

YOUR PRACTICE CAN PROVIDE BOTH MONEY AND MEANING.
THIS COURSE WILL TEACH YOU HOW.

An Introduction to



SELLING BY GIVINGSM

CREATING BOTH MONEY AND MEANING

HOW TO GIVE YOUR WAY TO A SOUL-CENTERED SIX-FIGURE PRACTICE

BRIAN WHETTEN, PH.D, M.A.



Welcome!

Thank you for purchasing *An Introduction to Selling By Giving*. This program comes with the following pieces.

- **CD 1: Integrating Spirituality and Business.** This program explains why we naturally encounter so many conflicts and challenges when we try to bring together love and money. It describes the key discovery that allows us to resolve these conflicts and create businesses that provide both money and meaning. It explains the **3 Keys to Integrating Spirituality and Business**, and it details the radical benefits that come from doing so. If you have any conflicts in your life around money, sales, or charging for your services, this CD is for you.
- **CD 2: Creating the System for Your Soul-Centered, Six-Figure Practice.** Where the first CD is applicable to many types of business, this second CD is specifically for soul-centered practice builders – purpose-driven people who are committed to making a living by offering individualized services to others, such as coaches, therapists, healers, consultants, etc. It explains the critical importance of creating a system for your business. And it begins the process of helping you construct such a system, by walking through the **9 Fatal Business Mistakes** and the **6 Essential Elements** of a Soul-Centered, Six-Figure Practice.
- **This E-book.** This E-book comes in two parts. The first section consists of a set of handouts. Please **print out these handouts** and use them as you listen to the CDs. The second section consists of **three chapters** that both summarize and expand on the content in the two CDs.
- **Weekly E-Coaching.** Once you have the how-to, do you have the want-to? If you haven't done so already, please feel free to register your email address at www.sixfigurepractice.net/ebook, in order to **claim your subscription** to this weekly support structure, which will help you as you take what you are learning and put it in to action.

This introduction is a powerful, stand-alone program. You don't need to purchase anything else in order to receive exceptional value from it. And at the same time, it also serves as the first module in the full *Selling By Giving: How to Give Your Way to a Soul-Centered, Six-Figure Practice* course.

If you receive exceptional value from this program, and would like to learn more about whether or not you could receive exceptional value from the full course, please feel free to visit www.sixfigurepractice.net.

Welcome!



CD 1: Integrating Spirituality and Business

1. Introduction	2:48
2. Who Are You?	8:40
3. What You Can Receive From This Program	4:25
4. Centering	2:54
5. Exercise: Selling Your Services	2:18
6. Three Core Limiting Beliefs	7:21
7. Two Different Value Systems	14:01
8. The Secret to Spiritual Business	3:38
9. Key 1: Provide Exceptional Value	4:38
10. Key 2: Adopt a Learning Orientation to Life	11:43
11. Key 3: Only Connect	5:02
12. Additional Benefits of Selling By Giving	11:53
Total Running Time	79:14

CD 2: Creating the System for Your Soul-Centered, Six-Figure Practice

1. Introduction	4:27
2. Exercise: Practice Building Quiz	3:30
3. Fatal Business Mistakes 1-3	8:10
4. Fatal Business Mistakes 4-6	11:30
5. Fatal Business Mistakes 7-9	8:37
6. Practice Building Keys	9:19
7. Element 1: Purpose	8:13
8. Element 2: Value	6:41
9. Element 3: Profit	1:13
10. Element 4: Web of Trust Marketing	8:07
11. Element 5: Value Based Enrollment	3:46
12. Element 6: Co-Creative Positioning	5:46
Total Running Time	79:14

PLEASE NOTE: Some older CD players will not play CDs that are more than 74 minutes long. If a CD does not play correctly, please try a different player.

Handouts: Integrating Spirituality and Business

Exercise: Selling Your Services

Imagine that you are going to spend the rest of the week doing nothing but selling yourself and your services. What comes up for you? Are there any fears? Negative thoughts? Self-judgments?

Selling my services means...

- 1.
- 2.
- 3.
- 4.
- 5.

What about making money and being rich?

If I got rich selling my services, it would mean...

- 1.
- 2.
- 3.
- 4.
- 5.

Are there any limiting beliefs or judgments you have about business? Or what it takes to be successful in business?

Rich business people are...

- 1.
- 2.
- 3.
- 4.
- 5.

Three Core Limiting Beliefs

The three core limiting beliefs that most often create resistance to selling our services are:

1. Selling means _____
2. I'm afraid that I'm not _____
3. It's not okay to _____ for my _____

Two Value Systems



Love is based on...

_____ and



Business is based on...

_____ and

The Three Keys for Integrating Spirituality and Business



1. Provide _____

2. Adopt a _____ Orientation to Life

3. Only _____

This translates the ethics of _____, _____ and loving _____ into the language of business.

Handouts: The 9 Fatal Business Mistakes

Practice Building Quiz

Think up and write down the following figures for your practice or business. If you aren't yet building your practice, think up some numbers that would seem reasonable for you to be making, after 6-12 months of practice building.

\$ _____ **Quarterly Revenue.** How much gross income did you make last quarter?

\$ _____ **Hours Per Week.** On average, how many hours a week did you work on activities related to your practice?

_____ **Number of Clients.** How many clients did you service in the last quarter?

\$ _____ **Investment Pool.** How much money, not including credit card debt or "hopeful" income, do you have set aside for investment in your practice over the next year?

\$ _____ **Monthly Expenses.** How much are you spending per month, on average on both your living expenses and your practice building?

Great! Now for the quiz. Please answer yes or no to each of the following.

1. Yes No Do the following quick exercise, and then count the number of check marks. Did you check less than 5?

Make a check by each of the following beliefs that resonate with you. If even a part of you agrees with an item, check it.

_____ Business has to be a cut-throat battle for survival

_____ To get ahead in business, you have to step on others

_____ Big businesses are greedy and just want to take my money

_____ Nothing matters in business except the bottom line

_____ To be a successful business person, I'd have to give up being a healer or an artist

_____ Those who are successful in business lied and cheated their way to the top

_____ Business makes the rich richer, and the poor poorer

_____ I can't be successful at business without compromising my integrity

_____ Business is a zero-sum, win-lose game

_____ Business is inherently non-spiritual and non-loving



2. Yes No Are you aware of the 10% of tasks that will generate 90% of your success, and are you focusing the majority of your efforts on this magic 10%?
3. Yes No When you think about your practice, does your heart sing for joy? Does it also meet your needs for **contribution** and **growth**? (Check yes if you answered yes to both)
4. Yes No Do you regularly get feedback from your clients, regarding the value they received? Do they consistently report that your service is providing exceptional value? (Check yes if you answered yes to both)
5. Yes No Take your **Quarterly Revenue**, divide it by **Hours Per Week**, and divide this by 13. This is your real hourly rate. Is it larger than \$50?

Quarterly Revenue / Hours Per Week / 13 = _____
6. Yes No Take your **Quarterly Revenue**, multiple this by four, and add it to the **Investment Pool**. Now divide this figure by your **Monthly Expenses**. Is this larger than 12?

(Quarterly Revenue * 4 + Investment Pool) / Monthly Expenses = _____
7. Yes No Do you have a specific, multi-stage process for sales and marketing, and do you know which stage is currently the "bottleneck" for your enrollment process?
8. Yes No Do you sometimes feel resistance to selling your services, because it feels distasteful or scary, or because you fear that sales means manipulating and taking from others?
9. Yes No Are you comfortable describing your practice to someone else in terms of who you compete with, and why you're able to offer even more exceptional value than these competitors to some specific set of clients?
10. Yes No Take the **Quarterly Revenue**, multiply this by four, and then divide it by **Number of Clients**. This is your revenue per client. Is this number bigger than \$1000?

Quarterly Revenue * 4 / Number of Clients = _____

Great! Now count how many No answers you have from the first 9 questions. _____
This is a rough guess for how many of the 9 Major Learning Opportunities you could look at, as ways to dramatically improve your practice's success and fulfillment.

The 9 Fatal Business Mistakes are listed on the next page. Each "No" answer on questions 1-9 corresponds to the same numbered mistake/opportunity on the next page. For example, if you answered "No" to question 4, then Mistake number 4 is a great potential leverage point for you to look at. Question 10 is a secondary indicator for mistake number 5.

