coming...no matter how much work or how busy you are or where you are...at least one thing has to get done that is designed to create a new piece of business, either from entirely new or from current business because you never want to wind up with the pipeline empty. You never want to be caught up...you're supposed to be overflowing and behind in your pipeline. Have a discipline every single day! Do SOMETHING that stimulates future business. The reason most consultants have problems is they get in to do the work, wait till it's finished, then they have no work. Then they try and create more work. YOU ONLY HAVE 2 CHOICES: A. YOU HAVE MORE THAN YOU CAN HANDLE STACKED UP WAITING IN LINE SCREAMING AT YOU or B. YOU HAVE SHORTAGES. You can never have the flow just perfect, so it's better to have it backed up if you want to be in the game.

Ownership and use of work product:
Figure out the rights...and as a general rule you want to keep as much as you can to reuse it and leverage it as many ways as you can. The most important point is to define it at the beginning, not after the fact. So it may be in the clients town only. His city only. In this country only. He may have to pay you some kind of renewal money or continue to pay royalties or when royalties stop his rights to use the stuff stops, you ought to have a means of terminating, they should too, you certainly want to use the work in seminars, presentations, newsletters, etc etc etc all of that is important language to have in your agreement.

BIG ISSUE:
Don't sign a non-disclosure. No one has anything that hasn't been seen before.
But what you've done once you've signed it is...YOU'VE PUT A LITIGATION TARGET ALL OVER YOUR CHEST.
If you have one, at least limiting the term of non-disclosure is better than no limit at all.

It creates liability. Confidentiality Agreements and Non Disclosure agreements are an invitation to find yourself involved in legal disputes.
You really do need "there's another bus coming" attitude.

**Dans Most Important Contract Items:**

- Single most important element in every agreement -> how you get out if you're unhappy, How client gets out if they're unhappy. Describe it in advance. Define exits.
- How you get paid
- How you verify payment

What happens if a payment is missed or late (typical answer = everything stops)
Accurate complete project description (better the project description, fewer the problems later)

Indemnity (what happens if someone gets sued or has to talk to a regulatory agency and you need to talk to them too...what happens?)

Ownership rights

Access (what access do they have to you, what access don't they have to you, what are the rules) (When people give you alot of money, they sometimes get the idea they now own you, and they're offended if they can't talk to you anytime anyday - you need to control it BEFORE not after.)

**Criteria for a client:**

This helps you avoid emotional suckerfish clients and 90% of shitty clients etc.
Some client criteria to consider:

The best client is USUALLY successful seeking to be more so

The best client is USUALLY a client who could do what you're doing for them but chooses to have you do it instead for some sound reason (they're buying speed, or an even greater competence, or added value...but they
actually COULD do it) They understand the process, they're insync with you on the process...

The best client is USUALLY busy...because that means he'll bother you less. The best is the guy you have to chase for the next step, vs. them chasing you.

The best client is USUALLY:

Has a problem, usually a desire instead of just a need, knows he has the problem
Believes his problem will get worse, or his opportunity will diminish through delay (=high value for the solution or fulfillment)

He's able to make the decisions and the commitments (vs. committee)
Able to pay your level of compensation. No use fooling around with people who can't pay you. Got to go somewhere where there's money.

**Management issue:**
Gratitude is short. Grudges are long. If anything you do relies on them being thankful to you for how much money you made them or saved them last month...lots of luck.

