



**You Can
Make a Living
as a
Feldenkrais[®]
Practitioner^{cm} !**

by
Miriam Levenson

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ebook designed by

ebookgraphics.com

Table of Contents

Copyright	2
Table of Contents	3
Dedication	5
Part One: Getting Started	
Introduction	6
The Truth	8
Who Are You Talking To?	12
Communicating With Your Students/Clients	16
How and Where to Teach ATM	17
A Place to Do FI.....	20
Paperwork and Liability	24
Emotions and Your Child-Self	25
Getting Stuff Done	28
Nine Things to Try	31
Part Two: Marketing	
Marketing as Relationship	33
What Does Your Target Customer Care About?	35
What Does Your Target Customer Think Feldenkrais Is?	36
Personal Contact	37
Talking To Your Potential Student About Feldenkrais	38
Public Speaking or Death	40
Targeting Your Market in ATM Teaching	42
Marketing to Your Existing Clients	45
Word-of-Mouth Referrals	46
Anonymous Advertising Through Written Communication	48
Other Forms of Anonymous Advertising	56
Interpersonal Skill	58
Using the Feldenkrais Method to Improve Interpersonal Skill	60
Professionalism	65
What Activities Support Your Marketing Relationship?	68
Your Marketing Strategy	70
How do you know if your marketing relationship is working?	72
Part Three: Finding Neutral	
From Poverty to Abundance	74
Competition or Collaboration?	77
Money - What It Is and What it Isn't	82
Your Money Fog-Factor	83
Your Break-Even Business Budget	85
Profit: Your Way to Financial Neutral.....	87
Debt and Savings	90

Cost-Benefit Analysis	93
The Big Question:	94
How Much Should I Charge?	94
Giving it Away	98
Knowing What You're Doing: Bookkeeping, Taxes and Accounting	99
Forming an Intention	102
Why Produce and Sell a Product?	105
Writing a Book	107
Video and Audio Projects	109
Success and Failure	111
Final Thoughts	114
 Appendices	
Appendix 1	115
Appendix 2	120
Appendix 3	125
Appendix 4	128
Appendix 5	133

Dedication

I dedicate this book to you,
because you are going to make
Feldenkrais a household word.

Introduction

If you wish to make a living as a *Feldenkrais* Practitioner, you are reading the right book. Whether you are a student, a new graduate, or a practitioner, this book gives you essential information that will increase your *Feldenkrais*-related income.

Graduating from a *Feldenkrais* Training doesn't guarantee an income. Knowing how to teach ATM and FI is the basis of being a *Feldenkrais* Practitioner, but it is not always enough to grow a financially sustainable practice.

The *Feldenkrais* Training's sole purpose is to make ordinary people into Practitioners of the *Feldenkrais Method* in a little under four years. Most new graduates have little or no entrepreneurial desire or knowledge of business management. They are essentially "*Feldenkrais* Technicians," but *Feldenkrais* Technicians don't necessarily know how to attract people to their practices. Their Felden-skills lie dormant, in wait of students who never come through the door. This unfortunate situation could be remedied with a supplement of basic business and marketing skills.

Business skill is different than *Feldenkrais* skill. Business, like anatomy, is something you can and should learn outside the Training program. The good news is that basic business skills can be learned quite quickly. This book gives you the essentials.

Building a practice happens on two levels simultaneously: your inner world, where you develop ideas and awareness; and in the outer world, where you have conversations, do marketing, and manage the day-to-day issues of your practice. Your intention, which comes from your inner world, generates your action in the outer world.

Going into business for yourself is much walking into the woods and staying there with nothing more than a knife and a lighter. If you know the basics, you can survive and even learn to live comfortably. If you don't, you will panic and waste all of your energy running in circles. Here are the business-survival basics: 1) Relationships matter, 2) Don't do mass marketing: it's difficult and expensive, 3) Control your costs and match expenses to revenue. If you keep a sharp eye on those principles, you will find your way and even enjoy yourself!

Growing a practice is not a linear process. Like an ATM, it has a structure, constraints and a final outcome, but each individual approaches it differently. Build your practice in the same way. Use this book and other resources when you are ready for growth, and rest when you are ready for rest.

This book is a workbook. Complete all of the worksheets, no matter how difficult or silly they seem. Copy the blank forms and do the worksheets more than once. Each time you do them, you will deepen your understanding and increase your control over your practice.

Like *Feldenkrais* work, business is a never-ending story. You will undoubtedly want to read

other business resources in conjunction with this book. I especially recommend *Wishcraft* by Barbara Sher, *Guerrilla Marketing, 3rd Edition*, by Jay Conrad Levinson, and *The E-Myth Revisited*, by Michael E. Gerber. (See [Appendix 2, Resources](#).)

The truth about business. It has been said that one should never discuss religion or politics with people you want to keep as friends. In the *Feldenkrais* community, business can also be taboo.

Do you agree with these statements?

T/F: Business is bad.

T/F: Marketing is manipulation.

T/F: Sales is slimy.

If you agree with these statements, there is plenty of evidence for your point of view. Big Business has done many bad things. Unethical business people have powerful tools at their disposal: marketing, organizational management, and money. *You can learn to use those same powerful tools-to do good.*

Business is not inherently unethical or immoral. Business activities are simply tools to use to share our work with other people and make a living. How many people you tell about our work, and what kind of living you make, are totally under your control. You can be an ethical and moral small business owner and still make a profit. And I expect that you will.

Every single person on the planet can benefit from the *Feldenkrais Method® of Somatic Education*. They just don't know it yet.

The life-changing potential of *Feldenkrais* work is why you should improve your business skill. Marketing, sales, and effective business management will bring a very helpful Method to people who need it but don't know it exists.

The truth about making a living as a *Feldenkrais* Practitioner. No matter what anyone says, *you* can be a successful, full-time *Feldenkrais* practitioner. Here are the essential ingredients for success:

- commitment to growing your practice/business
- continual learning about yourself, and willingness to change what doesn't work
- continual learning about business
- continual marketing.

If you keep all those ingredients in the mix, you literally can't go wrong.

It will take you more or less time to develop a full-time practice, depending on several factors:

You will find it easier to build a practice if you:

- have prior business experience
- already have a client base because you are a PT or other health-related

professional

- know a lot of people and find it easy to talk to new people
- are good at and enjoy public speaking
- like to learn and are willing to read business books and take business classes
- have money in the bank you can live on (or a very low-cost lifestyle), so you can spend most of your time developing your practice
- are independent and manage your time effectively
- are highly motivated to be a full-time Feldy
- have the unconditional support of your spouse and children
- have clear professional goals and reasonable expectations
- habitually examine your own parasitic movement in all areas of your self-image
- have a high degree of awareness about money

You will find it harder to build a practice if you:

- have never worked in a people-related or service-related field before
- your listening skills are under-developed
- don't know many people in your town
- have a lot of parasitic movement when it comes to managing your tasks
- say you want to build a practice but spend your time doing other things besides marketing
- have unacknowledged fears that hold you back
- have difficulty managing money
- find it difficult to make decisions
- don't have the support of your family/friends

You will find it impossible to build a practice *only* if you:

- prefer complaining to learning
- want to keep your habits more than building a practice
- look, smell and act like you're living on the street, and don't want to change that
- have great resistance to financial abundance and don't want to change that
- have mental difficulties that make people uncomfortable and can't overcome them.

If you find yourself in the first two categories, YOU CAN MAKE A LIVING AS A *FELDENKRAIS* PRACTITIONER! Only the third category will prevent you from becoming a financially successful *Feldenkrais* practitioner. You can have all kinds of habits, parasitic movement, and self-destructive behaviors and still be a successful *Feldenkrais* practitioner. You may build a practice relatively quickly, or it may take you a bit longer to learn what you need to know. No matter what, don't give up. It can be done.

Which statements struck you as true about yourself when you were reading about the ease or difficulty of growing a practice? Write them down now. If there were areas you identified as potential difficulties, that is where to start.

In the spirit of the *Feldenkrais Method*, this book helps you “know what you are doing so you can do what you want.” Take some time now to do the following self-assessment.

Self-Assessment

How many years have you been a *Feldenkrais* practitioner?

None-still a student? 1-3 years experience? 4-7 years? 10+ years?

If you are a practitioner, do you think your practice is as full as it should be? If not, what do you think is the reason for this? (Write the first things that come into your head.)

Have you been, or are you now, self-employed? How is it going/how did it go?

What knowledge do you have about running a business? List all the books you have read, classes you have taken, and business counseling you have received.

Have you worked in, or are you now, in a service-related field where you teach or work one-on-one with people?

What are your professional goals?

To have *Feldenkrais* work as your only source of income?

To do FI's and teach ATM classes and workshops?

To author a tape series, video or book?

To be an assistant trainer/trainer?

To work in a specialized Felden-field? (How?)

What are your expectations?

How soon do you expect *Feldenkrais* work to be your only source of income?

How much time do you expect to spend per week preparing ATMs?

How many classes do you expect to teach per week?

How many workshops do you expect to give per month? Per year?

How much time per week giving FI's?

How much time marketing?

What are your family's expectations?

How much time do they expect you to spend on developing your practice?

How much money do they expect you to spend on developing your practice? How much do they expect you to earn? By when?

How much money *could* you put into developing your practice over the next 3-5 years?

How much money are you *willing* to put into your practice over the next 3-5 years?

How much time are you willing to spend on marketing activities for the next 3-5 years?

How good are you at managing yourself?

Are you organized?

Do you procrastinate?

Do you finish almost everything you start?

Are you easily distracted?

Are you forgetful?

Do you need a boss?

Do you have no trouble doing pleasant tasks but never get around to unpleasant ones?

Do you resent having a boss?

How do other people respond to you?

Do people find you approachable or cool/distant?

Do they want to keep talking to you in conversation or do they leave quickly?

Do you find it easy to talk with different kinds of people (rich, poor, hippies, yuppies, old, middle-aged, children)?

Do you have a lot of friends or one or two very close friends?

How easy is it for you to talk to people you don't know very well?

In general, what do you do well? What are you not very good at?

If you have been a practitioner for a while:

What business/marketing opportunities have you discovered?

Which ones did you follow up on?

Which ones have worked best for you?

What have you failed at?

What have you succeeded at?

The results of your self-assessment. The main point of this self-assessment was to ask yourself questions that you may not have considered. All of the questions relate to typical issues of self-employment as a *Feldenkrais* practitioner. Your answers point to places that you could improve, or places where your strengths will grow your practice quickly.

The more money, self-determination, social support, and outgoing personality you have, the easier it will be to build a practice. But no one has all the money and the perfect self-employment personality. How will you address your shortfalls?

If you can manage your day with a minimum of supervision, you will find it easier to do the day-to-day work of being a practitioner. If you need a boss, you will have to create a boss-substitute in the form of a leading business partner or a structured support group.

If you tend to give up easily, you will need to surround yourself with supportive people who will keep you going when you want to quit.

The best way to market your practice is talking to people. Thus, if you are extraverted, this aspect of marketing will be easier. If you're shy or introverted, you need to find the ways and places where you are comfortable and maximize those opportunities to talk about *Feldenkrais*.

If you have an unsupportive family, you will need to create support outside of the family. If you have a tendency to have a lot of great ideas that you don't follow up on, then you need to figure out how to come down to earth and concentrate on one or two ideas. Unless you have a great deal of discipline, you will probably need to enlist outside support to keep your feet on the ground.

As you know from your *Feldenkrais* Training, your limitations don't need to hold you back!

Who Are You Talking To?

Even though *Feldenkrais* is useful for everyone, you can't have a *Feldenkrais* relationship with everyone at the same time. The intention to have a general practice will slow you down. Narrow your field of candidates to increase your effectiveness. This is called targeting your market. Get very specific about who you want to work with, and then find out everything you can about the individuals in that group.

There are a three main things that may get in your way when targeting your market: 1) not knowing who you want to work with; 2) not wanting to artificially limit your clientele; or 3) choosing a target market that doesn't respond to your marketing. Let's look at these.

What if you don't know what kind of person you want to work with?

