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*The Board of Governors of
The American Society of
Professional Consultants*

has elected

LEX FRIEDEN

*to full membership in the Society
for the year 1982 - 1983*

Richard B. Byrnes

President

Date JUNE 1982



TWO HAMILTON AVENUE
NEW ROCHELLE, N.Y. 10801

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Richard Byrne, Ph.D. - Ex Officio
Hyman Fine
Leonard Hirsch, Ph. D.
Katherine Klotzberger, Ph. D.
Lester Levy, Ph. D.
Robert McCord
David Reichberg

Officers

Leonard G. Hirsch, Ph. D., Vice President
Robert McCord, President
Gary Serota, Secretary Treasurer
Mary Bass, Executive Director

Dear ASPC Member:

Welcome, once again, to ASPC. Here is your Membership Card and Certificate for 198~~2~~- 198~~3~~.

Our first 12 months have been exciting for all of us. ASPC is now the largest consultants' association in the United States. We now have over 3000 members. We are eagerly looking forward to enrolling new members in 1982. We are planning to strengthen and expand our member services.

We have just held a very successful first Convention in Houston attended by over 200 ASPC members.

Local chapters are forming all across the country along with special interest councils where you can discuss common problems with consultants in your area of specialization. In all of these areas we are planning to expand our member services.

Future plans include a Summer Conference in San Francisco, July 29th through 31st...and our Second Annual National Convention in Chicago, October 10th through 13th.

Professional papers of interest to all consultants in addition to our monthly newsletter...and much more.

We encourage your contributions to the Society and your participation in its many functions and activities. If you are interested in serving on a committee for a seminar or convention, conducting a seminar program, forming a local chapter or just lending a hand, please contact me, Mary Bass at (914) 632-0610 or write to ASPC, 2 Hamilton Avenue, New Rochelle, N.Y. 10801.

Please share your ideas with us. Help us to build a better Society.

Thank you.

Very truly yours,

Mary Bass
Executive Director

MB:meb
Encs.



Membership No. 1361B Expires: 6/1/83
Lex Frieden, Consultant
9667 Meadowvale
Houston, TX 77063

MEMBERSHIP CARD

**HERE IS YOUR
AMERICAN SOCIETY
OF PROFESSIONAL CONSULTANTS
MEMBERSHIP CARD.**

The Board of Governors of The American Society of Professional Consultants

Richard Byrne Ph.D., President of ASPC, is currently Acting Dean of the Annenberg School of Communications at the University of Southern California, and founder and President of the Byrne Group. He serves as consultant throughout the world to governments, educational institutions and industry, on communications technology and management.

Leonard G. Hirsch Ph.D., is co-director of the Congressional Management Foundation, and President of Action Research Intervention Incorporated. Dr. Hirsch formerly was full-time management consultant at The White House. He participated as a consultant in numerous government and private social programs. As a highly respected expert, he has acted as a consultant for such leading corporations as AT&T, Ford Motor Co., General Motors, Shell and Monsanto.

Howard L. Shenson is a nationally recognized authority in the marketing and management of professional consulting practices. The author of several books on the subject, he regularly conducts seminars and workshops for the profession and is editor/publisher of The Professional Consultant. He entered full-time consulting after serving as Chairman of the Management Department, California State University, Northridge.

Hubert Bermont, consultant to more than 70 major corporations, is President of Bermont Books, Inc., and editor/publisher of The Consultant's Library. Author of the best-selling How To Become a Successful Consultant in Your Own Field and many other books published by major publishers, such as Simon and Schuster and Harper & Row.

He is a frequent lecturer to professional groups and university seminars.

David Reichberg is one of America's leading authorities on direct marketing. He is President of Direct Mass Marketing, Inc., a marketing consulting firm for the largest mail-order companies. For many years, he was President of Altman, Vos and Reichberg, America's leading direct marketing advertising agency.

Katherine M. Klotzburger, Ph.D., is President of Change-Agents, Inc., a consulting firm specializing in employment equality training. Since 1971 she has been University Officer in Charge of EEO Implementation for the City University of New York, a system-wide policy-making position. Dr. Klotzburger holds Masters and Doctoral degrees in political philosophy, and is the author of numerous publications on education and sociology, and publications on life and time management.

Hyman Fine is consultant to eight of the world's largest aerospace and defense contracting firms. He served for thirty-one years in the Pentagon with the Navy and Air Force, emerging as Chief of Research and Space Systems Branch of the Air Force Budget Office. He later served for seven years as Chief Counsel to the Research and Development Subcommittee of the Senate Armed Services Committee.

Lester S. Levy Ph.D., is Professor of Economics at Northern Illinois University. He has published extensively in professional journals, and has written text-books. Dr. Levy acts as consultant to non-profit organizations and to government-regulated private enterprises.



Benefits and Privileges

The American Society of Professional Consultants

The American Society of Professional Consultants is dedicated to furthering professionalism among the nation's consultants through the delivery of support services which enhance the quality of services provided to clients and the profitability of the consulting practice.

Consultants who become A.S.P.C. members have, at their personal disposal, the many and varied services of the organization. These are services carefully structured to guide and enhance the professionalism of the members.

In its charter, A.S.P.C. states its objectives in the following manner:

- To establish ethical standards by which member consultants may conduct their professional services.
- To improve members' individual skills in the marketing of their services and management of their practices.
- To educate members in the use of systems to bring greater efficiency and profitability to their individual practices.
- To improve members' skills so as to enhance the quality of the services they provide to their clients.
- To increase members' knowledge in their respective areas of specialization.

Long Term Disability - Can pay you up to \$2,000 a month when a serious accident or illness prevents you from returning to work. Helps speed your recovery by erasing the worry of bills piling up during your confinement.

Travel Accident Plan - Comprehensive insurance that protects you up to \$500,000 wherever and however you travel, 24 hours a day, every day of the year. Covers you while you are traveling on any kind of vehicle — for business or pleasure — even while you are boarding, alighting or waiting for your transportation. Protects you as a pedestrian, too, against injury from any moving vehicle.

Official Certificate, Membership Cards and Symbol

The society presents each member with a certificate of membership, and a membership card that is evidence of membership in good standing. Members are advised to display the certificate prominently. The society also provides its members with artwork of the association symbol. Members are encouraged to print the symbol on the letterheads, invoices and contracts.



A.S.P.C. Member Directory

A.S.P.C. publishes a member directory. The directory lists each member's name, address and area of specialization. Moreover, the society distributes the directory to executives who retain consultant services in both the public and private sectors. The A.S.P.C. Member Directory is distributed to libraries, government agencies and private industrial organizations. Members are listed alphabetically, geographically and by area of specialization. The directory also provides guidance on how best to select a professional consultant. Additionally, it outlines the goals and standards of A.S.P.C.

Group Benefits

A.S.P.C. members are eligible for a variety of group insurance plans at low group rates. By special arrangement with nationally recognized insurance carriers, the Society offers members the following group insurance plans:

Major Medical - Covers you and your family for up to \$1,000,000! Pays for all hospital services, surgery, anesthesia, doctors, X-rays and examinations, both in-and-out-of-hospital care, prosthetic appliances, private nursing, convalescent home care, mental illness, extended disability benefits and more.

Professional (Malpractice) Liability - Protect yourself — and those who work with you — for up to \$3,000,000 against any claims. This low-cost policy pays for court costs, attorneys' fees for your defense and any settlements within the limits you select.

Hospital Cash Plan - Guarantees to pay you up to \$75 a day ... \$525 a week ... \$2,250 a month ... for up to 2 years in the hospital — in addition to other coverage you may have! Paid directly to you for confinement in any hospital from the very first day, with double cash for Intensive Care up to 7 days.

Group Term Life - Provides up to \$50,000 in life insurance and \$50,000 for accidental death and dismemberment — a total of up to \$100,000 in benefits — at low group rates.

- To provide members with useful group benefits.
- To increase the awareness of the general business and governmental community of the members' services.

A.S.P.C. sponsors seminars, conferences and workshops which allow members to meet, share and exchange ideas and information. The meetings are of vital importance in a profession where changes in operating parameters are a frequent occurrence. Society members benefit from and enjoy the opportunity to meet with and learn from their peers.

A.S.P.C. is a nationwide, interdisciplinary organization, serving professional consultants in every area of specialization.

A.S.P.C. is a non-profit association managed by a Board of Governors, who welcome the involvement of members in the policy decisions of the society. Members are encouraged to participate in the organization of local chapters to facilitate personal contact among consultants of various areas of specialization.

The following pages offer a brief summary of the valuable benefits A.S.P.C. offers to members.

Continued...

The value of membership in A.S.P.C. is reflected in the quality of benefits it provides

A.S.P.C. assists its members by providing a wide range of personal and professional benefits useful to members in the operation of a consulting practice. The benefits have been carefully selected to help the member to strengthen every facet of his professional practice. Benefits are designed to meet the objectives of the organization while serving the member. A brief review of the many benefits A.S.P.C. provides to its members are summarized on the following pages.

The Professional Consultant Monthly Newsletter

One of A.S.P.C.'s primary goals is to keep its members informed on critical developments in the field of professional consulting. This vital mission is accomplished by distributing to members a monthly newsletter: The Professional Consultant. Written in a brief, hard-hitting, readable style, the newsletter averages about 12 to 16 pages each month and embraces a variety of subjects useful to the members in their professional development. Future articles include news on the impact of economic conditions and opportunities for consultants, as well as specific strategic guidance about the marketing and management of the consulting practice. Additionally, the newsletter offers constant communications on legislation and regulations and how they affect the consulting profession. The newsletter has been sold to several thousand non-members for \$59 per year. Members receive the newsletter without additional charge.

Seminars and Conferences

A.S.P.C. holds an annual national conference at which members have the opportunity to meet, share ideas, learn of urgent and important trends within consulting and relax in an informal pleasant setting. Seminars and workshops are held on a variety of subjects of interest to members.

Additionally, A.S.P.C. conducts regional conferences in two areas of the country. These are intense sessions filled with workshops, seminars, lectures and more. Members use these regional conferences to bring themselves up to date on matters that affect their profession.

Finally, A.S.P.C. sponsors special seminars on specific subjects of professional interest to which all members are invited.

Hotel and Motel Discounts

Society members are frequently required to travel on client business. ASPC serves members in this area by providing special commercial rates at some of America's largest chains of fine hotels and motels. With your membership, you will receive a guaranteed rate identification card which will entitle you to privileged service from participating chains.

Automobile Rental Discounts

A.S.P.C. members can obtain substantial discounts at major car rental companies. Those companies participating in the program, and their discounts, are: Avis (30%), Hertz (25%), and National (30%).

Professional Book Discounts

A.S.P.C. provides members with the opportunity to purchase books and other publications of professional interest at substantial 30% discounts. By special arrangement with a number of prominent publishers, the books are made available immediately upon publication.