**Problems:**
Responsibility-Authority Problem (Where you're responsible for results, without authority over the people or conditions that create results)

Staff Internal Sabotage Problem (not sending out mail piece, cheat, lie, steal, etc.)
Decision by Committee Problem

The Unseen Influencer Problem (where you think the client is making all the decision, but after doing a whole bunch of work...you find out differently...like 'who's on the board?', 'venture capitalist?' etc etc and you paper trail it, so at least if you find out differently you have ammo to scream)

Legal Compliance Problems (some businesses more than others, some business have legal department with huge say in what goes on, define rules of engagement ahead of time "how much influence do they have?", "who's making the final call?")
Concealed Information Problem (Often happens in 'salvation' client situations vs. clients doing good already. i.e. Kennedys Dome material story)

Misunderstood Agenda Problem (you think X matters, but really Y matters...)
Shoot The Messenger Problem (not good to be the guy in a situation where a solution is: "guy brings bad news? shoot him)

Non Payment Problem (client not paying)

Early Termination Problem (define how people get out)

Front End Delivery Problem

**CLIENT MANAGEMENT SECRET:**
"THEY HAVE TO VALIDATE THEIR EXISTENCE BY FINDING AND MAKING YOU FIX SOMETHING - SO WHATEVER YOU DO, DON'T DELIVER IT PERFECT - DELIVER WHATEVER WORK PRODUCT YOU DELIVER WITH INTENTIONAL ERRORS IN IT SO THEY CAN FIND THEM." Now don't do anything really important because they may not find them all. But you put 4 or 5 things in there that you deliver that they're going to be able to find, and tell you to fix, so that'll make them happy. You control the thing so they're easy for you to fix and everybody's happy. But whatever you do, DON'T DELIVER PERFECT WORK PRODUCT. Because you'll be fixing perfect work product. Everyone has to validate their existence. Better for you to control the way in which they do that. And every client does it so they can be happy, and you want them to be happy.

Contract Language: (Never call it a 'CONTRACT' (unless you're dealing with big lawyers and corporations etc.), **Call it a Letter of Agreement or Letter of Understanding**) 

"I have placed a X day hold on these dates pending receiving deposit." When you mark the X on the calender...it should only get marked when there's money. You don't commit date, without them committing money, via an hour off the phone, a day off the calendar, a week off the calendar...if you don't give them a date in which the money is in, after that the date is fair game.
**Access:**
"Client also understands consultant is rarely available on short notice. Should additional in person meetings be required...

"however should a complete re-write be required..."  
SO IT DEFINES WHAT TRIGGERS ADDITIONAL COMPENSATION.  
So that's just a control paragraph.

**Here's another control clause:**
"The clients input is encouraged, but the final votes mine. Not his. If you want to do it, don't hire me."

Don't hire the heart surgeon then lying awake telling him where to cut. So the deal is, I welcome your input, but the final decision is mine. Then if you want to cut, chop and change, you pay extra. So it's a control clause.

**Client responsibility piece:**
"Deliver of final drafts is contingent upon prompt feedback and cooperation of client."

A less lite version is it's contingent upon the client responding within 3 to 5 business days...etc.

You have to decide how strong and friendly you make these things depending on the situation and who you're dealing with.

**No Guarantee copy:**
We don't promise squat. No guarantee what we're telling ya is gonna work. So don't be holding us responsible for results.

**Compensation and Verification language...**
Royalty Clause with Buyout  
"The Royalty Buyout Option at $75,000 is available to the client up to the 90th day following first use."

**Idemnity clauses...**
Client is fully responsible for legality of use of advice and work product and idemnifies the consultant against all costs that might arise from same.  
Heavier version includes who pays for counsel, whether you have the right to seperate counsel or are represented by self counsel etc etc limits etc etc
All bunch of insurance clauses are in the Indemnity clauses...
Right to use paragraph:
it identifies as work for hire but still gives you the right to use the work for example purposes...

**Dan's closing paragraph usually looks something like this:**
It summarizes what we agreed to
Date, Sign, Return to me along with the cheque...
**IF YOU CHOOSE NOT TO DEFINE IT, YOU'LL PROBABLY END UP LITIGATING WHERE THEY ARE IF YOU HAVE TO LITIGATE...so you can define it beforehand.**

"Consultant determines content of calls" --> short version of 'nice input, but final vote is mine
"and retains copyright to all materials" --> 100% retention, they have a right to use but no ownership, you have unlimited right to use

Lee Milteers agreement has the clients card being whacked on the first of every month, typical of coaching programs, although you can do it with consulting agreements as well.
Taking payments over a period of time from a client...

