



Private Practice Marketing Secrets Mentoring Program

Module One Transcript

Preparing to Play Large: Creating Your Blueprint for the Practice of Your Dreams

David Steele: Welcome to your Private Practice Marketing Secrets Mentoring Program. This is Module 1. Today, we are going to cover "Preparing to Play Large: Creating Your Blueprint for the Practice of Your Dreams." I'm David Steele. I am Founder of Relationship Coaching Institute and BuildingIdealPractice.com.

I am excited to have you here today. I have been fascinated by the challenges and strategies for building a successful private practice ever since I entered practice. If you've been on calls with me before, you've heard me tell a few stories about how I've learned things the hard way.

I've had the pleasure of mentoring my interns to build successful practices. When I founded Relationship Coaching Institute, it just became quite normal for me to get involved in helping the graduates of Relationship Coaching Institute build successful practices, which is how BuildingIdealPractice.com spun off.

And so, here we are! I am very happy and excited to have you here. So, we are going to be together for six modules, six implementation labs and one bonus seminar. That is the Private Practice Marketing Secrets Mentoring Program.

It's spaced every other week. The schedule is available from any of the pages in BuildingIdealPractice.com. I'll tell you how I get to the PPMS home pages. I go to the BuildingIdealPractice.com website and I click on "Mentoring Program." And then, there's a "log in" link there on the upper right hand corner and I enter the password.

It might be a long way to go if you don't have the direct link, but that's just how I do it. In all the emails that I send you, you have a direct link to the home page for the modules. Each module has its own page. I'm looking at the page for Module 1, which is at <http://www.buildingyouridealpractice.com/ppmsmain.html> Near the top is the teleclass schedules. So, if you don't have the schedule plugged in your calendar... Oh gosh, I hope you do because this is a major commitment.

What I'm asking from you is about 10 hours a week. On the weeks we have the modules, three will be for the modules, two will be for the implementation lab and other five will be for your other practice building activities that come from the module.

In the weeks that we are not meeting, I would like you to spend all 10 hours in the activities that we cover in each module. So, if you haven't heard that before, I'm telling you now. This is about a 10 hour commitment, if not more. So, it's a pretty intense program actually.

And so, we have two weeks for each module and that's a reasonable amount of time. But don't expect to get through everything by the end of the program. It's perfectly OK to have gotten a good start. Don't expect to actually complete everything. You might get a start on a website, you don't have to have a completely finished website.

You might have your launch event designed and planned, but not necessarily implemented. So, please do not beat yourself up. You are here to learn the tools, tricks, strategies of building your ideal practice and filling it with your ideal clients. My job is to help you apply what we're covering to your unique practice and we do that during the implementation labs.

So, I want you excited, I want you in action. I do not want you beating yourself up for what you're not able to do. You definitely get support in the implementation labs for any of the challenges that you're experiencing. Realize that we all have challenges, even me. If you're a coach or a helping professional, you realize that supportability is key.

The ability to ask for support and accept support is the key to success. Nobody is successful alone. The people that have gone through this program that have bombed are the ones that get frustrated and don't say anything about it. Maybe because they're embarrassed, maybe they're ashamed, maybe they're telling themselves they should've been able to do it.

But please, this is a challenging activity. This is not easy. That's why I like go getters. I've invited go getters to be part of this program and you are automatically anointed a "go getter" because you're here. My definition of a go getter is somebody that is so excited and so motivated to build their practice and fill it with their ideal clients, they're not going to let anything stop them.

They'll ask anybody for help that can possibly of service. Definitely use me, definitely use your colleagues. You can even request a buddy coach if you hook up with somebody or you hear somebody on the call that you kind of like and you want to get their number, their email and you want to suggest supporting each other. I love that kind of thing.

So, anyway, getting back to the participant home page for Private Practice Marketing Secrets Mentoring Program. The teleclass schedule link near the top, you'll see a link for your Private Practice Marketing on a Budget Collection, which, in my mind, has most of the strategies detailed step by step that you might need to implement this program right there.

It's a valuable bonus for being part of this program. It's available for the public at PrivatePracticeMarketingOnABudget.com. You don't have to pay for it, it's part of this program and the password is right there to download the entire thing.

I wouldn't just start listening to all the programs. I would treat it like a toolbox. When you need to do something, go to the toolbox and get the program related to that thing, listen to it, take notes, take action on the ideas and resources that are mentioned in that program. So, kind of use it as needed.

And then, you'll see links for the Resource Bank, Knowledge Bank and Audio Catalogue. The Resource Bank is gold. Most of the resources that you might need to build your ideal practice are here. Most of them are free. All of them have been pretty well-researched. Almost all of them I personally have used or have reviewed. There's not many things up there that I just put up there because I thought it was cool. All of it is there because it's been highly recommended to me and I personally checked it out. Many of them I personally use.

And then, there is a link for the Platinum Club log-in. The Platinum Club is sort of the next step above being a PPMS member. There's additional benefits, there's individual mentoring, things like that. There's a link on the website for Platinum Club, if you want to check that out.

Below that, you'll see "Jump to Class." And then, one, two, three, four, five, six and then bonus seminar. The classes will be unlocked the week prior. So, you'll be able to access the study guide. You'll be able to access the audio of the previous PPMS session from last time. The reason I put that there, so you don't twiddle your thumbs.

If you really want to get going and you're done with the Module one and you want to jump to Module 2, then you can go ahead and do that. I don't want you to work too far ahead. I do want you to stay with us. The modules build on each other. It's step by step. But I will unlock each module about a week ahead of time.

So, right now, if you click on Module 2, it won't work. But next week, it'll work and so forth. The audio and the transcript on the previous time should be available for you.

So, going down to the boxes, that is Module 1, "Preparing to Play Large: Creating Your Blueprint for the Practice of Your Dreams." There's a link to the webcast and replay page. The webcast page is pretty cool because you can join us live via webcast. That's over the Internet. You can listen with headphones on your computer. You don't pay long distance charges.

If you ever have trouble connecting on the bridge, it sometimes happens to folks. Then, just join by webcast. No big deal, it's still live. You can interact with us by submitting your comments and questions online in the box there. Each webcast page has links to the module home page.

Going down to the links for the Study Guide, the Transcript and the Audio...

The study guide I would like you to print out prior to the module, and make notes on the study guide, and keep all this material in a binder or folder so that you can refer back to it. Guaranteed you'll want to refer back to it. Realize that, in my mind anyway, what we're covering applies to one niche. Chances are you'll have more than one niche in your business.

A lot of folks that I know, they are creative, they do a variety of things, they have four, five, six niches. In my mind each niche is a business in itself. My high recommendation here is to build your niches one at a time. So my preference for how you use the PPMS program is to apply it to one niche at a time, focus on one niche for three to six months.

So for the duration of this program and a little bit beyond, just focus on one niche. Don't try to do everything, don't try to do too much. And then, when you build out that niche and it's rolled out, if you have more time and bandwidth and you're ready to and you want to then you can get started building out your next niche. In my mind, in my experience that is just the most effective way to build your ideal practice- one niche at a time.

So download the study guide, have it ready in front of you during the module, be prepared to take lots of notes on it. Because we're going to cover a lot of things that are not necessarily on the agenda. One of the richest parts of any conference call is the questions and discussion of the participants. We're going to have some questions, some ideas that pop up that are gold and you're going to want to capture them.

Let me tell you something about the transcript, I'm not going to have every module transcribed, because from between last time and this time the content is pretty much the same. You'll have access to the transcript that will cover the

content very, very, very well. As far as the gems that pop up with the discussion and questions, those will not be in the transcript so you might want to take notes about those.

The audio pretty much the same. Editing an audio, I don't know, you know I'm a little bit picky, I do not like to publish an audio that is not edited, because it's noisy, there is a lot of things in there that makes it a difficult listening experience, things that are peripheral and not relevant, things like that. Maybe I'm compulsive, but I edit every audio before I release it.

Now the exception here is that on the webcast page after the module is over if you refresh your browser or you go back to it later, you'll be able to immediately access the replay. It's an unedited replay, you can download the mp3, you can listen right on your computer. What's going to be on the home pages of the modules is an edited version of the last PPMS, and since we're pretty much like the transcript going to cover the same content, and we covered very well and very thoroughly, I don't feel the need to spend eight to twelve hours, I mean that's what it takes, to edit a three hour audio. For every one hour of audio for me, I do three levels of audio editing, the first level is what I call a breeze-through. This is just going through it massaging the file, making sure it's level and all the sound levels and taking out anything that's obvious.

A breeze-through is going to be about two hours for every hour audio, and it's really quick. And then there's sort of rough editing, which involves listening to the entire audio program, front to back, and taking out things that don't belong there. And that takes about three, four hours for every hour of audio. Then there's what I call fine editing. Fine editing is what I do if I'm editing a program that's going to be a retail program, or that's going to be used as a promotional program, or for the private practice magic folks that hire me to produce an audio program for them and they want a highly professional program. When I do fine audio editing, it's about eight hours of editing for every one hour of audio, and I get in there and I make sure that your breathing doesn't show up on the audio, so if you go like this in between the sentences [Deep breath] that's going to be taken out, all the verbal clutter, like the thing that I'm most famous for, the thing I notice when I edit myself, I say "you know" a lot.

[laughter]

So I take out all the "you knows" and the "uhs" all that stuff. Audio editing is pretty easy, just open up the audio in a software program, and a free version is Audacity- <http://audacity.sourceforge.net/download/> . You open up the audio file, you click play, you stop it, you put the cursor where you want to cut something out, or make it louder or softer, and then activate that command. It's actually pretty easy, but it's time consuming, and since we're going to cover the material pretty reliably and thoroughly it's pretty much the same as we did the last time. And I'm not going to subject myself to twelve hours of audio editing every

module.

So going down the module home page, you'll see three links, the one year practice building calendar, the private practice satisfaction survey, and the practice building checklist. I would like you to download all of them, print them all out. The one year practice building calendar is one thing you might like to have a number of copies of, and we're going to cover today. The private practice satisfaction survey, it's sort of a list of things that you can look at for building your ideal practice. You take that survey, it will help you identify what you might need to work on to have your ideal practice, things like your health insurance, things like that.

And we're not going to cover all of those things, but it's a good reality check for you, where are you in your practice right now, do you have a retirement plan that you're happy with, do you have health insurance you're happy with, do you have a balance of personal time or professional time, all of those kinds of things.

The practice building checklist is pretty much our agenda. This is everything we're going to cover, and you don't really need to use it as a checklist but I'm a pretty linear guy, I'm a step by step, build something from the ground up kind of person and I think that when we want to accomplish a goal, something pretty big, it helps to have structure, it helps to chunk it down, and so that's what the practice building checklist is about.

And you might use it as a tool to evaluate where you are in the PPMS program. And so check things off as you have accomplished them, and things that are not checked off are the things that you might want to get back to when you get the chance. If you are devoting ten hours a week to this program, over the next twelve weeks, you pretty much should accomplish everything here. The most important thing to me... actually there's two most important things to me, number one is you're prioritizing the ten hours a week that it takes to do this program. You're making it happen, you even have it blocked off in your calendar. I highly suggest that, don't leave it to your spare time because life will get in the way.

