

Before You Begin

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WHY SHOULD YOU BE A CONSULTANT? (FIVE REASONS)

There are many interesting reasons why people choose a consulting career. One of the appeals of consulting is that it allows people to learn about a variety of topics and populations. One day you could be conducting research on access to health care, and another day you could be learning about employment barriers for immigrants. This variety keeps the work interesting and challenging. Yet, there are many other factors that draw people to consulting. Elaine Biech in her 1998 book, *The Business of Consulting*, wrote,

I have always said it was because I am a lousy employee. I do not like to be told what to do; I like to march to the toot of my own saxophone; I like to take risks; I want to work during the hours I choose, not on someone else's time clock; I want to express my creativity; and I prefer to control my own destiny. (pg. 7)

When we asked today's professionals why they became consultants, they each had lengthy, multifaceted reasons for choosing consulting for their current career. In this chapter, we present five themes that emerged from fifteen interviews as the most important reasons for becoming a consultant and sticking with it. See if they sound convincing to you.

1. Seeing the Impact of Your Work

There are few better professional rewards for consultants than observing organizations they've partnered with thrive during and after their collaborations. Consulting work feels worthwhile when you have a role in the

2 | Chapter 1: Before You Begin

improvement of organizations or their programs in the real world. Michael Morris, a professor and part-time independent consultant, explained that the draw of consulting for him comes from the opportunity to have a positive influence in a context outside of academics. He explained that consulting provides an opportunity to interact with people from a variety of organizations whose work he finds inherently interesting. He sees his consulting work as a way of contributing to the betterment of society. While progress is not always visible or quick, consultants across the board cite being able to make a difference as a key reason for getting into and remaining in the field.

2. Broadening and Enhancing Your Professional Life

In addition to being intellectually stimulating, consulting with a variety of organizations requires that you learn continuously. The work is too contextually based to just bring the same solutions to each new situation. Several consultants shared that consulting work forces them to look into and even develop expertise on topics they would not otherwise consider. While the job can be frustrating at times, it keeps your professional life from stagnating. In addition, it offers you a chance to grow and help others (students and clients) develop professionally. Morris finds that the practical experiences serve as valuable teaching resources, giving him greater credibility teaching courses in consulting because he has a wealth of examples to draw upon when answering students' questions.

3. The Flexibility to Work Wherever You Choose

A unique characteristic of consulting is that it offers you the opportunity to work on site with clients, from your own home, in an office, or in transit. Maryann Durland, who holds the full-time position of president for a small consulting company, made a choice to be available to take care of her children and did not want to relocate the family for work. Due to this priority of spending time at home and the limited number of desirable academic positions available in the area, Maryann found that starting a consulting business was the best route for her. Now Maryann "loves life" being the boss, taking charge of work and life at home, feeling free to determine when, where, and how to go about getting the job done. Patricia Kelly, MPP, also the president of a small company, knew that she wanted to work from home; the office environment was not as conducive for her to complete her best work. She explained that she loves people but needs to unwind and replenish herself in her own space. Among consultants living in big cities,

their choice to work from home means saving both the time and aggravation of having to fight rush hour traffic. About 60% of the consultants we heard from started consulting from home. Then, depending on how this option fit their lifestyle and workload, some chose to rent office space at various points during their careers.

4. Working for Yourself

Several key informants brought up a variety of benefits associated with working for themselves above and beyond working at home. They cited everything from choosing which projects to take on, to determining their hours and how much to bill. Consultants appreciate their ability to set their own work hours to fit their unique and complex lives.

Melanie Hwalek had envisioned from the outset that she could carve out a career as a full-time evaluation consultant. She finds the work freeing and challenging. Hwalek noted that she has found that stability and independent security increased for her with time, and she believes it is ultimately better to work for yourself than work for someone else (e.g., “you know you won’t be fired tomorrow”). According to another full-time consultant, Michael Wyland, he and his business partner were not enjoying their positions and felt underutilized, so they decided to create a private consulting company. Several consultants reported liking the personal empowerment and control they have over basic decisions compared to when they were working for others. Even if you will be working long hours, there is a psychological and real advantage to being independent, making your own decisions, and setting your own schedule. There are other advantages as well, such as not needing to get permission or complete paperwork to order needed tools or supplies, or more importantly having the ultimate say over which projects to end up pursuing or passing on.