The 9 Fatal Business Mistakes

1. Limiting _____

Believing that we can't succeed at business and still be a good person.

2. Poor _____

Inadequate focus on the 10% of our activities that will bring us 90% of our results.

3. Lack of _____

Using negative motivators to try and shock our way to success.

4. Inadequate _____

Not trusting that our services provide exceptional value.

5. _____ Hourly Rate

Pursuing a business model that won't generate a real hourly rate of at least \$50/hour.

6. Inadequate _____

Desperation for clients caused by insufficient capital.

7. Marketing _____

Not being able to diagnose and fix broken stages in the marketing and sales process.

8. Selling by _____

Experiencing sales as involving scarcity, fear, taking or manipulation.

9. Extreme _____

Selecting a target market that is either much too large, or much too small.

Handouts: The 6 Essential Elements

Building a Practice is Like Baking a Cake

Imagine that you've never cooked anything before. You're taken in to the kitchen at a fancy restaurant, and told to bake a chocolate cake from scratch. What would be some of the challenges? What would you need in order to do so with grace and ease?

The fastest, easiest way to create financial _____ while serving others is by building a practice that serves individual, _____ clients.

Four keys to baking a cake (or building a practice)

1. Find a proven _____
2. Acquire the necessary _____
3. Learn the relevant _____
4. Get _____ with any learning opportunities that arise

Typical Practice Building Challenges

Why don't most people find these keys before building their practices?

Four challenges facing practice builders

1. Standard business doesn't deal with _____
2. Standard marketing isn't _____
3. Standard advice doesn't focus on the _____ _____
4. Standard training talks about tactics but not _____

The Recipe for a Soul-Centered, Six-Figure Practice

What are the six essential ingredients to a soul-centered, six-figure practice?

1. Purpose

What _____ you and you care deeply about

2. Value

How you provide _____ to your clients

3. Profit

Business models that create _____

4. Web of Trust Marketing

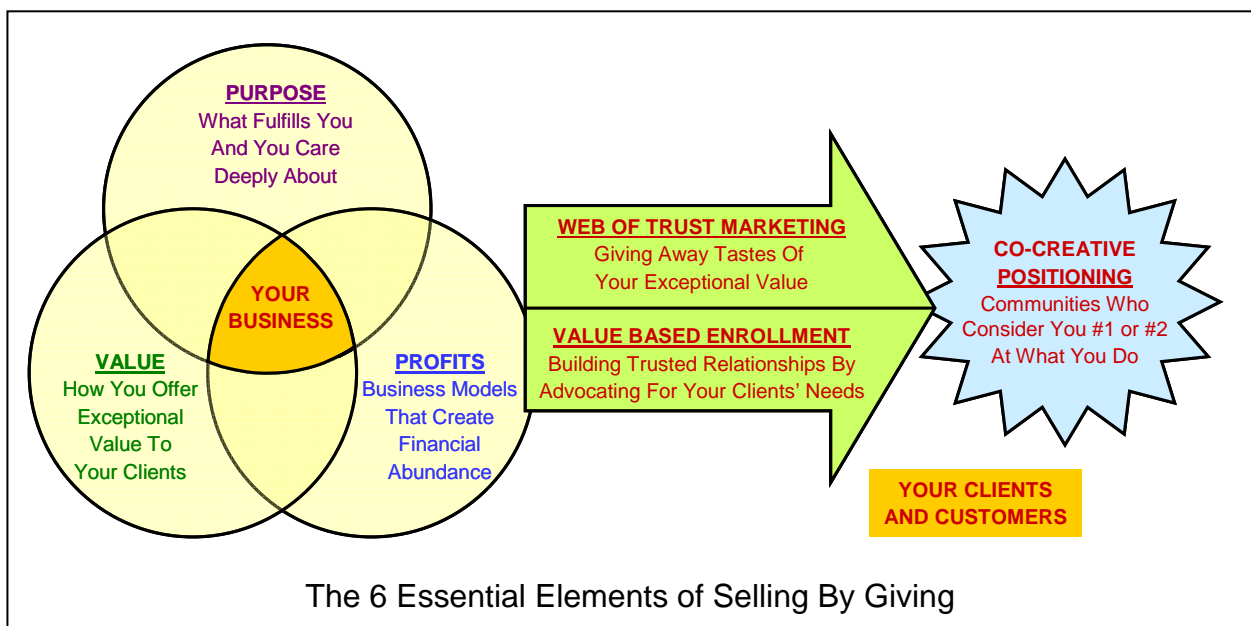
Giving away _____ of your exceptional _____

5. Value Based Enrollment

Building trusted relationships by _____ for your clients' _____

6. Co-Creative Positioning

Communities who will consider you _____ or _____ at what you _____



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Integrating Spirituality and Business

In our society, it often seems like we have to pick either money or meaning, success or fulfillment, particularly when it comes to our career. What have you chosen? Are you following your passion and your purpose but struggling to make ends meet? Are you making lots of money, but feel like your life is somehow empty? Read on to learn how you can have both!

Do you feel you have to choose between money and meaning?

Read on to learn how you can have both!

The purpose of the Selling By Giving course is to teach service providers – such as coaches, consultants, therapists, healers, dentists, accountants, financial advisors and more – how to build a practice that lets you have both. If you are self-employed providing a service to others, this course will show you the essential steps for designing a practice that meets two essential goals. First, it allows you to serve from a place of authentic leadership, and to contribute to the fulfillment of your essential purpose on this planet – it allows you to create a practice that is in alignment with the **meaning of your life**. Second, it creates **financial abundance** for yourself and others, so you have more power and freedom to manifest whatever it is you want most in life.

So how do you do this? Whether you like it or not, building a practice means building a business – it means being an entrepreneur. In many ways, this is like being a parent – you are birthing something new, which at first is completely dependent on you for food, shelter and loving. You nurture it, allowing it to grow and develop, and teaching it how to play nice with the other kids – how to work within the rules of the marketplace. Over time, you let it start to find its own way in the world, while still providing it with guidance and support. Eventually, if reared well, it will become self-supporting, and then get to a place where it's able to support you. Just like raising a child, you will need patience and wisdom as you nurture it; just like raising a child, it can only grow so fast. However, unlike conceiving a child, most new businesses are doomed to failure and early death. Over 95% of new businesses fail within five years, or else limp along as a continual drain on the founder's time, money, and energy. This document lays out the essential steps to follow to nurture your practice in to a rare gem that provides both money and meaning, that contributes to your life rather than taking from it, and that helps fulfill both your physical and your spiritual needs.

"Work is love made visible."

– Khalil Gibran
The Prophet

Does that sound exciting? Frightening? Fun? Well, buckle up – we're in for a fantastic ride!

Before we go any further on this ride, let's look at some of our core beliefs around business.

Workbook: Make a check by each of the following beliefs that resonate with you. If even a part of you agrees with an item, check it.

_____ Business has to be a cut-throat battle for survival

- _____ **To get ahead in business, you have to step on others**
- _____ **Big businesses are greedy and just want to take my money**
- _____ **Nothing matters in business except the bottom line**
- _____ **To be a successful business person, I'd have to give up being a healer or an artist**
- _____ **Those who are successful in business lied and cheated their way to the top**
- _____ **Business makes the rich richer, and the poor poorer**
- _____ **I can't be successful at business without compromising my integrity**
- _____ **Business is a zero-sum, win-lose game**
- _____ **Business is inherently non-spiritual and non-loving**

Now, count how many items you checked. This is your “I can't succeed at business and still be a good person” index. The higher this index, the more your subconscious mind will sabotage your business attempts. Very few practice builders who score higher than a 5 on this exercise are making at least six-figures a year – because they can't let themselves.

In working with practice builders, I have found that most of us are making a set of fundamental, critical business mistakes – any one of which can kill or cripple our practice. These “9 Fatal Business Mistakes” can be easily corrected – if we know how. One of the goals of this course is to explain these mistakes, and help us learn how to fix them and avoid them in the future.

Fatal Business Mistake #1: Believing that we can't succeed at business and still be a good person.

Foundational Business Milestone #1: Healing our inner conflicts between business and spirituality.

