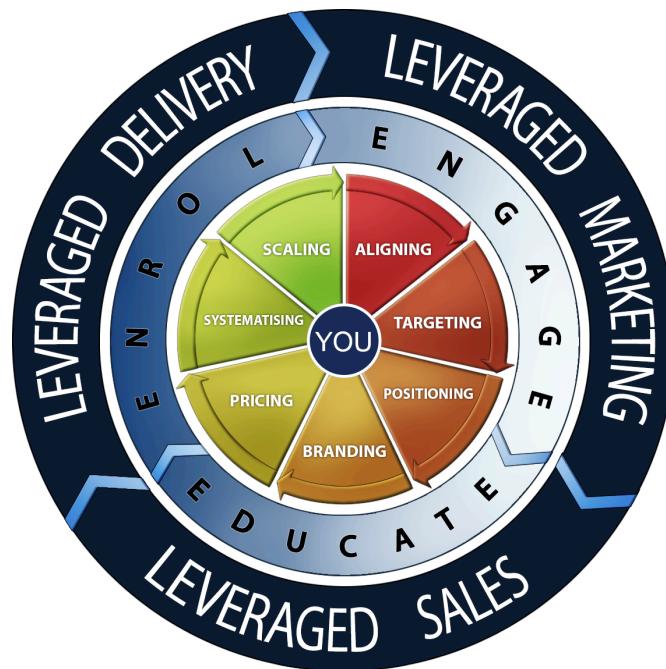


# LEVERAGED CONSULTING

IN THE DIGITAL AGE

*Earn More, Work Less, Grow Faster*



HOW TO BUILD AND GROW A SUCCESSFUL SERVICE BUSINESS  
IN AN INCREASINGLY COMPETITIVE MARKETPLACE

**JAY ALLYSON**

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# PREFACE

## Leveraged Living

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**Leveraged Consulting in the Digital Age** – *How to Build and Grow a Successful Service Business in an Increasingly Competitive Marketplace* – offers both a strategic compass and practical playbook for independent professional experts looking to start, survive and thrive with their own business and who want a plan that balances meaningful work with living a life of true freedom.

*Leveraged Consulting* is your secret weapon and competitive advantage in the digital age in which we all now operate. We face many challenges in finding clients, keeping clients and sustaining growth. Some are age-old challenges for professional services and some are brand new for all businesses in what is an increasingly connected and competitive arena.

Achieving success with a service business, in both personal and financial terms, will require you to step outside your comfort zone (and indeed your failure zone) in order to take your business to a higher level. The book offers leveraged strategies for solo professionals and small consulting firms, which take on board the service-orientated values of your profession, the now inescapable commoditisation embedded in the industry, and the new opportunities open to you in today's digital world.

In a career spanning professional development, educational development and business development, I've been teaching, consulting, coaching, marketing and innovating in technology enhanced practices for over two decades - in the trenches, learning the lessons, sifting out the hype and cutting to the chase.

And I believe in the value of passing on that expertise, because I think the freedom of "leveraged living" – which is possible when you earn more money while working less hours – is something we all seek as independent professionals, not only for steady state but also when we want to grow.

But how do we build that trajectory into our business architecture?

Being leveraged in business means putting in the same effort but getting a much bigger result. For consultants and other professionals, this equates to utilising your unique expertise and your time, to maximum advantage in terms of the influence and impact you can have and the income you can generate.

Leveraging your value and how you work with clients is easier today than ever before. In the digital age, you can save time, work more efficiently, impact more people and share your expertise in multiple and flexible ways. This is as true for your service delivery as it is for your marketing. When you integrate a clear message about what you do and what you offer with an efficient distribution and/or delivery system, you create a scalable way to influence and impact an unlimited and global audience.

Although digital has the power to transform your business, it's not all about technology. And although both the consulting and coaching industries are still growing, globally, culturally, things have shifted. Firstly, our clientele is looking for outcomes that are more tangible; and secondly, competition in the industry is rife. Nowadays, that means you need to stand out with a clear message and compelling high-value offer or risk being just another commodity service provider left to compete on price in the marketplace. The aim is to be sufficiently unique as to make your competition irrelevant.

I wrote the book as a resource for the consultant, coach and professional services provider who is adept at performing in their area of expertise but struggling to achieve either the income, impact or work-life balance they desire. It's for those of you who are overwhelmed and confused by the glut of marketing tools and growth tactics "out there" today, and who want a simple step-by-step approach to true success.

I'm using the terms "consultant" and "client" to designate the type of work we do and the type of *consumer* of our services. In your particular field, "consultant" may be more aptly termed service provider, expert, trainer, adviser, coach, mentor, designer, therapist, stylist, nutritionist, retail specialist and so on and so forth.

And rather than "client", you may prefer to switch these out with terms like customer, participant, patient or student. Depending on your specific sector or audience, you may find pros and cons in how each term is used and received by your target market. You're the best judge of what works in your industry and for your audience (including how they see themselves).

My aim has been to create an empowering guide for consulting professionals who want to lock in place an effective strategy for consistently bringing in good, high-end clients and scaling their business. By "high-end", I mean clients you work with in a systematic way to produce a tangible outcome they desperately want and are willing to pay fees in the order of £5-10k to achieve.



Terminology aside, whether you're currently failing to engage your ideal audience, win clients or gain a more consistent income, this book is for you. If you're feeling stuck in a low-end "trading time for money" business model, undercharging on your value and working all hours, this book holds answers. It will help you understand where, when and how to use leverage, and show you a roadmap for implementing tangible solutions that create a workable model that's right for you. We draw on the opportunities that digital platforms offer to position and promote yourself, as well as to systematise and scale both your marketing activity and your service delivery.

The book is a kind of sense and sensibility for the solo professional or small firm with a big vision of success as an independent business. It provides solid thinking ground for those new to business planning as well as practical marketing guidance for people who have been in the game for a while yet are not achieving the growth they want.

**Everyone needs a strategic reset from time to time in order to take things to the next level.**

When I think about my approach to business building and the kinds of books, courses and support I have invested in over the years to help me, one thing always jumps out. I notice there's quite a gap between (what some might construe as) the soft "touchy-feely" coaching industry and the hard "mechanical" consulting world. Rarely have I found resources that integrate the different dimensions of business success.

This is reflected in the way each is marketed too. Coaching type support appears heavily aimed at intuitive "heart-centred" entrepreneurs (often female), and business consulting and training is aimed at business owners who think in more deductive technical terms (often male). I know that sounds like generalising or stereotyping, but there's plenty of evidence out there in the marketplace to back this up.

Admittedly, there is coaching that has technical elements and there is business training that covers personal development. But there is a definite skew. By its own definition, coaching is typically non-directive while consulting tends to be more directive in nature. Since I see coaching as a subset of consulting, I run my business across both dimensions.

Like most of my own clients, I need help with both the mental and mechanical sides of running a business – and not always at the same time. I need help to carve out an accurate picture of my business ethos as well as to evaluate end-to-end operational processes, to identify blockages and bottlenecks and help me see clearly what are the most pressing barriers and should be resolved first. I'm sure it's the same for your own clients, it's hard to see solutions if they're in your blind spots.

**Some people are convinced they have a marketing problem when at the heart of it they actually have a mindset or money model problem.**

With this book, I wanted to show you a cross-dimensional picture and let us work at the interfaces to find the right blend as a solution for you. The book offers you a strategic framework for looking at things across multiple dimensions – things about you, your purpose and positioning, and things about your business, its design and its operating system. At the intersection is where your strongest brand message and service model will emerge.

I see far too many consultants and coaches drained from the intensity of constantly chasing after clients and going to uncomfortable sales meetings. If you hate prospecting, pitching and selling, wouldn't you prefer to be the hunted not the hunter?

And those of you that have a good flow of clients are exhaustively working personally with them day in and day out, tailoring and customising every project to each one. If you want the freedom that working for yourself should provide, wouldn't it be less stressful and more rewarding to be the best at doing one thing really well and charging what you're worth?

To beat the cycle of unpredictable client flow and income, you need to commit to making changes in how you think about marketing, selling and business growth. If you can do that, then this book will help you greatly. *Leveraged Consulting in the Digital Age* shows you how to strike a perfect balance between your purpose, profits and preference (for how you wish to work). I believe this is what business success is really all about.

Of course, each stage in your business growth trajectory has its own set of challenges and constraints, so your strategic roadmap must take account of where you are now, what is the vision you have for your business and what success means to you in terms of your desired destination.

Writing this book, I appreciate I'm going against the grain of how consulting firms conventionally market and deliver services; and indeed how "success" is measured in the corporate world. Many firms have yet to understand the subtle yet profound benefits of moving from a cost-based, sales-focused business development strategy to one that is value-driven and client-centric.

In an industry where consulting and coaching are increasingly seen as indistinguishable commodities, you need to stand out to gain competitive advantage. You need to have a clear and compelling message. You need to demonstrate value and credibility. And you need to build authentic connections.

A digital strategy driven by high-quality educational content can achieve this because it helps increase your reach and revenue. Importantly, sharing valuable

content on the front-end helps build a trusted relationship with a potential client that leads more gracefully to a “sale” and seamlessly to continuing to add value in how you help and serve them as a client.

First in teaching and learning, and latterly in business and marketing, I’ve spent most of my career helping people to use technology to improve performance by doing something familiar differently. With this book, I wanted to offer new “rules” – perspectives, strategies and best practices - for what is possible in the digital age for the professional service provider who wants to maximise their reach and revenue.

I could argue that the book’s life actually began back in 2004 when I started out on my solo voyage into entrepreneur territory – new to business, new to sales and new to internet marketing. Whilst working in a full-time career managing educational development and e-learning at a leading UK university, I hopped on board a “work from home” direct sales opportunity as a fun, little side-line.

I had quite low expectations of “making it big” with my new business, despite having a more serious intent of building a plan B in case my young daughter’s epilepsy and disabilities meant eventually I couldn’t hold down a 9-5 job. When I did eventually leave my job three years later, I earned way more from the consulting business I set up than from my networking marketing business. In fact, I earned almost twice the “salary” working half the hours of my university job. ☺

My mindset may well have had something to do with this – you tend to put less into something that’s not working and more into something that is! But frankly, I think it was because networking and sales were never things that came naturally to me, so back in those days, I ducked it. It’s surprising to people who know me as a bubbly and energetic person that I’m actually rather a social introvert – happy to be at the party but rarely the life and soul of it. (Given 95% of people never make more than they spend in network marketing, I don’t think I’m alone in this!)

Network marketing seems a very different endeavour to networking in professional situations so this never affected the consulting or coaching side of my business. Doing presentations or teaching in front of huge audiences - no problem; small group seminars or webinars - love them; one-to-one coaching – in my element; writing and developing courses - totally my zone. But selling - uncomfortable as hell ☹

For this reason, I turned that first “direct sales” business into an online, coaching-based retail business and other education-focused internet marketing ventures swiftly followed. And yes, for a while I actually matched my consulting income and was “living the dream”. To say it’s been an adventure in enterprise would be over-glamorising it, although I had some amazing trips to exotic locations and met some pretty incredible people along the way!

My journey is far from a straight path to success. Right through my first ten years in business, while I was busy, making good money and doing all kinds of interesting work, I never felt I was working in my genius zone or following my true calling. I wanted my work to impact more people, and in more meaningful ways. Deep down, I always believed I could do bigger, better things if I could just focus in on the “one thing” that makes a difference to people. I reached the point when I said enough is enough and changed my game plan in order to drive forward the bigger vision. That meant making cognisant choices about my business model, taking a leap of faith to reinvent my professional brand and rebuild my digital platforms.