In a service business like ours, the relationship you have with your clients is most important. If you are targeting people you can't relate to, that will hinder your relationship with them and sink your efforts at marketing. You can figure out who you want to work with in a number of ways: by accident, by trial and error, or by figuring out who you attract in your life in general and emphasizing that clientele.

Each one of us has a certain kind of person we attract in life. This can be in friendships, in relationships, or in business. This can also be good or bad. Take a moment to think about who you currently attract in your life/practice, and who you would like to attract. Get some paper and write answers to the following questions about the people closest to you (spouse, friends, parents, siblings, and clients). Put down their names, then answer each question for each individual in your life.

- What is his/her job?
- What is his/her approximate salary?
- How does she/he spend time?
- What are his/her main interests?
- How much education does this person have? In what field?
- What is his/her attitude to money?
- What is his/her attitude to change?
- How kind/generous is she/he?
- How sensitive is she/he?
- Is she/he self-preoccupied or other-preoccupied?
- Does this person find it easier to give or to receive?
- How does this person relate to authority (the government, boss, etc.)?
- Does this person feel she/he is in the driver's seat of life, or the passenger seat? Is this person a back-seat driver in life in general?

Now answer these same questions in terms of the person you would like to attract in your life, and see where the answers match and don't match. The places where they don't match point to blind spots within you. The good news-bad news is that the very things you don't like about your current group of people are things that you are doing. You do something (most likely without knowing it) that continues to attract that kind of person,

because your behaviors fit together.

If you know what it is about you that attracts people like that but are powerless to change it, it is most likely a strategy you learned early on with your parents and you should work on that with a good counselor and/or *Feldenkrais* practitioner. You can learn to attract a different kind of person into your life. It takes a lot of awareness of your own behavior, and how you make it easy or difficult for different kinds of people to be with you.

What if you don't want to artificially limit your clientele?

This is not normally a problem, even with a well-defined target group. Even if you target one group, you will attract people to your practice who don't fit that profile, because they will happen to see your poster or get referred to you by someone else. If targeting one group still feels to limiting, target several different groups.

Develop a workshop for actors, and target them for a while; then do the same thing for dentists, or horseback riders, or factory workers, or computer users with wrist pain. You may find yourself wanting to work more in-depth with one of these groups, or you may want to keep a great deal of variety in the groups you target. Whether you specialize in one group or stay wider in your focus, always keep in mind who you are speaking to when promoting one of your workshops or your FI practice. You can't speak to everyone at the same time, but you can speak to many different people at different times. For more ideas, see [Targeting Your Market in ATM Teaching](#).

What if your target market isn't responding to your marketing?

If your target market doesn't respond immediately, you can either be patient and continue to market to them, or drop them and pursue another target. Many business owners give up too quickly in their marketing efforts. Your potential students often need to be reminded 10 times, even up to 30 times, before they will take action to pursue working with you. You may simply be giving up too soon. On the other hand, this target market may not be interested in *Feldenkrais*, or your marketing approach may not be working. Depending on how badly you want to work with this group, you can either try several different marketing approaches until you find one that works, or just give up and find another group to target. To increase your chances of success, you may wish to target more than one group at a time.

Once you have one or two target groups in mind, begin by researching them. If you want to work with kids with CP, you need to target their parents because their parents decide what happens with their kid. Go to support groups, go to the kids' day-care centers, get to know their speech therapists and PTs, have lunch with their doctors, etc. Hang out with the kids at the park and get to know them and their parents. What do the kids have in common? What do their parents have in common? What do the kids want? What do their parents need?

If your target is female gardeners over age 46 who are married, have a household income of more than \$50,000/year, and have 2 kids, then get to know them as individuals. What do they need? Where do they shop? How do they spend their time? What do they care about? Where are they likely to see your flier? What other health-type practitioners are they seeing?

Take her acupuncturist, chiropractor, PT, and psychotherapist to lunch and talk to them about what their average 46+ female gardener wants. What would make this 46+ woman's life easier? How can you make a difference for her (not her kids or her husbands or her parents), but her? People love to talk about themselves. All you need to do is ask questions and listen carefully.

The narrowed-down group is comprised of individuals that you want a relationship with. Each of your potential customers is unique and will respond to being known and honored for his or her uniqueness. Researching your target market is not dry and boring; it is a systematic way to get to know people around you and to discover how you can be of help.

TARGET MARKET WORKSHEET

Demographics

How old is your target customer?

Where does he/she live (in what ZIP code, on what street)

How much money does he/she earn?

Does he/she blend finances with his/her spouse?

How much money does he/she have left over after paying the mortgage, car payment, food and other necessities?

How much money does she/he spend on alternative forms of health care per month/year?

Psychographics

What is most important to him/her?

What is a problem he/she has?

What does he/she NEED?

What's missing in this person's life?

What does he/she buy?

Why does he/she buy those specific things/services from those specific places/people?

Describe your target customer as if you were creating a character in a novel. Who is this hypothetical person? What is his/her daily routine? Describe it in minute detail.

What characteristics do the real people you meet share with your hypothetical character, and how are the real individuals different?

For more questions to ask as you get to know your target customers, read *The E-Myth* by Michael Gerber (see Resources, App. 1). To find out the answers to these questions, you will have to ask your potential customers. The best way to get this information, and a way to begin to build your relationship, is to offer a free half-hour FI or ATM class in exchange for answering a questionnaire that will give you this information.

Make the opportunity for a free sample fit with your target market. If you are targeting tennis pros, hang out where they gather and talk to them. If possible, get permission to set up your table right there, or offer a free workshop on-site. If you are targeting people who already use alternative health modalities (hint: most *Feldenkrais* consumers do), get a booth at alternative health fairs and give free half-hour FI's in exchange for filling out a questionnaire.

If your target market is computer users, contact the local computer-users groups, computer-training organizations, office staff you know, etc., and find out whether you can speak to their group/office. Set up times after your presentation for people to get a free FI in exchange for filling out a questionnaire. The same process could work with any target group: gardeners (garden clubs, nurseries, etc.), or martial artists (talk to the teacher), or horseback riders (call a stable and talk to a teacher or the director).

After the FI, follow up with a phone call or a mailing offering a limited-time coupon for another FI, or an invitation to a special ATM class, or any of the many relationship-building tools outlined in Jay Levinson's book *Guerrilla Marketing*.

Good communication with your clients is essential to having a successful *Feldenkrais* practice. Here are some ideas for how to handle everyday communication with your clients/students.

When a prospective client calls you and leaves a message, call back promptly. Listen attentively and take notes. Ask if she has any questions for you. Tell her the following: your schedule, your price, and what to expect at the first lesson (start to finish).

At the first class/lesson: Come at least 10 minutes early (so will your student, most likely). Introduce yourself and greet your student/client by name. Have him fill out an intake form ([see Forms, App.3](#)). Remind him again what to expect. State that his comfort is paramount. Tell him he can let you know if he feels uncomfortable physically or emotionally during the lesson. If he seems uncomfortable, but doesn't say anything, ask discreetly and gently. There is no rule against talking in FI or ATM classes.

At the end of the lesson, remind him what to do (walk, rest, take a nap) and what not to do (safest to stay away from "bodywork" or strenuous exercise for 24 hours after a lesson, but encourage your clients to feel through this for themselves. Different people have different reactions to lessons). Also tell your client what to expect in the days following the lesson. Because it is impossible to predict a person's experience of a lesson, I say "sometimes people feel great for 2-3 days then the differences fade. That is either getting used to your new organization, or going back to your old habits. Sometimes people feel sore for a day, or sometimes people get dizzy or nauseated or really emotional or sleepy. These adjustments usually go away within 24 hours. Please let me know if anything like that goes on for more than 24 hours." You will develop your own words based on observation of your clients.

People sometimes want to know how often they should come for FI lessons, and how many lessons they will need. You may have an idea of this after doing FI for a while, but you'll never know before you meet the person. I normally give my clients an idea of whether it will be several lessons or a few, and I suggest a few lessons to begin with. We both evaluate it as time goes on, and my clients are always clear about when they are done.

Teaching ATM classes.

If you are scared about teaching, see the section below on [Public Speaking or Death](#) (p. 40) for ideas of how to make teaching less terrifying. Once you actually teach an ATM class, there is one important thing to do to keep your students coming back. Give your students something functional to take home with them. End the class by helping them find one practical application of the movement they just learned. This reduces their frustration level with the lack of answers during the ATM and makes them more likely to return.

For ideas on how to get people to show up, see [Marketing/Advertising](#) and [Appendix 1, More than 101 Marketing Ideas](#).

For helpful forms to use in conjunction with your class, see [Sample Forms, Appendix 3](#).

Payment structures: You have lots of options here. For weekly classes, you can ask people to sign up for a series and pay you on the first meeting (6-8 weeks is generally a good length). Or, you can offer ongoing classes and have your students buy a punch card. They pay you for a set number of classes and come when they want. Or, you can offer ongoing classes and let people drop in as they wish. If you do this, it is customary to charge a higher fee per class for the drop-in students than for those who signed up for a series or bought a punch card. People are more motivated to come to a class they have already paid for, and it is best for you to know when people are coming.

You can also teach one-time workshops. People pay for these at the beginning of the class.

Themes: series and workshops. See [“themes,” p. 42](#) below.

Getting paid for teaching ATM. There are two ways to get paid for teaching ATM. You can either organize a class yourself, or you can find someone to hire you to teach ATM.

First, let’s examine how to organize your own class. You will need a place to have the class and a way for people to find out about it. Here are the basics of choosing an ATM space.

Finding a room for ATM classes and workshops:

If your home has a large space, you can always teach there. If not, you will need to rent a space.

What to look for in a room.

- You need about 20-30 square feet per student. 100 to 150 square feet (3 to 4 square meters) is a bare minimum. Plan for 5 students, but don’t be disappointed if you

- only have 2 or 3 at first.
- Carpeted floors are best. If you have to teach on a tile floor, make sure the students have blankets or large pads so they aren't distracted by the cold surface.
- Lighting: avoid fluorescent lights directly overhead. See if you can turn out one bank of lights. If you can't avoid the overhead fluorescents, bring floor lamps with you to create dim lighting.
- Heating: better to be too warm than too cold. Sometimes you find a wonderful space that is just a little too cool; in this instance, tell your students that they should wear layers and bring wool socks just in case. In warm climates, ask if you have any control over the level of air conditioning (sometimes people freeze more in Texas than in Minnesota).

The cost of renting ATM space.

Cost depends on your geographical area and the room you're renting. The going rate in Madison, WI at the time of publication is about \$20/hr., but some downtown rooms cost over \$60/hr plus custodial fees. In bigger cities, it costs more; in small towns, less. I convinced Whole Foods to give me their classroom for free because my class would bring people to their store. (You can try that too!)

Where to find a good, affordable ATM space

- Whole Foods/Bread and Circus - type stores: in their cooking classroom
- Dance Studios
- Public Library
- Gyms or Health Clubs
- Pilates places
- Your living room
- Bank conference rooms
- University spaces
- Church basements
- Community Centers
- Masons Meeting Hall
- Ask everyone you know!

Try several different ATM locations and find if one is particularly convenient for your target market. You may find that a musty church basement in the right neighborhood gives you a more reliable ATM clientele simply because it is in walking distance of people's homes.

The other way to teach ATM is getting hired to do it.

Who might hire you to teach ATM?

This could be a factory, a Pilates or yoga studio, University Mini-Courses, a massage school, etc. I have taught many one-time "Intro to *Feldenkrais*" classes for massage schools. Acupuncture or chiropractic schools may also be interested in introduction-to-*Feldenkrais* classes.

How do you convince them to hire you?

Most likely, you will have to make a proposal. The proposal can be an informal conversation or a formal written proposal. Create a rough draft of a proposal before talking with anyone about hiring you to teach.

First and foremost, make sure you can answer their Magic Question: “What’s In It For Me?” Think about your class from their perspective. How does paying you to teach ATM benefit them? Write down at least five reasons (even silly ones).