There are some very common fears and misconceptions about business. And to be fair, there are certainly plenty of examples of unethical, selfish, greedy, lying people who have rape-and-pillaged their way to the top. We all know stories of business people who have cheated the system – some who've gotten caught, and others who haven't. Many people have lost money because of unethical business acts – the dot com boom and bust, Enron, Worldcom – hundreds of thousands of people lost their jobs or retirement funds in these crises. But just because some people try to cheat, that doesn't mean that the system is bad, or that you have to cheat to get ahead. Think back to your exams in school – there was plenty of cheating on tests,

"There are those who see the free market as an enemy. But the market is an invaluable instrument for human development. Every act of commerce is an act of mutual service. Even though it can be motivated by personal interest, the market system channels that selfish energy towards assisting others."

– Fred Kofman

Business-sattva: The Business Bodhisattva

but that didn't mean that school was unethical. And if you think about those students who kept trying to find shortcuts to success, at some point everyone comes up against a situation they can't cheat at, where it really counts – a day of reckoning, where we find that we reap what we sow. Similarly, the fact that these business scandals are just that – scandals – shows that while it may take some time, the system of business eventually tends to enforce the natural consequences that come from trying to play outside the rules. When I started my career as an entrepreneur, I too carried many of these fears and limiting beliefs, and had a lot of judgments about the ethics of business people – but these quickly crumbled in the face of experience. While there were some unethical people I had to deal with – people who not just me, but all my friends now know not to work with – most of the people I met had a very high sense of integrity, because they realized that **the most fundamental currency of business is trust**. If you think of the biggest, most successful companies, even if you don't like the products they sell, you fundamentally **trust** that whenever you pop open a can of Coke in some far off country, compare prices at your local Walmart, bite into a burger at McDonalds, or get on a Boeing plane – you implicitly trust that you know what you're getting.

Now, for most people in business, integrity means playing hard and fair in service to their self

interest. Business is fundamentally based on competition – and you can't have competition without winners and losers. However, there's a magical element to capitalism that most people don't realize. At the end of the day, what we're competing over is how much value we offer our customers. While the short-term temptation is to try and get the most money we can in each transaction, **long-term success is determined by providing more value than our competitors**. Period. In fact, one of the biggest complaints against Walmart is that it provides **too** much value to its customers, and so local

“In our lifetime individualism has been so strong...that we may not yet have had the occasion to consider radically the notion of a truly common life. It wouldn't take much to conceive of business as an enterprise in service of families and communities. It wouldn't take much imagination to connect work with individual calling, oriented towards the real needs of a community. Then we might discover to our surprise that money, business, commerce, and industry can all be part of our work of the soul.”

– Thomas Moore
The Education of the Heart

businesses can't compete! People get hurt in the chaotic whirlwinds of creative destruction that accompany change – and these people deserve our compassion. At the same time, it's important not to confuse the ends and the means – when played by a set of properly regulated roles, **the end goal of business is not to trample on our competitors, but to serve our customers**. And in the process, everyone wins. Just look at the results of democratic capitalism vs. every other political-economic system on earth. Communism? Crony dictatorship? Fascism? The feudal system? Yes, there's a tremendous disparity between the richest and poorest people in a capitalist society – but as someone remarked to me once, “*America is a land where people drive*

to their protests.” Capitalism is the most powerful vehicle yet discovered for creating material abundance and taking care of our physical needs.

And what about our spiritual needs for purpose, love, growth, and giving? In doing business, do we have to check our heart at the door, or can business be spiritual? To me, spirituality means loving and purpose. So while being religious can be deeply spiritual, spirituality can be practiced in all areas of life. And in seeking to answer these questions, the key point is this: business **can** be spiritual, but it doesn't **have** to be. We **can** do business in ways that meet both our physical and spiritual needs, but this doesn't mean that everyone **should** do so. It's a choice. When we choose to embrace both money and meaning, and do business in more loving ways, things can seem harder at first. Bringing together business and spirituality often requires a higher level of commitment to our personal and spiritual growth, and it often requires being willing to break free from the “common sense” of the herd. It often means becoming a leader instead of doing things the same way they've “always been done.” However, the rewards can be extraordinary. Not only does this practice allow us to bring our whole selves to work, and create businesses we love – it also allows us to create extraordinary profits. For in every service business I've explored, I've found loving to be the ultimate competitive advantage. (A bold claim, which we'll explore in more detail in the module on value.)

Fred Kofman makes a wonderful analogy between doing business and playing tennis. Tennis is a game with clear rules and a clear goal – to win more points than your opponent, while following the rules. Some people cheat at tennis, but this doesn't mean it's a cheating sport – it just means the cheaters don't have the same goal as the rest of us. Some people play the sport casually, for fun, but something magic happens when a group of people compete intensely over the sport – the level of play of each of them rises – and rises quickly. Then there's the question of purpose. While many people may define their purpose in playing quite simply – as beating their opponents, as having fun, or perhaps as making money and becoming famous – there's the potential for a higher purpose. As most any champion will attest, playing at the highest levels requires something more than just a desire to win – it requires a spiritual devotion to becoming the best player and the best person you can be. It requires intense self-discipline and self-mastery, an ability to be completely present in the moment, and a Zen-like focus.



Similarly, while there are many who try to win at business by compromising their ethics and violating the rules of the game, these people are not businessmen or businesswomen – they're cheaters playing a different game. And while many people play at business just for fun, or just to make money, there's a higher purpose possible. If we anchor ourselves in our spiritual goals while we play the game of business full-out, in service to our growth and our calling, the competitive fray will support us to become the best we can be. It will inspire us to become the best competitor we can be, the best provider of exceptional value we can be, and the best **person** we can be.

While I don't claim that business **should** be spiritual, I'm heartened by the evidence of how it's increasingly becoming that way. It feels to me like we're in the midst of a tremendous sea change, where people are increasingly refusing to choose between money **or** meaning. Today, people are increasingly seeking to do business in ways that bring both profits **and** purpose.

As reported by Ian Mitroff in [A Spiritual Audit of Corporate America](#), while only 32% of the managers and executives surveyed felt that religion was important to their work, 90% felt that spirituality was. In [The Corporate Mystic](#), Gay Hendricks and Kate Ludeman report that “Corporations are full of mystics. If you want to find a genuine mystic, you are more likely to find one in a boardroom than in a monastery or cathedral.” In fact, one study found that not only do the majority of CEO's find their spirituality important to their work – they find it **essential** to their being able to do their job effectively.

"The market system brings prosperity to those who satisfy the desires of others in the best and least expensive way. Wealth can only be attained by serving the consumer."

– Ludwig Von Mises




And this trend is just getting started. After her earlier books successfully predicted the importance and scope of the Internet revolution, in [Megatrends 2010](#) Patricia Aburdene identifies “conscious capitalism” as **the** megatrend of the next decade. In [The New Wellness Revolution](#), Paul Zane Pilzer details one segment of this business revolution (the wellness industry) and shows how it's rapidly expanding from a \$100 billion a year to a trillion dollar industry. And in [The Cultural Creatives](#), Paul Ray and Sherry Anderson present research showing that over 50 million people in the United States are now voting with their pocketbooks for socially responsible, purpose-driven companies.

The bottom line is this: while many people choose to play business just for success, it by no means has to be that way. Business rewards integrity, and as long as we remember that the game of business is the means and not the ends, it can readily be played in a way that fully supports both our needs for money, meaning and growth.

The Challenge of Spirituality and Business

We can have it all. We can bring our spirituality to work. And in doing so, we can make our work all the more successful. We can create practices that provide both money and meaning, both profit and purpose. If this is so, then why does it often seem so hard? Why do we fear that selling means taking? And why does spiritual business seem to be the exception rather than the rule?

I believe the root answer to these questions is this: **the core ethics behind spirituality and business are fundamentally different, and few people have learned how to bring them together.** Business is based on money and competition, and when done well, its core ethics involve **trust and fairness**. Spirituality is based on meaning and love, and when done well, its

Love is based on
Growth
and
Giving

Business is based on
Trust
and
Fairness

How can we
combine these
different value
systems?

Two Different Value Systems

core ethics involve **growth and giving**. These values are different, and it's usually not obvious how to integrate them. For example, my father is a business professor who has spent years studying organizations that bring together different values systems, such as family businesses or religious universities. As he puts it, *"In one way, running a family business is infinitely harder than running a Fortune 500 company, because you're always one decision away from a civil war."* Say you want to fire Uncle Harry because of incompetence. Those who see the company primarily as a business will tend to see this as the right ethical choice. Those who see the company primarily as a part of the family will tend to see it as a betrayal. Whereas in a company that only cares about profits, while there may be lots of arguments about the best way to get those profits, at the end of the day everyone agrees on a single clear way to measure success.

