

change therapy:

business development ideas
that will **change** how you work

by david p.diana

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Layout and Design by Nicole Diana

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ABOUT THIS E-BOOK

This book is a collection of some of the more popular articles I have written over the course of this past year. If you're looking for something new and interesting you'll find it right here within these pages.

There is no true flow for the book, meaning you can start in the middle, at the end or wherever you feel like beginning! It is designed to peak your interest, spark debate and hopefully action.

BOOK TENANTS

- Join the conversation. We need your ideas.
- Read with suspicion, form your own opinion.
- Don't be so serious!
- Ignore everybody and grab onto something different.
- Honestly...*there are no tenants.*

If you'd like to join in on the conversation and would like to read more of my articles visit www.davidpdiana.com and sign up to receive my weekly blog post.

PART 1

GROWING YOUR BUSINESS

LITTLE THINGS MATTER

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LITTLE THINGS MATTER

August 17, 2009

You and I live in a fast paced and highly complex world. So much information, so many choices... so little time. How do people make sense of it all?

If we were to process everything that crossed our path and analyze it thoroughly we wouldn't have time to do much else. Somehow and somehow we need to make judgments and decisions using a more selective process. And, according to social scientists, that is exactly what we do.

Consider this example from [Robert B. Cialdini, PhD](#) for a moment.

A jewelry store owner buys a new jewelry collection from a local artist. It's the height of tourist season, but none of the new pieces sell. As a result, she does what most of us would do. She lowers the price considerably in hopes that it will entice customers to buy. No one does.

One day, before she goes out of town, she leaves a note for her head saleswoman. The note asks the woman to make everything in the display case, "price x 1/2". She simply wants to get rid of these pieces and cut her losses. However, the employee misreads the "1/2" as a "2" and ends up doubling the price of the pieces. When the owner returns, she is stunned to find that the entire collection sells out at twice the original price!

This outcome speaks directly to the "information overload" phenomenon we all endure

“How do we adjust for this overload? We form pre-programmed tapes to help us make quicker decisions. We create shortcuts to help us along the way. We develop rules of thumb.”

on a daily basis. How do we adjust for this overload? We form pre-programmed tapes to help us make quicker decisions. We create shortcuts to help us along the way. We develop rules of thumb. In the case of the jewelry store, tourists use a standard principle – a stereotype – to help with their purchasing decision. **“Expensive = Good”**.

We can see this phenomenon in a wide variety of interactions. Here are a few of my own personal examples.

Just today I went with my son to see his new first grade class. Last year he had a fantastic teacher. She was caring, outgoing and loved to teach. Why did I pick these three traits above everything else? Probably because I don't have enough experience to truly know what might be the best educational experience for my son. But I do know he had an enjoyable Kindergarten year and I also know he learned a tremendous amount. Since his Kindergarten teacher possessed the three traits above I now use that as my frame of reference. Unfortunately, his new teacher did not show these same traits. She seemed preoccupied and cold when we introduced ourselves. As a result, I spent the rest of my time in the classroom concerned about what my son was getting into, and wondering if this teacher was qualified to teach first grade.

Is this right? In all honesty, I know it's a mistake. And yet, it remains in the back of my mind no matter how much I try to fight it. In my world, it matters.

I once went to see a doctor trying to get help for something that was causing me considerable physical pain. As I sat there telling him my symptoms and my concerns, he yawned. It was the end of the day and I'm sure he had seen a lot of patients prior to my appointment. And I've certainly yawned before when talking to someone. But in my mind, at that mo-

ment, it was over. I spent the rest of the appointment waiting to simply get out of his office so I could find another doctor. Someone more caring? More competent? I'll never know.

This leads me to my main marketing point and message...**what are your potential clients judging you on?**

The fact is, we're constantly looking for clues and telling ourselves stories based on limited information. Maybe it shouldn't matter, but it does.

Pay attention to the subtle and smaller details of your work, and understand that, right or wrong, they will make a difference.

“The fact is, we’re constantly looking for clues and telling ourselves stories based on limited information. Maybe it shouldn’t matter, but it does.”

IN THE BUSINESS OF THE SOFT STUFF

AUGUST 24, 2009

When you peel back the layers of any business, whether it's a 600 employee behavioral healthcare company or a small private practice, you find there are two main elements that make up that business. There are the products/services they sell, and there are the more complex and elusive "soft skills" that surround the core service/product.

“Today, it is becoming increasingly more difficult to differentiate yourself based solely on the quality and uniqueness of your product or service.”

Today, it is becoming increasingly more difficult to differentiate yourself based solely on the quality and uniqueness of your product or service. A main reason why has to do with the fact that products and services can and are replicated.

There will always be a broad range of mental health services from the truly outstanding to the mediocre. These are undoubtedly differentiating factors, but they are not necessarily what tip consumers into buying.

My advice to you – get out of the commodity business! Another bit of advice – come to terms with the fact that we are all, to some degree, in the commodity business.

Make an effort to change how you sell and deliver your services. **Recognize the “softer skills”, the unique character elements that make you, you and figure out a way to make them come through loud and clear.**

People buy the story, the experience and the genuineness of an organization and/or practitioner. They're connection may be based on the honest compassion and empathy that comes through when they talk with you over the phone. They may connect with your "quirkiness" and sign up for your training knowing they will experience

“Recognize the “softer skills”, the unique character elements that make you, you and figure out a way to make them come through loud and clear.”

something unique and wonderful. Or it may come from a simple gesture or a “reaching out” that tells them you’re the one.

The company I work for, Palmetto Behavioral Health, offers a wide range of mental health services on an inpatient and outpatient level. We have a great team at all levels and we offer high quality psychiatric care. But is this what distinguishes us in the marketplace? Is this what will ultimately determine our success?

Our services, no matter how excellent, can be (and are!) replicated.

Today, Palmetto Behavioral Health works hard at being in the business of greeting people with compassion and understanding when they call or come through our doors. We’re in the business of finding resources and connecting people to services that will help them even if it means sending them to a competitor. We’re in the business of addressing problems with families and referral sources openly, honestly and quickly. We’re in the business of stopping to check in with someone in our lobby who looks troubled to offer support.

We’re in the business of the **soft stuff**.

THE 10,000 HOUR RULE

June 29, 2009

“-at some point innate ability has a cut off point, meaning you need to possess enough ability to be “good enough”, and after that, most of success comes from the opportunities you are given and more importantly, what you choose to do with those opportunities.”

In 1999, I was just about done with the mental health profession. I was an eight-year veteran in the field, licensed and managing several programs in Boston, MA. I was newly married and wondering how in the world I was going to grow in a profession I loved while living in one of the most expensive cities in America.

