



# "SACK YOUR BOSS!"

says

**Jonathan Jay**

Quit your  
job and turn  
your **passion**  
into your  
profession!

"Read it from cover to  
cover – it'll put you on the  
fast track to success."

**Jeff James,**  
Editor, *Making Money*



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# CONTENTS

<b>Introduction</b>	<b>iii</b>
 <b>JOIN THE SACK YOUR BOSS REVOLUTION</b>	
<b>1 Do you hate your job enough to sack your boss?</b>	<b>3</b>
<b>2 Change your life for ever</b>	<b>10</b>
Setting your goals	12
Why sack your boss?	14
Do you have what it takes?	17
<b>3 You've done it! Now what?</b>	<b>20</b>
 <b>SETTING UP YOUR BUSINESS</b>	
<b>4 Self-management</b>	<b>31</b>
Action orientation	33
Take responsibility	34
Turn negative into positive	37
Imitate excellence	38
Turn fear into focus	38
Uncover your hidden talents	39
Develop yourself	39
Expect the unexpected	39
<b>5 Finance and accounts</b>	<b>41</b>
Cash flow	44
Keeping costs down	54
What price should I charge?	56
<b>6 Professionalism</b>	<b>61</b>
Your image and your company's image	61
Business premises	65
What equipment do I need?	66

<b>7 Planning</b>	<b>67</b>
Your business plan	67
Five-year plan	71
Time management	72
Working <i>on</i> the business, not <i>in</i> it	75
Technical stuff	76

## **RUNNING YOUR BUSINESS**

<b>8 A crash course in marketing</b>	<b>81</b>
How to find customers	82
1. Developing your client list	83
2. Networking	86
3. Join a professional organisation	91
4. Public relations	93
5. Advertising	103
6. Referrals	107
7. The Internet	110
8. Write a newsletter	116
9. Joint ventures	120
10. Public speaking	125
11. Trade shows	129
12. Leaflets and brochures	131
13. Write a 'report'	134
14. Writing a book	138
15. Promotions and promotional material	140
16. Niche marketing	142
<b>9 A crash course in selling</b>	<b>144</b>
When the phone rings	145
Customer service	150
<b>10 Growing your business</b>	<b>153</b>
Keep your hands on the cash	154
Managing people	155
Exit strategy	159
<b>So what are you waiting for?</b>	<b>161</b>
Tell me how you sacked your boss	164
<b>Bibliography</b>	<b>165</b>

## INTRODUCTION

Eight years ago, I started my own company with £145. Today, that business, the Coaching Academy, is worth £25 million and has become Europe's largest and most successful training school for coaches.

Coaching is one of the fastest-growing industries in the world. More people than ever are following the trend set by sportsmen and women and hiring a coach. In sport, coaches help athletes reach the top, and they can do the same in business and other areas of people's lives. With the help of a coach we can achieve our dreams and ambitions.

By becoming a business coach, I have already helped more than 10,000 people onto the road of self-employment. I was also a TV presenter on BBC2's highly successful relocation show, *Get A New Life*, which takes British people and helps them start a new life abroad. Many of those featured started new businesses as well.

According to the British government's own figures, more than half the people working in the UK believe they have the skills to start up a business, but most of them lack the courage to sack their boss and hire themselves. Sacking your boss and setting up on your own is a high-risk venture. Eight out of every ten new businesses fail in the first five years and others fail in the next five, many because their owners have not learned the necessary skills to go it alone. This book contains all the inside information you need to join the revolution and succeed in turning your passion into your profession by sacking your boss.

