

How Much Money Are You Leaving on The Table?

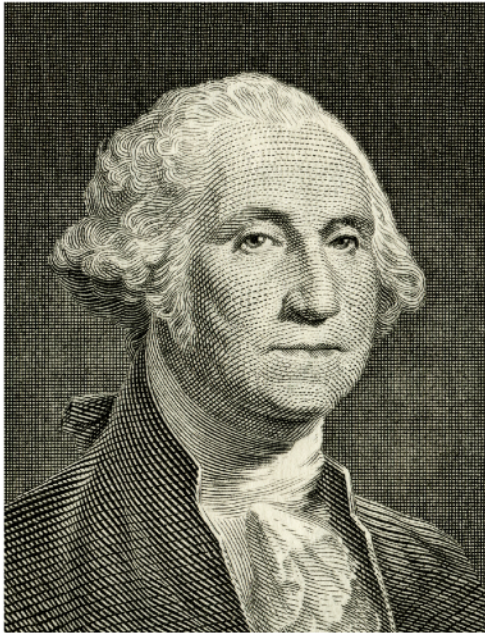
Practice Profitability
Assessment
Rating & Report

Kevin W. McCarthy, MBA

Average



CONSULTANT
collaborative



“To contract new debts is not the way to pay old ones.”

George Washington

Table of Contents

	Page
Notices	3
About Your Profitability Assessment Rating & Report (PARR)	5
Your Practice Rating & Profit Potential Calculator	7
Perspectives on Your Projected Money Left on the Table	9
Peer Collaboration	16
Work-Life Integration	18
Your Future Practice	21
My Story: Kevin W. McCarthy	25

Notices

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Thank you Julie Holzmänn of [WordProofing.com](https://www.wordproofing.com) for her review of this PARR.

Any errors in grammar, punctuation, or spelling are due to changes the author made after Julie completed her proofreading.

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Your Profitability Assessment Rating & Report (PARR) is based on the input from your answers to the short multiple-choice Assessment you took. Your PARR is intended for informational and educational use only. The perspectives and insights offered in PARR are expressly not to be taken as personalized advice or prescriptive to your specific independent consulting practice. Your consulting practice is unique, and we cannot guarantee the accuracy, applicability, and effectiveness of the perspectives and suggestions provided herein. Before you make and implement changes in your practice, use your best judgment, which may include consulting with a qualified professional who can conduct a more thorough intake and analysis of your practice and desired outcomes. On-Purpose Partners is not liable for any decisions you made based on the information contained in PARR.