That was the end of it – too much frustration and not enough opportunity. Until one day, a former colleague and friend of mine shared with me an amazing story about how he made some changes in his life, which ultimately led to his dream job in the field. I gained a significant amount of insight from his story, not the least of which was the idea of hard work and dedication to becoming the very best I could become. Rather than expecting things to come to me, rather than passing up on opportunities or going through the motions, I decided I'd be the initiator. Rather than being average at a lot of things, I chose to become very good at a few things. I set new goals in this direction and have spent the past several years learning, growing, and taking advantage of new opportunities that come my way. It has made all the difference in terms of my personal enjoyment and the general satisfaction I get from doing my work.

So needless to say, I was pleasantly surprised when I decided to pick up Malcolm Gladwell's new book, [Outliers](#). One of the compelling arguments he makes in his analysis of success is, in fact, the very argument I began to make and test years ago. In his book, he states that psychologists and neurologists who study performance and expertise, in general, believe there is a magic number that exists for true mastery to be

present. That number is **10,000** hours of practice. My excitement about this phenomenon, however, is not the amount of time required but the idea that shifting your time and energy in new and more productive ways can have such a powerful impact. Things get even more intriguing when Gladwell chooses to look more closely at groups of people who are gifted and successful in their fields. When you analyze these groups you begin to see that innate talent plays a smaller and smaller role in distinguishing one person from another. At that level, the factor that plays the biggest role is in fact preparation. He goes on to argue that at some point innate ability has a cut off point, meaning you need to possess enough ability to be “good enough”, and after that, most of success comes from the opportunities you are given and more importantly, what you choose to do with those opportunities.

So for fun, let’s assume that a large-majority of people who enter the mental health field and successfully complete graduate school do, in fact, possess some level of talent and innate ability as helping professionals. If this were the case, determinants of success would appear to center around one’s approach to skill development along with one’s ability and willingness to take advantage of available opportunities.

Gladwell continues his discussion in this area when he examines the work of a psychologist named K. Anders Ericsson at Berlin’s Elite Academy of Music. In the 1990’s Dr. Ericsson, and his colleagues, looked at a group of extremely talented violinists and analyzed these musicians in three groups. Group one were those students with the potential to become world-class violinists. Group two represented those students judged to be “very good”, and group three were students who were good but unlikely to ever play professionally.

As they studied the progression of their careers, from early age to present day, they found that none of the students were simply “naturals”, meaning none were musicians who could simply play without any work or effort. They also did not find any students in the three groups who lacked innate ability and simply overcame that deficit through hard work. Their research suggested that once a musician is “good enough” to be admitted to the Berlin academy the only thing that distinguished the three groups was how hard each of them worked. By the age of twenty, the students who were the best in their class, the true masters, were practicing significantly more than everyone else. By this age, group three had totaled 4,000 hours of practice time while group two totaled 8,000 hours. And how many practice hours did group one have by age twenty? You guessed it -10,000 hours.

In study after study, [Malcolm Gladwell](#) finds this pattern, and he offers some rather interesting examples as proof, from Mozart, to the Beatles, to Bill Gates. One of the things I preach to people who are willing to listen is the idea of changing your routine. I call it **“Creating an Exercise Program for Your Career”** and in many respects it is based on the principles Gladwell defines through the 10,000 hour rule.

The idea is simple. Once you have thoroughly examined your interests, passions and goals take some time to do an inventory of how you spend your days. Then, make an effort to redefine those days by dedicating more time to things within the field you are passionate about. Instead of spending two hours a night watching baseball or reality TV, use that time to engage in activities that are directly related to your goals. Learn something new by volunteering your time, spend two hours researching a topic of interest to you, or read a book on a special area within mental health. It can be any number of things. If you choose to take this step and are committed to this effort for six

months, I promise you will see an incredible difference. At the end of that time period you will be more knowledgeable, more experienced, more motivated and better positioned in the marketplace than you were six months prior.

LOOKING FOR OPPORTUNITY? FOLLOW THE KOREAN TACOS.

November 2, 2009

It's not easy to open yourself up to possibility. And when you make the effort it can be filled with risk and setbacks.

When I'm feeling stuck I remind myself that my world is, in many ways, a psychological construct of the mind. And the story I see and tell myself is founded on a network of assumptions. No matter how objective I try to be the world still extends well beyond the borders that confine me to my every day reality. Every dilemma I find myself facing only appears unsolvable inside a particular frame or point of view.



The Transforming Forces of a Specious Perspective Mari

A Lesson in Taco Making

“Korean BBQ Tacos? Are you crazy? And a food truck? Why would a well-respected Chef ruin his reputation by choosing an odd path such as this?”

Where some see dead ends, others see only opportunity.

Such is the fate of Chef Roy Choi. When Chef Choi began talking about his vision for a mobile restaurant that serves Korean Tacos he received a series of warnings and ominous predications as to the fate of his career. But Chef Choi was looking for something extraordinary and he knew that meant he needed to look in the unlikeliest of places. Today, Chef Choi’s vision has become a reality with the creation of **KOGI** – *America’s first viral restaurant and an unlikely blend of Korean BBQ and Mexican tacos.*

I find this story remarkable in so many ways. I admire Chef Choi’s courage to ponder the seemingly unthinkable, his quest to break away from tradition, and I am fascinated with the way he utilizes new marketing principles to tap into a community that is looking to be led.

Restaurants fall by the wayside at a rapid clip. There are just so many to choose from that many get lost in a sea of choices. We as consumers have become so numb to the status quo that we forget things could be better. That is, until someone comes along with an idea so intriguing it’s as if we’ve been jolted out of a deep sleep. KOGI **breaks the mold** with its brave juxtaposition of ingredients and its willingness to connect with the community (*both literally and figuratively*).

Rather than follow the traditional model for restaurant success, Choi decided to meas-

ure himself against a whole new standard. He thought differently. And where others saw nothing, he saw opportunity and stuck with his vision.

The real secret behind his success is not the quality of his food. What makes his story so unique is the way in which he successfully taps into the consciousness of his community (The City of Los Angeles) through the use of Social Networking. His use of Twitter has helped create what is now called – Kogi Culture – an ever expanding community of restaurant patrons looking for a connection. When someone stumbles upon Chef Choi's Taco Truck they are invited to follow him on Twitter, and these people in turn spread the word using their Twitter connections. Through Twitter, Chef Choi informs his community of his upcoming whereabouts and asks for suggestions as to where he should visit and when (talk about "listening to your customer"!). When he drives to a specific location he is bombarded with customers anxiously awaiting his arrival.

When asked about his vision, Choi is humble in his reply. But he is also quick to point out that he does not compare himself to traditional restaurants or to other mobile restaurants. He tries to understand the wants and desires of the people he serves and looks to offer something truly unique and remarkable. What he stumbled upon was a community thirsting for connection and for something new.

When I first read this story I felt myself becoming more and more excited about the possibilities within my own profession.

