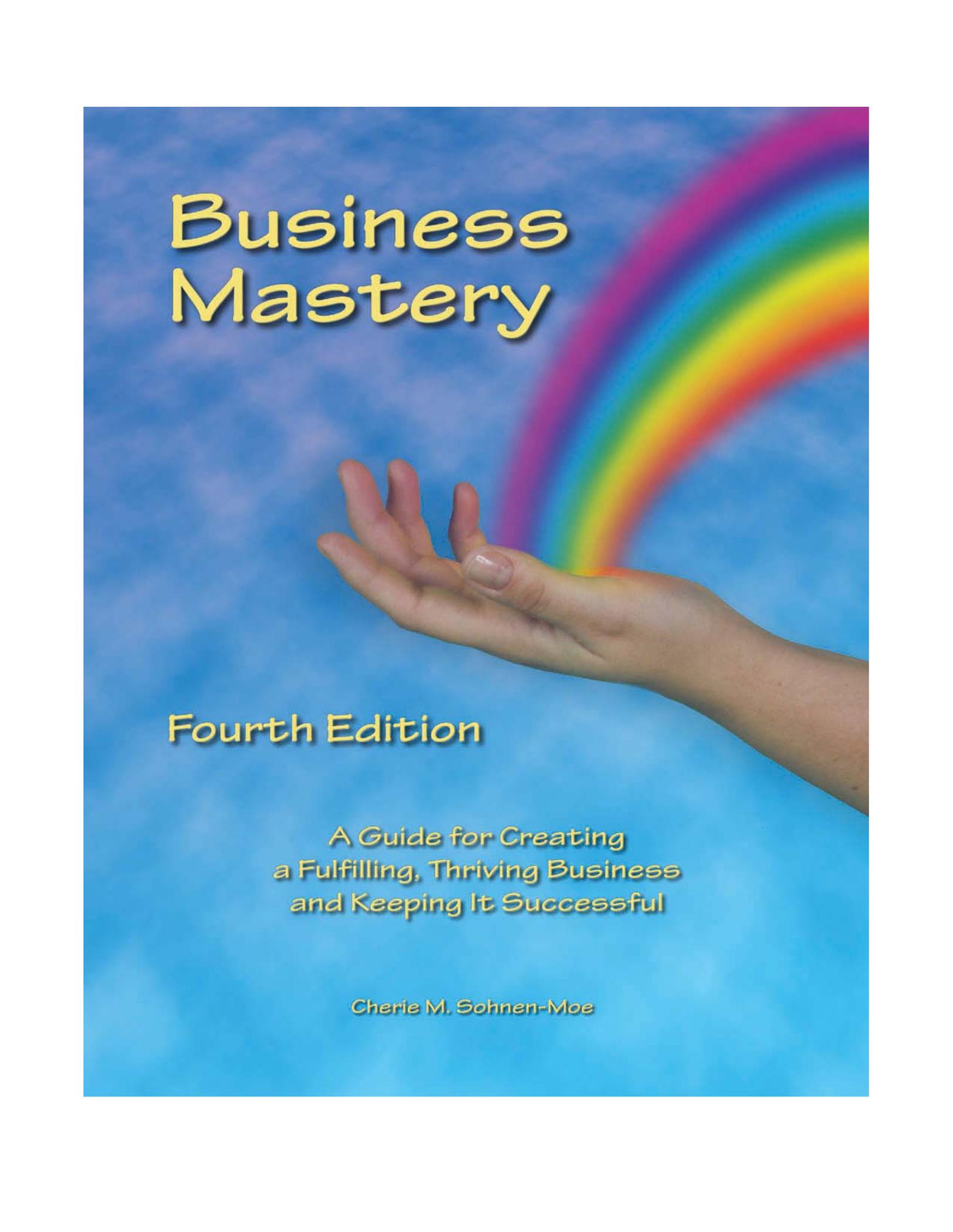


# Business Mastery

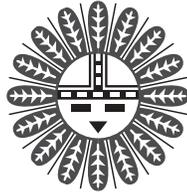
A hand is shown from the right side, palm up, holding a vibrant rainbow. The background is a clear blue sky with soft, wispy clouds. The rainbow is positioned in the upper right quadrant, arching over the hand. The overall composition is bright and optimistic.

