

How Much Money Are You Leaving on The Table?

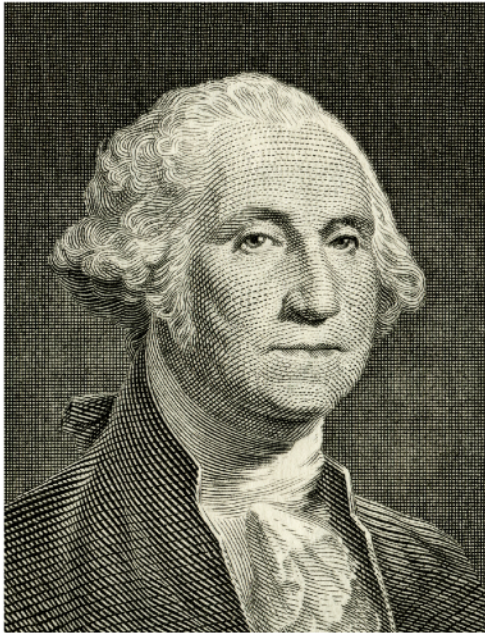
Practice Profitability
Assessment
Rating & Report

Kevin W. McCarthy, MBA

Excellent



CONSULTANT
collaborative



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

George Washington

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Notices

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Consultant Collaborative
c/o On-Purpose Partners
PO Box 1568
Winter Park, FL 32790-1568
USA

On-Purpose.com

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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.

Terms of Use & Disclaimers

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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.

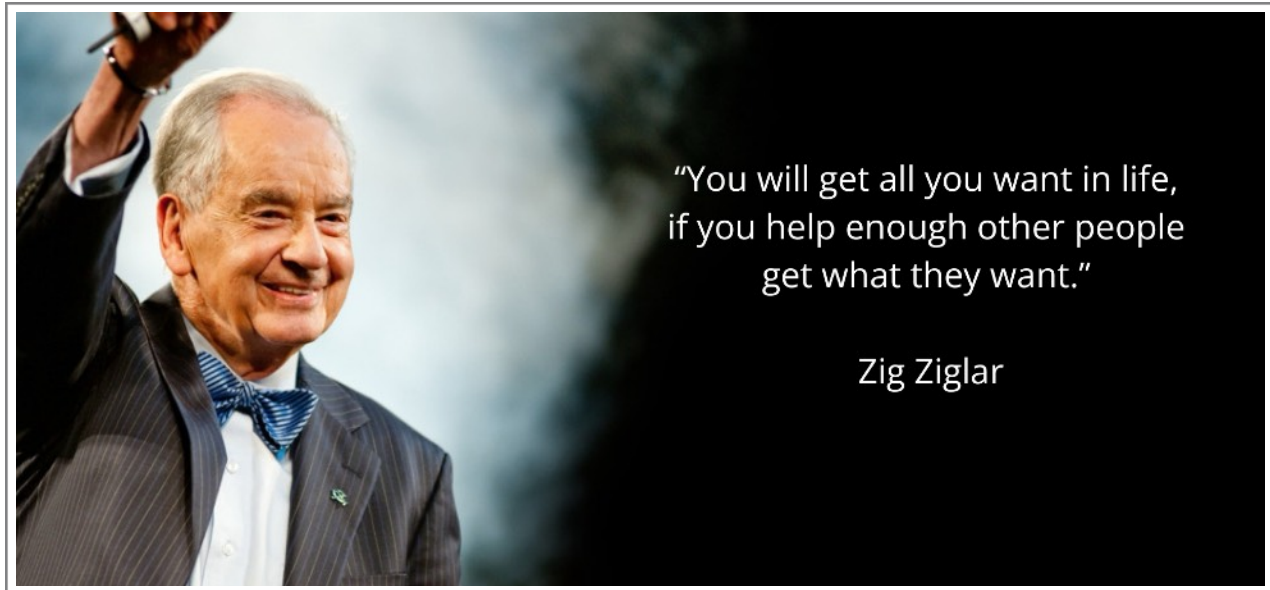
✓ No Guarantee of Earnings

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: Excellent

Good news. Way to rock it! Your independent consulting practice earned a Profitability Assessment Rating of Excellent. All your hard work to position yourself as the “go-to person” within your subject matter expertise is paying dividends.



You've paid your dues to get your practice to this point where it earned an Excellent rating. Your hard work is paying off. While your practice is in great shape, the Assessment reveals you may have an added 50% or more increase in revenues or profits readily within your grasp without making substantive changes. Within the Report are observations and suggestions for your consideration within the context of the limited information collected from your answers to the multiple-choice questions. Let's explore your possibilities!

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 50%

Projected Money Left on the Table: \$ _____

* See Terms of Use & Disclaimers



🤔 Based on the calculation above, use the space below to write what a 40% increase in your practice revenues or profits would mean to you?

Perspectives on Your Projected Money Left on the Table

Chances are a sizable number of your new client engagements come from referrals and recommendations. Or, you may have a functioning system for converting leads into clients via the use of a virtual assistant or workflow automation. Either way, your time spent acquiring new clients is far less than your peer consultants, which frees you to focus on high return-on-investment activity for your clients and within your practice. This recapture of your marketing hours into valuable earning hours opens the door to further practice improvement.

