



How C.J. Hayden Structured Her Business to Focus on Her Passion: Social Change

Before she turned 30, C.J. Hayden had held more than 50 jobs, including carhop, bank teller, computer programmer, surveyor, product manager and planetary geologist. She has been self-employed as a technical writer, corporate trainer, seminar producer, software developer and management consultant. An instinctive gate-crasher and determined survivor, C.J. has created her own path to success by applying her special blend of persistence, resourcefulness and an ability to relate to just about anyone. In other words, she is an info-marketer.

C.J.'s last stop on her way to becoming an information marketer was her role as a management and productivity consultant. "I did a lot of work with computer systems, data analysis and workflow analysis, really left-brain system stuff," she

says. "One day I had an epiphany and realized that I enjoyed working with the people more than I did with the forms and the systems and the procedures. I also came to the conclusion that, no matter what fabulous system I put in place, if the people sabotaged it or didn't buy into it, it didn't matter. So that is what first stimulated me to get into coaching and to start working with individuals on finding the answers to 'What do you want?' and 'What is going to create success for you and make you happy?'"

At first C.J. thought she could ease into coaching as a side business while she completed work on a consulting contract. As it turned out, she didn't get to make that decision. "All of a sudden, the contract disappeared," she laughs, "and so I had to decide if I was going to get another contract or go into coaching full-time. I said,

'Oh, what the heck, let's just go for it.'"

While that may sound completely impulsive, C.J.'s background in left-brain work did come into play—at least somewhat. "I did run some numbers," she admits. "It wasn't a decision made completely in the dark, but it was a gut decision. It was a matter of believing this is what I needed to be doing with my life right now."

C.J.'s first coaching clients came as a result of networking as well as through her teaching and speaking opportunities. She worked mainly with people who were going through career transitions or who were in the startup phase of a new business. It didn't take her long to realize that her "sweet spot" was with the entrepreneurs. "That's where I had

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Finding Creative Ways to Fund Social Change

C.J. Hayden faces a unique challenge in her role as a coach to social entrepreneurs: finding a way to fund the support that people need. “We look at earned income models,” she says. “If there is a way for you to do what you want to do and have the people who are benefiting pay for it themselves, that’s great. That’s the simplest model to use. But if the population you want to serve cannot afford to pay you, then you need to look for third-party funding, and that can take different forms. For example, it can be traditional nonprofit funding such as grants or donations, or it can be an earned income source from an unrelated activity of some kind. An example of earned income is a website that people can shop through and create affiliate fees as an income stream for your organization.”

C.J. gives a real-world example: “Sometimes it’s just a matter of creating a different structure, like Grameen Shakti did. This social business is bringing solar power to rural areas in Bangladesh. You might immediately think nobody in a rural village in Bangladesh can afford to have solar power installed in their homes. But that’s not true. If you give it to them on an installment plan, maybe they can. And in fact, they’ve come up with a way for people to pay through micro-lending installments to have solar energy installed in their homes. And the payments are actually comparable to what they’re already spending on kerosene and wood.”

C.J. allows that it did take some upfront funding to be able to make loans to the villagers in Bangladesh, but she comments, “That’s an example of a model where you’re dealing with people who are very impoverished, but yet they can afford to pay. They just can’t afford to pay all of it at once.”

the most fun, that’s where I was the most effective and that’s where it was easiest to find clients,” she says. “Entrepreneurs have initiative, and they take responsibility to learn what they need to learn and then execute it. People in the employment world aren’t always that way. Not to paint them with a broad brush and say employees don’t have initiative, but on the whole, in the entrepreneurial community, I find a lot more people who say, ‘You know, if I’m going to make this thing go, it’s on my shoulders. I need to do what it takes.’”