The second most important thing is that you are attending the implementation labs. The implementation labs are not recorded, they are there for the benefit of the people that are there. We are coaching you on applying the content to your unique practice, and it might be the case that you show up on an implementation lab and you don't really have a question, you don't really need specific coaching on that particular module, you're pretty well set. But as you know, you'll get a lot of ideas and inspiration from the other folks on the call. Get the support that you need by speaking up and do so as loudly and as often as you need to. Take care of yourself in this program.

This program is guaranteed. RCI members get it as a member benefit for being part of RCI. They've already paid for RCI, they're not paying extra for the program. But if you paid for this program, I guarantee this program. You will get

your money back if you're not satisfied with this program.

However, if you don't speak up, if you don't take care of yourself, if you don't devote 10 hours a week to working through the strategies and what we're covering in this program, then you are not in integrity. How in the world can you ask for your money back and be not satisfied with something that you haven't even participated in? So the key to participation is speaking up. Let me know what you need at the time that you need it.

You can also send me an email. You might know already that, for better or worse- I don't always like it- but I'm on my computer a lot. Serving the members of RCI and the members of PPMS are high on my priority list. When I receive an email from you and you have a question or a challenge, it is a high priority for me. I don't promise to solve everything by email. I do what I can. But I'm very, very responsive, so don't be afraid to shoot me an email with a question or a challenge. So that might supplement the modules and the implementation labs.

So the modules will generally be two hours of content with about an hour of question/answer discussion and coaching, and then we'll continue the coaching in the implementation lab. That's generally how things work.

All right folks, welcome to Module One of your Private Practice Marketing Secrets mentoring program. Today we're going to cover preparing to play large, creating your blueprint for the practice of your dreams. We have a four step action plan for you today that is actually in the practice building checklist as well. We want to help you identify your obstacles to success, reframe and remove them. We want you to create your vision, mission, and purpose for your ideal practice. We want you to create your one-year miracle blueprint for your ideal practice, and we want you to take action towards your one-year miracle today. And we want you to start using and begin filling out your one-year practice-building calendar. So those are some action items for today.

In today's Module One you will learn the secret mindset for beginning to play large; how to identify and remove obstacles to your success; how to create your vision, mission, and purpose; how to create a compelling one-year miracle for your practice; how to use the practice-building calendar to get started right away; and everything else we can cram into today. So on page two of the study guide let's talk about the secret mindset for beginning to play large.

When I say playing large, what I mean is showing up in the world to make a difference. It's sort of the opposite of hiding. When you hide you don't want people to see you. You might be shy, you might be scared, you might be afraid of people's judgment or rejection. You don't want to take a risk of anything. When you're playing large you are revealing yourself to the world, you are taking risks, you are maximizing your opportunities, resources, and time. You're leveraging your ability to serve your clients, and build your business, and make a difference

in the world.

The secret mindset for beginning to play large, let's talk about what it's not. The thing that gets in the way of playing large is limited thinking. Believing, for example, there's too much competition out there. "I'll never make it." This is what I was told when I was about to start my private practice. I was working for an agency and my own family members were telling me, "Oh, private practice. You'll never make it. There's so much competition out there." And if I had listened to them I wouldn't be where I am today.

And, what else? It's like, you have to be famous, or you have to write a best-selling book to be successful. Or you have to have a PhD. There are lots and lots of things that we tell ourselves that get in the way of being successful. Well, guess what? I went to a PhD program, I completed a lot of classes for my PhD. But I don't have a PhD.

And at this point, would I like to have one? Sure. Is it important to me? Well, not really. And if I can get where I am without a PhD, you can do that, and more. There's nothing holding you back other than you. And so that's what the mindset is not. It's usually limited thinking holding us back, and we're going to cover that in *Removing Obstacles to Success*.

So let's talk about what the mindset is. What the mindset is, is being willing to play large; being willing. Now, that's an intention, it's an openness. It doesn't mean that you're going to be so ambitious that you want to compete with Tony Robbins, or you want to get on "Oprah" by next week. All it means is that you are willing to play large, you are willing to accept the opportunities that come your way. If your client invites you to give a presentation to their group and you're willing to play large, you say, "Wow, I'd love to, thank you very much." Because you're open to every opportunity that you can identify or that comes your way to play large; to get out there.

If you are not willing to play large and your client asks you to give a presentation to their group you say, "Well, I don't really like speaking to groups." That is not willing to play large. So, certainly you can seek opportunities, but also opportunities will seek you. There is a Law of Attraction that operates here. I don't know where you fall on the Law of Attraction belief scale, but I was talking to some astrophysicists here in Silicon Valley, and I was telling them, "Well, you know, it seems to make sense, but I'm not sure I really believe it. It seems sort of like this new age woo-woo nonsense."

And they set me straight. We're talking about astrophysicists. They said, "David, the Law of Attraction is the most powerful principle in the universe. Like attracts like. This is what keeps the universe together. This is what makes everything work. This is what creates matter." And they set me straight that, yes, there is a Law of Attraction and it is the most powerful principle in the universe. It's even

more powerful than gravity.

Since then, being a little bit more open-minded to that, I've seen again, and again, how valid that is. So, yes, there is a Law of Attraction, what's inside shows up on the outside, like attracts like. If you are willing to play large and you show up, opportunities will come your way, things will happen for you that are just so magical and synchronistic you won't believe it. And when you're ready for things, they happen faster than you can imagine.

But oftentimes, if we limit ourselves, we're not willing to play large, we don't really believe it will happen, these same opportunities can come our way and we don't even see them. Because we're not open to them, we don't even see them. They're still there. But if you're ready for them and you're open, you will see them, and you will engage them.

My desire for you is to right now be open to playing large. "Yes, I would be happy to have a best-selling book, I would be happy to speak in front of an audience of 500, I would be happy to embrace every opportunity and resource that comes my way that will help me with my business and my practice."

Next let's talk about how to install the mindset. Ask yourself every day, "How can I play large? How can I reach as many people as possible?" That's how I founded Relationship Coaching Institute. Here I was, a therapist who decided I want to do relationship coaching. I don't want to do therapy anymore. This is way more fun, way cool. And way more effective, in what I want to do with my clients.

So I just started doing it in my own practice, my own business. I started working with singles. I got the epiphany, hey, singles become couples. Maybe I should coach them, too. I didn't know anything about it. I had to do some research on that.

And then as I saw how powerful this was and how big a difference in the world it could be, I asked myself, well, how can I play large with this? The idea that occurred to me, the imagery was: how can I make relationship coaching so ubiquitous, so world-widely available that it's like a McDonalds on every street corner.

That was my thinking. That was the language that I was thinking in my head. How can I make relationship coaching like McDonalds on every street corner in the world? Or Starbucks.

So ask yourself every day: how can I play large and you will amaze yourself. You will accomplish things that you never thought possible. I never dreamed that I would found the first and largest relationship coaching training organization. Never. I'm just a regular guy, a marriage and family therapist for 25 years.

Got excited about relationship coaching. Never thought I would write a book that would make a difference in the world. I wrote a book called "Conscious Dating." I'm proud of it. It really makes a contribution to relationships for singles and how to find a partner, and how to make good choices that are sustainable.

Ten years ago, never dreamed that would be even remotely possible. So ask yourself every day, how can I play large? What else can I do to make a difference in the world? Write down those questions. What else can I do to make a difference in the world?

I have my favorite question. I want you to write this one down. In fact, I want you to write this down on an index card and put it on your bathroom mirror. Put it in front of you on your computer monitor. This question is two words.

My favorite question: "What's next?" This question is very effective for the mindset for playing large, because there is always something next. If you look ahead to that and you plan for it and you start heading towards it, you will get there.

But also, this question I have found is the secret to creating systems. OK, well let's say I want to build my referral systems and let's say I get a referral, say somebody calls me. Well, what's next?

OK. I talk to them on the phone. Then what's next? You make an appointment. OK then what's next? They actually show up for the appointment and OK, what's next? So there's always a "what's next?"

And it's the secret to creating a system. It's also the secret to follow-up. Follow-up is incredibly important and follow-up is where most of us, I'll be honest, including myself. It's where most of us fall down. We're great at starting things. We get excited about something and then following through with them is the hardest thing.

So we're happy to get a referral. Following up with the referral, following up by sending the referral source a thank you note: it's incredibly important. And where most practitioners fall down.

So the "What's Next?" question is to me very, very powerful. It will help you create systems for your practice and your life. It will help you create the follow-up that will help you be successful. You will not be successful without follow-up, I guarantee you.

You create systems for follow-up by using the "What's Next?" question. You'll be successful. And asking yourself "What's next?" in your practice, in your business, in your professional life, it will help you play large.

OK, I published a "Conscious Dating" book, what's next? Well, what's next is this book called "Conscious Mating: Is this the Right Relationship for Me?" that's the next stage. A single becomes a couple. They're not yet committed and that's what's on their mind. Is this the right relationship for me? OK, then when that book gets published, what's next?

Well, I have another book in me and it's called "Conscious Commitment: How a Committed Couple Can Co-create a Conscious Successful, Fulfilling Relationship, Using Relationship Coaching Skills, Techniques and Principles." OK, then that book gets published, what's next?

At this point I can't even get any further than that so that's the end of it for me. But I got plenty of an agenda right now. And when I get there and I ask myself the what's next question, the answer will come. Very, very powerful question. I highly recommend writing it on an index card, putting it in front of you where you will see it a lot. That is how to install the mindset for beginning to play large.

Moving on to Page three of your Study Guide, Section 2: How to identify and remove obstacles to your success.

What are your obstacles? We all got 'em. Oftentimes it's limited thinking, like, oh, you know, I'll never make it. I'll never be successful. I'll never make a living at this. It'll never happen for me, for whatever reason. Or there's too much competition, or people won't want to pay my rates. I need to discount them.

Oftentimes the obstacle to your success is what you resist. And in my Top five Secrets of a Successful Practice, one of the secrets is the distinction between your practice and your business. Your practice is what you do with your clients. Your business is everything else.

Your business is what your practice depends upon to be sustainable, doing paperwork, paying bills, marketing, all the things that might not give you as much juice as the fun stuff of actually working with your clients or taking workshops. All that fun stuff.

So there are things I guarantee you that you resist about your business and what you resist, persists. What you resist will get in your way and prevent you from being successful. I will tell on myself here that one of the things I resist is asking for help. I am a capable guy. I'm a smart guy. I'm a hands on guy. I like doing things myself.

And when working with a webmaster became too much of a hassle, it took me more time to tell him what to do and wait for him to do it than just for me to learn how to do it and do it. I started doing all my own web work. Well, that might be a good thing. But it also has taken me away from my business, from working with my clients, from all the other things that only I can do.

So it's not necessarily a good thing. I think we all should be hands on. I think we should know how to work different aspects of our business, but we should not be doing it all ourselves. We should be outsourcing. We should be asking for help, getting support, freeing ourselves up so that we can do the things that only we can do. That's the definition of an entrepreneur, working on your business rather than in your business- the E-Myth concepts.