Fourth Edition

*A Guide for Creating  
a Fulfilling, Thriving Business  
and Keeping It Successful*

Cherie M. Sohnen-Moe

# Part I



## Set a Strong Foundation

As you work to make your career dreams a reality, Part I of *Business Mastery* explores how to set a strong foundation. It prepares you to make decisions about your career based on a clear sense of who you are and what you want to accomplish.

Chapter 1 looks at ways to increase your self-awareness and to make self-knowledge into a powerful ally for the work ahead of you. It also provides practical insights into career opportunities in the wellness field, as well as exercises to help you begin to locate your place in this exciting field.

Chapter 2 helps you transform the insights you gained from Chapter 1 into the activities of goal setting, strategic planning, and follow-through. These three key activities form the common denominator among successful people in all fields. This chapter assists you in developing a mission statement and goals—and translating them into activities vital to the daily, weekly, and monthly growth of your business. We then look at how savvy business people use strategic planning to create a roadmap to success.

Chapter 3 helps you define what success means to you, and supports you in a fearless examination of roadblocks that may stand in your way. You'll also find tips on how successful people manage their time, track results and handle risks wisely.

Chapter 4 looks at how to ensure that your career lasts for the long term and grows as you do. It identifies time-tested ways to enhance career longevity and avoid burnout. The chapter also explores ways to develop a strong support system to help you stay on track and true to your vision.

# Part II



## Intentional Excellence

In Part II of *Business Mastery*, the theme of intentional excellence takes center stage. Intentional excellence requires unflinching honesty and courage, and it results from making your integrity central to whatever you do. It is the result of consistent and conscious effort made visible in the behaviors, interactions and relationships you establish within your practice.

Chapter 5 focuses on measures of excellence that are different from markers of success like client numbers and bank balances. We start with a look at professional ethics, which exist not to catch people in wrongdoing but to guide practitioners toward greatness, and present guidelines for recognizing ethical dilemmas and resolving them. This discussion flows naturally into the key role that a professional image plays in building a successful practice. The last two sections consider how goodwill and social responsibility bring excellence into your practice—as you share your talents, time and resources to support causes closest to your heart.

Chapter 6 discusses why good communication skills are essential in business and highlights ways to fine-tune key skills, such as active listening and reflective feedback. It includes useful tips on how to handle the inevitable conflicts and difficult situations that are part of professional life. This chapter also offers practical insights into how communication styles differ among people of various personality types, and how to conduct effective client interviews. Excellent record-keeping is another aspect of good communication, so we discuss SOAP and CARE formats for documenting client sessions and charting progress.

# Part III



## Navigate Your Way to the Perfect Job

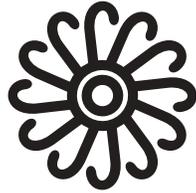
Part III of *Business Mastery* provides an insider's look into various employment opportunities in the wellness field. You'll find valuable insights into different work environments so you can approach your job search with credibility and confidence—and tailor an educational program to your career interest.

Chapter 7 explores employment opportunities in spas. It highlights what you can expect to find in these environments, such as the corporate culture, training and scheduling concerns, and seniority issues. It also includes success tips for each of the most common types of spas: day spas, destination spas, resort spas, cruise ship spas, and dental and medical spas.

Next, this chapter turns the spotlight onto employment in the medical, wellness, and specialty fields. Medical clinics and hospitals now offer a variety of complementary and alternative services on both an inpatient and outpatient basis—which translates into a growing number of job opportunities. You'll learn what features distinguish these medical settings from other practice locations and find tips for working successfully in these environments.

Since you never know when your job situation may shift, it's wise to develop the job search skills detailed in Chapter 8. You'll find useful tips about how to research potential employers, hone your interview skills and write a top-notch resume. The chapter also reviews how to effectively navigate employment contracts, and, when the time is right, to negotiate a raise. The chapter concludes by revealing some of the secrets of successful employees.

# Part IV



## Business Beginnings

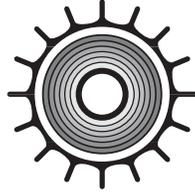
The phase known as business start-up is crucial to your future success. It provides the necessary groundwork for a business to grow and prosper. Studies show that most business failures are due to improper management or undercapitalization, not because the owners were underskilled in the performance of their profession. Part IV of *Business Mastery* encourages you to take the time to master the basics of business start-up, so that you can maximize your chance of success and avoid common pitfalls—such as financial woes and poor planning—that befall many small business owners.

