

## The Seven Stages of Practice Building

### What it Really Takes to Build the Practice of Your Dreams




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### Introduction

Hi! It's Brian here, from Core Coaching and Selling By Giving<sup>SM</sup>.



Are the following true for you?

-  **You love serving.** You're committed to making a difference in the world, and you feel a great joy from serving people.
-  **Your services make a difference in people's lives.** Whether as a coach, a counselor, a healer, or some other type of purpose driven practice builder, your services make a difference. You change lives. In some way, your services help people become happier, healthier, and more fulfilled.
-  **You want to make your calling your career.** It's not enough for you to just go and get a job. Instead, you're committed to creating a career where you can have it all – where you can make money and make a difference, while doing what you love.




Over the past five years, I've had the opportunity to support thousands of people in their journey towards creating their ideal practice. In doing so, I've learned a lot about what works – and what doesn't. Yet it was only recently that I realized how I'd been making a major mistake in my work.

In my enthusiasm to create value for people as quickly as possible, I've tended to jump right to the question of **how** to build your ideal, soul-centered, six-figure practice. But the thing is, what most people need to start with is the question of **what** the journey looks like. People want to know things like:

-  **What does it really take?** There are seven stages along the road to building your ideal practice, and the goals of one stage are very different than the goals of the others. What do the seven stages look like? What does each stage require? And how can you master them in the most natural order, as quickly and efficiently as possible?
-  **Why do so few people succeed at this journey?** While around 40% of all practice builders are eventually able to cover their basic monthly expenses (they complete their



green belt / stage four) only around 5% ever get to the place where they have a full, abundant practice that's creating an abundant income for them and the ones they love (their blue belt / stage five). There's one, primary reason for this. What is it? And how can we work with it?

 **What would be the best use of my time, money and energy?** 10% of your efforts will create 90% of your results. But which 10%? Which investments of your time, money and energy make the most sense, given your practice's stage of development?


Do those questions resonate for you? If so, *please* continue reading. What I want to share with you in this special report took me many years and hundreds of thousands of dollars to learn. It contains information that very few practice builders ever receive. And this information could potentially make the difference between succeeding in building your ideal practice versus giving up on your calling and having to go back and get a job instead.


Your calling is to serve people. My calling is to help you serve **more** people. More effectively, more easily and more profitably. Like you, I live to serve and make as much of a difference as I can. The biggest way I do that – the biggest way I've found that I'm able to support the evolution of consciousness that's happening on the planet right now – is by helping people like you be more effective.


So thank you. Thank you for letting me serve you, and we'd love to hear from you about whether or not you find this material valuable.

## Six Questions

Helping you understand what it really takes to build your ideal practice involves answering six questions. These are also the six core questions of Value Based Enrollment – they're the questions that, when asked and answered at a deep enough level, will cause clients to enroll themselves in your services, if your services are a fit for them and would provide them with exceptional value.

 **Where are you at?** Building your ideal practice is a journey. The first step in this journey is to know where you're at. What have you already accomplished? What strengths do you have?

 **Where do you want to be?** The next step is to know where you want to go. How many clients do you want to be serving? What type of a difference do you want to be making? How much money do you want to be making?

 **What's in the way?** The third step is to learn about the challenges and obstacles you're likely to encounter on your journey. What's holding you back now? What might stop you in the future?

- 🔗 **What’s the best solution for your needs?** The fourth step is determining the most effective investments you can make to move you through the blocks on your path. These investments can involve time, money, energy, and courage – four “fuel sources” you can use to power your journey. And these investments can be made on your own (i.e. building your own car and driving it yourself) or in partnership with others (i.e. boarding a plane and sharing the journey with other people.)
- 🔗 **Why would you want to do this?** Why would these investments make sense for you? What would be the benefits you could receive from them?
- 🔗 **Why wouldn’t you?** We’re all scared of deep change. And building your ideal practice requires embracing a path of deep, transformational growth. This naturally brings up thoughts like “*I don’t have enough time to do this,*” “*I don’t have enough money to do this,*” or “*I’m not sure if I really have what it takes to do this.*” The key is to discern whether these thoughts are coming from a place of *reality* or *resistance*. Are they a sign that a solution isn’t a *fit*? Or are they a sign of *fear*?

To help you answer the first two questions, we’re going to walk you through the *seven stages of practice building*. To help you answer the third question, we’re going to teach you *the one thing* I most wish every practice builder knew. And to help you answer the last three questions, we’re going to share some things about the Selling By Giving Practice Building Academy, and explore some simple ways we can support you in determining whether or not it would be a fit for you and whether or not it would provide you with exceptional value.

## The Problem of High School

A few years ago, I had the opportunity to speak at my twentieth high school reunion, to a group of alumni, faculty, students and parents. Now, in high school I was the one that the *chess team* made fun of (and yes, I was also an Eagle Scout.) So my intention going back there was to share with the students some of the things I wished I’d known as a teenager.

I started off by asking the adults to do an experiment with me, and for the students to just watch. I asked the adults to raise their hands if – back when they’d been in high school – any of three statements had felt true for them. Then I put up a slide that said “*I’m not good enough.*” When the audience read this, there was a wave of nervous laughter, and almost everyone raised their hands. The second slide read “*Everyone else is so much smarter, better looking or more popular than me.*” Again, nervous laughter and almost everyone raised their hands.



Then came the kicker. I put up the third slide, which read “*And I’m the only one who feels this way.*”

Nervous laughter. And almost everyone raised their hands.

I share this story because when it comes to talking about our practice building success, it often seems like we’re back in high school. It’s like everyone’s trying to pretend they’ve got it all together (because why on earth would someone refer a client to us if they knew how small our practice really was) while secretly feeling that we’re not good enough. And because it’s so hard to find out what’s really going on for others, we tend to feel like everyone else is easily managing to build a full, successful practice, and we’re the only one who is finding it so hard to get new clients (and having so many insecurities come up during the process).

So let’s give you the “straight dope,” by taking a look at the seven stages of practice building.