The PROFESSIONAL CONSULTANT

The Magazine Of The Consulting Profession

THE OFFICIAL PUBLICATION OF THE



You need current, up to date, strategic information on how to market your services and manage your practice. The true professional knows that information is the most important resource for success. This is why we publish *The Professional Consultant*.

When you become a subscriber to *PC* you get ideas, opinions, facts and research results which make you money. *PC* isn't puff! *PC* isn't gossip! *PC* is news, vital opinions, ideas, statistics, research results. *PC* is your lifeline to what is going on in the consulting profession! *PC* keeps you informed about everything important to you as a consultant!

Why is *The Professional Consultant*, the most expensive of the profession's three monthlies, read by more than twice as many consultants as either of its two competitors? Only our readers know for sure, but we think it has something to do with the hard hitting features, columns and news it brings you each month...

• CONSULTANT'S

CONSULTANT...The Dear Abby of the consulting profession. Your questions and comments and Howard Shenson's answers on vital practice marketing and management issues.

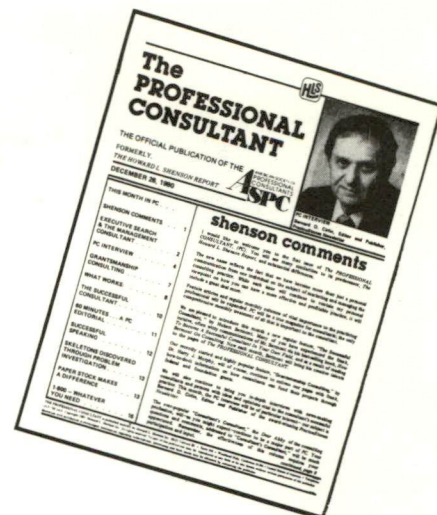
- THE SUCCESSFUL CONSULTANT BY HUBERT BERMONT...Frank, hard hitting often biting journalism from one of the nation's leading authorities on building a successful consulting practice. Each month a new topic. You may not always like what you read, but it will get you thinking.
- PC INTERVIEW...An indepth, *Playboy* style, interview with a successful consultant or important newsmaker who is impacting the consulting profession.
- GRANTSMANSHIP CONSULTING BY DR. HARRY MURPHY...Consultants are getting billions in grants for clients and for themselves from government and foundations. Each month, Harry Murphy provides detailed how-to-do-it guidance.
- FINDINGS: SEMI-ANNUAL SURVEY OF THE ECONOMICS OF THE CONSULTING PROFESSION...The profession's only comprehensive survey

of economic conditions and professional practices. Conducted twice each year by *PC* the results are a benchmark and yardstick for assessing your performance and fees. Data presented includes comparative fees and operating statements. More than 3,000 consultants are surveyed twice each year.

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HOW TO DEVELOP AND PROMOTE SUCCESSFUL SEMINARS & WORKSHOPS

A STRATEGIC, INTENSIVE, HOW-TO-DO-IT FULL-DAY SEMINAR ON MARKETING

THE SEMINAR AND WORKSHOP BUSINESS:

You are probably aware of many potentially profitable opportunities within the burgeoning seminar and workshop business. But you are taking advantage of these opportunities? Are you developing and promoting seminars and workshops? Are you doing as well as others in the field?

Learn all of the strategies for success in the seminar and workshop business from Howard L. Shenson — an experienced and successful developer/promoter of more than 45,000 participant training days.

Whether your interest is in open-to-the-public seminars, workshops under contract to clients or university/association sponsored programs, this vital how-to-do-it Seminar will address all your needs. This is not just another course on instructional design but detailed, to-the-point strategic guidance on how to market, price, promote and select seminar topics which sell.

At last, a program which shows you why some succeed while others fail. A program which takes the **marketing** approach. The road to seminar/workshop success is littered with **hapless inventors** — people who spend their lives developing "the world's greatest seminar on _____," only to unhappily learn later that it won't sell. This is the seminar designed to ensure that you don't become (continue to be) a hapless inventor!

Successful marketing is vital for seminar/workshop success. Whether you sponsor the workshops and seminars of others or do them yourself, don't miss this intensive, practical full-day Seminar!

YOUR SEMINAR LEADER

Your Seminar learning will be personally guided and directed by Howard L. Shenson. He has developed, managed, promoted and conducted more than 45,000 participant training days in the past 12 years. Almost 27,000 of these training days were under contract to government, association and private sector clients; more than 18,000 in his proprietary, open-to-the public seminars.

A former department chairman at California State University, Shenson is a frequent speaker at national professional association meetings including the American Society of Training and Development. He has been featured on ABC National News, numerous radio/TV talk shows, and in leading newspapers and magazines. The publisher of his own monthly newsletter, Shenson is the author of several books and a magazine columnist. He will generously share his vast knowledge and experience with you.

WHAT WILL YOU LEARN?

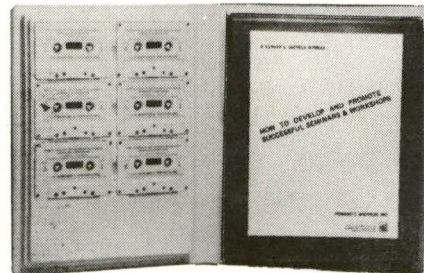
How to select seminar/workshop topics which sell...How to test market a very low cost...How to develop materials which produce future business and keep participants happy...How often to hold your program in a given locale...**The seven best test markets**...How to promote through direct mail, newspapers, magazines, radio and TV...How to measure promotional effectiveness...**How to get free publicity**...**How to get others to pay for your marketing**...Best days/months to advertise...How to set up your own ad agency to save money...One-step vs. Two-step promo cycles...**How to sell consulting to participants**...

How to maximize future selling opportunities...What to say about yourself in the promo...Encouraging word-of-mouth promotion...How much to charge...**How to obtain advance registrations**...multiple registrations...Whether to take credit cards and checks...How to handle bad checks, deal with banks...Extending credit — when and to whom...**Selling program materials to those unable to attend**...Handling onsite registration and clerical needs...

Discounts for early registration...Developing the contract between you and your client/sponsor...How to develop a contract between you and your conduct staff...Encouraging payments in cash...**When to use toll free numbers and business reply mail**...How to save on hotel, meeting facility and catering costs...**How to obtain university and professional association sponsorship**...Best cities and hotels for different kinds of seminars...Negotiating with printers, other vendors...**Whether to allow tape recording**...Best days and times for your program...What to call your program...

Conduct dates to avoid...Facility set-up...**When to hold two back-to-back sessions**...Participant learning activities which give you a rest...Program pace and participant highs and lows...Use of humor...Materials packaging...**Back of room/ after program sales**...Post-program follow-up...Certificates of completion...**How to handle the roll-out**...and much, much more.

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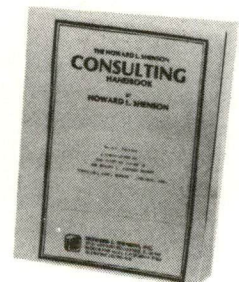
More than 300 pages of detailed, how-to-do-it information on every aspect of consulting practice management and marketing. Now in the fourth edition and based upon the wealth of information contained in the past editions of *The Professional Consultant (The Howard L. Shenson Report)*.

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The economic climate of consulting is treated in detail by Howard L. Shenson in this exciting and revealing presentation, which was introduced at the Advanced Consulting Seminar and recorded live on cassette tape. Based on research conducted and compiled by Howard L. Shenson, Inc. this thought provoking presentation provides detailed analysis on:

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Now you can learn the strategies of grantsmanship consulting and participate in this growing, challenging, creative, profitable field. You can design your own consulting project, select a client who would benefit from your efforts, and get your consulting fee paid without financial strain on your client — by getting your client a grant.

YOUR SEMINAR LEADER

Dr. Harry Murphy, one of the nation's most recognized and successful grants consultants, will personally direct and guide your detailed study. Having recently left a tenured, full professorship at California State University to devote full-time to grants consulting, Dr. Murphy is now available to share his insights and experience with seminar participants. This is a unique opportunity to hear one of the nation's foremost grants consulting authorities.



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How to find available funds...getting the funds...When and what to propose...**How to promote the funding agency...** Grant proposal writing and packaging...How to read and interpret RFPs (Requests for Proposals)...How to find out if a grant opportunity is wired...**How to design project evaluations...** Proposal submission and review...Things you should never say in your proposal...Who you should get to know in funding agencies...**How to establish your client's image and credibility with the funding agency...**How to determine priorities...Product objectives vs. process objectives...**Writing compelling needs and problems statements...** Matching the right client to the right funding source...How to identify clients who will be successful after receiving grants...Assessing the probability of funding prior to writing the proposal...**How to avoid the ten common mistakes most frequently made by grant seeking organizations...** Grants consulting as a bridge to other types of consulting...How to build your credibility as a grants consultant...How to be asked to write the RFP for the funding agency and then write the grant proposal for the client...**What grant reviewers look for and expect...**How to budget grants...Schedules...Time Lines...**Proposal Documentation and Visuals...**How to lobby funding agencies...When not to write a proposal...Pre-selling...**How to market yourself as a grants consultant...**Why proposal writing is not the essence of good grantsmanship...and much, much, more.

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BOOKS ON CONSULTING

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The consulting proposal is unique; unlike any other kind of proposal. You need the detailed step-by-step guidance of this easy to read manual. Research proves that poorly written proposals result in lost consulting opportunities. *The Consultant's Guide To Proposal Writing* by J. A. Dunnigan and Howard L. Shenson comes complete with illustrations, diagrams and complete sample proposals.

Don't lose consulting opportunities because of poor proposals. Order this authoritative, how-to-do-it manual today!!!



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THE SUCCESSFUL CONSULTANT'S GUIDE TO FEE SETTING...\$34

Research indicates that 67.3% of all consultants charge too low a fee and/or disclose their fees in such a way that the consultant appears to be a big expense rather than a smart investment. Are you guilty of these costly errors? Don't risk underpricing your services! Don't risk (prospective) client dissatisfaction! Get detailed, how-to-do-it information on the fees charged by other consultants (on the basis of field of consulting specialty and geographic location). Order *The Successful Consultant's Guide To Fee Setting* by Howard L. Shenson today.

Whatever you need to know about fee setting is here; complete with examples and illustrations including calculation of overhead...disclosure of profit...performance arrangements...daily billing rates...fixed price contracts...how to deal with the client who says your fee is too high...how to raise fees and keep client's happy...and much, much more.



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THE CONSULTANT'S LEGAL GUIDE...\$30

At last! A book written specifically for the legal situations faced by consultants by attorney Nancy Pyeatt. *The Consultant's Legal Guide* is designed to protect you from law suits arising out of professional liability and malpractice.