All of us are on a journey: in life, in our careers and with our business, there are twists and turns. In fact, it’s been a bit like that game “snakes and ladders”, a rather convoluted path of ups and downs. Still, this is what shapes us.

Your unique story is what sets you apart from everyone else in your industry. As well as influencing a whole new side to my business, for me, my journey to date has culminated in the writing of this book and the insights contained within for what’s working in the digital arena, even for those whose services are largely face-to-face.

The ideas and approaches I share stem from both study and practice, and are deliberately intertwined with my personal learning experiences. This is not to bore you with every avenue of my ups and down or career development, but to emphasise that for you too, there will be common themes as well as plot twists in your story that you may notice only through structured reflection. Put another way: what drives us in one or other direction is not always obvious at the time.

In your career, perhaps you have a similar story to me, one of chasing dreams and a little voice that has been nagging away at you saying you’re worth more than you’re earning. Do any of the following resonate for you?

- ❖ You have a bigger vision for your success than your current consulting or coaching work is delivering for you.
- ❖ You know that something isn’t right with your strategy for how you’re marketing yourself or to whom.
- ❖ You need more clarity in your professional identity, brand messaging and/or business plan.
- ❖ You're overwhelmed with being busy building your business and want to learn ways to work smarter not harder.
- ❖ You want to repackage what you offer, and learn how to do digital marketing that actually generates good clients, consistently.

- ❖ You know that today's digital and global audience offers an opportunity to leverage your time and expertise, and you're looking for ideas and guidance.
- ❖ You want to make a bigger impact and earn what you're worth.

If any of the above applies to you, then the book will provide you with vital insights and exercises to help steer your thinking and planning in the right direction. Over the hundreds of business reviews that I've undertaken - whether in the private or non-profit sector - similar frustrations and problems come to light that have reasonably straightforward remedies with the right strategy, systems and support in place.

My mentoring work has focused on helping consultants, coaches and other service-orientated businesses to surface the root causes of these common frustrations and problems. We dive into aspects of their business design or revenue model that are potentially limiting their momentum or growth. In some cases, the weak link was a lack of clarity around what they do (even people in business for years who feel the market has shifted because it's harder to get clients). For others, the bottleneck was a poor sales process or inflexible service delivery model.

To support this work and systematise what I was doing with each client, a while back I created a 7-dimensional diagnostic framework – called *iSuccess*. After years of writing articles and running workshops around the *iSuccess* principles and practices, I finally moved everything into a membership-based online education platform – which accordingly I named the *iSuccess Business Academy*.

I never thought I would find myself writing an actual book. I originally created a 40-page workbook to go alongside a course I was developing. As an education and e-learning specialist by background, it seemed a natural way to add value to my consulting work.

Next thing I knew that 40-page document had mushroomed into a 400-page book. After much soul searching, expanding, tinkering, tweaking and polishing – perfectionists are terrible procrastinators – I eventually finalised the compilation of insights and leverage strategies you have in front of your eyes right now.

*Leveraged Consulting in the Digital Age* was written to provide guidance to professionals like myself who want more from the expertise and capability they have built over their career. The book offers a self-directed roadmap not a prescriptive model. It acts as a compass to help you review your current business (or business plan), establish where you want to go in terms of lifestyle goals, and guide you towards the right path in terms of what you need to do to get you there.

**There are many paths one can take along the journey to business success, and what we need is a compass we can use to create our own best roadmap.**

The book represents the culmination of an evolving body of thinking, study, lessons learned that I've acquired in building my own high-end client business. The leveraged consulting model has enabled me to grow a successful – purposeful, profitable, sustainable and fulfilling – business and to stay competitive in the marketplace.

My business is now very different to what it was a decade ago or even three years ago. For me, business success is not about mansions, yachts, fancy holidays, or crazy expensive cars - it's about the little things. Leveraged consulting means I get to do meaningful professional work in a way that fits my personal lifestyle preferences. More importantly for me, is I can now work when I want, with whom I want, and where I want. Yes, I like to drive a nice car, but I can live pretty much anywhere and be happy.

I'm grateful every day for the freedom to choose: to take time off when I want, go for a walk in the middle of the day, not be forced to shop evenings or weekends, spend time with family when they need me.

If you don't wish to remain on the rollercoaster of unpredictable income and unleveraged growth and are committed to making changes in how you market and deliver your consulting services, this book is for you. It will help you to implement a leveraged business plan that frees you to scale and grow, or just take more time off. It's about deciding on what's the right balance for you, personally and financially, between your purpose, your preferences and your profitability.

A key outcome of writing a book is that it builds your brand and helps you connect with people you can help. If I'd learned sooner how being a published author gives you a massive leg up on your competition, I'd have got my act together faster!

From reading the book, I want three outcomes to transpire for you:

- 1) To think differently about how you market and deliver your professional expertise – with regards to your brand message, business model, packaging, and revenue streams – so you can see the opportunities for a more leveraged consulting practice.
- 2) To identify the critical elements that are most likely holding back your business growth - in terms of aligning, targeting, positioning, branding, pricing, systematising and scaling - so you can break through current barriers.
- 3) To create an action plan for transforming your marketing and business growth towards an approach that is steadfast and scalable so you can achieve the work-life freedom you desire.

The downloadable companion workbook is a resource to help you be proactive with implementing the ideas you get from the book. Print out the workbook and

put pen to paper or just edit your ideas and action plans into the digital document. Either way I urge you to make sure that, as you go through the book, you are actively reflecting and recording the actions you will take.

Everyone's starting point and skill set is different, and success means different things to us as individuals. My aims are that the book enlightens you on the possibilities for more leverage in your business and supports you to implement *your* vision of leveraged living.

※

**"The only person you are destined to become is the person you decide to be."**

**- Ralph Waldo Emerson**

## ACKNOWLEDGEMENTS

This book has been years in the making, partly because the body of knowledge is growing and pace of technology continues unabated. But partly, it's a case of "mea culpa" for not pulling the trigger for fear it wasn't good or perfect enough!

Nonetheless, I now undoubtedly see it is the better for the extra time pondering in terms of producing a stronger structure and set of cohering ideas. Self-editing has its positives, but you can feel so close to your own material that you can't see the wood for the trees. Thus, I'm super grateful to my editor and my beta readers for their great input. (At the final stage, we had some "fun" sifting through UK versus US spellings for quite a few words, such as enrol, enrolling and enrolment versus enroll, enrolling and enrollment, or optimising versus optimizing. For readers in the US or Canada, please note these are not errors or spelling mistakes!)

The approaches in the book represent the full, rich blend of my 15-year learning curve towards achieving the bigger vision I always had for my life and work. What I love most about the final manuscript is that it reflects a chorale of inspirational voices from across the community of peers, clients, partners and mentors I've encountered along my entrepreneurial journey. All have shaped my thinking around the ideas and client-centric philosophies behind leveraged consulting and digital strategies for business growth.

Throughout the book, I'm thrilled to acknowledge the wisdom of people from whom I've derived much inspiration and stewardship. I share their ideas with pride and passion because these teachings continue to this day to permeate my personal philosophy, drive and persistence to succeed.

Since I first started on the tumultuous journey of business building back in 2004, my engagement with thought leaders has been paramount. Many are quoted throughout the book. The list that follows is a mere selection of the key experts who have influenced and impacted my thinking, marketing and business building strategies over the years.

Russell Brunson	DotComSecrets, Expert Secrets
Dorie Clark	Stand Out, Entrepreneurial You
Andy Cope	Shine, The Art of Being Brilliant
Robert Craven	Grow Your Service Business
Ryan Deiss	Digital Marketer
Denise Duffield Thomas	Get Rich Lucky Bitch
Ray Edwards	How to Write Copy That Sells
Seth Godin	SethGodin.com, The Purple Cow
Tai Goodwin	Will It Sell
Carrie Green	Female Entrepreneurs Association
Andy Harrington	Passion into Profit
Rachel Henke	The Niche Expert, Living Fearlessly
Danny Iny	The Audience Revolution, Teach & Grow Rich, Leveraged Learning
Dan Kennedy	No B.S. Direct Marketing
Frank Kern	Consultative Sales, The Next Million
Mike Klingler	Renegade Professional
John Lavenia	Integrity is Everything
Jason Leister	Incomparable Expert
Grace Lever	The Doers Guide to Automation
Nathalie Lussier	AccessAlly
Lee McIntyre	Get More Momentum
Stu McLaren	Tribe, The Recurring Revolution
David Meerman Scott	The New Rules of Marketing & PR
Christian Mickelsen	Free Sessions That Sell
Marisa Murgatroyd	Live Your Message
Derek Murphy	Guerilla Publishing
Anna Parker-Naples	Get Visible
Michael Port	Book Yourself Solid
Jim Rohn	7 Strategies to Wealth & Happiness
Lisa Sasevich	The Live Sassy Formula, Speak to Sell
Rich Schefren	Strategic Profits, The Maven Matrix
Max Simon & Jeffrey Van Dyk	Big Vision Business
Simon Sinek	Start With Why
Karen Skidmore	True Profit Business
Kendall Summerhawk	Soulful Business & Money Coaching
Brian Tracy	Goals, Maximum Achievement
Dennis Waitley	The Psychology of Winning
Taylor Welch & Chris Evans	Traffic & Funnels, ClientKit
Alan Weiss	Million Dollar Consulting



## ABOUT THE AUTHOR

My full name is Dr Jacqueline Allyson Dempster (“Jay”) and I’m a biomedical scientist turned e-learning specialist, professional services provider, entrepreneur, business strategist, and marketing enthusiast.

I exist in two worlds – education and business. My consulting work in the education world is supporting universities and colleges (but also charities, housing and health services and some other non-profit sectors) with strategic planning, marketing and operational improvement in particular.

With over 25 years’ experience in the education sector, I’ve held some quite senior roles managing strategy and operations in support services and delivering innovation projects. I’m a nationally recognised e-learning and evaluation specialist, and hold membership and accreditation with various internally-recognised professional bodies.

In 2007, I successfully established my own consulting practice, building on a solid reputation gained over the years from all of the above. My main “bread and butter” has been high-end consulting projects, but over the period, I’ve also set up several businesses in direct sales and internet marketing - some successful, some not, as is the nature of those industries.

In the business world, my consulting work focuses on support for start-ups, operational improvement, marketing and regional growth programmes. I also work in association with RSM UK, a leading provider of audit and consulting services to the middle market - the seventh largest business advisory firm in the United Kingdom, and I think about the sixth largest globally. I continue to do occasional projects for education sector clients even now, because it gives me great insights into organisational development and continues to build partnerships.

It’s interesting how the worlds of education and business have increasingly collided over the past ten years. Universities and colleges are striving to become more business-like and businesses which find ways of educating their customers are thriving more than those that just focus on selling.

What this has meant for my business is that I’ve moved with the market. Being able to re-blend my different skills and experience - business, marketing, education – into my consulting offers enables me to bring in high-end clients across public, private and third sectors. I’ve done work as varied as national project evaluations, teaching a communications course at a top University, managing a certification programme, setting up a training initiative, supporting SMEs on regional business growth programmes and undertaking advisory audits.

My mission is two-fold: to do work I love and to help others thrive. Over time, deepening my expertise in key areas of need in the marketplace has enabled me to charge higher fees than my counterpart education and business consultants. I say this not to brag but as a prelude to the varying ways that leverage can be applied to consulting.

Most of us believe our driving force to work is money, and we may cling to a career for security reasons long after the joy has gone out of it. But, at a deeper level – whether philosophical or spiritual – we may have a yearning for change and seek “more” – more purpose, more challenge, more satisfaction, not just more money.

