

# **Business Management For The Creative Mind**

**Toolbox Teleclass Transcription**

**By Debra Russell**



**Foundation Program**

**Track 3: Nuts & Bolts: The Fundamentals of  
Business**



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## INTRODUCTION

Welcome to the Toolbox Teleclass for October 2007. This is a bonus class for October. It's Business Management For The Creative Mind and has anyone else beeped since I was gone? And would like to introduce themselves? No? Okay, great.

So I'm going to jump right in because I have a tremendous amount of material to give you guys in this hour.

INTRODUCE MYSELF AND PASS AROUND SIGNUP SHEET.

*ANNOUNCE AVAILABILITY FOR DISCOUNTED PRIVATE SESSIONS*

WHAT WE'RE COVERING TODAY

*OVERVIEW OF BEING IN BUSINESS*

*HOW TO DESIGN YOUR BUSINESS TO FIT YOUR STYLE*

### 3 KEYS TO SUCCESS

What we're going to be covering today is I'm going to give you an overview of what it is to be in business. Then we're going to talk a little bit about how to design your business to fit your style, and then I'm going to finish it up with three keys to success. Now I'm hoping you guys all saw the email that gave you the download of the worksheet. You don't have to have them, but it may help your hand so you don't get quite so tired taking notes.

And for those listening to this call and recording the PDF of the worksheet is available with the recording.

Welcome! Who's joined us?

Vicky: Vicky.

Debra: Welcome, Vicky! Who else has joined us?

Abby: It's Abby.

Debra: Hey, Abby! Great! Alright so we're jumping right in here.



## MYTHS OF INCOMPATIBILITY

The first thing I want to talk about in Business Management for the Creative Mind is this Myth of Incompatibility. There is a myth out there that if you are creative then you are not capable of being good at business. And I found that belief to be really surprising as I grew up, because my Dad, who is the concert violinist, worked in the Think Tank at Bell Labs. You know, designing such products that we're all incredibly familiar with, like the fax machine, like the teleconferencing, which is what we're using to make this call. My Dad was in on this design of this product.

And when he was offered a first chair gig at the New Jersey Symphony Orchestra to be the first chair violinist, he turned it down which blew me away. I was really shocked, and when I asked him why, he said that he felt that his job, which was you know, big-time corporate business, was more creative to him than playing two hundred year-old music. I thought that was really intriguing.

### WHAT ARE YOUR BELIEFS ABOUT BUSINESS?

So I'd like to kind of go around the room a little bit, and if you guys are on mute, go ahead and take yourself off mute for this piece. And just ask you what are your beliefs about business?

And just go ahead and call them out, but say your name please.

Debra: Go ahead. Jump in. Anyone want to say what their beliefs are about business?

Vicky: Okay, I will.

Debra: Thanks, Vicky. Breaks the ice there little bit.

Vicky: Um, it takes up a lot of time from the creative part.

Debra: Okay, great. Well, who else wants to say what their beliefs are about business.

Roxanne: Now this is Roxanne. I was actually in business for almost 20 years, so I really believe that me and business and doing business is very creative, but a lot like Vicky, I just let the artist side of my business go because of time.

Debra: Okay, so you don't have a real good balance.

Roxanne: Right. And you know I just kind of like-- I was so sick of business that I just kind of let it go, and now I'm wanting to put that back in.



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#### WHAT ARE YOUR BELIEFS ABOUT MARKETING/SALES

Debra: Okay, great. Well, who else has some beliefs around business? And you can also share with me your beliefs about marketing and sales while we're at it.

Jordan: Hi, this is Jordan.

Debra: Great, Jordan.

Jordan: Hi, um, business is a lot more work than you think it is. There's a lot more hats you have to wear. There's a lot more to it than when you-- if you were an employee then you would really know as an employee.

Debra: Ah! See and that's an interesting distinction to make because when you own your business, you are playing all the hats, and when you're an employee, you're usually in just one department. And I loved that you used the word "hat" because that's the word I'm going to be using. I'm going to talk about the Five Hats of the Business Owner in a few minutes. What other beliefs are out there in marketing and sales and business?

Abby: I think again it takes... This is Abby. It takes so much time away from the creativity. I mean even though you can learn the skill to be successful at it that um, it leaves little energy left to the creative process.

Debra: So it kind of sucks the energy from it.

Abby: Yeah.

Debra: What do you guys believe about marketing? What u do you believe about selling?

Chris: Um, this is Chris. Um, having a sales background in the corporate world in the IT technical sales, I'm finding it pretty easy to sell my artistic wares, because I have that background but I think it might be difficult for others who don't have like a sales background. They may be a bit more introverted as an artist to go out there and say, "Hey this is my art. This is what I'm charging," and say that with a straight face and have the confidence. So you know, I think it'd be challenging if I didn't have that sales background.

Debra: So but giving you-- that having the training makes it easier and simpler for you?

Chris: It does. I come off so much more smooth just because it's like I'm actually doing what I love to do as opposed to working for a corporation, and you know, I'm getting paid just for their product. So it's a lot different.



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Debra: Okay, great. Excellent. What other beliefs do people have about marketing and sales?

Audience 2: It's risky. You may or may not sell.