Next, think about how much to charge. Your fee will depend on your audience. If it is a non-profit organization, chances are they can’t afford more than about \$30-50/hr. If it is a big corporation or the Red Cross, ask for \$75 or more. Ask for an amount that you feel is slightly too high — that is probably about right. Don’t worry. If an organization really wants you but can’t afford your fee, you can graciously lower it.

In your proposal, first tell them the benefits of your class, then tell them what the class would look like (how long it would last, what to expect) and then summarize the benefits again. (For a discussion of [benefits vs. features, see p. 35.](#))

In a conversation, don’t tell them how much you charge until they ask. In writing, put it at the very end or tell them to call you to discuss your price. Be sure they have your phone number, address and e-mail address so they can reach you!

When you have a rough draft of the proposal, call and ask if the organization ever has people come in and teach. Find out who is responsible and ask how he/she would like to receive your proposal. Right then on the phone? In writing? By e-mail? Give your proposal in the preferred format, then follow up by phone about 10 days later.

For ideas on using ATM as marketing for your FI practice, see [Marketing, p. 33](#)

A Place to Do FI

Functional Integration is often the main source of income for a practitioner. For FI work, you will need nerves of steel, some FI skills, good listening skills, a *Feldenkrais* table, miscellaneous accoutrements (rollers, towels, garden pads), and a place to meet. If you need to know immediately how much to charge, see the [“rule of thumb” on p. 94](#).

Where to do FI.

You have three main choices: in your home, in your office, or where your clients are. Let's examine the pros and cons of these options, and ways to make each option work.

Doing FI in your home:

Pro: Convenient, free.

Con: Possibly unsafe (if you get a scary client). Also possible invasion of your privacy and/or boundary violations between you and your client. (For a discussion of boundaries, please [read p. 60](#) and [The Educated Heart](#) by Nina McIntosh.)

Ways to make this work: If possible, create a space in your home that is separate from the most personal areas of your home (kitchen and bedrooms). In the ideal world, this room has a separate entrance that is only used by clients.

Beef up your personal boundaries and only see any client who: 1) is referred by someone you trust; or 2) sounds very normal on the phone. Listen to your body and refuse to see anyone who seems even the least bit creepy.

NOTE: Even if your office space is free, be sure to set your price high enough so you could pay for an office of your own eventually. You don't want to lose all of your clients when you rent your own office because you have to double your price.

Going to your client:

Pro: Free, except for the cost of your trip. Enables you to work with immobile people (elderly, disabled, in nursing homes, in the hospital, etc.).

Con: It's a hassle to pack your table and accessories. It also takes time to travel and creates wear and tear on your car.

Ways to make this work: Get a lightweight, portable table (call your Trainer or the Guild for referrals to manufacturer's representatives). You don't always need a table either. In some cases, such as nursing home residents or people in the hospital, you can work with them right in their hospital bed and still give a very good FI.

Keep your table and accessories in your car and/or schedule all your house calls on the same day to minimize hassle.

Charge your client an extra \$10 or so for your travel time and expense.

Keep very good records of your personal and business mileage so you can deduct those expenses from your taxes. (Buy a mileage log at an office supply store.)

NOTE: If you have a practice based entirely on house calls, don't forget to charge enough to have your own office someday.

Giving FI's at your office:

Pro: You have a professional place to go to work that reduces boundary issues and hassle. If your office is in a building with other Feldies or holistic health practitioners, it can also reduce your isolation.

Con: Renting an office can be expensive.

Ways to make this work: Find other like-minded people with whom to share office space and look together for an office to rent. Or, sub-lease from another Feldy or alternative health practitioner who already has an office. Keep looking until you find an affordable office. Office space has a wide range of prices.

Common arrangements for sharing office space are: by day (for example, on weekends, or two or three days per week); by time of day (for example, morning until 1 pm., 1-6 p.m. and after 6 p.m.); or any combination that works for all parties concerned.

Leasing and subleasing.

Signing a lease. Standard office leases are 3 years, but I don't recommend committing for that long unless you have already been in the office for a year. Negotiate with the landlord and see if you can find a way to sign a year-long lease instead. You may need to pay more per month to offset the landlord's risk, but that is preferable to finding a sublessor if you want to leave after a year.

Subleasing: if you sublease your space, always have a written sublease agreement. Include the following:

- How much is being charged and when it is due
- The amount of the security deposit, and under what conditions it will be returned
- The basic rules of using the space

Each person signs the document and you both get a copy. Even if you are best friends, it is always a good idea to write these things down.

How much to pay (or charge) for subleasing is up to the leaseholder, but it should have some bearing on the amount of usable time the sublessor has the space. The premium time is late afternoon/evening on the weekdays and Saturday mornings. These times should be more expensive than other times of the week. If the total rent for the office is \$400 and the sublessor has the office 2 days a week, a fair amount of sublease rent to pay would be about \$125 per month, depending on the times and days of the week.

Things to keep in mind about choosing your office. The ideal office meets your needs and your clients' needs.

First, what are your needs? What are your minimum and ideal-world budgets (See [Money](#).

[p. 85](#))? Do you have a limit to how far your office can be from your home? Are you sensitive to your environment, visually or physically? Do you want to be surrounded by colleagues such as alternative health practitioners or artists?

Target market. (See [Marketing, p. 42](#)). Who do you intend to attract to your practice? Are these wealthy people? People who use wheelchairs? Elderly people? Kids? People who see other alternative health practitioners? People with environmental sensitivities? Where do they live? Where do they shop? Where do they work? Is your office conveniently located for them?

Once you have identified your target market, then think about their needs and meet them as best you can. If your clientele is elderly, stairs and slipping/falling (on ice or wet floors) will be a consideration. If your clientele is mostly middle-aged and quite mobile, then stairs don't matter. If your clients are kids, they need more space than adults and they make a lot more noise. Make sure this won't be a source of conflict for your neighbors in the building.

When you have a clear picture of what you want/need and who your target market is, then you can choose an office that is both acceptable to you and convenient and safe for them to come to.

Go to [page 14](#) and do the worksheet for describing your target market and complete the financial calculations on [page 85](#). Once you have a clear picture of who your typical client is likely to be, and what your financial and other needs are for your office, fill out the following worksheet.

OFFICE LOCATION WORKSHEET

Use this worksheet to find an office that will be convenient and safe for your client, and will also meet your needs.

Based on the research you did for the target market worksheet, answer the following questions about this person. If you don't know your target market, or if you have several, choose a location convenient for many different people (easy parking, accessible by different modes of transportation, somewhat centrally located and/or close to a store where your target customers are likely to shop, like Whole Foods).

Is this person male or female?

Very mobile (no problem with stairs or steps)?

Uses a wheelchair?

Uses crutches?

Has iffy balance or depth perception difficulty?

Note: even if wheelchair-users are not in your target market, you may get one by referral. It is highly recommended to have a wheelchair-accessible office, but if you don't, you can always go to where he/she lives.

A child?

How old is she/he?

What is his/her movement ability?

Environmentally sensitive?

Where does he/she live?

Where does he/she shop?

What form of transportation does he/she use?

Car

Bus

Taxi

Subway

What is the maximum amount you can pay for your office?

Who are potential roommates or office sublessors?

What is the layout of your home?

What is the size of the biggest room?

Is there a room with a separate entrance?

How is the potential office located re: kitchen and bedroom?

How far are you willing to travel to your office? Is this also convenient for your target market?

After you clarify the answers to all these questions, you will be well on your way to finding the perfect FI space.

Paperwork: Tracking Your Clients and C.Y.S.B. (Covering your Sitz Bones)

Taking notes after each class or FI is a habit to develop. Taking notes helps you:

- know what you did last class or last session
- learn from past mistakes and successes
- complete assistant trainer and trainer applications
- write case studies and good Felden-stories
- prove your innocence in event of lawsuit

Schedule time for note-taking. Many people schedule appointments every 1 hour and 15 minutes. This gives one hour per FI plus 15 minutes for taking notes. This is a great way to get your notes done if you keep your FI to one hour. You can also schedule a longer break after 2 or 3 FI's and take your notes then, or do it at the end of the day. Also write notes after each ATM class, so you can track your student's progress or complaints, as well as your own effectiveness in teaching ATM.

Notes for the first and last meeting. When you first meet an ATM student or an FI client, have her fill out a form with some basic information. When your series of classes or FI's are finished, have your students/clients fill out a feedback sheet. (See [Appendix 3, Sample Forms](#).)

What do you write in your daily notes? Other than the obvious (client name and date), it is important to describe in layman's terms what their complaint is, what you did, where you put your hands and why. Describe how they felt at the end of the lesson. (See [Appendix 3, Sample Forms](#).) I also find it very interesting to note my clients' personal goals (I want to play golf, I want my back to stop hurting, etc.) and note from week to week how they felt during the interim between lessons.

It is very important to be a *Feldenkrais* Practitioner, not a Therapist of any sort, when you are talking to people or taking notes. As a *Feldenkrais* Teacher, you do not fix problems, diagnose or treat medical conditions, or otherwise provide medical intervention. If your notes sound like you are doing any of those things, you can expose yourself to a liability nightmare.

Very low-cost liability insurance is available through the Guild. See [Resources, App. 2](#).

“If you argue in favor of your limitations, you will always win.” —Anon.

Self-employment is very demanding. It is a mix of two equally important aspects: knowledge about business and marketing, and skill in managing your internal life and your relationships.

All your fears and deeply hidden neuroses come to the surface with self-employment. Like it or not, you will have feelings! Despair, fear, anxiety and elation, sometimes all at the same time. You will want to give up more than once. Don't. Follow whatever path you need to keep your feelings moving so they don't run your life. Barbara Sher, in her book *Wishcraft*, has some suggestions for dealing with the inevitable emotionality of being self-employed:

The reawakening of hope is never painless. It's like running warm water over a frozen hand: your fingers hurt as feeling comes back to them. But do you say, “The hell with this. It felt better when they were numb. Let frostbite set in. Let them amputate.”? Of course not! What you do is, you stomp around and cry and curse and swear. You start out in tears and end up laughing. And it *helps*! Your dreams are just as important a part of you as your fingers. And you shouldn't have to put them back on ice just because it hurts to thaw them out.
(p. 94)

Not only will you have feelings, being your own boss also means taking responsibility. This means having an attitude that says: “If I succeed, I caused that. If I fail, I must take responsibility for that as well, even if there are outside factors that influenced my failure.” Blaming your circumstances for success or failure will always produce failure.

Your Child-Self

Moshe *Feldenkrais* said that all of our experiences are stamped in our bodies. I believe that all of our different life stages are also present with us even though our bodies have grown to full size. The child that you were is still very much alive and present, although you may not be in conscious communication with that part of you. If you doubt this, observe yourself and other people, especially in emotionally charged situations. Child-selves are usually quite obvious when you look for them. When you feel like a little kid, it's because you **are** in that moment.

Much of “being your own boss” is like parenting yourself all over again. Every time I find myself spacing out, procrastinating, sabotaging a project, or otherwise being a “bad employee” to my “inner boss,” it is because my child-self has a need that is not being met and I'm ignoring her.

As your own boss, you need to take on different functions of the business at different times: at times, you need to be like a parent and get an overview of what needs to be done.

At other times, you are like a child, being playful and creative. The best managers, like the best parents, know when to encourage child-like behavior and how to limit it when adult things need to be done.

Even if you don't have a conscious relationship with your child-self, you unconsciously talk to him/her all the time. You will see this in the first thought journal you do in [Chapter 9](#). All of the thoughts you identify there are actually things you say to your child-self.

Do you think you are stupid? Lazy? Too fat or too thin? Not good enough? Unlovable? How often do you tell yourself how beautiful and wonderful you are? Do you tell yourself what a miracle you are, how heart-stoppingly wondrous life is now that you are on the Earth? Why not?

Most of us are punishing to our child-selves. We punish ourselves much more than we would a real child, yet we don't feel there is anything wrong with speaking to ourselves this way.

Conjure up an image of your son or daughter or niece or nephew, or another child you know. This child should be under age 6 for most accuracy in this exercise. Imagine yourself saying all of those thoughts you normally reserve for yourself to this child. Use the same tone of voice, the same intensity of feeling, that you normally say to yourself. How does this imaginary child react?

