

The Step-by-Step System to Building Your Small Business

**Helping small business owners around the world build
successful, profitable and rewarding businesses**

Module 2 Learn the Core Marketing Essentials

Lesson 2B Create Your *How*

**Possibilities and
Direction for tomorrow**

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Introduction

Dear Business Owner,

I hope that you have already taken the first class in this module, “Determine Your *Who* and *What*.” Here is how these two classes fit together:

1. First, you determine your *Who* (who you work with) and your *What* (the specific result, benefit or solution your business provides).
2. Next, you want to be able to articulate for a prospective client *How* you work with them, how you help them get the results and benefits they want, how you help them “solve” their “problem.”

This approach challenges conventional wisdom that you can’t or need not explain what you do, the client just needs to experience it. Not only is it possible, it is absolutely imperative that you explain *how* you do *what* you do in order to secure clients!

Knowing and being able to articulate *HOW* you work with your clients will help you in every phase of the business-building process, including becoming a foundation for earning passive revenue!

In this lesson, you will:

- Use a simple, easy system to determine your *How*.
- Explain your service/product so that people “get it” and want to learn more.
- Maximize your *How* to become a better more skillful professional!
- Learn how to utilize your *How* to attract more clients.
- Understand how to use your *How* as a foundation for passive income.

This simple concept is incredibly important and powerful in the development of your business. I am excited for you to read and implement this material to enhance the delivery of your services/products and accelerate the growth of your business. I encourage newer business owners to create a *Level I How* right away. And to get started using it. Your process can evolve into Level II within six months to a year. More experienced business owners, I challenge you to create your *Level II How* and watch your business take off!

Best Regards,

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Overview

Have you ever heard of the book *The Seven Habits of Highly Effective People* by Stephen Covey? How about Suze Orman's *The Nine Steps to Financial Freedom*? Are you aware that Dr. Phil McGraw's book *Life Strategies* offers a ten-step blueprint for success? Cheryl Richardson offers a "Lifestyle Makeover" program. The list goes on and on.

What do these books have in common that significantly contributes to their success? Well, first off, they are bestsellers, so I bet you have heard of them!

Second, notice that they all offer a **system for success**. They are assembled into a coherent, **easy-to-follow program**. They offer a plan, a structure, a specific process, a methodology, a unique service proposition. These books communicate to the reader exactly *HOW* they will get the results promised!

In this lesson, you will learn how to define and articulate your *Level I How*. This is critical for building a successful business, and all business owners should be able to achieve this basic level.

The more advanced version of the *How* is having a program. We call this your *Level II HOW*. In it, you name and package your business process. More on that later.

In order to fill your business with clients, it is absolutely imperative that you articulate for a prospective client *HOW* you can help them!

Definitions

What Your *How* Is

Your *How* is the process or system you use to help your clients achieve the specific results and benefits they want or to solve problems they have. Your *How* is articulating for a prospective client ways you can help, how your service works.

What Your *How* Is Not

Put yourself in the shoes of a prospective client who is considering paying a substantial fee, maybe \$500 per month or \$200 per hour, for professional services. A service-based professional might explain the process using phrases such as:

“I ask probing questions.”

“I am intuitive.”

“I see what you are up to.”

“We meet once per week.”

“I hold a mirror up to you and reflect back your true self.”

Do you think this is what you, as a prospective client, would want to hear? Would it excite you to hire the person? I think not!

To be blunt, this type of “touchy-feely” jargon is why many businesses fail. These business owners are not able to articulate *HOW* they do what they do.

You want your prospective clients to feel as though they are in good hands and to know that you know what you are doing. They want to know that you have a system or a process to your business. They must feel confident that you can help them and that your process to serve them is not random.

We realize that this may seem contradictory to the fact that your business is about the client. Don't worry! It's still the client's agenda.

And certainly from time to time, your business will veer away from your structure. That's okay. But you need to have a structure in order to enroll the client in the first place.