Ours is a complex society. The risk of law suits against consultants is great. Court awards are often astronomical. Protect yourself. Don't let your practice and your future be destroyed. This well written, easy to understand book also provides detailed guidance on: how to avoid the unauthorized practice of law...selecting lawyers...estate planning for the consultant...setting up your practice...staying out of court...contracts...and other vital legal subjects.



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Nine different example consulting contracts and a complete strategy guide on how to develop, write and negotiate the consulting contract. Use these contracts with your client or modify them. The contracts in Howard L. Shenson's vital book have been in use by thousands of consultants for years.

Letters of agreement...formal written contracts...the agreement for studies and reports...technical services contracts...agents agreement...sub or associate consulting agreement...when the consultant should prepare the contract...performance and contingency agreements...how to select the right contract form...and much, much more.

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And...don't forget the even bigger government grants market. See our Seminar on Cassettes — *GRANTSMANSHIP CONSULTING*



HOW TO BECOME A SUCCESSFUL CONSULTANT IN YOUR OWN FIELD

HOW TO BECOME A SUCCESSFUL CONSULTANT IN YOUR OWN FIELD...\$20

If you have not read this best selling book by Hubert Bermont we are surprised. An informative, practical, tell-it-like-it-is account of the trials, tribulations and excitement of starting your own consulting practice, *How To Become A Successful Consultant In Your Own Field* is filled with a wealth of insights and strategic guidance.

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What is the cost of information needed for the client's assignment? Where can I get the information needed without duplicating work already done? What is available to me from data banks, computers, information retrieval services? How do I get access to these and what is the cost? What is the true cost to me (and my clients) of the data needed? How do I set up my own information gathering system?

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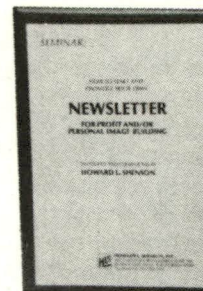
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- How to set a price for your newsletter...
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- Mechanics of newsletter production...
- How to spend minimal time and create a quality product...
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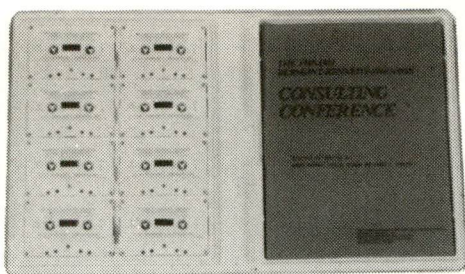
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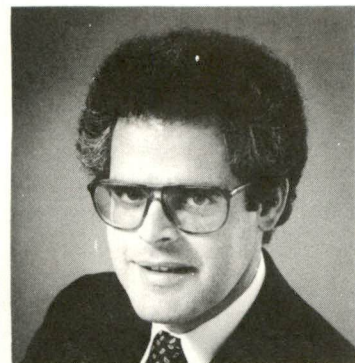
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Howard L. Shenson has been a consultant, author and lecturer for more than 12 years. He began consulting on a part-time basis while Chairman of the Management Department at California State University, Northridge. After two years of part-time consulting and full-time University administration, Mr. Shenson began a full-time consulting practice.

Mr. Shenson conducts consultations in numerous fields, including: Marketing, advertising, management, personnel, education, training, government grants and contracts, health care delivery, finance, real estate, new business ventures, executive search and municipal services delivery.

Clients include profit making corporations, public agencies, individuals, not-for-profit service and charitable associations and professional practices. His experience includes free lance consulting, management of a staff of 15 full-time consultants as well as the delivery of consultant services through a network of free lance associates working under contract to Mr. Shenson.

In January, 1977, Mr. Shenson began the Consulting Seminar which is conducted in major markets throughout the United States. The Seminar has been attended by more than 12,000 individuals; with over



1,500 in University sponsored programs.

The Seminar has been widely featured in the nation's media, including ABC Television National News, numerous TV and radio talk shows, major newspapers and magazines.

After receiving his bachelor's degree in Finance and Economics from Seattle University, Mr. Shenson completed the MBA at the University of Washington. Post graduate study in organization research and marketing was undertaken at the University of Southern California at the time Mr. Shenson served as Assistant to the Director of the University's Research Institute for Business and Economics and conducted courses in the University's MBA program.

Mr. Shenson resides with his wife and three children in suburban Calabasas, thirty miles Northwest of Los Angeles.

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THE IMPORTANT DIFFERENCE BETWEEN MARKETING AND SELLING.

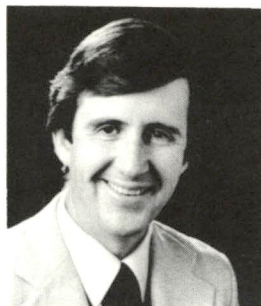
Marketing involves all of those activities which are designed to build your reputation, make you known in the market, create a demand for your services as a consultant. But **Selling** takes over when it comes to dealing with specific prospects, convincing them of your value (the sales call) and getting a signed contract.

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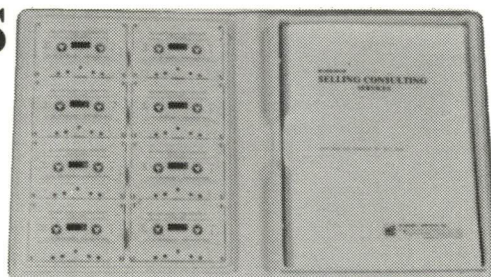


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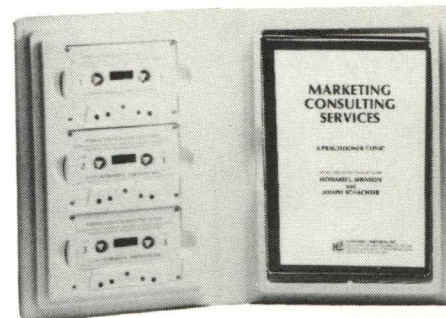
Here is a true Howard Shenson discovery. Just three years ago, Bill Good attended the Shenson Consulting Seminar. Since that time, using his strategic selling and marketing abilities, he has built a nationally recognized and highly successful sales consulting business. Not only is Bill Good a knowledgeable and informed authority on the selling of consulting services, but a lively, witty, dynamic speaker who is generous with his know-how. The hit of the 1979 Advanced Consulting Seminar, Good is a former regular contributor to **Barron's** and a Phi Beta Kappa graduate of the University of North Carolina. Good is considered one of the nation's leading authorities on salesmanship and telephone marketing and includes in his extensive client list companies such as E.F. Hutton Farmers Insurance and Western Union. This is your chance to learn first hand from a true authority on the selling of consulting services.

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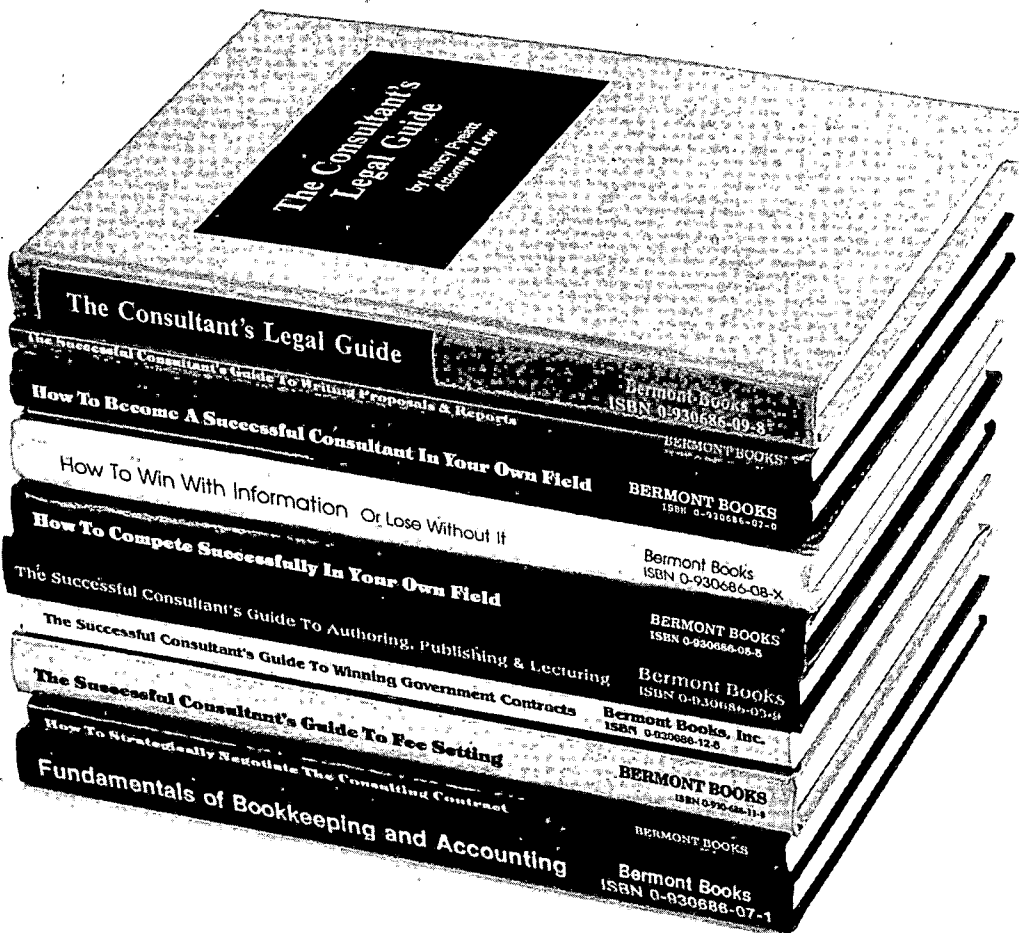
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WYDEN: Consultants are expensive. I found that consultants cost more than an employee. The problem is usually that the results are less costly than using business staff. But there is not efficiency of the consultant. But there is not always true. Money spent on consultants must be spent on increasing either the number or the competency of your own staff. You seem to be saying that consultants are expensive. If you hire consultants at a daily rate, you will charge more than comparable employees are getting. But you must begin to look a little more closely at those rates. You must begin to provide consultants with office space, support, or living allowances. For most you find ways to contribute to support them once a project is over.

WYDEN: The use of consultants inhibits development of in-house capabilities. I completely agree with you. The use of consultants is a double-edged sword. On the one hand, outside people are not as committed to the company as inside people are. They are not as familiar with the company's history and they are not as motivated to do their best. On the other hand, if you want to do their research and thinking, if you want to let them do their own research and thinking,

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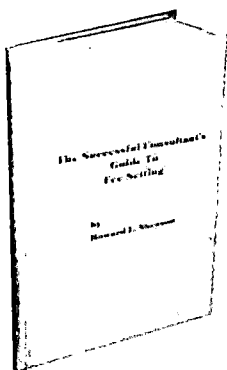
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our books and act as our faculty (see page 27). On average it would cost you \$85 per hour to consult with each of these professionals regarding your particular consulting problems and questions. Now, with *The Consultant's Library*, you can learn everything they have to offer for a fraction of that cost. The course covers every aspect of the state-of-the-art in consulting today.