5. Clear Indicators of Success

As people with an appreciation for evidence-based decision-making, informants discussed the benefits of clear markers of successful consulting. Andrea Solarz, PhD, who works for herself, explained that another nice thing she appreciates about consulting is that you are not taken for granted. “If people want to utilize your services again, then you are probably doing okay,” she says. Every time a new client calls who has been referred from a recent client can be seen as an affirmation that the work you are doing is appreciated and has been found to be useful. In addition, some of the recommendations you offer clients can be implemented immediately

4 | Chapter 1: Before You Begin

and tested in the real world. This quickness and clarity is favored by many when compared to the pace of progress in other work environments.

For further inspiration and to learn about additional benefits of becoming a consultant we suggest several of our favorite well-written and accessible books on the topic of consulting in our annotated bibliography (see Appendix 1-1), as well as recommended reading from the many experts we spoke with in preparing this book (Appendix 1-2).

MAKE A COMMITMENT

In order to benefit from the full range of opportunities of working as a consultant, you will need to start the organizational setup of your independent consulting practice. Starting your own consulting company requires a tremendous commitment! This task shares many similarities to the commitment required in enrolling in graduate school, or starting any other sort of small business. In school, you make a monetary and time commitment to complete the required tasks for classes once you have registered for them. After reading through the syllabi, you have a short time in which to decide whether you have chosen appropriate courses or whether you are in over your head. If you are starting a small company, once you file your papers with the state, you have already committed money and time to the process. Therefore, it is wise to be certain that you have done the necessary research before filing government paperwork, to make sure you are in it for the long haul (or at least the short haul). This is not to say that if you lose interest or get a great job offer that you cannot “get out” unscathed. Good business plans include an exit strategy (see the “Strategic Planning/Business Planning” section in Chapter 4). You need to be honest about what you’re getting yourself into. It is important to consider the hours and the amount of work needed to run a business that is productive financially as well as programmatically.

THE MANY CHALLENGES AHEAD

Some people are “classic entrepreneurs,” who like the idea of starting a business and seeing it grow. Others are not that interested in business per se, but are looking for a chance to work for themselves and are dedicated to the actual work of consulting. If you are reading this book, you are probably already a focused and disciplined worker. People who are hard workers but not natural entrepreneurs may need to adjust to the ambiguity and flexibility of consulting, and leave behind the security and certainty of a regular paycheck (Edwards & Edwards, 1996). Ambiguity and flexibility

can be perceived as challenges as well as benefits—in other words, two sides of the same coin. These characteristics allow consultants freedom to define their time and work in ways that are meaningful and convenient for them, yet they also lead to challenges with time, work flow, balance, and money. Thus, the very same factors that lead people to choose independent consulting as a career (e.g., continual learning, flexibility, working for yourself) also lead to challenges inherent in the work.

Although consultants cited several benefits of the work, nobody said consulting was easy. Some of the most commonly discussed challenges of the consulting lifestyle included hard and, at times, exhausting work, managing time to meet client needs, inconsistent work (too much or too little), balancing work and personal life, lack of institutional financial support and benefits, isolation, and ensuring organizational utilization of the work. Furthermore, consultants often feel pressure to be perfect, because your next job may well depend upon the satisfaction of your current and past clients.

Challenges of Time and Effort

Starting your consulting practice will no doubt take a lot of time and effort. This can vary drastically depending on how quickly you would like to get “up and running.” All of the paperwork could be filed and registered within less than 6 months’ time, or you could stretch the process out to take a year. On average, those full-time consultants surveyed and interviewed reported that they worked 65 hours per week while getting the business up and running, and about 50–80 work hours per week during the first 3 years once the business was already going. Most of them work fewer hours now than when they started. Not one consultant said that the amount of time they put in over the years has increased since they began as full-time consultants. Among part-timers who do consulting on top of their full-time jobs, the amount of time they put in ranges from 1 to 50 hours per week. Regardless of full-time or part-time status, 80% of respondents said that they carry between 2 and 5 clients at a time. The bottom line is that you need to be invested in the work, and need to perform well in order to gain a reputation that will lead to more clients and additional projects in the future.