Chef Choi's questions and challenges could just as easily be yours and mine.

- Who or what are you comparing yourself to?

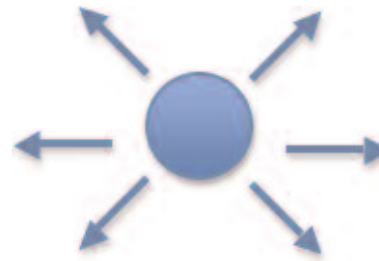
- How do you approach a problem and identify opportunities?

Here's a visual description as to how I used to approach the challenges I was faced with as I looked to grow my career.



With limited vision and patience I spiraled downward into a vicious cycle of anxiety, anger and limited options. A Mobile Korean Taco Restaurant that uses Twitter as its main marketing tool would not have been at the forefront of my mind!

Today, I am humbly trying to adopt a problem solving model that looks more like this.



Which begs the question:
From which framework are you speaking?

DEALING WITH THE DIPS

October 12, 2009

Over the past few months I've heard from a large group of people all asking a similar question, "How do I cope with a slow down in my practice?"

When a dip occurs, most of us simply try harder. We decide to do more of what we've done in the past. More phone calls, more networking, more advertisements.

I struggle with this problem on a daily basis. My company, like everyone else, experiences peaks and valleys along the way. And what do I do when the treatment center I work for hits a valley? I find myself going back to bread and butter tactics. I look for ways to sell more to the people I already know.

Over the years I've come to the realization that this approach is not the best way to produce positive change. In the past I would struggle to find ways in which our existing networks could help grow the business. Fortunately for me, this approach is only part of the solution.

Great marketing efforts rarely focus solely on the "bread and butter" or the "tried and true". Marketing experts don't spend inordinate amounts of time figuring out ways to make their existing business structure produce slightly better results. They aren't out there trying to squeeze out a few additional patients by going to the well more often than in the past.

“Great marketing efforts rarely focus solely on the “bread and butter” or the “tried and true”. Marketing experts don't spend inordinate amounts of time figuring out ways to make their existing business structure produce slightly better results.”

Transformative marketing campaigns focus **time** and **effort** on crafting new services, products and stories that aren't reliant on the same old target markets. They also look for ways to dramatically improve what is already being offered, and they do this by being open to new ideas and new ways of thinking about the problem.

Maybe it's time to think about a new target audience altogether. Or perhaps it's important for you to stop and take a moment to do an honest review of what you are offering and how you go to market. Is it the right service? How can it be improved? What would make it different – better?

When you open yourself up to these kinds of possibilities you'll know when you hit it right because your service offerings will speak to people in different ways. It's at that point that you will no longer be defined and restricted by the old way of doing business.

When my business goes in the tank I pay attention to my existing markets to see what may be missing and what trends may be occurring. But then I quickly go beyond that line of thinking.

Instead of racking my brains trying to squeeze out small improvements within my existing environment I try to spend more time and effort finding new and transformative opportunities.

A SHIFT IN THE MARKETPLACE & WHY YOU NEED TO KNOW

January 27, 2009

“But in today’s world of business the power has shifted from the few to the many. You now have the ability to reach markets and people at a scale never seen before.”

One of the more interesting and exciting shifts to come along in decades is happening right now! We are currently bearing witness to a change in industry, a dramatic decentralization of power that offers all of us a multitude of opportunities.

In the past, large corporate entities such as publishing companies, newspapers and television networks ruled their markets with incredible influence and control. But in today’s world of business the power has shifted from the few to the many. You now have the ability to reach markets and people at a scale never seen before. And this is due, in large part, to the continuous rise and expansion of the Internet and technology in general.

So what does this mean for our profession? Quite simply it means we now have new and powerful opportunities to learn, share ideas, communicate, market our services and yes, even provide treatment.

Want an example of this so-called “shift in the marketplace”? Let’s take a look at the publishing industry for starters. Some of you out there may have published a book or articles in the past, and those of you who haven’t done so may be thinking that it is, at the very least, an extremely difficult and daunting endeavour. Fifteen years ago you would have been correct! And I would argue that those lucky enough to have published something in the past did not have anywhere near the resources and opportunities they needed for the publication to impact their careers. At least not in the way it

can impact you today. And the reason why impact and reach was minimal years ago had to do with centralization of power and limited marketing channels.

But, surprise! This is no longer the case. Sure the traditional research and academic publication model has an important place in our profession. But what if you have something of value to share and are looking to build credibility, market reach and a certain level of expertise in the field? What if you're not fortunate enough to be an assistant to a University professor? Or what if you don't want to work for \$5 an hour for that professor to achieve your goal?

In today's world the road to becoming a published author is quick, relatively easy and powerful. Yes you still need dedication, hard work and good ideas. But if you have all of these, I suggest taking an initial first step in the world of publishing by writing an article for one of the many online article publishers available today.

The benefits of publishing online can be tremendous, and one reason is that television reporters, newspapers, magazines, blog writers and such are scouring the web every-day looking for interesting, unique and quality content they can use. Publishing online gives you entryway into this ever expanding information network and it's a great way to build a name for yourself!

If you'd like to give this a try I suggest taking a look at one of my favorite online article publishers, www.ezinearticles.com.

Good luck and happy writing!

SIX DEGREES TO MENTAL HEALTH: THE IMPORTANCE OF NETWORKING

August 10, 2009

“Networking is powerful because it helps connect people to one another, thereby introducing us to new worlds and new ideas.”

Few would disagree that networking and relationship building are essential to success in most professions. If you make the effort and become good at networking it can help you in a multitude of ways – through the formation of strategic partnerships, lead generation, untold promotional opportunities and so on and so on.

Networking is powerful because it helps connect people to one another, thereby introducing us to new worlds and new ideas. We sometimes hear the saying, “It’s a small world” when we’re surprised by seemingly impossible connections and coincidences. But should it be surprising? If you make an effort to expand your horizons, enter new worlds and new social circles you place yourself in a position of intention where opportunity and prosperity often reside. When you choose to do this, the world does, in fact, become smaller.

Have you ever played the game “Six Degrees of Kevin Bacon”?

Malcolm Gladwell (*a man who is quickly becoming one of my favorite authors!*) in his book, [The Tipping Point](#), states that researchers have actually explored the phenomenon of this game in great detail and their findings are fascinating when looking at the role and functionality of networking. One such study at the University of Virginia found that anyone who has ever acted could be linked to Kevin Bacon in fewer than three steps. The reason for this phenomenon can be explained through the idea of “**weak ties**”.

When we take action and begin the process of networking our first instinct is to interact with people who exist in social systems we already know – friends, co-workers, business partners, families. This kind of networking, however, is the least effective. Why? Your friends and those who you consider “close” to you most likely occupy the same small world you do.