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by Howard L. Shenson

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You will learn what kinds of expenses to charge the clients, and what kind not to; when to charge for certain kinds of overhead, and when not to; when to work on a contingency basis, and when not to. Most importantly, you will learn every principle of making your consultancy *profitable*. You will use this reference book over and over again every time you prepare a bid, an estimate or proposal. And you will find that this marvelous book will more than pay for itself ten times over in the first six months.

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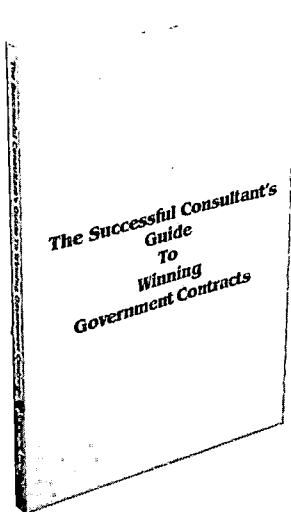
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| 4. Alternatives: Risk Taking | 8. Further Strategic Considerations |

Introduction

The purpose of this book is to demonstrate how consultants and other professionals should calculate the fee that will be charged for their services and to discuss the variety of options available for disclosing the fee to the client. We have always had uncertainty and indecision among members of the profession. What should the fee for services be? Should the fee charged be competitive? Will the fee charged be perceived by the client to be reasonable? Etc.

This book is succinct and to the point. The author's purpose is to make simple a subject that has been fraught with unwarranted confusion.

Let us begin.



The Successful Consultant's Guide to Winning Government Contracts

by The Editors of The
Consultant's Library

ISBN 0-930686012-X \$29 postpaid
7" x 10" softbound leatherette
122 pages

How does a consultant go about seeking Government work? How much red tape is involved? How do those consultants who get a lot of Government work do it? How is a contract "wired?" What are the mandatory steps to apply for Government contracts? How do Government procurement agencies judge consultants? What are the at-

titudes? What makes them look favorably on a bid or proposal?

All these questions and much more are answered in this new, singular book. The names and addresses of the Government procurement officers in every discipline are listed. Each Agency bears a full description of its activities as well. Included in *The Successful Consultant's Guide to Winning Government Contracts* are a myriad of reasons why you may not want to do Government work at all; but, if you do, this is one book which belongs on your desk at all times.

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Introduction

"Always remember that the United States Government is the largest purchaser of consulting services in the world. Remember, too, that the United States Government always pays its bills." This is one of the first enticing things a consultant hears when he opens his office. Indeed, it is often this truism which originally lures him to the consulting profession. As of this writing, the Federal Government spends so much money on outside consultants, that it has lost track of the amount; neither the Office of Management and Budget nor the General Accounting Office knows how much it is paying consultants this year. (They are even hiring consultants to find out for them!) One educated guess is *several million dollars per hour*.

On the face of it, that's quite an inducement. Any consultant could easily rationalize that:

- (a) He is a nice guy, so why shouldn't it happen to him?
- (b) He has been a diligent taxpayer, so why not get some of this money back legitimately?
- (c) He is finally in a position to make his expertise work for his country.

And all of this is true.

The obverse side of this, however, is rarely discussed. That side consists of two negative aspects:

1. Recent media investigations have brought to light and confirmed a long-suspected fact: *most* Government consulting contracts (percentage as yet undetermined) are "wired." That is to say, some consultant got there first—whether by friendship, graft, influence or his extreme competence on a previous assignment. Because most Government agencies have policies that require minimally three bids when the contract is let for anything over a minimum dollar amount (usually \$5,000), those "in" consultants must be put into "competition" with other consultants on any given project. This makes everything "kosher" and in compliance with the Federal Code. It is here that you enter the picture by being invited to bid on that project. In the case of the wired contract, no matter how high your qualifications or how low your bid, you don't stand a chance. If, for example, the project is wired to a man who recently retired from that Government Agency to set up his own consultancy or to join a large consulting firm, kiss the project goodbye (this is called the "revolving door" personnel policy).

Of course, these wired bids are neither asterisked nor earmarked in advance. They look like any other

legitimate invitation to bid, so you have no way of knowing. And no one will tip you off, because wiring is shady.

The point is that you will be spending a lot of time for nothing and time is the consultant's primary investment and inventory.

2. In the case of a legitimate non-wired bid, an inordinate amount of your time will also be required. The Bureaucracy thrives on paperwork. It is not uncommon for an Agency to accompany a twenty-page bidding form with a forty to sixty-page paperback book explaining how to fill out that form. Intense, endless study is required to wade through this bureaucracy to an understanding of the requirements and rules. All of this time is spent, whether you win or lose the bid. In most cases, the winning consultants never include this prefatory time in their mental fee estimates. Of course, if they did it in their publicly disclosed estimates, they would automatically forfeit the project. The Government *expects and requires* this enormous up-front risk investment from all contending consultants. This is your dues.

Despite the sabre-rattling by each successive Administration, wired consulting contracts will persist for the simple reason that there is absolutely no way to stop them. Nepotism of one sort or another is a *human* characteristic; it dates back to Ancient Rome and even earlier to Biblical times. So let us dispense here and now with the discussion of this nefarious practice and deal with the *legitimate* means of winning a Government contract—since there are still thousands of them in the offing every year.

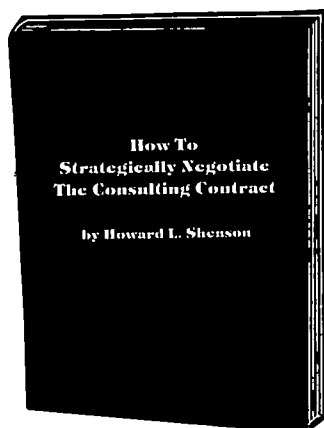
Considering the prodigious amount of red-tape (time) the consultant must withstand to properly present his qualifications, the question

persists: Is this what you want? The answer, of course, is always a qualified one: Yes, if I can make a profit; no, if I can't. Many consultants who achieve legitimate project awards from the Government can and do earn a profit, and many do it often; indeed, they find the work quite rewarding. Who are they?

Strangely enough, they come from the two extreme ends of the consulting spectrum. They are either neophytes who cannot and do not consider all the requisite preparation time of value, since they have no other clients, anyhow; or they are large consulting firms that specialize in Government work and have, over a period of time, acquired a particular expertise more important and significant than that in their original fields, i.e. bureaucratic paperwork. They have trained staffs that do nothing else. This is built into the company overhead and is more than amortized by the large volume of Government work billed each month.

The vast number of consultants in between those two extremes are far too busy "doing their thing" and sharpening their professional competence to be bothered with red-tape and nonsensical administrative procedures. There is one major exception to this, however. The successful, competent, professional individual consultant will often accept Government work on an hourly, daily, weekly or monthly basis. This usually deals with a fee below the compulsory bidding minimum. It allows the consultant to work effectively, terminate the project swiftly, leave, submit his bill, and get paid without any hassle. We shall discuss the methods of getting this and other kinds of work in subsequent chapters.

So the question prevails: Is this work for you? Think carefully before you embark upon this quest, this gamble, this "treasure hunt" for the holy grail of the consulting profession—the Government contract.



How to Strategically Negotiate the Consulting Contract

by Howard L. Shenson

ISBN 0-930-686-10-1 \$24 postpaid
7" x 10" softbound leatherette
107 pages

*M*ost professionals write and sign contracts with their clients. Very few *strategically negotiate* those contracts beforehand in their own favor. This skill is carefully explained in Howard Shenson's new book *How To Strategically Negotiate The Consulting Contract*. In easy, step-by-step fashion, Mr. Shenson takes you from the first contract meeting through the entire process. He then instructs in the most lucid manner how to incorporate all the advantages you have gained into the legal document itself. The book contains a host of inside tips on how

to stay out of court as well as advice to be certain that you are paid for your services. Forms and samples of every type of contract and agreement are included.

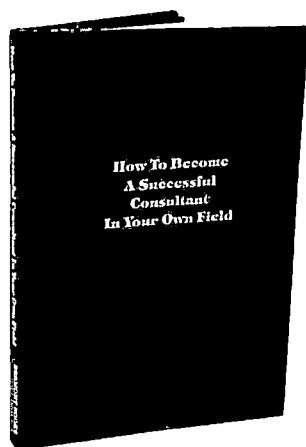
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Introduction

While conducting my Consulting Seminars in principal cities throughout the United States, I have been impressed with the avid participant interest in the subject of consulting contracts and letters of intent and/or agreement. The numerous questions regarding the strategies and forms of contractual relationships between consultant and client have prompted the writing of this book.

In general, consultants tend to be secretive about their individual procedures. So, although there is great interest, there is a paucity of information about the consulting contract. It is my hope that the material in this book will not only serve to improve your contractual procedures, but strengthen your relationship with your clientele.



How to Become a Successful Consultant in Your Own Field

by Hubert Bermont

ISBN 0-930686-02-0 \$20 postpaid
7" x 10" hardbound
156 pages

*H*ave you ever wished you could quit your job and start working for yourself?

Well, maybe you can! Many people are amazed when they discover the tremendous amount of professional experience and specialized knowledge they've accumulated—experience and knowledge that others will gladly pay for. Literally thousands of people who made that discovery are now prospering as independent consultants.

The way to begin is by reading *How to Become a Successful Consultant in Your Own Field*.

Clear, straightforward, packed with solid information and advice, this au-

thoritative manual tells you everything you need to know to establish your own independent consulting practice. Here's a sampling of the contents:

- What does it take to be a successful consultant?
- How to get started.
- How to operate your business—a collection of "tricks of the trade."
- What to charge your clients—plus five helpful rules on fees.
- Why you should never work on a contingency (speculative) basis.
- Ingenious ways to promote yourself—and make people want your services.
- Contracts: why you should avoid them at all costs.
- Just what do consultants do all day?
- How to market your ideas.
- Why you'll never have to worry about competition.
- And much more!

How many times have you told yourself that you're not getting anywhere—that it's time to think seriously about a major change in your career? Don't put it off another day!

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Introduction

Much has been written about the "middle-age crisis," about male and

female menopausal depression, about the thrashing around that comes at a certain time of life when one asks one's self, "What's it all about?" Doctors of every stripe have theories, TV panelists devote endless hours discussing causes and remedies, while the other media join the cacophony.