**Re: Customer Service and CLIENT POSITIONING/CLIENT EXPECTATION**
You should really care when it starts costing you money...so for business reasons, not otherwise. You provide client service in access. But the main thing is to:
a. define the rules of engagement and train the client from the very beginning
The problem occurs when there's no conversation about this until there's a problem. And you have a level of expectation that there's no way in hell I'm going to fulfill. There's very few problems when that conversation takes place and is on paper. There's also how you position yourself from the VERY beginning, you're always creating expectations from the very beginning, so in Take Away Selling (soon) we'll talk about how important process is. How accessible you are when they're a prospect has a lot to do with how accessible they feel reasonably demanding you are when they're a client. So you control all of this from the beginning.
ALL THIS HAS TO DO WITH THE MANAGEMENT OF THE EXPECTATION MORE THAN IT DOES ANYTHING ELSE.

Also, Responsiveness has to do with Client Value. The person giving me the most money, I have the highest tolerance for. "This guys gonna get a call back today...this guy ain't."

But for the most part, clients are imminently trainable. Most people have problems because they just don't train em'.

They'd like to be our friends and we'd like to be their friends...but that's not the relationship.

Just like we ascribe human characteristics to pets when it ain't true...we make this mistake in business, with employees etc. WE TRY TO GIVE THEM CHARACTERISTICS THEY DON'T HAVE.

You can be friendly, but you really can't be buddies.

The relationship is a business relationship.

Your control with them changes, even if your value delivered to them didn't...simply because you hang out with them too often, they see you're flawed, and you lose control. Remember the whole deal about Authority? Taking the client to the go-go bar is a bad idea no matter how long he's been a client. Don't let them get too close, too familiar...then you got problems.

If he's a 'friend', he can call you whenever he wants to! NEW RULES. That ain't good.

If you get referrals from friends, fine, because you still define the relationship with the new guy. So it's okay still.

"Have you ever had a close friend of relative take your advice?" Dan: "No"

THE ONLY THING MORE FUTILE THAN DISPENSING FREE ADVICE, IS DISPENSING UNWANTED FREE ADVICE.

Even further up the futility ladder would be DISPENSING UNWANTED, FREE ADVICE, TO A FRIEND OR RELATIVE.
It's like in a small business where the owner loses the ability to influence his employees. It's the familiarity deal (i.e. consultant/trainer gets hired to come in, tell a few jokes and it's a revelation to the staff, and meanwhile the owner has been saying the same thing for 6 months!)

Think normal and customary.

If it's going to kill the deal say "thank you" and go to the next client, because you'll most often regret you didn't kill the deal later. In the contract you got to cover every eventuality in it! It's for our benefit, but for THEIR BENEFIT TOO! Because no one gets productive results from disputes.

*****Dan usually creates his rules of engagement that define what success is going to look like to the greatest degree that it can. That's a key element. What does the client consider successful? In other words, out of the relationship what do they expect to get - this is what will be defined as success. Because if you don't know THAT...you're sunk. If it's not defined, there's room for enormous disagreement. No one had a meeting of the minds of what success was going to be. Otherwise, you perform successful and it's not visa versa with the client. And it all leaps back to clarity. The clearer we can get ahead of time on what the expectations are, on what the rules are, what's going to happen if it doesn't go, what's plan B if Plan A isn't working so good...the more of that we have ahead of time, the better shot you got of good productive relationship that has some legs and staying power to you.******

Takeaway selling - There's a very short line to see the wiseman at the bottom of the mountain...he's always at the top of the mountain. He's difficult to get to. Difficult to get an appointment with. Difficult to see. Infinitely more demand to get to him then there is supply of him.

IF YOU VIOLATE THESE PRECEPTS. YOU DIMINISH YOUR VALUE AND CONTROL OVER THE CLIENT AFTER YOU HAVE THEM.