Time management is also difficult once you have committed to a project because it is hard to predict when you may have to devote added time to a given project. You can get a phone call at any time and have to spend several hours trying to solve an unexpected problem. Informants expressed how the job can be frustrating when clients do not appreciate the amount of time it takes to conduct a quality project (e.g., evaluation).

6 | Chapter 1: Before You Begin

Below are descriptions of four key informants' time and effort commitments when they began their practices, and how this has changed over time. You'll notice that while the amount of time they put in at the start did vary quite a bit, each professional was able to reduce their workload over time:

1. Dale Rose, the president and founder of a consulting firm, described his level of involvement in his consulting business during graduate school as "fanatical." He now takes a more balanced approach to the work, trying to leave the office by 6:00 pm rather than 10:00 pm. He still regularly works overtime, however, to deliver products as promised, and admits that on at least one occasion he has had to use his sleeping bag and toothbrush at work.
2. Maryann Durland says that she now works 45 hours per week on average (but this is a variable estimate; some weeks she works up to 80 hours). At any given time, Durland's company maintains approximately 20 clients.
3. Michael Wyland and his business partner started out with each of them working about 60 hours a week. Now (12 years later) they work closer to 40–45 hours each, and see this as the result of multiple factors including their age, family, and a shift in their priorities.
4. Yet another informant said that initially she worked 80–100 hours per week to get her business up and running. Three years later, she is averaging 55 hours per week of work (30–40 spent on projects, and an additional 20 hours looking for new projects and taking care of the business end of her practice).

Not only do consultants work long hours, but the work is also hard. For example, although Bellman (1990) gives consulting the highest praise, he also writes, "... and it exhausts me. . . . I need time to restore myself. I need the time off to re-create myself, to regain perspective, and to rest—physically, mentally, emotionally, and spiritually. The work consumes me at every level" (pg. 11). Without exception, every consultant interviewed said that the work is intellectually and emotionally challenging, and plain old hard work. One experienced informant put it bluntly, "Make sure you understand that for many years you'll be working your ass off. For several years, I was always working—holidays, weekends, and late at night. If you've got a family, your partner is going to have to do more because you won't be able to pull your share." (Patricia Kelly)

TIP

Coping with Stress: When projects do not go smoothly, or deadlines approach, the stress can mount. To handle the stress, several key informants emphasized the importance of scheduling in downtime to recharge and stay on top of their game. When you're not swamped,

take advantage of the downtime to better cope during busy periods. Summer is generally busier than winter. Therefore, taking time off in the winter may work better than summer vacations.

Challenges with Work Flow

Consulting involves continually contracting to do new, time-limited jobs, and because of this, the work is not always consistent enough to provide a steady income. While at times you may be inundated with more projects than you could possibly complete in several years, at other times there may be droughts (e.g., due to hard economic times, budget cuts, or funding cycles). Keeping the work flowing evenly over time was the most commonly cited struggle for full-time consultants.

Informants explained that contracts often cluster seasonally causing the workload to fluctuate between “unbearably busy” and “unbearably slow.” This can create a catch-22 in which you need to be able to commit enough time to each project to do a stellar job, but if you turn down a project because you are too busy, you risk losing that client for the future. Key informants repeatedly warned that, especially in the beginning, you should not expect to gain your primary income from consulting.

TIP

Work Flow Concerns: Consider seasonal patterns, short-term and long-term planning, and workload issues as you make decisions about which jobs to take when opportunities arise and when to seek new projects.

Challenges of Work-Home-Family Balance

The day-to-day operations of running the business (e.g., bookkeeping) are also time-consuming and challenging, often making it hard to separate life from work. For many consultants, work is life and life is work. Distinguishing between work time and family time requires even more discipline if you are going to try to work from home. In addition, books, files, and office equipment or supplies can quickly invade and take over more living space than you’d like if you are not careful.