The exact components of your *How* aren't nearly as important as having one and being able to articulate it in a clear and confident manner to the prospective client. Because when you do, your credibility increases, and people will want to hire you!

Benefits of Your *How*

There are many reasons to identify and articulate your *How*. Study these benefits and ask yourself, “Do I agree? Are there any more that I can come up with?” As you read, see if you can *feel* the benefits and allow yourself to become excited about creating and utilizing your *How*!

More Complimentary Sessions

Throughout this business-building system, I say that the purpose of your marketing is to secure Complimentary Consultations. You will secure more Comp Consults when you have defined and can clearly articulate your *How*.

What’s the reason that happens? Credibility! Your credibility will rise dramatically when you can clearly and professionally explain to a prospective client how you help them achieve what it is that they want (i.e., your *What*).

An informal survey of 100 self-employed professionals asked the following three questions:

1. Whom do you serve?
2. What do you do for them?
3. How do you do what you do?

The results were astonishing.

Only 60% of the business owners could clearly and confidently answer whom they worked with (their target market).

Of those 60 business owners, only half (30 of the original 100) could succinctly, professionally and confidently answer what they did for their clients, i.e., the specific results and benefits their clients could expect to receive if they were to hire them.

Lastly, only 10% (10 of the original 100) could answer how they helped their clients achieve these goals and objectives.

Well, I don’t know about you, but I would find it difficult to pay a professional fee and invest in a business that does not effectively communicate how that business is going to help me achieve my goals.

Higher Complimentary Consultation Conversion Rate

In Mastering the Complimentary Consultation (Lesson 3B), you will walk through a very specific, step-by-step process for conducting Complimentary Consultations in a structured, attractive, professional manner.

The last step before asking for the business is articulating for the potential client how you deliver the benefit to your clients. You explain your process, how you can help them and what they can expect while working with you.

Explaining your unique service proposition builds trust and confidence. Prospective clients “get” how your business works and how your process will help them achieve the results they want.

This is very, very attractive when used in conjunction with the rest of the Complimentary Consultation process and dramatically increases the number of people who will hire you. You get more clients!

Work More Effectively with Clients

In addition, your work with the client will become more powerful and effective if you have a defined structure or business process. So, not only does being able to articulate your *How* help you secure clients, it helps you serve your clients better.

Having a structure, a plan, a format, a system helps you keep your clients on track, focused and energized toward accomplishing their goals.

Foundation for Products and Services

This is the real beauty! Your *How* is the foundation, the core, the platform for your whole company. As you further develop your *How*, it becomes:

- Newsletter articles
- Teleclasses
- Workshops
- Presentations
- A book (or books!)
- Audio programs
- And more!

A perfect example is what you are reading right now. This series of lessons began as a 12-week teleclass for self-employed, service-based professionals. Over the years, it evolved into the current comprehensive, step-by-step, business-building system.

This program that you are now studying is a testament to the power of a *How*!

Increase Your Confidence

Having a *How* helps you further craft your own personal philosophy. As you work with clients using your system, you gain more confidence, clarity and commitment about what you feel is most important in business and life. As an example, Coach John Wooden of UCLA, recognized for his record of leading his team to the most wins in the history of college basketball, says he took 20+ years to craft his “Pyramid of Success,” or his life success philosophy.

As you serve more people, you will tweak, adjust, modify, clarify, shape and polish your business system. You will develop and refine your personal philosophy, system and style and your confidence will grow.

How to Determine Your *How*

Let's start off by explaining how to determine your *How*, i.e., your basic business process or unique service proposition. The good news is, if you are serving people, you already have your *How* within you! You are already using it! It's just that you may not be articulating or explaining it in a way that is most attractive to potential clients.

Identify the Steps in Your Process

One of the best ways to determine the elements of your *How* is to identify the kinds of things you typically do with clients.