So one of my obstacles to success is I'm so much of a hands on guy, I have a hard time asking for help and getting support I need and outsourcing. My inclination is to just do it myself. I know that's getting in my way.

I need a coach to help me work through that. I think we all need a coach to help us work through these obstacles. Right now what we are doing is to just identify what they are and to plan our removal strategies. How we are going to address those obstacles.

In the case of your thinking and limited beliefs that come up what we do is a re-frame. So, for example if you are limited belief is, well, nobody can afford me. I live in a rural area and people don't have much money and my going rate is \$150 an hour. I need to discount it like \$45 an hour so that the people in my area can afford me.

Well, shoot, you'll never make it in practice at that rate, so how can you reframe that? Say, well, yes I live in a rural area and there are a lot of poor people around, but there are also are many people that are here that are retired and moved out of the city to be here.

There are people that I can work with by telephone and Internet as well. I can do consulting. There are plenty of people that can afford my fee. I just need to market and attract them. And I will earn my fee if I do the marketing to attract those people and I don't discount my fee.

If you discount your fee, what does the law of attraction do? It attracts more people that want your discounted rate. And my advice is never discount your fees. Never, ever, ever, ever. If you want to have your ideal private practice, with your ideal clients, your ideal clients are going to pay your full fee.

If you discount them, or have a sliding scale, or you sign up for insurance panels, managed care, then you are just going to get more of that. If you really want your ideal practice and fill it with your ideal clients, it's going to be full fee: cash, credit cards.

If that's what you want to create, then do it. Which means that you are not going to follow what I call survival strategies. Tell yourself that you got to do that to survive. I got to accept insurance to survive. Well, you're spending most of your

time in paperwork, working for half your rate. Quite a bit of the time you don't even get paid.

Isn't it interesting how the insurance companies always find some technical problem with your paperwork or your billing and hold up getting paid? Sometimes even deny you getting paid. It's a scam. Don't fall into that trap of the survival strategies because the law of attraction will just bring you more of that.

So that's an example of a re-frame, which is: well, I need to charge my full fee all the time to everybody, market to attract the people that can afford that, that I want to work with. That is how I will have my ideal practice and fill it with my ideal clients. And for the people that can't afford me, well, I can refer them to my colleagues.

One useful strategy, if you feel guilty and bad about turning away people that can't afford you, is to have one or two pro bono slots in your practice, free. Now, one caveat about that is that when you do this: take on a pro bono client, always make a time limit on it. Always.

Never take on a pro bono client open ended, you know, forever. That's going to be a one-month service, a two-month service, a three-month service, at most. So you have one or two pro bono slots and you can even market that. Let all your referral sources know. Let the whole world know that you serve one or two pro bono clients per week.

And you welcome people to apply for those slots. And you have a waiting list. And then when people call you and they say, I'd like to work with you, I heard you have a pro bono slot. You say, yes I do. My next opening is in about six months. If you would like to get started right away, I do have an opening at my full fee. What would you like to do?

It's amazing how oftentimes people who perceive that they can't afford it and want you to discount your fees. If they have a choice between waiting six months or seeing you now, they'll see you now at your full fee. It's amazing how often that happens. Try it and see.

And if you do, then you'll learn not to believe people when they have the scarcity mindset and they say, oh, well, gee, I'd like to but I really can't afford it right now.

So, I would like you to identify your obstacles to success. These are going to be limiting beliefs, these are going to be things that you resist. Things about your business that you're not good at, that you don't really like, that you tend to focus on other things rather than these and your business suffers for it.

So what I would like to do right now is open up the line and go ahead and share something, a limited belief that you have. Share an obstacle to success that you

have and let's brainstorm what you might do about it. So, let's have a little fun.

I told on myself. I shared with you one of mine: I have a hard time asking for help. How about you?

Woman: My biggest obstacle is the idea that people will not pay.

David: Yeah. And so what are you telling yourself about that?

Woman: well, I have a hard time. That's why I am bringing it up. I have a real hard time getting past that because it is so all-pervasive.

David: OK and what is your rate?

Woman: Right now, \$80 an hour.

David: So your rate is \$80 an hour and you are telling yourself that people won't pay that.

Woman: It's not bad, because \$120 is probably what it ought to be.

David: I agree. And so, how about this: can we say that your rate is \$120?

Woman: OK.

David: Write that down, right now. My hourly rate is \$120 an hour. And I want you to change your paperwork today. You know, the contracts, the agreements, the thing you hang on your wall in your office, all that stuff. You know your rate should be \$120 an hour, so just plain go for it.

Woman: OK.

David: And also send a letter to your existing clients and let them know about 30 days from now, give them a date, that their rate will change from whatever it is now to \$120 an hour. And of course, it is their choice to discontinue or to continue at that new rate.

Universally, when we do this almost nobody drops you. So don't worry about it and if one or two do, no problem because you're making more money anyway. So that's something that obviously we have to fix like right away.

Now, in terms of your telling yourself that people won't pay \$80, now \$120 an hour, what are you telling yourself as why? Why will they not pay that?

Woman: There are so many other services in the area that are free.

David: Ah, that are free! What occurs to me is well, you get what you pay for! So you are telling yourself that people won't pay that because they have alternatives that are free.

Well, one thing that we know is that people like choices. And the free services oftentimes have waiting lists and have very limited choices. Free services often depend upon interns and volunteers. Right?

Woman: Yep.

David: And so would you rather work with an intern, somebody that is just out of school, or still in school, or would you rather work with an expert that's been doing this for X number of years?

Oftentimes people want something that is effective. They want something they can trust. So let me introduce to you the reason, the major reason, why people will pay you \$120 an hour rather than go to the free services. And it has to do with the "know, like and trust factor."

They want to work with you as a private practice professional, always, this is universal, because they know, like and trust you. One of the top five secrets of a successful practice that I cover is that the "real product is you." It's because of the "know, like and trust factor."

The real product is not the service. They can get the service over the Internet. They can get the service from a neighbor. They can get the service from a free clinic. That is not what's important to them. What's important to them is that they know, like and trust you, because we conduct a very personal, intimate service. What kind of practitioner are you?

Woman 1: Etiquette training. Manners.

David: Oh, manners. Oh, that's cool. So here you are, you're in the business of teaching people manners; basically a charm school. [laughs] You know? How to get along in the world and how to be successful socially. And you want to stand up for that, and you have a message about that, and you want to be the go-to person for that. When people in your area think about manners, you want them to think about you.

And so all the other alternatives there won't even matter if you're the go-to person, and they come to you because they know, like, and trust you. Because they've heard you speak at a group, because a friend of theirs told them about you, because they've seen your column in the local paper. Because they've seen your flier and it just convinced them to go to your website, and then they fell in love with you from there. Does that make sense?

Woman 1: Yes.

David: So in my mind, what I would suggest as the biggest reframe here, the biggest removal strategy for this obstacle, is to realize that people hire you over others because of the know, like, and trust factor. If they know you, like you, and

trust you, they're going to want to work with you. If they don't know you, like you, and trust you, then it's not going to happen. That's what your marketing is for, that's what your enrollment is for, that's what you'll learn how to do here in the PPMS program.

And so if you just focus on that, and you trust that because we conduct a very personal, intimate service our clients need to know us, like us, and trust us, they will hire us and pay our full fee because of that, over Joe Shmoe down the street. Even though Joe Shmoe might have the same job title, and the same training, they hire us because they know, like, and trust us. Does that make sense?

Woman 1: Oh yes, it makes sense.

David: So then your goal is to market, develop your relationships with them, connect with them, and build that trust with them so that they hire you.

Woman 1: You're going to be telling us all the ways to get them to know, like, and trust us.

David: Absolutely.

Woman 1: OK.

David: Trust me.

[laughter]

David: And so, maybe the mantra, the affirmation here is, "People will pay me \$120 an hour because they come to know, like, and trust me, so my job is to help them do that." How does that sound to you?

Woman 1: Well, I like what I'm hearing.

David: Please write it down.

Woman 1: Oh, I am.

David: OK. So, "People will pay me \$120 an hour because they come to know, like, and trust me, and it's my job to help them do that." And getting clients is typically an enrollment process. It's a connection and relationship building process. It generally occurs one-to-one.

You market, typically, to larger groups, larger numbers of people, and the whole purpose of marketing is to develop a prospect. Let's get that straight if you're not clear about that already. The definition of marketing is communicating what you do. That's it. Marketing is communicating what you do. Period.

There are many, many ways to do that. The three primary ways to do that are speaking, writing, and networking. So you can speak to groups, you can write

about what you do, get published- articles and things like that- and you can network- leads and referral systems- and we're going to cover that in Module Five.

So marketing is communicating what you do. The primary purpose, the primary outcome of marketing is to develop prospect; not clients, prospects. And your job, then, is to connect with those prospects and build relationships with them so that they come to know you, like you, and trust you, and hire you.

That is the machine, that's the engine, that makes a private practice work. Marketing, then enrollment. Marketing, then enrollment. Marketing, then enrollment. Marketing then enrollment.

So you've got your marketing together, you've got enrollment together, you're guaranteed it will be successful. That assumes, of course, you have your services, your programs, and everything in place. And we're also going to cover that.

Man 1: How about fear of failure, fear of success?

David: [laughs] Yes, fear is a big one. The acronym I like of fear is False Expectations Appearing Real. So they're absolutely not real.

Man 1: That's great.

David: They certainly feel real, they appear real, but they're not real. And it almost doesn't matter what it is, because the reaction is going to be the same. You either pull back from it because of the fear, or you step into it anyway. "Well, I'm scared to death, but I'm going to do this anyway." Chances are that you address this in your life. What works for you?

Man 1: The only way I've been able to do it is like you just said, to go through it no matter what. And usually when you get to the other side it's not as bad as you thought it was going to be.

David: Yes. And so, since fear's going to be there anyway, maybe what we need to do is to address the meaning of the fear. Oftentimes people tell themselves, "Well, I don't want to experience fear. I shouldn't be fearful. I shouldn't be afraid." And even though they're experiencing fear, they go ahead and do it anyway, but they're beating themselves up the whole time because they don't like feeling that way. Is that kind of what goes on for you?

Man 1: Certainly.

David: Yes. And so could we reframe that as, "Fear is normal, fear is OK, fear is expected, but I'm going to do it anyway." Ooh, I like that. Fear is normal, fear is OK, fear is expected, I'm going to do it anyway!

[laughter]

Man 1: You'd better trademark that one.

David: You can have it, it's yours. It arose from coaching with you, so it all came from you. Does that fit for you?

Man 1: Yes, it does.

David: If you beat yourself up and think, "Well, I don't want to feel this way, I shouldn't feel this way, I resist feeling this way, this is awful, " then it just creates more resistance. How about this? One of the ways of looking at it that I like is, if I'm scared then I must be going in the right direction. [laughs] What do you think of that?

Man 1: That's good too.

David: Yes. It's like, "It has meaning for me, it's important to me, this is my cutting edge. Ooh, I'm scared. That means I'm here." So that's a good sign, actually. And if you're not, then it means that you're in your comfort level and you're not stretching enough. That's like the opposite definition of fear. Rather than fear being this undesired thing, it's like, if you're not experiencing fear then you're not working hard enough.