For some, the distractions at home are hard to overcome. Cleaning, laundry, the garage, and even the refrigerator can be difficult distractions to avoid (not to mention children, other family members, or the television). Keeping work from overwhelming their lives is also a concern for full- and part-timers working at home or in an office. In fact, one of the most

8 | Chapter 1: Before You Begin

commonly cited challenges was keeping the number of hours spent on their consulting projects to a manageable level so that it is possible to handle all other commitments.

TIP

Balancing Concerns: If you are going to try to work from home, Patricia Kelly suggests cordoning off part of your living space just for the office. In addition, you may want to set aside specific hours for working at home (similar to those who work outside of the home), try to minimize distractions during this time, and refrain from household responsibilities so you accomplish the tasks you set out to complete.

Money Challenges

Just over half of the survey respondents reported that they invested their own money to get their practices started (ranging from \$200–\$30,000 during the first year). However, most of them stated that only a minimal initial investment was required. There are not a lot of start-up or operational costs in running a small consulting practice, but this does not mean that money is not an important issue. While there were few costs associated with equipment or resources for doing business, it is still crucial to have some savings to get through periods when there is a lull in paid projects. In addition, personal costs, such as health insurance or mortgage payments, were mentioned repeatedly as serious challenges.

The lack of external support in the form of an organization, a salary, a role, a direction—all of this has to be made up for internally. When you are working for yourself you have to pay for your own health benefits, which is often much more expensive than the group rates large employers are able to obtain. Paid sick leave is nonexistent, so this can be an added challenge if your health is a concern. If you want to set aside money for retirement, you have to do this yourself, which can be time consuming (in terms of added paperwork) and costly. Andrew White, a full-time student, and self-employed consultant admitted,

The financial aspects of consulting represented an unforeseen challenge. Since I am working in the community with small nonprofits, I cannot charge as much as I would like and sometimes need. On top of that, getting paid in a reasonable amount of time has been a challenge as well. I'm making less money than I expected.

Another challenge expressed by several informants surrounds deciding how to bill clients, and deciding what rates to charge. Estimating how long work activities will take gets easier over time, and it is always difficult to find out what others charge. Market rates for consulting work are hard to pin down, and because each project can bring unexpected challenges, estimating the amount of time and fees required should be on the generous side.

If you're not weary of entering the profession yet, and you've decided on a general rate to charge, you still have to go through the hassle of collecting money from clients. Most key informants shared experiences of having to wait months to get paid for their services. Specifically, school systems and universities (whose funding comes from several government sources) were singled out as being particularly slow to pay. While large institutions such as schools are often slow to pay, they tend to be more reliable than smaller organizations with smaller budgets. Therefore, there may not be a perfect type of organization to target to increase your chances of getting paid on time.

Having back-up savings is helpful, as there is always a delay (at least 30 days) in payment once an invoice is submitted. For example, within any quarter of the year it is not uncommon to complete projects and supply clients with invoices only to have to wait until the next quarter to be able to deposit the checks. Even if all of your clients are good about paying on time, banks often withhold deposits for a designated period of time until the organization's check is cleared. The delay in checks clearing can be as long as 5 business days depending on your bank's policy, and whether the check is local or from out of state. Also, consultants who subcontract small parts of their projects to colleagues are expected to pay their subcontractors once their work is completed, which may be before getting paid by the client. Lastly, monthly or quarterly taxes may need to be paid before payments are received from clients. Having some reserves to handle these lag times provides security and peace of mind to you and those with whom you contract.

TIP

Living with Uncertain Income: When asked about money, some consultants said things like, "Make sure you save up some money first," or "Don't dive in without a backup." "Your partner or spouse may need to be the primary breadwinner for a couple years." As a general guideline, some suggested that you ought to have enough money to support yourself for 3 months if you are jumping into full-time consulting.