### **The road less travelled leads to the greatest treasures.**

I believe one’s personal collection of experience, lessons learned and wisdom continuously feeds into what you uniquely offer as a consultant, coach or expert service provider. My expertise is certainly the culmination of a long and varied career and a wide range of work. But we don’t always know how to get clear on it, package it and promote it to the right audience.

If you’re like me, you always need to feel you’re moving forward not standing still – that you’re growing, discovering and reinventing yourself. Looking back, I know most of my career, I’d always been wrestling with that big question of “what am I meant to be doing”.

Some talk about this being your calling, your genius zone, your true north. It’s simply a metier for where you’re doing work you love and that you’re great at. How well you do it is based on your unique set of special gifts and specific talents.

Most consultants are typically a “jack-of-all-trades” able to turn their hand to a range of challenging needs or problems. It’s not at all a straight arrow to work out what you can (or could or should) be the “master” of, and consequently where to focus your efforts in building a business.

With this book, sharing the power of leverage using digital technologies to grow your business, I believe I found my special gift. I trust in reading it, your own path may become clearer.

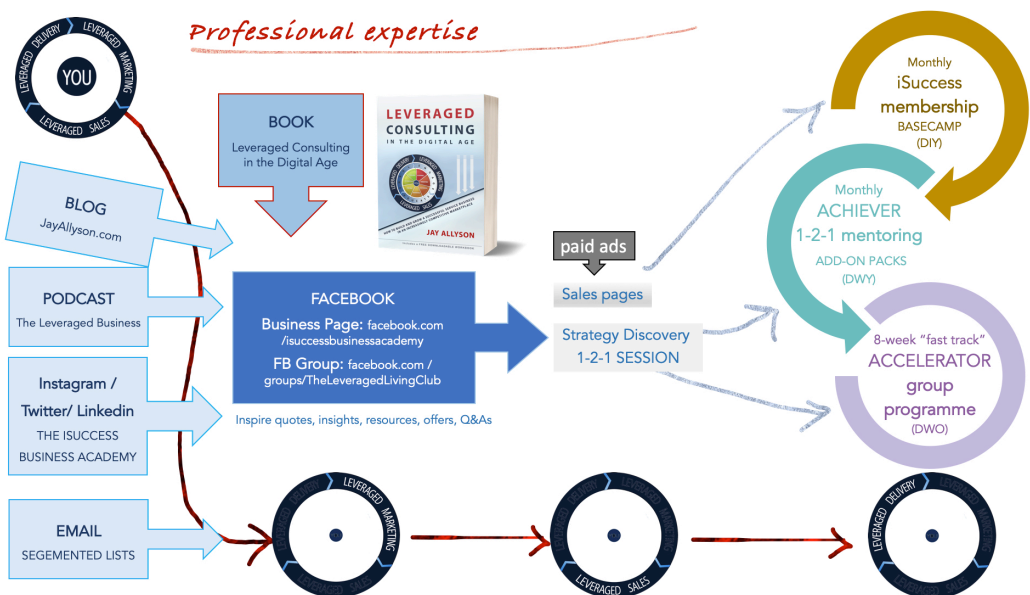
Nowadays, you’ll find me focusing mainly on strategies for business growth. It’s an interesting area given we’re living in an age of fast technological and economic change and pressing digital disruption. I homed in on leveraged consulting, because it brings together the elements of business planning, digital transformation, process improvement and strategic marketing that draw on my specific areas of expertise. I believe strongly that these are key areas that underpin success in building and growing a high-end service business and engaging customers effectively in today’s competitive arena.

While my different spheres of expertise have caused considerable confusion in the past, it seems the intersection of everything provides a rather distinctive position in the marketplace. I can still keep some degree of diversity across a common theme of supporting business growth and success, which has led to some really interesting and enjoyable work.

Since my goal has always been driven by a desire for a more leveraged business than consulting work affords - to be entrepreneurial not just self-employed - for truly leveraged living, I've also made the move to leverage my rightly earned expertise by developing online education.

Throughout the book, I've interjected a little of my own story out of which the online education part of my business - the *iSuccess Business Academy* - emerged as the realisation of my own bigger business vision and a digital success roadmap to guide you through from strategic planning to implementation.

Here's a visual representation of where I'm at with my plan based around the leveraged strategies we'll explore across each chapter. It's not a prescription - mine is just one example of what's possible for building and growing a service business in the digital age.



Sharing my professional expertise by writing a book and creating courses, I'm in a stronger position to help others build a leveraged business, and to unleash themselves from the trading time for money treadmill. I get a huge satisfaction from helping other consultants and coaches see the opportunities for creating a sustainable and scalable business using the power of digital platforms and education as a tool for business growth.

As digital technology advances what's possible and because people's expectations and behaviours are continually shifting, a business that can adapt and innovate has the best chance of surviving and thriving. This has been clearly apparent in the aftermath of 2020's global lockdown; some struggled as client work dried up while others thrived on the sudden burst in online consumerism and remote working.

Abraham Lincoln famously said if he had six hours to chop down a tree, he'd spend the first four sharpening the axe. Personally, I've shifted my core audience and rebranded my business several times and with each iteration, I've had to sharpen my axe to achieve success.

Sharpening the axe for business growth in an ever-changing and challenging marketplace is all about strategy. I continue to observe, learn, pivot and transform. In the context of leveraged consulting, this means:

- Becoming crystal clear about what you uniquely provide as an expert - this sharpens your business brand;
- Understanding the marketplace in which you can develop offers - this sharpens your business plan;
- Productising your expertise - this sharpens your reach and revenue capability;
- Putting meaningful metrics in place to measure success – whatever that means to you, financially and personally – this sharpens your performance.

If I can use my own individual pursuit of leveraged consulting to empower and enable you to take an enlightened path to building and growing a successful service business, then I will have achieved my “pay-it-forward” goal for the book.

And if you find the insights and guidance I've shared of value, I trust you'll pay it forward too and leave me a great review on Amazon because reviews help others find the book and benefit.

Now, let the journey begin!

*Quick P.S. The book has seven chapters, but you really don't need to read every one in its entirety to start taking some next steps. I'd love to connect with you and welcome you into the world of iSuccess courses and communities for leveraged business building. Please feel free to take advantage of the invitations on the next page right now 😊*

## FURTHER RESOURCES & SUPPORT

### FREE COMPANION WORKBOOK + THE LEVERAGE TEST TOOLKIT

Get the free companion workbook including The Leverage Test – a toolkit to help take your self-evaluation of the 7 dimensions of success and 14 elements to a deeper level of reflection so you can identify the priorities areas for your business development and growth.

>> Download it at [JayAllyson.com/LeveragedConsulting/Workbook](http://JayAllyson.com/LeveragedConsulting/Workbook)

### JOIN THE LEVERAGED LIVING CLUB ONLINE COMMUNITY

Meet and network with others in our FB group who are learning about building a leveraged business and creating freedom for independent success.

>> Come join us at [Facebook.com/groups/TheLeveragedLivingClub](https://Facebook.com/groups/TheLeveragedLivingClub)

### SUBSCRIBE TO THE LEVERAGED BUSINESS PODCAST

This is a way to tap into a weekly dose of all things leverage, from mindset to marketing to money models, Jay shares her insights building on the ideas in the book plus some great interviews with independent business owners sharing their expertise and views on achieving leverage, freedom and success.

>> Find out about the show and listen at [LeveragedBusinessPodcast.com](http://LeveragedBusinessPodcast.com)

### ENROL IN THE LEVERAGED BUSINESS ACCELERATOR

This is Jay's flagship digital roadmap programme where you get the learning, mentoring and support to implement your leveraged action plan.

Learn more at [JayAllyson.com/iSuccess/LBA](http://JayAllyson.com/iSuccess/LBA)



# INTRODUCTION

The End of Consulting As We Know It?



THE TIMES THEY ARE A-CHANGIN'

Come gather 'round people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone  
If your time to you is worth savin'  
Then you better start swimmin' or you'll sink like a stone  
For the times they are a-changin'

– BOB DYLAN

*“We rise to great heights  
by a winding staircase.”*

Francis Bacon





## KEY POINTS

- ❖ In today's digital society, the pursuit of solutions creates an engaged and responsive audience who know what help they are looking for.
- ❖ High-end consultants help clients solve big complex problems - we work at the top of the tree.
- ❖ Armed with an irresistible offer in the marketplace, you will vastly increase your relevance, reach and revenue.
- ❖ When you "supply" consulting type services in different ways, you can enter into the lucrative educational market and participate in more entrepreneurial pursuits.
- ❖ You don't need a magic bullet or new tactic. You need a *strategy* and you need a *system*. But first and foremost, you need *clarity* about your identity, your audience and your message.
- ❖ Breaking through the profit ceiling of trading time for money is the best leverage for scaling up a service business. Breaking through limiting beliefs to do things differently is a prerequisite.
- ❖ Wanting to reach and impact more people, as well as generate higher levels of income, is the sign of a true entrepreneur – what you need to succeed is leverage.
- ❖ The world is changing rapidly and how you harness technology to communicate and build relationships is vastly different today than even just a few years ago.
- ❖ Taking a strategic approach to business helps you achieve a workable operation and a consistent, reliable income that can end the "feast and famine" cycle that many consultants and coaches experience.
- ❖ At another level, it can mean confidently knowing you are living your purpose, reaching your true potential and making a bigger impact in the world.
- ❖ In the digital age, leveraged consulting is easier and more profitable than ever before.
- ❖ For success to manifest, you need to develop a clear vision of what you want the business to become, what's the ultimate goal of your business and what success will look like for you.

## CHANGING TIMES, SHIFTING TIDES

The times are indeed a-changing for the professional services industry and for business in general. Whether you're a solo practitioner, a small practice or a big corporate firm, you'll have noticed the rising challenges to secure new business and the necessity to stand out in a marketplace not to mention the recent scurry of traditional businesses to transition to more online services. Competition is rife.

At the time of writing, I hadn't reckoned with a global pandemic so this paragraph has been added right at the point of publication. Lockdown and social distancing have created a boom in online alternatives in many industries - from groceries to video - so no surprise it's also boosted the desire and demand for online learning and all things digital. Economists predict the transitions will stick in the longer term. Competition will remain rife both offline and online.

However, a crowded market is not necessarily a bad thing. I see it as an opportunity. Firstly, a crowded market shows there's a high demand for products/services in that niche. Indeed, in the consulting and coaching space, recent years have witnessed massive growth in the number and size of businesses, which means increased competition in the marketplace, regionally, nationally and globally.

At the same time, tides are shifting with regards to the market views on the *value* a consulting or coaching outlay delivers to the client, which gives rise to opportunities in how well we differentiate and communicate with our target market. If you're finding it difficult to get clients because the market is crowded, it may be time to redefine who your customers are and create a micro-niche.

Secondly, and related to the first, technological change is rapidly shaping today's approaches to business engagement, communications and commerce. The digital opportunity enables massive leverage in how we engage with our target market, as well as how we deliver services.

Continuing growth trends in online marketing, publishing, learning, sales and distribution are outmanoeuvring many long-standing "brick and mortar" and "suit and briefcase" consulting modes. Now, digital platforms and tools are universally available "off the shelf", enabling both large and small players to influence and impact more people and generate income more easily than ever before.

Winning high-end consulting clients in an increasingly crowded marketplace is both harder and easier in the digital age. Because taken together, cultural shifts and technological innovation can transform your business substantially. But only when you build strategically, harness the power of leverage and take a structured approach to uncertainty.

As a basic definition, “leverage” means getting a big lift from a small force – using a “lever” to lift the ball up the proverbial hill. In the case of your business, it means investing resources – such as your time, money and energy – into something and getting a consistently greater return from those resources than the norm. That's leverage.

Through digital know-hows, this book teaches you how to design a leveraged business architecture to grow your reach and revenue building on what you already do as an expert professional.