## The Seven Stages of Practice Building

The journey of practice building naturally proceeds through seven stages.

Each of the seven stages involves integrating our most physical aspects (such as our body’s desire to have enough money to take care of our physical needs) with our most spiritual aspects (such as our heart’s desire to serve and make a difference). It involves creating a marriage between heaven and earth, while also lifting our consciousness – the place of awareness we live from – to more spiritually evolved levels. As such, we’ve patterned the seven stages off the seven chakras, each with its own color.



- 7. Leader**
- 6. Teacher**
- 5. Master Practitioner**
- 4. Practitioner**
- 3. Apprentice**
- 2. Intern**
- 1. Student**

These stages aren’t something that we just achieve, like crossing an item off our to-do list. And they’re not something we just learn, like by reading a book. Instead, practice building is more like a martial art. It’s an art form, which involves first learning the theory, then learning the core skills, and then making these skills a matter of consistent, regular practice. As such, we’ve also patterned the stages off the martial arts model of different belts, each of which is earned based on demonstrating a certain level of mastery. Here’s a quick summary of the different stages.

### **Red Belt – Student**

**Achieved when you graduate from a professional training program in your chosen field (i.e. coaching school, massage school, chiropractic school, etc.)**



### **Orange Belt – Intern**

Achieved when you've successfully delivered exceptional value to at least five regular, repeat, individual clients (paid or unpaid.)

### **Yellow Belt – Apprentice**

Achieved when you've successfully enrolled and delivered exceptional value to at least five regular, repeat, paid individual clients.

### **Green Belt – Practitioner**

Achieved when your income from your practice has been enough to cover your basic monthly expenses (i.e. at least \$3,000 a month for 3 months in a row.)

### **Blue Belt – Master Practitioner**

Achieved when you've built a full, abundant practice (i.e. your practice is grossing at least \$8,000 a month and it has a waiting list.)

### **Indigo Belt – Teacher**

Achieved when you're creating value on a larger scale through a combination of classes, information products, individual sessions and group sessions (i.e. your practice is grossing at least \$20,000 a month.)

### **Purple Belt – Leader**

Achieved when you've built a scalable organization that serves people even when you're not the one doing the work (i.e. it's grossing at least \$40,000 a month and it can continue to run profitably even if you take a 1-3 month vacation.)

## **Stage 1: Student (Red Belt)**

The first level of mastery involves being a *student*. During this stage, the primary focus is on both theoretical and practical education. It involves mastering modalities and tools. While graduation is usually marked by the acquisition of a degree or certification, the core goal of this stage is to develop **trust in the value of what you've learned**.

For coaches, this often involves receiving a certificate from a coaching academy. For therapists, it means getting a professional degree. For healers, it means completing a training program in one or more core different healing modalities (i.e. acupuncture, energy healing, massage therapy, etc.).

Of all the different stages, this one often feels the most comfortable. While we may or may not find school to be fun and exciting, it is definitely *familiar* and *predictable*. This comfort can create a beautiful space for incubation and growth. At the same time, it can also hold us back. In the later stages, when we bump in to our fears and insecurities, a common temptation is to buy in to the belief that “Oh, I just need another degree or certification” (i.e. “*let me go back and do something that feels more comfortable*”) even though that’s rarely the real issue.

**Completion Requirements:** You’ve **earned your red belt** when you’ve both graduated from a comprehensive training program or university, and also built a strong level of trust (at least 8 out of 10) in the value of what you’ve learned.

**Completion Percentage:** Of committed practice builders, approximately **80%** complete this stage.

**Typical Investment:** Depending on your field of specialization, this level of training typically requires an investment of between \$5,000 - \$50,000 over the course of 1-3 years (though it can be as little as \$1,000/6 months, and as high as \$200,000/6 years.)

**Key:** The most important thing to look for at this stage is making sure the education you’re investing in has a strong enough experiential component. Many of the higher priced, more traditional programs come with a strong brand or cachet, but then under-prepare their students by placing too much emphasis on theory instead of practical skills.

**Selling By Giving:** At this stage, the Selling By Giving programs aren’t yet a fit.

## Stage 2: Intern (Orange Belt)

After graduation, the second level of mastery involves being an *intern*. During this stage, the primary focus is on getting real world experience with clients. You get your orange belt when you’ve gotten positive feedback from at least five regular, repeat, individual clients. The core goal of this stage is to develop **trust in your ability to provide exceptional value**. You can do this by working with unpaid, partially paid, or fully paid clients. The money isn’t the important thing here. What is important is that you are working with *regular, repeat, individual clients*, so you can gauge their progress over time.



For example, when I started my coaching practice, I offered three months of coaching to a number of people I knew. I didn't require them to pay anything, but I did require them to treat the relationship *as if* they were paying for it, and to give me feedback on the value they received.

The biggest challenge of this stage is our tendency to think that exceptional value is something we *do to* our clients. Instead of looking for clients who are a great fit, we somehow think we should be able to provide exceptional value to everyone we see. Because of this, we tend to avoid talking with our clients about what exceptional value would look like for them, and instead base our estimations on our fears and *expectations*, rather than on clear, explicit *agreements*.

**Completion Requirements:** You've **earned your orange belt** when you've developed trust in your exceptional value, and you've received feedback from at least five regular, repeat, individual clients (over the course of at least three months each) reporting that they received exceptional value from their work with you, and that they also *would* have received exceptional value if they'd paid a full fee for their sessions.

**Completion Percentage:** Of committed practice builders, approximately **70%** complete this stage on their own.

**Typical Investment:** This stage typically requires an investment of 10-12 hours a week for a period of 4-8 months. It doesn't usually require any particular financial investment, but it does require an investment of courage, in order to move through the fears that naturally start to surface at this stage.

**Key:** The most important thing to do at this stage is to start putting support structures in place that can help you move through your fears with as much grace and ease as possible. Mastermind groups, peer coaching, and The Work of Byron Katie are three great tools to consider. Another great option, for both this stage and the next, is to work as an intern/apprentice for a master practitioner or teacher in your field.