Debra: Right. It does not always work. Great. What else?

Catherine: This is Catherine. I guess my belief is that there's something fundamentally, spiritually unattractive about it.

Debra: Thank you for saying that, Catherine. I was hoping someone would. Yeah, there's something ugly about it. You know there's something icky, slimy, ugly about marketing and sales.

Catherine: There's something exploitative.

Debra: Right. Great. Thank you for saying that. What else? Any other... Anyone else have something that they feel like hasn't been covered yet?

Jordan: Yes, this is Jordan.

Debra: Yep.

Jordan: That you can never rest. That you have to always think of new things, and you have to always be engaged in it. It's not a type of endeavor that you just go and autopilot. You have to always be thinking, and you have to always be on your toes.

Debra: Okay, great. Now is that about business or is that about marketing and sales? Or can we say that that's a belief that you have about both?

Jordan: ...

Debra: Jordan?

Jordan: Say that again?

Debra: Is that a belief that you have about both business and marketing and sales or just?

Jordan: Marketing. Just marketing and--- Well marketing and sales are both similar in different ways.

Debra: Right. So thank you guys. The truth about these things are that...I think that there a lot of what you guys are saying have a germ of truth but what it also has is a lot of lot of emotional overtone that I think is tapped into something deeper that isn't true.





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#### WHAT ARE YOUR BELIEFS ABOUT YOUR OWN SKILLS WITH REGARD TO THESE THINGS?

So let me ask you guys this question: What do you think about your own skills with regards to these things? And couple of you have already said what you thought were your skills around it, but for those of you who didn't kind of pipe up about how good do you think you are with business, marketing, and sales on the scale of 1 to 10.

Caller: I think I'm pretty good at administrative path and planning knowing what to do. I'm really poor on the actual follow through. Keeping strictly to timing, things like that.

Debra: Okay.

Caller: But as far as marketing's concerned, I'm just really scared.

Debra: Okay.

Caller: I feel like I'm not extroverted enough, and I'm too apologetic.

Debra: Okay, and so would you say that... Those are skills that you're talking about. Right? Being--having good posture in regard to marketing field. That's a skill that anyone can learn.

Audience 3: Right.

Debra: And that's what I want to say about all of this stuff with business, marketing and sales. All of these things are skills that you can learn. Now, can you learn to sell, to be as so good at sales that you can sell snow to Eskimos? Maybe not, you know. Maybe there is such a thing as the born salesman who really just could sell anything to anyone.

But my argument is you don't need to be that good. You just need to be good enough, you know? Both, and I say that both from the internal perspective, you need to believe that you're good enough, but also that you need to just develop your skills so that they're good enough to get by. You don't necessarily need to be a master in your business skills. You don't necessarily need to be an IT master, God knows I'm not! And yet my business is 90% internet and computer. And yet I am so not the technical person. Right? So what? I hire out for that stuff.

#### WHAT'S THE TRUTH?

So the truth is, bottom-line, if you're happy having no one but your family and closest friends see your art, if all that really matters to you is the creativity and the joy of creation, then that's great. Get a real job. Right? Just go get a job.



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And I say I get a real job, you know, as in like, you know, don't quit your day-job kind of thing, not because I don't think art is a real job, because I do. But if you're not ready and willing to do what you have to do to get the word out about your work then you're always going to struggle.

I think one of the-- also one of the myth out there is that if you're good enough, the world will beat a path to your door. And that's true if they know about you, but in this world today, there's a lot of people who are really good, who are out there making a name for themselves. And so the world who is overrun with information and marketing and "oh-my-gosh", we won't see you because we won't know about you. Because our RAM, our short-term memory is already all taken up.

So unless you're willing to run your art like a business, including all of the Five Hats that I'm about to share with you, you are always going to struggle to get by, and you are always going to have a day-job, and that's just the truth, okay?

But the good news is that all of this stuff is completely learn-able, and all you need to do is learn it well enough to get by and learn it well enough to delegate it and know whether the person you've delegated it to is doing a decent job, you know.

You don't need to be a bookkeeper, but you need to know enough about bookkeeping to know whether or not the person who's handling your money is ripping you off. For example. Does that make sense to you guys?

Audience: Yeah.

ULTIMATELY, WHAT IT COMES DOWN TO IS WHO ARE YOU AS AN ARTIST?

*HAPPY TO WORK IN YOUR GARAGE AND PLAY FOR FAMILY AND FRIENDS?*

*HAVE A LARGER CALLING TO COMMUNICATE WITH THE WORLD*

## THE EMYTH CONCEPT

So having said that out, I want to talk about the E-Myth concept. Now the E-Myth is a book, the E-Myth revisited, the E-Myth worldwide, and that's E-M-Y-T-H. E stands for Entrepreneur, not Email.

Is a fabulous book and resource I strongly recommend everybody read it, and there are links to it on the resources page that is in your handout. There's two pieces to the E-Myth concept that applies directly to what we're about to talk about and I want to just very briefly and go over them.



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#### ENTREPRENEUR VS. MANAGER VS. TECHNICIAN

First of all, Michael Gerber, who wrote the E-Myth, has a theory that every successful business person or business owner has three personalities living inside their brain. The first personality is the Entrepreneur, and that's the dreamer. That's the one who thinks big. That's the one who has the 5 Year, 10 Year vision, right?