It's like business and love are different games, each with different sets of rules. Things go smoothly as long as everyone agrees which game we're playing and what the rules for that game are. However, when we bring the two games together, such as when we ask our family to invest in a new business venture, or when we ask our friends to join a network marketing company, things can get much more challenging. In these situations, it's easy for different parties to have different expectations. One may think *"this is about money and business"* while the other feels *"this is about love and friendship."* And if things go badly, friendships can be lost and families torn apart. Many of the most painful business conflicts I've seen or been part of have involved times when business and love were combined in less than fully conscious ways.

From a set of excruciating mistakes, I learned a key lesson: **the more loving a business relationship is, the more explicit we need to make our agreements, not less.** Which rules are we playing by? What happens if things go south? How can we bring together our spiritual

optimism while also embracing the often harsh realities of business? Put simply, conscious business requires us to be conscious about **how** we're doing business.

This challenge is particularly acute when it comes to the question of sales and marketing. Particularly for spiritually based practice builders, we tend to have deep-seated fears about selling our services. And while we may judge these fears as irrational limitations that we "should" just be able to think our way past, there's actually good reasons why we have them. Traditionally, a lot of sales efforts have been done with a taking energy, and so we've developed deep associations that sales means taking. Every time we have a telemarketer call during dinner, or we receive yet another spam email selling Viagra, our basic self decides that sales is something we need to build defenses against. We've been exposed to "Selling By Taking" so often that we've learned to treat sales efforts as attacks – and if sales means taking, how could we not have fears of doing violence to others? If our commitment is to love and service, how could Selling By Taking not feel out of integrity? Deep down, we intuitively sense the conflicts between the different value systems, and we rightly fear the dangers of trying to fill our purpose-driven practices with the taking energy that so often comes with "doing business as usual."

The 3 Keys to Selling By Giving

So how do we deal with these fears? How do we embrace both spirituality and business? How do we consciously negotiate the potential conflicts between the two value systems? How do we build a practice that is both soul-centered and creates a six-figure income (i.e. financial freedom, whatever that looks like for you)?

In my experience, it all starts with three root principles – the 3 Keys that allow us to move from our fears of Selling By Taking, to the service, freedom and abundance that comes from Selling By Giving™. The 3 Keys to Selling By Giving empower us to cleanly integrate business and spirituality, and to turn our sales efforts into acts of love.

I define spirituality as the process of finding meaning and fulfillment through the practice of love. And because love is the highest law, **the secret to spiritual business is to translate the values of love into the world of business.** We take the key rules from the higher game (spirituality) and bring them to the lower game (business). So how do we do this? We take three core aspects of love – giving, growth and loving communication – and translate these principles into the language of business. These become the three keys to doing spiritual business, which I call The 3 Keys to Selling By Giving.



1. **Provide Exceptional Value.** Selling By Giving starts by adopting a **total commitment to providing exceptional value.** This is the first magic element that allows us to unify spirituality and business. It translates the ethic of **giving** into the context of business. And it provides a safety net that frees us from having to be perfect. We all have aspects

of ourselves that yearn to give and aspects that yearn to take. Even when we feel like engaging in Selling By Taking, our commitment to providing exceptional value ensures that each sale is a gift. This creates self-trust and allows us to strive for excellence instead of perfection. For example, with my coaching I guarantee that each client will receive at least three times the value they paid for, or they can ask for (and receive) a refund for that month's fee. When people hear about this, they often think I'm nuts, because they think it means I'm setting an unrealistically high standard for myself, or they fear that people will take advantage of the offer. They worry about the 1 person in 100 who might ask for a refund. They think that my guarantee makes it harder for me to be successful. But in my experience, the opposite is true.

My exceptional value guarantee is one of the greatest keys both to my success and to my freedom! It frees me to charge high prices without having to worry about being perfect. Particularly as I was getting started, I'd occasionally have a day where I felt "off," and I didn't feel like I'd delivered exceptional value. When this happened, I'd sometimes tell my clients *"This session didn't measure up to my standard of providing exceptional value, so I'm not going to charge you for it. Is that okay with you?"* How do you think they reacted to that? In my experience, very well! It turned potentially negative situations into opportunities to strengthen the trust in our relationship. And it created "customer astonishment" that turned into word of mouth referrals. Our commitment to exceptional value ensures that every sale we make is a gift to our clients. It frees us to be do sales from a spiritual place without having to devalue our services with cut-rate prices. And it creates the freedom to make mistakes and learn from them. Which brings us to the second key to Selling By Giving.

- 2. Practice a Learning Orientation to Life.** The next step is to embrace the inner conflicts that conscious business brings up, and use our negative emotions and experiences as opportunities for learning, upliftment and growth. This step translates the ethic of **growth** into the context of business. This means turning our business practice into a spiritual practice – a sort of "tantric business." Here's the deal. Each of us have aspects of ourselves that yearn to give – and aspects that yearn to take. We have places inside where we're loving and places where we're afraid. And the practice of selling our services is one of the most effective ways I know of to bring those fears to the surface. Selling naturally brings up our fears of unworthiness, of being corrupted by business, of being rejected – and gives us the opportunity to heal and release them.

*"You are love itself –
when you are not afraid."*

– Nisargadatta Maharaj

Building a soul-centered, six-figure practice means stepping into spiritual leadership – it means bringing our light to the world, and it means becoming role models for how to do business in a new, more loving way. I believe that the meaning of life comes from growth and giving, and growth comes by finding the places inside ourselves where we

feel less than fully loving, and lovingly working with those pieces. Our greatest growth does not come when we're feeling all happy and loving. **Our greatest growth happens when we feel the most scared and upset – and then in the midst of our darkness, we choose back towards the light.** Doing so involves taking **100% personal responsibility** for our emotions, and mastering the Five Core Practices of spiritual psychology: **acceptance, loving self-discipline, self-awareness, healing, and self-forgiveness.** These practices are taught in depth at the University of Santa Monica (www.gousm.edu) they're covered more fully in Love Beyond Belief (a soon to be published book) and are integrated together in Byron Katie's brilliant process "The Work" (www.thework.com).

3. **Only Connect.** Selling is based on building relationships. Selling By Taking does so by **speaking at** people, while Selling By Giving builds relationships by **connecting with** them. This step translates the ethic of **loving communication** into the context of business. It involves focusing more on listening than on talking, and by communicating in ways that are **authentic, transparent and client-focused.** I learned this third principle from my partner, coach and mentor, Steve Chandler. I met Steve during the first weekend of an extraordinary one year program on Soul Centered Leadership. On taking the stage, he announced that his intention was to teach us everything he knew about public speaking – in two words. We were dumbfounded. Two words? How could he possibly condense his decades of experience into two words? What two words could they be? And if he was successful, what were we going to spend the rest of the year on? After a sufficient pause to let this sink in, and after a few minutes spent collecting guesses from the audience, Steve pulled out a thick, black, permanent marker, and slowly drew the following two words on a simple white flip chart.

"If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as our own."

– Henry Ford

Only Connect

He then kept us spellbound for over four hours as he proceeded to model this simple concept. He explained that the default for most public speakers is to talk "at" their audience. The presenter walks confidently up to a large podium on a big stage, is introduced as an important expert, and then literally has to look down on the audience in order to see them. Most presentations are really about the speaker – what does he think is important? What does she want to talk about? Why are they so special that we should listen to them? In contrast, Steve made each of us feel like we were having an individual conversation with him. He regularly engaged the audience, and deeply listened to everything we had to say. I never saw him make any of us wrong, or talk down to us. His humor was hilarious, without belittling people or going for obscene shock value.

Steve regularly humbled himself, and shared the depths of his experience and many “failures.” He was **authentic**. He was **transparent**. And he kept his communication **client-focused** – he sought to understand where we were coming from, and what our perspective was, so he could Only Connect.