**Selling By Giving:** The Practice Building Academy is usually not going to be a fit for you until after you've finished this stage. If you're excited about getting a jump on the upcoming stages, you could invest in the Home Study Course, both as a way of learning more about what the journey of practice building requires, and as a way of trying out this system to see if it's a fit for you. If you do enroll in the Home Study Course, the most important modules for this stage are Introduction, Purpose and Procrastination, and Providing Exceptional Value (modules 1-3).



### Stage 3: Apprenticence (Yellow Belt)

The third level of mastery involves being an *apprentice*. During this stage, the primary focus is on learning how to enroll your first paying clients. You receive your yellow belt when you've completed at least three months of regular, individual sessions with each of your *first five paying clients*. The core goal of this stage is to develop **trust in your ability to get paid for your services**.

This stage is where the rubber really meets the road, and it's the place where most practice builders hit a major stumbling block on their path, because they've never invested in learning how to actually enroll clients.

Between the different email groups I'm part of, I probably get at least one email a month from an apprentice practice builder, which says something like the following.

*"Hey, I just wanted to let you know that I've decided to open my practice as a [coach/counselor/healer/etc]. So if you know of anyone who could use my services, I'm offering a **free session** this month to the first ten people! So have them give me a call!"*

While this is a courageous action step, it rarely produces the results people expect it to, because it violates a number of the key principles for doing clean, effective enrollment. It comes across as needy, inexperienced, a little manipulative, and above all else – impersonal. It avoids doing exactly the few key things that generate great, full paying clients.

In this stage, as well as in the following two, the biggest challenge is that most people haven't learned **the one thing** I wish every purpose driven practice knew – *that traditional business tactics don't work for what we do* (more on this below.)

**Completion Requirements:** You've **earned your yellow belt** when you've developed trust in your ability to get paid for your services, and you've completed at least three months of regular, individual sessions with each of your *first five paying clients*.

**Completion Percentage:** Of committed practice builders, approximately **60%** complete this stage on their own.

**Typical Investment:** This is where things start to get interesting. With proper training in heart-centered enrollment skills, this stage can be completed in 4-8 months with 10-15 hours per week. In fact, since you don't have to complete stage two to start on stage three, some people are able to complete both stages in a total of 6-12 months.





Without heart-centered enrollment training, this stage typically takes at least an additional year to complete.

**Key:** When people start trying to get paid clients, they often think they need to do a lot of marketing – then think they need a fancy web site, a monthly newsletter, Google advertisements, the perfect business cards, etc. This is not true. *Please* don't invest a lot of time or money in traditional marketing programs! They rarely work, particularly at this stage of the game. Instead, the key is to learn how to get in the circle of conversation and have heart-centered referral and enrollment conversations with the people who are already in your web of trust.

**Selling By Giving:** This stage is where the Practice Building Academy can provide you with a very high level of value. It can save you 6-12 months earning your yellow belt, 2-3 years in earning your green belt, and help you radically increase your odds of completing your blue belt. And if you truly can't afford it yet, then you can start with the Home Study Course, use it to help you with your yellow belt, save up the money you earn from your clients, and upgrade to the Academy for support with your green belt.

For this stage, the most important modules are Providing Exceptional Value and Value Based Enrollment (modules 3 and 6). It's important to understand the other modules, but in terms of where you put your energy (going to the dojo and working on your practice) the key things to focus on are these modules, as well as the heart-centered enrollment basic skills you'll learn in the Academy.

## Stage 4: Practitioner (Green Belt)

The fourth level of mastery is where you come into your own as a *practitioner*. During this stage, the primary focus is on building your business to the point where you can afford to leave your day job and pursue your calling full time. You receive your green belt when your practice is making enough money to cover your basic expenses (i.e. at least \$3000 a month for 3 months in a row). The core goal of this stage is to develop **trust in your ability to support your basic financial needs with your practice's income**.

After graduating with their red belt, many practitioners do a “cliff dive” into their new career. They quit their day job, commit themselves to working full time on their new business – and then start freaking out as they watch their savings drain away. This pattern makes it much harder to build a successful business, because the fear of not having enough clients is one of the strongest things that keeps us from getting new clients.





In contrast, unless you have a minimum of 1-2 years savings in the bank, or are being supported by someone else, it's usually much easier to build your practice by starting it almost like a part-time volunteer position, where you're committed to working 10-20 hours a week, but you don't *need* to get new clients in order to survive. This creates the freedom to earn your orange, yellow and green belts at the pace that works best for you. Then after you earn your green belt, you'll have proven to yourself that you can cover your financial needs, and you'll be ready to jump in full time.

**Completion Requirements:** You've **earned your green belt** when you've developed trust in your ability to have your practice generate enough money to cover your basic expenses, for example by bringing in at least \$3000 a month for 3 months in a row.

**Completion Percentage:** Of committed practice builders, approximately **40%** complete this stage on their own.

**Typical Investment:** With a comprehensive practice building course that teaches you both the system and skills for success, this stage can be completed in approximately 12 months while working 10-20 hours a week (i.e. a total of 18-24 months since completing school and earning your red belt).

Without heart-centered enrollment training, the failure rate is much higher (only around a 40% success rate) and the journey takes about twice as long (around 2 years for this stage and 3-4 years since earning your red belt.)

**Key:** At this point, it's essential to learn a complete system for building business that is both effective and energetically aligned with your core values. You can either create this system by trial and error (which most people do, because of **the one thing** – covered below) or you can invest in learning it from someone else.

**Selling By Giving:** If you're working on your green belt, *please* consider enrolling in the Practice Building Academy. The \$3,000 you invest in the Academy could easily save you 2-3 years of painful, nerve-racking trial and error, and radically increase your odds of actually earning your green and blue belts and creating your ideal practice.