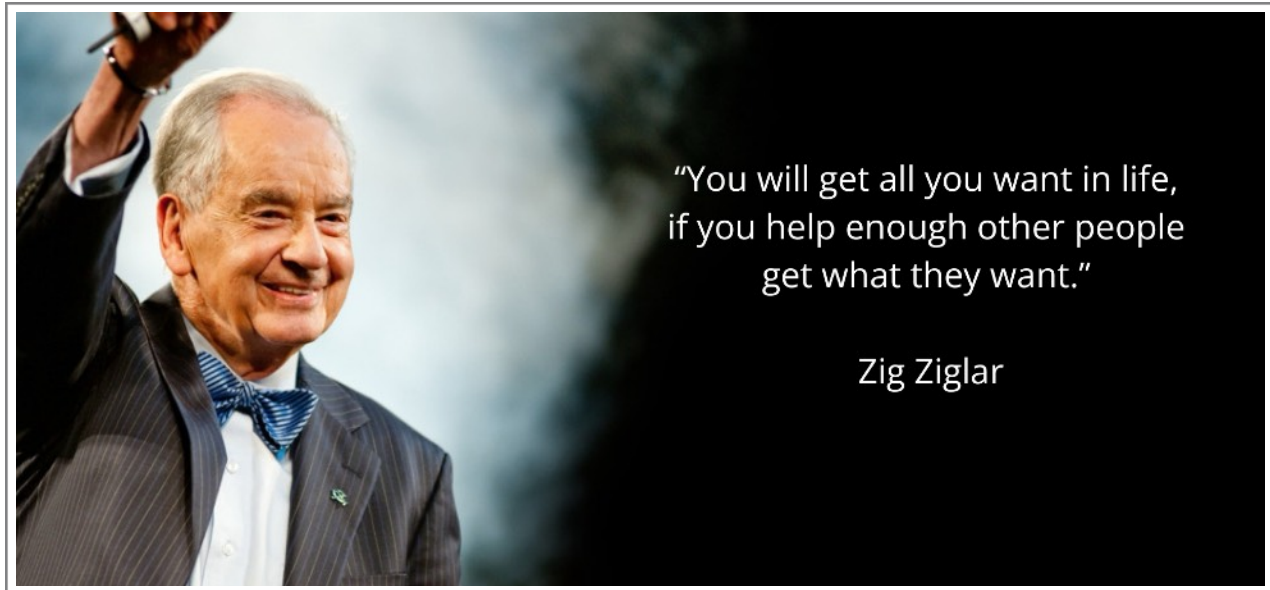
✓ No Guarantee of Earnings

The percentages of potential earnings, i.e., percentage of money left on the table, included in your Profitability Assessment Rating & Report are good faith estimates loosely based on your responses recorded in the Assessment multiple-choice questions. The range of percentages provided are for illustrative and inspirational use only. These PARR estimates are not guaranteed and should not be taken as a promise of specific earnings or financial outcomes. Each consultant's actual earnings will vary based on numerous factors, most of which are not accounted for in this Assessment. On-Purpose Partners does not guarantee the accuracy of the estimated percentages provided in this report. We are not liable for any decisions made based on the estimated earnings information contained in the PARR.

✓ No Legal Advice

The information provided in this Profitability Assessment Rating & Report contains no legal advice. If you have legal questions, consult with a qualified legal professional for matters related to your independent consulting practice. On-Purpose Partners is not liable for any legal decisions or related consequences you make based on the information contained in the PARR.

About Your Profitability Assessment Rating & Report (PARR)



As you selected from the choices in the **Consultant Profitability Assessment**, you likely wondered if you were wasting your time. While an online tool such as this has its limitation, your PARR incorporates decades of experience into the content.

You may be wondering, “What’s Kevin McCarthy’s angle?” Candidly, I’ve dedicated my life to my readers and clients being on-purpose. If we don’t have a relationship, I don’t get to guide you to on-purpose in your life and practice. I’m living by Zig Ziglar’s quote. Please be a skeptic and call it, “lead generation,” but I know my motives are for our mutual satisfaction, success, and profitability.

How can I make your story better than my story? This question inspires me. It rings true to my beliefs and faith about my role as a guide and consultant. The more you realize the “3 Standards: Satisfaction, Success, and Profitability” on your terms, the more likely I will too. Our interests are aligned. Now you’re edging closer to what it means to be on-purpose! And, I’m smiling.

Your decision to start an independent consulting practice can be a surgical instrument in shaping your personal growth and professional development. Or it can be a train wreck. Together, let’s do what we can to ensure the first outcome!

If, however, you think this mutually aligned On-Purpose® Approach is sentimental, impractical, and unproductive, stop reading now to save yourself the time. Jump to the PARR and grab any Perspectives that can work for you to better compete.

On the other hand, if this collaborative approach fits your beliefs and style for conducting your independent consulting practice, keep reading. You've found a home where you can flourish.

The *Profitability Assessment Rating & Report* is intended to create an upward inflection point in the satisfaction, success, and profitability of your life and independent consulting practice. PARR is a jump start for better achieving those standards.

Anticipate an immediate return on your investment from insights and suggestions within your Report. In the weeks, months, and years ahead, however, the true trend line will be the vapor trail of your practice's trajectory from this day forward. Ultimately, if your story is made better from my story, my story is made better because of our relationship and referrals plus our mutual satisfaction, success, and profitability.

From this foundation, let's get into your *Profitability Assessment Rating & Report*.

Be On-Purpose!



Kevin W. McCarthy
Founder
On-Purpose Partners

Your Practice Rating: **AVERAGE**

Your independent consulting practice earned a Profitability Assessment Rating of Average. You're likely aware of the constant professional, financial, and family strains of an Average performance relative to your desired standards for satisfaction, success, and profitability.



Your Assessment estimates there is an additional 100% to 200% increase in revenues or profits being left on the table. The most obvious "fix" is more paying clients, which is logically linked to your marketing and sales effort. However, the more underlying causes of your revenue suppression are probably a combination of mental mistakes, business design issues, underutilized pricing options, inexperience, overwhelm, misplaced client devotion, learning curve inefficiencies, ineffective allocation of your time, self-doubt, or a host of other all-too-common missteps.

Allow this Assessment and Report to uplift and inspire you to explore your possibilities. Don't, however, get bogged down in purely intellectual pursuits. Strategic action is required. In the Report, we'll address a number of perspectives and related ideas to double or triple your revenues and profits. Yes, it will require some thinking, improvements, and change. From everything you read here, jot down a simple, reasonable plan with one to three action items you can very reasonably implement in the next 30 days.