True, there are biological and hormonal changes occurring at that time of life, and they are somewhat akin to adolescence. But this parallel is over-worked *ad nauseum*—to the point that the individual in question is most often stripped of whatever maturity he or she has gained after weathering half a lifetime. However, the primary difference between the middle-aged person and the adolescent is never discussed in this context, i.e. the anxious, frightened anticipation of the young adult in *projecting* his future *versus* the depression of the matured person in *reflecting* on his past. Whence comes this depression (setting aside any hormonal changes, which may or may not occur)? The "experts" don't deal with this.

The depression comes from looking back and discovering that in your line of work or in your profession you may not have been the cause of your own experience. Wherever you are in the table of organization, there is some one or some board taking full charge of your actions or decisions, withholding full credit or compensation for those things you have done expertly, and overcharging you for your errors. This authority makes the rules, breaks the rules, and changes the rules—sometimes in mid-project. This authority sets standards at will. This authority delegates responsibility, withholds responsibility, and accepts responsibility at its own convenience. But most of all, this authority offers you and your family a living or takes it away at will—and therein lies the ultimate power. The threat and the promise, im-

plied or stated. The situation is endemic to the table of organization itself.

How is it possible, then, for a person to be a part of this rat race for an extended period of time without looking back and feeling anxiety and depression, without feeling unfulfilled and trapped? It isn't possible. To wave it away by typing it or labelling it "middle-age crisis" or some other euphemism is to demean the individual who wants more out of his or her life's work and who wants a sense of self actualization. This book is based on the fact that this fulfillment will never be forthcoming from a "superior" any more than it is ever forthcoming from a parent or any other authority figure. To expect it is to be trapped in your own childhood.

There are other books which deal with "the executive drop-out," with "alternative lifestyles," etc. This is not one of them. I address myself to the individual who has gained a goodly amount of expertise and experience in a given field, who has been aware for some time of being trapped in an uncomfortable working situation, who realizes that changing employers will only be more of the same because the house rules are stacked against him by the very nature of the system, and who has at least once thought "Maybe I ought to try consulting."

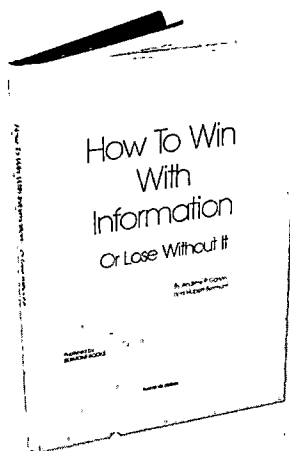
I wish I could say that I was one of those organizational drop-outs who one day decided that the rat race was even harmful to rats and that my superiors and the corporation itself could all go to hell. However, such was not the case; heroism has never played any part in my karma. In truth, after having worked ten years in an executive capacity for a company (from the age of thirty-three to the age of forty-three), after having brought that part of the company which was my responsibility

from \$1,100,000 to \$2,600,000 in sales, and after having refused a promotion within the company which would have meant relocating to a city I detest, the authority called me in one day and fired me. The exact words were: "You are going nowhere with the company and the company is going nowhere with you." Although that was the most important positive event in my entire working career (in hindsight), I went into total shock at the time. They really did me a favor, but they will get no credit for it here, since they did not have my interests at heart. Indeed, I had done such a good job at training my assistant that they were able to replace me with him at less than two-thirds my salary.

Up to this point, I, too, had been suffering the nagging depressions, the anxiety and the general malaise. My work, for a couple of years, simply wasn't gratifying. But I chalked it up to some kind of middle-age thing, having read everything on the subject. I had found myself, in part or in whole, in every case history I studied.

How I handled this trauma in the next few weeks and the course I embarked upon will be revealed in a subsequent chapter of this book. The point is that it isn't necessary to wait until "they" do anything if you have any awareness of your own suffering. They do it to you; you can do it for yourself.

The unknown always produces fear. The profession of consulting is fairly unknown and uncharted. One of the reasons for this is that it is part of the consultant's stock in trade to wrap himself in a cloak of sagacity and mystique. The other reason is that there is no college degree which leads to a consultancy. The purpose of this book is to offer a basic course in becoming a consultant. To do this we shall look behind the curtain, so to speak, and strip away the mystique.



How to Win with Information or Lose Without It

by Andrew P. Garvin &
Hubert Bermont

ISBN 0-930686-08-X
7" x 10" hardbound
176 pages

\$26 postpaid

This unique, remarkable manual teaches you how to raise your information consciousness. No book has ever attempted this before. This handbook not only attempts, but succeeds—by offering a basic course in the most fundamental and simple step-by-step fashion. As a result, this is a "must" book for the consultant.

After raising your information consciousness to the point where you are aware of your own questions, the authors show you exactly how to get those questions answered—anywhere and anytime. They not only tell you

what that information will cost, but its *value*.

Data banks, computers, information retrieval services and all the other elements of "our new information environment" are discussed in detail in simple, non-technical straightforward language.

The appendices comprise an invaluable guide to helping you set up your own "information-gathering system"—whether you are an aspiring professional or a successful one.

This book could just as easily have been titled *How To Win Clients With Information Or Lose Them Without It*.

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Introduction

The most important thing for business and professional people to have is the most difficult thing for them to find. Information. Information makes the difference between a decision and a guess, between success and failure, between wealth and poverty.

Knowledge is power. The amount of power required to be successful and to influence people and decisions depends directly upon the amount of knowledge you have. Knowledge results from information. And how to become the kind of individual who can acquire valuable information quickly,

easily and economically is the subject of this book.

Speaking of books, it is worth noting ruefully that they are published in spates. When a subject is "hot," a number of publishers jump into the fray with pertinent titles; but mostly the books pretty much say the same thing. The subject of information is indeed the hottest. However, we have no intention of repeating what the others are saying. There are many fine *source* books available that will tell you all about hundreds and hundreds of valuable sources of information, many of which you can probably use. Among the most notable of these is Lorna Daniells' *Business Information Sources* (University of California Press, 1976). This is no such sourcebook—despite the helpful appendices.

There are also many how-to books that explain, usually in technical terms, how to perform market research. They will tell you about the different kinds of research, about designing surveys and performing tabulations and about a great variety of techniques that the average executive doesn't want to be bothered with. Among the best of these is the *Handbook of Marketing Research*, edited by Robert Ferber (McGraw-Hill, 1974). Interestingly, Mr. Ferber has even put together a sourcebook on how-to books in the field called *A Basic Bibliography On Market Research* (American Marketing Association, 1974). Our book is not a how-to book, although we'll try to tell you something about how to be an effective information gatherer.

This book is unique in that it is the first (and, as yet, only) one to deal specifically with raising your *information consciousness*.

Until this consciousness is enhanced, all the sourcebooks and how-to books in the world will be of little value to you, because there will be no

impetus to go to them. This is in the same way that a student needs reading readiness to learn to read. *Information consciousness* is the key—and raising yours is the purpose of this book.

Raising your information consciousness means learning how to think in ways that result in your being well informed, in being infinitely more *resourceful* than you are now. This is not easy, but it is far more accessible than solving problems in nuclear physics.

To be well informed takes time, effort, curiosity and some thought. You have to be able to ask the right questions and to understand how the right answers may be found. If you can find the right information, you can use it to gain knowledge. Clearly, the more you know about something, the better you can deal with it, the more you can *control* your own situation. Knowledge is a synthesis of information. And knowing means winning.

It is curious to see how many people have no idea how to find what they need to know. It is *astonishing* to see how many executives and professionals don't even realize when they need information, whether or not it can be obtained, or, if so, how valuable it can be to them.

The evidence is everywhere. Ask a group of executives if they can briefly explain the information contained in such basic information sources as the *Statistical Abstract Of The United States*, or *Thomas' Register*, or *The Business Periodicals Index*, or the *F & S Index of Corporations & Industries*, or the *Congressional Quarterly*. We'll wager no one in the group can correctly answer. (Don't worry if you can't either. The purpose of this book is to raise your consciousness so you'll *want to be able to answer*.)

More evidence: A study published in the *Harvard Business Review* re-

vealed that only about 8% of the businesses represented by 1,200 survey participants had a department with trained employees to gather and analyze information about competitors. In smaller firms, the percentage was considerably lower. Consider this for a moment. To survive in business—indeed in life—you must constantly compete. Everyone knows this. Yet over 90% of the businesses in this survey had no formal program to gather information about their competition!

The collective suffering caused by inadequate information gathering is, of course, immeasurable. But it is evident everywhere in professional, business and even personal failures.

Many of the failures are big and complex. The Edsel is a classic example. But others can be perceived in everyone's day-to-day activities. Think back on your own experiences and those of people you know. How many times have you been a loser because you didn't have a key piece of information in advance? You overpaid for goods and services because you didn't know they were available cheaper elsewhere. You wasted hours standing in the wrong line. You vainly tried to obtain something from a government bureaucracy armed with the wrong papers. You went on vacation and ended up in a dismal, miserable place.

We all know about and have been exposed to Intelligence Quotients all of our lives. But what is your individual *Information Quotient*? There is, of course, no such thing as yet, because no one has developed one. Perhaps someday we will. We would undoubtedly find that people with a high level of information consciousness have the following characteristics:

- They tend to read a lot.
- They keep lots of files on all kinds of things.

- They have an insatiable curiosity.

- They prefer an authoritative opinion to gossip.

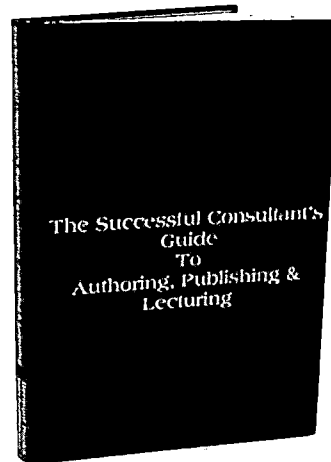
In short, these people enjoy a high degree of information literacy.

Recently, we were at a popular seaside resort where a few local motels competed for the tourist business. In booking a room in one of the motels, we by chance discovered that the owner had absolutely no idea what rates were being charged by his competitor located less than half a mile away! It was not surprising to learn some months later that the owner's motel had been taken over by a small hotel chain. He had lost his business.

This book was not written solely for the executive in a big corporation. It is written for all executives everywhere, and for professionals, scientists, consultants, technicians, and, yes, even motel owners. While our emphasis will be on business and professions, the lessons of this book apply to all of life, for if you cannot use information to create business successes, then it is doubtful you can use information for personal achievement either.

In "The Paper Chase," which deals with the rigors and vicissitudes of law school, the professor addresses the neophytes with this combined warning and promise: You come in here with a head full of mush, and when you finish—if you succeed—you will leave thinking like a lawyer.

To paraphrase: You open this book with a head full of false assumptions, but when you close it—if you have paid attention—you will think like an information genius.



The Successful Consultant's Guide to Authoring, Publishing and Lecturing

by Hubert Bermont

ISBN 0-930686-03-09 \$25 postpaid
7" x 10" hardbound
120 pages

You're a successful professional. You have many years of experience in your field and a wealth of specialized knowledge.