The second personality is the Manager. And that's the one who thinks about systems and organizing and working with people and what's the best way for you to make good use of your skills and the people around you's skills.

And the third personality is the Technician. And the technician is the creative person. They're the one who creates the products. Who gets--but they're also the one who gets the work done, right?

So if you have to write up an announcement for a gig, the Entrepreneur dreams of the image and the concept of the announcement. The Manager is the one who schedules where the announcement is going to go and make sure it's on the timeline.

And the Technician is the one who actually makes the announcement and sends it out. Do you guys get that concept? The biggest mistake that people make, and not just artists, but 99% of business owners is that they live in the technician mindset 24/7, okay?

They're always thinking about the doing of it and not about the planning or the vision. And not about the managing, the coordinating, the time management, the system. And as a technician you will struggle, struggle, struggle, and you will work 60-hour/weeks and you will never feel like you're getting to your dream.

If you start to invest or if you live 100% time in as the entrepreneur--the dreamer, those are the people who don't actually get into action. You ever known someone who has got this amazing ideas and fabulous concepts and oh-my-god this is a million-dollar idea, but they never actually put it into action?

Those are the people who live in the entrepreneur mindset, okay? Does that make sense to you guys?

Caller: Is there ever anyone who's just a pure Manager?

Debra: Oh yeah, absolutely! I would suggest that in our line of work, in the arts and entertainment industry, very often those are the people who end up being literally managers.

The agents, the booking agents, the promoters and the managers. And very often where they get stuck is that they get stuck in that place. Right? The whole point of



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being a successful business owner is that you give all three of those personalities lots of room to plan to grow and to fulfill their roles.

And I promise you that you are--every single one of you has an Entrepreneur living inside of you. Every single one of you has a Manager living inside of you, and every single one of you has a Technician living inside of you. It's just that they get out of balance.

#### DESIGNING YOUR BUSINESS LIKE A FRANCHISE

The second part of this concept is designing your business like a franchise. And he uses the example of McDonald's, and can we all agree that the reason McDonald's is not...that the reason McDonald's is successful is not because they make the best hamburger in the world? Can we all agree on that?

Callers: Yeah.

Debra: Anyone disagree on that? The reason McDonald's is successful is because they make the best systems in the world. And they make systems that anyone with an eighth grade education could do and can be successful with.

And as a result, the business does not depend on the individuals who run it. The business runs because of the systems. Now, you won't probably never franchise your art business, but if you have systems that any eighth grader can run, guess what you can do with those systems?

Audience 5: Give them to other people.

Debra: Yes, you can hire lots of eighth graders to run them. And you don't necessarily need to bring in the most brilliant people to run them. And if you bring someone in who starts running them, and they don't end up working out, you're not screwed. Because they are the ones-- the brilliant minds and they were the only ones who could do that job. You can hand it off to anyone to do that job.

Okay, so I'm going to work in to the next piece. I'm going to go to these materials very quickly because I'm already behind my schedule. I could talk about this stuff for days actually. I should have like a five-day boot camp on this.

## 5 HATS OF THE BUSINESS OWNER

CREATIVE – 25-30%

*PRODUCT CONCEPTION AND CREATION*



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#### *PRODUCT PACKAGING AND DESIGN*

So what I want to talk about is the Five Hats of the Business Owner, okay? Now these hats are not in any particular order. But I will say a little bit about how much time you should be spending in them. I will also say that all five hats can be lived with the Entrepreneur, the Manager, and the Technician.

So there's roles for all three of those mindsets within each hat. These five hats are going to be the same whether you have a fortune five hundred company with forty-thousand employees. Whether you have a doughnut shop on the corner with five employees or whether you're the sole employee as the solo-preneur business owner.

The first hat is the Creative Hat. Everybody loves that one, right? But in addition to creating your product, which is what you all, I believe, think of as your art, and I'm going to say that is your art, but is also your product. It's what you hope people will buy.

It also includes the product conception and creation. It also includes the product packaging and design, and for those of you guys in my May Art Series and for those members who've listened to the Multiple Streams of Art Income class, you know what I mean by packaging and design.

That's all part of the Creative Hat. You should be spending about 30-35% of your time in your business in that Hat. Wearing that Hat. That means if you're working 40-hour/week and you've got 10 hours/week to spend on your art business, 35% of that 10 hours is spent in creation, okay?

#### *MARKETING/SALES – 25-30%*

The second hat is Marketing and Sales. And that hat should be about 30-35% of your time or someone else's time. One of the best ways to make more time is to bring in more people.

As Henry Ford was so brilliant at, you know. Three parts of the Marketing and Sales hat:

#### *DIRECT SALES*

There's direct sales: "Here's my CD. Thank you for your \$15" or "Here's my painting. Thank you for your \$1500," and everything in between.

#### *PR/MARKETING*

There is PR in marketing, which is the piece that get your name known. Remember earlier I talked about, you know, the world will beat a path to your door if you make a really good products? They will if they know about you. Once they've got to your door, that's when the direct sales happen, but how do they know about you? PR & marketing. So marketing is getting the word out; sales is closing the deal.