Woman 2: The economy.

David: The economy!

Woman 2: People can't afford things anymore. It's going down. The recession. Blah, blah, blah.

David: Yes. Well, you know, I'm 50 years old this year, I have been in practice 25 years. I've seen booms, I've seen busts. I've seen practitioners fall all over the bandwagon when it's a boom and they think they can make big money. I've seen practitioners go out of business and get a job during the busts when they think the money's not there. And I've been in practice throughout all of it. So the difference between me and them is several things.

Number one, I'm not necessarily in this for the money, because I think this is the way to make big money. So I'm not using the dollars as my measurement stick. I'm using my mission, my purpose, my calling as my measurement stick. This is what I want to do, this is all I want to do. I don't want a job. I don't ever want a job. I'm going to make this happen no matter what, because I don't want to go back to a job. And then it's a matter of making it work.

And there's this wonderful, magical concept. It's more than a concept, it's a reality, but it starts with an idea. It starts with a concept of owning your niche. If

you own your niche it doesn't matter what the economy is, you are the go-to person. People think of you, they refer to you, they want to work with you, because you own your niche. And so it doesn't matter what other people are doing, if you own your niche that is your job security.

For example, I own the niche of relationship coaching training. I absolutely own the niche. You think of relationship coaching training, who do you think of? Relationship Coaching Institute. David Steele. Anywhere in the world. Relationship coaching training, Google it? Oh, "relationship coaching training." Number one: Relationship Coaching Institute, David Steele.

Own the niche. That is my job security. So maybe your re-frame, your approach here is, "I'm going to own my niche. Then the economy won't matter." "I'm going to build my ideal practice. Then the economy won't matter."

Competition doesn't matter, because we live in a world that is specialized. People search for services and products based on brand and based on specialty. "I want the Kleenex brand tissues. I want to go to a BMW mechanic because I have a BMW." And so people will go to you because you own your niche and you have a brand for that niche and you specialize in that niche. They're not going to want to go to Joe Blow down the street that has the same training and job title as you, because Joe Blow doesn't specialize in your niche, doesn't own the niche like you do.

So, in my mind, that is the secret to private practice success. That is your job security, right there: owning your niche.

And so, try this on. "I will own my niche, and competition and the economy won't matter." Try writing that down, and try it on, and how does it fit for you?

Woman 1: Sounds powerful.

David: So, what I would do with this program is to address every module, every minute, second that you are participating in this program, asking yourself the question, "Ooh, how can I use this to own my niche?" First, you've got to identify what your niche is, and we're certainly going to talk about that. That's the mindset that I'd like you to approach this program with. What do you think?

Woman 1: Yeah. After I identify the niche, that'll be great.

David: Wonderful.

Darrell: Well, I have an obstacle. It's interesting. I feel like, when we network and when Nevin and I talk to people, people do like us. They trust us. And I think they would be potential clients for us. But we tend to be preparing a lot. I'm not sure what my fear really is, but I feel like I keep thinking, "Well, this is just one more step, which today is one of." Is that proper English?

But do you see where I'm coming from here? We haven't quite gotten certified that we've completed the training. I don't think we have a business that we have the skills to be out there in the world with clients.

David: Right.

Darrell: And so we're taking this class, and we think this is the next step. And by, let's just say, March, we'll have a client. But we haven't really said that, and we haven't written that down. So I guess there's some fear about getting started.

David: Yeah. And what I'm hearing is that you've been in the building process for a while.

Darrell: Mm-hmm.

David: And you're kind of wondering, "Well, when is this building process going to end and something real going to happen?"

Darrell: Yeah. That's kind of it.

David: I've got good news for you.

Darrell: OK.

David: That our next module, in module two, by the end of that module, once you've completed the material in that module, you will have a launch planned. Now, that launch could be for a month from now. It could be three months from now. Whatever. But you will have a launch planned. And then you'll have the pieces in place to make that launch work for you. And so the building process is about to materialize into something real.

I am impatient with ideas that don't have practicality. I like to operationalize them and make it happen in reality. So that's one thing that I plan to have happen by the end of module two is that you'll have your launch planned, putting the pieces for that in place for you to do what I call a rollout. You're rolling out all these things that you've built, all these things that you've prepared.

And you will still be going through your training, perhaps. You will still be working on different aspects of your business, perhaps. But you don't have to wait to get a client. In fact, getting clients is the key to sustainability, to surviving in this business, and while you're going through the rest of your training and getting good at what you do and building everything out that you want to have. So you get clients and work with them while you're doing all that other stuff. You don't have to do everything first and then get clients. Does that make sense?

Darrell: It makes a lot of sense, because we've been doing just the opposite.

David: Yeah. You and Nevin need to make a choice here. Say, "Well, do we really want to focus on designing and building our business and building up to our rollout? And we set that rollout date for Valentine's Day, for March, for April, or whatever. Or do we want to work on two tracks? Do we want to work on our business, and do we want to work in our business, in terms of prospecting--meaning marketing, developing prospects-- and enrolling those prospects and actually getting clients from it?" Because practitioners can do both.

I guarantee you that most of the people on this call that are in the business of helping people--this is how we make our living--they are not stopping everything they're doing to take this program. They are taking this program, they're working on their business, while they are marketing and working with their clients. So you can do the same thing, if you want to. Does that make sense?

Darrell: Yes, absolutely. Thank you.

David: Yeah. If you want to, if it will be helpful, in module six, when we cover enrollment--getting hired--I mean, if that's a piece that's missing for you that, "Well, how do I actually get a client, and how can I actually enroll them?"

Well, if you want to work ahead to that, because it's a priority for you to actually get clients, just shoot me an email. I'll give you the password to open up that module, and then you can listen to the audio, read the transcripts, start working on the material for module six right away, if you need to, because, shoot, I want you guys to stick around and make a living while you're doing all this.

And that applies to anybody else listening, too. If you want access to any of the other modules, because it's important, it's a priority for you, just shoot me an email. I'll shoot you the password to unlock that before we actually get there. Is that helpful, Darrell?

Darrell: Yeah. You'll be getting an email shortly.

David: [laughs]

Darrell: Thank you very much, David.

David: [laughs] I love it. I love it. Great.

OK. Let's take one more. What's on your mind, as far as an obstacle to your success?

Prema: I think my obstacle is, well, twofold. One is that I really love working in my practice, but not on my practice. So my resistance is to the marketing.

David: Right.

Prema: And the other, I have a very clear vision of what I want, exactly how, and I even pretty much have the rollout plan. But I'm just not doing it-- partly because I don't really like it, but partly because I just love sort of the way things are. I do my practice. I go for a walk on the beach..

David: [laughs]

Prema: I'm just too mellow.

David: Are you secure and stuck?

Prema: I am securely stuck, absolutely.

David: [laughs]

Prema: And I'm surviving, not thriving.

David: Yeah. OK.

Prema: So I'm too comfortable.

David: Yeah. So I have two suggestions for you.

Prema: Yes.

David: The first is to print out one of the Top Five Secrets of a Successful Practice, which is the one about, "My business will take care of me if I take care of it." So, open up Microsoft Word. Print it out, in nice, big, large letters. Print it out on a piece of paper. Tape it up on your wall in your office. "My business will take care of me only"--and maybe underline "only"--"if I take care of it."

So that's suggestion number one. So that's in your face. You're reminding yourself of that. Your business is the source of your financial freedom, of doing what you want to do, with who you want to do it with, and having the lifestyle that you really want and having it be sustainable-- thriving instead of just surviving. So all the stuff that you resist that you'd really rather not do, like marketing?

Prema: Mm-hmm.

David: Well, that's actually the secret. That's actually the key that will help you get there. So, "My business will take care of me only if I take care of it."

The second thing that I suggest is that you block out time on your calendar, just like your client appointments. If you don't do this already, you are a prime candidate for this, Prema. I mean, I know it definitely works for me. Block it on your calendar, just like a client appointment. Make it part of your routine, I'm a creature of routine. Let's say it's Friday afternoons, or Thursday mornings, or whatever. Block out time that you devote to your business.

Woman 1: Right, I've been trying to do that but I haven't quite managed to get myself to do it yet.

David: You need to do it.

Woman 1: Right.

David: What will help you do it?

Woman 1: Maybe the regular day is a good idea. I have to realize how important it is.

David: Yeah, you love walking on the beach. One of the behavior modification strategies that I've used professionally is contingent reinforcement. So 'I will walk on the beach Thursday afternoons, after I've spent three hours working on my business'

Woman 1: Right.

David: If you give yourself all the reinforcement of walks on the beach, and sipping wine at sunset and all this wonderful stuff, you're not motivating yourself. Just a few little adjustments and you've upped the motivation.

Woman 1: Thank you. Could you just refresh my memory as to how we get to the practice building sequence place.

David: You mean the top five secrets.

Woman 1: Yes.

David: <http://www.buildingyouridealpractice.com/subscriberbonus.html> But what I'd like you to do is to use page three of your study guide to write down as many as you can think of, and if you need support for them, devising strategies like we are brain storming and you want suggestions, come to the implementation lab prepared to ask for some ideas. Get the support that you need, please, please, please.

All the rest of the program is not going to do a thing for you if you get in your own way. I've seen that over and over and over again. So please identify and remove those obstacles to success and get the support you need to do that. We'll have more support available for you on Friday for the implementation lab.

Page four of the study guide, section three. How to create your vision, mission, and purpose. This is for each niche, by the way. Whenever I talk about anything in private practice marketing secrets, my intention is to apply it to one niche. Most of this stuff is pretty universal and you can apply it to other niches as well, but in this case I'm not talking about your vision, mission, and purpose for your entire practice. I'm talking about your vision, mission, and purpose for one niche. You can certainly apply it to your entire practice. You can come up with a vision,

mission, and purpose for your entire practice, but it gets kind of messy. It's just simpler, easier, and cleaner to apply it to one niche.

Your vision, mission, and purpose, in my mind, is important. Your vision is what gives you energy and clarity about what it is you want to create. Your mission gives you energy, like 'Wow this is what I'm doing, this is what I want to do. This is what I'm focusing my time and energy on'. And you're clear about what it is.

Your purpose, why you are doing this. You're clear about that as well. That gives you energy. I have a purpose for getting up in the morning. I'm excited about my life, about my work, about tomorrow and the next day, because of my purpose. When the going gets rough, or when you get scared, when your fears start coming up, or when some challenges come up. Some client is unhappy and say they are going to sue, or something like that. You start doubting yourself, your vision, mission and purpose is your touchstone, this is what you fall back on. It will carry you through. Sort of like the engine that drives you. You get in the car without an engine, you're not going anywhere. Try to have a successful practice without a clear vision, mission, and purpose. You could get clients, you might even fill your calendar with clients. But are you going to be happy, is that sustainable? Maybe, maybe not. Probably not. If it were, you wouldn't be here.

I have a metaphor that I use for envisioning vision, mission, and purpose. If you think of your practice as a place on a map, just open up a map and draw an X somewhere on the map. You're practice is that X. That place on the map. If you look everywhere else on the map, you have all sorts of other places that you could have put that X. Lots, and lots of options. You chose to put it on that place on the map. Your practice is the particular place that you choose to live and work on that map.