✓ **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?**

✓ **To close your revenue gap, actively seek referrals.** Make more frequent contact with your best clients and referral sources. Don’t pester them but do let them know they matter to you. Place a quick phone call, grab a coffee, or host a video call to express your thanks for their kindness in referring you.

In these meetings, ask them about themselves. Share a tidbit or two about your work. If appropriate, update them on any referral they send your way. Speak in specific, not general, terms when you share how their referral made a difference for you.

Depending upon your personality, you can coax a referral by stating, “Where do I find more great clients like you?” Or ask directly with “In your circle of relationships, who do you know who needs what we accomplished together?”

Once that door is opened, never assume a potential referral source knows the profile for your ideal client. Also, share the kind of results you’ve produced for other clients. What they’re most likely to recall when advocating for you to others are your client stories.

Remember to say thank you for their kindness for any referral regardless of whether they become a new client. Sending a gift card to a new client is a wonderful gesture of appreciation. If your referrer is a consulting colleague, it’s appropriate to send up to a 10% referral bonus for the introduction that led to your new client.

Whatever you choose to do, do it with sincerity and gratitude. If you operate robotically or too systematically you risk being seen as calculating and cold. Show up as a trusted consultant and not a quid pro quo transactor.

✓ **Check your pricing structure.** When was the last time you reviewed your pricing schedule with an eye toward an increase? A hike of 10%-25% will likely be readily absorbed by your client given the ROI experience you’re likely providing. Don’t get greedy, but don’t undersell or underprice yourself. If you don’t give yourself a pay raise, no one else will!

✓ **Reclaim more of your valuable hours.** The more you ask yourself “Am I really the best person to be doing this?” the more your head is in the right place to improve your profits. Look for routines in your business that can be automated, improved, or outsourced/delegated to free up more of your business day to connect with referrals sources for client work that you love to do. Consider engaging the services of a virtual assistant through an online service such as Fiverr.com or Upwork.com (no affiliation).

As a consultant, learn to hire other experts to accelerate the growth and success of your practice and home life. Talented specialists save you time, energy, and money by creating more opportunities for your paid client work. They also free your mind and preserve your energy to focus on improving your clients and your businesses. Scour your operation for work to delegate. Bookkeeping, for example, is ripe for

outsourcing. If you use software such as QuickBooks or FreshBooks, check their websites for highly rated, certified providers.


✓ **Fire your worst clients.** Given the relative stability in your practice, now is an opportune time to strategically turn over, refer, or fire the bottom 10% to 20% of your clients. Replace them with new clients who value your services and you, aka TOP Clients or The On-Purpose Clients. Replacing these problem client projects with higher-profit, better-fitting, and more satisfying engagements will almost immediately jump your revenues, satisfaction, esteem, and profits.

Bottom clients typically fall into one or more of these categories:

- The work isn't all that challenging or engaging. You're somewhat bored with the routine of it but the revenue is needed so you persist.
- The client chews up your time. You find yourself less patient and increasingly irritated by the endless and unproductive dialogue.
- The client picks apart and negotiates your invoice after the work is performed.
- The client intentionally conceals facts or events pertinent to your engagement.
- The engagement is unprofitable.
- The client pushes the envelope to expand the scope of work but not the remuneration.
- Your point person at the client changed. Months later, you're not experiencing the same rapport and trust with their replacement.
- The client is asking you to bid on work. Unless this is your normal business practice, you've been relegated to commodity vendor status. This means they can't differentiate your work from others. Your profits are being squeezed and it will only get worse with time.

Replacing bottom clients with TOP Clients needs to be a diplomatic process until you're ready to act, and then don't dither. Apply "The Monkey Theory." When swinging from tree to tree the monkeys don't let go of one vine until they have a firm grasp of another vine. (A nod goes to Professor Paul Farris of The Darden School for this theory.) Therefore, don't let go of one bottom client until you have a firm grasp with a replacement TOP client contract. Upgrading your client base without arrogance or bridge burning is a prudent move sure to produce greater satisfaction, success, and profits.

 **List one to three clients you would love to fire.**

 **List your one to three TOP Clients worth finding more like them. (Hint: Ask your current TOP Clients for a referral.)**

✓ **Fight the Creep of Complacency.** Just because you have an Excellent rating, your greatest battle may be overconfidence. When your practice is going great, it's easy to fall into a comfort zone of believing you've "arrived," and this is how it will be forever. It isn't. Your practice needs constant care and feeding to flourish year in and year out.

Invest a few minutes to do the following brief exercise:

 **What are two to three implementable ideas for increasing your practice revenues by up to 40%?**

1.

2.

3.

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.

✓ **Attend association or industry-related events where you'll see peers, former coworkers, clients, and prospects.** Given the success of your practice, volunteer to serve on the board, even to be an officer. Sign up to be a speaker at events or be involved in other ways. These good faith efforts build relationships while raising your profile and professional reputation. Giving in this manner widens your circle for 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.