Profit Potential Calculator

Let's get serious about your Profit Potential by calculating how much money you're leaving on the table with clients within your practice. Use the formula below to project your money left on the table.

Profit Potential Calculator*

Your Current Annual Revenue: \$ _____

X

200%

Projected Money Left on the Table: \$ _____

* See Terms of Use & Disclaimers



🤔 Based on the calculation above, use the space below to write what as little as a 50% increase in your practice revenues or profits would mean to you?

Perspectives on Your Projected Money Left on the Table

Your Assessment indicates you're in a season of struggle. Having established your consultancy and developing a book of business and practice are worthy achievements. The adverse impact of average performance on your wellbeing at work and home can be all too real.

Take heart! You're at a tender inflection point in your business, where decisions today may make or break your practice. Moving your practice from Average to Good is likely a matter of a few smart, strategic shifts.

Leveling off the unwanted feast or famine income swings is what will make your practice sing. Downtime is your nemesis because you likely fill these client voids with in-office activities, industry reading and research, and distractions. Time spent working on social media, blog posts, podcasting, and other cold market outreach efforts are low ROI activities. Your efforts are better invested in building referral-based relationships with businesses that can introduce you to potential clients or with people who can.

Remain calm, thoughtful, and in motion. You still have a lot of work ahead of you. Instead of panicking and flailing, become steely-eyed and focused on "Doing More of What You Do Best More Profitably," the subtitle of *The On-Purpose Business Person*.

Your Average rating hints that your practice can get on track to produce sufficient revenue to cover your bills in the practice and at home. That's the plan, but do you find yourself still falling on the short side of profitability at the end of too many months? Do you have the savings and margin needed to be protected from an unforeseen event? What would it mean if you could add more margin to consistently be in the profit zone month after month?

✓ **Time for a gut check.** How are your practice income and related attitude trending?

- If the trajectory for both is rising, take heart because you're heading toward a "Good" rating. Get to work on the strategies and tactics offered here to accelerate your progress. Continue to raise the bar for your clientele and narrow your services to what you do best.

- If the trajectory for both is down, take heed to the thoughts and suggestions within this Report. Start your turnaround today or a job search may be in your future.

Your practice may be acceptably average, but it isn't producing a strong and reliable income. How do you relate to the following?

- Are you constantly scrambling to find client work?
- To make ends meet, are you working long hours?
- Do you have a part-time job to cover your shortfall?
- Because of cash flow constraints, are you accepting clients whose needs are tangential to your expertise?
- Are you working seven days a week because you're panicking?
- Are you afraid to lose any client, even the unkind or unappreciative ones?
- Are you caught in a financial cycle of "robbing Peter in order to pay Paul"?
- Are you burning through savings or adding debt to fund monthly operations?
- Are you embarrassed when people ask you, "How's business?"

If you relate to one or more of the above bullet points, you're mired in mediocrity. Even worse, you're adopting self-perpetuating behaviors that will keep you stuck at average. You can try to outwork your way out of this quagmire, or you can think your way out of it.

✓ **You're likely experiencing the proverbial "Roller Coaster Effect" with its high- and low-income swings.** Typically, this happens when a project consumes you and your new business development efforts wane. When a project finishes and there's nothing to fill the void, you're scrambling to add new client work.

Recognition of this pattern and taking corrective measures to create a steady flow of client work are key.

A suggestion: near the end of an assignment, set up a daily routine to touch base with a colleague, former client, or possible referrals source to keep them aware of your services and availability. Continue this practice until you've lined up the next engagement. This 10-minute per day discipline can fill the gaps in your workload that's depriving you of 30% or more in added practice revenues.

✓ **Overselling and overdelivering is a costly mistake.** Overselling results from an inefficient prospect-to-client conversion process. Many consultants, especially new ones, invest far too much time writing out a detailed proposal, plan, presentation,

and contract for an engagement. The mark of a Good or Excellent practice is speed to engagement. Imagine having an engagement ready in 30 minutes instead of three days. That would free up your time.

Overdeliver is the curse of every subject matter expert. There's something in us that wants the client to know what we know and how we made our recommendation in excruciating detail. Few clients seek that level of detail in the scope of their services. They're too busy to read what we write. Clients want the executive summary, bullet points, and action steps in a concise format.

Yet, we consultants will spend days writing, editing, and rewriting our report that will never get read or overwhelm the client and their team to the point of confusion. Keep the depth and scope of services commensurate with the client investment. Don't deliver a Mercedes-Benz automobile at a VW window sticker price. In short, this is a self-inflicted profit wound.