Research shows that the true power of networking comes not from your friends but from your acquaintances – the “weak ties”. These people occupy different worlds, and as a result, are most likely to know something or someone you don’t. In addition, their value systems and personal experiences may create a perception shift that gives them the ability to see opportunity when you see only obstacles and limitation.

“Research shows that the true power of networking comes not from your friends but from your acquaintances – the “weak ties”. These people occupy different worlds, and as a result, are most likely to know something or someone you don’t.”

Kevin Bacon has had a rather eclectic acting career and this has caused him to move in a wide variety of circles within his profession. One could argue that he has traveled across different generations and within different film genres, more so than most actors. The result is a level of connection that is remarkable.

Gladwell states that, *“Acquaintances, in short, represent a source of social power, and the more acquaintances you have the more powerful you are.”* If we are looking at generating word of mouth marketing for our business, or if we are looking for someone or something to launch our careers forward then take note of the six-degree phenomenon. It would stand to reason that the more willing you are to expose yourself to new situations and circumstances, the more chance you have of meeting the right people and the right situation that can launch your practice, your job search or your career in new and limitless directions.

In your efforts to build a strong network, take some time to explore areas and interact with people with whom you feel there is little to no connection. Chances are there are more linkages than you think. And while you may not be able to see how things connect you might meet someone who does. That **“someone”** may have a different way of seeing what you offer. That **“someone”** may have a complex and far-reaching social network. **And that “someone” just might believe your idea is worth spreading.**

PART 2

POWERFUL MARKETING IDEAS

BUILDING A POWERFUL MARKETING MESSAGE

RELATIONSHIP DOLLARS VS. ADVERTISING DOLLARS

2010: A MENTAL HEALTH CYBERSPACE ODYSSEY

THE ART OF PUBLIC SPEAKING

LAUNCHING A POWERFUL PROMOTIONAL CAMPAIGN

BUILDING A POWERFUL MARKETING MESSAGE

July 20, 2009

Two months ago my wife and I were trying to decide the best way to teach our six-year old son how to swim. We signed him up for swimming lessons sponsored by the local recreation center until a friend of ours started talking about a swim instructor who offered one on one instruction.

Here was the instructor's marketing message.

"I guarantee your child will be swimming in six individual sessions or I will continue to teach your child, free of charge, until he/she is able to swim. It doesn't matter who the child is or what their natural abilities are. I will get them swimming in six sessions."

This was an extremely compelling message we could not ignore. Naturally, we looked into this woman to see if there was substance behind her promise. People all across our neighborhood raved about her service. Every parent we spoke with said they were amazed how quickly their child progressed. All of them said their children were swimming, not floating or doing the doggy paddle, in less than six sessions.

Needless to say, we signed our son up for the six-session package as soon as possible. We didn't debate the cost for very long. Why? Because the message was so compelling that we felt it was worth a shot.

I'm not advocating that you or I make this kind of promise, as it might be difficult to

replicate in a clinical setting. But we should at least pay close attention to what this woman has come up with – a powerful and original marketing message that beats out the competition by a mile.

This experience had me thinking about better ways I might help differentiate my employer. As a result, I've started asking, **“What could my organization improve upon or create that would surprise and amaze people?”**

As you work to define/refine your services and understand your market segments I suggest you ask yourself this, “What could I offer that no one else in my field would ever even consider?”

People will say, **“It's not possible”** or **“It's not good practice”**. And they may be right. However, I'm arguing that you should at least ask the question! True innovation is rarely found in comfortable and familiar places. If you verbalize an idea that's met with considerable resistance you may very well have entered into a realm where limitations intersect with possibilities. This is where new ideas and possibilities often reside.

Rosamund and Benjamin Zander, in their book [The Art Of Possibility](#), offer this bit of wisdom.

“We see a map of the world, not the world itself...The world appears to us sorted and packaged in this way, substantially enriched by categories of culture we live in, by learning, and by the meanings we form out of the unique journey each of us travels...Every problem, every dilemma, every dead end we find ourselves facing in life, only appears unsolvable inside a particular frame or point of view.”

“As you work to define/refine your services and understand your market segments I suggest you ask yourself this, “What could I offer that no one else in my field would ever even consider?”

You and I can offer our own “**astonishing guarantee**” or “**compelling service**”. It doesn’t have to be a promise in the spirit of the swim instructor, but it **COULD** be. As you build your own marketing plan remember to look for areas where you can be original, where you can be authentic and boldly self-expressed. Create a message with substantial value and with some significant “*sizzle*” that will get people to notice all the wonderful things you are doing.

Who knows? You might figure out how to teach someone to swim in six sessions or less.

RELATIONSHIP DOLLARS VS. ADVERTISING DOLLARS

June 1, 2009

How do you choose to reach out to potential clients?

The options seem endless. You could post ads in local newspapers or magazines. You might try mailing postcard announcements or leave nice brochures at networking events and in physician's offices. And what are the results of all these efforts? In all honesty, the outcomes are probably going to be pretty poor.

The sales conversion rate for advertising is usually in the single digits (1-4%) so it's not a surprise when people spend hard earned money and get minimal results in return.

The reality of the situation is that you'll need to do a lot more than advertise if you're going to achieve real growth in the mental health profession.

Do you have a great idea for a mental health product or service you feel everyone will want? Sure you can announce it to the masses using a number of advertising vehicles and hope people will take notice. However, before you dive in head first, my advice would be to start by defining how you plan to create true interest and buy-in from the people you want to reach. As an example, what would motivate someone to call you to schedule a therapy appointment? Most likely it has something to do with relationships.

A doctor who knows and trusts the work you do will undoubtedly recommend patients to you. Your volunteer efforts at a local school will bring visibility with families and teachers thereby increasing the chances they'll take notice of your future market-

“The sales conversion rate for advertising is usually in the single digits (1-4%) so it's not a surprise when people spend hard earned money and get minimal results in return.”

ing efforts. There are a multitude of mental health marketing success stories and they all point to the importance of relationship building.

Marketing used to be mostly about advertising, but today it's about building networks and fostering communities. It's about telling stories people want to hear, adding value through information sharing and participating in open and honest conversations that motivate and energize people.

So, before you go off spending money on advertising ask yourself some of these questions.

- What's my relationship to potential and existing clients? Is there any positive point of reference (*e.g., a recent talk I gave, a recommendation made by a client's friend*) that will add impact to my marketing efforts?
- How can I build a stronger relationship with existing and future referral sources?
- How can I provide value to referral sources and prospects so they'll have benefited from my skills and trust what I stand for before they ever choose to buy?
- Do I have a great product or service? (*No amount of advertising will sell a service or product that simply doesn't meet the needs of clients. And if you send something out to market without fostering a community or developing relationships then many will view what you are selling with extreme caution.*)

It's certainly fine to advertise, but if your advertising efforts exist in a vacuum you're wasting your money. You need to support advertising efforts with a long-term relationship building approach. When you accomplish this, your advertising becomes

powerful. You have, in essence earned the attention of your customers.