Definitely one to take responsibility herself, C.J. built on connections from her prior life in the consultant world, but the majority of her business came from immersing herself in the entrepreneurial community where she lived. “It was 1992, which was pre-Internet, so I was really blessed to be in San Francisco, where there is a very rich and vibrant entrepreneurial community with lots of organizations, support groups and places to go to talk to people that I could teach,” she says, “so very quickly I started building a new network of people who were self-employed, small-business owners. I began connecting with those people to find out what they needed, and I started to build a referral base among that group of people.” C.J. says it became easier to expand her business outside of her local area and to get international clients once the Internet became an established way of doing business.

C.J. began her coaching business by charging by the hour or by the session. “It was the only model I had seen, and the only way I knew how to do it. I didn’t know any other coaches, and I thought I had made the profession up,” she laughs. “But it wasn’t long before I met other coaches and realized there were more and more of us scattered all

Instead of teaching business owners how to succeed, C.J. Hayden works with people who are launching and sustaining social ventures.

over the country. Then there were schools for coaches, and after that I was a part of bringing us together to work as a profession and to form an association.”

Making those contacts with other coaches changed C.J.’s business dramatically. Instead of doing all of her coaching in person for an hourly rate, she learned from her colleagues that she could charge a monthly retainer for a fixed number of sessions and do some of the coaching by phone. This opened up an entire world of clients since C.J. was no longer limited to meeting with people in her own local area: “I started charging a monthly retainer upfront and started working with people by phone and immediately had clients out of the area,” she explains.

Today C.J. continues to work with coaching clients, but says her business is a blend of coaching and consulting. She has a new focus as well: “My client base in my one-on-one coaching has completely shifted. Instead of working with self-employed people and small-business owners, all of my clients now are social entrepreneurs. They are people who are operating enterprises dedicated to social change.”

C.J. has immersed herself in the world of social change, serving last year on the advisory board for Grameen Shakti, the Renewable Energy Arm of Grameen Bank, and this year serving as vice chairwoman for the Social Enterprise Alliance in the San Francisco Bay area. “These give me opportunities to be in conversations with people

who are working in the social entrepreneurship field,” she says. “The term social entrepreneurship has been around for several decades, but it wasn’t really widespread until much more recently. I work with a network of more than 1,800 social entrepreneurs in 60 countries. It’s called Ashoka, and its founder, Bill Drayton, has been at the forefront of spreading the word about social entrepreneurship as a way of taking entrepreneurial energy and devoting it to solving the world’s problems.”

Describing her new mission as a coach, C.J. says, “I am still working as a coach, a consultant and a trainer, but now I’m doing it in a different arena. Instead of teaching business owners how to succeed, I’m working with people who are launching and sustaining social ventures. For example, I work with Steven Van Yoder, an independent professional author who started a nonprofit global initiative to advance entrepreneurship in the developing world. He had a successful business in PR and marketing, and he wanted to do more to make the world a better place. I also work with Jamie Welsh, the founder and CEO of 10% Solution, a for-profit social responsibility certification and consulting company. Jamie’s vision is to connect all the stakeholders for business social responsibility—corporations, vendors, small businesses and consumers—in one networked marketplace.”

The consulting side of C.J.’s business is her “Get Clients Now” empire. “I came up with this idea



C.J. Hayden is out to change the world for the better, and her successful coaching business is letting her do just that.

for a coaching program to help self-employed people and small-business owners with their number one problem: how to get clients. I started licensing it to other coaches and trainers to use, and I wrote a book based on it, which stimulated more licensing. So it’s really become a big chunk of my income although it’s not always a big chunk of my time, which is a very nice equation to have.”

That nice equation began with C.J. presenting her program, Get Clients Now. “One of my professional colleagues saw it and said, ‘Wow, I would really like to teach this program, too. How can we make that happen?’ I said, ‘I don’t know. Let me find out.’ And that’s been my approach to business in general because I am completely self-taught,” C.J. says. “I was familiar with the idea of teaching materials that you could purchase off the shelf, so I put together a kit about how to lead my program, and I sold it to her. And immediately somebody else wanted to buy it, so I started reaching out to more people in my professional

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community and began licensing facilitators for the program.”