But have you ever considered exploiting what you know? Marketing your expertise to a wider audience? You may be overlooking numerous opportunities to expand your career and earn more money—by becoming an author, publisher or lecturer.

How do you break into these lucrative new fields? Finally, there's a book with all the answers: *The Successful*

Consultant's Guide to Authoring, Publishing and Lecturing.

Here's a preview of what you'll learn in this unusual book:

Part I: Authoring. How to transform your knowledge into an article, book or newsletter. Writing, editing, finding the right publisher, negotiating a contract, and more.

Part II: Publishing. How to take what you've written and become your own publisher. A crash course in book production, copyright, marketing, advertising, and more.

Part III: Lecturing. How to create and construct a successful professional workshop or seminar. Choosing the right location, setting the admission fee, negotiating with meeting site personnel, promoting the event, and more.

The above list doesn't even begin to cover everything you'll discover in this remarkable manual. If you're tops in your field, there's a market out there for what you know!

Don't let the opportunities pass you by. *The Successful Consultant's Guide to Authoring, Publishing and Lecturing* will take you step-by-step through these new and profitable frontiers, with concrete strategies and proven techniques for success. All complete in the only book on the subject. A book that's actually three books in one.

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Introduction

Like you, I am a consultant. Like you, I am a successful consultant. *Unlike* you, however, I have been able to successfully broaden my income base and field of activity by writing, publishing and conducting seminars.

This sounds terribly arrogant on my part, I know. But, I was very careful, in titling this book the way I did, to select a particular readership. First, you are undoubtedly a *successful* consultant; this means that you empathize with arrogance and share a certain amount of it with me. Secondly, if you are already a successful author, publisher and lecturer, you wouldn't have purchased this book. Even if you succeeded in one of these endeavors in addition to your consultancy, you probably want to learn about the other two. To what extent and how I have been able to accomplish these goals for myself will be discussed in the main body of this book.

I am a book industry consultant; but don't let that put you off by thinking that I have an unfair advantage in writing and publishing. I shall offer my advice to you on your terms, in your language—whatever your field of expertise may be.

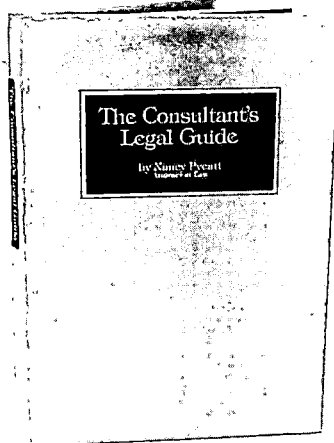
But, back to arrogance. It has its advantages and its drawbacks. My own particular brand of arrogance helped me considerably in starting my consultancy. I described this in detail in my book *How To Become A Successful*

Consultant In Your Own Field. But this trait detoured and retarded my progress during my first few years by making me turn a deaf ear to other experts and consultants in other fields. Many of these fields interfaced with my own. To put it bluntly and shamefacedly, I got so used to giving advice that I couldn't take any. But, as I became successful as a consultant, I also became more secure as a person. At that point, I started to listen to my peers (I had always listened well to my clients). I do hope that you have reached the success and its attendant security which will allow you to listen openly to what I am about to painstakingly share with you. I know that:

- a) it will help you immeasurably in reaching your goals,
- b) it will give you concrete, step-by-step methods in reaching success in any or all of the three areas, and
- c) it will thus add one more success for me if you *do* succeed.

A candle loses none of its lighting power by lighting another. My sharing what I have learned with you cannot in any way hurt me; it can only help you.

This book is divided into three parts in their titular order: authoring, publishing and lecturing. Each part may be taken as a separate entity. But you will also find that they are very much interrelated. So read and/or study this book in whatever manner or method you choose and are most comfortable with.



The Consultant's Legal Guide

by Nancy Pyeatt,
Attorney at Law

ISBN 0-930686-09-8 \$30 postpaid
7" x 10" hardbound
145 pages

As a society, we have entered into the most litigious era of our country's history. Everyone is suing everyone else—for practically anything. And the court awards are astronomical. Bearing the brunt of this horrific situation are the professionals in the advice business. It started with those in health care, but consultants are now vulnerable, too. This legal guide is the first and only book of its kind. It deals with malpractice, the unauthorized practice of law (a trap for any consultant), and many other hazards. But the book goes well beyond that. Estate planning, setting up the consultancy as a business, and choosing the right legal professional are

all vital to success and staying out of trouble. The author answers these and many other questions in this excellent, unique book.

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Introduction

The law is a complex living mechanism of statutes and precedents, always changing with the relative importance of particular codes and cases as they apply in different times and places. The law evolves through experience, not logic. That is why it is impossible to discover order and rationality in the law. That is why it is so important to stay out of court, where the impracticality and irrationality of precedents, the whims and human fallacies of judges, the moralizing of lawyer-advocates will all too frequently result in decisions bearing no discernible relationship to the facts giving rise to litigation. There are many other good, practical reasons for staying out of court, and I will discuss them.

The law ought to be the application of common sense to the resolution of particular issues based on particular facts. The law ought to be pragmatic. In practice, a good lawyer, working outside the courts, will be pragmatic about molding the forms of law (contracts, wills, leases, and so forth) to a client's particular needs and circumstances. A good lawyer knows that the making of

a contract depends not on what the parties mean but on what they say, on paper. A good lawyer knows that a will must express the intent of the testator in language that is not susceptible to misinterpretation, for a will is one legal document that must unavoidably go before a court. A good lawyer will of course know something about those quicksandish statutes and precedents, because part of a lawyer's job is to predict as best he can the outcome of litigation. A good lawyer, however, will not be certain of predictions. He will predict, for instance, that you will be required to pay damages if you break a contract. He will not, or should not, predict the outcome of litigation over a contract because he can not foresee how or if opposing lawyers or a judge, or a jury of twelve citizens good and true, will find it advantageous to inject morality and ethics into the simple legal issue of what compulsory payment of money should follow the breaking of a contract. The fact is that there is no synonymity between law and justice (morality, ethics). That's a hard lesson to learn, but remember it and believe it.

Equal justice under law is also not a reality. Mr. Dooley (Finley Peter Dunne) said it best: "A poor man has the same chance in court as he has outside it." Or Anatole France: "The law, in its majestic equality, forbids the rich as well as the poor to sleep under bridges." I will have more to say on this subject in connection with the avoidance of litigation.

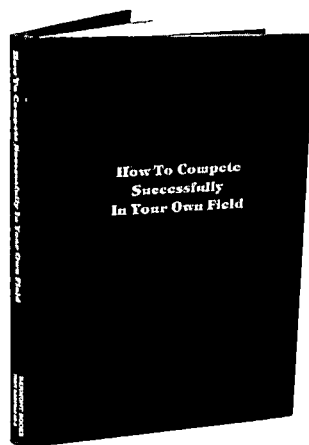
I will discuss how to choose a lawyer and how to work with him; the forms and pitfalls of the art of making contracts; the unauthorized practice of law as it sometimes ensnares the unwary consultant; the increasing concern over malpractice (professional liability) and available defenses as well as insurance; the all-important problem of

avoiding litigation in an extremely litigious society.

Since most consultants own their own businesses, I will devote some attention to estate planning as a means to avoid the loss to your families of the benefits from all your hard work and the good will you have acquired in your particular field.

Please bear in mind that this book is no substitute for a good lawyer of your own. The states govern most of the law under which you do business—contracts, leases, corporations, partnerships, and so on. The states also govern the ultimate disposition of your property after death. It is obviously impossible as well as unethical for the likes of one lawyer practicing in the District of Columbia to advise consultants (or anyone else) in 50 states about 50 bodies of law that will be brought to bear on many aspects of your daily business, your living and dying.

This book is therefore a compendium of general legal principles and particular bits of advice garnered over 20-plus years of engaging in the altogether satisfactory business of writing contracts, writing and probating wills, advising small businesses, and trying cases when clients fail to heed my advice to avoid that experience. Like a consultant, a lawyer can only advise. Clients must act. My hope is that this book will be a useful guide to making the decisions and taking the actions required to keep your consultancy alive, prosperous, and as free as possible of legal difficulties. Let Mr. Dooley have the last word: "Trust everybody—but cut the cards."



How to Compete Successfully in Your Own Field

by Hubert Bermont

ISBN 0-930686-05-5

\$20 postpaid

7" x 10" hardbound

175 pages

“Most people today are lazy, so if you demonstrate even a minimum of alertness, motivation and creativity, you can’t miss!”

That startling statement is the premise behind Hubert Bermont’s book, *How to Compete Successfully in Your Own Field*.

As a consultant, this book will help you gain the competitive edge that separates the winners from the losers.

Here’s a sampling of the contents:

- How to market yourself.
- The competitive spirit.
- The five key rules of selling.
- How to motivate people.

- Making anxiety work for you.
- How to select and use outside professionals.
- Favors, commissions, gifts, kickbacks and payoffs.
- Money, cash flow and borrowing.
- Preventing financial losses.
- When should you retire?

When you close the cover of *How to Compete Successfully in Your Own Field*, you'll do more than merely nod your head in agreement. *You'll start putting its principles into action the very same day*—and you'll be amazed at the immediate results and rewards.

Contents

Introduction	11. The Market
1. The Death Of The Salesman	12. Profits
2. The Creative Art Of Selling	13. Advertising And Presentation
3. Incentive	14. Favors, Commissions, Gifts, Kick-Backs & Pay-Offs
4. The Goal Of Excellence	15. Money
5. The Laser Mind	16. Your Business Is Your Friend
6. Anxiety Is The Mother Of Invention	17. Sticking Up For Our Side
7. Perseverance	18. "Burn and Rave At Close Of Day"
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Introduction

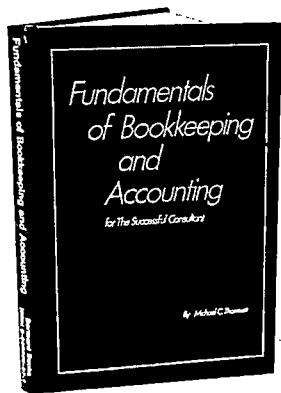
Contrary to public opinion, success is easier to achieve today in the United States than ever before. But fewer Americans than ever before consider themselves successful; and, indeed, they are not. Endowed with eight cylinders, we generally operate on one. Nor have we changed much (except for the worse) since Henry David Thoreau called us a "nation of sleepwalkers."

Since, in the country of the blind

the one-eyed man is king, it follows that in a nation of sleepwalkers, semi-functional "professionals," one-cylinder businessmen and general under-achievers at large, the highly aware, motivated and functional person must enjoy the fruits of success.