✓ **Another profit-sucking vulture is social media done in the name of personal brand building.** Online marketing experts who sell courses, tools, and coaching make lead generation look so easy. "Post regularly and the leads will pour into your inbox." Realistically, their advice is cold audience outreach. That takes time, money, and an expertise for graphic design, sales copy, and technology you must learn and master.

Consulting typically is not a volume business model, so why are you marketing like it is? Other than the fact "everyone says you need to be on social media," ask yourself whether it really makes sense for you.

✓ **Your goal is less idle time between engagements.** Therefore, use warm marketing strategy tactics such as picking up the phone and touching base with a person you know who is already in your contacts list.

Check yourself to see how much time you spend on social media doing brand building. Replace that activity with these 10-minute phone calls. You'll get a better ROI.

Begin these touch points with sincerity and gratitude. Make it fun to reconnect. Avoid operating robotically or too systematically, or you risk being seen as making a calculated sales call. This is about a trusted relationship and not a quid pro quo

transaction. Treat it respectfully. Ask about their business—specifically, about their ideal client so you can refer business to them. In turn, they'll likely ask you the same question.

You'll get a better ROI working an informed warm relationship who knows how to refer you. They know, like, and trust you. They operate in different circles from you and are more likely to come across others who need your services. Work quality over quantity at this point.

 **Make a list of five people who could refer or recommend you to new clients. FYI: Former co-workers or clients are often excellent referral sources.**

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

Consulting tends to be one-off or unique client work. After working with enough clients, you'll recognize patterns of client problems arise. Similarly, you'll develop or use an increasingly common set of tools, methods, and solutions. Identify these shared cross-client problems that you love to address. Can you package and better market them while creating even more operating efficiencies for delivery, i.e., higher profits?

 **Identify up to three client problem patterns that you've observed.**

- 1.
- 2.
- 3.

🤔 **Next, for one or more patterns, how might you package a solution that shortens the sales process while it creates operating efficiencies within your practice?**

🤔 **Brainstorm at least three ways to increase your revenues by 50% or more. Instead of shooting for 200%, look for smaller, yet significant wins to gain and keep momentum.**

1.

2.

3.

✓ **A simple and powerful way to analyze and improve your practice is to live into “The On-Purpose Phrase” of “Doing More of What You Do Best More Profitably,”** also the subtitle of *The On-Purpose Business Person*. Let these words be the chorus to the song of your practice. The more you hum it, the more insights you’ll glean to refine and improve your practice toward achieving your desired outcomes. This refrain never gets old and cannot be outgrown. The Phrase is effective for both diagnosis and prescription.

Adopt this power-packed Phrase as your guide to satisfaction, success, and profitability—all three outcomes. Jot down your instinctive answers to the following questions:

 **What do I “Do Best”?**

 **How can I be “Doing More” of “What I Do Best”?**

 **How can I make what I Do Best “More Profitable”?**

Notes:

1. Clarifying your answers is an ongoing process for improving your practice. Every 90 days, review what you’ve written and update it as appropriate.
2. Trust your fast, instinctive responses. Avoid “getting lost” in this exercise. Keep moving forward and integrating what you’re learning as you go.

✓ **Clarify your personal and practice Purpose, Vision, Missions, and Values (PVMV).** PVMV are the starting point for aligning your practice strategically, structurally, operationally, and morally. These four statements are the bedrock of your independent consulting practice. The longer you experience the good, bad, and ugly found in the marketplace, the more you’ll come to appreciate the contribution your PVMV make to your sanity and wellbeing.

Better yet, clarifying your PVMV supercharges and accelerates your understanding of “Doing More of What You Do Best More Profitably.” Using the Phrase and PVMV, you’ll make far more timely decisions and wise trade-offs. This combo sets a foundation for building integrity, so others know what you do, trust your

competency, and are willing to refer you to their colleagues. Jot down your instinctive answers to the following questions:

 **Purpose: In my heart, why does my practice exist?**

 **Vision: In my mind's eye, where am I leading my practice over the next three to five years?**

 **Missions: How will I move my practice forward today to fulfill my Vision?**

 **Values: What are the core standards for my conduct? (List up to 10.)**

Notes:

1. Review and improve your PVMV every 90 days.

✓ **By-products of pairing The On-Purpose Phrase (“Doing More of...”) and PVMV are identification of your “TOP Clients” (The On-Purpose Clients) and “TOP Offerings” (goods and services).** Invest a few minutes right now to jot them down.