**In today's digital society, the pursuit of solutions creates an engaged and responsive audience who know what help they are looking for.**

Consultants, coaches and other experts are primed to quench the increasing thirst for knowledge, learning, know-how, guidance and advice of individuals, small businesses and large corporations alike. We now live in an abundant knowledge environment where people are constantly on their computer or phone searching for information that addresses, improves or solves a problem they have.

Every day, millions of people in almost every country across the globe consume digital content: articles, books, videos, TV, podcasts, workshops, courses. Although part of this is pure entertainment and social sharing, a huge volume of that consumption is a result of searching about a question or problem they have. People are looking for an answer or doing due diligence on something they want. They're looking for help; they want a solution for how to do something (or do something better) and they're usually quite specific about what that is.

**High-end consultants and coaches help clients to solve the bigger more complex problems - we work at the top of the tree.**

Many successful consultants promote themselves as “solutions providers”. We may help clients with a problem or resolve it for them, but ultimately, they want a result. It's not always obvious to the client what the solution is - they just know they have a problem. As a consultant, you will usually conduct some diagnostic and apply your expertise to find the right solution for the client. For marketing purposes, however, you need initially to address the symptoms not the cause.

When you learn how to clarify the one problem your ideal client has that you can help resolve, it becomes more straightforward to carve out your unique offer. Rather than promote your CV, you can beat off the competition by promoting your solution to a known problem of your target market. This gives you a clear brand message around which you can produce, package and promote high quality, educational content that helps the client see you as the expert in this area.

An essential technique for getting found online is to optimise your content for the search engines – known as search engine optimisation or SEO. Aptly tagged

keyword content draws the right people to you, so they can see if you're a good match for the help they want. When you build credibility and trust, your material becomes a magnet, consistently attracting leads for your business, pre-qualifying potential clients, and creating potential new streams of revenue.

**Armed with an irresistible offer in the marketplace, you will vastly increase your relevance, reach and revenue.**

There are many opportunities to increase your success in the marketplace, crowded as it seems. This book provides both a strategic guide and practical playbook for independent consultants, coaches, and other experts wanting more structure, stability and success in their business. In helping you to build a purposeful, digitally smart and scalable high-end client business, *Leveraged Consulting in the Digital Age* taps into a variety of mindset, marketing and money elements enmeshed in the solution.

The book looks first and foremost to leveraging *you* – your personal attributes, professional expertise, intellectual property and brand - and increasing both your reach and your revenue. We will then build on this with leveraged strategies to support and bolster your *marketing* and *sales*. Here you'll see how to home in on, and stand out in, your most fitting segment of the marketplace and put processes in place to draw clients into positive enrolment conversations.

The book also focuses on leveraged *delivery* - new ways of working with clients - that helps create additional streams of revenue to overcome typical income plateaus that independent consultants and small service firms experience when trying to grow and scale the business.

**When you “supply” consulting type services in different ways, you enter into the lucrative educational market and more entrepreneurial pursuits.**

In building a successful high-end client business myself, I've certainly chased a lot of opportunities and shiny objects in my time. In 15 years, I've seen a fair few trends come and go, and I've learned a lot of hard lessons of what works, what's hype and what's just downright exhausting. My ambitious goal in sharing these insights in this book is that it will help take many years off your learning curve but also show you a way to create your own best roadmap to growth and success.

Most consultants are high achievers who have an amazing CV yet struggle to tap into the many opportunities available to grow their business, especially in the increasingly digitally connected world we live in. Many self-employed consultants or small firms rely heavily on unleveraged marketing and unpredictable sales, mostly using paid appointments, referrals and networking to gain new clients. Or in desperation, they turn to random social media tactics and hope something works out.

**The truth is you don't need a magic bullet or another new tactic. You need a strategy and you need a system. But first and foremost, you need clarity about your identity, your audience and your message.**

You could put in place the best marketing, advertising and sales process in the world, but if you're not crystal clear or compelling in what you offer to whom and why it's important, no special tool is going to help you.

Any strategy needs to be a good fit for you, what you achieve and how you want to serve. One of the big cohering ideas of leveraged consulting is allying your purpose and preferred ways of working, with productivity and profits. The fastest way to prosper is in the high-end consulting profession, using your expertise to help people tackle difficult problems, do outstanding work and be paid high fees.

However, a one-to-one, face-to-face model is not the sole means to achieving this – it's essentially unleveraged consulting. If you have no leverage in how you market, sell and deliver your services, you will experience a constant uphill battle to attract, sign up and work with great clients.

If you want to unleash your consulting work from the constraints of trading time for money and create a doable, predictable and scalable income-generating system, you should definitely read this book. If you're tired of riding the revenue rollercoaster and looking for more consistency and stability, *Leveraged Consulting in the Digital Age* is your secret weapon and competitive advantage.

Leveraged consulting is firstly about matching a clear and compelling, high value offer and specific deliverable that you care about to a specific, hungry and receptive audience. Secondly, it's about implementing systems to market, sell and deliver in both one-to-one and one-to-many modes.

Surprisingly, few consulting firms manage to do this well and suffer the consequential constant struggle to grow their client base and revenue cost-effectively.

For me personally, the book sits at a significant intersection of my 25+ years' experience working in consulting services, educational development, e-learning, teaching, coaching and mentoring, business development, direct sales and digital marketing.

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**"Money certainly isn't everything, but at a basic level, it's the fuel that makes your vision possible. Recognizing its importance and thinking strategically about how to bring in the revenue you need is critical to making your idea sustainable over time." –  
Dorie Clark**

After an initial career in academia and e-learning, I've run a successful consulting practice since 2007 working with both small and large organisations on strategic planning, operational improvement and impact evaluation. Over that period, I also set up numerous direct sales and internet marketing businesses, supporting business growth programmes and jumped into mentoring other consultants and coaches on mindset, marketing and money aspects of building a successful business.

As demand in the education sector waned, I began to focus increasingly on working with small businesses on strategic marketing for business growth. This really became my passion and I turned more and more to working with solo professionals and small firms to grow and scale their business beyond the paradigms of how consulting and coaching is traditionally marketed and delivered.

*Leveraged Consulting* as a concept emerged from my own experiences of building a successful business. I'd spent 20 years working in educational development (predominantly e-learning and support services) and 10 years running my own consulting business and supporting other small businesses. There came a point when my two worlds collided. My education clients started wanting business support and my business clients started wanting educational support.

Like many consultants, I've had a long and varied career and what makes me effective in the advisory role as I can see a situation more holistically than most. But for the purposes of this book, my journey provides a uniquely blended perspective on a strategic business model that is fast becoming critical to survival and growth in the consulting, coaching and other professional services industries.

In this introduction, I lay out the big picture for how to grow your client business strategically in the digital age using the power of leverage. This way you can see the road ahead and understand the benefits before diving into the detail.

## READ WITH THE END IN MIND

If you're looking to grow your consulting business and you have ambition, drive, a sense of adventure, willingness to learn and the spirit to succeed, *Leveraged Consulting in the Digital Age* provides the roadmap.

My aim with this book has been to create a powerful guide for independent consultants, coaches, and small professional services businesses who are adept at performing in their area of expertise but struggle with business strategy, marketing and sales, especially online approaches, and are looking for inspiration, encouragement and tangible solutions to grow their reach and revenue.

At the end of the day, what we all want is a doable business, dependable income and a desirable work-life balance. But your business is only as good as the business strategy behind it. This is how we build for success.

The “best” strategy for you is determined by what it is you want from your business - professionally, personally, socially and financially. In other words, what does “success” mean to you? Once you have your business model dialled in, it’s far more straightforward to pick the right methods to drive that strategy and understand the metrics for measuring success at key milestones along the way.

Despite a significant sum of value, expertise and experience you have to offer, maybe you picked up this book because you’re often asking yourself why you can’t get more clients and get paid what you’re worth. I suspect you have one of two challenges (aka problems): ineffective marketing/sales and inefficient delivery. This book explains how these problems arise and how to fix them.

If you’ve ventured out on your own and started a consulting or coaching type of business, you can unquestionably consider yourself an “entrepreneur”. Whether you give yourself that label or not, you’ve hopefully survived the first year or so of self-employment. But it’s likely you experienced some curveballs and now find yourself hitting some stumbling blocks, particularly in terms of achieving consistent income, feeling fulfilled and/or enjoying any sense of time freedom. Right now, you need help, and you need leverage.

If you feel you’re made for more than the constant struggle to get clients and deliver projects, and if you’re frustrated by the limitations of operating solely as a consulting practice, this book will be your guide to the strategy, setup and systems you need to take your business to a next level.

Stories about business success can give you the impression that growth is a straight path, but behind the scenes, it’s a much messier journey of ups and downs, spurts and dips. Staying on the “straight and narrow” with a consulting business does not always lead you down the path to success. I know that sounds counterintuitive, but often our biggest opportunities lie in the plot twists of our journey. You may have clear goals for your career and your business, but in my experience, the path you take is much more like a game of snakes and ladders.

Often our success means taking a new path; and we have to overcome that fear of failure; to see failure more positively in terms of using it as lessons learned or a need to adjust course. And we need to see new ideas as an opportunity to refocus and gain more momentum so that we, and our business, can grow. That’s

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**“You read a book from beginning to end, but you build a business from the end to the beginning.” –**

**Rich Schefren**

certainly been my mantra. I'm certain a lot of my journey, and the problems and solutions I'm sharing here, will resonate with you.

Throughout the book's seven chapters, you will learn how leveraged consulting works to nail down your unique offering and to overcome typical income plateaus at each stage of business growth. We'll first look at laying strong foundations for a successful high-end client business architecture and progress to developing an action plan for implementing your critical levers for change.

Whether you're new or old school in the consulting industry, whether you're feeling entrepreneurial or just looking for one or two ideas, I urge you to spend time on the groundwork – namely, strategy and clarity - before moving onto systems and tactics. There are some very practical parts to this. You'll use my *Engage-Educate-Enrol* pathway to structure your buying process to drive and automate marketing and sales. And later, I'll introduce you to my *7 Dimensions of Success* system, a diagnostic tool I use to help clients create a tangible roadmap for getting a leveraged strategy into place.

When you know how to match your knowledge, skills and expertise with the needs of the marketplace and create tangible, value-driven and digitally smart deliverables, you will discover a method for business growth that only a few in the professional services industry are currently exploiting.

The approaches advocated in *Leveraged Consulting in the Digital Age* build upon a unison of huge growth trends, global influences and digital disruption that is already electrifying our industry. Online content delivery and mass distribution channels have opened up possibilities for online education to support business marketing, new product development and flexible delivery of client services.

Without the constraints of delivering solely one-to-one services, your business can expand. When you focus on one core area in your expert arsenal that your market wants, you'll be able to create a premium offer, attract and work with "best fit" clients. When you systematise your client flow into that programme, you'll finally be able to predict your income beyond the next 1-3 months.

The book offers the rationale and a set of plausible scenarios for business growth, and achieving greater personal success. It also helps you examine the headwinds and tailwinds that may influence your consulting success into the future.

Taking a strategic approach to business building helps you achieve a more workable operation and a consistent, reliable income that can end the "feast and famine" cycle that many consultants and coaches experience. At another level, it can mean confidently knowing you are living your purpose, reaching your true potential and making a bigger impact in the world.



Leveraged consulting is not altogether a quick fix, although a lot of my clients have found a few simple tweaks have yielded some quick wins. The book is intended, however, to provide a comprehensive guide and planning tool for getting all your ducks in a row, so to speak. One objective for successful marketing is to demonstrate you can help people by actually helping them – I hope the book achieves this for both our sakes.