Take away selling starts with the premise that you really don't want, don't care, don't need, not gonna lift a finger to get their to get. THEY'RE CHASING YOU!

Halbert, at his first seminar, wore a hat that said "Client Suck!" and went on for 10 minutes about how he hates clients, thinks they suck, how he won't
take on anyone so don't even bother, even if it's a million dollar deal, don't follow him to the bathroom, don't talk to him at breaks etc etc and the more he did this, the more determined people were to get to him.

That's the whole Robert Ringer deal. You got to tell them you won't accept them, then they'll fight twice as hard to get you to accept them.

The more something is designed NOT to get a client, the more likely it is designed to get a client. (i.e. halbert newsletters)

Preverse principles that effect us (and you want to play to every single one of them):

- **we want what we can't have**

- the more we can't have it, the more we want it

- we want what others want (that's why everyone uses 'shills': One who poses as a satisfied customer or an enthusiastic gambler to dupe bystanders into participating in a swindle.) The guy who sells knives at the county fair...there's always a buyer. Someone's got to start it. As soon as 2 or 3 want the knives, everybody wants the knives. Before 2 or 3 want the knives, nobody wants the knives. Everybody wants what someone else wants...which means they got to have someone to start the parade. (i.e. you sell a horse for $3,000 thinking you could only get $2,000...then you think 'maybe he knows something we don't know' and think of buying him back for $5,000! It's just the way it is.)

- **Degree of desire = degree of difficulty.** The harder you are to hire, the more they want to hire you. This ain't like purchasing a 'thing' where ease of purchase is an advantage. People bribe Dans secretary because he has no time in December and says "March". If Dan said he had 4 or 5 days in December, the intensity would be entirely different. Then you get procrastination stuff. ("okay, well i'll think about it and get back to you"). It's all about the difficulty.

- Ease of access diminishes desire. The more accessible you are, the worse it is. You ain't running the E.R. The more accessible you are, the less they want you. The helping businesses business ain't a business to be accessible in. The 'go get em" and the 'let em get to you anytime' is ingrained in people...but it's the opposite that works in this business. All you end up with is people asking for advice, fee resistance, procrastination...all the bad client
management problems. Most client management problems go away by being
difficult to get to. This, by the way, extends to businesses other than
consulting.

- Your desire for their money, diminished their willingness to give it to you. If
they smell that, it's a problem. You got to not care. There's another bus
coming. This ain't about value...it's just a preverse reaction..."he wants it, we
better not give it to him". "If he doesn't want it, we're going to try and make
him take it." That's exactly what happens. "We'll up the ante. We'll use cash.
We'll send a cheque. We'll use a briefcase." Dan's had it all. And the more
you "no, no, no, no"...the more they do.
- Hard to be a profit in your homeland (familiarity deal) (homeland =
community, family, constituency who knows you well, etc.) They want the guy
who came from afar.

THE ABOVE ARE ALL PREVERSE PRINCIPLES THAT EFFECT HOW YOU
HAVE TO POSITION YOURSELF, AND HOW YOU HAVE TO DEAL WITH
THE MARKETPLACE.

3 Supply and Demand Ratios

1. There's a real ratio
2. There's the ratio as it is in your head (if you look at your calendar, and your
real ratio is 30 days sold of 300...and that's the ratio in your head. You will
behave, sell, communicate, converse in a different way, then if the ratio in
your head is 150 are gone and there are 50 left.)
The way to get there is partly attitudinal, but partly practical. If you time graph
your calendar, there's reasons to take days off other than the reason of
'somebody bought it'. You got to do taxes, travel, maybe you write a book this
year...so you block out all that. Now you have turned the ratio better in your
head. "I only have these many days", therefore everything you changes and
therefore everything they do changes.
3. Their perception. There's the ratio/numbers the way THEY see it. And you
have to control that perception.

Because it's ALL about supply and demand.