Your vision is what you want it to look like there. In reality your living and working is not one dimensional, two dimensional. It is full living-color. What do you want it to look like there? As long as you're going to live and work there: What do you want your life to be like? What do you want your work to be like? Your business? Your practice? What are you doing with your clients? What do you want it to look like there? What is your vision?

Your mission is what you want to actually do there. When you are working with your clients. You have a mission, you have something you want to do with them. Some way that you want to help them that is pretty specific. I'm real clear that as a coach, I don't want to help my clients make a million dollars. If you come to me and say 'David, you seem like a great coach, I want to work with you. I want you to help me make a million dollars'. Sorry, that's not something that I can get behind. It doesn't excite me. I don't feel qualified to help you do that. If you come to me and say 'I'm a private practice professional, I specialize in this, and I want you to help me build a million dollar practice, '. I get excited about that, for me it's not about the money, its about making the difference in the world. It's about using

your talents and your expertise and building a business around that, that sustains you, that is successful. It's a win-win. The bigger you play, the more successful you are, the bigger difference in the world you're making. It's a win-win. There is no reason why you shouldn't be financially secure, and successful if you have a successful practice. It means you're helping people successfully. It doesn't get any better than that.

It's even better than building widgets. Intel, and Dell computers and all those places, they build widgets and they sell them. They make money doing it, and people buy them. Then they break, then they get obsolete, then they need to buy more widgets. I don't see that as much of a win-win. The people get computers, and the people at Dell and Intel get paid. They contribute to the economy.

I see private practice professionals as being where the action is. We're helping people with their lives, and in turn we're making a living at it. That's the best win win there is. Your mission is exactly how you want to help people. What you want to help them to do.

Your purpose is why you're doing it. You have a reason you're on this planet. You have a reason why you've chosen this particular profession. You have a reason you're attracted to a particular niche. It's related to your purpose. Why are you doing this? Why are you doing this as opposed to all the other things you could be doing?

That is my little metaphor. Your practice is a place on a map. Your vision is what you want it to look like there. Your mission is what you want to be doing there. Your purpose is why you are there.

Your niche, by the way. Let's get clear on what a niche is. You might disagree, you might have read books that say differently. I'm going to share with you my real world definition of what a niche is.

A niche is an identifiable group of people that you want to serve. That's it. It's pretty simple. It's an identifiable group of people, meaning you know where to find them, you know how to find them, because you've defined them well enough.

Now, let's talk about what a niche is not. A niche is not your services. So you say, "Well, I'm a relationship coach for singles." Sorry, that's not a niche, that's your job title. That's what you do. That's the broad general population that you do it with, but that's not your niche.

Your niche would be the identifiable group of people that are single that you do relationship coaching for. I'm a relationship coach for single women living in Allentown, Pennsylvania, over 50. OK. Identifiable group of people. If you're single in Allentown, Pennsylvania, and you're over 50, and you're a woman, then you fit my niche. I want to be of service to you.

So, if you've never heard that before, if you've been a little confused about what the word niche means, niche is an identifiable group of people that you can serve and work with, and specialize in. And you'll apply your services, your training, your techniques, your strategies to them. And in truth your same services, training, strategies, and techniques can be applied to other niches. There might be some variation. Working with a 20-something, never married guy is going to be very different from working with a 50-something divorced woman, if you're a relationship coach for singles.

Two completely different niches. There would be a lot of overlap in terms of what you can do with them, but there are going to be some big differences as well. And so that is a huge argument for specialization. Become an expert on your niche, on what their needs, goals, and challenges are, so that then you can market to them well, you can serve them well, you can be the go-to person for them, you can own that niche.

You can't own relationship coaching for singles. Whatever you call your services- a wellness practitioner, an executive coach, an energy psychology practitioner, whatever you call it- you can't own that. It's not a niche, it is your services, your job title. So whatever practitioner you are, your goal- and we will be covering this, by the way- is to identify a niche that you want to specialize in, that you have passion and energy for. These are your people. You really want to be of service to them. You would just love it if you became the go-to person for them.

So your practice is a place on the map, your vision is what you want it to look like there, your mission is what you want to do there, your purpose is why you're there, your niche is who you're going to work with there. If your practice is a place on the map, then let's say it's an intersection, and you're on one corner of the intersection. And let's say your specialty is spiritual coaching for Christians, and let's say on the other corners you have a Methodist church, a Baptist church, and a Lutheran church. Well, they're all Christian denominations, and you want to work with Christians and do spiritual coaching with them, but what's your niche?

If your niche is the Methodists, then that makes it easy. You go across the street to the Methodist church. Those are your people. You can identify them easily as the people that go there. You can partner with the church, you can conduct groups, you can do speaking gigs there, you can stand outside that church handing out flyers. There's a whole lot you can do because you've identified that group as your niche.

And if you consider yourself a spiritual coach for Christians, and you don't have a niche, and there are three different churches on three different corners, you won't even know where to start. That's a powerful reason for choosing a niche. A niche will not narrow you.

Honestly it's mainly for marketing purposes. It's mainly just so that you can get your marketing off the ground. You've got to target an audience when you market, you can't try to market to everybody unless you have the budget for a "Got Milk" campaign.

So you're simply targeting your marketing to an identifiable group of people so that it will be effective. It's not the only group that you will ever work with, it's just a very directed, purposeful marketing campaign so that you can work with those kinds of people, and get them in your practice as a launching pad for other things. They will have other needs. They know people and they will refer them. And you'll have other niches that you will build out as well.

So don't worry about it if you're wondering about, "Oh, well, I don't want to be limited." What happens is you limit yourself more when you don't choose a niche. Then you're sitting here trying to figure out, "Well, let's see, Methodist church, Lutheran church, Baptist church, where do I start? How do I market to them? They're all different." You've got to pick one and then pursue it. And then a little while later you can pick another and then pursue it. And before you know it you're the go-to person for all of them.

One way to think about it is that the path of least resistance here to be effective, to own your niche, we want to go an inch wide and a mile deep in one particular niche at a time, rather than try to go a mile wide and an inch deep. That's a lot of ground to cover, and we're not going to be able to do it very effectively. So it's going to be far easier for you to choose one narrow niche and go a mile deep with it. And my definition of a niche, very simple, an identifiable group of people that you can market to.

Sometimes it's defined by geography, sometimes it's defined by their characteristics, sometimes it's defined by their goals or their problems. So if you're a tax accountant and you generally draw from a three-mile radius around your office, and you can choose a niche of, let's say small businesses. So your niche might be small businesses within three square miles of your office that need tax accounting services.

And let's say you want to specialize even further and you say new small businesses, because those folks are likely to not even have any tax or accounting help yet. Then when you look in the newspaper at the fictitious business names that are being announced, and the new business licenses at city hall that are being purchased, it's easier for you to identify the new businesses that are small that might fit your niche, and then contact them.

But if you are a tax accountant in a certain area and wondering where to start, who to market to, it's a big wild world out there about all the possible people that might need tax accountants. You're picking a niche so that you can narrow that and target your marketing more effectively. And then your vision, mission, and

purpose is what is going to drive you, give you energy, help you along the way, motivate you to get up out of bed every morning, motivate you to do the things that you resist. Because you're excited about what it is you're creating, and what you're doing, and why you're doing it.

So what I want you to do before this module is over, as part of the homework for this module, I want you to write out your vision, mission, and purpose. And I want you to get started identifying what your niche might be. We're not at the end of the niche identifying activity, we're actually at the beginning. But I want you to start thinking about and start working on what your niche might be.

"What identifiable group of people might I want to focus on, specialize in, be the go-to person for?" I want you to go to bed at night thinking about that. And next time for Module Two we'll work on it some more.

Woman 1: David, I'm assuming that we're going to have some more help refining our niche.

David: Yes. In Module Two we spend a lot of time on that. And at this point I'm introducing the idea and wanting you to give your brain permission to start working on it.

Woman 2: As with the etiquette subject area, everybody needs good manners. So it is hard to narrow a target niche.

David: Well, dear heart, everybody needs relationship coaching. Everybody needs chiropractic. You're definitely not unique there. And everybody's in the same position of being a little bit challenged by, "Well, I want to help everybody. So, how do I narrow myself to a niche?"

Well, my suggestion is to take a look at the kinds of clients that really excite you, your favorite kinds of clients. The people that you really feel called to help. Maybe it's teenagers that are applying to ivy league colleges. Maybe that's your niche. You're giving them an edge to the application procedure. Maybe it's prisoners in the county jail. They don't have the social graces. So, this is what's going to help them get along in society and you believe in etiquette as a form of reforming offenders.

So, whatever your passion and your calling is. We'll cover more about that in Module 2.

Woman 1: Thank you.

David: OK.

Woman 2: That's sort of similar to what I struggle with. I can list the characteristics of the clients that, really, I enjoy. I still can't necessarily come up with a niche for some reason.

David: Well, because that's backwards. You identify the niche first and then the characteristics of the ideal client in the niche.

Woman 2: Oh, because you were saying take a look at the clients that you really enjoy working with.

David: Oh, yeah.

Woman 2: And what are the characteristics of those people as a means of beginning to maybe narrow down what it is you want to work with.

David: Yeah, so just take a look at the people that you have already worked with and who are the people that just seem to be fun for you or they were your favorite clients and what sort of characteristics do they have that could be identifiable to a niche.

Now, in Silicon Valley, when I was specializing in relationship coaching and working with singles and singles become couples and that was all I was doing, I had a special thing for engineers and also cops and fire fighters, but mainly engineers. These folks, they live their lives. They think and they use logic and math and they're very technical and they're geeks. I really wanted to help them have successful relationships.

I could've easily specialized in that, identified that as a niche. Not just any single guy in Silicon Valley, but single engineers. So, that's sort of an example. Of all the singles that I worked with in Silicon Valley, I mean, I enjoyed working with all of them. The single engineers, the male single engineers, those were the guys that I felt the most compelled to help.

So, just taking a look at your practice and what you've already done. Who were the clients that were the most fun for you? Who were the clients that you really seemed called and want to work more with? It doesn't mean that's the only population you want to work with.

Remember, this is mainly for marketing purposes and this is what you're going to specialize in for the next three or six months. You're going to focus on these people as a way of building and launching your ideal practice. Is that helpful?

Woman 2: I think what I'm getting as you're talking is to go back and relook at what I've already written down about these clients and see if I can crystallize it into something and how it's not crystallized yet.

David: What I would do would be to think of the clients I've worked with and some of my favorite clients. I go through my files] and say, "Oh, I really enjoyed working with that guy." It makes it more real to me that it's a person and what is it about him and how can I reach more people like him?

Well, this guy came to me through my men's organization. So, gee, if I want more

guys like him, maybe doing something more with men's organizations would be a way to go. So, that's the way I would approach it.

Woman 2: OK.

David: Does that make sense?

Woman 2: Because I did go through my clients, like the current ones I'm working with and looked at, because there's some people that I really enjoy and wrote down their characteristics and still, what I'm getting is go back through that and take another sweep, look at another level of it.

David: Yeah. Yeah, good strategy.