1. What do you do with a client first?
2. What do you do after that?
3. Then what do you do?
4. Then what do you do?
5. Keep answering "Then what do you do?" over and over until you can't think of any more things that you do with clients.
6. Next, make a list of the beliefs, themes or principles you use/share in your business. Some examples are "the past does not equal the future," "the present is perfect," "you can eliminate 'shoulds' and live life on your own terms," etc.
7. Combine your list of activities with your list of beliefs, and write a paragraph or two that describes your unique service proposition in a clear, concise, linear fashion.

Example:

- First, I help you clarify your dream or your vision. What exactly do you want in this area? If you are unsure, as many people are, I have a process to help you figure it out.
- Next, we uncover what is holding you back from having what you really want. We identify any fears, concerns or obstacles that may be in your way and devise strategies to overcome them.
- Then, we break your vision into six to eight bite-size, manageable chunks called "Keys to Success." When you focus on your Keys to Success, you will quickly begin moving towards your dream.
- From there, we create specific, measurable goals and an action plan to achieve them.

- Through our weekly calls, I help keep you accountable, focused and inspired to execute your plan. The difference between those who “have” and those who “have not” is the execution of a plan. Many people have great ideas. For success, they must act on them. I help you do that!

And people say you can’t explain the coaching business.

One more thing about this example. This is a generic version of a *How*. Feel free to use it as a model when creating yours. The key, however, is customizing it so it is congruent with what *you* do! Describe what you do to help your clients achieve their goals.

Take action now. Create your *Level I How* to the best of your ability, and use it in the marketing of your business! As you work through this process, keep in mind that the more the elements of your business process relate to the specific result and benefit your clients want, the better!

Assignment 1 Create Your *How*

Are you excited to ascertain the elements that define your *How*? I sure hope so! Use the worksheet below to get started!

The first thing I do with my clients is:

Once we do that, I help them:

Then we:

Then we:

List More Ways to Work with Clients

Identify Beliefs/Philosophies Incorporated in Your *How*

Write a Draft of Your *How*

Work with Clients Using Your *How*

Once you have outlined your process, start using it as a framework for your services and products! It is important to note that I am not recommending you treat all your clients the same or that you create an agenda for your client relationship. Rather, I recommend using the framework to help you fine-tune your system and improve your offerings!

A great way to clarify and improve your *How* is by making brief notes about your business process during and immediately following your client interactions.

One method is to divide your notes into two sections:

1. One section is for making notes specific to the client.
2. The other is for make brief notes on what you are observing and learning about your business process.

You will use the “process” notes later to further develop your system and your unique service proposition.

As an example, I found that when I was coaching, almost every client encountered some fear during some point of the coaching relationship. The client would know what to do and how to do it, but he or she would inevitably become paralyzed and unable to take action.

Since this was a common theme across the spectrum of a wide variety of clients, I decided to include “Overcoming Fear” as part of my coaching system. I found that this was an effective “step” in the coaching process.

Equally important, I found that when I shared this step with a prospective client, they identified with it and it helped increase my credibility and built rapport.

As noted in the John Wooden example above, this may be a life-long process. It is for Deepak Chopra, Tony Robbins, Wayne Dyer and Cheryl Richardson. It is natural for your *How* to be constantly evolving.

The key is to not let this paralyze you, but to recognize the importance of ongoing business development and embrace the process.

Create a Program

There are two basic levels to the *How*. You have already worked on determining your most basic *Level I How*. Once you are comfortable with your *Level I How*, you may begin creating your own program for your *Level II How*.

People love and buy programs. We like a beginning, middle and end. We like structure. We like to be led. Even leaders like to be guided when learning something new.

Creating your program caters to this desire. It allows you to reach far more people through products and services and to expand beyond the one-on-one relationship. And, in essence, it is simply a more-detailed extension of your basic *How*. Your program will evolve based on your notes and observations.

For example, you might create a detailed, step-by-step, three-month program to help people achieve financial freedom. You might create a process to help people improve their relationships with their spouses. These programs would be systematic and would produce specific, measurable results, similar to the books mentioned above.

