

Always Have Clients

How to create clients continuously for your service business. For coaches, consultants and therapists.

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Working draft. Three chapters: Fundamentals, Context, Daily Actions.

CHAPTER ONE: The Fundamentals of Creating Clients

In this guidebook, I will walk you through 8 years of experience running my own businesses, a massage practice, and a coaching practice, which I managed to grow to over six figures in 10 months following my decision to go full-time, coming from a background of earning almost nothing as a professional dancer.

This is going to be both hands-on and practical. The reason I am doing this is twofold.

First, I have struggled a lot in many moments of my business career, and I think if I had known what I know today, it wouldn't have been necessary to make so many mistakes and have so many moments where I was totally unsure of where the next money would come from. Which I hope you can avoid by reading this, and start to make your business prosper.

Second, I help a small number of practitioners a year to grow their business towards the income they want, yet they have to be at a certain stage (making between 30-120k a year) of development. Helping you get there, I hope you will, when the time comes, want to work with me on growing your business even more.

There are three things we will cover that I have found really useful to understand and practice to build a sustainable and prosperous practice.

1. Understand the fundamentals of creating clients and understand the ways you can do it.
2. Understand context, so you are the one creating it.

3. What practical actions to take daily.

Every business needs to create clients. And we do this through making our product or service known to other people and communicating how this service can help them with their desired future, by actually helping them with their desired future.

If no one knows you exist, you won't create a client. End of story. So people need to know you exist and what you do, otherwise, there will be no transaction for your service.

Yet in the process of building your business, we usually get stuck on how we make it known, how to talk to people, and the amount of it that is actually required.

I know I did. I would start doing something, it worked, I got a client, I served that client, and I stopped doing what I was doing to create the client.

Here is what I mean by Service: to do something for another that they perceive as valuable, or you determine as valuable. Valuable are the things that either get us closer to what we want, or take away things we don't want (aka pains), which are both things we want. Service = - Pain (physical, emotional, spiritual / purpose/meaning) + Pleasure (physical, emotional things we derive meaning from).

So you want to know what it is that actually leads to clients. The first thing that needs to be true is that they know about you, and the second thing they need to know is what you can do for them.

And the way that people learn is in a conversation.

Everything happens in a conversation, whether it is written, spoken, on video, two-way, meaning a dialogue, or one-way, like a monologue, such as this conversation. Every sale, interest, and potential customer is created by first engaging in a conversation that answers these two questions: Can I trust you? Can you help me?

How we can answer these two questions, we will go into a bit later. For now, all we need to understand is that everything we want to have happen in terms of creating customers is happening in conversation. Period.

When I work with a coach, a consultant, or a therapist on growing their business, what I first want to know is how much time they are spending in one of two activities:

1. Conversations with potential clients.
2. Actively creating conversations with potential clients.

I know now from experience that I can predict if this person has a successful business or not based on the numbers they tell me.

We will at first always start by increasing both numbers, before we get into any details of the context they need to create in the conversation, the kind of questions they ask, what a good sales script could look like, and so on and so on.

When both numbers go up, income goes up. But only always.

There are many things I have heard throughout the years, and said and thought myself, that kept me from creating more conversations (beliefs we hold, stories we tell ourselves, feelings about our worthiness, bla bla bla). Yet the more time I spend with this topic, the less I have an interest in spending time there. Rather, I want you to understand "what" you actually do to create more conversations.

I am only going to name one belief, as it is an important belief I see dressed up in so many different clothes: "My market, situation, self is different, so just doing more outreach, more conversations won't work. I first need to make a website, no, my ICP (Ideal Customer Profile), learn better skills, write a book," and so on and so on.

To create a client, all you need is a way to contact them and to actually attempt to do so. If you do this enough times and then learn (by practicing, which is doing it enough times) how to run your conversations, you make sales.

Now, when you look at how to create conversations, I want to run you through all the ways I have seen it done, and you might find a few more.

There is of course, always the way of conversations coming to you, meaning a potential client approaching you, yet you don't influence this one directly. What you influence is to do whatever it was that got that person to reach out to you.

And there are only a couple of things you can do to initiate conversations.

- You can reach out to people 1:1 that you know (via phone, text, voice notes, video, or walking up to them in person).
- You can reach out to people 1:1 that you don't know (via phone, text, voice notes, video, or walking up to them in person).
- You can post content so people see what you offer or who you are (via phone, text, voice notes, video, PDFs, images).
- You can pay platforms to post content (aka ads).
- You can hire someone else to do this for you.