You are that mean to your own child-self. You now have a choice: keep being mean, or start being compassionate, loving and understanding. Becoming more compassionate with your child-self will make you feel better, you will get more work done, and it will make you a better practitioner.

Meeting Your Child-Self.

Please get pen and paper. Ask your child-self if he/she has a message for you.

Write whatever pops into your head. Keep writing until you're done. Don't lift pen from paper.

When you're done (this may take a while), read what you have written.

Ask questions of your child-self if you need clarification. Never judge, punish or otherwise shut your child up after you've asked for a message. Remember, you were the one that asked for the message!

Ask your child-self if she/he has any needs that you didn't know about. Write those down.

Tell your child-self what you need as an adult.

Negotiate with your child-self about how you can get your child needs AND adult needs met today: remember that the adult is in charge, but the child deserves respect and being

heard.

Ask your child-self if he/she would like to help you get your adult needs met. I'm always surprised by how helpful my child-self is when asked.

Ask you child-self what she/he thinks would be fun.

Make a date with your child-self to do something fun, *and keep it*. Your child-self will get in your way less and less if you make *and keep* regular dates with him/her.

Use this worksheet every time you find yourself having a hard time. Be prepared to cry a lot. It's not easy being self-employed, but you can do it with the help of your child-self.

Laying Down a Track and Chugging Along

This section deals with the infrastructure of your practice, how to be a good boss to yourself and how to grow your practice with a minimum of parasitic movement.

Journaling: Know What You're Doing

The next few exercises will shine a light into the darkness of your cranium, that gelatinous cavern responsible for your every action. Buy a small notebook you can carry with you everywhere you go (even to the bathroom). For a period of at least a week, write down how you spend your time, from the time you wake up in the morning to the time you go to bed. At the end of the week, notice a few things:

How much time do you spend

in the car?

watching TV?

preparing food?

eating?

washing the dishes?

talking with your spouse/partner?

talking/playing with your kids?

exercising?

doing/teaching ATM?

practicing/doing FI?

on the phone? (Business calls? Personal calls?)

entertaining yourself (reading a novel, watching movie, going out)?

reading *Feldenkrais*-related books?

on the toilet?

in the shower?

talking to colleagues?

shopping?

daydreaming?

playing/putzing around/nothing in particular?

taking a class?

paying bills?

doing e-mail?

surfing the Internet?

marketing your *Feldenkrais* practice?

etc just notice it.

If you can stand it, do this for another week and notice if your noticing has changed anything.

During the next two journaling exercises, you will discover the number of times you think certain things without realizing it. For one week, jot down all of your thoughts about yourself. Notice how many nice things you say about yourself and how many judgemental, harsh or negative things you say to yourself. After the week is over, notice how many

times you repeated the same thought(s). Can you see any correlation between your actions and the thoughts you think?

The week after, note all of your thoughts about the *Feldenkrais Method*, *Feldenkrais* practitioners, and *Feldenkrais* Trainers and Trainings. There is probably some good material in there for future brochures, public talks and casual conversation about the Method. There are probably several parasitic nuggets in there, too, so write it all down without judgement. Notice again any correlation between your words/actions and the thoughts you think.

You can also do thought journals on:

- money,
- business
- different categories of people, and
- your parents.

Your thoughts about all of these directly influence on the state of your *Feldenkrais* practice.

Planning and time management: Read Wishcraft by Barbara Sher for excellent information on planning and time management. Here's a summary of what she teaches: Imagine the end result. Write it down. Thinking backward, plot out the task that precedes the project's completion, then the task before that, the task before that, etc. Do this until you reach a task you can do today. Do it! Then, transfer all the other tasks into a calendar. Make dates with yourself to work on your project, and keep them. This system of task and time management is easy, practical and foolproof if you use it.

First Aid for Overwhelm: Get away from the overwhelming task and breathe a few times. Talk to your child-self and calm her/him down. Go back to your task and break it down into small chunks. Do one chunk at a time. If this seems impossible, do several different tasks a little bit.

Another option is to divide the tasks into "easy" and "hard." Do the easy ones first, so you get something done. Is there a way you can break the difficult tasks into smaller pieces?

At the end of the day, write down everything you did and congratulate yourself for getting so much done.

Procrastination: Procrastination comes from a variety of sources. It generally has something to do with fear: you don't have enough information to feel comfortable, and you're afraid of screwing up; or you care so much about the task that you are deathly afraid of failure; or your child-self is afraid of what will happen if you succeed. Talk to your child-self to find out the reasons for your procrastination. If it persists, then go to the library or bookstore and read about it, or get some counseling. You can literally procrastinate your life away. If you do, no one will have the benefit of your *Feldenkrais* teaching!

When it's Not Fun: Being self-employed is not always fun. Even if you are doing everything

right, crises can happen or you can lose your motivation. What do you do then? Find a way to make it fun. Ironically, you will have to work at this. But it can be done!

I require that all my activities are fun or rewarding or both. This means I either jettison unpleasant tasks, or I find a way to make them rewarding or fun.

Being a grownup sometimes means doing unpleasant tasks because you don't want the consequences of leaving the tasks undone. But unenjoyable tasks don't have to drag you down.

Here is one way to make unpleasant tasks more appealing: make a list of what makes you happy in life in general. List at least 20 different things that you enjoy doing. Look beyond the physical activity, and find what emotional reward you get from doing it.

For example, I enjoy conversations with people. I like learning about them, feeling intimate with them, helping them and having my help be received and appreciated. But I used to hate making sales calls and I didn't do it. My income reflected this internal blockage. I had to find out how to make sales calls fun.

I realized that I like to find out what people need, and I enjoy helping them find solutions to their problems. What was missing in my sales calls was a) I didn't know what my customers needed; and b) I didn't know how Effortless Gardening could be of assistance to them. Once I re-positioned myself as listener and helper, sales calls became fun and enjoyable for both me and my customers.

No matter what activity is causing you suffering, take the time to find a way to make it fun. When it's fun, it is easy and light and pleasant. Just like a good ATM.

Nine Things to Try

What follows is a list of totally free things you can do today to build your practice, whether you are a student or a practitioner. If something on this list grabs your attention, work with it and see what happens with your practice as a result.

1. Cultivate the self-image of a full-time *Feldenkrais* practitioner. Schedule your week as if you were seeing clients, teaching classes and doing marketing activities. BE A FELDY during those times. Do this even if you don't have a class to teach, you have no FI sessions scheduled, and you're too freaked out to do any marketing. Just show up and imagine that you are making a living as a Feldy.
2. List all the tangible and intangible benefits of doing *Feldenkrais*. Why did you do the Training? What did othōr people in your Training get out of it? Keep a running list. This list is the basis of your communication about the *Feldenkrais Method*: the benefits. (See "benefits" in [Marketing section, p. 35](#))
3. Answer the question, "What is the *Feldenkrais Method*?" Don't worry, this is a lifetime process. For now, just create several one-liners that you can use in conversation. (See below, "[talking about the method,](#)" p. 38.)
4. Schedule, prepare and teach an introductory *Feldenkrais* workshop (see below, [renting space p. 21](#) and [teaching intro. workshops. p. 40](#)).
5. Schedule, prepare and teach a theme ATM class or workshop (see below, [p. 42](#) and [App. 1](#)).

For students:

Start teaching ATMs as soon as you are certified, so people get to know you as a Feldy. The more marketing you do before you graduate, the faster you will have a full-time practice after graduation.

6. Practice FI as much as possible. If you have already graduated, give it away for a while. See "[Giving it Away,](#)" p. 98.

For students:

Don't ask people to pay you for FI services (it's illegal). If someone really wants to make a donation, you may accept it, but you must make it clear that you are doing this only for practice and that is payment enough.

Practicing FI is important for several reasons: your FI skills will improve, you will become more comfortable in the role of Practitioner, and you will plant seeds for word-of-mouth referrals. (See [Marketing, p. 46](#))

Whether you are in your second week of being a practitioner or your second decade, DON'T APOLOGIZE for your skill level. Just set up realistic expectations; your clients won't

be disappointed and you won't be selling something that you're not. For more experienced practitioners, giving free FI's can also be a low-pressure opportunity to try new things.

7. Ask yourself, what is your main motivation for being a *Feldenkrais* Practitioner? For some people, their motivation is the unending intellectual exploration. That could be your motivation too, or yours could be helping others, or learning about your own movement through doing *Feldenkrais*; or receiving love and recognition. Whatever it is, your main motivation (your "touchstone") is what gives you emotional satisfaction and keeps you coming back for more. If you can sum up your touchstone in one or two words, you will have a powerful motivator for continuing to build your practice.
8. Dream about the potential of the *Feldenkrais Method*. Why is it important for you to be a successful Feldy? (For you, your family, the world?)

In what ways can you be of service to others through your practice of *Feldenkrais*? Take time to day-dream about a world based on *Feldenkrais*' ideas and teaching. What would that look like? How would we talk to each other? How would we resolve conflict (on a small and large scale)? What would the economy be like? What would families be like? Education? Children's lives? The aging process? Dream big, as big as you can. Write down your ideas, no matter how silly or idealistic. Get together with other Feldies and brainstorm further.

Read the beginning of *Awareness Through Movement* and Steven Shafarman's books (see [Appendix 2, Resources](#)). See [Appendix 5](#) for more mission and vision statements. Once you have a really fantastic and totally inspiring vision of the world, write down a few phrases that capture your vision.

Every time you give a Feldenkrais lesson, that vision becomes more real.

If you find yourself shrinking away from marketing, remember your vision. This is the real reason you want to be a full-time Feldy. The money comes to you in order for you to be in neutral and further your vision. If thinking about your vision doesn't inspire you enough to get back to work, then examine what parasitic movement is getting in your way.

9. If you don't have as many FI clients (paid or not) as you would like, spend all the time you would normally spend with clients on marketing. See [Marketing, p. 33](#), and [Appendix 1, More Than 101 Marketing Ideas](#). If you are just too busy for marketing, then you need to examine just how badly you want to be a Feldenkrais Practitioner. You may need to make some hard choices between your other activities and your Feldenkrais practice.

You know that effective marketing will make or break your business. But what is marketing, really?

One definition of marketing is “the science and art of identifying a perceived need and filling it.” Marketing is such a powerful tool because it affects people on an emotional level. It can create a *perceived* need, whether there is an actual need or not. In that lies the potential for unethical behavior.

Few *Feldenkrais* Practitioners are in danger of abusing the science of marketing. People already know that they need what the *Feldenkrais Method* has to offer. They need pain relief. They need peace and serenity. They need nurturing relationships. They need to reduce all kinds of parasitic movement, parasitic thought, parasitic sensing and parasitic feeling. It is your job to help them *perceive* one of those needs, and then fill it with *Feldenkrais*.

Jay Levinson’s definition (in *Guerrilla Marketing*): “marketing is every contact you make with your customer.” This means every time you say hello, goodbye, and everything in between. Your appearance, your words, your actions. Everything down to the words, colors and paper in a written communication. This level of detail may seem unnecessary, but it actually makes a lot of sense when taken in the context of relationship.

Feldenkrais work is based on relationship, and marketing *Feldenkrais* is no exception. This chapter will examine relationship as the basis of your marketing strategy and give you technical tools to use in support of that relationship.

Your marketing strategy will focus on one thing: the relationship with your customer. Cultivate a relationship with her that lasts beyond the sale, beyond the first lesson, and after she has finished a series of lessons. This stranger will become a friend who gladly pays you for your services and products because you provide solutions to her problems.

Be a giver, not a taker. Give information, give freebies, give guarantees, give your time and give your energy. Make it easy for people to be with you. Help them trust you and feel confident and safe.

Don’t force anything on your customer. Ask his permission before telling them about *Feldenkrais* and keep asking permission before every “sales” action you take. Let him say no at any time, and listen to the kind of no it was. Was it “no, not right now” or “no, not ever, go away.” Don’t bother people that aren’t interested in talking to you, and do come back to the people who may be interested later.