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##### *RELATIONSHIP BUILDING*

And the third part and that...this is the piece that I think runs the entire engine is relationship building. And relationship building is about getting the word out, is also about building and deepening the relationship with the people who already know you. Once they're in your funnel, getting them more and deeper into relationship with you, okay? Now the last three pieces make up that 30-40% of your time that's leftover.

##### *ADMINISTRATIVE – 25%*

The third piece is Administrative. And I promise you that if things are going wrong in the other four hats, it's almost always because things are going wrong in this hat.

##### *ACCOUNTING/BOOKKEEPING*

Because this is the engine that makes everything else's work. Administrative includes accounting and bookkeeping.

##### *CONTACT MANAGEMENT*

It includes contact management. So marketing is worthless if you don't follow up, if you don't deepen your relationship with people, and I will tell you that it is almost impossible to do that if you don't have contact management system. In the business world, this is called CRM. I love that because it stands for Customer Relations Management. It's all about your relationship with people.

##### *MANAGEMENT OF EMPLOYEES AND INDEPENDENT CONTRACTORS AND/OR VOLUNTEERS*

The third of piece in this administrative hat is the Management of Employees, Independent Contractors, and Volunteers.

The biggest piece, the reason that...the way that the administrative frees you up to spend 60-70% in the other hats, sales and marketing and creative, is because this is where the systems are created and put into action. The way you free yourself up from business taking a lot, a lot, a lot of time is by creating systems.

##### *FULFILLMENT - 15%*

##### *DELIVERING PRODUCT TO YOUR CONSUMER*

The fourth hat is Fulfillment, and this is delivering product to your clients. That might look like delivering a live show. It might look like delivering products like CDs or paintings or gosh, you know, calendars or gift cards or DVDs of live shows or all the bazillion other products you could be delivering.



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And fulfillment is the area that is easiest to delegate. It's easy to get up a website on CDBaby and let them handle your CD fulfillment. It's easy to use Amazon.com or Cafe Press to deliver your products.

It's easy to hire a minimum wage employee to put stuff in boxes and take it to the post office. Fulfillment is the easiest one you delegate.

#### VISION/PLANNING – 10%

##### *MOST UNDERSERVED DEPARTMENT*

The last hat is the hat that people give the least amount of time and energy to. And this is the hat that causes the most businesses to go out of business. The lack of attention for this hat.

And that--anyone have a guess? Of course, for those of you who downloaded the worksheets, you already know, but anyone else have a guess? What it is that the entrepreneur must do? Vision and Planning.

Creating your vision in 5 years. Planning how you're going to get there. It's creating your vision of this year and planning how you're going to get there. It is the most under-served department, and it is the thing that will get you through the hard times. It is the thing that will keep you going in the face of rejection.

It is the thing that will light the way when everything feels like it's falling apart. If you have a vision and you have a plan, then you know what to do next, and you can stay focused on the positive and focused on the process, instead of focus on the problem and how you don't already have what you want.

As long as your focused on the problem and how you don't already have what you want, you're going to stay in the problem and not having what you want.

So does anyone have any questions about that before I move on to the next piece? I know I went through it very quickly.

THESE PERCENTAGES WILL FLUCTUATE OVER TIME – AND YOU'LL BE ABLE SHIFT MORE TIME INTO CREATIVE AND MARKETING/SALES BY SYSTEMATIZING, STREAMLINING AND DELEGATING ADMIN AND FULFILLMENT

Roxanne: I didn't get the percentages for the last three?

Debra: Right the last three...The reason I didn't give percentages for Administrative and Fulfillment is because it really depends on how many people you have on your team. It also is going to change once you get your systems up and running.





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While you're setting up systems, you may end up spending 80% of your time on this stuff, and if you notice that you are, it's probably because you don't have your systems up. But once you've got your systems in place, the Administrative and the Fulfillment can shrink easily down to 10% of your time--10-15% of your time.

I recommend that you spend 10-15% of your time on vision and planning. If you struggle with time management, planning your week will help tremendously. Even planning your day will help tremendously. If you struggle with your inner voices, with your confidence, with your frustrations, with your impatience, vision will help with that. Okay? Any other question?

Abby: Well, what's the first step?

Debra: Who is that?

Abby: Abby.

Debra: Hi Abby. I would bring that question to our support call. Because that's what the support call is for.

Abby: Okay.

Debra: Okay.

Jordan: Hi, this is Jordan. I was just wondering if where we're going to get MP3 of this?

Debra: Absolutely!

Jordan: Thank you.

Debra: You're welcome. And for the members who also have that questions because a fair question--What's the first step? That's a great question to bring to the Q&A Call.

And it's also a good question to throw out to your Yahoo group. A lot of these questions, you know, get everybody involve in these questions, because everybody has these questions. So the Yahoo group for the membership is also great place for these questions. And the reason I'm not answering it here because I need to know a lot more about where you are to answer it.

Abby: Okay.

## 5 BIGGEST OBSTACLES AND/OR CHALLENGES

### BOUNDARY ISSUES





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The next piece I want to talk about is the 5 Biggest Obstacles and/or Challenges. And I tell that when I do this in front of a room, where I have an hour and a half for two hours for this lecture, we do a lot of brain-storming about this. But unfortunately, I'm not going to have time to do that brain-storming, so I'm just going to give you the 5 Biggest Obstacles, but like David Letterman, I'm counting down from number 5. Can I have a drum roll please?