Man 1: I'm looking more towards my own personal purpose as far as shifting out of one niche that I've done for many years and now moving into a niche because of my location. So, I'm living in Fort Lauderdale and the gay community here is thriving and that's a niche that I want to focus on. Personally, just for what I want to bring out of the community. I think there's a lot of negative energy here and there's a lot of great people. The main focus that I wanted to focus on was just the vision/mission purpose piece for the gay community and bringing that into each individual.

David: Yeah.

Man 1: So, back to real basic coaching and I used to do more relationship skills stuff. So, it's kind of a broad thing. Now, when I'm looking at my niche, which would be the gay community, so my question is, is it specific enough or do I need to name something really specific like gay men from 20 to 40 or do I need to be more specific on what I'm bringing them. I feel like I'm a little too big.

David: Maybe not, "gay adults in the Fort Lauderdale community." And maybe you can define it further by saying, "that are actively involved in gay organizations and social groups" and things like that, as opposed to gays that are closeted or gays that are just happy at work and at home and they're already partnered. So, the gays that are, like, active in the community.

And when you say "gay community, ' you're talking about people that are part of a community.

Man 1: Yes.

David: They're identifiable. They hang out together. They go places. You can find them. They read the same publications, they hang out in pretty much the same places. So, that might be all you need to do.

Man 1: OK. It felt like it might be too big and what you're saying is maybe not and try something out and see how it..

David: The key is that it's an identifiable group of people. You can reach them. Because you've identified them, you know how to reach them.

Man 1: But I've always been told, "the more specific you get, the better" and I'm always wondering how specific do you really need to be? So, obviously, this is a fairly broad group. So, I'm wondering what the measure is as far as knowing. I guess you just try it out and see what happens?

David: My personal measurement is if it becomes glaringly obvious how to reach them.

Man 1: OK.

David: If you're confused or you're unsure, well, shoot! I want to reach this niche, but where do I find them? Then it's not narrow enough.

Man 1: Yeah, that's not an issue for me whatsoever. I mean, I'm very well plugged in down here and know exactly where to go.

David: Yeah.

Man 1: Now, it's more about working beyond the niche and more about what I want to bring out in the gay community.

David: Yes.

Man 1: OK. So, that'd be more of the vision/mission purpose on my end work.

David: Yeah. That's exciting.

Man 1: OK.

David: I had something similar with the singles here in Silicon Valley. I wanted to be the go to person for singles in Silicon Valley. I put on a Friday night social for them every Friday night. It was great and it was fun and I attracted conscious singles. They wanted alternatives to the bars and the singles scene and it took on a life of its own and it was a blast.

But that was my niche and they were easy enough to identify because they were single and they were in Silicon Valley and they pretty much read the same things and went to the same kind of places. I knew how to identify them, I knew how to market them and reach them. It was narrow enough. Yours is plenty narrow enough in my opinion.

Man 1: Oh, I've got my answers. So, I heard you say, do I know where to go to market and then kind of whether the niche is specific enough or not.

David: Yeah.

Man 1: OK.

David: And for everybody else that's listening to this and you're wondering, how do I pick a niche or how do I know I have the right niche or how do I know it's a narrow enough niche? This is a great conversation for you because a niche is an identifiable group of people. You know you have it narrow enough when it becomes glaringly obvious and easy to identify and market to them. So, just keep on defining and narrowing until you've reached that criteria.

OK! Moving on to page five of the study guide, section 4, "How to create your compelling one year miracle." A one year miracle, in my opinion, is this is the place that you want to be. This is where you want your practice to be in one year and it would feel like a miracle to you if it was. So, it's a bit of a stretch. It's not what you think is realistic. On the other hand, it's not what you think would be unrealistic.

"I want to have five million dollars in the bank, I want to have 200 clients, I want to live in a mansion on the hill a year from now."

Well, not quite. So, where do you want your business to be in a year? And what would be a bit of a stretch that would feel a miracle to you if you were able to achieve that.

So I have three questions for you in creating your compelling one-year miracle.

Question one is: What is your practice look like one year from now? Very simple, very obvious, what do you want your practice to look like one year from now? What's your vision? What are the things that are measurable? Things that are identifiable, what do you want to have in place? What do you want your practice to look like one year from now?

Question two: What are the specific steps and actions needed to get there? Well, after I've answered question one and this is what I want my practice look like one year from now. What we need to happen to get there? And start building an agenda and action plan.

And then question three is very important. What are you willing to do to get there? In this case, the language might be, "What am I willing to do to get there?" And I actually want you to write it down. "I'm willing to speak to audiences large and small. I'm willing to knock on doors. I'm willing to cold call. I'm willing to take a mortgage out of my house and pay for advertisements." I do not want you to do that, by the way. Don't do that but what are you willing to do to get there?

All the things that you can think of that might be needed to do that you are willing to do. The primary means of marketing are speaking, writing, and networking. There's a whole lot of things that you could do. What are you willing to do to get there? "I'm willing to take a speaking class. I'm willing to join the leads group. I'm willing to learn how to write articles. I'm willing to hire a ghostwriter to help me

write a book."

So these are the three questions I want you to work on for your one-year miracle.

Question one: What is your practice look like one year from now as specifically as you can especially relate to your vision which by this time should be easy since you've already done that.

Question two: What are the specific steps and actions needed to get there. Well, if I want to achieve this "One-year Miracle" then, I've got to accomplish this, this, this, this, this, this and this. And then, what am I willing to do to get there?

Well, gosh, if I want to accomplish all of that I'm willing to speak, I'm willing to write, I'm willing to network, I'm willing to cold call, I'm willing to knock on doors. What am I willing to do? It doesn't mean you're going to do them all; it's just sort of taking a look at what might be needed.

And you may take and choose strategy on some of them and not all of them. But this is about opening your mind to whether all the things that you might be involved here that you would be willing to do. And there might be some things that you are not willing to do. And that's OK.

The beautiful, wonderful thing about this is that those many ways to be successful, you don't have to do it in a way that you don't want to. So you might decide that, "I am now willing to learn how to build websites. " I am not willing to spend five hours a day on my computer." And you don't need to. "I am not willing to code call. " You don't need to. "I'm not willing to speak in front of groups. " Well, I'd like you to do that but in truth, to have a successful practice you really don't need to, as long as you're willing to do other things.

Man 2: The word "networking" really resonates with me and it's easy to talk with about my niche with a small groups of people and I feel that if I can become a part of a networking group, perhaps, that has a wide diversification as to who makes up the group, I feel confident that what I have to offer is unique and know that people will talk about it and scratch their heads and say, "Hmm, that really sounds like it would be a good thing for some people that I already know, so may I have your business card? I'd like to have this person call you."

David Steele: [laughs] I have a wonderful piece of news for you, that this networking group that you're seeking, if you can't find it, you can create it. Wouldn't it be great if one of your most successful, fun, productive marketing efforts was simply to start and participate in a networking group?

Man 1: I hadn't thought of that. [laughs]

David: It sounds like you have energy for it, it sounds like you have a passion. I've had experience with this over and over and over, that I was not happy with

what else was out there, so I saw a need and I just went ahead and filled it. Because that's what I wanted for me. What do you think?

Man 1: I hadn't thought of that. It sounds kind of exciting. I just so happen to live just down the street from a special facility in my community that has large groups of retired people and elderly people, and my niche lends itself to that kind of a person. And what I can do is I can just reserve a room, get in touch with the manager of the facility, tell him I'm going to be talking about this subject in Room number- whatever room I can reserve-Thursday afternoon at 4:00 for half an hour, and just put up a little note.

David: Yes!

Man 1: Yes, that will work.

David: And all you've got to do is give this networking group a name that other people will be attracted to. They'll say, "Ooh, that's interesting, I might want to play there." You know, branding is everything. What you call it is everything.

So you might actually want to make up a long list of names and do some market research by asking people that you'd want to participate, "Which one of these names appeals to you?" And come up with a name for it, identify how you want it to operate, what would be fun for you, what would be productive, and the kind of group you'd want to participate in, the different kinds of people that you'd want to be there, and how you'd reach them.

When you build something from the ground up the good news is that you can build it your way. If you join something that's already in existence, well, if it works for you, great. But chances are it's not going to be everything that you want it to be.

There is an interesting phenomenon when you start something like this. You become a hero. You become a go-to person. You are elevated in people's eyes because you are the founder and leader of this group. You have way more credibility, way more exposure than you could ever pay for in advertising. It's a very, very interesting, very powerful phenomenon.

And I think it has to do with leadership, and how most people are actually followers. They're not comfortable in a leadership role, so they are grateful and in awe of anybody that would take on leadership. So when you step up into a leadership role you will develop followers. They will be grateful. "Oh, thank you so much for starting this. Thank you so much for making it happen."

Man 2: Well, I want to thank him, because I just totally got a complete breakthrough of everything I wanted from my clients. I could literally just create this group of gay men and women that actually make a difference in this community. And that's what I want to bring out of my clients, anyway. And just

create this group and, what a great way to actually have the end results, and just stand for it.

David: Yes! Cool.

Woman 1: I would like to have my practice move into being about, I would say 75% moving toward almost 100% group educational experiences, as opposed to individual coaching.

David: Right. So one-to-many.

Woman 1: Yes.

David: Yes. If you haven't already, I highly, highly recommend that of the Private Practice Marketing on a Budget materials, at some point you make sure that you catch the audio program on our top strategy for filling your practice. And the secret is groups. If you want to find this there's <http://www.buildingidealpractice.com/topstrategy.html> and you can download the program there. But it's in the Private Practice Marketing on a Budget materials.

Creating a group and marketing a group is actually a very effective practice-filling tool, because for some reason people are willing to refer to groups and sign up for groups far easier than for individual services. And in the process you will get people that are interested in your individual services. Or if you want to do one-to-many, and to have groups, classes, and workshops, by all means put them together and market them. And everybody that you contact is going to be a candidate for working with you individually as well. It's a very, very effective strategy.

Woman 1: What you just said is really important to me. People sign up for group programs and seminars, faster than they'll sign up for private.

David: Absolutely. This is in the Top Strategy program, and I've said this several times in many other ways, but I'll just say it here again. Whenever you are in front of a group, whether it's a free presentation, a workshop, a class, a coaching group, a support group, whatever it is, any time somebody has a question, and they raise their hand during the program, or they come up to you afterwards, I want you to pretend that they are waving their arms wildly, screaming at the top of their lungs saying, "Hello! I am a prospect for you."

And so when they raise their hand and they have a question during the program, or they come up to you after the program, consider them a prospect and follow up with them. They are special. They are attracted to you. They want to engage you.

Let's say you have a group that runs every week. You've got six people in it, it's a support group. Every week these same people get together, and they pay \$200 a month each for that privilege. And one of the people in the group starts to have a

challenge around their job and employment, they need to change jobs and they're going through a transition, and it appears to be more than the group can really support them in. They really need more specialized coaching, and consulting, and support.

You can suggest working with you individually on that. You say, "Hey, Sally, I want you to know that I have a lot of experience working with people, supporting them through career changes, identifying what else they want to do, and going ahead and making that shift, and getting a job in that new career. I've done this a lot. Would you like to consider working with me on that?"