Use Your *How* in Your Ezine

If you do not yet have a newsletter, you may want to develop one. (See Lesson 4G, “How to Create Your Ezine” for more details.) In addition to being an excellent way to secure clients, your newsletter will force you to refine your *How* because this will be what you will be writing about in your newsletter.

The more you practice, think about, reflect upon and write about your system, the more confident you will become in your work and the more credible and well-known you will become with your target market.

As an example, here are titles for newsletter articles that are often components in a general coaching program:

- Identify Your Vision and Dream
- How to Set Effective Goals
- Overcoming Fear and Taking Action
- The Importance of Celebrating Achievement

Keep in mind that the more specific your *Who*, *What* and *How* are, the more specific your newsletter articles can be. And the more specific you are, the more effective you are going to be in attracting clients. Here are some ideas that are more specific:

- How to earn over \$100,000 per year consulting
- The first step to finding your soul mate

- How to identify and secure the job of your dreams
- Overcome objections and secure clients
- Surefire strategies to decrease stress and achieve peace of mind
- How to improve your relationship with your spouse and children

Generate Passive Income

Creating passive income is a hot topic in business. Everybody is talking about leveraging their time and “earning money while they sleep.” So, the questions for you are: What is it that you create? What are people buying while you are sleeping?

Do you now see that your program is the foundation for all passive revenue?

If I told you to go into a studio and create some tapes and CDs you might say, “What? Are you kidding? I’m not ready for that!” But after this lesson, you will see how it can be done. It takes work, and it takes patience. But I challenge you to embrace what is possible. As you determine the elements of your *How*, you can use them to build the contents of your CDs. If you decide now that you want CDs within one year, you will look at everything you do from this point on in a whole new light!

An example of how your program becomes passive income follows. Keep in mind that it is an example only. It is not meant to imply that you must follow these steps in this order. It is meant to serve as a “progressive guide” so you see how it can happen.

Example of How to Start Creating Passive Revenue:

1. Begin with a monthly Ezine as noted above.
2. After four to six Ezines, you can create a physical and/or electronic workbook. Each newsletter can become a chapter in your workbook. The workbook is essentially a how-to guide on your *What*.
3. Do you see how several workbooks or an in-depth workbook can be a book? Again, as an example, we could take each one of the lessons in this business-building system and create an actual book.

Think about your favorite personal or business development tapes. Some of my favorite teachers are Stephen Covey, Tony Robbins and Deepak Chopra. Why couldn’t you do what they have done? You can!

Once you have thought about, studied, worked on and written about your *How*, you could convert this knowledge to tape, CD, RealAudio, etc. It does take work, but it is probably easier than you think.

Of course, there are other forms of products and services. These include, but are not limited to:

- Virtual training and consulting
- Teleclasses
- Seminars
- Speeches
- Workshops

Once you create your program, the possibilities are endless! Your business will take on a whole new dimension. You will own a business, not just a practice!

Assignment 2 Create Your Program

Once you have created your basic *How*, the easiest way to turn it into a program is by giving it a name and a certain number of steps.

Ideas I have for the name of my program:

The steps of my program are:

Summary

It is truly amazing what can and will happen when you dedicate yourself to identifying and articulating your *How* and stay committed to fully developing your process. Your *How* literally becomes the foundation for your entire business!

It is important in the beginning that your prospective clients know a little about how you are going to help them get the results they are looking for. There is a saying, “When you get right, the world gets right.” This means that when YOU get clear on who you want to serve, what you want to work on and how you do that with your clients, then you can market yourself to these people and attract clients who are perfect for you. Of course, the individual nuances of exactly how you work with each client will vary, but you must articulate a unique service proposition in order to get them to buy.

We often hear that a person “buys” the business owner. I say people buy the business owner who has a program! Having your program conveys professionalism, expertise and confidence. It communicates that you really care about the needs, wants and desires of your market and that you have put thought and energy into helping them.

Finally, remember that your *How* is the foundation for products and passive revenue! How exciting it will be for you to have tape programs, CDs, workbooks, a book or two, presentations, teleclasses and more! All of these come, in large part, from your *How*!