Number 5 are Boundary Issues. Those could be boundaries with family and friends who think you don't have a day-job. So you should be able to, you know, take care of their kids or pick them up from the airport.

They may be with your family who comes in and interrupts you while you're working on your job. your business. They could also be with venues or opportunities that are not appropriate for where you are in your business.

If you've been playing to 500 seat houses, you should not be doing house-concerts for 5 people, unless it has some other significant benefits. So boundary issues.

#### TIME MANAGEMENT

The 4th biggest obstacle or challenge is Time Management. It's like I said, you know, making sure that all of those hats get time and making sure all of those personalities get time--the entrepreneur, the manager, the technician.

#### RESISTANCE/RESENTMENT

The 3rd biggest obstacle is Resistance and Resentment. This is an internal obstacle, where you resent the fact that you've got to spend time on marketing and sales or you resent that you've got to put together proposals in order to make money.

Or you resist doing the things that you are afraid of or you resent the fact that people aren't beating a path to your door, because you know, you're fabulous, and you know what? You are fabulous!

But people aren't going to beat the path to your door unless they know about you. The reason these are obstacles is because you believe them--you buy them. You have beliefs that these are reflections of, and those beliefs aren't working for you, and for you guys in the membership, go listen to the Build Your Beliefs call. Figure out what the belief is behind that resentment and transform it.

#### FEAR

The 4th biggest obstacle or challenge is Fear. And I'm betting some of you are surprised that that's not the top 1. I'm sorry. I'm counting backwards. Not the 4th. The 2nd biggest challenge. So we had Boundary Issues is 5. Time Management is 4. Resistance,



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Resentment is 3. Fear is 2, and I'm betting some of you are surprised that it's not number 1, but fear is actually a product of number 1.

So I'm going to get that in a second. Fear is an emotion. It's only an obstacle again if you believe it. But if you understand that fear is information, and once you really find out what the information your Fear is trying to give you, then you can get into action.

Fear is excitement without breath. If you feel fear and you let yourself breathe, you'll start to feel excited, and again for the members on the call, Overcoming Fear is a brilliant class about doing just that.

#### LACK OF BELIEF (OR BELIEFS THAT HINDER RATHER THAN HELP)

Finally the number 1 biggest obstacle is Your Lack of Belief. But really, it's not a lack of belief. It's belief that stink. It's belief that hinder rather than help.

And those beliefs are what cause the fear, the resistance, the resentment, and very often, the time management and boundary issues. Because you believe that if you tell your children that mommy can't give them the attention they need right now, they won't love you or you will screw them up.

It's a belief you have. If you set it up, then it won't have that effect. Guys have any questions about that?

## DESIGNING BUSINESS TO MATCH YOUR STYLE :

### EMYTH CONCEPTS –

*PUT THE EMYTH CONCEPTS INTO ACTION IN YOUR BUSINESS AND MAKE SURE YOU ARE PLAYING ALL 3 ROLES CONSISTENTLY*

The last piece...well, actually, the next to last piece that I want to talk about is the The Designing Your Business to Match Your Style. Now I'm going to talk about three areas of this.

The first is E-Myth Concepts. You want to put the E-Myth Concepts into action in your business so that you make sure that you are playing all three roles consistently. But you want to find out who your entrepreneur is, who your manager is, who your technician is, and make friends with all three of those personalities in your head.

#### *WORK ON YOUR BUSINESS AS WELL AS IN YOUR BUSINESS*

And get them to work for you, and you want to set time aside to work on your business as well as in your business. Creating systems, yes, will save time, but not until they're



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created. They take time to put into place. They take time to understand, to figure out, and then to document and put it into place.

#### BASIC OPTIONS

For you guys who are in the Local Series that I'm doing, the last class is Creating Systems because I knew you would need them. And for those of you on the membership that [Create Systems: Work Smarter, Not Harder](#) is a fabulous class for you to listen to.

#### LEARN THE SKILLS NECESSARY TO DO IT YOURSELF

Now you've got basic options. You can learn the skills that are necessary to do it yourself and that's going to take time and there is a learning curve or you can outsource these pieces and we talked a little bit about that.

#### OUTSOURCE

##### **Professional**

##### **Non-professional/volunteer**

But you can outsource these pieces both to professional--like you can hire a web designer. You can hire a bookkeeper. You can hire a professional organizer to come in and create systems for your office for you.

Or you can hire a non-professional to work the systems once you've created them or a volunteer. And I want to encourage you guys to build relationships with your fans by having them volunteer to help you. If they're your fans, if they love what you do, they'll be so honored and excited to help you. With your family and your friends who truly love what you'd, they will be honored and excited to help you.

Now if you don't believe that, let me ask you this question: how do you feel when you help other people? How do you feel when people trust you and love you enough to ask for your help?

By not asking for help, you are ripping those people off. You are cheating them from the opportunity of service. You guys get that? You're also cheating them from the opportunity of learning about what you do and learning the ins and outs of what it takes to do what you do. Okay? Anyone have any questions about that because I know that that comes very often a big obstacle for people to ask for help.