The Challenge of Isolation

Loneliness is a concern for many independent consultants. The first few weeks away from the busyness and politics of a bustling workplace may feel like a refreshing getaway. However, after a short period of time spent in the same room without seeing anyone, independent consultants may feel isolated. You may feel disconnected without coworkers to bounce ideas off of, and to provide informational and social support. While you may have ample opportunity to interact with clients during the early stages of a project, you are often expected to complete most of the report writing individually. Even if you are able to work collaboratively throughout all stages of the consulting process (e.g., using participatory action research methodology), you are still bound to spend many days between projects keeping up with paperwork on your own. Dawn Hanson Smart discusses her experience of isolation and loneliness in Chapter 16, “The Path to Independent Consulting,” and these factors directly influenced her career decisions and progression.

TIP

Avoiding Loneliness: The most common piece of advice to combat this type of isolation is to foster relationships with other independent consultants with whom you share common interests and values. Networking is important for several reasons. For example, you will likely depend upon your professional network to increase your awareness of particular projects, and to refer you to clients when they are too busy or do not have the expertise to take on a project themselves. Your professional network can also serve a useful resource for you to turn to when looking for technical guidance, advice on how to proceed with a project, or for more general social support. For an extended discussion of the benefits of networking, see Chapter 6, “Finding Work.” Try to arrange lunch at least once a week with a colleague or potential client. You may also consider establishing a partnership or small firm to work together on projects, either building a niche in a particular area, or broadening your expertise through adding people with different strengths to your consulting team.

Stakeholder “Buy-in” and Utilization Challenges

One of the most significant challenges of consulting work is to balance the desires of different stakeholders in collaborative projects. One of the most

frustrating experiences occurs when the client does not implement or use recommendations from your final reports. Lack of utilization can happen for a variety of reasons, including budgetary restraints, diminished client or key stakeholder buy-in, political impediments, organizational inertia, or poor presentation of potential action steps on the part of the consultant. In other words, after spending several months of long days and late nights working for and with an organization, you may realize that the organization, which appeared motivated and ready for change when the project began, no longer has the resources nor commitment to implement your recommendations. When the organizations you work with are in transition or having financial difficulties, other more pressing needs take precedence. Staff turnover may also make it difficult to find a champion for your project within the organization. Regardless of the cause, failing to maintain client ownership or implement recommendations is more common than professionals in the field would like, and this has been a motivator for some former consultants to change career paths. Chapter 8, “A Client-Centered Approach to Winning and Losing New Business: What to Do If You Get the Project (And What to Do If You Don’t),” discusses the concern of staff turnover and provides advice about how to handle such challenges.

TIP

Attain and Maintain Buy-in and Utilization Focus: Think about utilization and buy-in from the beginning, and try to involve your client in all aspects of the project. Pose potential scenarios of different outcomes to help the client think through possibilities and invest in the process from the beginning (see Patton, 2008 for further detail on utilization-focused approaches).

CONCLUSION

The challenges mentioned above are real, and they only make up a portion of the difficulties you are likely to encounter along the way. Nonetheless, for students and professionals in the social sciences who have no desire to work in the private sector, consulting can be an ideal primary or supplemental career route. While everyone interviewed said they worked hard, they also said that they find the work rewarding. Carol Lukas, the president of a national nonprofit and veteran consultant explained, “When your values, goals, and practice are all aligned, you have fun.” Most of the jobs we hear about these days aren’t described as both fulfilling and fun. In his book, *How to Become a Successful Consultant in Your Own Field*, Hubert

Bermont (1997) has a simple and straightforward answer to the question of whether the life of an independent professional or freelancer is as great as it is cracked up to be. He writes, “Yes. Even greater” (pg. 25).

The more you are prepared for the challenges, the better you can anticipate and plan for them, so they become small bumps in the road, rather than detours or closed roads. Further, for many, the benefits of consulting with nonprofit organizations outweigh the challenges. Successful consultant and author Alan Weiss (2004) puts it strongly, “. . . don’t believe anything you hear about this being an onerous and difficult profession. It is actually one of the best in the world, provided you have the resources, the focus, the talents, and the passion for it” (pg. 2). Consulting with nonprofit organizations creates many opportunities to guide your career, develop professionally, and make meaningful contributions to society. Geoffrey Bellman (1990) states, “[the work] is a most significant contributor to my growth; it gives me the opportunity to contribute to others. I continue to believe that it is good for the world. I cannot think of anything I would rather do” (pg. 11).

