

- I wanted to accomplish two things: to upgrade the clients I worked with to larger companies with bigger budgets; and to extricate myself from the ongoing press of day-to-day client responsibilities and develop a more location-independent business model.

- Most entrepreneurs focus too much on earning revenue from one or two activities (such as consulting and speaking) and overlook other opportunities that can help free them from trading time for dollars. Diversifying can simultaneously enable you to earn more and mitigate risk.

- From 1948 to 2000, jobs grew 1.7 times faster than the population.² But from 2000 to 2014, the population grew 2.4 times faster than jobs.

- Today, I actually earn my living in seven entirely different ways: writing books, speaking, teaching business school, consulting, executive coaching, online courses, and—since that a-ha moment from my friend John Corcoran—affiliate income through my email list.

- to shift from making money with something (such as when I was paid as a journalist to write articles) to making money because of something

- It turns out that what makes monetization sustainable is creating a solid foundation over time through a three-step process: building your brand; monetizing your expertise; and extending your reach and impact online.

- Somehow, in order to build a sustainable and lucrative business, like Flynn we need to carve out a path between these two extremes—aggressive salespeople without substance, and substantive professionals who can't sell.

- Now we're going to dive into some key ways to cultivate a strong relationship with your audience: create valuable online content; write a book; network and build social proof; maintain a connection with your audience; and build your email list.

- A book on professional reinvention turned out to be a much better topic than the ones I had dreamed up and pitched previously—a guide for millennials in the workplace, and a book about how business executives could learn communication techniques using case studies from the world of politics. But I had no way of knowing that, or testing those assumptions, until I wrote a post and saw the audience reaction firsthand.

- Create a back-of-the-envelope outline for your book. This doesn't have to be a final product; it's just an exercise to determine whether you have enough content or ideas to fill a book. For starters, imagine that you're writing a ten-chapter book. What would you want to cover in each chapter? Try to write at least a one-paragraph description for each. If you can't come up with enough material, you may need to think it through more or create a short ebook. If you have way too much material, you may have chosen a topic that's too broad ("The History of Western Civilization") and you might consider narrowing your focus. • Start to develop your book marketing plan. How will you get copies into the hands of your readers? Are there special resources you can tap (a client's company would be willing to buy five hundred copies, or you speak frequently and could waive your speaking fee in exchange for a bulk book purchase)? What media outlets are most important to reach? Start making a list of the blogs or magazines

where you'd like to be featured, the podcasts you'd like to appear on, and so on. Start monitoring them to see if they profile books similar to yours (which implies they might be open to a pitch when your book is ready) or if they have written about colleagues you know (in which case, you can ask those colleagues for an introduction).

- "We often think, 'I just need a better strategy, or I just need a better tactic,' when really what you need is better work."

- His frequency gave him the opportunity to produce more great ideas.*

- As Winfield discovered, it's worth spending a disproportionate amount of time identifying a compelling title.

- First, I constantly upgraded my skills and reputation. I knew that I could safely charge more in the marketplace when I started blogging for the Huffington Post and, later, Harvard Business Review, because I'd be perceived as more of an expert.

- What if you don't have any friends or contacts who can be helpful to your business? In that case, start speaking for free, even in unlikely places.

- My commitment isn't to please my clients; it's to help them, which I consider a higher calling.

- In a world where far too many people try to hew to the safe path, smart clients appreciate it when they understand they're being dealt with straight and that you're willing to raise even challenging topics or unpopular opinions.

- Instead of burying his defeat and silently slinking away, he went public, sharing what he learned in his Forbes piece. "The second I published it, everyone was saying how vulnerable it was, and how transparent it was," he says. "There's no reason not to be vulnerable . . . I think it's a strength. I think it attracts respect from people."

- Nearly five months after surveying my audience, I sent out another email, this one titled, "A Chance to Work with Me—Special Pilot Offer." In the text, I explained the specifics: I was opening up forty spots in a special pilot course on becoming a recognized expert that would consist of six live webinars over a five-week period. We'd cover topics ranging from "Finding Your Breakthrough Idea" to "Building a Powerful Network." In exchange for sharing frequent feedback about the course (and perhaps providing a testimonial afterward if they enjoyed it), participants would get more personal access to me and a much lower price: \$500, instead of the \$2,000 that the course would cost when it officially launched. I conducted my pilot via a series of live webinars. But there are also many other variations you can use; the goal is to obtain in-depth feedback from a smaller group of participants so you can iterate as needed. As Danny Iny notes, "A pilot can be anything" from a live event to a series of coaching calls to an email course. "The bias should always be towards what you can deploy as quickly and easy as possible so you can get feedback." I felt ready to try the experiment, but when you're launching something new, you can never be sure how it will be received. I tried to keep Iny's mantra in mind: "Piloting is going to go in the market research bucket," he says. "When you launch a pilot and it doesn't go great, that's not a bad sign. That's just a data point." I was in the middle of teaching an executive education class when I scheduled the email to be sent.

Forty-five minutes later, it was time for our lunch break, so I logged on to check my email. It was overflowing with unread messages, all of them purchases. We'd already more than sold out, and I had to shut down the sales page immediately. After wasting thousands of dollars in the past with half-baked ideas I hadn't properly vetted, I had finally figured out how to identify what my audience truly wanted. In less than an hour, I earned \$23,500.

- "In fact, there's a really strong business logic argument to start with higher-priced stuff when you're small, because the economics work out better."

- But she felt she didn't have time to make an elaborate series of hyper-polished videos. "I just chose to throw myself into it, versus waiting until everything was perfect and I had everything outlined, and every script written out," she says. "I think that in business, if you're going to reach your full potential, you can't wait. You just have to take action."

- For two weeks, write down every business activity you do that takes at least fifteen minutes. Now make a chart. Where are you spending the most time? Which of these activities are core to your business (things you enjoy and only you can do)? Which are nonessential and can be outsourced?

- Think about what skills you'd want in a VA, based on the tasks you need accomplished. If there's a lot of writing involved, you'll likely want a native English speaker. If you need technical help, such as podcast or video editing, you'll need to look for VAs with special skills.

- For managers, a day full of meetings is a productive one. For a maker, a day full of meetings is almost always a waste. When