In addition to the fears that come up around selling our services (which we often interpret as “selling ourselves”) one of the most common practice building challenges happens when we think about marketing our services. We tend to come up with a long list of things we “have” to do before we can even think of being successful. *“Oh, I need to have professional looking business cards, and a professional looking web site, and I have to describe what I do in professional language. I need to have a glossy, professional brochure, and a professional sounding company name. I need mailers and advertising and...”* However, this is just not true. There’s nothing wrong with creating professional looking marketing materials, and they can add to your credibility – but all too often we use them as a way of creating an image, when what really matters is for us to **create authentic connections with the people we are seeking to serve**. Instead of trying to convince people of how great our services are, all we really need to do is find ways of **giving away tastes of our exceptional value** – and then charging for it.

For example, when I started my practice, I thought I “should” create a professional looking newsletter, with gorgeous graphics and complicated formatting. But my friend Auren Hoffman pointed out how doing so creates the impression of selling at rather than connecting with my audience. So instead, I keep my newsletters short and simple, and always strive to make them a gift. I put the reading time at the top (i.e. reading time: 2 minutes) so people know how long it will take, and I get to the point quickly, so people can tell whether or not this gift would be a fit for them.

The bottom line is this: **our “common sense” about sales and marketing often doesn’t make sense**. The way that most sales and marketing is practiced is either not important, not effective



or not in alignment for spiritually based practice builders. Instead, we have the opportunity to fill our practices doing what we’re already really good at – by creating authentic relationships based on exceptional value, mutual learning and growth, and connection. We don’t have to be “professional” – we just need to be real.

That said, building a successful, soul-centered practice is like baking a chocolate soufflé. There are relatively few ways to create a successful soufflé – or practice – compared to all the ways there are to mess it up.

If we’re going to be successful, we need to have a recipe for success, acquire the ingredients the recipe calls for, and put them together in just the right way. There are thousands of things we can focus on in building our practices – and only a few of them are really important. In fact, only six of them are truly essential. We’re going to cover those, but first let’s take a closer look at the 9 Fatal Business Mistakes.

The 9 Fatal Business Mistakes

Imagine that someone was to walk up to you on the street, and tell you that your practice was making a series of fatal business mistakes? How might you feel? If you're like me, you probably wouldn't jump for joy. I believe the author Robert Quinn when he says that "*feedback is the breakfast of champions*," yet I often feel scared to receive constructive feedback. However, learning about the 9 Fatal Business Mistakes may be one of the most valuable practice building gifts you can receive. For in my experience, these "mistakes" point to a series of easily mastered learning opportunities – the 9 Foundational Business Milestones – each of which can transform your practice for the better.

What if your car wasn't working, but you didn't know what was wrong with it? Would you just start randomly pulling pieces out and replacing them? Or would you find a competent mechanic to help you diagnose the problem? In my experience, while we know to get an expert diagnosis when our car isn't working, we don't tend to do this when our practice isn't working. Put another way, 90% of our results come from 10% of our efforts. If someone could tell you a few key things to focus on that would cause your revenues to triple, would that be exciting? Would that be interesting information? Well, that's the taste of exceptional value I hope to offer you with this short exercise. For in helping practice builders "*give their way to a soul-centered, six-figure practice*" I've discovered two key things. First, most practices are making at least two of the 9 Fatal Business Mistakes. And second, each "mistake" that we turn into a learning opportunity can increase a practice's revenue by \$10,000 a year or more.

1. Limiting Beliefs

Mistake: Believing that we can't succeed at business and still be a good person.

Milestone: Healing our inner conflicts between business and spirituality.

Most of us have deep inner conflicts over money and business. Pieces of us yearn to have more money, and yet other pieces may fear that success in business means taking it from others. These conflicts tend to be particularly acute for purpose-driven practice builders – and for some very good reasons. While we may judge ourselves for having these learning edges (i.e. "*I shouldn't have these fears and conflicts*" or "*If this was really my calling, I wouldn't have these issues*") building a soul-centered, six-figure practice means integrating two very different values systems together – it means bringing together love and business. When this integration is done consciously and wisely, incredible results can follow. However, there aren't very many role models for this, particularly when it comes to sales and marketing. So we naturally learn to associate sales with taking and profits with profiteering. And as long as a part of us believes that money and spirituality aren't compatible, it makes it extremely difficult to create a practice that provides both money and meaning.

In this program, *An Introduction to Selling By Giving*, we've been learning how to integrate business and spirituality and take the next steps in releasing your limiting beliefs about business. This is a powerful stand-alone program, and it also serves as the first module in the full [8-module Selling By Giving course](#).

2. Poor Focus

Mistake: Inadequate focus on the 10% of our activities that will bring us 90% of our results.

Milestone: Focusing our efforts on the 6 Essential Elements of a soul-centered, six-figure practice.

There are many things that we're often told we "should" do in order to build a successful practice, such as business cards, brochures, web sites, insurance, advertising, business licenses, office space, newsletters, finding the right name – and much more. Given this, we often tend to feel so overwhelmed that we avoid doing anything. Or else we try to do everything – and get overwhelmed. However, we don't need to do everything, we just need to do the most important things. There are 6 Essential Elements to creating a soul-centered, six-figure practice – the 6 things to focus on, that will generate 90% of your results.

You can learn about these 6 elements in the next section of this program, and then the [8-module Selling By Giving course](#) teaches practice builders how to master them, in an easy, one-step-at-a-time fashion.

3. Disconnection from Purpose

Mistake: Using negative motivators to try and shock our way to success.

Milestone: Upgrading our motivational fuel source to run on positive energy.

Procrastination isn't a sign of laziness, unworthiness or mental illness. It's the natural result of using negative emotions (i.e. fear, guilt, anger and pain) as a primary source of motivation. When we "should" on ourselves (i.e. "*I should get this done today*") what we're really doing is bringing out the Cattle Prod of Guilt and giving ourselves a little shock. This amps our body up, and when used occasionally, it can be very powerful. However, every time we do so, our body also learns that the activity we're trying to do is painful – and so the next time we think about doing it, our body starts to feel afraid (i.e. "*No, no...please don't shock me again!*") and we experience resistance to doing the task. We often respond to this resistance with more guilt, and so our body finds itself caught between fear and guilt. Once we're in this spot, our body fears pain if we do the task and pain if we don't and so our mind looks for some way to put off making a decision. The solution to this is to upgrade our emotional fuel source, so that our engine runs on purpose, love, and self-honoring choices.



Module 2 of the [8-module Selling By Giving course](#) teaches how to release procrastination and insecurity by upgrading our emotional fuel source.

The entire Selling By Giving system is based on a total commitment to providing exceptional value. Doing so creates the freedom to be authentic, and the opportunity to build a practice that provides both money and meaning. However, if a service doesn't offer value, the more we market it, the faster people will learn not to purchase it. Word gets around quickly when people aren't satisfied with a service. But if they're merely satisfied, they tend not to say anything. In contrast, when we surprise our customers with the exceptional value we provide, the word spreads, and referrals start knocking on our door.

In building a practice, we naturally go through an "internship phase," where the primary goal is to master our ability to offer exceptional value. We may do this by working for another firm, by giving away sessions, or by charging a discount rate for our services. If you are in this phase, the Selling By Giving classes may be a little early for you.

4. Insufficient Trust in Your Exceptional Value

Mistake: Not [believing](#) that our services offer exceptional value.

Milestone: [Developing our exceptional value through presence, client commitment and exceptional expertise; and developing trust in our exceptional value by getting detailed client feedback.](#)

Most of the practice builders I've worked with are already providing exceptional value to their clients. The issue usually isn't the level of value we offer – it's our fears **about** the value we offer. Because of these fears, we tend to avoid asking for detailed feedback from our clients – and yet getting this feedback is one of the fastest ways to release these fears.

In module 3 of the [8-module Selling By Giving course](#), you can learn the most important factors for creating exceptional value, and how to cultivate your self-trust in the exceptional value you offer.

5. Real Hourly Rate

Mistake: Pursuing a business model that won't generate a real hourly rate of at least \$50/hour.

Milestone: [Shifting our focus from our nominal hourly rate to our real hourly rate.](#)

Most practice builders focus on how much they charge per hour, which I call your "nominal hourly rate." However, what matters most is your real hourly rate, which includes all the hours you're putting in. You could be charging \$150 an hour, but if you're only billing 5 hours a week



and working 50, your real hourly rate is only \$15. While some business models can easily generate a real hourly rate of at least \$50/hour (and \$100,000/year) many can't.

You can learn how to craft a business model that generates a healthy real hourly rate in module 4 of the [8-module Selling By Giving course](#).