So instead of spending all your time and money developing a brochure or designing an advertisement, focus first on ways to build credibility, to offer unique services that will get you noticed, to expand your network and to create a following of people who are invested in what you do and offer.

Relationship building is your best form of advertising.

2010: A MENTAL HEALTH CYBERSPACE ODYSSEY SEPTEMBER 21, 2009

Technology continues to enter the world of behavioral healthcare in interesting ways.

- Tele-Psychiatry
- Web-Cam to Web-Cam Counseling Sessions
- Online Addiction Treatment Groups
- Mental Health Social Networking Sites
- Web Seminars for Both Professionals and Laypeople
- Psychology Blogs
- And more recently...Virtual Environments.

“Technology will find a place within our profession but what will it look like? It’s a question that’s worth asking.

Will it play a role in your world?”

Take a look at the work being done at a company called InWorld Solutions™ – www.InWorldSolutions.com. InWorld Solutions™ will officially launch in October 2009. It is the First Internet-Based Virtual Environment Designed Specifically for Behavioral Healthcare. It uses emerging technology and cognitive behavior therapy principles to create virtual environments that become a part of the overall clinical treatment process. It was initially used for troubled teens in residential settings and combined role-play computer generated environments with talk therapy. Les Paschall, the co-founder of InWorld Solutions™, issued a press release to help explain the company’s vision.

“InWorld is designed to manage a wide range of disorders, and we’re seeing unprecedented levels of engagement and participation in our first use with clients who suffer from opposi-

tional defiance disorder, attention deficit hyperactivity disorder, and post-traumatic stress disorder, as well as patients dealing with issues of anger management and substance abuse."

Making Sense of Technology

Some or all of the items mentioned above may give you pause. And yet, we are merely scratching the surface in terms of the overall role and impact the Internet will have within our profession. We are bearing witness to the rise of new ideas and new models of treatment. Technology will find a place within our profession but what will it look like? It's a question that's worth asking. Will it play a role in your world?

Lisa Holland, PhD decided to find out what role it might play for her. She is giving technology a try through the creation of a Blog where she will be able to share her unique skills and interests with others. See for yourself at www.lisahollandphd.com.

Important Questions for Online Counseling

Online counseling is another web-based medium that is receiving more and more attention. For the past decade, [Dr. Jon Suler of Rider University](#) has been researching the phenomenon and role of the field of psychology on the Internet. He offers an online book with a section called, "[Psychotherapy and Clinical Work in Cyberspace](#)" that is an interesting read. Dr. Suler predicts there will eventually be online psychotherapy specialists for each of the different types of online clinical models and formats.

In his book, he raises and attempts to answer a variety of questions that are important

for the evolution of mental health treatment on the World Wide Web. Some of the questions are listed below.

- Are human relationships being infiltrated and dehumanized by machines?
- Will really poor computer-mediated psychotherapy replace the tried and true methods of traditional psychotherapy?
- Is technology addressing these deficits and offering new and enriching forms of human interaction?
- Is it ethical to attempt psychotherapy in cyberspace?
- Is it legal when a psychologist licensed to practice psychology in New Jersey does online therapy with someone in California, or India?
- Does the American Psychological Association have jurisdiction over the psychologist who works online with that client in India?
- If a psychologist or therapist is making mistakes, who will be there to evaluate and correct him/her?

A Resource Worth Looking Into

As the lines between cyberspace and mental health treatment blur, we are seeing more and more people make a concerted effort to understand how best to integrate the two. Telehealth.net represents one such collaborative effort designed to do just that. As the blog states, *"The developer of this website is a licensed psychologist, Marlene M. Maheu, Ph.D. She has extensive experience in amassing health care information related to ehealth, telehealth and telemedicine."* She and a team of like-minded practitioners

offer readers a well-done blog that boldly addresses many of the issues pertaining to online counseling. If you are interested in online counseling at any level I recommend you take a look at some of the interesting blog posts on this site.

Here are links to two of their more recent posts.

[Legitimate Online Counselors Are Coming, but Meanwhile, Consumer Beware – Part 1](#)

[Online Counseling and Professional Licensure?](#)

These are interesting times indeed! The role of technology within the therapeutic process has only just begun. What role, if any, will it play in your mental health career?

THE ART OF PUBLIC SPEAKING

March 16, 2009

If you're looking to improve your public speaking skills try these helpful tips.

Use the Power of "Transferable Concepts"

One of the best ways to create a powerful first impression is through the use of story. It doesn't have to be a personal story. Any compelling story related to your topic will do. The first thing that a good story does is identify a theme or common experience that serves as a transferable concept for participants. By this I mean that audience members can relate to the story and will be able to identify their own personal experiences as you go through your presentation.

Surprise the Audience by Avoiding the Predictable

I would also suggest taking the story theme even further and make an effort to begin your presentation as if you were in the middle of your talk. Avoid going through the basic introductions, agenda and overview of what you hope to accomplish. If you feel this is a must, then have someone else do that part for you. When you get up to begin your talk, pause for a brief moment and then launch into your story without any prompting.

This approach will compel the audience to listen as they will be intrigued by your approach and will make a concerted effort to understand how your story will fit into the

“The first thing that a good story does is identify a theme or common experience that serves as a transferable concept for participants. By this I mean that audience members can relate to the story and will be able to identify their own personal experiences as you go through your presentation.”

greater whole of the presentation.

Ask a Good Question

A great alternative to telling a story is to begin your presentation with a powerful and thought-provoking question.

I've used this technique quite effectively with some of the graduate school career workshops I offer. This particular question tends to elicit strong emotional responses from the group:

"How many of you right now find yourself thinking about how you're going to realistically make a living as a mental health professional?"

Once I ask this question I remain silent for a brief period of time. Sometimes people are compelled to respond, and a dialogue begins. At other times the room stays quiet. Either way I have created a shift in energy within the room by asking a blunt and honest question that everyone can relate to on a personal level. My next step is to follow up this question with some compelling statements that communicate hope and encouragement. After all, the main goal of my workshop is to teach people how to build wealth and success as a mental health professional, and the information I offer will be invaluable to the audience, because it contains information that is proven to improve career growth and success in the field! I'm not shy or subtle about my claim. When you're presenting to an audience, be clear and very direct about the value of your expertise.

Present Exciting and New Material People Will Use Now

Offering useful information is one thing, offering new ideas that participants never thought of before is a whole different ballgame! I attended a sales workshop not long ago, and left incredibly motivated to change some of the ways I went about doing my business. I was inspired because the presenter offered new ways of approaching my day-to-day activities that I had not thought of before.