Jeremy: Hi Debra, Jeremy speaking. I have one question, just the practicality of all these hats. I find that in practice it's just really, really difficult to keep that balance, because as much as I want to try and, you know, keep the balance of the Administrative and the Vision and the realities of having to get something out the door and client on the phone, and then the emergencies that you've got to firefight...



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Debra: Yeah, okay. I'm going to stop you. What you're talking about is Time Management.

Jeremy: Time management is hard.

Debra: And what you want to do is actually block the time out for these different hats, and then keep your word to yourself, and I'm going to talk about that in a second. It's also the most important system you could ever put into play.

Jeremy: Oh, okay.

Debra: Because if your time management isn't working, nothing's working. Okay?

Roxanne: Debra, I have a question about asking people for help.

Debra: Okay, can you make it really quick because I need to move on. Go ahead.

Roxanne: Really quick. An obstacle I have with that is I feel like I should reciprocate, and by reciprocating, I'm actually getting to have less time for myself.

Debra: Okay, you need to set it up for yourself in a way that feels good and that is not counteracting the positive of it. Right? So perhaps you reciprocate in other ways. Perhaps you reciprocate by a trade in training? Or perhaps you reciprocate by a trade in work? Like your work. It just depends on how you want to set it up. And who is that?

Roxanne: Roxanne.

Debra: Roxanne, bring that question to a Q&A. That needs a longer answer than I'm able to give you.

Roxanne: Okay.

Debra: Okay? But also, you know, the one last thing I want to say about outsourcing is that there are people in this world whose purpose is to do the things that you don't want to do.

There are people whose purpose it is to clean. It really truly is where they get their greatest enjoyment is to clean. And if you don't hire them to clean your house, bad karma, man.

#### *JUST DON'T DO THAT THING*

You're not allowing them to do their service, and you're actually not allowing you to do your service either--Bad karma. So the final option of those three options, you could learn the skills to do it yourself, you can outsource it or you can just not do that thing. But I think we're all pretty aware of the consequences of not doing it.



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Vicky: It's Vicky. I have one quick question.

Debra: Yeah!

Vicky: If you're trying to build relationships, and then you end up outsourcing, then you are no longer build those relationship. I was wondering how you...

Debra: I have no idea what you mean.

Vicky: Oh, like if you build relationships with people, like you know, for getting gigs or something like that, and then you start outsourcing and having other people trying to get your gigs, you no longer have...are building relationship with other people.

Debra: Yes, you are, because ideally you've trained that person or someone that you trust to build those relationships for you. And you may have them initiate the relationship and then you take it from there. If they're on your team, they are doing that relationship building with you and for you. So you're still building those relationships, because remember, you're not an individual, you're a business.

Vicky: Okay.

Debra: And when you call customer support for, I don't know, for Dell, that customer support person is building Dell's relationship with you. Even though you're not talking to Mike Dell, right?

Vicky: Right.

#### OVERCOMING YOUR PERSONAL OBSTACLES:

So I want to talk about--over the third piece of Designing Your Business to Match Your Style is Overcoming Your Personal Obstacles.

#### *DISCOVER YOUR STRENGTHS AND APPLY THEM –*

#### **As an artist name one of your strengths...**

Now the first way to overcome your personal obstacle is to discover your strengths and apply them to the areas that you're not using them currently.

So if there are some areas in your life that are working really well, ask yourself what is it about me that enabled me to do this really well? For example, if you are really good teacher and you're making a part of your living as a teacher, but what you want to do is delegate what you're doing by yourself to people to do for you, then being a good teacher is a great skill for delegating, because you can keep teach them how to do it the way you want them to do it.



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If your art is really well organized but your files aren't, apply your organization of your art to your files or vice versa. You guys get the concept? Because it's really the same skill. It's just being applied in a different way. Okay?

#### *ASK FOR HELP/SUPPORT*

##### **Sources of support**

##### **Creating teams**

The second part of overcoming your personal obstacles is to ask for help--to ask for support. Now you can ask for support of your team, whether they're the professionals or the assistant or the volunteers, but you can also ask support of your fellow artists.

And that's why one of the main reasons why we created the membership is to create a source of support. And I want to tell you guys in the membership, you do not utilize this nearly enough. You know, the Yahoo group is there for you to get support. If you're feeling stuck, you don't know how to do some things, ask your support system.

Many of you in your local world have support that you don't take access of. And they're your friends, your family. There are support groups out there. There are networking groups, and it's all about support.

#### *REFRAMING - CHANGE HOW YOU THINK ABOUT YOUR OBSTACLES – THOUGHTS BECOME THINGS*

And the final piece to overcoming your personal obstacles, and this is key and critical and it's part of the building your belief (or building beliefs that work for you) is to re-frame.

To change how you think about your obstacles because your thought becomes things. So if you think about yourself, "I am not a technical person, I can never learn technical stuff," and this is one of mine, and you re-frame it, "I am learning how to work with technical stuff, and I'm constantly surprising myself at how quickly I learn." That's a re-frame, "I am constantly surprising myself with how quickly I learn technical stuff." Or "I know who to ask about technical stuff" or "I am learning to become a good salesperson. I am learning to become a good marketing person. I am exploring that," rather than "I'm bad at marketing." Okay?