Take each section at your own pace and focus on the steps that have immediate appeal and benefits. The book is designed for anyone in professional services, but not everyone will be familiar with every element of a leveraged strategy or education-driven marketing.

People with experience in business development, and digital marketing in particular, may find some parts act as a useful reminder so you can refine your practice, while some parts will bring entirely new insights. Those who already have experience in delivering education or training may find themselves focusing more on the business aspects. Those trading solely on their subject or technical expertise will find the marketing aspects of particular value.

There's also plenty to reflect on in a holistic sense with regards to planning for strategic growth, building an authentic professional identity, overcoming limiting beliefs, escaping the fear of selling and creating a digital platform to promote yourself, your brand and your business.

If your destination is unclear or you think you lack the time to think about goals, then no marketing strategy or tactic will find favour. Your motivation, focus and commitment are critical success factors here too. The book is kind of sense and sensibility for the self-employed consultant or small firm. It provides solid thinking ground for those new to business building as well as practical marketing guidance for people who have been in the game for a while yet are not achieving the success they want. Everyone needs a strategic reset from time to time in order to take things to the next level.

Read the book because hopefully it's enlightening - my story is undoubtedly partly or wholly your story. Somewhere along the timeline, you are where I've been and want to be where I'm heading. Each of us is on a journey propelled by our education, experience and lessons learned. This is as true in business as it is in life and I trust you will learn from the shared insights as we journey towards a fully leveraged consulting business.

In my experience, real education is a process of exploring views and ideas that lead to learning and transformation. Being open-minded is a vital component in achieving continuous

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**"The whole purpose of education is to turn mirrors into windows." –  
Sydney J. Harris**

improvement and change. I love the Sydney J. Harris quote here that embodies this concept.

Let me briefly explain how I understand the purpose of turning mirrors into windows. When you look into a mirror, the only things you see are your reflection and a limited area behind you (representing the past) whereas when you look out of a window, the view in front of you (the future) can be almost limitless. I see mirrors here as representing the barriers we erect around our thinking based on previous understandings and experiences, and windows as providing new ways to see things differently.

Education is like a window helping to expand our horizons, while a mirror only shows us what we already know. The whole purpose of education is to take what you already know and are doing, and turn it into something better.

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**“Begin challenging your own assumptions. Your assumptions are the windows on the world. Scrub them off once in a while or the light won’t come in.” – Alan Alda, Actor, Screenwriter & Author**

However, knowing more is insufficient alone. You first need to understand what to do and why, before diving into how to do it. And you need to shrug off deep-set assumptions and break through barriers only by taking action.

That’s what the book aims to teach. Once the fog is removed then mirrors can turn into windows and you can see

the way forward – the best direction of travel and possible actions to achieve the success you desire.

## COMPETING IN A GROWTH INDUSTRY

Competition in most every industry has never been fiercer. In the digital age, tech-savvy businesses are increasingly using direct marketing and sales approaches to enjoy extraordinary ease of entry in the marketplace. They’re lacing their websites and social media with compelling, customer-focused and socially-conscious brand stories.

Traditional service and retail businesses alike are struggling to differentiate themselves not only from digital-native newcomers but from their peers, in a landscape oversaturated with information, marketing messages and sales offers.

Globally, there are literally hundreds of thousands of professional services firms and service businesses, and the industry continues to expand as more people change careers and opt (out of choice or necessity) to start their own business. These enterprises are of varying sizes, the majority being independent sole traders, or small to medium size partnerships, privately owned and managed

companies. The clientele may be the general public (B2C – business to customer) or other companies (B2B – business to business).

Professional services is a very big and diverse industry, one that is set to grow even bigger over the next 5-10 years. Regionally, the picture is a mirror image so don't expect competition to be any easier in your local city or town. As economic times toughen, more professionals and specialists choose (or are forced) to turn to self-employment.

Talking about UK employment, a recent *Financial Times* article remarked that “Over 50s are the new business start-up generation” fuelling the growth in self-employment since 2000. They reported 4.6 million self-employed people in the UK at the end of 2015 compared to 3.8 million in 2008 according to ONS data; and 43% of those are over 50; the number 65+ has more than doubled in the past 5 years.

These “olderpreneurs” from the baby boom years approaching retirement are faced with poor job prospects but with savings or pensions to invest, and many decide to go it alone. They have all the potential to embark upon a second career doing something that they've always wanted to do.

I'd argue this is nearly as true for “youngsters” too who increasingly seek entrepreneurship over employment in order to follow their interests and lifestyle preferences. They're now more aware than ever that even people with good qualifications can't get a decent job, it's more about the value you bring to the table.

At the other end of the career continuum are professionals who have had a long-serving, probably successful career yet find themselves unexpectedly thrown out of a job through corporate downsizing, restructuring and redundancy. In any event, many people are simply tired of the rat race or their personal circumstances may have changed. They opt to “go freelance” so that they can take more control over their lifestyle and financial future and do work that makes a tangible and valuable difference to the people they serve.

Service businesses I've worked with include a vast array of industries, anything from accounting to yoga, and everything in between. While each industry would argue its uniqueness, many similarities span all service businesses, which have a bearing on how they start, market and grow in order to survive and thrive.

The basic characteristics of a service business are generally:

- The business owner has usually founded the business based on his or her passion or past career vocation and still undertakes client work directly.

- Services are delivered to clients one-to-one, project-by-project, in real-time over a contract or engagement period.
- Overheads for a small service business are typically very low and most self-employed professionals work from home, at least initially.
- Unless the business has grown beyond 15-20 staff, there are probably no functional departments such as Admin, IT, HR, Sales, Marketing, although someone may be designated to look after such matters. (If you're a sole trader with no associates, outsourcing or assistance, it's all on you!)
- Depending on your business, as a small player you will have to shine very bright to get noticed in the ocean of similar freelancers or small service firms.

And most importantly:

- Distinct to manufacturing and /or distributing products, as a service business essentially what you sell is your *time and expertise*.
- Being able to charge premium isn't just about your fees, it also speaks to how well you connect with your target market, the quality of what you do, your professionalism, your procedures, policies, guarantees, customer support and so forth.

Let's unpack the last couple. As a service provider, you are trading your personal time, knowledge and skills for money, usually on an hourly, daily or project basis, or you're on a monthly retainer. In all cases, in order to deliver "good value" to your clients and maintain premium profitability for you, you must know how to plan, price, prioritise, package, promote, schedule and leverage your expertise for maximum efficiency.

**An inability to connect with customers is a big part of the problem for businesses that find themselves lost in the undifferentiated middle of their marketplace.**

Yet it's the one thing self-employed consultants or small firms rarely do (or know how to do), mainly because they are experts in what they do, not necessarily business people or marketers. Most think daily or hourly fees is the only way to go, because that's what everyone does (isn't it?)

Let's look briefly at the service business life cycle and introduce some new perspectives here about the power of education in adding value, increasing revenue and delivering tangible results and transformation, which is what your clients want.

Starting up as a service provider, you first need to gain some traction in your market: work with a few clients and demonstrate that you can deliver what you promise to deliver and that your clients are happy with the results and their

experience of working with you. This gets your momentum going, gives you “proof of concept” in your business ideas, yields valuable testimonials and case studies, and typically puts you into positive cash flow.

**Serving your clients’ needs should be the core part of what constitutes your “life-defining work” as an individual as well as your desire to be profitable as a business owner.**

Having satisfied clients is important for start-ups, but also for any business that wants to grow, especially when it comes to harnessing the power of the internet and social media to create your digital presence and establish a good reputation.

It's argued that if you have limited online presence or little positive engagement with your customers, then unfortunately you won't be in business for long!

What is common to both service and retail industries is that how your business is *positioned* and *performs* is as much down to meeting customer expectations, ensuring customer satisfaction and a positive experience (the qualitative indicators), as it is about the number of sales and your revenue (or quantitative measures).

In fact, the one supports the other – we’ll look at this later in the book, with regard to customer retention and “lifetime customer value”.

**The world is changing rapidly and how you communicate and build relationships, how you harness technology to establish professional visibility and trust, is vastly different today than even just a few years ago.**

I believe what drives a successful service business is passion plus professionalism, not just “I want to do something I love” or “I want to make some money”. Value-driven customer engagement underpins your authenticity as a service provider and should be aligned with both your integrity to serve and commitment to your client.

Let’s explore some of the ways you can ignite your commitment to serve and provide value as a business.

- *Personal drivers* - Talking about where your insights and interests in your area of expertise come from highlights your authenticity, experience and authority in the industry and allows your audience to resonate with you.

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“Experts present themselves in the position of authority or knowledge; they tend to be seen as “positioners” (where they set out to adopt a specific position in the eyes of the customer) rather than “prospectors” (where they are chasing work and clients).” – Robert Craven, *Grow Your Service Firm*.

- *Revenue drivers* - Knowing your market and competitors demonstrates that you understand at a deep level what your target audience's specific problems and frustrations are, which brings trust in why you can help them.
- *Promotional drivers* – Adding a distinctive benefit to what you deliver to your specific clientele means your marketing is not solely a vehicle for sales but also supports brand positioning and customer engagement.

## ACHIEVING YOUR BUSINESS AMBITIONS

Your ambitions for your business should feel like there's something inside you bursting to break free – and your desire to grow and scale is an indication that you're ready and eager to build a bigger playing field for yourself and the people you serve.

**Wanting to reach and impact more people, as well as generate higher levels of income, is the sign of a true entrepreneur – what you need to succeed is leverage.**

But before building commences – before you jump to the practical construction work - you first need to decide on what you want to achieve, prepare the ground and ensure foundations are deep enough to support the architecture you want to build.

**For success to manifest, you need to develop a clear vision of what you want the business to become, what's the ultimate goal of your business and what success will look like for you.**

This clarity will underpin creation of an authentic message and signature offer; what platforms are going to suit you; and what are realistic timescales to gain momentum, grow and scale.

If a high profit business is not your ambition then fine, this book probably isn't for you, at least not yet! If, however, your ambition is to grow your consulting or coaching services beyond what you can deliver personally in any given month and to become more strategic in enterprise building - and if what I'm outlining here resonates with you - then I really do hope you read on. Because foundations are pretty critical to anything you're building!

I believe it's so important to spend time on preparing the ground to build on - the fundamentals of clarifying your business vision, setting out solid footings and creating a strategic architectural design. This is why I've devoted a large chunk of this book to these aspects – it's not just pointless waffle before you can get to the concrete parts.

My question to you at this early point is this: are you willing to open your mind, to embrace new perspectives and new opportunities in order to successfully achieve your bigger business vision?

If so, then throughout the book, I'm going to help you with a few prompts – questions, exercises, checklists and tools to identify areas for improvement and innovation in your business architecture.

In this way, you'll start to analyse strengths and limitations in your business (including in yourself and that of your competitors). I do hope you find this workbook approach helpful – use the tools, apply changes, refine your approaches and you will see results.

Regardless of how far you go down the digital route, here are some typical struggles or unknowns that solid groundwork should help you to address.

- How do I communicate more clearly what I do and for whom?
- How do I work out a specific result or benefit that I deliver for clients or customers?
- How can I use my time and expertise to increase profitability?
- How do I package my expertise so it's looks and feels right to the people I want to attract?
- How do I work out how much to charge?
- How do I get more consistency in my income?
- How do I create a good offer?
- How do I get people to see/hear my offer and take action on it?
- How do I generate an abundance of high-quality leads?
- How do I automate the whole client acquisition process?
- How do I develop processes and build teams?
- How do I build /deliver online programmes of support to clients?

Before any of these questions, there's one thing you need to do that drives everything else.