Everything you do should be about serving him and creating a safe learning environment for your customer. If you do this in every interaction with your customer, regardless of whether it is a paid interaction, you will be well on your way to having a full practice.

The following pages will answer the following questions about your marketing relationship:

- What does your target customer care about?
- What does he/she think *Feldenkrais* is?
- How does he/she find out about you?
- How do you talk to your target customer?
- How do you cultivate your part of the relationship?
- What activities support your marketing relationships?
- How do you know whether your marketing relationship is working?

What Does Your Target Customer Care About?

Your target customer cares about solving her problems. She does not care about awareness or function or movement, unless those will help meet her needs. A crucial part of making your communication more effective is to know the difference between a feature and a benefit.

Benefits vs. features

You need to know the difference between a feature and a benefit. Your client cares about the benefits of *Feldenkrais* work, but is most likely less interested in the features. So what is the difference, and how can you use it to capture and keep your target customer's attention?

A feature is the physical or technological description of something. A benefit answers the client's question, "What's it in for me?" These lists will help you distinguish benefits and features.

Benefits:

- "What will this do for me?"
- Pain reduction
- Stress relief
- Body awareness
- More flexibility
- Relaxation
- ???

Features:

- "What is this?"
- Gentle movement
- Slow movement
- Verbally directed movement lessons
- Learning to identify movement habits
- Shifting your attention
- ???

Add to this list of benefits and features of the *Feldenkrais Method*. The benefits you describe should always match your intended audience. The benefit of "improved communication between horse and rider" doesn't matter to a drywall installer. What would be beneficial for him?

What Does Your Target Customer Think *Feldenkrais* Is?

Chapter

13

People think of us as healers or therapists, even if we say we aren't. There is no box in people's minds for somatic education.

People seek Feldies for the same reason they seek healers. If you want to work with them, you will make it easy for them to find you. When people ask you about your work, talk with them about the similarities and differences between healing and learning. They will eventually construct a box in their mind for somatic education.

Until somatic education becomes more well-known, market yourself alongside the healers. Healers market themselves in the Collaborative/Alternative Medicine heading of the yellow pages, at health fairs, psychic fairs, women's expo's, and in anything having to do with health, especially alternative medicine.

Although for convenience we may choose to market ourselves alongside healers, we are not healers, nor do we do any sort of therapy. Don't talk about your potential clients' diagnosis; talk or write about function and stay true to our work.

How to handle a health fair:

Get to know the other exhibitors, Arrive early, stay late and network with other exhibitors. Get them on your table! The other exhibitors are more likely to be your future clients and sources of referral than any of the attendees. Make sure you get their names, addresses, and phone numbers, and follow up with them after the show.

Health fairs or trade shows are large, noisy and chaotic. Take care of yourself and find your rhythm. Get a partner or colleague to give you some breaks.

You can teach ATMs at your booth or give 20 minute sample FI lessons. Just schedule them on have a sign-up sheet. Bring a mailing list sign-up sheet, advertise upcoming workshops, and bring all the materials you would bring to any public speaking opportunity.

Follow up with everyone on your mailing list.

Personal Contact

You will tell people about *Feldenkrais* in two ways: personal contact and anonymous advertising. Personal contact is the most effective marketing tool, but you can sparingly use anonymous advertising to remind people of you and support word-of-mouth referrals.

Personal Contact

Personal contact is best way to spread the word about your *Feldenkrais* practice or your product because your marketing and your teaching are based on relationship. Personal contact includes conversing about the *Feldenkrais Method*, teaching ATM and FI, public speaking, and personal letters and notes.

Even though personal contact will be most effective, it still takes several sales calls to generate one sale. If you cultivate a relationship with 10 holistic practitioners, you may get one FI referral. If that person comes for 5 FI's at \$60 per FI, you will have earned \$300 and spent the time and money necessary to cultivate 10 relationships.

Do not expect every marketing investment to pay off, either immediately or in the future. Be very conservative in your sales projections, so you do not get yourself into debt based on the promise of riches that never materialize. In the beginning, you need to have a day job that pays the bills and spend the rest of your time marketing *Feldenkrais*. Depending on the consistency of your marketing contacts, follow-up, and interpersonal skills, your practice will grow slowly or quickly.

In the beginning, you may need to subsidize your marketing efforts with money from savings or from your day job. *Do not spend that money on paid advertising.* Only spend money needed to cultivate one-on-one relationships, because those will give you a much better return on your investment than a mass-marketing tool appropriate for Wal-Mart. The same is true for a product you sell; personal contact works better than a one-time interruption marketing tool sent to strangers.

Talk about the *Feldenkrais Method* anytime it comes to mind. When you are at parties, at grocery store, with friends and relatives, at the hairdresser, etc. Mention *Feldenkrais* if people ask you what you like to do, or when people ask you what you do for a living. Even if you don't currently make a living at *Feldenkrais*, tell them it's your main work! Why talk about your day job when you have a golden opportunity to talk about *Feldenkrais*?

We want to capture all of the complexity and intricacy of this mostly non-verbal method in a few succinct words. And we fail. It's just not possible to sum it all up in one pithy phrase. But we can speak about our work with integrity, in ways that average people understand. In the first meeting, people don't need a summary of the first year of the Training program. They only need to know enough about the Method to distinguish it from other kinds of work and to identify how doing *Feldenkrais* will benefit them.

To begin with, say something like "I do a kind of movement education. Most people come to me because they have pain or want to gain body awareness." Then let your conversation partner respond.

Listen carefully to the response. If she asked a question, answer it briefly. If she stated a concern or need, talk with her about what it is like to have that concern or need. Ask a few questions, then offer a brief explanation of the *Feldenkrais* point of view on their concern. Let her ask you questions. In your response, always come back to what *Feldenkrais* does for people, not necessarily what it is.

People need to associate a new idea to an already existing and known idea. People ask, "are you a physical therapist? is this massage? dance? like Alexander? like yoga? like Tai Chi?" I say, "I teach people to move more easily, and this helps reduce pain and improve coordination. However, there is a lot more to the work than that. We use movement as a way to access the whole person." Then they say, "Is this like psychotherapy?" And off we go. I explain some features of the work, but I emphasize the benefits.

Practice, practice, practice. This will become easier as you find what words keep people engaged, and you develop some habitual ways of speaking about the Method. If you are very nervous about speaking with other people about *Feldenkrais*, role-play with people you trust. Kevin Creedon and others have also addressed this issue through workshops and advanced trainings (see [Appendix 2, Resources](#)).

Tell your story. Remember why you decided to do the Training, and remember how you first conceptualized *Feldenkrais* work. Go back to your beginning, speak about that and how *Feldenkrais* has helped you now, and that will help others relate to you and the work. People love to hear about what a mess I was when I was 22 and how I don't have any pain anymore. It creates a possibility in their mind that often didn't exist before.

How to establish your own credibility.

People deserve to know why you are a good *Feldenkrais* Practitioner before they spend

any money on you. Even if you think you're not any good, you probably know more than you believe you do.

Brainstorm answers to the following questions so this information will be available in your brain when speaking with people about your work.

Describe your *Feldenkrais* training (how long was it, what did it involve)

Describe previous training/jobs you have had and how the skills you learned there apply to being a *Feldenkrais* practitioner (analytical skill, professional communication skills, etc.)

What intangible qualities inspire confidence and trust on the part of your customers? (i.e. how do people relate to you in your professional role as a Feldie?)

Describe Moshe Feldenkrais; what were his credentials? What made him extraordinary?

Describe the service marks and how they standardize the *Feldenkrais* profession. (If you don't know the answer to this, see [Appendix 4, Outline of a Business Plan](#), under "Proprietary Information.") People are usually reassured to know that you are not some airhead trained by Dr. Wacko's cookie-cutter factory; the *Feldenkrais Method* is regulated and your professional organization certifies that you are governed by professional and ethical standards.

Knowing your weaknesses and having an appropriate amount of humility also helps your credibility. You needn't belabor your weaknesses or be self-deprecating, but it is your responsibility to know what your weaknesses are and to compensate for them. Take some time to brainstorm about your weaknesses.

How you intend to compensate for these growth areas? Here are some ideas: Get a mentor. (Mentoring can be formal, like taking Larry Goldfarb's mentoring workshops, or informal, like befriending a more experienced practitioner in your area and getting FI's and talking about *Feldenkrais*.) How frequently/in what way you will use your mentor? What advanced trainings will you take? Will you organize/participate in a study group? You can also trade FI's with another Feldie, and/or attend each others' ATM classes to give feedback. The best way to learn is by teaching, so go get some students!

Which would you prefer, speaking in public or death? Sounds funny, but most people say they fear public speaking more than death. If you feel the same, you have to get over it. Public speaking is crucial to our work, both for marketing and teaching.

Join Toastmasters (look in your local newspaper for their meetings) and go to the library and read books about public speaking. Nurture your child-self before and after the talk. And practice, practice, practice. Tape yourself on video, listen to your talks on audiotapes, speak in front of your family or friends. Eventually, your fear will heighten your performance and make you a vibrant, engaging speaker.

A successful speaker is like a sheepdog that gathers her audience's wandering attention. What follows is one suggested format for an introductory workshop:

Briefly introduce yourself with some pertinent info, then get your audience talking. Find out from them who they are and what they care about! Note what they have in common. Ask if they have any body complaints. Ask if they have any burning questions about *Feldenkrais*, besides "what is it?"

Give a brief description of the *Feldenkrais Method* and tell some Moshe stories. Tell them the amount of training you received; your personal story; Moshe's story; and Moshe's credentials. By now, their attention will have wandered like so many little sheep.

Get them out of their chairs. People always brighten up more when they are standing. Do a small ATM that involves rotation or some easily noted change (such as noticing a spot on the wall) and ask them: "did you notice improvement?" "Why do you think you improved?" That is always interesting.

If you have time, give an FI demonstration. Talk enough through the demonstration so people get an idea of what FI is about.

At the very end, mention your price, tell them you are available for appointments and have your calendar with you, and hand out discount coupons with your contact information on them. Stay after the class to answer individual questions and make appointments. Schedule the workshop for 2 hours on a weekend afternoon. Begin with your strong suit: this could be talking, ATM, or FI. Spend a half-hour talking, do a half-hour ATM and do a half-hour FI demonstration. This gives you a half-hour for breaks, transitions and questions.

Make it very easy for people to come to you for further work. Provide them with your contact information, coupons for discounted classes or FI lessons, and get to know each of them personally. Follow up with each of them on the phone to ask what they thought of the workshop and ask if they would be interested in further *Feldenkrais* experiences.

Potential audiences are everywhere.

- call the Chamber of Commerce and sign up for the Speaker's Bureau
- support groups
- senior centers
- alternative medicine class at University
- massage schools
- clubs (ski, martial arts, soccer, whatever)
- psychotherapy practice
- health food store
- bodyworker's assn.
- other practitioners' assn. (acupunct, naturopaths, massage, etc.)
- health fairs (in addition to having a booth, be a featured speaker)
- convention centers' "spousal programs" (for the spouses of the business-folk)
- charitable groups (Rotary, Lion's Club) and Chamber of Commerce luncheons
- an introductory workshop of your own (see below).

What to bring with you to the talk/workshop:

- a mailing list sign-up sheet (get phone numbers as well as addresses)
- biz card(s)
- brochure or article with your contact information on it
- coupon(s) for discount on FI or ATM class
- advertisement(s) of upcoming classes
- your calendar (to schedule an FI or trade)

As far as I know, no one has ever died from public speaking. Please let me know if you do.

Themes for Workshops or Series of Classes

We normally think of themes in functional terms. However, functional themes like “extension” and “rotation” don’t say much to your potential audience. “Improving posture” or “better skiing” does.

The average person can’t relate to “the *Feldenkrais Method*.” So don’t teach it! Use the *Feldenkrais Method* to teach people how to lift things, how to work at a computer, how to bike, how to run, how to clean, how to garden, how to drive buses, how to drive cars, how to sing, how to stop grinding their teeth at night, or how to relate to each other.