6. Inadequate Capital

Mistake: Desperation for clients caused by insufficient capital.

Milestone: Creating a sound financial plan that allows your practice to grow at its natural pace.

Building a practice means building a business – it means being an entrepreneur. And while it's **not** true that it takes money to make money, it **is** true that it takes confidence to make money. When we feel scared about when the next meal is going to come from, we tend to feel desperate for clients. Clients can feel this, and it tends to push them away. The paradox of enrollment is that the more we're willing to let a client walk away, the more clients we'll tend to have. So in building your practice, it's important to have a realistic business plan to execute against, and a financial plan to go with it.

You can craft a complete, custom, fill-in-the-blanks business plan for your practice in module 8 of the [8-module Selling By Giving course](#).

7. Marketing Tracking

Mistake: Not being able to diagnose and fix broken stages in the marketing and sales process.

Milestone: Developing a concrete, multi-stage process for your sales and marketing, and tracking your progress with a few simple key numbers.

While sales often seems like a mystery, the process of finding and enrolling clients follows a very predictable, step-by-step pattern. There are three or four key stages that each prospect must move through before they become your client. If you don't understand these stages, it makes it very hard to understand or manage the enrollment process. And if one step isn't working, but you don't know which one, you can waste a lot of time doing lots of marketing "stuff" without seeing results – and without knowing why.

You can learn a complete, giving-based process for enrolling clients and filling your practice in modules 5 and 6 of the [8-module Selling By Giving course](#).

8. Selling By Taking



Mistake: Experiencing sales as involving scarcity, fear, taking or manipulation.

Milestone: Learning how to practice sales in a way that you and your clients experience as a gift.

The two most common approaches to sales are either to do it from a place of taking and manipulation – or else to avoid it entirely. And while there are lots of examples of Selling By Taking, it doesn't have to be this way. Sales can be done from a place of joy and service, where we focus on giving away tastes of our exceptional value, and then helping people determine whether or not they could receive exceptional value from our services. It involves building relationships where our clients “stair-step” their way to higher levels of trust in the exceptional value they're going to receive, and their commitment to doing so.

You can learn how to embrace sales and turn it in to a service practice in module 6 of the [8-module Selling By Giving course](#).

9. Extreme Positioning

Mistake: Selecting a target market that is either much too large or much too small.

Milestone: Selecting a market niche that makes it easy for people to know who to refer to you.

Positioning is the art of finding your market “niche.” It's your answer to the question “what do you do?” And it determines where you focus your marketing and sales. Most practice builders make one of two key positioning mistakes – they either don't focus their niche enough (so they compete with everyone) or they focus it too much (so they have no market). Both of these mistakes make it much harder to create critical mass with your word of mouth referrals.

Module 7 of the [8-module Selling By Giving course](#) teaches how to position your practice effectively.

The 6 Essential Elements

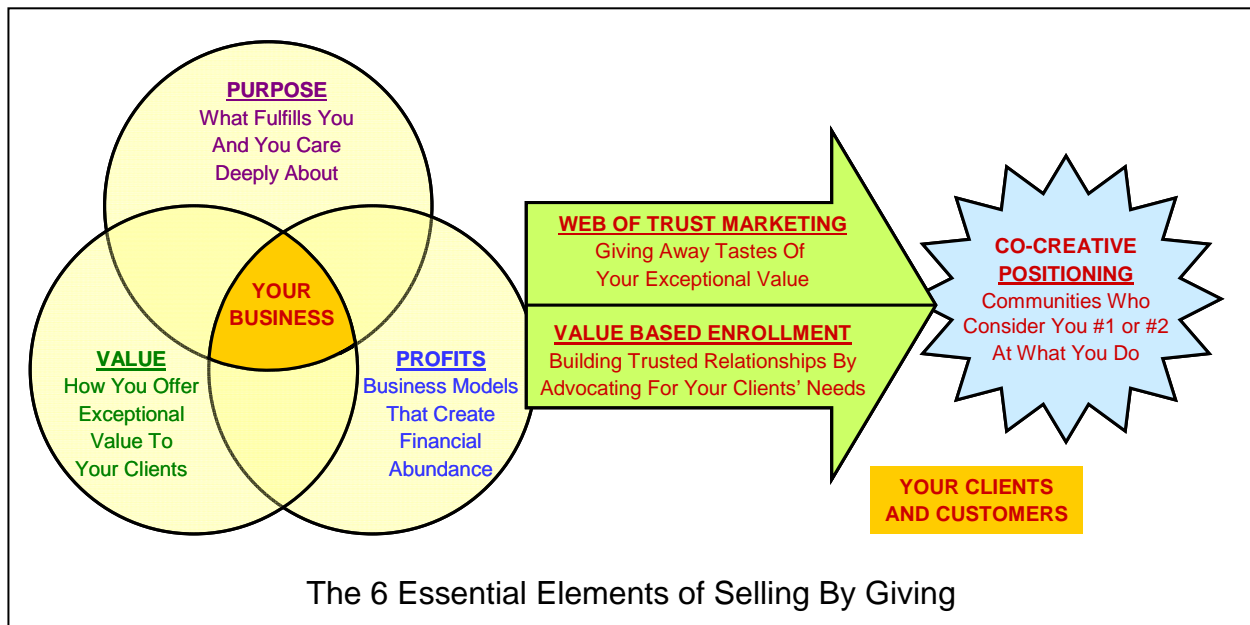
One of the most important functions of this course is to help us learn the essential aspects of businesses to focus on. In business, 90% of our results often come from 10% of our efforts – but which 10%? There are millions of things we could be doing to build a practice, but which ones are really going to be crucial to our success? And this brings us to the second Fatal Business Mistake.

Fatal Business Mistake #2: Inadequate focus on the 10% of activities that will bring us 90% of our results.

Foundational Business Milestone #2: Focusing our efforts on the 6 Essential Elements of a soul-centered, six-figure practice.

So let's learn about the 10% that matters. Out of all the things we could do to build our practices, there are six ingredients that are most essential. These are shown in the figure below. We'll be learning about these six elements in this class – one per week – and then putting them in to practice. Mastering these different pieces is an iterative process, which you will develop over time. We don't need to have mastered all of them before we can start building our practice – and at the same time, they serve as the recipe for success we're going to work with in this class.

1. **Purpose.** This is the essence of what makes your practice soul-centered. Your practice is not just a job – it's also part of your inspiration, your purpose, and your reason for living. Now, this is easy in theory. However, have you ever found yourself procrastinating when it comes to doing something you know you "should" do as part of



fulfilling your purpose? Virtually everyone does, and the first essential element involves learning how to release this pattern by connecting with the loving energy inherent in our purpose, and using this energy as our practice building fuel. Huh? Let me explain.

There are three root sources of motivation: avoiding pain, seeking pleasure, and the power of love. Procrastination, guilt, anxiety and depression are not signs of weakness or unworthiness – they’re the natural result of trying to use pain to jolt ourselves towards success. This happens when our motivation is based on “I fear,” “I need” and “I should.” It happens when we tell ourselves “*I should go sell something today*” or “*I should do my homework for this class.*” When we do this, we feel a little jolt of fear and guilt – we get a little zap of negative energy we can use to try and prod ourselves into doing something we have resistance to. But every time we do that, we create more resistance, because our body learns to associate that activity with pain and fear. This works like it did with Pavlov’s dogs, where they learned to associate a bell with being fed, and then they’d salivate any time the bell was rung – whether or not there was any food. For example, I used to dislike paying my bills, and so I’d procrastinate on paying them. I’d let them pile up higher and higher until finally I’d get so worried about having my utilities or credit cards cut off that I’d jolt myself into action. However, each time I did this, I made it that much harder to pay my bills the next time. What started as a mild dislike became a painful aversion, until it got to the point where I couldn’t even look at a bill without feeling bad.

Dependence on negative motivators is both the root cause and primary result of Selling By Taking. And it’s an epidemic. Remarkably, most of us have become addicted to negative motivators – we’ve become addicted to pain. This pattern is so prevalent we no longer even call it pain – we call it stress. In contrast, the power of love is based on the simultaneous practice of acceptance and loving self-discipline, and is sourced out of our deeply wired desires for growth and giving. In other words, Selling By Giving is based on love: loving our work, loving our clients, loving what we sell, and loving our selves. Now, this doesn’t happen by deciding “*I should be loving,*” for the power of love is based not on “I should” but on “I choose.” It happens by connecting with what we most want (i.e. self-awareness), by developing habits of making self-honoring choices (i.e. loving self-discipline), and by adopting a Learning Orientation to Life (i.e. through acceptance, loving self-discipline, self-awareness, healing and self-forgiveness).