Generate ideas and concepts that people can relate to easily so they begin telling themselves, *“That’s a great idea, I can apply that to my line of work immediately and it will yield some powerful results. I’m going to give it a try.”*

Don’t Demand the Audience Participate

Nothing frustrates me more than the overuse of audience participation. I know people have good intentions. They want to engage the audience as much as possible. However, be careful when you take this approach. Too many questions or attempts to have the audience participate can become patronizing and annoying.

Some of my pet peeves in this area:

- (1) Consistently asking obvious questions where everyone knows the answer. Of course no one is answering you. The answer is obvious!
- (2) Saying hello to the audience and then pausing because you are waiting for an enthusiastic hello back. Don’t patronize people!

These are just a few tips that will help add richness and impact to your presentations.

“Offering useful information is one thing, offering new ideas that participants never thought of before is a whole different ballgame!”

LAUNCHING A POWERFUL PROMOTIONAL CAMPAIGN

Oct. 26, 2009

A therapist is preparing to relocate to a different part of the country and is looking to re-open her practice. She's developed some interesting new service offerings and believes they'll be a huge boost to her business. Business cards and brochures are created in an effort to brand her business effectively. She places an ad in the yellow pages, issues a press release and announces her practice in a local area newspaper that seems to have a fair amount of reach. And she's spent over 6 months researching the area in order to identify key referral sources and community partners.

It's a great start, but I'd like to talk with you about another approach that is underutilized in our profession. It's an idea that has the potential to put your mental health career into hyper drive. The idea – **to launch an aggressive promotional campaign.**

Perhaps you're adding a new clinical group or workshop to your practice. Or maybe you're in the middle of completely redefining the scope of your business. Others may be looking to jump-start their job search efforts in the hopes of finding better opportunities. A promotional campaign can help with all of these efforts.

Today, I'd like to share with you a high-level framework for a promotional campaign that has its roots in the publishing industry. There are a lot of details that go into each component and if you'd like more information about each then feel free to contact me directly. Some of the information may be relevant and some may not. Pick and choose the pieces that make sense for you and see if you can refine things so it best meets your needs. If you're looking for high impact marketing then this framework

should excite you!

““Markets Are Conversations”, says the Cluetrain Manifesto. In order to grow your business effectively in today’s marketplace you must be willing to reach out to people in numerous ways.”

Component 1: Growing Your Network & Leveraging Your Strategic Partnerships

One of the most important things you can do when marketing a service or product is to build a strong network and establish solid partnerships. This, of course, is not a short-term activity. But don’t be discouraged. If you don’t feel you have an effective network then part of your plan should be to find ways to build that network.

“Markets Are Conversations”, says the Cluetrain Manifesto. In order to grow your business effectively in today’s marketplace you must be willing to reach out to people in numerous ways. And as you go about your day to day business take the time to foster relationships with people who are interested in hearing what you have to say and who would be interested in being a part of your success. So how does this all work? Let’s say you’re getting ready to offer a new service within your practice that focuses on nutritional counseling and alternative therapies.

You have your service model all lined up and now you want to get the word out. One way to approach this is through general advertising, however, your new offering will have the most impact if it’s endorsed by key people in the community. People seek out and trust peer recommendations over advertisers any day of the week. Your job is to reach an audience of people who will champion your effort with honesty and openness.

This is where your network comes into play. As you get ready to launch a promotional

campaign you need to consider two distinct groups: **(1) your general network** and **(2) your strategic partners**. The first group represents those folks who may buy your service or who may tell others about it. When you reach out to this large audience craft a compelling message and include a special offer. It could be a bonus item or free gift that may persuade them to try what you are offering. I've seen some very effective campaigns where people reach out to their network and offer a raffle of items during a set number of days. *"During the next 7 days we will be drawing a name each day."* In this scenario the winner could receive any number of things: a free consultation from you, a free resource, a discount etc...

At a deeper level there is a second group known as your strategic partners. This group is designed to be more selective. Within your network, I suggest you target a few people or groups that have far reaching networks and/or a significant amount of credibility (*note: these should be people you have built up a relationship with over time*). You announce to them your plans and invite them to be a part of the process. You'd like to promote their services during your campaign and in return you would like for them to announce this new service throughout their network and/or you would like them to provide some free item as part of the roll out plan.

Example

Come in for an initial nutrition consultation and receive the following.

- A nutritional mind-body reference guide (created by you)
- A 10% discount for an initial Chiropractic session with Dr. Smith. Dr. Smith has been in practice for the past 15 years and offers... Learn more about him at ...

“If you leverage your networks effectively during your promotional campaign then you put yourself in a position where you are offering something of tremendous value, you are leveraging the networks of people who have influence within their social circles, and you are making your services accessible to people who might balk at diving right in.”

- A free individual Yoga consultation complements of Feel Good Yoga. They can be reached at...

So in essence you are partnering with a small group of folks in order to build greater influence and impact across your target market. I have seen strategic partnerships where a small group gets together to offer a teleseminar series or the group collaborates on an article for the newspaper. The options seem limited only by your creativity.

If you leverage your networks effectively during your promotional campaign then you put yourself in a position where you are offering something of tremendous value, you are leveraging the networks of people who have influence within their social circles, and you are making your services accessible to people who might balk at diving right in. If done effectively, you can create a huge jump in awareness and interest within a very short period of time.

Component 2: The Power of Free

When I talk about value I often define it as *“Providing service to people without any expectation of something in return.”* Offering something unexpected and something that is free gives you a real “Wow” factor. In addition, it gives people an opening. An opportunity to try what you are selling.

Think of something free you can include as part of your launch and, if possible, think of ways in which you can sweeten the offer even further so that your partners offer something free as well. This model is extremely effective because it moves people along a continuum where they are introduced to you without the hard core sales pitch. They are given an opportunity to try you out and if they like what they hear or experi-

ence then trust will be built and a sale will be made down the road.

The idea is to make your offer so compelling that people have to take notice.

Component 3: Hold Consistent Events to Keep the Momentum Going

The idea here is to have something people can see, attend, and hear about. This is where you do your grass roots marketing. And again, the power of free and the idea of sales progressions play's an important role.

Let's say you have a new coaching methodology and you are focusing on people going through significant life changes. You could work out a partnership with a local area restaurant or coffee shop for event space and then offer a free (or reduced cost) 30 minute workshop to wet people's appetites.

You offer potential customers and referral sources a risk free opportunity where they can come hear what you offer. But, in addition to the workshop, you are promoting a continuum of services so that if people are impressed with your initial free offering they might choose to sign up for something more substantial.

Example

- 1) Free 30 minute workshop or Teleseminar
- 2) Intensive Workshop (twice a month for two months with guest speakers)
- 3) Select Intensive Individual Program

You might consider offering several of the free workshops prior to and during the

launch and then open up the other offerings once your launch is in full swing.