If you aren’t a runner, or if you don’t clean bathtubs, take a few lessons so you know the lingo and the basic movements involved. Your *Feldenkrais*-based understanding of movement and function will take running or bathtub-cleaning to a whole new level.

There are two ways to think of a theme for a series of classes or a workshop: listening to your clients and people around you; or drawing on your own experience and interests.

Listening is the best way to develop ideas for new classes. Get in another person’s world and listen carefully. What is important to this person? What is his passion?

Listen for what this person needs or wants in her life. Do you hear any complaints? Ask, “*when* does that complaint limit you?” What is keeping this person from having her dreams? Ask “Is there anything that bothers you, even a little, on a regular basis? (This could be physical or not.) What do you really enjoy doing? Do you get to do that enough? What is holding you back? Is there anything that you’d like to do but can’t right now? Why not?”

Is it that every time he cleans the bathtub, his back goes out? Does he want to bicycle 100 miles and go dancing afterward? Is golf his passion? Woodworking? Walking the dog? Picking up a child? Getting down to the floor? Kneeling in the garden? Lifting rocks for landscaping? Playing racquetball? Get specific. Ask, “When you are playing racquetball, is there anything in particular that you notice as a problem/limitation/something holding you back? *When* do you notice it the most? What would it be like if you didn’t have that limitation?”

Listen to the answer. Repeat what your clients say, and make sure you understood. This is crucial. Not only are you sure you got it when you are able to repeat it, they are also assured that you are listening.

For example, Charlotte Palumbo noticed that a lot of people were having trouble with incontinence and related problems with the pelvic floor. She developed a workshop called “Pelvic Power” which has been a great success. Marketing the pelvic floor workshop is easy: you can target the same ATM’s for pregnant women (pre and post-partum), for older folks who lose control of bowels and bladder, for athletes, and for yoga practitioners.

I heard about the Pelvic Power workshop and became interested in the subject as it relates to sexual function. That gave me the idea to co-lead a workshop with a sex therapist I know. (I haven't done that workshop yet, but it's a fun idea especially developing the ATMs!)

Observation is also a form of listening. Observe if more than one of your clients has the same complaint or hobby. That complaint or hobby could be the basis of a workshop or series of classes. Ask if your clients would be interested in such a *Feldenkrais* workshop.

You may also **draw upon your own experience and interests** to teach a workshop. I have taught classes on stress relief, and body image, purely because I wanted to explore these questions. Before you invest too much in preparing the class, verify that other people think it would be a good idea. (Hint: stress relief classes are tremendously popular.)

You can use a functional theme (such as flexion/extension) as the underpinning for your classes or workshop. If you really want to explore a functional theme for yourself, then think of a target market that needs to know that information. If you want to explore developmental ATMs, for example, you could target early childhood teachers or teach a series of developmental ATM's for expecting parents. The teachers or parents could experientially learn about their baby's development and you could satisfy your curiosity at the same time.

Creating a theme-workshop: Case study

At one point, I had two cross-country skiers in my FI practice. One had back pain and the other was nursing a shoulder injury, and neither came to me with the goal of improving their skate-skiing. Both of them had similar functional patterns: they both held their chests rigidly, both had internally rotated hips, neither knew where their feet were, and neither could easily differentiate their head from their torso. Mind you, I know nothing about skate-skiing, but I do like regular cross-country skiing. I had one client teach me the basics of skate-skiing technique so I could understand what she needed to know for easier skiing.

Out of this small interaction in my office, it became crystal clear what ATMs would be perfect for her (and my other client, and presumably many other cross-country skiers). Then, I asked my other client whether he thought it would be a good idea to teach a *Feldenkrais* workshop to skiers, and I told him my ideas. He thought it was great. So I asked him, where do you think I should advertise? Are there certain people I should contact? And he told me where to start.

I picked two workshop dates (one for skate-skiing and one for diagonal stride skiing), I networked with a shop owner; I had a great chat with the president of the local ski club; I got an advertisement in the ski club newsletter and an article on the *Feldenkrais Method*; and I spoke to the ski club's general membership meeting. Promoting these workshops was like falling off a log. It won't always be like that, *but if you listen well*, people will give you ideas on how to market your workshop.

I did make a mistake, however. I didn't learn enough about skiing before I started promoting my workshop. In both my ATM demonstration and my networking chat with the shop owner, I unintentionally challenged the reigning assumptions about well-organized

skiing. Even though the skiers who tried my way found it easier and more stable, my lack of understanding of skiing shone through loud and clear. I could have avoided that embarrassment if I had taken a few skiing lessons before promoting and teaching my workshops.

Keep the functional theme alive when you teach. Don't fall into the trap of "sense this, notice that, rest." Help the skiers or bathtub washers transfer the ATM learning into better skiing or bathtub washing. If you end the workshop with a strong functional application, you will increase the likelihood they will come for FI lessons as well.

It is always easiest and cheapest to market to your existing clients. Give your existing clients the opportunity to come to more than one class, more than one FI, more than one workshop. The deeper your relationship, the more they will come back and the more friends they will refer to you. Here is how do you market to your existing clients.

Reversible Marketing: ATM as marketing for FI and vice versa.

My business counselor once encouraged me to teach more classes, because he felt it was great advertising for my FI practice. I was surprised. To me, ATM is an end in itself. It is, but he was also right. Many of my FI clients come from my ATM classes and workshops.

ATM classes and workshops are a safe way for potential FI students to meet you before committing to expensive and highly personal FI lessons. Many ATM students also are unaware of the benefit of FI, so if you have a student who could obviously use an FI, offer to give one. Offer a discount on the first one, or a discount on a series of three. Don't be pushy, just say what it is and let your student know how she could benefit. If she says she'd like to try it, then get your calendar and make an appointment right then. Even if you're nervous, don't shy away from the commitment.

Many FI clients need ATM to support their FI learning and vice versa. ATM classes are a service to FI clients, and FI lessons are a service to ATM students. Encouraging your students to do both enhances their learning and increases your income.

Get your client to come back for more depends on two things: a) if he likes you and feels comfortable with you; b) if *he* feels the lesson was helpful. In order for your client to feel the lesson was helpful, you need to give relatively good lessons and help him identify how the lesson will be of use. Some clients will come to that on their own, and some will need help from you. Do everything possible to ensure that your client knows that he feels better or owns some useful information to use at home.

Word-of-Mouth Referrals

Word-of-mouth referrals are the surest way to get people into your classroom and/or office. A referral begins with personal contact with you. Here are a few ways to help people tell their friends about your work.

Help people remember, after the lesson, how they felt when they came in an hour before. Often, people need help remembering how awful they felt so they can compare how good they feel now. (Higher/lower, bigger/smaller, faster/slower kinds of questions are great for training awareness and making distinctions, but not for marketing. Ask directly, “Do you prefer this to how you felt when you came in?”) Give them a conscious nugget to take home, such as “notice that your hip hurts when you hold it this way and doesn’t hurt when you move it like this,” or “notice this particular thing when going up stairs. That’s something you can do at home to keep your knee feeling good.” This reduces the fog-factor and empowers the client.

When your client feels great after a lesson, ask if she knows anyone who might want similar results. At the very least, give your client one of your business cards and a coupon, with the suggestion that he give it to a friend. Also offer your client the same coupon-discount if his friend comes to you.

If it seems that a client’s friend would be very interested in the work, ask your client if her friend/colleague/relative would mind receiving a phone call from you. If it’s OK, get that friend/colleague/relative’s phone number and then call a few days later. Tell him who you are and how you got their phone number, and offer him the coupon-discount for a lesson. (Don’t worry if he isn’t immediately interested. Sometimes people don’t need you right away or they’re busy or intimidated or low on cash.) Ask if you can put him on your mailing list.

Schedule an introductory workshop and inform your potential clients of the opportunity to meet you and experience the work. See “public speaking,” above, for a successful introductory workshop formula.

Gift certificates for a slightly discounted FI are great at holiday time. Tell your clients gift certificates are available when they come for lessons and put some in your waiting area. The hardest part about this is getting the recipient to take the lesson after it’s been paid for.

The most important part of word-of-mouth is helping your clients like you and feel safe with you. Being professional, warm and loving to your clients will make more difference than the actual technical quality of your lessons. Following up with a phone call the day after their first lesson is one way of proving that you sincerely care about your clients’ well-being. If your clients feel they are getting value from their lessons, they will tell their friends.

Referrals from other professionals:

Referrals from other professionals are excellent sources of new clients. They want to know who you are, what you do, when they should refer their clients to you, and most of all, whether they like you.

Offer to be a resource to the acupuncturist and naturopath. Go to “bodyworkers” meetings, or organize one if there is none in your area. Meet the massage therapists, the energy workers, the alternative health practitioners, the chiropractors, the osteopaths, the orthopedic surgeons, the arthritis specialists, the pain doctors, the PT’s, the OT’s and the speech therapists. BE professional and listen deeply to them, both as people and as professionals. For a complete list of potential referral sources, see [p. 77 \(competition/collaboration\)](#).

Hairdressers and other people in service businesses are also excellent sources of referral. Cultivate referrals from anyone who has an ongoing opportunity to chat with their clients on a personal level, such as a financial planner, nail manicurist, beauty technician (hair removal, makeup, skin care, etc.), personal trainer, coach, psychotherapist, fashion consultant, business banker, tax accountant, music teacher, and anyone else you can think of who spends one-on-one time with their clients.

If you want to pursue a collegial relationship with another professional, offer to do a trade. Why trade? Because it is an equal exchange. You both get potential referrals. You may want to refer your clients to them, too. Trading is also the best way for them to experience your *Feldenkrais* work. If they are impressed with your work, then you will eventually see some of their clients in your office. It can take up to two or three years for those referrals to show up. While you’re waiting, keep in touch, meet other professionals and plant all the seeds you can think of.

Personal follow-up letters and notes.

No matter how wonderful your “first date,” if you want to continue a relationship with someone, you must follow up. Even if you don’t really think there is a lot of potential for your relationship, always follow up with a short note or phone call thanking them for their time and interest. At the very least, you will leave that person feeling appreciated and more receptive to your next invitation to experience *Feldenkrais*. That person may not ever come to you, but the possibility is much more likely that he/she will speak kindly of you and/or refer a friend to you.

Persistence is key. It usually takes more than one communication before someone is willing to pay money for your promised solution to their problem. Hang in there and keep communicating. If someone is interested but not right now, keep sending information such as SenseAbility and discounts or opportunities to experience your work. If you’re not sure how interested they are, then ask! Don’t spend your money on people who don’t ever intend to pay you for your services or product.

Written advertising will never bring as many people into your practice as personal contacts, but it is important because it raises your profile and creates name recognition. The general rule for advertising is that a person needs to see it a minimum of 3 to 7 times before taking action. Don't waste your time, energy and money putting written advertising in the wrong places.

Paid advertising has mixed results. It is expensive, needs to be repeated frequently, and doesn't generate a lot of immediate results. The best way to use this is in conjunction with other Feldies or other holistic practitioners, so you can share the cost but still get the exposure.

Evaluate the place where you want to put your ad. Is there an advertising representative who can give you statistics about their readers? Do the readers match your target market exactly? If not, don't waste your money.

Advertising is most effective when something is offered: a coupon, a free session, a discount, an opportunity to meet you, etc. Whether you are placing an ad or writing an article, make sure your audience knows what that opportunity is, what action you want them to take, and how to reach you to take advantage of it.

Public Relations: Public Relations is free advertising. Articles written by you or about you, radio and TV interviews, and events are all forms of PR. Public relations is the most personal of the anonymous forms of advertising, because people can see you or hear you or read a quote from you.

Public Relations is an excellent supplement to other forms of advertising, because it positions you as an expert and lends you credibility. Take advantage of this very inexpensive, valuable form of advertising.

The basic components of a public relations campaign are a media list and press releases. A media list is a list of the names of editors and producers, with names, phone numbers and fax numbers. A press release tells what your topic is and why it is newsworthy.

