

CONTENTS

List of Exhibits on the CD-ROM	xv
Foreword, by Jim Kouzes	xix
Preface	xxiii
ONE So You Want to Be a Consultant	1
What Is Consulting?	1
Four Ways to Get Started	2
Why Consulting Now?	7
Myths About Consulting	13
Rewards and Realities of Consulting	18
Just What Are You Getting Yourself Into?	20
TWO Talents and Tolerance	25
Skills for Success	26
Personal Characteristics of Successful Consultants	29
Roles You May Play	30
Signs of a Mediocre Consultant	32
Your Personal Situation	33
Caution: Business Owner Ahead	35
Entrepreneurial Characteristics	35

THREE Dollars and Sense	41
How Much Money Do You Require?	41
How Much Should You Charge?	44
Selecting a Pricing Structure	51
Other Pricing Decisions	54
Other Charges	55
Fee Increases	57
Ethics of Pricing	58
Money Discussions	60
Value of a Guarantee	61
FOUR Starting . . .	63
What's in a Name?	64
Choosing an Accountant	66
Business Structure	67
Business Plans	69
Start-Up Costs	86
Your Niche	87
Your Image	88
Experience	93
FIVE . . . And Staying in Business	99
A Marketing Plan	100
Do I Need a Website?	107
Surprising but Practical Thoughts on Marketing	108
113 Tactics for Low-Budget Marketing	114
Contacts with Potential Clients	122
Proposals and Contracts	132
How to Refuse an Assignment	140
Ways to Stay in Business	146
SIX The Cost of Doing Business	147
Plan for the Worst	148
Watch Your Cash Flow	149

Track Expenses	156
Set Aside Petty Cash	163
Charge Your Client	166
Project Revenues	170
Deal with Bad Debts	172
Keep an Eye on Your Numbers	172
Protect Your Capital Investments	176
SEVEN Building a Client Relationship	179
The First Meeting	181
Four Phases of Building a Client-Consultant Partnership	182
How to Improve the Relationship Continuously	194
It's the People	197
How to Maintain the Relationship After the Project Is Finished	197
More Value for the Client	198
How Many Clients Do I Need?	200
Ensure Success	200
EIGHT Growing Pains	203
Adding People	204
Growing Without Adding People	218
Expand Your Geographical Market	227
Do Everything You Can to Grow Your Current Business	229
Final Thoughts	230
NINE The Ethics of the Business	231
Consultant to Client	232
Consultant to Consultant	238
Client to Consultant	242
Code of Ethics	243
TEN Exude Professionalism	245
Measuring Up	246
Continuing to Learn	252

Balancing Your Life and Your Business	255
Managing Your Time	258
Giving Back	265
A Personal Checkup	265
ELEVEN Do You Still Want to Be a Consultant?	267
A Week in a Consultant's Life	268
Visualizing Success	278
Taking Action	282
Getting Ready	282
Reading List	287
Index	289
About the Author	299
How to Use the CD-ROM	301

<http://www.pbookshop.com>

LIST OF EXHIBITS ON THE CD-ROM

ONE

- Exhibit 1.1. A Dozen Questions to Ask a Consultant 20
Exhibit 1.2. Are You a Match for the Profession? 21

TWO

- Exhibit 2.1. Consultant Skills and Characteristics 27
Exhibit 2.2. Entrepreneurs: Do You Have What It Takes? 37

THREE

- Exhibit 3.1. Calculating What You Require 43
Exhibit 3.2. Actual Billable Days 47
Exhibit 3.3. Calculating Your Fee 48
Exhibit 3.4. How Much Will Clients Pay? 50

FOUR

- Exhibit 4.1. Business Plan Format 71
Exhibit 4.2. Start-Up Expenses 79
Exhibit 4.3. Budget Format 81
Exhibit 4.4. First-Year Cash-Flow Projection 82
Exhibit 4.5. Three-Year Projection 83

Exhibit 4.6. Personal Financial Statement	84
Exhibit 4.7. Fax Form	92
Exhibit 4.8. Start-Up Checklist	97

FIVE

Exhibit 5.1. Marketing Plan	102
Exhibit 5.2. Annual Marketing Planning Calendar	106
Exhibit 5.3. Company Profile	123
Exhibit 5.4a. Sample Introductory Marketing Letter	125
Exhibit 5.4b. Sample Introductory Marketing Letter	126
Exhibit 5.4c. Sample Introductory Marketing Letter	127
Exhibit 5.4d. Sample Introductory Marketing Letter	128
Exhibit 5.5. Questions to Ask Potential Clients	129
Exhibit 5.6. Client Contact Log	130
Exhibit 5.7. Sample Proposal	133
Exhibit 5.8. Sample Contract	140

SIX

Exhibit 6.1. Monthly Expense Worksheet and Record	158
Exhibit 6.2. Mileage Log	160
Exhibit 6.3. Time Sheet and Expense Report	164
Exhibit 6.4. Petty Cash Record	165
Exhibit 6.5. Invoice Summary	168
Exhibit 6.6. Invoice	169
Exhibit 6.7. Revenue Projections	171
Exhibit 6.8. Project Time and Expense Record	174
Exhibit 6.9. Program Development Costs Versus Revenue	175
Exhibit 6.10. Library Sign-Out Sheet	177

SEVEN

Exhibit 7.1. Contracting Checklist	185
Exhibit 7.2. Client-Consultant Partnership: Consultant Checklist	190
Exhibit 7.3. Client-Consultant Partnership: Client Checklist	192

EIGHT

Exhibit 8.1. Building a Firm	207
Exhibit 8.2. Partnerability	209
Exhibit 8.3. Subcontractor Agreement	212
Exhibit 8.4. Subcontractor Expense Record	216

TEN

Exhibit 10.1. Professional Checkup: How Am I Doing?	251
Exhibit 10.2. Time-Management Log	263
Exhibit 10.3. Session Planner	264
Exhibit 10.4. Personal Checkup: How Am I Doing?	266

ELEVEN

Exhibit 11.1. Visualize Success	280
Exhibit 11.2. Action Plan	283
Exhibit 11.3. Fast Fifty	285

<http://www.pbookshop.com>

For Shane and Thad,
the best consulting projects
a mom ever had

<http://www.pbookshop.com>