## CHAPTER 4

# SELF-MANAGEMENT

**Get rid of your stinking thinking. You need a positive attitude when you sack your boss and become self-employed. It will mean a complete change in thinking and outlook because, if you are going to be your own boss, you will need to get out of your comfort zone. Some people have incredibly small comfort zones. Some people simply can't move out of this space. They won't speak to someone they don't know; they will not eat in a restaurant they haven't tried; they won't go to a new holiday destination (how did they get to any holiday destination in the first place? I wonder). They will never do anything that is different, and you cannot get any more different than running your own business.**

Brian Tracy, who has written several books dealing with positive attitude, tells an amazing story of identical twin boys. Even though they look the same, their personalities are totally different. Johnny is very, very positive. He is everyone's friend and loves life. He is so inspired he's practically a danger to himself. Jimmy, on the other hand, is a born whinger. Totally negative, he is never happy or content. Nothing in his life is good enough.

Their parents have become concerned, so they conduct an experiment at Christmas to see if they can balance out the boys' personalities. The pair come downstairs on Christmas morning to find a pile of presents under the tree. Every single package is for Jimmy. True to form, he finds fault with each one: it is not the correct size, not the right colour or he just simply doesn't like it. Johnny waits patiently as his grumpy

brother works his way through the huge pile of gifts. Finally, he asks his parents, ‘Do I get a present?’ ‘Yes,’ they reply. ‘It’s out in the garage.’ Johnny opens the doors of their huge double garage to be confronted by a mountain of horse dung.

The parents go back into the house, hoping Johnny will at last explode with anger and turn on his whingeing brother but, after an hour, Johnny still hasn’t come back in. They return to the garage to find the boy burrowing in the manure. Horrified, they ask, ‘What on earth are you doing?’ Covered from head to foot in dung, Johnny explains, ‘Well, with all this horse manure there has to be a pony in there somewhere!’

The moral of the story is that, when you go it alone, however much horse manure there is in your life, there’s always a pony in there somewhere.

What drives you to get up in the morning? Will you still have the motivation to get up when no one is going to be tapping their watch and tutting if you are late for work? Will you be able to get into your own office for nine o’clock when there is no one looking over your shoulder? *Your attitude will play a major part in your success.*

I have set out below how attitude can lead to 100 per cent success. The number beside each letter of the word ‘attitude’ represents the letter’s place in the alphabet. Amazingly, when you add up the values of all the letters in ‘attitude’, the total comes to 100.

1	<b>A</b> – Action-oriented
20	<b>T</b> – Take responsibility
20	<b>T</b> – Turn negative into positive
9	<b>I</b> – Imitate excellence
20	<b>T</b> – Turn fear into focus
21	<b>U</b> – Uncover your hidden talents
4	<b>D</b> – Develop yourself
5	<b>E</b> – Expect the unexpected
100	<b>Attitude = 100 per cent of success</b>

The word ‘attitude’ also spells out all the attributes you will need when you start to work for yourself.



## ACTION ORIENTATION

There are three types of people:

- the person who talks about things;
- the person who makes things happen; and
- the person who asks, ‘What happened?’

Once you have sacked your boss, you have to become the person who makes things happen. Entrepreneurs get things done. If there’s a problem, if there is a challenge, there is always a way round it – every single time. It may not be the perfect solution but there is always a solution. To be the person who makes things happen you need self-belief and self-motivation, because all around you people will be telling you, ‘Oh, you can’t do that!’ *You have to believe you can do it.*

You are probably asking, ‘How do I get that self-belief?’ The answer is that it comes from small successes. You start to believe that you can do something and, with each success, you develop more self-belief. It’s a snowball effect and eventually you become more resilient to negativity and build a protective shell around yourself. Negative feelings and failure can stick, so you need to shake them off. Don’t let failure hold you back. Use it to keep you humble, but do not let it stop you from trying again and again.

When I was at school, my economics teacher wrote on my end-of-sixth-form report, ‘I wish Jonathan luck. He’ll certainly need it.’ I have never met him again but the irony is that I actually went back to my old school, years later, to talk to the sixth form – about success! The important thing was that I did not allow his negativity to get me down.