“We can achieve any *what* if we have a big enough *why.*”

– Anthony Robbins

2. **Value.** This is the element that connects heaven and earth. It’s easy to get caught up in purpose and spiritual fulfillment, while losing touch with financial reality. It’s easy to get caught up in economics and worldly success, while losing touch with the meaning of our lives. The magical component that integrates the two – the creative alchemy at the heart of soul-centered business – is the drive to offer **exceptional value** to our clients. The

temptation in business is to focus on taking from others – which is why we have so many defenses to being “sold” by others. We rightly perceive most sales efforts as attacks on our pocketbooks, created by people who are focused on how much money they can get from us. However, when the top companies and academics crunched the numbers to determine what makes a top salesperson, they found something surprising. It turns out that the most successful salespeople – by far – are the ones who focus on what they can **give** rather than on what they can get. They found that the number one recipe for sales success is to get inside our customers’ shoes, and to focus on **serv**ing them – to be willing to put our customers’ long term needs ahead of our company’s short term needs. For example, with this class, my commitment is that you receive value worth at least 10 times your tuition. Think about that – when was the last time you felt you

“Nordstrom would go way out of its way to absolutely startle and astonish its customers. Out of these single acts, people talked. Surprise someone enough and they’ll talk forever.”

– Steve Chandler

got 10 times your money’s worth on a purchase?! When this happens, it rocks people’s worlds – and **transforms clients in to champions**. By offering exceptional value, our clients become our ambassadors, word of mouth begins to spread, we align ourselves with our purpose – and we create financial abundance, all at the same time! How do we do this? We’ll talk more about this later, but the three most important factors for creating exceptional value in a service business are **spiritual presence, client commitment and exceptional expertise**.

Plus, exceptional value often involves doing something different, so you can move out of commoditized, cost-based pricing and into value-based pricing. It involves getting regular, honest feedback from your clients about the level of value they feel they’re receiving. And it involves the principle that less is more – that the more tightly we define a market niche, the more value we can offer each person in it that we’re seeking to serve.

3. **Economics.** This is the essence of what makes your practice bring in six figures a year – to bring in a level of income that creates financial freedom for you and those you love. The term “six figures” is a placeholder – it might mean \$100,000 a year to you, or it might mean \$50,000 or \$500,000. The point is that your practice is not just a gift of love – it also creates financial abundance for yourself, your family, and the causes you believe in. Doing so means letting go of your fears and limiting beliefs about business, and embracing the economic realities of this planet. And it means architecting a business model that works for you – not against you.

While naked greed doesn't work as the foundation of a conscious business, neither does naked giving. When we refuse to charge what our products and services are worth, or when we adopt unprofitable business models, we can be completely on purpose – and completely broke. Just as food and water are essential for a person’s survival, income

and profits are essential for a company's survival. And healthy profits require more than just exceptional value – they also require a profitable business model. There are many more ways to structure a business that will cause it to lose money, than there are ways to structure a business that will cause it to make money. Put another way, a business model is like a car engine. There are many pieces that must work together for an engine to function. And we can set as many positive intentions as we like, but if the engine doesn't work, the car's not going to take us where we want to go.

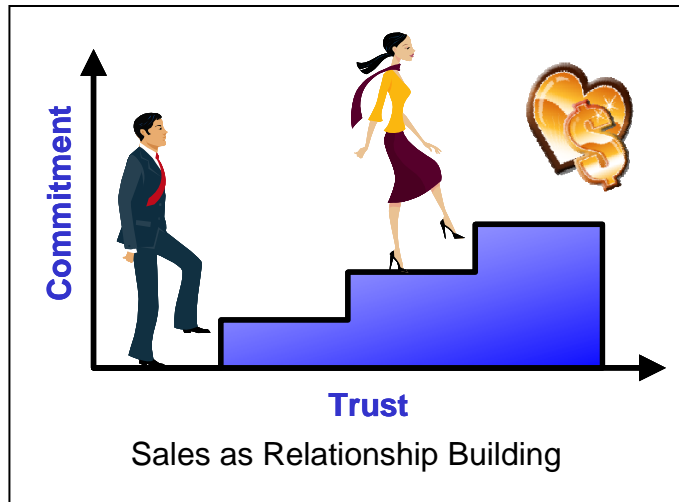
A relentless, simple-minded focus on the intersection of these three circles – purpose, value, and economics – forms the essence of your practice. It creates a service that can be both highly profitable and fulfilling, and where instead of “selling” your services, you just need to find ways of giving people a taste of the exceptional value you provide. The remaining three elements then involve the processes of communicating what you do and building relationships with potential clients. It involves marketing, selling and positioning your services – and doing so in ways that are in complete alignment with your spiritual purpose. These elements are the real “meat” of Selling By Giving – where we show you concrete ways to “*give your way to a soul-centered, six-figure practice.*”

“It is not enough to be busy, so are the ants. The question is, what are we busy about?”

– Henry David Thoreau

- 4. Web of Trust Marketing.** Traditional marketing is becoming increasingly ineffective, particularly for small businesses and people who are self-employed. Because of the combination of advertising overload and our association of sales as taking, we've developed tremendous defenses to anything that smells of sales. The new holy grail of marketing is “viral marketing” or “word of mouth marketing” – but how do you make this happen? You do it by **giving away tastes of exceptional value to your web of trust**. Instead of creating each relationship from scratch, you harness existing, trust based networks. These networks are wide open, because they are based on love and giving rather than profit and taking. At the same time, they are exquisitely sensitive to Selling By Taking – taking energy acts like acid on these webs. On the other hand, magic often happens when we offer tastes of exceptional value to a web of trust; clearly communicate who and how we serve; act with authenticity, transparency and client-focus; and make it easy for people to pass these gifts on to their friends.
- 5. Value Based Enrollment.** While both marketing and sales involve communication, marketing is primarily a **filtering** process, and sales is primarily a **relationship building** process. Marketing is about finding people who might be a fit for our exceptional value – and equally important, quickly eliminating those who are not. Once we've connected with people we could potentially serve, Value Based Enrollment involves nurturing the two primary aspects to a Selling By Giving relationship: the level of **trust** that exceptional value will be provided, and the level of **commitment** to doing so. The easiest way to develop this trust is usually by giving the client a direct experience of your

exceptional value. Then the primary ways clients demonstrate their commitment is by investing their time and money. And the primary mistakes in sales are either asking for commitment before sufficient trust has been established – or not asking at all. So, the ideal enrollment process involves a series of stair-steps, where the flat piece of each step involves creating trust, the upwards piece involves creating



commitment, and the trust-building steps are larger than the commitment-requesting ones. If the commitment request is too large, it moves from being a stepping stone to a wall. And if it's too small, the business won't generate the profits it needs to survive. So value based enrollment is based on a trust, commit, trust, commit process. Each step builds a relationship based on a shared goal – the intention to create exceptional value for the client, in ways that also create healthy profits for the business.

6. **Co-Creative Positioning.** Perhaps the most common challenge with communication is our tendency to be self-focused rather than other-focused: our tendency to **speak at** our audience rather than **connect with** them. Similarly, when faced with the question “*What do you do?*” we tend to answer in terms of our solutions and capabilities (what we think about) rather than in terms of the needs we serve (what our clients think about). Ultimately, customers care about what it is they want (i.e. the benefits they're seeking) rather than what it is we provide (i.e. the features we offer). And less is more: the more we focus our market niche, the more value we can provide to each person in that niche. So how do we find our niche? We look for underserved needs. We take action. We listen for feedback. And we look for patterns. Instead of answering the question “*What do you do?*” we practice answering the four key questions that define our positioning: “*Why do I serve?*” “*Who do I serve?*” “*What need do I serve?*” and “*How do I provide exceptional value?*” We course-correct. We let our positioning find us as much as we find it. And we look for communities where we can realistically become known as being #1 or #2 at what we do.