Today C.J. offers a basic license for \$595.00 and a master’s license for \$795.00. Initially she offered her program as a turnkey kit, but when she realized people weren’t successful in implementing the program on their own, she began bundling her kit with training delivered via teleclasses. Her master’s level provides more extensive training, and she says it’s best for people who are newer to the profession. “People who are already experienced coach trainers are probably fine with the basic license,” she says.

Licensure gives C.J.’s clients the right to use the Get Clients Now trademark and to deliver the Get Clients Now program using all of C.J.’s copyrighted materials.

C.J. continues to offer telephone training to people who read her book, but if they want a local trainer or someone with expertise in a particular industry, she forwards those leads to the appropriate licensee.

C.J. provides ongoing training to her licensees and charges an annual renewal fee for people to retain their licenses. “One of the most important things I have learned is that people do better with support,” she says, “and if you’re going to give them support, you need to charge for it or else you can’t afford to give support.”

The renewal program includes a quarterly teleforum, which is a class on a specific topic. C.J. says she also upgrades the materials periodically so she can offer new things to her clients, such as a proposal template for pitching Get Clients Now as an in-house program to a corporation. “We also have an online community where licensees can support each other by posting questions and answers,” she says, “and we continually work to build the brand and to bring more people to our

website to become aware of the book, which increases the business and the number of licensees.”

An important feature of C.J.’s business is that she has multiple income streams. “One of the things that really helps my Get Clients Now empire to hang together is that I have multiple income streams. I get royalties from the book. I get the markup from selling books on my website and at speaking engagements, so I sell myself. I get speaking and training fees as spinoff business. I get the licensing program fees, both for the initial training and for renewals. And then there are a couple of spinoff products, including a workbook and an audio series. So there are a lot of possibilities for add-on materials. Many people seem to think they’ll write one ebook and sell it to millions of people. That rarely happens. I think you need to have multiple streams that all center around the same thing, and you should give people a lot of different ways to access what you have to deliver at a variety of price points.”

The main lead generator for C.J.’s business is her book *Get Clients Now!*. “If you’re a coach, a trainer or a business consultant, and you encounter the book and you like it, you may want to teach it,” C.J. explains, “so promoting my book is my primary job.”

C.J. does her primary job by writing articles and doing public speaking at hosted events put on by associations, corporations or community organizations and their vendors. “I don’t put on my own events. I do teleseminars and webinars as my primary method of outreach, and I write a lot of articles. I make sure those articles get reprinted, and I participate in a variety of online communities to keep getting the word out there,” she says, “as do my licensed facilitators. That way,

they help me in promoting my book, which in turn generates more leads for them as well as more facilitators for my program.”

As her business has evolved, C.J.’s interests have changed. “As supportive as I am for Get Clients Now, there came a time when I didn’t feel as engaged in personally delivering the material as I once did. So I looked for a way to keep serving people that didn’t require me to be the one at the center of it,” she says. “I found some faculty members among my licensees, and I tapped one of them to become the director of licensing and training for the company. We came up with a profit split, and she’s responsible for running the licensing program and delivering in-house training programs. She gets a percentage of any in-house training she is involved in and makes happen. And with licensing, she gets a percentage of all licenses even if she has nothing to do with them.”

Not one to rest on her laurels, C.J. is writing a new book, doing promotional speaking and serving on a variety of boards and committees in the social entrepreneurship world. “And then the rest of my time, I spend being a citizen,” she says.

Joint Venture Opportunities

C.J. is interested in working with other info-marketers to promote her Get Clients Now program. Contact information for C.J.’s faculty as well as a complete directory of licensees is available at www.GetClientsNow.com. C.J. adds, “Even though my program is designed for independent professionals, it is appropriate for any business. A lot of people have actually reverse engineered my program. I encourage people to get a copy of the book and see if they can turn their expertise into a system instead of having it be just content that they need an expert to deliver.”