 **Who is your TOP Client(s)? Why?**

 **What is your TOP Offering)? Why?**

Peer Collaboration

Isolation is one of the most overlooked challenges of being an independent consultant. It's easy to get so lost in your home office and wrapped up in your headspace that your only interaction is with clients, vendors, screens, and books.

✓ **Make the effort to attend association or industry-related events where you'll see peers, former coworkers, clients, and prospects.** Given the Average rating of your practice, look for ways to volunteer within your current means, so you don't get overextended. Your participation builds relationships and raises your profile and professional reputation. Giving primes the pump for gaining referrals and recommendations.

✓ **Join or form a mastermind group that meets on a set schedule.** In addition to the diversity of viewpoints, experiences, and expertise within the group, you'll develop needed friends who relate to your challenges and joys. Groups are best when there's a facilitator who convenes the group, sets a predictable agenda, has processes for addressing members' needs, sets norms, and introduces a relevant learning component. You can start this informally on your own or apply to become a member of a paid peer collaboration, such as the Consultant Collaborative. Thanks to the power of peers, you access fresh perspectives, shared energy, differing expertise, diverse resources, and mutual support.

Bring your To-Do List and Project List for items outside your expertise. In a collaborative setting you can ask questions and tap into other members' experiences facing similar tasks. Borrowing from their learning curve lessons substantially reduces your research time and rookie mistakes while minimizing your leaps of faith for decisions beyond your prior experience.

Like a scene from the TV series *MacGyver*, you'll face a practice or client issue where you're metaphorically asking, "Do I cut the red or blue wire?" Chances are another member of the group previously cut the wire, rewired the device, and created a wireless method. Better yet, they delight in sharing their insights, advice, and resources to your benefit. The time saved, quality of decision made, and confidence to move forward amount to a substantial advancement for pennies on the dollar.

✓ **The Consultant Collaborative, an online community idea** specifically for independent consultants and the sponsor of the *Consultant Profitability Assessment* and the PARR. Learn more about it in the *Your Future Practice* section of this PARR.

✓ **Go build relationships!** Avoid spending your days sitting at your desk staring into a screen working on operational stuff.



"If I have seen further,
it is by standing on the shoulders of giants."

Isaac Newton



Work-Life Integration

You're under pressure to perform. With an Average rated practice and unless you're independently wealthy, it's likely your revenues are insufficient to build savings, fund a college tuition, or bolster a retirement plan. Chances are you're faced with monthly decisions about how much money you can afford to take out of the business to pay your bills at home. Tightening your belt in both the home and the practice is wearing thin.

Are you experiencing a certain amount of regret or guilt at not doing all you can possibly do for your practice to be a financial provider? Money pressure is very real and can be debilitating.

Take heart, however, because your practice is on the cusp of turning the corner to greater satisfaction, success, and profitability. That said, if you start seeing the people in your home as impediments to your achievement instead of allies, you may be winning the battle while losing the war. There is a better way.

✓ **The mind of an independent consultant is always working or easily triggered to jump to matters at work.** When you're with family or in social settings your mind is racing. When watching a movie, you see something that reminds you of your client work. When you're covering the bills but not building wealth, stopping your brain from thinking about your client work can seem impossible. And it's because you care!

A contributing element to this challenge is not being in a traditional office environment with coworkers where you bounce ideas off one another to discharge issues or at least prepare your mind for avenues of exploration or solution crafting. Chances are you're working from home so stealing away to your office after dinner to work amounts to stealing from your family time. The use of artificial intelligence can be a time-saver with research and basic work product. Nevertheless, you know your gray matter is open for business at times when you wish you could close it.

✓ **Being an independent consultant comes with being a practice owner.** The diversity and volume of different administrative, technical, and other tasks on your To-Do List can be overwhelming, especially when you have little to no background or training. Beyond your subject matter expertise, you've been the proverbial chief cook and bottle washer.

Are you too accustomed to wearing so many different hats? Is it time to start taking some of them off and delegating or automating peripheral tasks?

Shifting from being clueless to having a clue to getting an answer to getting the right answer has been a daily learning-curve juggling act that devours half days or more big bites of your otherwise billable hours. Do you think this “side work” is part of your position description?

Set yourself free! Just because you’ve gotten good at doing certain non-client related tasks doesn’t mean it makes sense to continue doing them. Remove yourself from being on so many learning curves by building a virtual team to advance your agenda with you. Recapture those half days spent on learning and reallocate them to earning or other personal use.

Avoid stepping over dollar bills to pick up pennies. Your reclaimed time can be resold at your higher-value earning capacity or can be invested into personal activities with family, workouts, recreation, or socializing.