- Your clients can do these as well (ideally, because they do this without you saying anything, because your service is just great. We assume you already take care of this, so let's focus on what you can do.

By the way, your time as a business owner should actually be spent on one of three activities: improving your product, serving customers / potential customers, and creating new customers. You do this by having conversations and by doing a great job, truly serving your clients well and actually caring about doing a good job with them.

But back to basics now.

Reaching out 1:1 to people can be done by DMing people on social media, writing on WhatsApp, using your phone to call people, writing individual emails, or knocking on doors. And this can be done by reaching out to people you know, or people you don't know. I always suggest starting with people you know.

Depending on where you are in your journey (total beginner, intermediate, or advanced) you will either know exactly what to say when you reach out, or you have absolutely no clue. There are multiple reasons you could reach out to any given individual. (Again, I am assuming you care about people and want to do a good job for them, and that you care about the people you know.)

The goal of any outreach is to create, recreate, or deepen a relationship. You deepen a relationship by being of service in the relationship. It is in trusting relationships that sales are created, and long, happy client stories come from. Many of my best clients (people who spend the most money and got the best results) have come through two to five-year-long relationships I created with them, and I still have these relationships after they end their engagement. I value them as a person and genuinely want them to be well in life and continue to be well in life, so I check in from time to time.

Reasons to reach out:

- You have something of use to share with the person (a book, something you have written or recorded, something someone else has written or recorded which relates to a challenge or goal they have, or just to make their day a bit lighter by sharing a funny meme).
- You want to know how they are, or what happened with x challenge or goal.
- You congratulate them on a birthday, promotion, holiday, name day, or any day that you see is a reason to celebrate.
- You have a question for them.
- You have a new offer and thought it would be a great fit for them.

- You have a product or service that you are not sure will fit them, so you reach out to find out.
- You reach out to ask for an introduction to someone in their network.

With all of our outreach to people, we again have the intention to deepen, recreate, or create a relationship.

And with all communication: be truthful. You want to be honest about your intentions. If I am calling to sell something, I say so. If I call to connect, I say so. If I have a question, I say so. If I want them to read a resource, I say so.

I have found that people respond really well to honesty. Not all, but most, and in the long run, it increases trust and deepens your relationships, and that in my experience, creates better results and leads to more business for you and your clients.

Then there is content, which you can post organically, or you can pay platforms to distribute (so as to reach more people) for you. If you are at the beginning, or even later, most often starting or increasing with organic content (aka posting on social media) makes more sense. You don't have to invest much capital, and if you can't effectively communicate through organic content, paid won't do so either.

I had a client who, for example, started posting 30-minute YouTube videos every day for 20 days, creating multiple clients for his business, where before he had no sales for months. By posting the videos, many people could have a conversation with him (even when it was one-way, we listened and talked about what the other person said by thinking, agreeing, disagreeing, and so on). Building relationships.

I had another client who started by sending voice notes to people on Instagram to share about his offer. He sold more in one month doing this daily than he had in a previous year. Increasing the time in conversation led to more sales for their businesses.

I had people sell their offers through content, voice notes, text, calls, meeting people, or running ads. Yet all they did was increase the amount of time they were doing that, and that was what led to more clients.

I ran a course recently, and asked three of the participants how many clients they had. It went from 0 to 40. Then I asked them how much time they spend in conversations or reaching out to potential customers.

Guess who had spent the most time?

The one having 40 clients had spent three times the amount of time on client creation than the one having 12 clients.

Usually, people already have some clients, yet haven't been consistent in their actions, so it is up and down.

What I like to do is to have my clients start to track the following metrics: how many contacts they have made (people they contacted today), how much time they spent creating content, how many calls they had this day. And then also time in conversation (on a call or in person).

As whatever gets measured gets done.

The next problem people encounter is that they don't know what to say when writing to people, or what to ask. I won't be going into details here, as it depends on the reason for outreach and the context you have with that person. But I want to give you a more high-level idea for this.

The more you are actually interested in them and their goals and problems than you are in making a sale, the more ideas you will have for asking them questions or offering your service to them, as it isn't about you but them getting support for solving their challenges.

The person has two questions: 1, can I trust you, and 2, can you help me.

Our intention with communication is always to answer these two. Usually, starting by building trust, and you do this by being honest and curious.