You have every right to demand here and now, at the outset, that I define "success" as it applies to this book. Very well. But first, allow me to state what it is not. Success is not money alone, it is not the power to manipulate and control others, and it is not an arbitrary, artificial title. Success is peace of mind, it is the respect of self and the respect from others in your field, it is the bottom line of the financial sheet which tells you that you may continue in your chosen line of work without fear or worry, and it is the ability to look into the mirror and see a true *professional*.

I find it both interesting and indicative that I started with the words "contrary to public opinion." I hope, trust and expect that you will find this entire book contrary to public opinion. For it is public opinion, deliberately and satanically shaped by our "leaders," which has led us astray and taken our collective eye off the true goal of life—individual success. Hopefully, too, this book will help you to focus more clearly on your singular goal and then show you the simple—but not easy—ways to achieve it.



Fundamentals of Bookkeeping and Accounting For The Successful Consultant

by Michael C. Thomsett

ISBN 0-930686-07-1 \$28 postpaid
7" x 10" hardbound
136 pages

Bookkeeping and accounting? Ho hum. Most consultants find the subject a bore and a chore. It's difficult, tedious and time consuming. At best, it's a necessary evil.

"Not so!" declares Michael C. Thomsett. "Bookkeeping and accounting are surprisingly simple—once you understand a few basics. And creatively applied, they can make the consultant's life easier, more efficient and more profitable."

Most textbooks on bookkeeping and accounting are of little or no value

to the consultant. And the few books that exist on consulting cover these subjects in only the sketchiest way.

Now at last there's a basic reference on bookkeeping and accounting *written specifically for the consultant and his needs*. It's the first and only book of its kind.

There are two major functions bookkeeping and accounting perform for the consultant.

First, of course, is *compliance* with regulatory and tax laws. An efficient system should both keep you out of trouble with the IRS and prevent you from paying a penny more in taxes than you have to.

But an equally important function—and one that's often overlooked—is the *management, planning and control* of your practice. The right bookkeeping and accounting system gives you an invaluable picture of your business—it's past, present and future. You're able to determine your financial health, budget your expenses, gain access to information when its needed, plan growth and cash flow, chart income and profits, set and achieve specific goals, and forecast what's ahead. In sum, you're able to effectively manage your consulting practice.

As you can tell by now, *Fundamentals of Accounting and Bookkeeping for the Successful Consultant* is an eminently *practical* book. It throws out all the technical jargon and presents its lessons in clear, easy-to-follow language. Here are just a few of the things you'll learn:

- Tax-cutting techniques for the consultant.
- How to save 50% or more in accounting fees—by performing routine tasks yourself.
- Expense controls and budgeting: how to avoid overspending yourself into bankruptcy.

- Which records to keep—and which you can safely toss out.
- The home office—when is it a legitimate tax deduction?
- Making journals and ledgers work for you.
- Accounting problems unique to consultants—and their solutions.
- How proper documentation will save your neck if you're audited.
- Should you incorporate? The pros and cons are spelled out.
- How to use a financial statement as a planning tool.
- Predicting your future income, growth, profits.
- Data processing and the consultant: are you ready for a computer?
- How to put your entire bookkeeping system into one three-ring binder!
- And much more.

Contents

Introduction	9. Income And Cash-Flow Budgets
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4. Financial Statements	Conclusion
5. To Be Or Not To Be ... A Corporation	Index
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7. Unique Accounting Problems	
8. Cash Controls	

Introduction

Should an accounting system be considered as a means to achieve specific goals, or as a necessary evil created and fed by bureaucracy and regulation? Arguments are made both ways, and the debate continues without end. There is, however, one argument that can be made in favor of an accounting system's benefits; an argu-

ment that stands up in a true test. An accounting system designed to achieve logical goals and provide a consultant with needed information, tailored in its simplest form, makes it a valuable system. Secondary to that, such a system will be in compliance with regulatory and legal requirements for record-keeping.

Consultants have many special needs from an accounting system, and they must consider to what degree that system can be put to use to their own benefit. Records can be designed to help in the production of income, control of expenses, planning of growth and cash flow, and compliance with a multitude of regulatory requirements—notably, the requirement associated with income taxation and rules of sound record-keeping.

The value of this book to you, the consultant, is not limited to knowledge you may gain on the theories of sound record-keeping. When the information in this book is applied practically to your own professional environment, it will enhance your overall administrative control *and* save you a considerable portion of your accounting expense.

Most businessmen are, at the time they make an appointment with their accountant, ill prepared for the meeting. Consequently, the accountant must perform many of the tasks of routine bookkeeping in preparation for his primary function. You will be able, with this newly acquired approach, to prepare in advance, presenting your accountant with a fully-prepared set of journals and ledgers. In many cases, this will eliminate the majority of the accountant's time commitment. He will merely need to enter his closing adjustments and proceed from that point. Virtually all accountants will appreciate the "perfect system" and,

with it, you are likely to become a favorite among your accountant's clients.

The burdensome accounting system is one that is designed only for the purpose of compliance. It produces nothing of basic value to the consultant, provides no directional information, and simply consumes some degree of time—time that could be spent more productively. That same system is likely to be the least effectively controlled, since there is no motive for the self-employed individual to take pains for his own benefit. The value of that system is limited only to its compliance function.

The *valuable* accounting system is one that, in addition to providing compliance, proper record-keeping, accessible documentation of deductions, and everything in its place, offers *information* that is needed to effectively manage the consultant's practice. In this management, the elements of control include forecasting, financial reporting, budgeting, cash controls, and (most importantly) an economy of time. Nobody wants to spend more time than is absolutely necessary in "balancing the books," and a well-designed system will take that factor into account. This system should not be the master, but the means under control, to be used for maximum benefit.

The essence of a sound record-keeping system is common sense. In the design and application of an accounting and bookkeeping procedure, the following questions must be kept in mind:

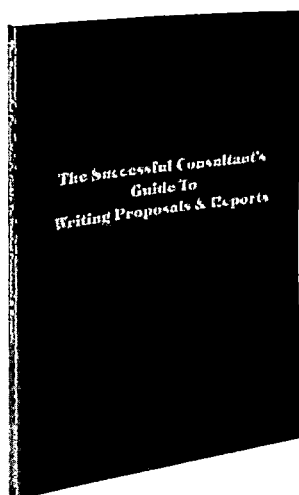
1. What is the objective of this system?
2. What solutions will best achieve the objective?
3. How can it be designed for expedient delivery?
4. What are the alternatives?

5. How can results be achieved in the most cost-effective way?

6. Can the system be put to *profitable* use and still meet statutory requirements?

In the spirit of constant improvement, there is no rule that a system must be permanent. In fact, it may be said that a system that never changes is an indication that the business is not growing. Systems should be in a constant state of improvement. The common-sense approach demands that systems become increasingly simple, provide maximum information, and improve to handle efficiently an increasing transaction load.

This book will provide practical guidelines for consultants in both the areas of record-keeping and planning. It will show how, by proper planning and application, the consultant may maximize legal deductions, simplify record-keeping procedures, and comply with all requirements of taxing authorities—with the least investment of time.



The Successful Consultant's Guide to Writing Proposals and Reports

by Hubert Bermont

ISBN 0-930686-06-3

7" x 10" Soft leatherette bound

62 pages

\$10 postpaid

There are lots of books on writing proposals and reports—but none of them are of much use to *consultants*. Now at last there's a comprehensive manual especially for the kind of writing the consultant does day in and day out.

Here's a sampling of what's included:

- When to write a proposal—and when not to.
- How to create a proposal that will win you the assignment.

- What *kind* of proposal or report should you write?
- How long should it be?
- Style and language.
- Organization and format.
- What to include—and what to leave out.
- The covering letter—and why it's so important.

Perhaps most useful are the *samples of proposals and reports* in the book. An ineffective proposal, filled with common errors, is carefully critiqued and then re-written effectively. The same technique—ineffective and effective versions—is used for a sample final report.

The Successful Consultant's Guide to Writing Proposals and Reports will help you in two important ways. First, as a "crash course" in the subject. Then as an indispensable daily reference tool.

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- | | |
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| 1. Introduction. | 9. The ineffective proposal. |
| 2. When to write a proposal. | 10. The effective proposal. |
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| 5. Form. | 13. The effective report. |
| 6. The covering letter. | 14. Conclusion. |
| 7. Organization. | |
| 8. Format. | |

Introduction

There are books on how to write a proposal, and there are books on how to write a report. But for the consultant, these books as separate entities are meaningless. In our profession, the proposal and the report are linked in so many ways that they virtually become one process. Indeed, the success or failure of a consulting assignment oftentimes hinges on the connection between the initial proposal and the final report. Hence, this Guide, which treats the two as a unified whole.

The formerly and currently accepted styles and forms of proposal and report writing are quickly becoming passé. Astute executives and busi-

nessmen are getting fed up with them; as prospective clients, their jaundiced eyes are beginning to look upon most of this non-communicative effort as garbage. Those consultants and consulting firms which still use the old format do so because they don't ask for feedback; they submit, bill and run. This Guide is the result of the answers I received when I asked a number of clients (my own and others'), "What did you think of the proposal (or report)?"

We shall deal with the writing of *effective* proposals and *effective* reports. Effective proposals are those which succeed in obtaining the work desired by the consultant for his normal fee. Effective reports are those which succeed in satisfying the client that the consultant's work was properly and professionally accomplished.

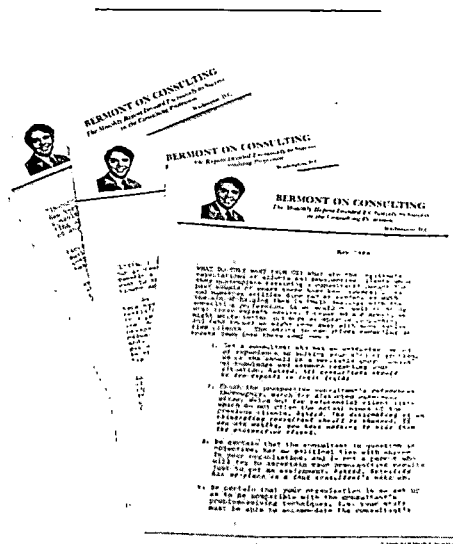
The need for this Guide is apparent when we see the number of proposals that are rejected and the number of reports that are either misunderstood or treated with indifference. A proposal which does not eventuate in a client retaining the consultant wastes an enormous amount of time—for both parties; and this time translates itself into money. Likewise, a report which doesn't accomplish what it set out to do, or obfuscates its own intent, both infuriates and loses clients.

Time and money wasted is injurious to any profession, but for a consultant it is doubly so, because this waste is always obvious to the client and cannot be hidden in any way.