The ideal situation is for it to be real. Truth is like a plus. When there's
massive amounts of demand and not enough of you, you DO get pretty ballsy
and pretty casual about what you don't get...all the right things happen for
you. And to create that you just got to have alot of marketing and alot of
publicity, alot of books out, alot of product out, which comes all the way back to the information product business. The more stuff you got out in the market place...the more demand you create for yourself.

There's the ratio in your head, and in their head.

**PROCESS/SYSTEM**

You have to have in place a prescribed process or system you adhere to or live by or how they come to you. That's where it all starts. That effects: their perception of supply and demand, it effects their perception of your positioning in general, it controls access, and it sets the stage for the way the relationship will be from then on.

Think of the doctor, you got 100 papers and forms to fill out of information. They have an intake procedure that happens before anything else happens. Can you see the guy BEFORE filling out the forms? No.

**Principle:** The more unreasonable the process, the better. Because it does all the right things for you. The more things they have to do to get to you, the more determined they are to hire you when they actually DO get to you cause they went through all that damn effort. That's the psychology you want at work.

**When you look at your process you have to look at:**

1. How they qualify to become a client
2. What criteria they must meet
3. What information they must provide
4. How they communicate to you in order to get in the running to be accepted to be a client
5. And what delays and response you want to incorporate in your process (cause the more eager you look, the less eager they are)

This effects every business on every level. It’s easier to do on a client level, than on a consumer/customer relationship.

**On deal flow and perception of deal flow:**

A brand new cold inquiry that Dan gets often doesn't get called back for 2 weeks. Often, you wait till they call back 2 or 3 times and only call the 3 timers back...why? WELL, YOUR CLOSING RATIO BETTER, AT THAT POINT, BE DAMN OFF THE HOOK! And they're fuming to buy and pissed off. But when they finally DO get to Dan they're just trying to hire em' right
then and there because if they don't hire him right then and there it's like...you know...my god, I'll never get em' again!
It's all about dealflow and perception of deal flow.

**Conditioning of Your Thinking:**

You have to condition yourself to think and talk in terms of scarcity of you and massive demand for you.

This has to become automatic behaviour.

You train yourself to do it automatically, and it becomes the way you think, therefore it's true.

At any given moment in time is it mathematically true? No, but it's true. And that's where you have to get to. That's what this thing is all about. And it's not just the consulting business, but it's just applicable to the consulting business too.

**What if you're just getting started?**

THAT'S ABOUT YOU, IT AIN'T ABOUT THEM. GET IT OUT OF YOUR HEAD.
Every doc operates on everybody first. Don't tell them. You don't want that in his mind at all.

Not only do they not know, they don't care you've never done it before...doesn't matter. Only matters to you.

**What if they ask for references?**

9 out of 10 times you screwed up everything up until that point. Cause they shouldn't be asking.

Dan has testimonials.

Sometimes Dan got "are there 3 or 4 people I can call or talk to before we do this?" Dan says "My clients are busy, they don't work for me. They work for them. They don't want to be my sales reps. No you can't bother them. Don't dare bother them. Secondly, if you need to talk to them before we go forward,
we shouldn't go forward. You either made a decision...I'm you're guy...or you haven't."
And onto the next bus. Dan views all that stuff as alarm bells, we're going to have difficulty or aggravation and he don't want it. Dan does this stuff today AND 20 years ago when he didn't have anyone for them to call. The answer was pretty much the same.

Now, the answer DOES vary a tick based on value. If it's a huge deal, maybe. Dan can think of 2 or 3 occasions in the last 10 years when, ya, it's been a big enough deal, and Dan thought the guy wasn't being a jerk that, "Yes, there are people you can call. I don't want them bothered, and I'm going to arrange for them to call you." Then he used his heavy gun clients.

I.e. This is where Guthy Renker has more value then the money. I.e. Dan, not usually, but can maybe once or twice call Renker and say "Do me a favour, call these guys, they're thinking of giving me a quarter of a million dollars and it would be useful if you said a couple of nice things"...but for 25K? No. Of course everybody's number is different.