The process of examining what can be delegated to a virtual assistant or outsourced to a provider comes with the added benefit of further narrowing your focus for “Doing More of What You Do Best More Profitably.” In other words, the clarification and maturing of your business strategy, marketing, and operational efforts will improve your satisfaction, success, and profitability.

✓ **Have you ever had a heartfelt conversation with your spouse or older children about your work and why it matters to you and to them?** The less your work is a mystery to them, the more accepting they will likely be when you’re called away from a family event due to a client need. Hold this conversation not to manipulate them or to rationalize or condone your prior choices or workaholism.

Encourage this dialogue in a casual setting such as over dinner or when driving in the car. Instead of talking about your needs, ask them about their needs and interests. Occasionally slip in questions about how they perceive your consulting practice and how it’s affecting them. Get the lay of the land from their point of view.

In other words, use your finely tuned consulting talent for asking client questions to gather information and insights. This approach opens doors to a dialogue instead

of a monologue. Get to their heart by asking from the heart. Listen and learn. The more you solidify your home life, the more your practice can thrive in a healthy manner.

Avoid leading this conversation with the “family provision” argument. While it may be true, when you lead with money your spouse or child may conclude “Making money is more important to you than I am.” Yikes!

Beware of portraying your primary role in the family as the financial provider and everyone else needs to fall in line behind you. This slippery slope of ransom ends in family resentment and bitterness aimed at you. In this unfortunate posture, your family and you will grow increasingly distant and transactional. In other words, you’ll become the family ATM as your family increasingly comes to you for cash withdrawals to fund their interests apart from you.

✓ **Coming clean about your client demands and proactively involving your family as part of the solution can bridge and improve your relationship.** For example, can you hire your spouse or a teenage child in your practice? This could include office work, running errands, compiling reports and presentations, or a host of other administrative or technical support matters. Put their talents to work and pay them for their services.

As the practice moves from being “your thing” to “our thing,” your family wins! Your children are getting job experience, developing a work ethic, and gaining appreciation for the value of a paycheck (and paying taxes). Collaborating with your spouse creates a mutual appreciation. Family in your practice can come with complexity. Keep your family role first because you’re forever family, and the practice is not.

✓ **Place family commitments on your business calendar.** Do not use two calendars: one for work and one for family. Use a blended calendar so that when you block family time, you’re very aware of possible conflicts ahead of time. You can either schedule around the conflicts or discuss in advance with your family your situation.

🤔 **Develop a list of questions to ask your family members about the impact of your practice on their lives and your relationship.**

Your Future Practice

✓ **Stay true to your expertise.** To break out of an average performing practice, you need to defy your instincts which tell you to scavenge for any billable work you can get. Don't let the need for a to pay your bills blind you into doing work for which you are at best near-qualified. Taking on an assignment like this is rarely profitable due to the learning curve costs and time involved. Plus your work product is likely to be of average quality.

The two exceptions to this are:

- You have disclosed to the client you're a novice and they have approved of you doing the work on their behalf; and
- You see this new experience fitting into your long-term plan and services. Here is a chance to get paid to learn at a willing client's expense. This will also be at your expense because of the research and effort necessary to produce reliable work for the client.

Clients trust you with the wellbeing of their project, team, or organization. When you step away from your subject matter expertise, you risk of souring a client relationship.

An alternative is to refer the work to a qualified colleague or bring the colleague into your "studio" to collaborate with your client. Either way, you served your client, built a peer relationship, and generated some fees while still freeing your schedule to work with a TOP Client within your TOP Offerings.

What is the Consultant Collaborative?

In the bottom right hand cover of your PARR, you may have noticed the logo to the right and wondered what is the Consultant Collaborative.

You can play a part in figuring that out! Right now, the Consultant Collaborative is an idea to convene independent consultants into a peer-to-peer learning group. Membership will be selective and paid to ensure genuine cooperation and trust with and between Members. The goal will be to accelerate Members' personal and collective satisfaction, success, and profitability.



The concept is ripe with possibilities. True to its name, however, the Consultant Collaborative will be developed collaboratively based on members' feedback. Get on the Waiting List today at ConsultantCollaborative.com.

✓ **Read *No Brain Picking: 26 Invaluable Perspectives Independent Consultants Need for Satisfaction, Success, and Profitability***. This short, easy-reading, and insightful book about leading an independent consulting practice is based on Kevin W. McCarthy's decades of experience. Like this Report, you'll find it rich in pragmatic perspectives.