For this stage, all the modules are important, as are the web of trust marketing system, the fill-in-the-blanks-business-plan, and the heart centered enrollment skills. The one thing you don't necessarily need to complete for this stage is your co-creative positioning (i.e. finding your perfect niche.) While helpful, that becomes more of a necessity when it comes time to earn your blue belt.

## **Stage 5: Master Practitioner (Blue Belt)**

The fifth level of mastery is where your ideal practice really starts to show up, as you step into your authentic self-confidence as a *master practitioner*. During this stage, it's time to create

your dream practice! How many hours per week do you want to spend with clients? What types of clients do you want to see? How much do you want to be making? You receive your blue belt when your practice is full, you have a waiting list for new clients, and you're creating an abundant income for you and your loved ones. The core goal of this stage is to develop **trust in your ability to enroll clients at will**.

When we start our practice, enrollment is a mystery. Sometimes clients show up, but we never really know how or why. You've earned your blue belt when you've learned how to "go to the client store." As in, when you want food, you go to the grocery store. When you want new clothes, you go to the clothing store. And when you want new clients, you go to the client store.

You're able to "go to the client store" when you have the skills and the systems in place so that when you want a new client, you know the specific actions to take which will bring them to you. You've mastered the art of the invitation, you're comfortable having referral conversations, and you actually *like* having enrollment conversations. Bringing in clients has become a comfortable, familiar, enjoyable process.

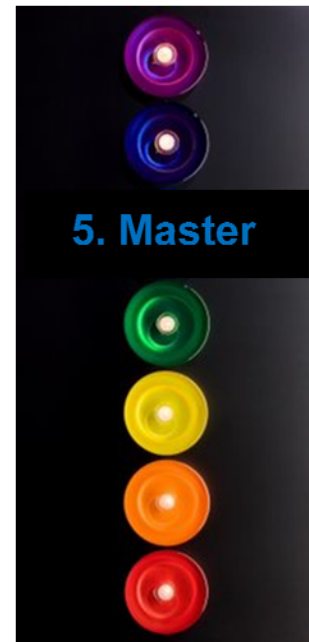
**Completion Requirements:** You've **earned your blue belt** when you've developed trust in your ability to enroll new clients at will, such as by creating a full practice with a waiting list and an abundant income of \$8,000-\$10,000 a month. This is when you can truly say that you've created your *soul-centered, six-figure practice*, and you know that you're serving as many individual clients as you have the space for.

**Completion Percentage:** Of committed practice builders, approximately **5%** complete this stage on their own.

**Typical Investment:** This is where most practice builders hit the wall. It's hard to state typical levels of investment, because so few people ever achieve this goal. For example, 80% of coaches make less than \$20,000 a year, and the average full-time therapist (even after many years of training and hard work) makes less than \$55,000 a year.

Thankfully, these odds can be greatly improved through proper training and coaching.

**Key:** Becoming a master practitioner requires getting – really, truly, in-your-body *getting* – how commitment creates value. 60% of exceptional value comes from the level of commitment our clients bring to the relationship (10% is from our expertise, and 30% is from our presence.) Given this, master practitioners have learned the art of turning their fees into one of the greatest gifts they offer their clients. They have learned to *like* having enrollment conversations, because



they've discovered how what happens *before* the client signs up is often the most valuable, interesting work we do in the entire relationship.

**Selling By Giving:** Ideally, you would have completed the Practice Building Academy before starting work on your blue belt. At the same time, if you've already completed your green belt on your own, the Academy can absolutely provide you with exceptional value. Either way, after completing the Academy you'll likely want to consider a follow on coaching program with a master coach (either one on one or as part of a group) in order to move through this stage as quickly and efficiently as possible.

## Stage 6: Teacher (Indigo Belt)

The sixth level of mastery naturally starts after you've filled your practice and have a waiting list. At this point, we naturally find ourselves called to start working with groups rather than just individuals, as a way of serving a larger audience. During this stage, the form of your practice may change radically, as the majority of your income starts coming from group classes, speeches, information products, books and the like. There are many more recipes for success at this point, as your mastery of the earlier stages has prepared you for a joyful, expressive, co-creative dance with Spirit.

The core goals of this stage are to develop **trust in your ability to enroll groups of people both cleanly and effectively and to function as an entrepreneur**. A practitioner asks the question "*what can I do that will create value?*" The entrepreneur asks the question "*what systems can I create that will create value?*" A practitioner gets paid by the hour. An entrepreneur gets paid as a function of the total value they've created for people. This is a radical mind shift (for more on this, please read [The E-Myth Revisited](#) by Michael Gerber.)

When we're starting as a practitioner, it's easy to get tricked by what I call *the fundamental pricing mistake*. This is the assumption that it's easier to make money if we charge lower prices, particularly if we're scared of sales. We figure that if we just make things cheap enough (say offering a 6 week teleclass for \$100, rather than trying to charge \$100 per session) then people will beat a path to our door.

This is not true. Think about it. What do people do when they don't trust their sales abilities? They get a job. In other words, they make one BIG sale that will hopefully last them for years. Imagine that you're looking for a \$80,000 a year job, and you're going to stay with that job for five years. That means you're making a \$400,000 sale!





*The lower your price points are, the more difficult it is to make money, and the better you have to be at enrolling people in order to do so.*

This is why we focus so much on enrolling individual, repeat, regular clients during stages 2-5. Now, while you're working on your blue belt, it can be great to go out and start teaching classes or giving speeches as well. However, until you've earned your blue belt and are well into your indigo belt, group programs work much better as a relationship building/marketing tool for your individual services, rather than as a primary way of making money.

**Completion Requirements:** You've **earned your indigo belt** when you've developed trust in your ability to cleanly and effectively enroll groups of clients at a time, and to function like an entrepreneur. This typically involves developing both your expertise, your entrepreneurial mindset and your enrollment skills to the point where you are making \$20,000 a month and delivering exceptional value to your clients, through a combination of individual sessions, group programs, paid speeches, and information products.

**Completion Percentage:** Of committed practice builders, approximately **1%** complete this stage at all, and very few of them do it on their own.