So to summarize: the more time you spend in conversation with your potential clients, the more clients you end up having, the more people you help, and the more money you make.

So, whichever way you want to pick, do it, and increase the number of conversations you start and the amount of time you spend in these conversations.

CHAPTER TWO — Context

If I know what channels I am using, 1:1 to people I know, DMs, calls, posting, network events, groups, or what have you, and I am taking daily actions to build meaningful relationships with potential clients, I am now, in every interaction, in the playing field of context.

Value is created in context.

Our relationships have a context.

We create a context for who we are and how they relate to us.

I encourage you to read this one twice. Understanding this idea alone has increased my earning potential 10x, has led to me serving my clients in ways most other practitioners never will, and has led to significant revenue for my clients.

Context is a deep subject, so we will only scratch the surface in this guide. But you will get a good enough idea to start seeing it and playing with it.

Think about being at home and thinking of your screwdriver. Most likely, it does not hold tremendous value. If it were gone, you would just go to the store and get a new one, or borrow one from your neighbor. You have enough access to alternatives, and urgency isn't yet given, so the perceived value is not that high. That is given by the context in which the screwdriver lives.

Now imagine you are in the middle of the desert, no people around, enough water for a couple of hours, with an eight-hour drive ahead of you. Your car breaks down, and you need a screwdriver to fix it. Suddenly, the value of the screwdriver jumps up.

Yet the screwdriver has not changed.

Now imagine you are talking to a coach who is already in their sixties, and as they make an intake call with you, they mention how they coached Steve Jobs when he was still alive. Suddenly, the perceived value of what they say changes. Why? Because they changed the story you have of them. You see them in a different context.

I recently saw a video where Ronaldo (the famous football player) dressed up so people didn't recognize him and played football on a plaza in Madrid. Very few people stopped to look at his playing with the ball, yet when he took the costume off, everyone stopped.

There are two layers of context.

1. Environmental (the physical space, place, thing, like being in an office compared to being on a mountain).
2. Context created in Language (like a country, an idea, a story, like a story clients tell about you gives others context for who you are, values live in conversations).

There is a context that physical reality creates, yet it is totally shaped by our conversations about it.

Think of luxury brands, there is very little inherent value to a Chanel bag, yet people pay 10 or even 100 times as much as for a product out of the same material, but not from the brand.

"A brand is entirely dependent on what people say about the brand."

Context determines the perceived value of a thing, and by that the actual value, as value is subjective experience.

And we, in our conversations to clients and by the choice of place and time, create a context for our relationship.

I could share a story with you of moments where I completely doubt my own ability, no matter who I talk to, we all seem to have this. Or I could share the story of how I created 80k in six months after I chose to go all in on coaching, after I had made 25k in the previous year.

I could share a story that relates to your situation, like how I am currently reaching out to CEOs by doing a significant amount of research first. Or I could mention that I really like plants and just bought my wife and I two new ones.

Both are true. Both create a context for our conversation.

And creating context starts in the moment you have the first encounter with your potential client, or they encounter someone who talks about you.

In my experience, many business owners are not really aware of the role their way of interacting plays in the creation of context.

What I am doing now with writing this guide and sending it to you is me creating a context of being someone with specific knowledge that is helpful to you and your situation. By asking who wants to read it, I already established who would be served by that knowledge. Sharing it freely with you creates a context in which I give something valuable away at no cost. I serve your needs.

The likelihood of you wanting to continue our relationship increases.

But look at how the context is created. Every time you share something, you create a context. What you share matters.

Being very transparent, also about my failures and mistakes, creates a context that makes me relatable, and my clients feel more free to share vulnerable topics as well, which helps the work and in the end makes our relationship more valuable to them.

My sharing about financial gains can inspire someone who is looking for that. Me sharing about my relationship, or ways we have created more trust, can create interest in someone who wants that for themselves.

We are always creating a context. When it comes to our interactions with clients, we can leave that to the whim of our mood today, or we can become creative with the power of language to share what is relevant, or what is even increasing the value for both of us.

If you go back to the beginning, I created a context for this part of the writing that made it more valuable. How? By making sure you would actually read it, increasing the perceived value by sharing what this idea has done for me, and asking you to read it twice, which helps you retain the information and move it from information to application (you doing something with the idea).

We are always creating. We can do this consciously or unconsciously.

Possible actions:

Have true stories ready of clients you worked with or situations you experienced that can be valuable to the people you look to work with. A client who overcame his fear of speaking, or someone who grew their business, or went from being single to a loving relationship, or having pain to now being pain-free.