Begin with your media list. This could be a list of anywhere from one to a hundred contacts. For a private practice, your most effective advertising will be in your local area's newspapers, magazines, TV and radio stations. If you have a product to sell, decide which geographical area to target. Begin by familiarizing yourself with the different sections of the paper, the different TV programs, and imagine which one fits best with your message. (Your message will be different depending on your target market.) Find out who the editors are of the section of the paper you feel is most appropriate, and call the TV or radio station to find out who produces the show you'd like to be on. Note the correct spelling of their name, their telephone number, and how they prefer to receive press releases (by mail, fax or phone). If you can, talk to the editor/producer before you send a press release. Ask them what they are most interested in, so you can target your press

release to their needs.

How to write a press release. The following information came from <http://www.pressreleasewriting.com>, a press release writing and distribution service.

These are the basic elements every press release should have:

FOR IMMEDIATE RELEASE: These words should appear in the upper left-hand margin, just under your letterhead. You should capitalize every letter.

Contact Information: Skip a line or two after release statement and list the name, title, telephone and fax numbers of your company spokesperson (the person with the most information). It is important to give your home number since reporters often work on deadlines and may not be available until after hours.

Headline: Skip two lines after your contact information and use a boldface type.

Dateline: This is the city from which you issue your press release and the date it was mailed/faxed.

Lead Paragraph: The first paragraph needs to grasp the reader's attention and should contain the relevant information to your message such as the five W's (who, what, when, where, why).

Text: This is the main body of your press release where you fully develop your message.

Recap: At the lower left hand corner of your last page restate your product's specifications, and/or a product release date.

10 essential tips for a good press release:

1. Make sure the information is newsworthy.
2. Tell the audience that the information is intended for them and why they should continue to read it.
3. Start with a brief description of the news, then distinguish who announced it, and not the other way around.
4. Ask yourself, "How are people going to relate to this and will they be able to connect?"
5. Make sure the first 10 words of your release are effective, as they are the most important.
6. Avoid excessive use of adjectives and fancy language.
7. State only facts.

8. Provide as much contact information as possible: who to contact, address, phone, fax, email, Web site address.
9. Only issue a press release when you have something substantial to say.
10. Make it as easy as possible for media representatives to do their jobs.

Sample News Release

FOR IMMEDIATE RELEASE

CONTACT: 608.251.5481

Lori Wilson

lorbus@aol.com

Colleen Penwell

penwell925@aol.com

WEED OUT THE ACHES AND PAINS WITH *EFFORTLESS GARDENING*

New Audio/Video Program Helps Gardeners Flower With Power

MADISON, Wis. (JAN 6, 2001) – The yearning to pull, plant and prune each spring is as predictable for the avid gardener as the change of seasons. But the joy of digging into a new gardening season after months of winter reprieve can take a toll on the body. *The Effortless Gardening Program*, a new audio and video program, can help gardeners prepare for and alleviate aches and pains often assumed to be the price of a beautiful garden. Based on the *Feldenkrais Method*® of Movement Education, the *Effortless Gardening* package includes a videotape with movement demonstrations, two audiocassette instruction tapes and an instructional booklet.

Effortless Gardening can be ordered for \$69.95 (plus tax and shipping/handling) by calling toll free, 1.866.EZGARDEN (1.866.394.2733), or online at www.effortlessgardening.com. *Effortless Gardening* provides hands-on techniques to help gardeners reap the benefits of being aware of the interaction of the mind and body. “Seemingly simple actions such as pruning a rose bush can cause a lot of pain if not done correctly,” said Miriam Levenson, *Effortless Gardening* creator and internationally certified *Feldenkrais* practitioner. “Most people don’t realize the amount of repetitive motion in gardening. Unfortunately, the ill affects of these movements aren’t felt until after the damage is done.”

- more -

Effortless Gardening

2-2-2

The *Feldenkrais Method*, on which *Effortless Gardening* is based, works with a person's ability to regulate and coordinate their movements. Unlike chiropractic sessions that adjust bones, or massage therapy that works with muscles, the *Feldenkrais Method* uses awareness as the primary tool to identify and adjust ineffective movements.

The 23-minute *Effortless Gardening* video provides the viewer with do's and don'ts of using the body to facilitate effective gardening activities. "Gardeners need to be as diligent and organized with their body movements as they are with their gardens," added Levenson. "Gardeners often become so consumed and driven by their hobby that they ignore warning signs of strain." The goal of *Effortless Gardening* is to reduce even minor strain in the short term, and hinder the onset of long-term pain.

More than two hours of audio instruction builds on the principles introduced in the *Effortless Gardening* video. The audiotapes include several *Awareness Through Movement*® lessons, which are a primary teaching tool of the *Feldenkrais Method*, and coaching on specific garden tasks. *Awareness Through Movement*® lessons help gardeners relax, improve flexibility, range-of-motion and awareness. Gardeners can tie together all the instruction by listening to the audiotape coaching sessions while they garden.

A printed program guide offers suggestions on how to best use *Effortless Gardening*. It individualizes the program according to learning preferences and explains how to make the most of the *Awareness Through Movement* lessons.

- more -

Effortless Gardening

3-3-3

Levenson believes the *Feldenkrais Method* of Movement Education is especially suited for gardeners because, just as gardening is an ever-evolving project, the *Feldenkrais Method* is based on the continual expansion and refinement of action. It focuses on how people can make adjustments to act more effectively in a given environment.

Developed by Dr. Moshe *Feldenkrais* (1904-1984), an Israeli physicist and engineer, the *Feldenkrais Method* is now taught in more than 30 countries by almost 5,000 certified practitioners, such as Miriam Levenson.

A growing population — from professional athletes and musicians, to persons with disabilities — have incorporated the *Feldenkrais Method* into their workout and practice regimes. Dr. Feldenkrais' premise is that a shift in a person's movement patterns will also shift the way that person thinks, senses, feels and interacts with others.

The Effortless Gardening Program is a product of Effortless Action, Inc., headquartered in Madison, Wis. To order the program, or to inquire about *Feldenkrais* practitioners in your area, call toll free, 1.866.394.2733.

###

PRESS RELEASE WRITING WORKSHEET:

To write a press release, you will need the following information:

Contact information:

Contact Person

Company Name

Telephone Number (home, office, cell phone)

Fax Number

Email Address

Web site address

Newsworthiness of your release (you have a workshop coming up; *Feldenkrais* is excellent for stress relief, pain relief, remaining flexible, and aging gracefully but few people know about it; you have a specialized practice in X and it is/you are very effective because X; you just released your audio series/book/video; etc.)

Who

What

Where

When

Why

Benefits of your product or service ([see p. 42](#))

Why your product or service is unique (compare/contrast to some of the competition)

Get testimonials from your clients and include them here.

Quote yourself as if you were a reporter interviewing yourself (this builds rapport with your audience and gives you credibility as an expert).

Formatting Tips:

Use 8 ½ x 11 paper, printed on only one side. Use a minimum of one-inch margins on each side of the page.

Complete the paragraph on one page instead of carrying it over onto the next page.

Use bold-face type for the headlines to draw attention.

Capitalize the first letter of all words in the headline (with the exception of: “a”, “an”, “the”, or prepositions such as: “of”, “to”, or “from”). The combination of upper and lower case makes it easier to read.

Use this template to write your press release.

FOR IMMEDIATE RELEASE:

CONTACT:
Contact Person
Company Name
Telephone Number
Fax Number
Email Address
Web site address

Headline

City, State, Date — Opening Paragraph (should contain: who, what, when, where, why):

Remainder of body text - Should include any relevant information to your products or services. Include benefits, why your product or service is unique.

Also include quotes from staff members, industry experts or satisfied customers.

If there is more than 1 page use:

-more-

At the top of the next page:

Abbreviated headline (page 2)

Remainder of text.

Restate contact information after your last paragraph:

For additional information or a sample copy, contact: (all contact information)

Summarize product or service specifications one last time

Company History (try to do this in one short paragraph)

###

(indicates Press Release is finished).

Weekly newspaper calendars: These are often free. Advertise your weekly ATM classes and workshops here. This audience is likely to be too general to give you big results, so don't invest too much money. Definitely include your class if the calendar is free.

The Feldies in your area may band together for brief listings of classes or workshops. For advertising classes, posters and word of mouth are more effective.

Posters are the cheapest and most effective form of advertising for classes and workshops. They are easy to produce, cheap and give decent results. Putting up posters is the only anonymous marketing tool I recommend, and only to gather people with whom you will cultivate a relationship through phone calls, letters and newsletters. Offering a free introductory class will get people in a room, where you can then get their consent to continue a business relationship with you. The workshop is the beginning, not the end, of your marketing effort.

An effective poster emphasizes the benefits, not features. It answers "who, what, when, where, and how much." It gives a phone number for more information. It tells people what to do: call now! Sign up now!

Where to put your poster: health food stores, kiosks, in store windows, coffeeshops, new age bookstores, hospitals and clinics, apartment building notice boards, grocery store notice boards, telephone poles where there is pedestrian traffic, etc. ALWAYS ask permission before posting in a store or private property. Never cover up someone else's poster unless it is out of date.

Yellow pages: Don't bother to get a fancy yellow pages ad. The audience is much too broad and the ads are REALLY expensive. DO have a business telephone listing that starts with the word "*Feldenkrais*" so people interested in *Feldenkrais* can find you. If you have a business telephone number, you will automatically get a listing in the business white pages and the yellow pages. A business phone number gets you the same yellow pages exposure for a fraction of the cost of an ad.

Where you list yourself in the Yellow Pages is a controversial subject, so I leave it up to you under what heading(s) to list your practice. Do list yourself somewhere in the yellow pages, preferably in a place that your potential clients are going to look for your listing. Try to convince the Yellow Pages directory to create a "*Feldenkrais Method*" heading. If that is not possible, please put yourself where your clients are likely to find you: holistic health, or alternative/complementary medicine. Regardless of the *Feldenkrais* community's issues of self-definition, *this makes you easier to find by people who want to pay you money.*

Direct mail to strangers: is expensive and usually too broad for a service-related business. Consider this only if you have a very targeted workshop or product to sell. The best return on direct mail is 3%. To increase this return to approximately 30%, follow up with a phone

call within a week.

Brochures: The function of a brochure is to give a person an idea of what you do and how to contact you if they want to learn more. Brochures are often read in other people's waiting rooms or given to friends as a way to share your services.

You don't need a brochure to attract people to your practice. People can find out about you in a number of ways, only one of which is a brochure. In the beginning, I suggest you purchase the *Feldenkrais* Guild's pre-printed brochures and affix a label with your contact information on the back. If people ask you for a brochure, you can give it to them along with a brief article about *Feldenkrais* (also available through the Guild).

SenseAbility, the quarterly magazine included in InTouch (which comes to you automatically when you become a Guild member), can be also be used as a brochure or periodic mailing. Whether you use SenseAbility, a brochure, or an article, prominently display your contact information.

Only write your own brochure if you want an exercise in talking about *Feldenkrais* in your own terms. Make sure that the look of your brochure reflects your target audience: will they see themselves in the look, feel, and wording of your brochure?

The real deciding factor for a person is whether they like talking to you on the phone and whether they feel you are worth spending money and time to try out a session with you. Once again, your interpersonal skills and professionalism will make the difference here.

The importance of the Internet. Being a member of the *Feldenkrais* Guild and having a listing in their directory automatically gives you an internet presence. I have received many FI and ATM student referrals from the website, so get an e-mail account and check it frequently.

Having a listing in the FGNA directory and website is important for people who are: new to town, coming through on a business trip, or referring a family member from another state. Don't forget to thank your colleagues when they refer someone to you.

Feldy.net offers e-mail accounts and websites for *Feldenkrais* Practitioners. Go to <http://www.feldy.net> for more information.

Whether you are talking with potential clients, teaching a class, giving an FI, or networking with potential referral sources, the number one thing that matters is whether they feel comfortable with you. Your appearance, your demeanor, your actions and your words all have a tremendous impact on your students and customers. Help others to feel comfortable with you by first being comfortable with yourself, and second, listening to them. Continue to develop a compassionate relationship with your child-self and develop your interpersonal skills. Continually improve your interpersonal and professional skills. It's worth it for you and your practice.