**Focus on the one thing you do for your clients/customers that solves (or starts to solve) their biggest problem or need and create high value, educational content around this one thing.**

The first area to tackle is to clarify what you specifically *deliver* for your target market, so you position yourself as an authority and trusted adviser, and can talk about a tangible output or result(s) you help your clients achieve.

The second area is to truly see the vision of what's possible when you leverage your time and expertise with new service developments to maximise your revenue potential and create that all-important freedom to live the life you want.

Once you see how leveraged strategies help you to market and deliver your consulting or coaching services in more profitable and sustainable ways, you can adapt your own approaches. Pick out the online and offline tactics that fit best with your business and your personality. This may be a step-wise transition or a transformational change depending on how fast you want to innovate, adapt and grow.

## FULFILLING YOUR CALL TO SERVE

Whether you call yourself a consultant, or a coach, designer, therapist, copywriter... the list is endless, no doubt, you have a gift - knowledge, skills and experience that people value - and some kind of a call to serve.

If you want to start, survive and thrive in what is an increasingly global, digital and competitive environment for consulting professionals, this book provides the roadmap. *Leveraged Consulting in the Digital Age* gives you a step-by-step methodology to build a high-end client business that is capable of fully supporting your vision, values and goals.

**Leveraged consulting in the digital age provides an incredible growth opportunity for consultants who have a mission to make a difference to people's lives and in so doing improve their own!**

The book focuses on building a *consulting* business; it is therefore primarily aimed at independent consultants – both solo professionals and small consulting firms. However, the approaches are equally applicable to other expert service providers, such as an adviser, a coach, therapist, designer, and in fact any service-based business that wishes to strengthen their brand, attract more clients, grow and scale.





If you offer professional services alongside a largely retail-driven business, leveraged strategies will also be enlightening and help you build out other revenue streams.

Advising, coaching, mentoring and training are often subsets of consulting, and professional practice working with a client. The common trait is that you're an expert in your field and, as an expert, you use what you know and can do to help a specific type of person in a specific market achieve a specific outcome that they want and will pay for.

But the market can be unforgiving if you're unclear on specifically what you do and why you do it. In order to fulfil your calling, live your message and leverage your expertise, you will need to be capable of clearly articulating what problem you help people resolve, and how you deliver the solution to them as clients.

If you're just starting out as a freelancer or an independent consultant and still building up your client base and income, the book will help you push through many of the typical frustrations you may be facing with professional identity and/or inconsistent client flow.

If you're looking to grow your revenue and scale your business, the book will help you focus on clarifying your brand messaging, getting more ideal clients, systematising your key business process and offering new, more leveraged ways to engage and work with more people.

As you move through each stage of leverage - from an employed professional to a self-employed independent or small firm, increasing capacity, growing and scaling, as shown below - you gain greater freedom yet more challenges.



Using digital platforms as key business tools, you can overcome most of the obstacles you're likely to encounter - attract, win and serve a far greater number of clients and generate profits far beyond the capped income of traditional consulting practices.

**In the digital age, leveraged consulting is easier and more profitable than ever before.**

It's not all about money, mind you. I believe a leveraged strategy works in harmony with your values as a consultant or coach and desire to serve. Nonetheless, it solves many of the frustrations faced by solo professionals and small businesses and allows you to make the leap from day-to-day surviving to year-on-year thriving. It enables you to reach, influence and impact more people in a positive way, and in so doing, earn more revenue and to impact yourself in a positive way too.

Harnessing the remarkable power of education is something that everyone can aspire to do, and actually succeed in doing. The strategies taught in this book can help business owners to attract, engage, educate and enrol clients without feeling like you're selling.

**The “cool” duality to an education-fueled business strategy is that it's both a way to attract clients to you and a way to add value across a customer's entire experience with you.**

Leveraged marketing enables you to attract your ideal clients with more consistency, to charge premium fees and to automate lead generation. Leveraged sales enable you to enrol clients seamlessly and gracefully into your high-end programmes and services. And leveraged delivery enables you to build new revenue streams and increase your influence, impact and income.

As a consultant and professional services provider, leveraging your expertise to create digital content that can benefit your target audience far and wide is the natural next phase of a journey you have already begun.

What I mean by this is simply that you can drive your marketing and business growth by sharing education-rich content, which demonstrates you can help someone by actually helping them, creates tremendous goodwill and delivers a high-value end-to-end customer experience.

**Digital outreach and distribution of your expertise is the epitome of leveraged consulting.**

Becoming an educator is not a million miles from where you're already standing as an adviser, consultant or coach. Firstly, education is a core part of the value you provide as an expert, and you may be missing a trick if you're not using it to drive your marketing and business development.

Secondly, a key part of entrepreneurship means having a positive attitude towards new ideas for growing a business, and the determination and grit to achieve success.

As an expert in your profession, and someone who decided to buy this book, I figure this is testament, more likely than not, to you having what it takes to develop both educational material and your own entrepreneurial skills. In this case, the book will help you to turn ideas into actions, to turn challenges into strategies and innovation into advancement.

A quick slice of advice: Don't let technology become a barrier to success; you can start with a simple set-up and build out from there. Stay open-minded!

## CREATING A SUCCESS MINDSET

**If you want to drastically change your success in business – you need to be willing to change your strategy.**

Because a new strategy or innovation is not always going to work straight out of the gate, the best way to move an idea forward is to test and validate it first. By working with a small “pilot” group, you invest time in learning what’s working well or not so well, and build the final programme in partnership with your clientele.

If we wish to be “successful”, it’s time to harness powerful ways of leveraging you – not only your expertise, but also your mindset, marketing and money model so you’re developing a business model that does not rest upon “luck”.

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**“Shallow men believe in luck or in circumstance. Strong men believe in cause and effect.” — Ralph Waldo Emerson**

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**“Having a success mindset isn’t as simple as reciting affirmations. It doesn’t mean never doubting yourself, always being fearless, and only having positive thoughts.**

**It does mean mastering your mind, so that you’re in the best position to succeed: to produce your best work in the midst of self-doubt and limitations, and to make good decisions in the face of fear and uncertainty.” – Danny Iny, Reimagining the Success Mindset**

**Success is not luck; it is a science made up of thinking, behaviours and actions that are driven by our (mostly subconscious) mind.**

Do you ever wonder why some businesses start, grow and thrive, while others never get off the ground, struggle to survive or bloom then die?

Why do some people breakthrough what seem like insurmountable challenges, even failures, and come up trumps? Is it luck? Are some people just lucky, in the right place at the right time? To an extent, I think that is true. But it’s far from the norm.

While strategy and tactics are both paramount for business success, many of our challenges to succeed lie inside ourselves. In his renowned book *“Million Dollar Consulting”*, Alan Weiss purports that success is the convergence of three criteria: market need, competency and enthusiasm.

In other words, business success is not driven solely by your ability to conceive a great idea or see a great opportunity, but also by your personal drive: for instance, your ability to develop focus and discipline, to be resilient to ups and downs, and to take action - sometimes imperfect action is better than no action at all. Those actions can turn your vision into a successful reality.

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**“80% of success  
is mindset, 20%  
is mechanics.” –  
Amy Porterfield**

In fact, there’s a documented phenomenon known as the 80:20 Principle, which states that only a small percentage of the things we do every day is responsible for the majority of our success. In the coaching world, I’ve also seen this in another guise, as a skew between mindset and mechanics.

At whatever time you decided to start a business, it’s likely the notion of a better lifestyle or bigger income is at least one driving factor, even if you’re what we call a “heart-centred” or “soul-based” service provider. But those who have been around the business block (and those who have not!) will tell you that running a business comes with many mental headaches – aka challenges, risks and obstacles.

At times, day-to-day struggles and worries can undoubtedly distract and divert you from your original vision. They can also demotivate and derail you if you don’t understand why you’re not having the “success” you crave.

Every day I see highly gifted, expert professionals and business owners who are not making the kind of money they want and feel they deserve, who are fraught with the battle to survive month to month.

Or there are those who are actually broke and heading back to a job, disillusioned with self-employment and almost ready to give up on consultancy and entrepreneurship altogether.

I’ve certainly found myself at very low points in my career and business: self-doubt, anxiety, stress, and tiredness can all lead to indecision and zap your mojo. In those situations, I give myself the permission and space to take time out, recharge and refocus.

**It’s important to take time to focus your mind and build resilience around your goals; to reconnect with why you do what you do; to consider what’s working well and not so well; and to get to the root cause of any problem so as to take the right corrective action.**

The route and pace for achieving success may shift, so there's no point forcing things when you're at a crossroads or feeling lost. I know from personal experience, that letting go for a while and taking the "busy" out of business – can work wonders.

I'm not the first to say this of course. I've heard countless entrepreneurs say that when you move to a place of calm and "float" for a while, you can more easily mentally engage and keep your ideas and insights flowing.

Taking time out of your business can increase productivity – counter-intuitive, I know. But doing nothing (consciously) often really helps focus the mind because it's at these times we hear our inner wisdom that help us make a key decision, gain that moment of clarity or work something out. Sometimes you only need to take a couple of hours, a day out, or half a week; but sometimes getting re-centred can take much longer.

So, I'd most definitely argue that success is not about luck, unless we mean creating your own luck. It's about investing in your own education, finding and grasping opportunities and eliminating barriers. And it's also about staying in touch with your inner voice and letting solutions come naturally to you.

## FINDING YOUR BEST STRATEGY

Success in any business involves an inner game and an outer game. Your strategic plan needs take account of this. Your business success is based on how well your marketing converts to sales, but your marketing message is based on how strong you are in your belief about what you do and why you do it.

You probably get the importance of mindset in entrepreneurship, but let me put it another way just so we're clear. Even in the most numeric of consulting professions, in building a business, internally there's inevitably some personal growth work you need to do to get out of our own way before you start implementing the external practical stuff.

**Breaking through the profit ceiling of trading time for money is the best leverage for scaling up a service business. Breaking through limiting beliefs to do things differently is a prerequisite.**

In this book, I'll help you start with some of the necessary internal work. (Some of it is actually very practical too!) The first three chapters tackle principles and purposes of leveraged consulting so we're on the same page and you've started to think what it could mean for you. This can get deep and difficult, as there may be inner demons you need to excise about money or success, past failures and belief in yourself. If you want to take your business to the next level of growth

and what's possible for you, you need to do the internal work and create solid foundations to build upon.

As well as looking at what you uniquely bring to the table in terms of your expertise, attributes and story, we'll take a little time to surface what's most important to you in terms of building a better life for yourself and your family. This might be a broad visualisation, such as speaking on stage; or something very specific, such as getting 2, 5 or 10 new clients every month.

The key thing is to illuminate what that goal means to you, why it's important – to identify your big vision of success. Your goals don't need to be totally pinned down - we're not talking SMART objectives or anything like that - you just want to clarify the desired high point for what's important to you right now.

For instance, is there a bigger game you want to play in terms of reach or revenue – what does that look like and what would it feel like if you achieve it? Or do you just want less stress and a bit more time freedom – again, what does this mean in work-life balance terms?

Turning then to the gap, this is where we need to look at the “distance to travel” from where you currently are to where you want to be. From there, we can look how to leverage specific client acquisition and income generating strategies, and then create the implementation roadmap to plan out each step as a tangible action. This also provides you with milestones along the way so you can clearly see *how* you will reach the desired destination.

In chapters 4, 5 and 6, we begin the outer work - the practical stuff. We'll explore what kinds of leveraged strategies might be right for you to achieve your notion of success in your business – financially, personally, emotionally. From there, we can set out an action plan to get these in place. We'll dive into highly leveraged and systematised ways to attract the right people to you and look at how to use a three-step process to move your prospects from cold to warm to hot.

Business owners who have learned how to transform their services to a more leveraged model have a far greater chance of long-term survival and success. Those who invest in developing their marketing, sales and delivery to suit the modern world we live in are way more likely to prosper, and do so without resorting to pushy or manipulative tactics.