And you can at any time suggest to anybody in your workshop, class, or group, and say, "Would you like to make an appointment to talk about that further with me?" And then get together. And that might be an enrollment conversation-you're enrolling them in working with you one-on-one.

It's not selling, by the way. You're not trying to sell them on it. You're seeing that they have a need and you're seeing that you are a good resource for filling that need. So you're being responsive to the need that they put out. You're not selling your individual services, you're providing them the opportunity to engage you and make a decision whether they want to work with you individually.

So it can be an enrollment conversation, or it can be a paid consultation. You can say, "Hey, I notice you have a lot of questions and challenges around getting a new job. Would you like to make an appointment with me to work on that?" And it's going to be a paid consultation. You're not offering your services for free just because they're paying you as part of your group.

There's more about that in that program, *Our Top Strategies for Filling Your Practice*. It's a very good program, it's an excellent strategy for marketing and filling your practice. The wonderful thing about groups is that all you need is a couple of them. For most of us a couple of groups will pay our bills. Everything else is gravy.

Woman 2: Well, I like what you said, that it only takes a couple of groups to fill your practice. That's exciting to me.

David: No, I didn't say it only takes a couple of groups to fill your practice. It typically only takes a couple of groups to pay your bills, and then everything else is gravy. And it is true that marketing groups will fill your practice. Let's say you are a practitioner whose practice lends itself to groups. I'm a marriage and family therapist and I've had a variety of groups over a long period of time. One of my favorite groups was a men's group.

And so, let's say I do zero marketing for my practice, except I promote the fact that I do men's groups. If all I do is market to men that are candidates for my men's groups, I will reach people that want to be part of my men's group and I

will also reach people that will want to work with me individually. And I will also reach couples. I'll reach all kinds of different clients. But all I'm doing is one thing, I'm just marketing a men's group.

It's an example of how this works. And in the process of marketing a men's group, I might be doing some talks. I might be writing some articles and publishing them. I might be establishing some partnerships with organizations of men. Everything that I'm doing will bring other kinds of clients to me, but I have a niche, I have a marketing activity.

I'm not just promoting myself as David Steele, marriage and family therapist, "Let me give a talk to you as David Steele, marriage and family therapist." No. "I'm inviting you to consider having me speak to your group because I work with men. I specialize with men, I have a couple of men's groups and I have a lot to say that might be helpful to men. Would you like me to give a talk on becoming the superior man?" Or something like that. Does that make sense?

Woman 1: I think my one year miracle would just be to have the majority of my coaching reach groups because I've done primarily coaching privately one on one and the one I enjoyed the most was a coaching circle that I created. I haven't done one for two years and what I'd rather do is rather than just dabble in that, make that my focus, but not do it full time, just be able to, as you said, so true, coaching or doing something with groups pays the bills. I'd like to get back to that in a bigger way.

David: Yeah. So, how many coaching circles would you like to have in place in a year? What would seem like a reachable stretch of a miracle to you? If you're going to have this many groups in a year, you'd be happy?

Woman 1: I don't know. I'd say up to five.

David: . OK. So, you want your one year miracle to create five coaching circles?

Woman 1: And/or workshops, other circles or workshops rather than private.

David: Yeah. Groups are ongoing. That's the wonderful thing about them, it's regular, weekly or biweekly slots.

Woman 1: Right.

David: And most of our services are best delivered in an ongoing process.

Woman 1: Right.

David: You're working with your clients ongoing over time. It's rare that it works very well with private practice professionals that our clients come in one time and then that's it, that's all they need. So, most of the time, we perform an ongoing service. So, then, we need to structure our practice to promote that.

Your workshops could be a feeder for your groups. As an example of a marketing strategy, that might be all you need to do.

David: You put together a workshop. You market that workshop so people that come through your workshops are candidates for your individual services and your coaching circles. And so, you just focus on putting on a workshop and marketing it, delivering it and marketing your next workshop and delivering that and you have a pipeline.

Woman 1: Exactly. It's funny, I've been very successful with developing and marketing and following through the coaching circles, but for some reason the workshops, I haven't. My big commitment used to be to sit down and take the time and have the confidence just to develop the workshop.

David: Yeah. It's a great example of how our energy wants to go certain places and we resist going other places. You need to make a judgment call. I mean, sometimes, you need to go where your energy wants to go. So, if it's between workshops and coaching circles and all things being equal, coaching circles is a fine service delivery vehicle, a fine thing to market and you don't need to do workshops, then why even bother with the workshops?

On the other hand, if you really need to do the workshops and wanted to do the workshops but you're holding back because you're scared or because it's new and in your judgment you need to go there, then go ahead.

Sometimes we resist something because we don't have energy for it, We really don't really don't want to do it, but we're telling ourselves we should. Watch yourself on that. If what you really want to do is coaching circles, do coaching circles!

And maybe a combination would work well. Now, you do a workshop, you offer a four week, five week follow-up to those people, a certain percentage of them will take you up on it. Then you do your next workshop, you have a four or five week follow-up and you space them out so there's time in between so you don't burn out.

It's short enough so that it's not going to burn you out, but it's enough to support them to implement what they got out of the workshop. So what we're doing is we're discussing a service delivery system that would be effective for the people that you want to reach that would be sustainable to you, that you want to do.

It doesn't mean you have to do one or the other. You can combine them very, very effectively. It's your business, so you get to do it your way. Maybe you have a two-week follow-up and let's say the two-week follow-up is free. So they pay for the workshop they get a two-week in person follow-up and then you offer them the opportunity to work with you over the phone.

So, if what's burning you out is going to your office and working with them in person, they can join a conference call and pay you \$100 a month to follow up with you that way. And that might be more fun and be more sustainable and easy for you.

And still effective for them. So that's just an idea. That's just an example of how you can design your business your way, around what you clients need and what you are willing to and want to do. The thing about workshops is that they require new blood. They're short.

They're one day or a weekend or something like that. So you're always needing to reach new groups of people and there's a variety of ways to do that and you probably know about referral and two for one discounts and all sorts of other creative things you can do.

But your coaching circles, your other services, will sustain you and pay your bills, while the workshop traffic ebbs and flows. In one workshop you might get 50 people and in another workshop you might get five.

And so, you know, depending on making your living from workshops sometimes can be iffy. That's where your individual group services are your security, your financial security.

Caller: Right. OK.

Jack: You know, I'm a living testament to the fact that if you go into this program and then lose focus and move away from it, it doesn't work for you. That's why I'm back.

David: Welcome back.

Jack: Yeah. And also, having lost focus for a long period of time, that's what I've been struggling with. I know that I want to work primarily with men, the much-maligned male. I also know that for me I have to be working in an area of spirituality. That's basically my purpose for being here. Helping people to create the connection between themselves and a much higher power.

And sitting here today listening, what popped into my head all of a sudden was great, making up posters and putting them out in barber shops and salons and what have you. Announcing a free teleseminar on the "Sacred Male."

And then following up on that so that a year from now, what I would have weekly free introductory tele-classes on the "Sacred Male" and any offshoots that come from that, but also I would be able to create groups of people who want to meet that way. And at the same time, create the individual clients that wants to go a

little bit further, go a little bit deeper into the sacredness of being male, or being in relationship.

I've gotten a lot out of today.

David: Yeah, This is great, Jack. This is a great example of branding and packaging. So you've taken what you want to do with men and you've branded it as "The Sacred Male."

Jack: Right.

David: "Sacred Male" coaching, "Sacred Male" workshops, "Sacred Male" dot com. Here's the book, "Becoming the sacred male." And you have your intro seminar that you do over the telephone for teleseminars. You can do the same thing in person. The "Sacred Male" the key to masculine happiness and fulfillment. And that becomes your brand. You package that. That's very cool!

Jack: Yeah.

David: I noticed that you started a virtual church.

Jack: I did.

David: And was that a result of your last PPMS go around?

Jack: In part, it was. But I was with a group of coaches here and I was actually challenged by a couple of people to take some action, in terms of spirituality and teaching, etc. So I rose to that and that's how I came up with the name and the online church, the Church Facilitated. For whatever reasons and I haven't clearly identified yet, it fizzled.

The people who showed up in the beginning that were really promoting it here with me in Jacksonville, kind of fell away and probably all my fault. I just didn't promote it hard enough or far enough.

Honestly, It's lost some of its energy for me.

David: Yeah, did you have a way of monetizing it? A way of supporting you or supporting itself?

Jack: You know, that's the element that I never got in there.

David: And I would bet that has a large thing to do with why it fizzled. It's a volunteer activity. It's a contribution to the world, but there has to be a reciprocation. There has to be a win-win for it to be sustainable.

Jack: Right.

David: And it takes a fair amount of effort and creativity and time, which are limited commodities to make that happen. And if you are retired and if you are independently wealthy and you have the time and the effort and the resources to donate, great.

But time and money and effort, energy, those are limited commodities and we need to prioritize them into building our ideal practice, into building a business that will take care of us, so that then we can give back to the world and play and do all these other things that we want to do, like have a virtual church that we are the unpaid pastor of.

Jack: Right.

David: Unless you can monetize it and have a way of supporting you and having it support itself. So, you know, a great idea and I enjoyed watching your execution of it and seeing you show up for that, but I wasn't clear how it was supporting you.

Jack: Right.

David: And come to find out that it's not. Well, that's why it didn't go anywhere. So this really has to be a win-win. And my bargain with the universe is that if I show up and do my best and do a good job for others, that my business will take care of me. But it's not going to take me by itself. I have to monetize it, you know?

You have to demand to get paid for what you do. So if you can't do this virtual church and find a way to get paid for it in some way, it doesn't mean they pay you. It might mean that it's a membership site, instead of passing the collection plate around in person; you have people donate to be part of the site.

And what do they get? They might get the same exact thing that you were giving away for free, but the difference is that you are demanding payment for it.

Chances are you put it on the shelf, so your energy doesn't want to go there right now. And the Sacred Male sounds like a great way to go. So run with the ball and see where it takes you. You got great potential there.

Jack: Sounds like it, doesn't it?

David: Yeah! And that came up for you just in today's call?

Jack: The word sacred hit me about two days ago, but I didn't know what to do with it. I was kind of floundering around. A friend of mine and I are putting on a one-day seminar at the Unity Church in a couple of weeks. It came up in conversation and I've been batting that word around and just kind of found a home for it during the call today. Yeah.

David: Wow. We have witnessed the beginning of something big, ladies and gentlemen. Great.

Jack: All players are welcome. Thank you very much.

David: Thank you, Jack.

OK. So, moving on to Page six of your Study Guide, Section 5: How to use the practice-building calendar.

So, please do download the practice building calendar, print it out and make multiple copies. You'll notice that there are blanks for strategies down the left column and across the top are the months of the year. Plug in the months of the year, starting with this month. You notice there are 12 columns, so one column for each month of the year.

Make a list as you are going. You don't have to make all of that list right now, but have this ready in front of you. Have it on your desk. I mean, there are a few things that I'd like to request desk space for. The practice-building calendar is one, that you have it out there on your desk all the time.