Component 4: Include Before, During and After Activities in your Campaign

You could have the greatest service or product known to man but if all your marketing efforts are short-term it will fizzle out quickly and you'll get discouraged. When you have an idea for your business I recommend taking some time to build a project plan that takes into account the factors I have identified here. This plan should include a network list to keep track of who has committed to what and by when. It should also include key activities and the tasks required to successfully complete each initiative. The idea is to have multiple activities going on at the same time along with multiple parties playing a part in the process simultaneously.

You want to be sure you build in activities prior to launching a new service, practice or product. And you want to keep that momentum going while you are launching and long after the first push has ended. This means being sure to include activities and marketing efforts that are consistent over time. Continue building your network and when new partnering ideas open up build that into the process. Make every effort to include consistent activities that will keep you present within the consciousness of the community.

These four factors can be integrated in a number of ways to create a promotional campaign with a lot of energy and buzz. It may be hard work but if you do it right you'll reap the rewards!

PART 3

INSIDE THE MIND OF THE CLIENT

THE GIFT THAT KEEPS ON GIVING

THE LUXURY OF THERAPY

HOW CUSTOMER CHOICE THEORY IMPROVES YOUR PERSUASIVE POWER

HAVE YOU HEARD OF “THE CLUETRAIN MANIFESTO”?...THE CLUETRAIN WHO?

THE GIFT THAT KEEPS ON GIVING

June 9, 2009

In my mind, the power of giving has no peer. Sharing your expertise and giving value to others will expand your network and presence in the field at an incredible rate.

Building trust begins a sales progression process whereby potential clients, referral sources and business partners learn to trust and respect what you have to say. Once you've earned their confidence you present them with options to take action, and if they choose to act you offer additional value and assistance. This repeated and genuine process of giving will more than likely be rewarded (*e.g., a referral, sign up for initial session, registration to a seminar, word of mouth advertising*).



And how do you earn someone's trust? You accomplish this by thinking of ways to help individuals, community organizations, and the like. There are all kinds of ways to network and to market yourself, however, most of these efforts are meaningless and ineffective if you don't offer genuine value. Many marketing efforts and tools fall on deaf ears not because they aren't useful but because they're not linked to a process that's focused on offering value and building trust.

“Building trust begins a sales progression process whereby potential clients, referral sources and business partners learn to trust and respect what you have to say.”

Here are some examples that are lacking in the value department.

- Showing up at “power” networking events and giving out your card to lots of people
- Mass mailing your brochure
- Dropping in to say hello to potential referral resources
- Counting how many people follow you on [Twitter](#)
- Tracking how many business friends you have on [LinkedIn](#) and [Facebook](#)

The networking that matters most of all is the kind that helps people in some way, shape or form. At its core it involves helping people achieve their goals.

But the act of giving is not enough. It must truly come from the heart. It must be genuine.

I am relentless in this regard. Some would say obsessed! If someone is struggling with an issue or has a specific need, I will do whatever I can to help them even if it’s not directly within the scope of my work. This benefits me in two ways.

FIRST– I simply enjoy helping others.

SECOND – It makes me memorable.

If you need a resource I’ll do the research and find what you need. If you’re in private practice and looking to expand your referral base then I’ll introduce you to some practices that will help generate business. If you’re a new counselor who has just gotten out of graduate school I’ll spend time trying to help you break into the field.

You can make similar efforts! A family might be in need of after school support for their child and you might know the perfect program or clinician. Or maybe you have a new area of expertise you'd like to share by offering a free seminar. You might even find time to help out a struggling state resource by volunteering your time and expertise.

And while you are doing so always remember: **Giving Gives Back!**

THE LUXURY OF THERAPY

October 19, 2009

The news is filled with stories of families making sacrifices because of a struggling economy. Here's a quote I've used on more than one occasion when I'm asked how things are going. *"Business is slow and I think a big reason for this has to do with the fact that people are having to make tough choices with their money. Therapy is a luxury."*

Really? The Apple store near my home doesn't seem to be struggling. College and NFL football games don't seem to be suffering. Are they essential items?

I've played the rationalization game many times and it's a tricky and dangerous one to play. Why is mental health treatment a luxury and an iPod a necessity?

When you look closely at the obstacles to selling you'll find there are two main reasons why people aren't buying what you have to offer. Either they aren't **aware** it exists or they simply don't see the **value**.

The Awareness Issue

The process for building awareness has changed dramatically over the years. You cannot simply buy exposure and expect business to come your way. Markets today are about conversations and credibility. Be a relevant contributor to a discussion and people begin to build trust and interest.

How do you accomplish this? By implementing a [permission-based marketing cam-](#)

paign, through the use of a **sales progression model**, by **spreading your message** and leading a community, by building strategic partnerships, and by identifying unique and **powerful service offerings that people cannot ignore**.

These are just a few ways in which you can do a better job of building awareness in your field.

Where's the Value?

The second obstacle is the one I find to be the most elusive.

When I look closely at the idea of "**value**" from a marketing perspective, I find that it is closely linked to fear. Fear of wasting time or money, fear of the unknown, fear of facing something that may be too painful to face, fear of going down the wrong path for help.

There are lots of people in emotional and psychological pain, and many are trying to find help. These people don't see relief from pain as a luxury.

Unfortunately, many of these folks have no idea what kind of help to seek. As a result, they remain ambivalent about the treatment process altogether. They fear what is out there, they fear the stigma, and they question the reality of their predicament.

I'm fascinated by this discussion, and am choosing to follow this line of questioning to its conclusion because I know it'll pay off in spades. And if you get there before I do please share what you've discovered!

Here are a few things I'm looking into as I work to solve the "**Value Dilemma**".

- Find ways to demystify the process. How can I get my message across in away that speaks to my target market?
- Help people find what they need by removing any unnecessary barriers. Give people every opportunity to take advantage of my services.
- Find out if and why some self help gurus and self-taught therapists are reaching people more effectively than I am. How can I learn form their successes without compromising the integrity and professionalism of my service offerings?
- Stop marketing at people. People will tune you out more often than not. Find better ways to earn people's attention.
- How do I get beyond the initial and conditioned resistance response so *people truly hear my message?*

HOW CUSTOMER CHOICE THEORY IMPROVES YOUR PERSUASIVE POWER

April 13, 2009

“Therefore, when people must make a decision between only two products or two services they often compromise by opting for a service that seems more “doable” in their minds. And if there is only one option offered then the customer’s decision may be to simply look elsewhere for help.”

Many years ago a famous retailer introduced a new high-end kitchen product. It was the best they had to offer and naturally, their most expensive. When they introduced this item they were expecting to reach a small niche consumer base, but surprisingly, the retailer witnessed a different phenomenon altogether. Sales for the old item that was replaced in both price and prestige more than doubled immediately upon introduction of the newer higher end item. In less than a few months the retailer sold more of the older item than they had the entire year prior. What happened? The answer can be found when one has a better understanding of the psychology of customer choice, and it offers some interesting insights into how to go to market with the services you provide.