So just notice how you say things to yourself and shift it so that you're saying it in a way that allows for your own personal growth. That allows for you to overcome those obstacles, and very quickly, because oh my goodness am I running out of time. I'm going to give you the Three Keys to Success.



## 3 KEYS TO SUCCESS

### CREATE YOUR TEAM

Key number 1: Create Your Team. I talked quite a bit already about this--expert assistance. Create your team. That's how you make 100% of your time become a thousand percent. There's a great book about this that's just came out that it didn't even make it on to the resources page because it's really pretty new and that is *The Four Hour Work Week*. It's all about creating your teams.

### EXPERTS AND ASSISTANTS

### CREATE YOUR STRUCTURE

The second key to success is to Create Your Structure, and I know you guys. You're creative. You feel like structure is going to confine you or get in your way. It will free you up. Think about what it takes to build a house if you don't have support beams. Even a tent or a grass hut has support structure or it will fall down. So will you.

### TIME

### MONEY

### SPACE/ORGANIZATION

The areas of structure are time, right? Your time management structure . Money, money management structure, and your physical space and organization. In addition, you can create structures around your marketing systems. You can create structures around your contact management systems. All of those systems are actually structure, though they're not physical structure usually.

### GET BUSY!

And finally the key to success--the biggest key to success is to Get Busy. To get into action, but to get busy and get into action the right way.

### DISCIPLINE – INTERNAL AND EXTERNAL ACTIVITIES

And there are two pieces to that. There's your internal -- there's your discipline and consistency.

### External Activities

*Creating and sticking to a schedule that has you get to all 5 hats of time*

*Being responsible around \$\$*

Now in discipline, I'm talking about internal discipline and external discipline. External discipline is probably this thing that you guys are most aware of when it comes to





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discipline. It's about creating and sticking to schedules that lets you get to all five hats. It's being responsible around money. It's keeping your word both to external people, but also to yourself.

Having discipline around your external activities will create momentum in your business, so that your business increases and not the roller coaster, two steps forward one step back.

#### **Internal Activities**

*Being disciplined in how you think about yourself, your vision, your art, your success, and your possibilities.*

But in a curve that goes consistently upward. You need to be disciplined about your internal activities and how you think about yourself, how you think about your vision, how you think about your art and creativity, how you think about your success, and how you think about the external "realities" of business in the art and entertainment business industries, and how you think about your own possibility. Okay?

#### *CONSISTENCY*

**For example, around sales – most people stop after the first try. But evidence shows that it often takes 7 exposures to something before someone will act. This is what creates momentum and this is what destroys momentum.**

Completion – pitch my products

And finally, consistency. Consistency is the lifeblood of your business. For example, around sales, most people stop after the first try. After the first contact with someone if they say "no," that's it. They never contact them again. And yet, evidence shows that it takes anywhere from 7 to 15 exposures before someone will take action. So if you stop after the first time-- if you stop after the third time, you are losing a tremendous amount of business.

Now I'm not talking about being a pain in the ass and being a butt-head. Right? I'm talking about being you know, being considerate and being a classy but also being consistent. Unless someone says, "No," they haven't made a decision yet, and if they're afraid of hurting your feelings and they're unwilling to say "No," that's their problem, not yours.

And also, you don't know if someone just doesn't return your call, you don't know why they didn't return your call. You have no idea so stop making it up in your head that they didn't return your call because they hate you or because you'll never be successful or because, because, because...





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All you know if they didn't return your call is that they didn't return your call. That's the only information you have. Key, key importance. Consistency will create momentum and a lack of consistency will destroy momentum.

So momentum and motivation is not, you know, magic fairy dust. It's consistency--doing it over and over and over and over again, and by the way, it's the fast way to combat fear. If you're afraid to doing something, don't do it once. Do it a hundred times. And that is the end of my talk. Anyone have any questions about any of this stuff?

Questions? Anything...I know I went through those last couple of pieces really quickly, because I want to end on or at least in the neighborhood of close to time. Questions?

Okay. Well then, what I'd like to do is go around the room--the proverbial room--and ask you what key insight or what key piece of information are you taking away from tonight's class, and how will you put it into action in the coming weeks. Who wants to start?

Roxanne: Um...

Debra: Hang on Roxanne; I heard another voice behind you. Who was that?

Roxanne: Oh, that was Abby.

Debra: Ok, so Roxanne first and then Abbey. Go ahead Roxanne.

Roxanne: I just want to say I think the key thing is that for myself I think I really need to work with my belief system around sales. So what I'm going to do this week is to really make time to investigate. What I learned actually was that it is possible or reminding me it is possible to learn to be a good salesperson. And so I'll make time in the next week to really work with why I find it so difficult. Why I believe I'm not a good salesperson.

Debra: Okay. Can I make one recommendation to you?

Roxanne: Please.

Debra: Don't spend a lot of time looking at why. "Why" is rarely a useful question. You can look at what beliefs are getting in your way. That's a different question. Okay?

Roxanne: Uh-huh... What to look?

