Introduction to the Third Edition xi
About the Author xiii
Acknowledgments xv

Chapter 1
Establishing Goals and Expectations (Including Your Own) 1
You Will Be What You Decide to Be, Nothing Less, Nothing More
Starting At Square Zero: Financial Needs 2
Personal Attributes: The Investment from Within 5
Time Use: There’s No Such Thing As Not Having Enough Time 10
Focus: We’re All Working Part-Time 15
Why Collaboration Can Kill You 17
Summary 19
Questions and Answers 20
Notes 21

Chapter 2
Physical Space and Environmental Needs 23
Act Like You Have a Business and You’ll Have One
Alternative Work Spaces 24
The Basics Around You 29
Beyond the Basics 36
Communicating at the Speed of Light 38
Getting Some Help From Some Friends 41
Notes 43
Questions and Answers 44
Chapter 3

Sorting Out the Legal, Financial, and Administrative 45
First, Let’s Kill All the Lawyers
Legal Requirements and Organizational Options 48
Accounting, Financial, and Tax Matters—Exploiting Opportunities 50
Finding a Banker and Obtaining Credit 53
Other Professional Help 56
Notes 66
Questions and Answers 67

Chapter 4

Marketing 101 71
Creating a Market Gravity for Your Business
Creating a Press Kit 73
Stationery and Related Image Products 77
Networking 79
Pro Bono Work 86
Listings, Ads, and Passive Sources 88
Summary 90
Notes 91
Questions and Answers 91

Chapter 5

Advanced Marketing 93
Creating a Brand
Establishing a Web site 93
Publishing 98
Obtaining Media Interviews 103
Speaking 110
Newsletters 113
Notes 115
Questions and Answers 115

Interlude

Leveraging Technology 117
How to get Started at the Speed of light
The Importance of Being Earnest 118
The Budget Sampler 120
Best Practices in Leverage 121
Chapter 6

Initiating the Sales Process and Acquiring Business 127

Building Relationships

Finding the Right Buyer 129
What to do About Gatekeepers 131
Gaining Conceptual Agreement 135
Creating a Succession of “Yeses” 141
Notes 145
Questions and Answers 145

Chapter 7

Closing the Sale 147

How to Write Proposals and Cash Checks

The Nature of Excellent Proposals 149
The Nine Steps of Great Proposals 150
When to Follow Up 161
Eight Rules for a Command Appearance 163
Ten Steps to Follow if the Buyer is Unresponsive 166
Horrors, What if the Buyer Says “No!”: Six Steps to Redemption 167
Notes 170
Questions and Answers 171

Chapter 8

Establishing Fees 173

If You Bill by the Hour, You Cheat Your Client and Yourself

The Fallacy and Lunacy of Time-Based Fees and Per Diems 174
Preparing and Educating the Client 176
Fifty-one Ways to Increase Your Fees 179
Summary 192
Notes 192
Questions and Answers 193

Chapter 9

Moving to the Next Level 195

You May Be Ready for Dramatic Growth Before You Know It

Finding Resources: The Pros and Cons of Staffs 197
Business Planning 200
Chapter 10

Giving Yourself Permission to Succeed

How to Continue to Grow by Paying Back

Maximize Retirement Investing
Mentoring
Professional Growth
Retainers
Selective Project Acquisition
Travel
Celebrity Status
Life Balance
The Firm’s Future
Giving Back
Notes
Questions and Answers

Chapter 11

The Quick Start

How to Hit the Consulting Ground Running at Full Speed

First Dimension: Creating Infrastructure
Second Dimension: Reaching Out for Business
Marketing Technique 1: Call Everyone You Know
Marketing Technique 2: Target Twelve
Marketing Technique 3: Focused Prospecting
Quick Start, Full-Speed Mileposts, and Dangers
Summary
Notes
Questions and Answers

Appendices

A. Business Plan to Attract Investment
B. Sample To-Do Lists