As I said in the beginning, sharing how I came from 25k in 12 months to 80k in 6 months can be valuable to someone who looks to make more money with their business.

Sharing how I also failed in many moments in my career speaks to someone who has a high level of self-doubt, and I now give value by increasing the perceived likelihood they can also achieve it with the same fears.

Understand that what you share creates a context.

- Is what you are sharing related to the people you want to talk to?
- Are you getting the context they are in?
- Are you sharing things that increase the perceived value? (They see themselves as being able to get what they want.)

P.S. I am running a small group program starting in September on mastering these skills and building a sustainable practice: <https://www.lembertstudio.com/program>

CHAPTER THREE — What to Do Every Day

Now that we understand the fundamentals of how we get in front of people, reaching out 1:1 to either people we know or do not know, posting content, paying for content to be distributed through ads, or paying other people to do that for us, we now want to understand what to practically do every day.

In my years of running my own business, I often found myself confused about what to do, and found that the people I worked with were as confused as I was. Many marketers promised me getting clients easily, and I spent multiple 5 figures to see that most of these "tactics" don't work for my profession. They eroded trust, and trust was what actually created clients in my world.

You sit in front of your computer, scrolling social media and somehow waiting for inspiration to hit you. Or you go to networking events, feel uncomfortable, end up talking to another coach there, and go home. You spend a lot of time thinking and being busy, but somehow it does not lead to client growth.

This has been the reality for me and many of the coaches, consultants, or practitioners I worked with over the years. And as important as it was to teach them the fundamentals, as important was the very practical answer to the question: what do I need to do every day to grow my practice?

1. Create conversations.
2. Be of value to people.

(value = making it more likely they get what they want)

Here are the things I have seen working and am applying myself all the time.

When I speak to business owners who tell me they do not have enough clients, I ask how much time they spend on any of the ways to get in contact with people: outreach, content, networking, ads. They tell me it is less than one hour a day. When I then ask how much time they work every day, they say something like eight hours. So what are you doing with the rest of your time?

Unless you are serving a client, your time as the owner should go into doing what creates new clients. For coaches, therapists, and consultants, that time also ends up being what makes you

better, actual time spent doing your job. Creating a client should always be a very high priority for you.

Spending four hours a day on outreach, only reducing that time when I had too many clients to keep it up. That is what has worked for me. "To be honest, most of the days I spend less than 4h a day on creating clients, and it still has worked!"

What do I do when I reach out? It depends on the contact and my relationship with them.

If it is a former client I am reaching out to, I might just check in on how things have been progressing since we last spoke. I then listen intently to what they share, and if I see an opportunity to serve them, maybe I have a book in mind that would fit their situation, I put it in my calendar to send it to them afterward.

If it is someone I found on LinkedIn and find interesting, I might tell them that I had a look at what they do, why it made me curious about them, and that I would love to learn more about what they are up to.

If it is someone in my network who could connect me with someone I would be interested in working with, I might call them and tell them about the offer I am creating, that I think could be really interesting to their contact, and ask if they would be open to connecting us.

The stance I hold when I am doing outreach is not the same I have when I am planning it. When I am outside of work, I have my strategic head on. When I am in communication with another human being, I am coming from the place of wanting to be of service to them.

How can I serve? That is the working question.

For many people, and with beginning I mean anyone doing less than 200k a year, a combination of content and outreach is most likely the best starting point. It only takes your time and very little capital compared to ads or hiring an agency.

If I choose content, I might spend 4 hours a day creating high-quality content, distributing it, and writing to the people who react to my posts.

People who attempt content often do no more than 20 minutes a day, then wonder why clients do not come. This might have worked when social media was new, but by now, there is far more quality content out there. The good thing: very few people spend four hours a day on this. You will sooner or later start to stand out by getting really good.

If you choose to go for ads, it will require between 50 and 100 dollars a day to truly get traction. If you have the capital, it can be great, yet if you do not, first get content to work, you will waste

a lot of cash. I have a little experience with this field, and if you are interested in ads anyway, I recommend looking for people who have done that successfully in the field you work in.

I personally recommend contacting people and posting.

I am also biased towards recommending people to write or shoot videos. Why? Because it forces you to refine your ideas and become a better communicator, which helps you when you get in direct contact with a person who could be a client.