For the wise consultant, the consideration of whether to write a proposal starts very early. He differentiates between a prospect and a suspect, between a winner and a loser. Similarly, the consideration of what kind of report to write should start long before it is written—in the solid consultant/

client relationship, whereby the client is fully aware and expectant of the type of report you will write. Everything comes together beautifully if, as Holiday Inn suggests, there are no surprises.

This is not a manual of style or creative writing. For that, you are referred to *The Elements of Style* by Strunk and White. It is, however, a Guide to do's and don'ts based upon my own experience. The general rules set down here will transcend all fields of consulting, so that, whatever your field of endeavor, you will find it useful.



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About The Authors

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Hubert Bermont was born in New York City. He did his undergraduate and graduate work at New York University. For the past fourteen years, he has been a successful consultant in Washington, D.C. He has also taught consulting at Montgomery College. He



numbers among his clients more than 70 major corporations and trade and professional associations. He lectures frequently before professional groups of consultants. Mr. Bermont has authored fourteen books, ten of which have been published by such houses as Simon & Schuster and Harper & Row. He is president of Bermont Books, Inc. and founder of *The Consultant's Library* and Vice President of the Publishers Alliance.

Andrew P. Garvin is chairman and chief executive officer of FIND/SVP,



The Information Clearing House, a leading information retrieval service. He is a member of the Board of Directors of the Information Industry Association and was chairman of the 1979 National Information Conference and Exposition. Prior to 1970, Mr. Garvin was vice president of his own public relations firm and earlier was a correspondent for *Newsweek*. A frequent speaker on information-related topics, Mr. Garvin holds a B.A. in political science from Yale University and an M.S. in journalism from the Columbia Graduate School of Journalism. He lives in New York City.

Howard L. Shenson is highly acclaimed as the nation's leading authority on the marketing of consulting services. He has been a successful consultant for thirteen years. He is former Chairman of the Management Department at California State University, Northridge. Mr. Shenson is also renowned for his comprehensive Consulting Seminars, which he conducts nationwide. He is the author of numerous professional books on consulting.



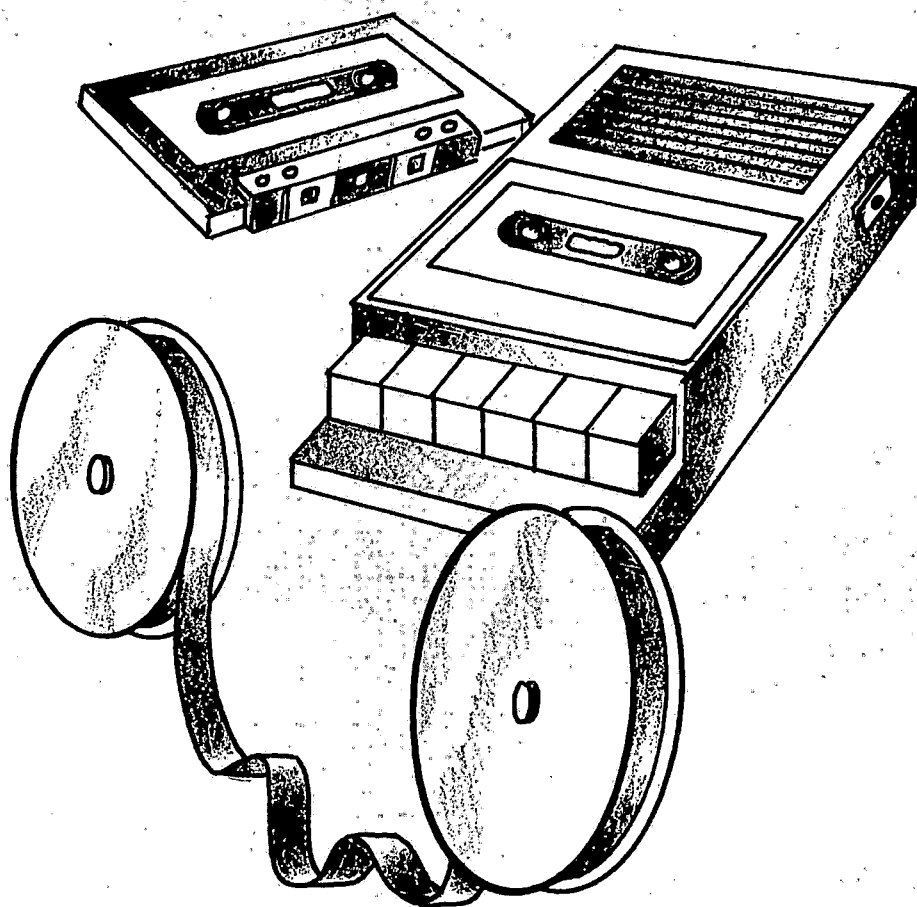
Nancy Pyeatt was born and reared in Tulsa, Oklahoma. She is a graduate of Saint Mary College, Leavenworth, Kansas and The George Washington University Law School, Washington, D.C. She has been practicing law in the District of Columbia since 1959. Ms. Pyeatt is a true professional who has helped other professionals in their constant effort to avoid legal pitfalls and pratfalls.



Michael C. Thomsett is a San Francisco Area based accountant and consultant. Among his clients are consultants and corporations in finance, insurance and marketing. He has 12 years of experience as a senior accountant in a broad range of industries. Mr. Thomsett is the author of two previous books and numerous articles in trade and professional journals. He was born in England and now makes his home with his family in San Raphael, California.



Watch for the Consultant's Audio Library coming soon!



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GEORGE COOK, George Cook & Associates, Wilmington, Delaware

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How To Win With Information

Or Lose With It

By Nancy Dwyer

ISBN 0-896-03000-0

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By Nancy Dwyer

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The Consultant's Legal Guide

by Nancy Dwyer
Author of How To Win With Information

The Successful Consultant's Guide To Authoring, Publishing & Teaching

How To Compete Successfully In Your Own Field

Fundamentals of Bookkeeping and Accounting

For The Successful Consultant

By Michael C. Thornton



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Enclosed are the following materials:

Automobile Rental Instructions and Discount Cards. As an ASPC Member, you're entitled to substantial discounts when renting a car. Please read the instructions carefully for details on rates and arrangements, which vary from company to company. Be sure to carry all three rental company discount cards. They are not transferable.

Two Catalogs of Books on Consulting. An order form is included giving the 30% discount to which all ASPC Members are entitled.

Hotel and Motel Special Rates. Special guaranteed rates have been negotiated for our Members at fine hotel chains. The procedures are different for each chain, so please take time to familiarize yourself with all of them, as detailed in pages 2 and 3 of this letter.

Over the coming months we will be mailing to you separately the following additional materials:

The Professional Consultant, the Society's newsletter, which will be sent to you monthly. Expect your first issue soon.

ASPC Members' Group Insurance Plans. Information on several exceptional group insurance plans, developed especially for our members, will be sent to you from time to time.

The next issue of the ASPC Membership Directory, which will be mailed to you as soon as it is published.

In addition you will receive, periodically, information on our National and Regional Conferences, as well as news of upcoming special seminars for ASPC Members. We urge your participation.

Do not hesitate to write to us at our new address, as shown above, with questions or suggestions regarding your membership; mutual enrichment is a basic aim of this Society.

Sincerely,

Gray D. Serota

Executive Director

ASPC Hotel and Motel Plans

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1. Call 800-327-0200 anywhere in the U.S. except Florida. For other locations use numbers in your rate booklet.
2. Identify yourself as a G.C.R. member. Also bring your G.C.R. card to check-in.

For late arrival, call ahead. Room will be held till hour you request with credit card guarantee. Members are automatically upgraded to larger rooms when possible, at no increase from moderate rate. Should a reserved room ever fail to be available, Inter-Continental will find you a room elsewhere and will pay for it.

Travelodge "Preferred Travel Program"

Your ASPC membership card entitles you to the Travelodge Preferred Travel Program and guarantees you a \$2 discount on the lowest rate shown for each motel and full-service hotel listed in the enclosed Travelodge Directory. Not only do you get \$2 off the lowest rate, but if you make a reservation in advance you will pay only this low rate even if you are placed in a better room.

To get this guaranteed lowest rate, you must do the following:

1. Make your reservation by calling 800-255-3050. In Kansas call 800-332-4350. From Alaska and Hawaii call 800-255-6411. In Canada call 1-800-268-3330.
2. When making your reservation, identify yourself as an ASPC "Preferred Traveler". The reservation clerk will give you the lowest rate for a single or double room at the particular hotel where you are reserving.
3. When you arrive at the hotel, show your ASPC membership card and identify yourself as a "Preferred Traveler". Make sure that the clerk charges you the low rate that was quoted when you made your reservation.

Ramada Inns' "Pacesetters II" Program

Your Pacesetters II group number is 90 3903 0001. You are guaranteed the minimum single or double room rate shown in the enclosed 1981 Ramada Inn Directory. Where a larger room is available, it will be given to you at no increase in price. You may use these rates in conjunction with special Ramada packages such as the 25%-Off Super Saver Weekends at participating hotels. You can check the current Ramada Inn Directory or call 800-228-2828.

To make a reservation:

1. Call 800-228-2828. Request "Pacesetters II" and give your name and Pacesetters identification number as it appears above.
2. To make a guaranteed reservation, give your Pacesetters II number along with your American Express, Visa, MasterCard, Diners Club or Carte Blanche number or your company name and address.
3. Super Saver Weekends:

Reservations must be made at least 7 days in advance. Please identify yourself as a Pacesetters II member. Give your number, and request the Super Saver Weekend.

To check in:

At the registration desk, present your ASPC identification card and Pacesetters II number.

Cancellation Policy:

If you must cancel a guaranteed reservation, call 800-228-2828 and secure a cancellation number to avoid being billed as a "no-show".

Help us to build a larger Society!

The more consultants we attract to ASPC, the more benefits and services we can provide each other. Please help the Society by writing in the spaces provided on the reverse side the names and addresses of consultants who you think would qualify for membership. We will be happy to send them literature, and to consider their applications for membership. Please send this form to

American Society of Professional Consultants
713 D Street, S.E.,
Washington, D.C. 20003

MEMBER'S NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

COMPANY _____

Send us the names of other consultants:

NAME _____
ADDRESS _____
CITY _____
STATE _____ ZIP _____
COMPANY _____

NAME _____
ADDRESS _____
CITY _____
STATE _____ ZIP _____
COMPANY _____

NAME _____
ADDRESS _____
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NAME _____
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STATE _____ ZIP _____
COMPANY _____

NAME _____
ADDRESS _____
CITY _____
STATE _____ ZIP _____
COMPANY _____

NAME _____
ADDRESS _____
CITY _____
STATE _____ ZIP _____
COMPANY _____

I recommend the above consultant(s) for membership in ASPC.

Signature _____

Member number _____



Membership No. 1361B Expires: 6/1/82
Lex Frieden
9667 Meadowvale
Houston, TX 77063

MEMBERSHIP CARD

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has elected

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