Leveraged consulting is a way to grow and scale your business in income terms, but also how you contribute to the world in terms of the influence and impact your expertise can wield. If you're happy where you are and just want a few more clients, this book may be overkill.

On the other hand, the leveraged strategies in the book should resonate very strongly if you want to develop yourself as:

- ✓ A thought leader not just a hired help;
- ✓ An educator as well as a consultant or coach;
- ✓ An entrepreneur not just a service provider.

If you tick all three then I'm happy to say the book will give you lots of light bulb moments. In shifting some or all aspects of your business to embrace a more leveraged consulting model, I'm confident this will transform both your personal sense of fulfilment and your business revenue.

**When you open yourself up to new ideas, it's not that the world will change – it's that your perception of it will change.**

A fully leveraged strategy may seem a step too far if you're just venturing out with your own consulting or coaching business or you're struggling to attract clients or sell a service - which are the problems many of my clients come to me with first. But it's all part of the continuum for growing and scaling your business.

Regardless of the final destination, the most important thing you need in place (and in the marketplace) is a crystal-clear message and offer (your product, so to speak). This needs to be purposeful, predictable and profitable to you and of value to your potential client. From there, we work on placement and promotion to attract the right audience. Remember, you have to impact the hard problems where people spend their money, not just the soft issues where they spend their thought time.

Once the dimensions of aligning, targeting and positioning are locked into place, you can work on crafting your brand image, packaging and pricing. As you do, what you'll start to notice is that you attract clients to you, rather than having to chase them down. It takes time to build a good audience, but it doesn't have to take years.

Implementing *systems* for leveraged marketing, sales and delivery, and getting them working well, is most definitely a key part of the business growth plan. But it's sensible to get your "message to market" magnetism working first before systematising and scaling anything.

One of the best ways you can build a targeted, responsive audience is by sharing expert content that is relevant to their specific needs and problems. Once you have this dialled in by testing and tweaking your message, it's a triple win: you attract the right people, demonstrate your expertise and increase their desire to enrol with you.

**When you leverage your expertise to drive your marketing and sales, you won't have to go out and chase clients, because they will come to you.**

If you can demonstrate your understanding of your ideal clients' needs and teach them on the solution you're offering - it's 90% about improving your relationship with your audience more than it is about selling.

Education-based marketing is incredibly effective for growing your audience and driving sales, because it creates demand in your prospects and generates social currency in the marketplace – the “pass-along” effect. Once again, remember that demonstrating you can help someone by actually helping them is a powerful way of building trust and goodwill with your prospects.

Digital platforms provide opportunities to reach and engage with your target audience far easier and faster. The world wide web (does anyone still call it that?) has opened up the potential audiences that you can influence and impact, near and far, the different ways they can engage and work with you, and the new streams of income this can create for your business.

Moreover, when you automate aspects of your marketing and operations, it's way more hands off than traditional methods, which means you're freeing up time to spend elsewhere – i.e. building your capacity to grow and scale. You are not just exchanging one kind of “busy” with another.

You can use this book to generate ideas around high leverage models and the digital platforms that support them. From there, you will need to choose those that fit best with the vision you have for your business, your preferences for how you want to work with clients, and the level of freedom you want in your life.

For now, let me tackle upfront two key challenges in terms of what digital transformation might mean for you in practice.

Firstly, bear in mind that any innovation is going to take hard work: changing perspectives, learning new skills and taking consistent action. But hard work is a relative term; most of us are inherently lazy, we take the path of least resistance and we all would love a quick pay off. Make sure you pick from the low hanging fruit I'm giving you too. Identify things you can implement immediately that are going to have a noticeable impact on your business. This may be making your website work for you, bringing in more leads or having an enrolment process that yields better quality clients.

Secondly, let's consider the tech side. While there is much focus in the book on online approaches, this doesn't have to be scary because it's not about the technology per se. It's far more about showing you a *strategy for growth*, that helps circumvent the chasing, pitching and often fruitless sales presentations many professionals hate to do.

What's often left out of books and courses about business success, internet marketing or creating online courses is what is actually needed to achieve a



doable, dependable and desirable process. With this book, I've incorporated what I believe is needed for action taking: the foundations, the thinking, planning and doing to support your individual practice.

## GROWING FROM GOOD TO GREAT

With the right vision and strategy, you have the potential to move things up a notch for yourself and your business, to go from good to great. Whether you're just starting out and building on your career to date or you're already established in a consulting practice, there are ways to increase results leveraging things you are already doing.

The strategies shared should help you to identify the effectiveness and efficiency of how you attract and serve clients without stressing about selling, pitching and prospecting; and consider ways you can deliver your expertise to help more people than is possible working within the self-limiting, traditional paradigms of face-to-face and one-to-one consulting services.

The book has a deliberate sequence for bringing about transformation and growth for your business. Each chapter enables you to take a firm step forward towards building a doable, dependable and desirable high-end client business. There's no prescription – it's a matter of setting your preferences and choices into a personalised action plan.

At the start of each chapter, you'll find a set of *Key Points* and a prompt at the end to capture your *Action Notes*. There are some "stop and think" questions posed along the way, diagrams intended to aid understanding and quotes to inspire.

In the **digital companion workbook**, I've given you a self-evaluation exercise to help you dive deeper reviewing your business architecture. It's available **free** with your book receipt at:

<http://jayallyson.com/leveragedconsulting/workbook>

The first steps in *Leveraged Consulting* are all about doing that real important groundwork I talked about earlier. This supports you to get your next level growth strategy into place. To inform this, after each of the main chapters, I do encourage you to write down your action notes so as not to lose any ideas and insights that emerge as you think through the principles covered and what these mean for your business. You can record them in the space provided in the workbook or jot things down in your own notebook – whatever works for you.

We'll start by looking at the leverage opportunities, then move to leveraged strategy, thinking about where you are now and where you want to go, identifying what might be the biggest barriers and bottlenecks for you right now in growing your business. Then we'll look at what consulting or coaching work

you're currently doing and how you're promoting yourself, with a view to clarifying and strengthening your brand message and getting it "out there" in the marketplace.

The intention with this is that you don't just read the book and end up confused what to do, but that, chapter by chapter, section by section, you take notes, think, and proactively develop a plan of action as you go along.

Trust me, the companion workbook will do more to spur you into implementation than the book alone can do. After the foundational thinking, you can get to work right away to review where you're currently at and plan how you can improve and transform the critical levers for your desired business growth and success.

First port of call is to synergise your business aspirations and area of expertise with your market and specific audience you wish to serve. This brand clarity is an early and essential point of leverage and where many business owners struggle most. It's the vital piece of the puzzle, upon which every other part of your business depends. Whether or not you take further steps to leverage your consulting, you can use these foundations to improve your marketing, attract more ideal clients and grow your client base and revenue.

I wrote *Leveraged Consulting* as a step-by-step process - of thinking, planning and doing - to help you create tangible and lasting success. Each step builds on the other. Too many business owners think they know the basics and want to jump straight to the moneymaking tactics. The thinking you do going through the early steps will totally influence how well you plan and implement the practical steps.

Taking an education-based approach to your engagement with clients, both your marketing and your consulting activity are part of a single continuum of dialogue with them. Without this, people won't necessarily or easily understand *why* your solution solves their problem or trust you're the person to help them.

In high-end consulting, you're undoubtedly helping clients with complex problems rather than a single deliverable. There are no set rules on the solution, only insights, guidance and decisions. This is where many people flounder with leveraged approaches, because providing advice in the form of information is seen as insufficient to help someone move forward.

However, education is fully capable of providing a solution. For instance, take this book, which has little interactivity compared to a course: my goal is to help you to appreciate the concept of leveraged consulting and how it can unleash you from the constraints of traditional time-intensive ways of marketing, sales and delivery of consulting and coaching type services. Only when you get the concept will the practical approaches be worth learning about.

Before anything else, I want to support you to think through the problem, challenging your assumptions and perhaps your perception of the usual ways of doing things in your industry. I'm not just passing on knowledge and giving you a cookie cutter model to follow. My aim is to help you decide which are the best strategies for *you*: your profession, preferences, skillset and the vision of success you have for your business.

I've integrated exercises throughout each section, because when you are pushed to review, reflect and plan, it's much clearer what action(s) you should take and therefore easier to make decisions about next steps.

Of course, a book is still one-way communication, but building in opportunities for reflection and planning moves it to maybe one-and-a-half way, because hopefully it moves you forward enough to prompt you to contact me and start a conversation!

## PUTTING IDEAS INTO ACTION

The success of any strategy is in its execution. If you just read this book and you're not going to DO anything with the insights, reflect on the questions posed, or make any decisions, nothing will change. Likewise, if you start thinking this isn't going to work for you, because you think your business is somehow too different to others in professional services, you may miss out.

**To reap the rewards of a new idea, you need to stay open-minded and you need to take action.**

My aim here is to not to tell you there's only one way to build a "successful" service business. We may even have a completely different sense of what "success" looks like. And certainly, your view of success, as we'll cover in the next chapter, is very individual to you.

What's intended here, is that the principles and perspectives presented inspire action. They move you towards new ways of thinking and doing things. It's not set in stone; you have to decide on the business model (and mix of strategies) that will work best for you and create a leveraged roadmap that takes you to your desired destination.

As I say to my clients, the vision and true purpose behind your business endeavour is yours to drive. Again, please don't wait for things to be perfect – that was a big error on my part, which is why this book took so many years to "perfect" and it can never be perfect in everyone's eyes anyhow. It's

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"One of the best aspects of letting go of perfection is the ability to say "I don't know how to do X - and I want to learn." – Dorie Clarke

better to take action, learn what's working and what's not than be forever theorising, procrastinating and perfecting.

Napoleon Hill advised: "Do not wait; the time will never be 'just right'. Start where you stand, and work with whatever tools you may have at your command, and better tools will be found as you go along."

The plague of perfectionism can be rather paralysing to your business growth. As talented professionals, we don't just want to be good, we want to be great! We want things to work first time out of the gate. After all, that's what we're promised in the sales hype for the latest guru programme – follow my "blueprint" or "formula" and you'll be rich. Yeh right!

Rationally, I'm sure you see the flaws with this. Greatness takes time. Success takes time. A good idea becomes great when it's tested and refined. Success is something that evolves over time. Most innovations take at least 90 days (a 3-month cycle of improvement) to see real long-lasting results.

So, make a promise to yourself to take a step forward in your business every day. No matter what take some kind of action, even if it's imperfect action - it's okay! No great idea ever started out perfect.

As I say, I'm not here to say how you should run your business or give you "ground breaking" silver bullet methods. My aim is to shine a light on a new opportunity for working smarter not harder to achieve greater balance, revenue and growth in your business.

I'm sure some of what I share may seem like "motherhood and apple pie", but the fundamentals are super important and worthy of revisiting. Even if you've been in business a fair while, sometimes you need to put on a new thinking cap. I believe strongly that if you take these "teachings" on board and implement even a few of the ideas, you will be empowered to build a business you love, that your clients benefit from in multiple ways, and that is also wildly profitable for you.

**Those who transform their business have been willing to take on board new perspectives, develop their understanding of key factors at play (some previously hidden), and take focused action to build leveraged systems.**

With what I'll share in this book about the principles and practices for winning more and better clients using highly focused, education-driven approaches, you will have all the ingredients you need to create your own business system for the kind of leveraged consulting you want and the next level goals you have.

The foundations fortify the architectural design, and the natural step forward is to create an implementation plan of what you will do, when and how, and then take action to execute the plan and later evaluate the outcomes. People may understand *what* they can do, but aren't necessarily clear on their brand or

message or the technology that underpins a tactic - or find it hard to stay focused doing it alone.