Debra: What are the beliefs that are stopping you, and I recommend you look at how you can get better. What resources do you have available to you to learn how to be better at sales and marketing?



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Roxanne: Do you have anything on your website that really addresses-- I'm really good at marketing, but I'm poor at sales.

Debra: Um... I don't yet. I will when the resources page gets redesigned, I will. But that might not be for a few months. I would go to Amazon.com and look for sales books. You might do a Google search for classes on sales. They're all over the place. Okay?

Roxanne: Thank you.

Debra: Yeah!

Who else? Abby was next.

Abby: Yeah. There's actually so much that you gave tonight, I realize I have to really look at this. But the number 1, when you said the number 1 obstacle to this success is lack of belief. I resonate with that and I intend to look at that and really look at my beliefs and try to restructure my thought processes around that.

Debra: Excellent. Thank you! Who else wants to share what key insight they're taking away and what action they'll take on about it?

Jordan: This is Jordan.

Debra: Yeah.

Jordan: Hi. I really like your talk about the two different types of discipline. I've been working on the external discipline, and I didn't know. I hadn't differentiated it, the internal discipline, and I really liked that. And I also like the consistency, and I'm going to start working on some of these a little more consistently on the consistency and internal discipline, so thank you.

Debra: Can I give you the belief that I worked on for years to shift that for me?

Jordan: Yes.

Debra: Because I used to have a belief that I couldn't create habits. I couldn't create a new habit. I would never keep it up. That's not true, but this is the belief I had so I created this new belief, which is I have the opportunity today to live my life how I want my life to be: in balance and with consistency. I liked it because it rhymes. I have the opportunity.

Audience 8: Thanks, that's great! Yeah, I like that.

Debra: Yeah, Excellent! Who else wants to share?



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Caller: I was particularly taken with the resistance and resentment aspects. Realizing how much that has been playing into my experiences. So I'm going to work on to transform that.

Debra: Excellent! And again, look at what the belief is behind that resistance that's creating bad experience. Excellent. Someone else? Go ahead.

Chris: This is Chris. I think I came up with two really good. One is just a simple. I have the E-Myth audio book that I need to finish, so I want to finish working on that by the end of November. That's kind of an easy one to do. But I think for me mapping out what my "success" criteria is, you know, is it financial? Is it, you know-- I have all these goals in mind, but like attaching-- like prioritizing them, and then attaching dates to them. Because I have the feature film I want to shoot for myself, but I'm doing all these other freelance jobs. And I want to purchase a new camera before I shoot my feature, so like all of these are kind of like jumbled up, and there's not really a clear -- like if I do, if I achieve 1-5 or 1-3, then I'll consider that successful, and one of the dates attached to that...

Debra: That's awesome!

Chris: That part I need to filter through.

Debra: That's awesome. That's great, very good. Yeah, so you put all of that...you write out all of the goals, and you put them in the order of what makes the most sense and you put dates on them. Great! Anyone else want to share?

Catherine: This is Catherine.

Debra: Hi Catherine.

Catherine: Hi. I need to continually examine my beliefs about, particularly about marketing and sales. And the step I'm going to do about that is specifically concretely review the stuff on CDBaby about sales and try to incorporate that into what I'm up to.

Debra: Excellent! And Catherine, I also recommend the [Multiple Streams of Income](#) call if you haven't listen to that one yet? That will also be helpful.

Here's the bottom line about what sales is. Sales is just about relationship. You're just creating relationship with the person who, you know, and you're just transitioning energy from one person to the other.

That's all it is and sometimes that energy is in the form of a product. Sometimes that energy is in the form of money. Sometimes that energy is in the form of a service. It's just an energy transaction. Right.



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Catherine: Thank you.

Debra: One last share. We have time for one last one.

Vicky: It's Vicky.

Debra: Hey Vicky.

Vicky: Hi. So it's--I was just thinking about these three parts of, you know, the entrepreneur, manager, and technician, and how for me the entrepreneur, the dreamer, or the 5 year plan, whatever that seems to be the hardest thing for me. And the other two are so much more practical.

Debra: Right.

Vicky: So... And I'm surprised about that, but I think it's the true.

Debra: Yeah. Yeah, awesome.

Vicky: I need to work on more vision.

Debra: Great. I have to say that I love using December as my visioning month. Generally business gets a bit slow for me. You know, and maybe it's in different month for you guys, depending on your business when things slow down, but define a month that tends to be kind of slow and to really let it be your time to create a new vision, to look at your plan, to acknowledge how far you've come and celebrate that, to just give yourself that experience. It's really valuable.

So, very good! Thank you all very much for joining the call. For you guys in the Artist's Edge membership, the November calls, the dates have come out, and I believe an announcement (I think an announcement) went out about it.

But the date that Q&A call is coming up, and that's going to be on the 15th at 6 o'clock, Thursday the 15th of November and then the Toolbox Teleclass is coming up. I apologize it's also on a Thursday, but November is just really tough for me, and that's going to be about getting organized, [Get Organized](#). And that's on Thursday the 29th also at 6 o'clock. For you guys in the Maize Art, we've got a support call 6:30 on the 14th and 6:30 on the 28th. So thank you all very much and have a great evening.

Callers: Thank you. Bye.