You need to develop a thick skin. I know it is hard. During filming on a TV show in Barcelona, the sound engineer told me, ‘You’re the worst presenter I’ve ever seen.’ It was a joke and, in the context, it was funny, but later I started thinking, ‘Did he mean that?’ It is so easy to start doubting yourself, so positive praise and encouragement is really important.

Support from your family and work colleagues is vital as well. It is such a shame when people don’t have it from their immediate family. If

## WORKING *ON* THE BUSINESS, NOT *IN* IT

In a book called *The E-Myth* (meaning the entrepreneurial myth), American Michael Gerber wrote that the baker who makes fantastic bread is the last person who should set up a business selling his own produce.

If you are so much in love with your product, you won't be able to see the wood for the trees. There's a big difference between being *in love* with your product and *loving* it. If you are in love with your business no one can do it as well as you and you have to do everything. In fact, if the baker took someone on, he'd be watching him or her like a hawk instead of concentrating on running the concern, which means it can never grow. It will always be limited by the baker's time.

The best person to run a bakery is an entrepreneur who does not know a great deal about baking bread but can hire bakers to make the best. Although they love the business they are not so *in love* with it that they strive for perfection and never make a profit. The customer doesn't care as long as the bread is fresh and sold at the right price.

You need to be able to take a 'helicopter' view to manage effectively. If you are *in* the business, rather than *on* it, you can never see its challenges or its opportunities because you are so involved in ordering the paperclips, changing the light bulbs and sweeping the floor that you take your eye off the important things, such as working out a sales and marketing strategy and chasing debtors. It is very easy to do.

Quite often, I have flashes of inspiration after I've been away on holiday or away from the office for a few days. Sometimes, all it takes is a walk. When you are away from the hubbub of phones ringing and people asking you questions, you can start working on the business. Sometimes, you need to go away to work effectively. Just by taking a Friday afternoon off and going away for a long weekend, you can give yourself a whole new lease of life. If you are there at work every single day, you stop seeing what is obvious to everyone else around you.

It's exactly the same with relationships. You may think you are revealing something to your best friend by saying, 'Things haven't been right recently.' And, when he replies, 'Everyone knows that,' you are stunned. You are so involved in it you think no one else knows. That's where a coach is so useful. They can come in, look at your ideas and

help you explore options and possibilities that you might never have considered yourself. Many people go through life thinking they have no choices and coaching allows people to realise that this is not the case. Coaches can look at all the options objectively and decide which one is the most appropriate to move clients to where they want to be. Without that element of choice people get stuck in a rut.

Ruts and coffins are very similar. Both inhibit new development, impede progress and leave you feeling bad.

## TECHNICAL STUFF

Here is some technical information that you will need to set up your company. Store this information away, then we can get on with the most important task for any business – finding customers.

### TRADING STATUS

You can choose whether to begin business as a *sole trader*, to set up a *partnership* with another professional or to establish your business as a *limited company*. All the options have tax and legal obligations, so you should consult a qualified accountant to advise you on the best option to suit your particular circumstances.

### VAT REGISTRATION

Whether you trade as a sole trader, partnership or limited company, you do not have to register for VAT until your turnover reaches a minimum level (currently £68,000 per annum). You may, however, wish to register for VAT before this. Some professionals working with corporate clients believe that they must be VAT-registered in order to appear successful. VAT registration has some benefits: for example, you can claim VAT back on items bought for your business, or, if you are a sole trader, it forces you into the good discipline of doing your accounts every quarter rather than leaving them until the end of the year. Again, you should consult a qualified accountant to advise you in your own circumstances.

## TAX AND NATIONAL INSURANCE

However you choose to trade, you must advise the Inland Revenue about your new business earnings. You may need to pay income tax on any earnings you make as a sole trader. The Inland Revenue will probably ask you to complete a self-assessment tax return at the end of the financial year. The rules for directors of limited companies are different. They often pay themselves using dividends, which can be more tax-efficient, but this has implications for National Insurance payments, which may affect future state pension rights. Again, consult a qualified accountant to advise you on your own circumstances.