Behavioral scientists of all persuasions find that when customers consider a particular set of choices (*services or products*) they tend to favor alternatives that are compromise choices. These are choices that fall between what they need at a minimum, and what they could possibly spend and fully desire at a maximum.

Therefore, when people must make a decision between only two products or two services they often compromise by opting for a service that seems more “doable” in their minds. And if there is only one option offered then the customer’s decision may be to simply look elsewhere for help.

What is even more interesting to note is when a third service option is introduced. When presented with a third option that is even more expensive than the other two, the previous “high end choice” shifts to become the “moderately priced service”. This restructured option is more attractive than the lower end service but not quite on par with the highest. And yet, **people are inevitably drawn to this option**. And why not? It offers more than the lower end service with the added benefit of being more cost effective than the high-end choice.

In this way high end products provide some very important benefits for your business:

- They offer top of line and all encompassing services that meet the high end needs of a small group of current and future customers.
- They change the customer choice model by offering an additional option. This serves to not only expand your services but to make them more attractive to customers based on the psychology of customer choice we discussed earlier.

Researchers also note that the elimination of a high end or expensive service offering may actually have a negative domino effect on other areas of your business. You may have very good reasons for getting rid of a service (*e.g., limited use due to cost*). But remember, removing it as an option will reposition another of your services in the “high end” role and this may actually lead to a reduction in usage of that service as well.

If you offer workshops, individual psychotherapy, coaching or group therapy services you may want to examine whether or not you have a good balance of service offerings. You don’t want to offer too many options as this may confuse and deter people.

However, too few options also prove limiting and restrictive. Your best strategy is to offer three to four good choices for a specific service or product. This helps to frame your services and gives people an opportunity to make a more informed choice.

As an example, if you're delivering a two-day workshop you might want to consider giving people a few additional choices. Studies show that this increases attendance significantly. Offer a full two-day program at \$150 per person on one end of the spectrum (*complete with a workbook and all the bells and whistles*) and a \$80 first day only program on the other end. And in between, consider offering a mid-level service in both price and substance so that more people are given an opportunity to benefit from what you have to offer.

You can use this approach to lay out a variety of service and product offerings regardless of what you do in the field.

HAVE YOU HEARD OF “THE CLUETRAIN MANIFESTO”?... THE CLUETRAIN WHO?

March 31, 2009

Each week, as I go about my day, I’m amazed at how often I stumble upon material I find to be both profound and worth sharing. The Cluetrain Manifesto is one such example.

“Markets are
conversations.”

Before I begin I should start with the obvious question, “Have you ever heard of the Cluetrain Manifesto?” I certainly had not!

Most “techies” would laugh you and I out of a room just for asking that question! It’s considered to be the seminal work of the 21st century for the online world. However, even if technology will never be “your thing” the insights it offers are important to understand as we find our footing in today’s new marketplace.

The Cluetrain Manifesto is a small document consisting of a set of 95 theses put forward as a call to action for people operating in a newly-connected marketplace. What makes this Manifesto even more impressive is that it remains relevant even though it was written over nine years ago. It begins with a message for all readers.

“A powerful global conversation has begun. Through the Internet, people are discovering and inventing new ways to share relevant knowledge with blinding speed. As a direct result, markets are getting smarter – and getting smarter faster than most companies.”

“People don’t care about tired old mission statements and watered down brochure talk. People are smarter than that.”

At first glance, The ClueTrain Manifesto appears fairly simple and straightforward. Look a little deeper and you’ll find it’s packed with insights and lessons for those who are willing to listen. Below are just a few of those lessons.

It offers insights into personal and professional relationships for the 21st century. Some of its claims are as follows:

- “Markets are conversations.”
- “The Internet is enabling conversations among human beings that were simply not possible in the era of mass media.”
- “These networked conversations are enabling powerful new forms of social organization and knowledge exchange to emerge.”

It speaks to a new model for growing your business by building relationships, giving value, and sharing interests.

- “...Markets are getting smarter, more informed, more organized...”
- “People in networked markets have figured out that they get far better information and support from one another than from vendors...”
- “People want and are having conversations that are open, honest and natural. Most businesses only know how to talk in soothing, humorless, mission statement fashion.”

The writers of the Manifesto even speak to marketing do’s and do not’s in today’s age. (The statements below beg the question, “Are your brochures, websites, ads and other marketing materials making these same mistakes?” Change your approach and you’ll change your impact.)

Download a free copy of the [The Cluetrain Manifesto](#) now.

And if you would like to learn more about its history along with some discussion points click this link: [Cluetrain History](#).

- “People don’t care about tired old mission statements and watered down brochure talk. People are smarter than that.”
- “Corporations do not speak in the same voice as these new networked conversations. To their intended online audiences, companies sound hollow, flat, literally inhuman.”
- “People want access to your corporate information, your plans and strategies, your best thinking, your genuine knowledge. They will not settle for your 4-color brochure or websites full of eye candy but lacking substance.”
- “We are immune to advertising. Just forget it.”
- “If you want us to talk to you, tell us something. Make it something interesting for a change.”

The Manifesto also offers a warning to those organizations and individuals who cling to old ways of doing business.

- “Already companies that speak in the language of the pitch, the dog-and-pony show, are no longer speaking to anyone.”
- “In just a few more years, the current homogenized “voice” of business – the sound of mission statements and brochures – will seem as contrived and artificial as the language of the 18th century French court.”

What are you to make of the Cluetrain Manifesto? How does it possibly relate to the field of mental health? I won’t attempt to answer this for you except to say that, in my opinion, it offers us a whole heck of a lot!

WHERE DO YOU GO FROM HERE?

I find that new ideas and concepts help bring energy to my goals and aspirations. They often add clarity to situations or challenges I am struggling to address. My hope is that the topics discussed in this book will peak your interest so you choose to explore them further. Some or all of these ideas may have tremendous value for you.

If you would like additional business development resources feel free to contact me. I am more than happy to help.

If you have enjoyed the discussions outlined in this book please take a moment and share it with friends or colleagues. As the conversation grows the content of the discussions is enriched by everyone's unique perspective.

If you want to join in on the conversation, visit my blog at www.davidpdiana.com. I post once a week on a wide variety of sales, marketing and business development topics for the mental health profession. If you have received this free e-book it most likely means that you have already signed up to receive my weekly posts.

Good luck and all the best!

David

Where to find me...

(to make it easy you can just click the link)

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Coming Soon in 2010...

My new book Marketing for the Mental Health Professional.

To learn more, **click here.**

www.davidpdiana.com