**Typical Investment:** At least \$30,000 in coaching and another \$30,000 in building your systems.

**Keys:** Developing an entrepreneurial mindset, learning how to cleanly and effectively enroll groups of people at a time, and creating systems that address an acknowledged, underserved need.

**Selling By Giving:** At this stage, you've largely moved beyond what the Practice Building Academy has to offer you. High level individual or small group coaching is most likely going to be a better investment for you at this point.

## Stage 7: Leader (Violet Belt)

The seventh level of mastery involves stepping into a leadership role and building an organization that serves anywhere from hundreds to tens of thousands of people per year.

I don't know if you ever truly "complete" your violet belt, as every time we step into a given level of mastery, loving, leadership and service, another level of opportunity to serve opens before us.

This stage is magical, while also involving many of the same types of conflicts, challenges and learning opportunities that we experience in the earlier stages. Some core goals of this stage usually include **developing**





**trust in the systems you've built for enrolling students both cleanly and effectively, as well as building your organization to the place that you're not needed for day to day operations.**

In other words, your organization can keep functioning at a high level even if decide to get on a plane and go to Hawaii for a three month vacation.

I've had the great privilege and honor to be coached and mentored by a number of stage 7 leaders. And I've also had the great privilege and honor of coaching and mentoring some stage 7 leaders. From what I've observed, it's a dance. It's often joyful. Sometimes it's painful. It almost always involves regular opportunities for learning, growth, co-creation and service.

And on the whole, it seems to be about as much fun as you can have with your clothes on.

So come on in! The water's fine!

## **The One Thing I Wish Every Practice Builder Knew**

The Seven Stages of Practice Building are a great tool for helping you answer our first two questions: "*where are you at?*" and "*where do you want to be?*" You can fill in your answers below.

I'm currently working on the \_\_\_\_\_ stage (my \_\_\_\_\_ belt).

My intention is to master the \_\_\_\_\_ stage (and earn my \_\_\_\_\_ belt) within the next 2-3 years.

Then our third question is "*what's in the way?*" You've learned some of that by reading about the seven stages. AND, I want to share with you the single most important block – by far – that shows up for almost every practice builder I've ever seen.

Because it's so widespread and it's also so widely misunderstood, it's the **one thing** I wish every practice builder knew. If I could wave a magic wand, and communicate **one thing** to every coach, counselor, healer, and heart-centered service professional on the planet, this would be it.

Are you ready? Here it is.

**Most standard business practices don't work for purpose driven practice builders.**

**They don't work practically and they don't work energetically.**

Did I make that bold enough to get your attention? If you *\*really\** got this one thing – if you really got it in your body – it could transform your practice, and radically increase the level of difference you're able to make on the planet.

I recently started working with a gifted, committed, passionate coach. Like many, she moved away from a more traditional career in order to follow her heart and make a difference. And like many, she’s invested years developing her skills and expertise so she can offer exceptional value to her clients.

But then she did something most practice builders don’t do – she gathered her courage, took a leap of faith, and hired a consultant to help her build the business side of her practice. She realized that in order to be successful, she needed to develop as much competency in selling her services as in providing them. So she found someone who had a lot of experience with small businesses, paid him \$35,000, did everything he said to do for six months...and generated virtually no new clients.

In fact, it was even worse than that.

This consultant didn’t just waste her time and money. He actually guided her to do things that were the exact opposite of what would make her successful. He pushed her to do things that felt out of integrity, that turned off potential clients, and that pulled her away from her purpose – all at the same time.

Not because he was bad or stupid. He’d built a great reputation supporting more traditional, product based businesses. The reason he wasted so much of her time and money was because he didn’t recognize that traditional business doesn’t work for what you and I are committed to doing.

This **one thing** is the primary reason why 95% of practice builders never reach their full potential, and are never able to build the full, abundant, ideal practice they want.

It’s not because we don’t offer enough value. Or we’re lazy. Or we don’t know enough about traditional business. If anything, it’s because we know *too much* about business!



## How NOT to Get Clients Part 1

You can’t live in our culture without being inundated by traditional, interruption based marketing – telemarketers calling during dinner, television advertisements talking about why you need “the purple pill,” and billboards promising that if you just buy the “right” kind of beer, you’ll have the life of your dreams. We’re inundated by the practice of what I call “selling by taking,” and without even realizing it, we get deeply conditioned to think that this is what business has to be like.




And it feels horrible to us. It feels violently out of alignment with the energy we want to live our lives from. So we usually decide – at a deep, unconscious level – that we either have to be poor but pure, or else we have to sacrifice our values and “sell out.”


This conditioning occurs at such a deep level that we usually don’t even realize it’s happening. We don’t realize that there’s a deeper reason why so many practice builders are terrified of sales while being quietly desperate for clients. And we don’t realize that there’s another way.

## Four Reasons Why Traditional Business Doesn’t Work For Us


Here are four reasons why traditional business doesn’t work for purpose driven practice builders.

 **Your services are not an impersonal commodity.** Traditional business is based on selling the same thing to everyone. If you buy a Toyota Prius, you can customize a few things like the color and options, but you’ll still be one of 1.6 million people driving this car. Traditional business is a fundamentally impersonal process.

However, you’re not selling bananas, cars, or cheap plastic toys. You’re selling services that change people’s lives. You’re selling the equivalent of heart surgery. As such, what you’re selling is based on intimacy, which is the *opposite* of what most sales and marketing techniques create. (Imagine if you were to receive a coupon for heart surgery – Buy One, Get One FREE! Ridiculous – yet that’s what we often think we have to do to sell our services.)

 **Your value is not based on offering the cheapest prices.** Because traditional business is based on selling commodities, the primary way retailers can offer value is by selling things at a cheaper price. But that’s the opposite of what works for us. With coaching, counseling and healing, the number one thing that creates exceptional value is the level of commitment your clients bring to the relationship. If you have a client who is 100% committed to their growth and healing, you could read the phone book to them and they’d get value. If you have a client who is 100% committed to resisting their growth and healing, nothing you can do will make a difference.