## BANK ACCOUNTS

Limited companies must have their own bank account. As a sole trader you may use your own bank account, but it would be much simpler to set up a separate one for your new venture. If you run your business account and personal account separately you won't have to spend extra time splitting your business and personal finances when you come to complete your tax return at the end of each financial year. This will also save you money if you pay an accountant to do the job for you. It's also a good idea to save some money earned from your business activities to pay for tax, unexpected expenses and marketing activities to promote your business further.

## DATA PROTECTION

People worry about the Data Protection Act far more than is necessary. Anyone storing data that can identify an individual should investigate whether they should register. This data includes names and addresses, email addresses and account details. The registration fee is £35 per year and registration can be organised by calling 01625 545745 or logging onto <http://www.dataprotection.gov.uk>.

Note that the information supplied above is not advice but for guidance and to highlight areas that you should consider when setting up your business. It is important that you consult a qualified professional, who will ensure that you do it correctly.

**TEN WAYS TO CREATE A NEWSLETTER THAT CREATES CLIENTS**

1. Create a newsletter that lets prospective clients know what you do and keeps existing clients loyal.
2. Give your newsletter a catchy title or at least one that says something about your business.
3. A newsletter is not just a very long advertisement. Ensure it contains information.
4. Let your newsletter reflect the personality of your practice.
5. Send your newsletter by first-class post – this implies added value and shows that you care.
6. Use A4 paper and ensure good-quality reproduction (laser print or high street quick-copy shops).
7. Include offers that are ‘exclusive’ to newsletter readers. This encourages them to read them.
8. Look at examples of newsletters that appeal to you and copy their layout.
9. Put a cover price on the front page (at least £1), but send the newsletter free with your compliments. This adds perceived value.
10. Avoid fancy fonts, especially if you send your newsletter by email – what leaves your computer will not always be what is received at the other end. Also, make sure the email attachment is not too large, since it can clog up some mailers and annoy the recipient, especially if they are not on broadband.

## 9. JOINT VENTURES

**Joint ventures are an effective and virtually free way of gaining the most valuable marketing edge of all – word-of-mouth recommendation.**

In big business, a joint venture is sometimes called a *strategic alliance*, but a joint venture is simply working with other people towards a common goal. You team up with someone in a noncompeting but related business where you can cross-refer clients. To do this, you write a letter to everyone on their client database as if it were from your joint-venture partner, and they (or you) mail it out to their clients. In return, you allow them access to your own list of prospects and clients through you. It could not be simpler. However, do beware of falling into the trap of creating and distributing junk mail, and observe the data-protection rules.

The key to success in joint ventures is to give as good as you get and to be a partner, not a user. If, between you, you have two hundred customers on your respective databases, that makes two hundred clients who have used either company. Hopefully, you will have done a great job and, when you write to them, they will read the letter with interest because you've already proved your worth.

You could write a joint-venture letter like this:

Dear Phillip

The reason I am writing to you today is to introduce you to my friend and colleague Jonathan Smith. Jonathan is a professional coach. This means he helps individuals within an organisation to identify their goals and achieve them faster than if they were working by themselves.

Research has shown that coaching within an organisation will improve motivation, decrease staff attrition and increase productivity. Over the next couple of weeks, Jonathan has made some space in his diary to take on some new clients. I would strongly recommend that you call him as soon as possible to book a no-obligation consultation for your company.

Please mention my name when you do so, so he can give you the special introductory offer agreed with him for my clients, who, I believe, would benefit from his extremely valuable service.

Yours sincerely

You then send this letter out to names on your business partner's database. You pay the postage and the photocopying because that is only fair. I guarantee the phone will ring far more than if you had just written to those companies yourself. It is because the letter comes from someone they know, trust, have already paid money to and respect. It is an endorsement that will work.