For start-ups, you can use the book as part of your strategic planning and to help you with clarifying your professional identity and brand. If you're already an established business, you can use the framework as a diagnostic tool to see where you might improve your marketing, sales process and/or service delivery.

If leveraged consulting resonates with the direction you want to go in your business, you may be ready to take action right away and apply the new approaches. There's further implementation assistance available within the *iSuccess Business Academy* – the culmination of my own leveraged consulting journey. As a reward for buying (and hopefully reading and digesting) this book, your first month's membership is covered so you can see if *iSuccess* is a good fit for you to move your leveraged action plan forward.

I teach people not just what and why, but how – the details that help you make decisions and push through tech headaches and marketing overwhelm, the stuff that otherwise will hold you back, keep you small and invisible, and drive you crazy. I teach time-leveraged approaches based on what I know, not what I think.

Putting yourself within an environment that guides, educates, inspires and supports you to innovate and achieve the success you want, alongside a degree of accountability... that's proved highly valuable to my clients.

I think a structured step-by-step, action-by-action path and supportive environment is as close as you can get to a silver bullet. At the very least, it's a targeted stream of silver bullets and that's what I've lined up for you in this book.

## **ACCELERATING YOUR JOURNEY**

In the journey to leveraged consulting, destination and travel speed are up to you. This book is not intended as a prescriptive route to one person's view of success or how quickly it should be achieved. Rather, it aims to enlighten the possible directions for travel, to provide a source of inspiration and guidance for growing your consulting business in a way that's true to who you are, how you best serve and how you want to show up.

This is why we start our journey looking to the road ahead. You need first to see the bird's eye view of leveraged consulting and decide what success means to you. That is what determines which strategies are the best fit for your business growth. We then return to ground level to do the essential groundwork, lay strong foundations and identify specific design elements for the business model you want to build. In other words, we'll look first at the big picture and then get down to some practicalities in your business.

After this introduction, which has hopefully given you an outline of what's possible in the digital age, we'll build up the picture of how to achieve success with leveraged consulting taking you through some foundational thinking, some architectural planning and some hands-on doing.

Chapter 1 **THE POWER OF LEVERAGE** starts with understanding the opportunity that comes from leveraging your expertise, time and skillset within the context of growing a consulting practice. We explore your personal drivers and ambitions, common frustrations in growing a business and the digital capabilities you need to shift the game in your favour.

Chapter 2 focuses on **LEVERAGED STRATEGY** where we consider the typical income growth trends for solo professionals and small firms, and look at five points of leverage for building a successful and sustainable client business in today's digital world. We emphasise that your choices should mirror and support your preferred ways of working and your personal and financial goals. We address the question of "what success looks like" to you to help you define your best business model and consider your views of the risks and rewards of innovation.

In chapter 3, we'll lay the foundations for **LEVERAGING YOU** pinning down what you specifically bring to the table in terms of your "story" – what drives you, who you wish to serve and why, as well your experience and specific expertise. The aim is for you to gain absolute clarity on your professional identity and ensure your brand and messaging is authentic, unique and resonates strongly with a high-end target market.

In chapter 4, we get into **LEVERAGED MARKETING** - how to bring your unique value proposition to market and attract high-quality, targeted and responsive leads. We'll go through the different channels you can use for people to find out about you and help you decide on the communication platforms you prefer and the type of content you're most comfortable and/or proficient with. We'll look at how these fit best to your target audience and position you as the go-to expert authority in your niche. Driven by serving not selling, you'll learn the *Engage-Educate-Enrol* pathway and how to use it to build the trust relationship through the customer's journey with you that leads elegantly to sales.

Chapter 5 **LEVERAGED SALES** builds on these foundations to consider what and how people can buy from you. We'll look at packaging and promoting a branded offer that is compelling and irresistible to your prospects to drive your sign-up process and increase conversions. And we'll look at the tools and systems you can use to leverage technology, automate the sales process and ensure a dependable flow of enrolments into your high-end offer.

In chapter 6, we take things up a notch and look at **LEVERAGED DELIVERY**. You'll see the range of ways you can deliver your expertise beyond one-to-one,

face-to-face services to increase your influence, impact and income. We look at setting up group events and creating digital products or blended programmes that allow you to work with more clients in more ways. We look at some of the vital tactics for success in the online marketplace and cover off some key factors to consider when shifting your consulting business from local to global, from single stream to multiple streams of income.

Chapter 7 is where we're going to get super practical with **YOUR LEVERAGED ROADMAP**. We'll dive deep into critical levers for change and how to implement them, using an exclusive process improvement framework I designed to support my clients called the *7 Dimensions of Success*. This also provides the basis for a super useful diagnostic to help you self-evaluate where you are with each component of your leveraged consulting journey and what your priority action points should be.

Please do take advantage of the free downloadable companion workbook. This will help you draw together the inspired ideas and action notes you glean from the book and support your self-evaluation activities. Then finally, I'll wrap up with how you can get further guidance and support from me to create a personalised success plan and take your leveraged consulting strategy forward.

Quick caution - this book is not for the faint-hearted. It's not rocket science or some heavy academic text, it's got both muscle and soul. I keep things strategic and super practical, but we'll also dive into sorting some of those self-sabotaging personal growth issues too. And, importantly, unlike the multitude of "self-help" books you could canter through, I'm encouraging you to take action. I'll give you insights, food-for-thought and a stepwise improvement plan. What you decide to change or do differently after reading will form your own personal roadmap for growing your consulting or coaching business in a way that fits with you as an individual and what you envision as success.

Second caution – well advice really. Although each chapter is self-contained, you'll probably benefit most if you don't dip in and out, because there is a logic to how the book is constructed. It's a structured curriculum and each chapter builds on the previous. The key principles will provide solid foundations for building your business and the practical parts will give you the know-how and a step-by-step plan of action.

Cautions and advices aside, whether you binge read, take your time or dip in and out, I hope you'll go on this journey with me and discover new ways of thinking about how to grow your business, strategically and operationally. Certainly, feel free to pick out the parts of the book that speak to where you are right now. Skim the bits that seem familiar or irrelevant, use them as reminders or maybe come back to them later. And I'm pretty sure you'll want to revisit some chapters once you've built up your roadmap.

My clients always come to me saying they don't know what to do or what will work for them or why things take so long to implement. More often than not, the problem they face is not a shortage of tactics but a lack of strategy, sometimes coupled with a lack of coherence, confidence and/or consistency. This is why doing the strategic groundwork and setting out the milestones for your success is so crucial.

If after reading the book, you decide to embrace the strategies of leveraged consulting in the digital age, then I have a couple of fast track opportunities in the final bonus chapter to help accelerate your journey. We will both have achieved a degree of success, if from our time together you achieve the following outcomes:

- (1) You can see new ways to overcome current frustrations with your marketing and start to enrol more and/or better clients.
- (2) You are inspired to redefine the level of impact, influence and income you can achieve for yourself and your business.
- (3) You're empowered to believe in your own high value and potential as an expert, educator and entrepreneur, and to create authentic and compelling high-end offers.
- (4) You come away with a set of clear action points and a roadmap that helps get you from where you currently are to where you want to be, in the short, medium and long term.



## FAST TRACK YOUR SUCCESS

When you look at the state of marketing and sales today, not to mention education, technology has made things both easier and harder. It's easier because online systems enable effective planning and organisation, and efficient automation of your marketing and sales processes.

And yet, success seems harder because people get overwhelmed with so many choices of platforms, tools and tactics. Independent business owners often lack both a strategic roadmap and the skills to implement digital approaches; they need guidance and support.

Strategy, structure, feedback and accountability are powerful allies to your success and I'd like to offer you that personal support on your on-going journey - for free. Now, you might be wondering why I would help you for free. If so, let me explain...

Money isn't massively important to me – what really counts for me is *freedom*. Money is just a way to keep score. As Zig Ziglar famously stated: "You can get everything in life you want if you will just help enough other people get what they want."

In every business relationship, someone has to make the first move; someone has to make the first investment and take the risk. I wrote this book to build a relationship with the people I believe I can most help. It's been an investment and a risk – albeit a passion project too. I've invested an insanely huge amount of time and money to write it, pulling content together from work spanning many years: studying, applying lessons learned about what growing a business really involves. And the risk is that the whole endeavour could be a complete flop rather than an outright success.

You've already made your first move in our relationship by buying and reading *Leveraged Consulting in the Digital Age*. I hope you found lots of value in these pages and give it a 5-star review or at least a fair feedback. And because of your investment, and if this resonates with you, I want to keep things going and invest in you back, personally.

This isn't all selfless; it's good business. I know that the better "educated" you become, the better client you'd be should you choose to work with me in the future, and therefore the better and faster results you'll get. It makes perfect sense for me to invest more in you. If not, you'll get some great business education absolutely for free, we part company for now and I genuinely wish you all success.

The dilemma for both of us is that with just a book, it's impossible for me to guarantee your results because success relies on you taking action on what you've

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“Whenever I am asked what is the missing link between a promising business person and a successful one, mentoring comes to mind. If you are looking to make your way in business, find a mentor.” – Sir Richard Branson

learned – and only you can commit to that. Most people do need help to bring about real actionable change, for all kinds of reasons, so it makes sense to both of us if I offer you further opportunities to work together.

Research shows that the best education incorporates some kind of deep engagement and dialogue. We can attempt to mimic this in exercises, which is why I created the workbook

and diagnostic - but what's missing and highly valuable is the two-way interaction and feedback you get from mentoring that keeps you moving forward.

This is exactly why if you had light bulb moments from reading the book and gained clarity on your next best steps, then you're super primed to get results fast working with me directly and masterminding with others on the same journey. I know that people who actively engage with me through my consulting, workshops and individual mentoring programmes perform significantly better in their business.

If you resonate with *Leveraged Consulting in the Digital Age*, I hope I've provided you with a success roadmap to implement new approaches that will help close the gap between where you are now and where you want to be.

When you're ready to take your journey further and want some support working with me directly to create and implement your leveraged action plan, here's your options.

#1 - Come join our community of practice in our private group on Facebook, *The Leveraged Living Club* – at [facebook.com/groups/TheLeveragedLivingClub](https://www.facebook.com/groups/TheLeveragedLivingClub). It's free.

#2 – Find out about *iSuccess Business Academy* membership and mentoring at [isuccessbusinessacademy.com](https://www.isuccessbusinessacademy.com).

*Dedicated to your great success!*

*Jay Allyson*

**Any questions, don't hesitate to get in touch at [jayallyson.com/contactme](http://jayallyson.com/contactme) or in the open group at [facebook.com/groups/TheLeveragedLivingClub](https://facebook.com/groups/TheLeveragedLivingClub).**

P.S. If you want to learn more about any of the techie tools I've mentioned, there's a short list at [jayallyson.com/isuccess/business-tools](http://jayallyson.com/isuccess/business-tools) and a longer list within the *iSuccess Business Academy* resources area.

WOULD YOU DO ME A FAVOUR?

If you enjoyed this taster for *Leveraged Consulting in the Digital Age*, would you mind taking a minute to forward or share with those you know who would also benefit?

If someone you care about is struggling with any aspect of building and growing a service business - please send them to the opt-in page at <http://jayallyson.com/leveragedconsulting> or point them to Amazon.

If you'd like to order copies of this book for colleagues or students, please mention that there is also a free downloadable Companion Workbook as well as the online courses available in the *iSuccess Business Academy*.

Finally, if you'd like to get more from me, you can find my blog at [jayallyson.com](http://jayallyson.com). You can also follow me on social media, links on the website.

Transformation awaits you. Go leveraged, grow big!