*Commitment creates value.* And in our culture, one of the most powerful ways we commit ourselves is with our money. If you try to compete based on offering the lowest prices, you usually end up decreasing the value you offer – not increasing it. You end up doing a disservice to your clients and to yourself. Again, this is the *opposite* of how most business works.


 **Your value is not based on helping people hide from their issues.** When you’re feeling insecure or lonely, how do you deal with this? For most people, the answer is to consume something. Feeling bad? Eat something. Watch a show. Pop a pill. Buy new



clothes. Drink a beer. Go on vacation. Buy a couch. Traditional business does a great job of enabling our addictions. It loves to help us numb out and hide from our issues by offering us sugar highs that feel good for the moment but come with a long term cost.

In contrast, our services are based on helping people embrace their issues and work through them. This isn't quick or easy, and it automatically brings up deep, unconscious fears. In fact, the more value you offer, the more likely it is that people's defenses will get triggered during the enrollment process (usually without them even realizing it). And when this happens, people automatically start thinking "I don't have enough time or money to do this." This usually isn't true, and being of service involves learning how to lovingly work with this instead of enabling their fears.

(Notice something key here. The more value we offer, the more resistance automatically comes up for people when they think about hiring us. This is why *the more value you offer, the better you have to be at enrollment in order to be successful* – which is the exact opposite of what we would expect to be true.)

 **Your paradigm isn't based in stress and scarcity.** Not only don't traditional business practices work for us practically, they also don't work energetically. They don't feel good, or in alignment with our core values. So no matter how many times we tell ourselves that we "should" do more to build our businesses, we often find ourselves procrastinating or getting sucked into cycles of meaningless busywork. Or we'll waste money paying others to try and find our clients for us. These patterns don't work. Yet virtually every purpose driven practice builder I've worked with has them, because at the deepest levels, the energy most business runs off of isn't compatible with the energy we're committed to living our lives from.

Traditional business is based in stress and scarcity. The foundational principle of modern economics – the law of supply and demand – is based on the assumption that prices are set by competing over *scarce* resources. And stress is the fuel source most people in business use to keep themselves motivated. They amp up on caffeine, deadlines, and endless to do lists. But what is stress? It's a polite name for pain, fear and self-judgment.

In contrast, you and I seek to live from a paradigm of abundance, and we seek to be motivated by purpose and inspiration rather than fear and unworthiness. And when we try to do business in a traditional way, we naturally find ourselves procrastinating – consistently – because of this core energetic conflict between how we want to be and how we feel (deep in our body) business is "supposed" to be done.

## How I Learned This The Hard Way

I laugh when people ask me how I got into this business, because my path has been anything but obvious (at least to me – Spirit clearly had a major hand in the process.)

I started as a Mormon nerd in the cornfields. I fell in love with computers at a young age, because they felt so much safer and easier to understand than people. Then in high school, I became “the one the chess team made fun of.” Literally. My varsity letter was in chess. We travelled around the state competing with the other chess teams. And I was the one my teammates most often made fun of.

That *of course* led to my becoming an atheist, Berkeley Ph.D. in computer science. Which *of course* led to my becoming an over-achieving, Silicon Valley entrepreneur. My first job out of college involved raising a million dollars in venture capital from very seasoned, high level investors (I still wonder – what were they thinking?!? But somehow they went for it.)

I raised \$20 million for two startups, travelled around the world speaking to different groups, made and lost millions, and survived two acquisitions, a \$400 million initial public offering and two burnouts, all before I turned 30.

After my second burnout (because one obviously wasn’t enough) I took what was left of my adrenal glands and crawled down to southern California, where *of course* I spent six years involved in full time personal and spiritual development and where *of course* I got a masters degree in Spiritual Psychology.

Given this very “interesting” background, I thought it would be fairly easy for me to build a full time practice as a life and executive coach. I mean, I’d learned quite a bit about traditional business, and I’d had the opportunity to study with some of the most astonishing teachers on the planet, so how hard could it be?

Much to my surprise, I found it to be much, much harder than I expected. While I’d had no problem selling equity in my companies for millions of dollars, or hiring myself out as a consultant for thousands of dollars a day, when it came to charging for my services as a coach, I kept getting stuck. Something about my old way of doing business just didn’t work for me anymore.

So I signed up for some courses that promised they’d cure me of this problem. They tried to tell me that my issues were all just a big misunderstanding, and I just needed to snap a rubber band each time my thoughts got off track, or reframe my attitude to money so I could see how it’s “all just energy.”



**How NOT to Get Clients**  
**Part 2**



I tried their techniques. But they didn't work for me.

So I tried reaching out to my network of coaches, counselors, healers and teachers, and I found out that nothing seemed to be working for them, either. In fact, in talking to them, I discovered something really strange.

**The more conscious people were, and the more committed they were to making a difference, the more difficult it seemed to be for them to build a successful practice doing so.**

I remember one dear friend, who is so talented and gifted, and offers so much value, that I think she should be on Oprah. Yet after 15 years of full time practice building, she had gone through her retirement money, her savings and her inheritance. She'd sold her house, borrowed as much money as she could, and was on the edge of bankruptcy. She felt like a failure, and she assumed it must be because something was wrong with her or with her services. She assumed that either she wasn't really providing exceptional value to people (because if she was, *of course* people would have referred her more business by now) or somehow she wasn't being "spiritual" enough (because if she was really cooperating with Spirit, *of course* she'd have been taken care of in some way.)

And I found that this problem wasn't just confined to individuals. Almost every spiritual or self-help organization I connected with seemed to be struggling with the same challenges as well.

Yet no one seemed to know why this was happening, or how to work with it.