You need to work out between yourselves a method of payment for business that comes from the joint venture. You could either swap goods and services or come to a financial arrangement with a commission for each lead that develops from your joint deal. If you are working together towards a common goal, it's far easier than doing it alone. You do not have to limit yourself to one joint venture, either. The more people you team up with the better. My coaches arrange alliances with local personal trainers, dentists or management consultants and below I have listed some other examples of joint ventures that might work very well.

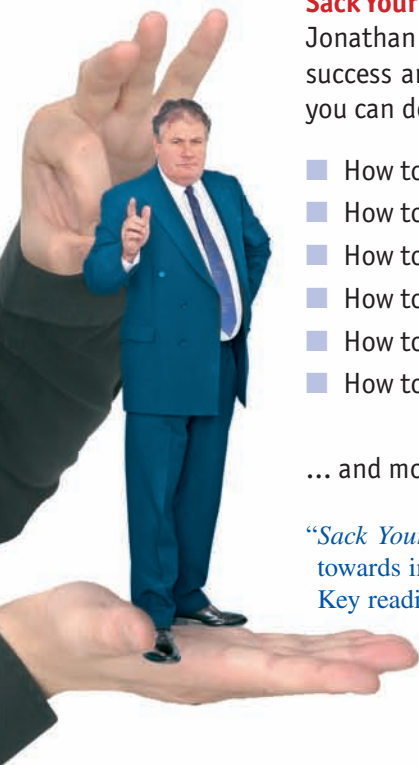
### **LANDSCAPE GARDENER AND ESTATE AGENT**

When we move into a new home, we like to add our own touch. Likewise, when we have a garden, we like to 'make it our own'. However, typically, it involves manual work and you can get your hands very dirty. A perfect joint venture could involve the estate agent who sells the home and a landscape gardener (or just a straightforward gardener). The estate agent might say, 'I know many of my clients spend time decorating their new homes and it can take a year or so to get around to the garden. Some clients have found that the perfect solution is to hire someone to avoid the delay and stress by quickly turning the garden into a work of art. However, when you move into a new area, it's difficult to know the difference between the cowboys and the honest workers. For the past year, I've been recommending a small, family-run company that's never let anyone down. You call them, they'll come over, give you a quotation without obligation and they won't tread mud into your house, either. If you mention my name when you call, they'll give you ten per cent off.'

A good gardener can easily work from referrals and build a business by creating a relationship like this with half a dozen local estate agents.

# Have you ever dreamed of turning the tables and sacking your boss?

Join the growing number of people setting up their own businesses and rely on your own initiative to build a thriving enterprise.



**Sack Your Boss!** is written by someone who's done it – successfully. Jonathan Jay turned his own business idea into a storming success and, and offers practical, down-to-earth advice on how you can do it too. You'll learn ...

- How to find customers – and lots of them
- How to set your prices and get paid on time
- How to get free publicity
- How to sell yourself – even if you hate the idea of selling
- How to run a successful business
- How to avoid the mistakes most new business owners make

... and most importantly, how to **Sack Your Boss!**

*“Sack Your Boss describes eloquently and practically the first steps towards independence and the opening-up of your personal horizons. Key reading for those fed up with the rat-race.”*

**Sir John Harvey-Jones**

*“A compelling, incisive book written by a top business coach who's been there, seen it and done it.”*

**Jeff James, Editor, Making Money**

*“Easily the best business start-up book I've ever read”*

**Mike Chantry MD of Hilite Direct Marketing Services**

**Jonathan Jay** is founder of The Coaching Academy, Europe's leading school for personal and business coaches. He has taught over 5,000 people how to set up their business – and how to make a success of it. A committed entrepreneur and presenter of the BBC's popular Get a New Life show, he is also a regular conference and seminar presenter. Jonathan is proud to be leading the UK's Sack Your Boss revolution.

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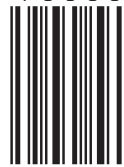
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