APPENDIX 1-1: Annotated Bibliography

Bellman, G.M. (1990). *The Consultant's Calling: Bringing Who You Are to What You Do.* San Francisco, CA: Jossey-Bass Publishers.

Bellman discusses consulting as a career from a person-oriented perspective as opposed to a business-oriented perspective. He covers less of the pragmatic details and more of the overall thought process (e.g., balancing work and life) involved in deciding to go into consulting full time. The book covers the role of the consultant in the world, and the author's philosophy of the field.

Bermont, H. (1995). *How to Become a Successful Consultant in Your Own Field, 3rd ed.* Rocklin, CA: Prima Publishing.

Bermont tells the story of his own consulting business and includes sections on how to get your first assignment, how to operate your business, rules for setting fees, advice on avoiding contracts, and several case examples.

Block, P. (1999). *Flawless Consulting, 2nd ed.* San Francisco, CA: Jossey-Bass Publishers.

This book is more about doing the work of consulting than getting started. However, we included it in this list because it was recommended by several survey respondents and key consultants. It uses case studies and personal examples to illustrate Block's ideas about the best ways to interact with clients. He breaks down the consulting relationship into five phases and walks you through potential problems that may arise during each phase and how to overcome or avoid them.

Edwards, S. & Edwards, P. (1996). *Secrets of Self-Employment: Surviving and Thriving on the Ups and Downs of Being Your Own Boss.* New York: Penguin Putnam Inc.

The authors of this book are like cheerleaders, encouraging you to go for it. Their intent appears to be to help you build confidence and motivation, and overcome self-doubt. It also has ideas for assessing your personal weaknesses and building on your strengths.

Greenbaum, T. (1990). *The Consultant's Manual: A Complete Guide to Building a Successful Consulting Practice.* New York: John Wiley and Sons.

This manual focuses on marketing your services (e.g., developing a brochure), writing a business plan, managing finances, and business growth. This book may be useful for those of you with less experience or talent in producing marketing materials.

Illinois Department of Commerce and Community Affairs (DCCA).

Starting a Business in Illinois Handbook. Retrieved June 1, 2008, from <http://www.illinoisbiz.biz/bus/pdf/SBIRrev1201.pdf>.

As would be expected, the information in this government source is dry and specific to Illinois, however, there are likely similar guides in each state and the information should be reliable because it is coming from up-to-date, official sources.

Illinois Department of Commerce and Economic Opportunity (DCEO).

Step-by-Step Guide to Starting a Business in Illinois. Retrieved June 1, 2008, from http://illinoisbiz.biz/bus/step_by_step.html.

Again, dry, specific to Illinois, but informative and likely there are similar guides in each state, and the information should be reliable because it is coming from an up-to-date, official source.

Kishel, G. & Kishel, P. (1996). *How to Start and Run a Successful Consulting Business.* New York: John Wiley & Sons.

This book addresses issues involved with setting up the business, determining fees, and maintaining good client relations in order to get future referrals. They also discuss what insurance you should have.

Lukas, C.A. (1998). *Consulting with Nonprofits: A Practitioner's Guide—The Art, Craft, and Business of Helping Nonprofit Organizations and Community Groups Get the Results They Want.* St. Paul, MN: Amherst H. Wilder Foundation.

This is an excellent and comprehensive guide for the practicing consultant. It discusses what is unique about consulting with nonprofits, how to handle ethical dilemmas, and lays out the fundamentals of good practice. The guide also includes sample consulting proposals, worksheets for budgeting, and strategies for developing your marketing plan, evaluating your work, and working with clients. This guide also includes an extensive list of informational resources.

Patton, M.Q. (2008). *Utilization-Focused Evaluation, 4th ed.* Thousand Oaks, CA: Sage Publications.

