

**FULLY REVISED 4<sup>TH</sup> EDITION  
OF THE CLASSIC BESTSELLER**

**MILLION  
DOLLAR  
CONSULTING**

**THE PROFESSIONAL'S GUIDE  
TO GROWING A PRACTICE**

**ALAN WEISS**

# Million Dollar Consulting

The Professional's  
Guide to Growing  
a Practice

**Fourth Edition**

**Alan Weiss**



New York Chicago San Francisco Lisbon London  
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# PREFACE

I'VE WRITTEN 32 books, but *Million Dollar Consulting* remains my all-time best-seller. Who even dreams that a business book will be constantly on the shelves for almost 20 years?

When my agent first offered the book, then titled *Confessions of a Consultant*, no less than 15 publishers turned us down. McGraw-Hill wasn't enamored of the concept either, but instead asked for a different approach that led to *Million Dollar Consulting*.

What I've learned consistently from that time to this is that it's better to move when you're 80 percent ready and make up the other 20 percent while you're moving than it is to wait until you're 100 percent prepared. The delay in waiting for that final 20 percent is dysfunctional and adds little value in the eye of the beholder (or buyer). You'll find this refrain in the pages that follow.

Mark Twain said that even if you're on the right track, if you just sit there, someone will pass you by. This book is about movement and progress, and the changes from the previous edition (about 40 percent) respect the changes in our society, economy, technology, and profession.

A few reviewers, while overwhelmingly positive overall, have taken me to task for not writing about building large practices, with scores of employees, that represent a significant equity stake for one's retirement. In effect, they are unhappy that I didn't write a book I never intended to write!

This book is for the entrepreneur who wants to build a blazingly successful solo practice. It is as simple as that. Once you're successful with that practice, you have further options, but not before.

Real wealth is discretionary time, being able to do what you desire when you desire to do it, whether it's watching your kids' soccer games and dance recitals or creating a new client proposal. You can always earn more money, but you can't make more time.

My way has been to consistently earn seven figures a year, provide tremendous value to clients, lead the good life, work smart and not hard, and generate the money required for both retirement and living well now, today, in the present.

The philosophy behind *Million Dollar Consulting* is unchanged. However, since its original publication in 1992, I've met quite a few more million dollar consultants who have read my work. Many have worked with me in the Million Dollar Consulting® Colleges, the Million Dollar Club, and the Private Roster Mentor Program.

I'm pleased to invite you now to join our company.

ALAN WEISS,  
*East Greenwich, RI*

# ACKNOWLEDGMENTS

## FOR THE FOURTH EDITION

I'm pleased to publicly express my gratitude to Betsy Brown, the editor who first obtained the original *Million Dollar Consulting* in 1991; to editor Mary Glenn, who supervised editions two and three; and to Knox Huston, who is responsible for this newest edition. Every one has been a pleasure to work with.

Thanks to my agent, Jeff Herman, for his representation over the years. He is my first and only agent, and exceptional.

I want to thank technical genius Chad Barr of CB Software, who guides me in cyberspace.

Thanks to Koufax and Buddy, who carry on the tradition of L. T. Weiss in a wonderful way.

## FOR THE THIRD EDITION

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Thanks to my agent, Jeff Herman, for his representation over the years, and to Mary Glenn, senior editor at McGraw-Hill, for supporting this third edition.

This is my first book without my longtime friend and colleague,

L. T. Weiss, and I want to send him my love, which I'm sure he can clearly hear.

## FOR THE SECOND EDITION

Once again, my sincere appreciation goes to the clients of Summit Consulting Group, Inc. In particular, I'm indebted to Lowell Anderson, CEO of Allianz Life; Barbara Schisani, senior vice president at Merck Medco Managed Care; Connie Bentley and Matt Galik, CEO and vice president, respectively, of Times Mirror Training Group; and Paul Cottone, CEO of Mallinckrodt Veterinary.