You will for sure hear about the idea of a lead magnet sooner or later. Here are my thoughts on it:

Let's say you do start outreach. You might feel that something is missing from being effective with outreach. That something will be having something to offer the people you are contacting, something that provides value from the get-go. In marketing language, it is called a lead magnet. I call it sharing something useful.

Often, people get stuck on how to create one, spending many hours on it, yet not being clear enough about what problem the useful thing should solve.

I have learned you do not even have to have one of your own.

If for example, you are someone who helps people with nutritional guidance, you might know three or four books that are truly great on the subject and would help anyone who struggles with food or getting to the health they want. So you could send one to them with a personal letter, saying what the book has done for you, and how you think it would serve them, even marking the parts that you think are most useful. If you do that, the person will not forget you in a thousand years.

You could build a library of useful content by people who inspired you: books, articles, and podcasts. I have found that sharing the value others created can lead to new clients just as much as sharing my own things.

I know of a coach who built a 500k business mostly by sharing other people's books.

What I am doing with writing this guide is my own useful thing: I can share it with practitioners I know, share it with clients, and I could make a YouTube video about it where I share even more. I can then use this piece of content to start new conversations with practitioners I am connected with on LinkedIn or elsewhere.

I could do the same for the small business owners I work with, writing a guide about business dynamics that often lead to problems, how to spot them, and how to solve for them, then sending it to people in my network to start conversations.

Writing is a strength of mine. You might have another strength. Maybe you are really good at creating thoughtful gifts, or you have a feel for music and find songs no one else finds. Whatever it is, use it. You will find that sharing yourself this way also attracts the people you love to work with.

There will be many people who start reading this guide but cannot finish it, it is too long and too many words for them. Good. They would not be my clients. But they might be yours.

Now, as promised, after creating context ;-), here are practical things you could be doing on a daily basis:

- Contact 15 people you would like to work with, researched on LinkedIn or Instagram or whatever platform you use to contact them.
- Spend one hour creating a piece of content that would be useful to the people you want to work with.
- Check in with five people in your warm network to deepen the relationship.
- Spend 30 minutes with a book you are reading, thinking about who it would be useful for, then send it to them.
- Write three letters to people you would truly love to work with, letting them know what you see as possible in doing work together.
- Look for things that have helped you and share them with 5 people who you think could benefit.
- Interview all your clients to hear what it was they came to you for, what you helped them with, and how. Put all you learned in a video and share that with others who could benefit.
- Call all your former clients and ask them how life is and what they got from working together.
- Shoot a series of short videos with the most common questions you hear in your practice and the answers to them, and share it with your network.
- Next day, repeat.

If you spend 4h a day on the above for 100 days, I would be surprised if you still had time to keep doing all of them. You would have too many new clients.

SUMMARY of the whole BOOK

- Every client is created in a conversation. No conversation, no client.
- A conversation answers two questions: can I trust you, and can you help me? Trust is built through honesty and curiosity.
- Two numbers predict your income: the conversations you have with potential clients, and the conversations you actively create. Raise both, and income follows.
- Service is removing a pain or adding a pleasure, physical, emotional, or spiritual. Giving value is doing or sharing anything, making it more likely that they get what they want.
- There are only a handful of ways to start conversations: reach out 1:1 to people you know, reach out 1:1 to people you don't, post content, pay to distribute it, hire someone, and let happy clients do it for you. Start with people you know.
- Outreach is relationship work. Create, recreate, or deepen a relationship by being of service. Always be truthful about your intentions.
- You are always creating context. What you share decides how you are seen and what your service is worth. Create it on purpose, not by the mood of the day.
- What gets measured gets done. Track your contacts, your content time, your calls, and your time in conversation.
- Consistency beats by leaps. The worker does the above every day, not finding a clever shortcut.

How to apply it

1. Pick one or two ways to create conversations. Start with people you know.
2. Block time every day for client creation. Protect it the way you protect a client session.
3. Use the reasons to reach out so you always have genuine intentions for making contact.
4. Prepare two or three real stories that create the right context for the people you want to serve.
5. Share something useful, yours or someone else's, with five people.
6. Track your four numbers daily. Review them once a week.
7. Repeat for 100 days. Do more of what creates conversations.

Go prosper.

Moritz

P.S. If you'd like to do this powerfully and avoid many mistakes, you can reach out to have me work with you to grow a practice you love. The requirement is to have

worked with a minimum of 20 clients and an annual turnover of 30k.
<https://www.lembertstudio.com/contact>