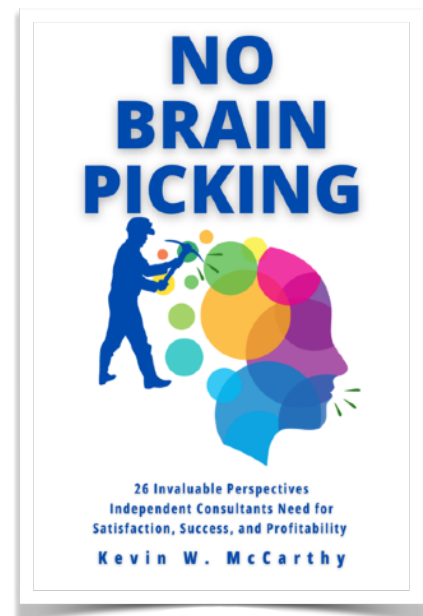
FYI: The "No Brain Picking" Perspective means that when a person asks you to lunch to "pick your brain," your immediate polite, yet firm response is to say no. They're looking for free advice. Remember, you get paid for what's in your brain as you're in the intellectual property business. Brain picking only makes you fat and poor. This is Perspective 1 in the book. Kevin has lots more to say about this Perspective and the other 25.

✓ **Attend a No Brain Picking Live video call presentation where one or two Perspectives are discussed**. Ironically, after each event, you're invited to pick Kevin's brain for free! Ask questions about your PARR or other matters related to leading your practice.

✓ **Clarify your personal purpose life at ONPURPOSE.me**, a life-changing online tool for you to uncover your 2-word purpose in about 3-minutes time plus get a follow-up course.

✓ **Read *The On-Purpose Person* and *The On-Purpose Business Person***. They are foundational books and methods for integrating your life and work within the 3 Standards.

✓ **Engage me to consult with you in the design and development of your practice**. I don't recommend this investment until you've attended a few *No Brain Picking Live* events to get acquainted with my style, approach, and philosophy.



Smart Move

Now that you've scanned or read through your PARR, a smart move is to jot down any particular "Takeaway" thoughts or ideas you have rolling around in your brain

The image shows a yellow sticky note with a blue header containing the word "Takeaways" in white, handwritten-style text. Below the header are seven horizontal blue lines for writing. At the bottom center of the note is the logo for "CONSULTANT collaboration", which features a colorful, multi-colored head silhouette above the text.

My Story: Kevin W. McCarthy

A 1987 tough shift event swept me out of the commercial real estate development business and into consulting. Emotionally, physically, relationally, and financially I went through hell and back. Details to follow.

Since that event, about every seven years or so, I allow myself to get royally screwed by a client. My heart's desire is for you to learn from my many career mistakes and missteps that have likely cost me millions of dollars.

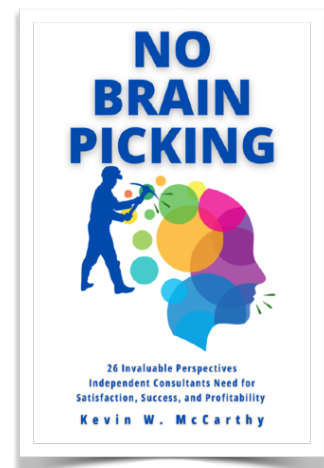


Fortunately, my decades of difficulties have transformed into useful Perspectives about leading an independent consulting practice with wisdom, winning, and wealth. Some Perspectives are within this Report. Even more are in my book *No Brain Picking: 26 Invaluable Perspectives Independent Consultants Need for Satisfaction, Success, and Profitability*. Still more Perspectives are weekly topics in the Consultant Collaborative.

Today, my story involves fostering authentic satisfaction, success, and profitability for you and for me. Wellbeing depends on awareness and working on all 3 Standards to create an integrated whole. Trust me, two out of three doesn't cut it.

Returning to my '87 launch, unbeknownst to me as a new solo owner of an independent consulting practice, this included enrollment in the School of Hard Knocks. The faculty consists of my prospects, clients and colleagues, and even family members. Some are harsh taskmasters, others are kind and gentle, and a few are downright scoundrels. All teach me lessons in life and business.

Unlike my undergraduate business degree from Lehigh University and my MBA from The Darden School, the School of Hard Knocks never holds a commencement ceremony because no one ever graduates. Decades later, my doctorate-level studies continue thanks to a marketplace offering true lifelong learning.



When you took the Profitability Assessment, we joined forces. You're my newest "client" and "faculty member," and vice versa. We will learn from one another.