And a little later on in the program, we'll cover one or two other things that I'd like to have some desk real estate for. The effortless referrals grid is one from Module 5. The enrollment conversation checklist might be another from Module 6. The client tracking form is another. That's from Module 6. So to build and run a successful practice, my high recommendation is that you have these on your desk in front of you all the time.

A little later on we're going to talk about having post cards that you send out as thank you notes and follow-up notes. I want you to have a stack of them on your desk in front of you all the time. So at a moment's notice even while you are on the phone, you just take one from the pile and address it and put a stamp on it and put it in your out box.

I am brashly requesting, or demanding, valuable real estate on your desk for these things. But we're starting with the practice-building calendar. I want some copies of that on your desk all the time. And start listing the internal and external marketing strategies on the practice-building calendar.

Whenever you write something down, like let's say you want to launch a campaign for Valentine's Day. Well, that's in February. And you're going to do a mailing to your mailing list on the week before Valentines Day. So you'll write down under internal strategies because your mailing list is your internal network, you write down "mail valentines cards" or "valentines mailing." You put down the date under the February column that you want those to go out.

So internal strategies are related to the relationship building activities that you

need to do to build your relationship with the folks that are already in your network. The external strategies are the strategies that you will do to market to people that don't know you yet. They are external to your network.

So those are the two primary kinds of marketing: external marketing and internal marketing. The primary outcome of external marketing will be to develop prospects, people that know you that you know them in some way now. So they become part of your internal market. And then your internal marketing is building your relationship with people so they know, like and trust you so that they eventually hire you.

So that's what that looks like. External marketing leads to internal marketing. And so, your marketing will involve both. Giving a talk to a group of people is external marketing. Going to a leads group or a networking event where you don't know most of the people is external marketing.

Looking up complementary professionals in the phone book and sending them a mailing and calling them on the phone and visiting their office is external marketing. You don't know them yet.

Advertising is definitely external marketing. I tend to minimize the importance of private practice professionals need to do that, because it's very expensive. It's not very effective. There are so many more effective things you can do. Please don't try to spend money in advertising to solve the problem of getting clients.

If you have any doubt about that I can always repeat my story of spending \$8,000 on a direct mail campaign advertising trying to get clients. Got zero clients from it. Don't do what I did.

Yellow pages is ineffective for a lot of us. Only if the people that you want to reach are looking in the Yellow pages, looking for you. Chances are, if you want to choose a niche and own that niche, it's really hard to target that in the Yellow Pages, although it is possible.

In my practice, I specialized in couples in crisis. So that was my Yellow Page ad, "Couples in Crisis." And boy did I get them and I burned out on them. So, things like relationship coaching, well, nobody is looking for a relationship coach in the Yellow Pages, nobody is looking for a coach in general.

Coaching clients are generally made and enrolled, they're not already created out there some place where you go market to. It's a whole different animal, a whole different way of getting those kinds of clients.

So, make copies of the practice-building calendar, have a bunch of them on your desk. List the internal and external marketing strategies as they occur to you, as they come up. Plan the roll out date of each one of those strategies on the

calendar itself. This gives you the big picture. You see a year in front of you.

Regularly, I recommend at the beginning of every week on Monday, I never schedule clients or any appointment on Monday morning. Monday morning is my time to get oriented for my week, to see what I got to do with the rest of my day, the rest of my week. I just need that time.

Part of why I need that time is I look ahead to what I got to prepare for, what I have to have in place. That helps me build my to do list. That helps me feel prepared, like OK, I know what I got to do. I have all my bases covered.

You know, you might do it on Friday afternoon. You might do it over the weekend. But at some point, you need to take a look at your practice-building calendar. You need to organize your time. You need to do some activities in advance of the time that they are actually going to happen.

If you want to do something on Valentines Day, which is almost exactly a month from today, chances are you should have put some things in place about a month ago.

So effective marketing usually involved planning ahead and doing things in advance of the time that you are actually implementing it. So that's what the practice-building calendar is designed to help you do.

So you list your internal and external marketing strategies on your practice-building calendar. You schedule the start dates, when you are actually going to launch these things, when you are going to do them. And then, every week make sure your checking this calendar and you're doing what you need to do that week to keep on track.

Earlier in the call we were talking about conducting groups and workshops and classes and these are the things that require a lot of lead time to plan your marketing, to allow people once they find out about it to make sure that they're available for it and don't have other things going on. To have the venue lined up, the space to have all the collateral materials, the copies and everything you need in advance so that you're prepared for that event.

You need lead-time. The practice building calendar will help you structure your time, plan your activities, give you the lead time necessary to successfully plan, implement and launch all your marketing activities for your business.

Woman: If you are going to be offering a group, like I'm planning on offering an energy group for weight loss. Clearing your limiting beliefs with energy work. I'm not sure how much of a lead time do I need to give people in order to, like you said, give them enough time to sign up. What's too much time and what's not enough time? Those kinds of things I don't know.

David: That's a great question and there's no formula or exact answer. I mean, if I were rolling out a group like this...

Number one, let me just share with you a reaction that I had when you talked about using energy psychology to lose weight, addressing your limiting beliefs. Well, first of all, when you market and you describe the group to people; you do not talk about limiting beliefs. You don't put that in the title. You don't even put it in the first couple of sentences of the description.

It's way, way, way down there. Because the four primary marketing questions that we need to address are:

Number one: What's this about?

Number two: What's in it for me?

Number three: Can I trust you?

Number four: Do I feel good about this?

So, what's it about, it's about losing weight, using energy strategies and so I would want a title that is compelling. How to lose weight, effortlessly using your mind. You know, or something that people can relate to and easily understand.

How about: losing weight without dieting. Oh, I like that. So very, very simple and to the point.

Losing weight without dieting. As an example, I'm not imposing it on you, I'm just saying, as an example. So, the program is: losing weight without dieting and so, that's what it's about, how to lose weight without dieting.

And What's in it for me is: you will learn how to lose weight without spending money on dieting, depriving yourself of foods that you want and you'll feel better, you'll look better and you won't be starving. Cool!

Do you like that? OK, can I trust you? Well, that's where your credentials, your testimonials, your endorsements, everything that you do and say, everything that you put out helps me trust you. Do you do what you say? Do you follow up? Things like that.

And then do I feel good about this? And if you are taking a positively oriented approach, they'll feel good about it. So, if I were doing this, I would have an introductory seminar. "How to Lose Weight without Dieting." And I would teach them about limiting beliefs, teach them about energy psychology. Give them some exercises to try so that they can experience it.

And then I give them enough information about what's involved about exactly

how to lose weight without dieting that makes it very, very clear they are not going to be able to do it on their own. They need to join my program and get my support and learn what I need to teach them in order to do it.

If you remember the two-hour tele-event last week for Private Practice Marketing Secrets, for two hours I covered very, very valuable information. The top three mistakes, the top three tips, the 32-step checklist. It did not give away exactly how to do all this. There is no way I could deliver that all in two hours.

But I gave away plenty of information that was valuable information and it was just the kind of information they need to know to be educated consumers. To know that wow, if I want to be able to do this and I need to learn this and this and this. I need this kind of support and that kind of support. This program is how to get that.

So, your introductory seminar, you design it so that you're creating educated consumers. They understand what limiting beliefs are and how they get in the way. They understand what energy psychology is and how it can be helpful to them and why it's valid and why it's effective.

They understand about dieting and weight loss and why diets don't work and all the rip offs and that kind of thing. And they understand exactly how you are going to help them, what it looks like, what they get if they signed up.

Then, boom, that's your introductory seminar. And so you do that in person, you do it over the telephone. That is what you promote and market. And that's your pipeline for getting people in the door to your workshops and classes and individual services. Does that make sense?

Woman: Perfect.

David: Was that helpful?

Woman: Extremely. It's a lot to think of. That's what I need is sort of this structure and a little more... I was shocked when you first said that, don't talk about limiting beliefs, like what!

To me, well, I guess I'm assuming that people relate to that concept, but you are saying that maybe the majority of the public doesn't?

David: Well, it's jargon.

The number one rule of marketing is: No jargon. And the term, limiting belief, does not have any benefits to it. It doesn't answer the question: What's in it for me?

We're going to address your limiting belief. We're going to remove your limiting

beliefs. It's like, well, OK, so what? I mean I can do that by myself or I don't need to do it, or I can lose weight and have limiting beliefs too. That's a limiting belief, by the way. But it means different things to different people. It's not effective marketing at all. No jargon is.

Woman: It's not concrete enough.

David: Yeah. How about this one... I'll never forget this one ever in my life. It was the email signature of a practitioner. And it had something to do with narrative therapy. And so, "Sally Jones, MFT, Narrative Therapy, From Your Stories to Transformation."

What's narrative therapy, tell your stories? How's that going to create transformation? And you might believe it, you might love it, you might think it's effective, but I don't know about this.

It's not going to attract me. Here I am, I'm a therapist. I have an idea what narrative therapy is. What makes her think it's going to be effective to the public?

So we have to assume that we can't use any jargon with the public because number one, they might have a different understanding of what it is than we mean. And number two, they might believe they understand what it is and know what it's all about. Therefore they don't need it.

Oh, well, that lady's workshops are all about limiting beliefs, well, I don't need that. You want to market to the benefit. Lose weight without dieting. Ooh, that's what I want. I want to be able to lose weight without dieting. In the process, of course, you will address and teach them and work with limiting beliefs. But you can't market that. You don't market the service, you market the benefit.

Write that down. You market the benefit, not the service. The narrative therapy, that's a service. Addressing limiting beliefs is a feature of your service. It's not a benefit. You know, when you are working with them, you will be addressing limiting beliefs.

In your marketing and trying to get their attention and convince them why they should consider signing up, addressing limiting beliefs is not compelling or attractive to them.

What is compelling and attractive is the benefit. What are they going to get from this? Remember, what's this about, what's in it for me? And then, can I trust you and do I feel good about this?

What's in it for me is incredibly important and it has to be from their point of view. It can't be what you think sounds good, or what you believe in or what you know is effective. It has to be from their point of view. And that's where your market research comes in and we'll be covering that in Module 2.

Market research is incredibly important, because we can't just make all this up in our head and have it fly and be successful, because we need to tailor it to our desired audience. The number one rule, the number one mistake that private practitioners make is that we need to market to our desired audience, not ourselves.

So, if you are an energy psychologist and you think this is cool and you believe in it and you have studied it and you practice it and this is what you live and breathe, well, congratulations. The people that you need to help they don't necessarily know the term, understand the term, know what it means or believe in it.

However, they definitely want the benefit of what you do. So that is what you talk about. That's what you market. Does that make sense?

Woman: Yeah. Understanding that difference is crucial.

David: Yeah. It's critical. Benefits vs. features. Jargon is a no-no, marketing to the desired audience, not yourself, in terms of what sounds good to you. We are at the top of the hour. We are at the end of our time. You've hung in there with me for three hours. I thank you very, very much.

This is the end of Module one and we will be meeting on Friday for the implementation lab. All the questions, challenges we'll be covering more specifically.

What we started in today's module and in Module two in two weeks will be: Owing your niche. Your uniqueness as your greatest asset. So that's two weeks from today.

Same time, same place, same bridge number, all that. Thanks very much for joining us and we'll see you on Friday.

[music]