**YOUR BELIEF SYSTEM IS WHAT'S IN CONTROL OF THIS FAR MORE THAN ANY OF THE MECHANICS.**

This is a belief system deal, not a mechanical deal.

Takeaway selling is all headtrip stuff. It's all you. Just like an animal smells fear, clients smell uncertainties. If there's no odor, you're in control. This is all about what you think and how you think.

**Guaranteeing results:**
Yes, you'll make more sales...but you have to decide how comfortable you are with that. The danger is you're guaranteeing results with too many pieces of the puzzle you can't control. That's the problem. It's been a long while since Dans done it. In theft control we guaranteed results, but the results they were guaranteeing ...they knew it was almost impossible for it NOT to happen based on how they delivered the product because they had a huge amount of control over scaring everyone so they stopped swiping stuff for a month.

A second thing. It gets you more sales, but at what point do you not need that anymore to fill your capacity. To have all the clients you could possibly handle. The sooner you get there, the better off you are, then you can stop doing it.
Stephen Roulac:

- is one of the highest paid consultants and expert witnesses in America, with a who’s who of major banks, commercial real estate companies, hotel chains and similar companies as clients.

- Consider: For information, some things to think about is 'where does the sale actually occur?', 'where does the work get done?', 'where's it get delivered?' Some things require personal stuff, others you never see the person at all. The author, arguably, never has interaction with his readers other than book signing maybe. Where in consulting you need alot of personal interaction for a certain amount of time. If you don't like where you live or who you live with...going to the clients place is often appealing. When hiring sales people, it's said you want those with bad home lives so they want to be on the road all the time and have people spend alot, so they got to work their butts off to make enough of money to pay for it all.

- Re: Time. Synchronis = you and client have to be there at same time. Asynchronis = different times. A big breakthrough is email...= asynchornis. All this has an implication on how you want to design your life, business, and your profession and professional involvements.
- Also consider Degree to which what you do is common vs. highly customized. More customized = more involvement needed and less flexibility in your life.

- Revenue dollars broken into Marketing, Sales, Direct costs, Service delivery...the idea being thinking through the different ways you want to market and merchandise your information.

- On basis of activity, you could do: Brokerage style vs. Professional services style. Brokerage style involving bundling a whole bunch of activities and doing them all, and Professional services style being a bundle of services, but breaking them up and doing one at a time with great intensity. Brokerage tends to be paid when the sale closes...whereas in Professional services it can be paid by the client. Contingent in Brokerage...not Contigent in Professional services. Brokerage is percent of transaction, generally is a project for your hourly rate on consulting with specialization to market segments, geography, property type, price points and different things to look at it that way.
- Stephen Roulac and Craig Proctor are both dealing with monetizing unique proprietary marketing service delivery models. Craig via Info-sales and Franchise. Stephen looks at it from Info-sales entering Investment Management Business. Different kinds of situations, both looking at large volumes, and getting a fee split across a very big broad buying marketplace. Craigs main market segment is residential real estate brokers...Stephen services Real estate investors, entreprenuer executives, lawyers (associated with the litigation business Stephen does) Sales Funnels: Craigs model is Information Product -> Bootcamp -> Coaching. Stephens model is Books -> Information product -> consulting, professional speaking -> Investment Management. Craig covers North America. Stephen is Global...and subsequently it's not uncommon to have to fly to London by 7a.m. and then have to pitch stuff in meetings that morning and he doesn't sleep on planes. So it's a different lifestyle approach. Price and Service delivery: Craig does it in Toronto. Stephen does it on a variable basis. Craig does presentations primarily in Toronto. Stephens from Ireland so often goes down there. Stephens investing is primarily done out of San Francisco.

**Somers White**

- also familiar to NSA Members, is the consummate professional consultant, 100% successful at creating a high income business that perfectly supports his preferred lifestyle – including two months or so living abroad every year, and nearly all clients traveling to him.