While it is not about starting a consulting company or working specifically with nonprofits, this is nonetheless a must read. Program evaluation is probably the most common type of consulting that many of us do, and all consultants want their recommendations utilized. This is one of the few textbooks we have found to be a joy to read. Utilization-focused evaluation covers a vast array of topics, and clearly illustrates ways to produce first-rate evaluations that will actually be used.

Shiffman, S. (1988). *The Consultant's Handbook: How to Start and Develop Your Own Practice.* Boston, MA: Bob Adams, Inc.

We have used this handbook less than the others listed above, however it does discuss finding clients, writing proposals, determining what prices to charge, managing finances, and also includes sample proposals.

Weltman, B. (2000). *The Complete Idiot's Guide to Starting a Home-Based Business, 2nd ed.* Indianapolis, IN: Alpha Books.

This guide provides a good overview of all the things you'll need to consider when starting a business. It is written simply and clearly. However, it tends to tell you where to look for information rather than actually giving you answers. This allows the guide not to get out-of-date too quickly, or provide poor legal advice. While several chapters are irrelevant for consultants, this is likely the case for most books written to such a broad audience.

U.S. Department of Treasury, Internal Revenue Service. *Recommended Reading for Small Businesses.* Retrieved August 1, 2008, from <http://www.irs.gov/businesses/small/article/0,,id=99083,00.html>.

This reading list provides just what its title implies—a list of essential readings for small businesses. The list conveniently includes links so you can read or print most of the publications without much navigation from this page.

APPENDIX 1-2: Additional Recommended Reading

The books below supplement those listed in Appendix 1-1 or those referenced in the text of this book. Each book has been specifically recommended by consultants who responded to our survey but were not cited in the text of this book.

Adams, B. & Kintler, D. (1998). *Streetwise Independent Consulting: Your Comprehensive Guide to Building Your Own Consulting Business*. Holbrook, MA: Adams Media Corp.

Allen, D. (2001). *Getting Things Done: The Art of Stress-Free Productivity*. New York: Penguin.

Beckwith, H. (1997). *Selling the Invisible: A Field Guide to Modern Marketing*. New York: Warner Books, Inc.

Fisher, D., Rooke, D., & Torbert, B. (2003). *Personal and Organizational Transformations: Through Action Inquiry, 4th ed.* Boston: Edge\Work Press Publisher.

Gedge, J. (1998). *A Legal Road Map for Consultants*. Medford, OR: Oasis Press.

Godin, S. (2001). *The Bootstrapper's Bible*. Online document, retrieved from Do You Zoom, Inc.

Green, D. (2002). *Fight Your Fear and Win: 7 Skills for Performing Your Best Under Pressure—at Work, in Sports, on Stage*. New York: Broadway Books.

Hancock, W.A. (1991). *Small Business Legal Advisor, 2nd ed.* New York: McGraw-Hill.

Herman, R.D. (1994). *Jossey-Bass Handbook for NonProfit Leadership & Management*. San Francisco: Jossey-Bass Publishers.

Howe, J.T., Mosher, M.P., McDonough, J.M., Mulack, D.G., Mills, E.M., Vanden Berk, K.M., & Walton, W.S. (2001). *Not-for-Profit Corporations*. Illinois Institute for Continuing Legal Education.

Mancuso, A. (2002). *How to Form a Nonprofit Corporation, 5th ed.* Berkeley, CA: Nolo Press.

Shenson, H., Nicholas, T., & Franklin P. (1997). *Complete Guide to Consulting Success: A Step-by-Step Guide to Building a Successful Consulting Practice Complete with Agreements and Forms, 3rd ed.* Chicago: Dearborn Trade Publishing.

Sitarz, D. (2002). *Simplified Small Business Accounting Simplified*. Lanham, MD: National Book Network.

- Warda, M. (2003). *How to Form a Limited Liability Company, 2nd ed.* Naperville, IL: Sphinx Publishers Inc.
- Weiss, A. (1997). *Million Dollar Consulting, New and Updated Edition: The Professional's Guide to Growing a Practice.* New York: McGraw-Hill.