To help you launch your ideal business, Chapter 9 takes an in-depth look at private practice options, such as working in a home office, a business setting or on an outcall basis. It also explores group practice settings, where one or more wellness practitioners share office space and expenses such as rent, maintenance and office staff. In addition, this chapter offers insights into building a business as an independent contractor in either a group practice, other wellness settings (e.g., salons, fitness clubs, corporate wellness programs) or working at special events.

Chapter 10 looks at the nuts and bolts of a business start-up. It covers how to assess the feasibility of your business idea, find start-up financing and determine client fee structures. You'll also find tips on how to select a good location, enhance the positive effects of your practice with the ancient art of feng shui, navigate zoning and licensing regulations, and procure appropriate insurance coverage. Also included is valuable information about marketplace research, various legal structures, and what to look for when buying a practice. The information in this chapter is useful to know even if you plan to be an employee. It helps you to understand what's involved in establishing a business and the costs of running it, thus giving you a better appreciation of what an employer offers. This knowledge is crucial if you plan on moving into management.

Finally, Chapter 11 provides detailed instructions for creating your business plan—an indispensable tool for mastering both short- and long-term success. The chapter details the major components of a business plan, including how to create a financial forecast to realistically assess the finances required to launch and maintain your business. We also include a guide of additional useful resources to help you create a solid business plan.

# Part V



## Business Operations

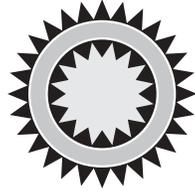
Part V of *Business Mastery* focuses on the nuts and bolts of business operations, and includes tips and information to help you run your business smoothly and efficiently. While much of the information in this part is geared toward practitioners who are self-employed, some of it is key to all practitioners.

Although not many people thrill at the thought of developing policies and procedures, Chapter 12 shows you they are like the frame of a house—a necessary part of building a house that lasts, and a business that thrives. You'll find tips on how to write policies and procedures, organize your office, make smart technology choices and comply with healthcare regulations. Also included are useful insights into contract basics, effective negotiation, conflict resolution, and insurance reimbursement.

Chapter 13 looks at those inevitable periods of change that every business encounters. Because even our best-laid plans can't protect us from the unexpected, this chapter first covers ideas on how to recession-proof your practice by diversifying into product sales and value-added services. But what if you want to change the direction your practice has taken? We help you recognize the signs that it's time to re-evaluate where you are and what options are open to you. For growing practices, you'll find insights into when and how to hire support or professional staff, as well as an overview of regulations regarding employees and independent contractors. For practitioners on the move, the chapter covers how to manage the relocation of your practice, near or far.

Chapter 14 presents the essentials of financial management. It provides concrete information to help you keep the books, prepare financial reports, and understand tax laws. You'll also learn how to use barter to exchange goods and services with others, and useful tips for efficient inventory control for wellness products. The chapter also looks at the variety of ways you can transfer or sell your practice and provides a step-by-step process for achieving the best outcome possible. Finally, the chapter covers the basics of retirement planning and offers a number of helpful resources to assist you in looking ahead.

# Part VI



## Marketing Mastery

Part VI of *Business Mastery* explores how to master the marketing tasks that are essential to your success. Successful practitioners know who they want to work with, understand how to find those potential clients through appropriate marketing techniques, and attract the desired clients by clearly and engagingly describing what they do. They maintain a thriving practice by being client-centered: having an inviting treatment space, using high-quality equipment, conducting thorough treatment plans, following up, and, most importantly, listening and responding to each client's unique needs. What's the best way to begin? Like building a house, it's wise to start with a foundation and build from there.

Chapter 15 provides that foundation by detailing how to identify your target markets, develop a marketing plan, and take action steps to attract new clients and build a thriving practice. The chapter also introduces a virtual toolbox of marketing concepts, such as positioning, branding, and differential advantage, along with valuable insights into how you can put them to work to grow your business.

Chapter 16 provides the framework for a solid house by providing a primer of low-cost marketing techniques that you can use to get your first clients. This chapter is filled with practical information about how to use promotion, advertising, publicity and community relations to build a thriving practice.

Chapter 17 rounds out the house design by focusing on creative ways to retain clients. It explores how exceptional customer service and incentive programs foster long-term client relationships, and how you can put customer service action plans to work to enhance your business success.