Recall all those "To-Do List" items mentioned above that devour your half days? In peer collaboratives you'll substantially reduce your research time and minimize 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.

Work-Life Integration

Have you found a sweet spot for blending your work and home life? Despite your success, chances are you remain at risk of working too many hours. Here's a hard habit to break because investing long hours at work is likely what positioned your practice to its Excellent rating. Today, you've earned the right to ask yourself how productive are all those hours at work relative to your family, health, hobbies, and enjoyment of life? Can you afford to trade your dollars for time to enjoy the fruits of your labor and support systems?

✓ **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 VA 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

Your practice is nicely positioned to thrive for as many years as you want to run with it or until your retirement. You can continue to operate as an individual contributor or explore other options. Just remember, before you have a career decision to make, you have a lifestyle decision.

For example, an available option is to leverage your expertise from consultant to thought leader. This is accomplished by sharing your wisdom, experiences, frameworks, and methods so others can learn from you. This typically takes the form of authoring books, creating courses and training programs, giving keynote speeches and a TEDx Talk, building a community, or a host of other options. Please recognize when you make a move from your expertise into publishing or public speaking, for example, be sufficiently humble to acknowledge you're entering a different business mode from consulting. You've moved from an expert with a smooth-running practice to a student. Anticipate lots more learning curves and related decisions and investments along this new path. You'll experience rookie mistakes as well as wins.

The difference this time—compared to when you started your independent consulting practice—is you have successfully navigated one entrepreneurial cycle and you have a financial base to engage talented people to accelerate your progress. Many lessons learned along the way will be applicable to launching this extension of your independent consulting practice. See it this way. Now you're the client who hires the talented experts you need to move from being an independent consultant to becoming a small business owner.

Remain Curious! Clients consider you to be at the top of your game. Do not take their trust for granted. Your knowledge and experience carry an "expiration date." Avoid getting smug as an authority. The world moves fast with competition, technology, and innovation. What was new yesterday is often old today. Extend your expiration date by staying current with your industry and colleagues.

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.

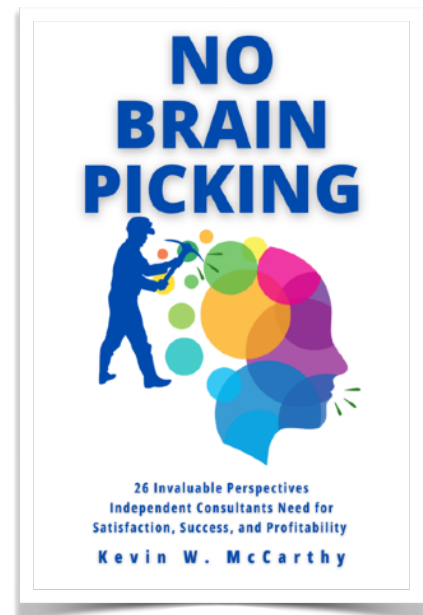
The concept is ripe with possibilities. True to its name, however, the Consultant Collaborative will be developed collaboratively based on members' feedback. Get on the Waiting List today at ConsultantCollaborative.com.

✓ **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 form is a yellow notepad with a blue header that says "Takeaways". It has several horizontal lines for writing. At the bottom, there is a logo for "CONSULTANT collaborative" featuring a colorful brain icon.

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.

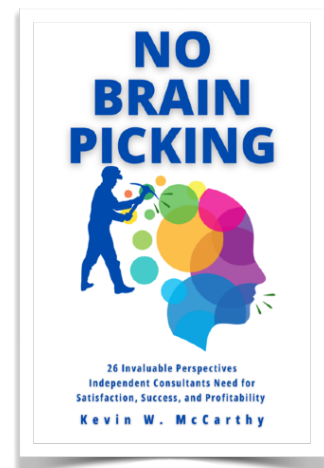


Fortunately, my decades of difficulties have transformed into useful Perspectives about leading an independent consulting practice with wisdom, winning, and wealth. Some Perspectives are within this Report. Even more are in my book *No Brain Picking: 26 Invaluable Perspectives Independent Consultants 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

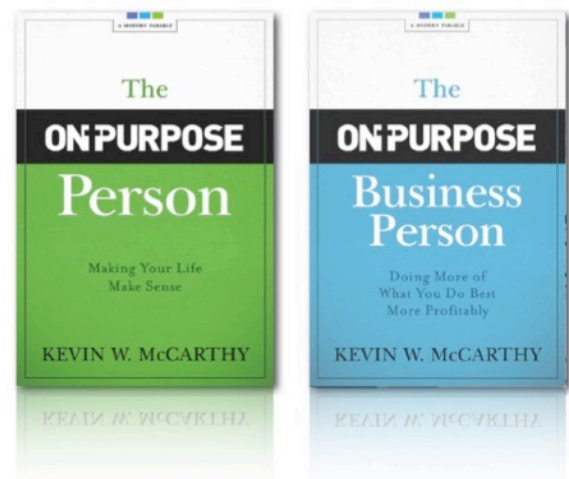
appreciative of my business plan. Thanks to a better-aligned and better-led team, they experienced more satisfying, successful, and profitable lives and businesses.

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