Now, I'm nothing if not determined. I joke that if a cartoon was made of my life, particularly during my 20's, it would show a series of brick walls with Brian-shaped imprints through them. I was raised with the motto, "*If it's tough, give it to a Whetten.*" (Since then, I've realized that this is like wearing a spiritual "kick me" sign. So as our first child is about to be born, my wife and I have decided that our new motto is "*If it involves growing with as much grace and ease as possible, give it to a Whetten.*" But, hey – it gave me plenty of determination.)

So I kept beating my head against the problem, bit by bit figuring things out on my own. I kept trying to build my practice the hard way – on my own, using the traditional ways of doing business that had worked so well for me in the past – and my savings account kept getting smaller and smaller.

Until one day a leader named Steve Chandler emailed me about an apprentice program he was creating. He was offering someone the opportunity to learn, from the inside, how he'd built a million dollar a year coaching business (and earned his purple belt). Plus, he was willing to license his systems and programs as part of this, so I'd be able to use them with others.



The program sounded incredible. In many ways, it was a once in a lifetime opportunity. But there was just one little challenge – it cost \$50,000 that I didn't have. I'd invested so much money developing my business the hard way that my bank account was almost empty. I wanted to make this investment, but the thought of doing so brought up a lot of fear.

As I checked inside, I realized that the problem wasn't with Steve or with the program. I trusted that what he was offering could have life changing value for me. The problem was that I was scared to step forward into my leadership, and I was scared to work with the inner conflicts and blocks that had been holding me back. I was scared to really commit, 100%, to going after what I said I most wanted.

It took me two months of deep work, drawing on support from my incredible team of coaches, counselors and healers, before I was ready to make this commitment. And as I did, I learned – really *learned*, in my body – a few key things. I learned how traditional business doesn't work for purpose driven practice builders. I learned the systems and practices that do work. I learned that there's an easier way of building a successful practice.

And I learned how **commitment creates value**. Before I started working with Steve, I'd been of two minds about my practice. While one side of me wanted to be successful, another side had been scared. While half of me kept saying "let's go!" another half kept saying "stop!" By committing myself in this way, and truly putting my money where my mouth was, that shifted. By investing \$50,000 in this way, I'd gotten off the fence. I'd fully decided to step up and do what it takes to build my ideal practice.

Which I did.

And then I took what I'd learned and started sharing it with others.

## **What's the Best Solution For Your Needs?**

So we've looked at three questions: "*Where are you at?*" "*Where do you want to be?*" And "*What's in the way?*" Then the fourth question is "*What's the best solution for your needs?*"

If you're working on your red belt, the best solution is likely going to involve one or more professional training programs.

If you're working on your orange belt, the best solution will hopefully involve an internship program through your school. Or you could create a support group with other interns, or apply to work as an intern with a master practitioner or teacher in your area.

Then the real question is how can we help you achieve your yellow, green and blue belts, so that you don't have to learn so many lessons the hard way, like I did.



If you've at least achieved your orange belt, and your goal is to achieve your blue belt (a full, abundant practice with a waiting list) I've found that the **fastest** solution is intensive, one on one coaching with someone like myself, Steve Chandler (now my coach and partner) or Steve Hardison (my coach's coach.) Doing so involves an investment of between \$24,000 - \$150,000 a year.

The most **cost effective** solution is the six month, Selling By Giving Practice Building Academy. This program requires an investment of \$495 a month for six months, plus a minimum of 5-8 hours of your time, and a willingness to receive support in working through any fears or issues that come up for you during the process.



The Academy provides a complete system for purpose driven practice builders that answers the question, “*what does business look like – in a practical, grounded, effective way – when it’s done from a place of love?*” It teaches the complete “how to build your soul-centered, six-figure practice” program.

Admission to the Academy is by application, and we limit each class to 20 students. It comes with an exceptional value guarantee, backed up by our commitment to creating exceptional value for each student or client we work with.

For more information on the Academy, please check out these resources.

<http://www.sellingbygiving.net/academy.php> - Academy web page

<http://www.sellingbygiving.net/docs/pba-overview.pdf> - Academy overview

<http://www.sellingbygiving.net/docs/pba-application.doc> - Academy application

## Why Would You Want to Do This? And Why Wouldn't You?

So now we come to the last two questions of Value Based Enrollment – “*Why would you want to do this?*” and “*Why wouldn't you?*”

In terms of why you might want to invest in this program, here are some of the benefits that our graduates have reported receiving from it.

### **Owning the value of your services**

*“Brian, I have to share that this 4<sup>th</sup> chapter was incredibly powerful for me in seeing that I truly have a valuable service and package (me!)” – Frances Fuji, Executive Coach*

### **Learning a new, different, more loving way of doing business – one that works for you both practically and energetically**



*"Thank you from the bottom of my bank account. Why knew business could feel so good!" – Melanie DuPuy, Breathing-Life Coach*

### **Discovering a proven, step by step recipe for success**

*"This course has been absolutely life-changing for me! I know without a doubt I'll be able to implement what I've learned and make a success of my practice. And it's simple!" – Liesel Teversham, Energy Healer*

### **Mastering the art of heart-centered enrollment**

*"I have doubled my income since taking this class, my income is now regular and consistent, and I no longer fear selling my services." – Nilofer Safdar, Energy Healer*

### **Transforming the way you feel about selling your services**

*"My income almost doubled after taking this class. It helped me release my fears and judgments around money and it gave me some great ideas and tools for marketing my business." – Stephanie Wiltgen, Educational Consultant*

### **Support in working with challenges as they come up**

*"To think, I almost gave up – inches from the water trope, the paradise of doing my true heart's desire and being paid well for my offering. Thanks, Brian!" – Marsha Jane Orr, Small Business Coach*

### **Earning at least one more practice building "belt" in 6-12 months**

*"After graduating from the Academy, I built my practice from nothing to \$16,000 a year, in a single month, just by giving out 9 gift certificates and then following through on what I've learned." – Susan Bryan, Life Coach*

### **Creating your soul-centered, six-figure practice**

*"Thanks to Brian and Selling By Giving, I increased my income by \$74,600 in one year. This stuff works!" – Susan Ortolano, Relationship Coach*

### **Doubling or tripling your income**

*"I referred a colleague...he mentioned that he's not even done with the program and has doubled his client load!" – James Stevensen, Massage Therapist*

### **Developing trust that you really can create your ideal practice**

*"This is the class I've been waiting for my entire life." – Aileen McKenna, Energy Healer*

Plus, people have gotten book deals out of the program, transformed their marriages, developed the self-confidence to pursue their dreams, overcome debilitating patterns of procrastination and victim consciousness, and more...