My pre-1987 plan was to be a commercial real estate mogul. I was on track until my 50%-50% business partner decided alcohol was more important than truth telling. With over \$20 million (1986 dollars) in retail and commercial real estate projects and development in our portfolio, my internal attempts to rectify matters resulted in a nasty power struggle. Thanks to my business partner surreptitiously crossing several more ethical lines for which I had, nor wanted, any part, my fiduciary duty was to disclose to our investor that our partnership was exploding, and their investments were at risk. Eventually, a realization hit me. The right thing to do for the investors (who were capable developers in their own right) was not to fight my partner but to forfeit my equity interests in the various LLCs to the majority to strengthen their hand and preserve my reputation.

By mid-1987, I was without a job, income, or equity. In fact, I was technically bankrupt. Nevertheless, I was determined to legally meet my obligations no matter how long it took, which turned out to be over a decade.

Later in 1987, I sat with my wife and another MBA friend at a whiteboard and said, "Let's design a new business." I was always entrepreneurial, and despite my MBA I knew corporate life was not a fit for me. I was unemployable.

Our design session created a consultancy to serve mid-market business owners with their real estate needs. Our services worked best when the client had a sound business strategy and plan to accurately assess and project usage demands for acreage and/or square footage.

My "business model" was to produce and give away the business plan in exchange for earning a handsome real estate commission. The front-end investment on my part was enormous, all in hopes of building rapport with clients that resulted in a big payday.

This high-risk, high-reward compensation structure was foolish, but I didn't have anyone to tell me differently. After having far too many real estate deals fall apart or delayed, as they are prone to do, I questioned my client proposition. When interviewing clients where I didn't earn a commission, I discovered they were highly

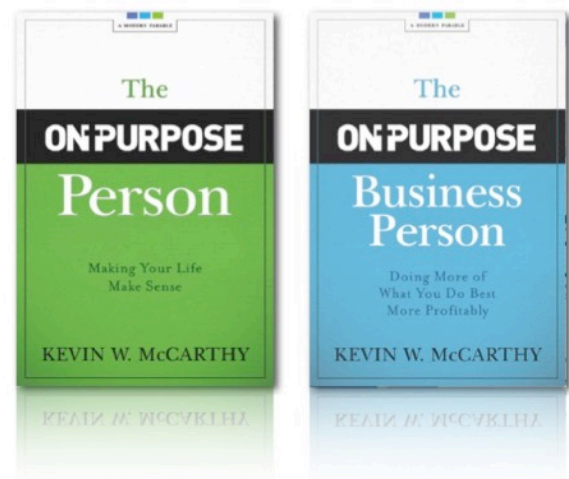
appreciative of my business plan. Thanks to a better-aligned and better-led team, they experienced more satisfying, successful, and profitable lives and businesses.

The marketplace was educating me—expensively! I migrated almost exclusively to business strategy and planning. Most business owners operate reactively based on their recent numbers but not proactively by their intentions. By putting the horse in front of the cart they could move the business forward far more fluidly.

By 1989, I realized something vital was missing from business and personal development popular and academic reading. Purpose was missing from business leadership and strategy literature and conversation. Many business owners were financially successful but dissatisfied with their lives. They had stressed and strained for financial success to only discover creature comfort but an emptiness within along with a divorce or family estrangement. I heard it repeatedly: “There must be more to life than this.”

On May 9, 1990, I introduced the power of purpose in a “Preview for Profit\$” workshop for real estate brokers. This program was the forerunner to my books *The On-Purpose Person* (1991/2009) and *The On-Purpose Business Person* (1998/2013). The book series is the foundation to the On-Purpose® Approach for integrating one’s life and work into a meaningful whole.

Fast-forward to today. Thanks to the On-Purpose message, my consulting business expanded to include professional speaking, designing and developing training programs, and training others to facilitate what I do. Professionally, I remain a consultant who uses coaching, training, and facilitation tools and methods with clients to address their problems to produce desired results. Consulting remains my core professional skill set.



Throughout my career, new or struggling independent consultants have engaged me to consult with them. Regardless of the industry or subject matter expertise, underlying patterns are revealed through the passage of time and

addition of experiences, especially the difficult ones. PARR is an introduction to the codification of my experiences so other independent consultants avoid the bumpy road and potholes.

May you more safely and wisely accelerate with less trial and error and more intentional outcomes so you honestly earn money otherwise left on the table. My prayers abound for your satisfaction, success, and profitability to...

Be On-Purpose!

Kevin

PS: I shot this photo near my home in Winter Park, FL. It rather captures what we independents consultants need to do for one another now and then to realize the Standard 3 of Satisfaction, Success, and Profitability.

"I've got your back," takes on a whole new meaning.