- Has no employees, independant contractors for tasks

- Living well is the best revenge.

- I get paid to stand up and speak in front of my clients

- Somers is 180 degree the opposite of Dan...easily accessible, answers his own phone, people cut in...Dan's got a strategy he follows, Somers has a strategy he follows...nothing wrong with either...

- The first keyword is ASK. You want to start out by asking. The second keyword is LISTEN. And if you listen it will make all the difference. The third keyword is ACTION. Do this instead of getting ready, to get ready, to get ready. Get into action, it will make all the difference.
- The key is POSITIONING, PACKAGING AND PROMOTING. It's symbolized the way you symbolize yourself. You may do this through 3rd party endorsement. And positioning is the difference between whatever you have now, and having the most respected journalist for the Washington Post endorse you, and the Marriott hotel endorse you...with both owners pictures...AND YOURS LARGER! Immediate credibility.

- Organize around your VALUES. Somers values = Doesn't travel, doesn't sell product, doesn't have anything in writing for clients, only sells ideas that produce results...

- You need to VALUE sell. You want that thing that produces HUGE results.

- Somers, positioned to what he wanted by saying in contracts he doesn't promise anything, and the client will indemnify him and his company no matter what.

- Before you can be a great consultant, you need to be a great marketer.

- AS A GREAT CONSULTANT YOU ORGANIZE AROUND YOUR VALUES.
  - Successful interior decorator said: "I only have to do one house"...like Walt Disney said "We want to do things so well that people will come back and bring their friends." Then you build your business one client at a time. To be a great consultant, think about the results you produce. You only need 1 client/engagement...and do it really really well.

- MERCHANDISE IT BACK TO THE INDUSTRY: i.e. if you do something with a CPA, write to other CPAs.

- Most people rush to do a deal instead of finding out who people are first

- You will sell clients better by learning to listen better than talk better. The questions are more important than the answers. If you ask all the right questions, and you spend a lot of time getting those questions, you will have the information and know how to avoid all the problems ahead of time, rather than rushing to make a deal. ASK. People love to talk.

- Use non-directive questions = A question where they don't know what the answer is supposed to be (i.e. "Perry can I ask you a question? What are the 3 biggest problems you are facing internally? What are the 3 biggest
problems you are facing externally? If you could make 3 changes what would they be?"") It puts you on the way to solving problems. PRESCRIPTION WITHOUT DIAGNOSIS IS MALPRACTISE.

- PRESCRIPTION WITHOUT DIAGNOSIS IS MALPRACTISE.

- Somers does 'consulting' where client comes for 2 days of consulting (9am-5pm)...then they are put on a coaching program for 2 years. The key here, it ain't giving the person the idea. It's that there's follow through! Adn the coaching gives the person the follow through. That's where it really plays off...the implementation. The problem isn't giving them the answers...95% of the time it's getting them to follow through.

- **People only buy two things:**
  1. Solution to Problems
  2. Good Feelings

And Somers is in the relationship business. He creates relationships. There are opportunities and there are prospects. 28 yr. old went from nothing to paying Dan $50K in copywriting fees. Everyone is a potential client, every CEO has problems, everyone knows SOMEBODY. The president of Heinz was asked how he makes decisions and he said "It's how I feel in my gut".

People don't remember your accomplishments...they remember your STYLE. What about the image you're creating? Because it's visceral when you're working at the top of the pyramid, ie. with CEOs etc.

**Bill Blades is killer at getting retainers.** Bill is a consultant who gets $4,000 to play golf with a client or go to a baseball game. He's a master at getting retainers...and he has one where they pay him for 10 years $364,000/yr. They pay it on a monthly basis...then he has an override potential bonus of $250K/yr. Pretty easy when you're selling information eh? It's a different way of thinking.

- The most expensive thing you'll ever have is a one time sale.