So those are some of the reasons you might want to invest in this program, or something like it.

Why wouldn't you?

If you're like most people, when you think about enrolling in something like the Academy, at least some of the following thoughts come forward. (Please feel free to check off any of these that resonate with you.)

- Yeah, but I don't have enough time right now.
- Yeah, but I don't have enough money right now.
- Yeah, but I'm not sure that I have what it takes to be successful.
- Yeah, but I'm not sure my services really offer exceptional value.
- Yeah, but I'm not good at business.
- Yeah, but I don't have enough motivation.
- Yeah, but I'm too scared.

The thing about thoughts like these is that sometimes they're based in **reality**, and sometimes they're based in **resistance**. In other words, sometimes they're telling you that something isn't a **fit** for you, and sometimes they're telling you that you have **fears** that are coming forward.

And the thing about fear is that it's an almost perfect indicator of what's in our highest good – as long as we do the opposite of what it says. With the exception of real, immediate physical dangers (i.e. if a saber-tooth tiger appears in front of you, RUN) when our fears tell us to move away from something, we're usually better off if we move towards it instead. One of the most powerful “on-course” indicators I'm aware of is when our heart is singing (i.e. it's telling us that we're following our purpose) our mind says “yes, this is a reasonable path” and our fear says “run away!” If and when you ever notice all three of these at the same time – go forward, because you're SO on track!

So how can we help you discern what's true for you? To help answer that question, we came up with a “stair step” we can take together, both to help you move towards your goals and to help determine if the Academy would be a mutual fit (i.e. if it would provide you with exceptional value and if you'd provide exceptional value to the class you'd be joining.)

## Would You Like to Go on Another Date?

Selling By Giving is all about building relationships based on stair steps of trust and commitment. Given this, it's a lot like dating. Between this document and the other ways we've built connection so far, we've had the chance to start getting to know each other and to start exploring whether or not we want to build a stronger, deeper relationship.

With Selling By Giving, our goal is to create relationships that – over time – provide \$30,000 to \$300,000 or more in value to our clients, and that involve them investing between \$3,000 to \$30,000 to create that value. Now, that’s not a fit for everyone. In fact, we know that *most* people aren’t a fit for what we do. And that’s great, because we can’t serve everyone. In fact, we can only serve a tiny fraction of the people who could receive exceptional value from our services.

Understanding this fact takes the pressure off things, because instead of us trying to “sell” as many people as possible on something, our goal is to simply to build relationships with 40 people per year that are a great fit for our services.

Does this resonate with you? If so, here’s a way to take another “stair step” of relationship building with us – one that involves another step of commitment on your part, and that gives us the opportunity to develop another level of understanding and trust about whether or not the Academy would be a fit for you.



This “stair step” is the one month, Get More Clients Now teleclass.

This program has the same format as the Practice Building Academy, and can serve either as a stand-alone program that has tremendous value on its own, or as an optional, extra first month of the Academy. It’s completely guaranteed, so if for some reason this step doesn’t work out for you, we can give you your money back and part as friends. And if it does provide you with exceptional value, then hopefully we can continue to build our relationship over time.

To learn more about this program, including the next time it’s going to be offered, please visit:

<http://www.sellingbygiving.net/getmoreclients> - Teleclass information page

## Conclusion

I hope this report was of value to you! In it, we covered the six questions that are at the core of heart-centered enrollment, we learned about the seven stages of practice building, and we shared with you the one thing I wish every practice builder knew. We also modeled what we’re seeking to teach you – how to enroll people in a way that feels clean and enjoyable, because it’s based on a new, different, more loving way of doing business.

If this resonated with you, and you think one of our programs might help you more easily and efficiently reach your practice building goals, we’d love to have the opportunity to connect with you and get to know you better. Please send us an email at [corecoaching@corecoaching.org](mailto:corecoaching@corecoaching.org), and



tell us a little about yourself, your practice, what your goals are, and any feedback you have on what we've shared. Or sign up for the Get More Clients Now teleclass.

Welcome! And thank you for giving us this opportunity to be of service.

Love and light,

P.S. Can you think of any friends or colleagues of yours who might also receive exceptional value from this special report? If so, please feel free to forward a copy on to them, with my compliments.

## About the Author

*Brian serves as a coach, author, speaker and facilitator. By the age of 30, he had received a Ph.D. in C.S. from U.C. Berkeley, raised \$20 million for two startups, become an internationally known speaker and academic, made and lost millions – and burnt out twice. This was followed by six years of deep inner work and a M.A. in Spiritual Psychology from the University of Santa Monica, and he now focuses on the integration of spirituality, psychology and business. He serves as the President of Core Coaching, is the founder of Selling By Giving and writes a conscious business column for the Huffington Post.*



For more information, please feel free to visit [www.corecoaching.org](http://www.corecoaching.org) and [www.sellingbygiving.net](http://www.sellingbygiving.net).

## About Selling By Giving<sup>SM</sup>

*Selling By Giving supports the evolution of consciousness by making it easier for coaches, counselors, healers and other purpose driven practice builders to create full, abundant practices. Where your calling is to serve people, our calling is to help you serve **more** people, more effectively, more easily, and more profitably.*



*Selling By Giving teaches a new, different, more loving way of doing business. It provides one answer to the question, "what does business look like – in a practical, grounded, effective way – when it's done from a place of love?"*

For more information, please feel free to visit [www.sellingbygiving.net](http://www.sellingbygiving.net) and [www.integralcoaching.org](http://www.integralcoaching.org).