Why communities where we're known as #1 or #2 at what we do? People carry around a bunch of “boxes” in their heads, which they associate with different services they know will meet their needs. And in each box, they typically carry at most two names – the top two service providers in that box. For example, if someone mentions that they need a “housekeeper in Santa Monica,” I have one name I would recommend – my housekeeper. If someone is looking for a “low priced therapist in Santa Monica” I have another name,

as well as a name for a “therapist in Silicon Valley.” While we can build a successful practice without this step, it becomes much easier to generate word of mouth referrals when a community decides that we’re the “go to guy (or gal)” for a given need. When we become known within a community as one of the top two solutions that provides exceptional value regarding a particular need, word of mouth tends to hit critical mass, the phone starts ringing, and our Selling By Giving practice takes on a life of its own.

Each of these six pieces interact with each other, and getting all the pieces to fit together involves trying something, gathering feedback, course correcting, and then taking action again. It’s a bit like playing with one of my favorite puzzles as a kid, this thing with seven or eight blue plastic, simple, three-dimensional pieces. The goal was to put them all together in a perfect cube – and



the box exclaimed how there were thousands of possible solutions – but I couldn’t seem to find a single one! Eventually, by a combination of blind luck and stubborn determination, after trying hundreds of different ways of fitting the pieces together, I stumbled on a solution. Eureka! In finding your own solution, it may take some trial and error – and at the same time, the full Selling By Giving course can provide you with a “solution guide” for the puzzle. It doesn’t have all the answers, but it will help you understand the pieces you’re playing with, the solution you’re working towards, and some of the most important “secrets” for solving the puzzle. This course can enable you to start moving rapidly towards your goal, dramatically minimize the trial and error process, and help you grow your practice at maximum speed.

Module Summary - Introduction

Key Concepts

Key distinctions:

- Business as a **battle between enemies** vs. as a **system of mutual service**.
- Sales as **taking** vs. **servicing**.
- Customers as **clients** vs. **champions**.

The six elements, or puzzle pieces, to your soul-centered, six-figure practice:

- **Purpose** – What fulfills you and you care deeply about.
- **Value** – How you offer exceptional value to your clients.
- **Economics** – Business models that create financial abundance.
- **Web of Trust Marketing** – Giving away tastes of your exceptional value to your web of trust.
- **Value Based Enrollment** – Building relationships based on trust and commitment to exceptional value.
- **Co-Creative Positioning** – Communities who will consider you #1 or #2 at what you do.

Less than 5% of new businesses make a successful, stable, six-figure income for their founders – let alone allow them to manifest their purpose.

This module described the essential factors that can enable you to beat these odds, and create a joy-filled, purpose-filled practice that also creates financial abundance for you and those you love.

Then the next seven modules in the full Selling By Giving course will help you create a complete system for mastering these essential factors, and radically accelerating you along the path towards creating your own soul-centered, six-figure practice, whatever that means to you. To learn more, please visit www.sixfigurepractice.net.

Checklist To Success

Intention – A sincere desire to manifest a practice that meets your needs both for money and for meaning.



Check me!

Business Beliefs – Reducing your “*I can’t succeed at business and still be a good person*” index to 5 or below.



Check me!

Commitment – 100% commitment to playing the game of business fairly and full-out, in service to your spiritual growth and purpose.



Check me!

Enthusiasm – A willingness to embrace this journey, and have fun along the way!



Check me!

Fatal Mistakes

Limiting Beliefs – Believing that we can’t succeed at business and still be a good person.

Poor Focus – Inadequate focus on the 10% of our activities that will bring us 90% of our results.

Bio for Brian Whetten, Ph.D., M.A.



Brian Whetten's career to date has largely been the story of an unexpected and unplanned transformation, from being an introverted technologist and computer science academic, through becoming a Silicon Valley entrepreneur and executive, and then into what will likely be a lifelong process of personal growth and development.

By the age of 30, Brian had received a Ph.D., raised \$20 million for two high tech startups, navigated multiple major life crises, become an internationally known academic and speaker, made and lost millions – and burnt out twice. He had gone from “*being the one in high school that the chess team made fun of*” to seemingly having it all. Yet he felt miserable. In the midst of an emotional and spiritual crisis, he began reaching out for help, and found his worldview shaken to its core. After suddenly “getting” the futility of trying to achieve his way to love, he turned his beat-down-the-walls-with-his-forehead determination inwards and immersed himself in six years of personal and spiritual development, with a series of incredible teachers, counselors, coaches and programs.

Today, Brian delights in doing business in a different, more loving, more purpose filled way – and in helping others do the same. He specializes in supporting entrepreneurs and executives as they build companies that create both money and meaning, and in teaching practice builders how to “*give their way to a soul-centered, six-figure practice.*”



However, this is not to say he has all the answers. He continues to reach out for help, and is particularly grateful for the coaching he's receiving as part of his partnership with master author, coach and public speaker Steve Chandler.

Brian's Ph.D. is in Computer Science from UC Berkeley. His first “real job” was as the principal founder, President and CTO of an Internet startup, GlobalCast Communications. This was acquired by Talarian, which went public and then was acquired by TIBCO. His M.A. is in Spiritual Psychology from the University of Santa Monica. His service practices include life and executive coaching, writing, public speaking, teaching, and facilitation.

With his new focus on servant leadership, he is committed to providing exceptional value to each client he works with.

To learn more about Brian or about Selling By Giving, please visit www.sixfigurepractice.net.



What People are Saying about **Selling By Giving**



"This course has been absolutely life-changing for me! For 2 years I'd been unsuccessfully trying to start my Healing Practice. Now, 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! I find it SO easy to give away the little tastes of my exceptional value, and people are ALWAYS delighted and surprised by such an offer. This was the most valuable course I have EVER attended, and it has put my dream back in my reach!"

Liesel Teversham
Certified Quantum-Touch® Instructor
www.clearspace.za.net



"Thank you from the bottom of my bank account. Who knew business could feel so good."

Melanie DuPuy
Breathing-Life Coach
www.breatheinbreatheout.net



"Brian's course was all about delivering exceptional value, and boy did it ever practice what it preaches! Even though I already had a lot of prior business experience, I figure it saved me \$50,000 - \$100,000 and trimmed my practice building process from two years to six months. A 10 times return on investment? Try 100 to 200 times! If you are self employed or want to be, all I can say is Take This Course!"

Michael Schantz
Executive Coach



"I must recommend Brian Whetten's Selling By Giving approach. It has made a tremendous difference in my practice, which has tripled since I started using it. It is easy, heart-centered, and effective. So many Lightworkers just want to do the work they love and don't like to have to think about marketing. Imagine marketing being graceful, making a difference for people, creating value, and bringing in amazing, wonderful Clients!"

Susan Ortolano
Psychic Relationship Coach
www.radiantpathways.com

What People are Saying about **Selling By Giving**



“Brian is a phenomenal instructor. His course is extremely powerful at clearing and removing blocks to success and then not only giving you the tools, but also ushering in the energy, to manifest a Soul-Centered Six Figure Practice. Just being in the energy of this workshop has moved mountains in my Intuitive Life Coaching practice.”

Alanna Arthur
Intuitive Wellness Coach
www.AwakeningTheDivineWithin.net



“Brian, I have to share that this 4th chapter was incredibly powerful for me in seeing that I truly have a valuable service and package (me!) — and Spirit has been giving me the IDENTICAL message in different ways this entire week! ... THANK YOU, BRIAN! Your course is simply magnificent and so well presented and articulated. Beyond providing extraordinary value, you deliver a deeply rewarding experience.”

Frances Fuji
Executive Coach
www.ceo2.com



“What I received from Brian Whetten's class was the realization that I had committed a fatal business flaw--at least one! if not many others. As a result, I started doubting my offering, its value and myself. To think, I almost 'gave up'-- inches from the water trove, the paradise of doing my true heart's desire and being paid well for my offering. Thanks, Brian. I hate to think how my life may have looked, had I given up on myself.”

Marsha Jane Orr
Founder/CEO Intreprenuer Coaching
www.intreprenuercoaching.com



“Selling By Giving was one of the most valuable classes that I've taken. I'd highly recommend Brian's class if you are starting a heart-centered business or having trouble asking for what you are worth....My income almost doubled after taking this class. It helped me release my fears and judgments around money (which I didn't know I had issues around...smile) and it gave me some great ideas and tools for marketing my business.”

Stephanie Wiltgen
Educational Consultant