- **FIRST CREATE THE VALUE, THEN THE LETTER OF AGREEMENT.**  
  "How much would it be worth to you if we did such and such...or if this was achieved?" This has nothing to do with what you charge...it's a package deal. Never charge by the hour. yes, you have a real clear figure you get, but you think about it in terms of the value you're going to achieve - and you do that
through 3rd party endorsement.
- "If I can make you $150,000, how much is that worth?"
- Don't think of your clients as cold cash...you need a relationship
- No success in business will ever make up for a failure at home. Keep your value structure in order.

Q and A:

- Books for large companies. Kits to entrepreneurs. You publish books for PR. You publish products for profit. Book is a bad information product because it looks like a book and prices like a book. Put the same info with tab dividers, recorded on tapes, with forms and a box etc = not price capped. If you're going to build a herd to get consulting clients from, the more money you can spend to rope one in the better. Plus, it can bring you a better class of prospects/clients to start with. If you're looking for pure professionalism credibility...you can't beat the book. But you ideally do all 3: 1. self published books = so you can put whatever in it and their 'books' and serve as brochures and disguised sales letters 2. publisher published books so that it gets to amazon, barnes and nobles and bookstore shelves = marketing device who wouldn't hear about you others + it's maximum credibility 3. products in boxes = for profit. Granted, you can get away with books for 100's of dollars. Just having a book for recognition and credibility for large companies especially. It establishes your legitimacy/authority/expertise in the market, second it can be lead generation.
- Interm of props...In terms of appearence (i.e. Dan Pena using the Castle and international travel...Dan Kennedy using his Race Horses...) since it's eating ya out of pocket anyways, they use what they got. Guys using flashy travel photos. Boardroom photos. USE WHAT YOU GOT! Whether it makes a difference is arguable. Other thing is PLACE BRANDING...who do you want, the guy from Boulder Colorado or Michigan?

- The purpose of articles is for exposure. If you get money, it's bonus. Little do they know we would pay them. Editors are wondering more where they're going to get pieces. If you find someone published and you want to do it...HERE'S THE THING: Find someones whose done what you want to do, pay em' a bit, and find out how to do it. Make articles direct response, free recorded message at end of the article. You can say you'll write the article but you want another ad in there for free...put the recorded message thing at the bottom...see which thing outpulls. 2 birds with 1 stone. The smaller the nicheir the publication, not only is it easier to get it, but easier to get what you want
because there isn't a bunch of people writing articles for his magazine editorial.

- Immerse yourself in the culture and niche to sell in a new niche you're not familiar with. Buy/read EVERYTHING. Play prospect. No joke. You have to establish yourself as a consultant before you can put out tapes you sell etc. Study a few good kits in the industry. Buy Bill Glazers kit, buy Joe Polishs kit...dissect them...and follow the model. Don't try and reach the destination without the journey. Because you want the reaction of "After I got to question 3 of asking this guy...I didn't have to ask him anymore questions".

- How you move someone from Infoproduct to Consulting is up to you. You can make it immediate or 5 steps down the road. If you want to drive them to immediately hiring you as a consultant, it's easy to set product up as such. It's entirely up to you. FIND OUT WHAT THEY WANT AND THEN GIVE IT TO THEM IN A COMPELLING WAY. They'll buy it then whether you're well established or not. The trick is FINDING OUT WHAT THEY WANT AND GIVING IT TO THEM. Look at the marketplace, your own expertise, find out what people want, what they need, what area isn't being fulfilled. All marketing is the same whether shoes or mercedes benz. Find out what they want and give it to them in an affordable way...pick your market small enough...go the next market...it's a formula.

- Right market and right makreting is always most important instead of waiting to climb some non existant ladder.NORMAL AND CUSTOMARY. "Here's what we do next. Step 1 is the diagnostic interview with action plan and that and this and the fee for that is X." One consultant does "Everyone gets 1 free consult and then it's $XXX/hour." and you explain how they can't afford your hourly rate for a project...and then you sell em' on using you after the interview.
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