Our profession doesn't allow us to push our agendas. We learn how to listen attentively with our hands and become keen observers with our eyes. We make suggestions, but never force outcomes. We point toward the open door, inviting our students through it, and we let them walk through it in their own time. You should deal with any business contact the same way. Show your enthusiasm but never force anyone to agree with your ideas. Let them find the way.

Your practice is built on relationships, so your interpersonal skills deserve constant examination and re-tooling as necessary. When you interact with potential or actual clients, all of your child-self's needs and reactions are there, too. The good news is that people are very forgiving and tolerant of oopsies, especially when you acknowledge your mistake and apologize.

Take time now to examine your interpersonal skills. Where is your parasitic movement when you get around other people? Are you anxious? Do you give advice when it isn't asked for? Are you pushy? Patronizing? Shy? Self-deprecating? Hung up about money? Tongue-tied? Overly talkative?

How deeply do you listen? The Training teaches you to listen with your hands, but can you listen that well with your ears too?

Practice the art of being okay with not knowing. Keep asking questions of yourself and/or your client until something becomes clear. When in doubt, ask people what they want. Then give it to them! Don't worry if it doesn't look like "*Feldenkrais*" in that moment. The relationship is what counts, and without it, no *Feldenkrais* work will happen in the future because they won't be there.

For ideas on how the *Feldenkrais Method* informs our interpersonal lives, see [Chapter 23](#).

Are you insecure or overly confident? Supposedly, a few Feldies have managed to become "mature," but most of us haven't. Feldies generally fall into two categories: the terminally freaked, and the unbelievably arrogant.

If you're quaking in your boots, here are some tips for you:

Give away lessons and take notes on what worked and what didn't. Write down

exactly what the student said so you can learn from their feedback. Rest assured that it's difficult to hurt people with a bad lesson. Go smaller, do less, and you may be surprised at their positive reaction. Write down exactly what they say and beware of your self-deprecating filter.

Spend lots of time talking to and soothing your child-self.

Get FI's, psychotherapy, energy work, anything to help you get over your fears. Your fears are holding you back from sharing this wonderful work with people who need it. You have two valuable things to share: yourself and *Feldenkrais* work.

If you compare yourself to other practitioners and find yourself lacking, remember this: in the beginning, we all give a high percentage of crappy lessons. As we practice more and more, the percentage of crappy lessons we give diminishes relative to the total number of lessons given. All you need to do is hang in there and keep doing the work. In twenty years or so, new graduates will be amazed by the "magical" things you can do.

If you think that Feldenkrais is THE best modality, and you find yourself discounting other approaches, you're probably arrogant in your presentation.

It's okay to be arrogant if you can back up your outrageous claims with repeatable, demonstrable results. However, ask yourself how many potential clients you want to lose because of your personality alone. If the answer is none, then cultivate your listening skills.

Play Devil's Advocate and find all the limitations of the *Feldenkrais Method*, or Feldies in general. Then, after you've demolished the Method and its practitioners, remember that you could be one of those people you criticize and not know it!

A Reality Check

There is a wide variety in how the *Feldenkrais Method* is practiced today. Here is my dispassionate evaluation of the average *Feldenkrais* lesson: it's more effective "body-work" than a massage, but not much more than that. A crappy *Feldenkrais* lesson is likely to be relaxing and probably won't hurt anyone, but won't be much more than that. A good *Feldenkrais* lesson can be one of the most profound, life-changing experiences in a human life.

It takes time to ascend to greatness, so be satisfied when you at least don't hurt anyone and most of the time their body feels better. Be really happy when one of your clients makes a connection to her life in general! Continue to study the potential of the *Feldenkrais Method* and keep that potential in mind when you are with your students. Maybe someday you'll find yourself giving a life-changing lesson.

Our very lives depend on our interactions with other people, but we are normally very ineffective in our communication with others. Fortunately, Moshe Feldenkrais gave us *Awareness Through Movement* and *Functional Integration*, two excellent tools for navigating interpersonal relationships.

The *Feldenkrais* Training begins with ATM and proceeds to FI. But ATM is never abandoned in doing FI; indeed, it becomes even richer as each informs the other. Any relationship has the same potential. What follows is a guide to using our familiar tools in the unfamiliar context of relationship.

The foundation: general principles of the *Feldenkrais Method*.

We learned to move as we do, and we can learn new movement. We have also learned to relate to others, and we can learn new interpersonal “movement” using the *Feldenkrais Method*. The following *Feldenkrais* principles are foundational tools for being “friendly,” as Moshe put it.

The best organization is reversible and has a quality of effortlessness and enjoyability. Can you reverse your emotions like your movement? If not, why not? (Could it be because you’ve passed your comfortable limit?)

“Maturity,” according to Moshe, is the ability to choose between two or more options with no increase in emotional tone. When can you do that? When can you not?

Problems arise when we do something compulsively in all or most situations. How do you respond to person A or comment B? A sensation of effort is a clue that you are responding from compulsion, not neutrality.

The “right way” depends on the situation you’re in.

Stay neutral. We learn that “behavior A” is different from “behavior B,” but that does not mean “A” is *better* than “B.” The same goes for people—different does not mean better or worse.

“Argue for the problem,” says Dennis Leri. Ask yourself: why does your behavior make sense? Why does someone else’s behavior make sense?

Most of our problems, movement and otherwise, come from an incomplete self-image. We all have “blind spots”. Those spots are blind for a reason. It is up to us to gently and persistently explore those places, sometimes with help from teachers, counselors, healers and friends. As you know yourself better, you will have fewer and fewer problems with your environment, including people.

Step One: ATM as a tool for being “friendly” to yourself!

This list reminds you what you already know from the process of doing *Awareness*

Through Movement. Being friendly starts with being friendly to yourself.

Do less; take care of yourself first. Know your limits. This is a simple concept that isn't easy to practice. Respect your limits, regardless of the social environment. Most of us respond to other people's needs first and thus ignore our limits. We are afraid to have limits/boundaries, but having and respecting our own limits is the only way to stop feeling that fear.

Find out how you cause your pain/frustration/misery. In Moshe's eternal words, "Look what you do! You fuck yourself!"

Accept that no one else can "fix" you. If you are suffering, you may ask others for help, but only you can learn a new way to do things. By changing your internal experiences, your perception of the outside world also changes.

Create choices, especially when you feel trapped, frustrated, or afraid. There is always another way.

You are not bad nor broken. You have a very intelligent system that has learned to survive. That, by definition, makes you just fine. There is no right way: there are only better & worse choices for your situation.

You can learn. Just as you learned your first set of strategies that made sense in your child-self's environment, you can also learn a new set of strategies to use in your current environment. Compare your situation only to yourself. Are you improving?

Explore non-habitual behaviors in a reversible way. You have habits that are invisible to you. Be willing to uncover them and be willing to be gentle with yourself. You learned your habits when you were a small child, and that small child's logic and strategies are a big part of you today.

Accept not knowing. Be willing to explore and play. Lighten up! Don't concentrate! Play! Let your child-self out of the closet. Closets are no place for children.

Step Two: Apply Functional Integration to being "friendly" to someone else.

Moshe gave us the gift of using our own organization to create a learning context for and with another person. FI gives us a road map for talking with others as well.

In FI, if someone doesn't do what we ask or don't understand our request, we *do not* blame them and push harder. We ask in a different way, and respect the answer.

Moshe started his Training with ATM for a reason. Once we put our hands on someone (or talk with her), we create a system with feedback and feedforward loops. What we do with ourselves, we communicate to others, often without knowing it.

Again, know your limits and respect them. All advice is useless if you are outside of your comfort zone and not resting when you need it. You can't do FI well if you are pushing

yourself...it is no different with any other type of conversation.

Clarify your intention. Notice if you fear the other person's reaction to your intention. Your intention is yours—it has nothing to do with anyone else. Ask yourself what you really want. How do you think this other person can give you that? How can you relieve him of that responsibility by giving it to yourself?

Split your attention between you and the other person/people. Check in with yourself frequently. Reduce your own parasitic movement (and parasitic thinking). Negativity, judgmentalism, putting the goal before the process, fear, etc. are all parasitic. Unless your intention is to be judgmental, negative, and fearful! Be honest now...when do you confuse comfort with familiarity?

Doing FI well means living in that paradoxical place of total acceptance of another person as is, and simultaneously holding an idea of how she may improve her organization.

Approach a verbal conversation the way you would an FI/non-verbal conversation. Listen! Let the person do his thing. Help him notice what his habits are, while you are noticing your habits. Stay within his and your comfort zones. Do not try to fix him. You wouldn't put up with an FI if someone were pushing you and trying to fix you...why do you expect someone else to respond favorably when verbally approached in the same manner?

Focus on the solution, not the problem. What works well? What does she want? What does she need to know in order to do what she wants? What do you both agree on?

Go with the pattern, even if you don't want to. Resistance creates resistance. If you are noticing someone resisting your ideas, notice where you are resisting *his* ideas.

Be compassionate. There is no way to know another person's internal experience. She is doing the best she knows how, given her previous learning. (You may not like it—and you don't have to—but you can't change her or her past.)

Respect the other person's process. Do you expect your FI clients/students to learn according to your agenda? Do your students sometimes surprise you with how they learn? A conversation can be equally surprising if your intention is to explore and discover.

When two people who are trying to “be friendly” have a fight: tools for dealing with conflict.

“Life is problems.” -Moshe Feldenkrais

Conflict is inevitable if two or more people care about something.

Win-win situations are possible. Just like FI, you feel good and the other person does too. To create a win-win situation, pretend that your “problem” is sitting on a table. Mentally put yourself and your “enemy” on the same side of the table, looking at the problem together. Suddenly, there is no more conflict, just problem-solving. Years of ATM and FI have taught you everything you need to know about problem-solving: see above.

Listening is the first step in resolving a conflict. Listening means making sure you understand. It does NOT mean agreeing. Listening with your ears is like putting your hands on someone and listening for how she moves.

To do this verbally, say, “It sounds like you’re saying XYZ. *Is that right?*” If it’s not what he meant, try it again, until you are sure you both understand. This may take a while, like years. Be patient. Notice how many times it takes you to actually reproduce what the other person said! If he says, “That’s not what I meant,” then you didn’t get it. Try again until you do get it.

Listen for where your common ground (your common neutral) might be. Like an FI, even if the common neutral is very tiny, it is always there and can grow if explored attentively.

Just as in FI, the symptom is not necessarily the cause. What is the argument *really* about? Use the above listening technique to figure that out. Often, arguments are about semantics or details. Let that small stuff go and save your energy for a real issue. Persistent or heated arguments are fertile ground for growth.

Be honest. If you feel emotionally hooked, dig down until you figure out why. This is real honesty. It takes time and can be scary. Be gentle with yourself and ask others to be patient. One way to do this is to keep asking “why” something bothers you. Write it down, and keep asking why until you can’t ask why any more. This is usually very deep, so keep digging.

If all else fails, take turns being right. (Today, it’s my day to be right. Tomorrow, you can be right.) Make it a game.

If you can’t resolve the issue, can you agree to disagree? Be careful, though...only use this if the disagreement is essentially unimportant to you. Death creeps silently into relationships unless there is constant communication.

When being “friendly” feels impossible: divorce is an option.

Sometimes, the level of maturity required to stay connected to a person or a situation is out of your grasp. When this happens, go back to the crucial first step of recognizing and respecting your limits.

Nothing is so important that you have to choose death over life. Our work is about staying alive, physically and otherwise. Some situations are truly harmful to one’s psycho-spiritual survival. If you find yourself going more and more outside your comfort zone, then figure out how you can choose life, either within or without that situation.

If you feel stuck in a death pattern with another, examine your part in perpetuating the pattern. Although we’d sometimes rather not see this, it takes two to tango. Once you change your dance steps, the other will be forced to change as well. Stopping the dance or changing partners is also an option.

Summary: Interpersonal relationships are a complex series of actions learned over time. Moshe Feldenkrais’ teaching gives us the blueprint for functional relationships, but it is up

to us to build our own relationships, one interaction at a time. Each relationship will look different, but they can all be equally durable if we put Moshe's wisdom to work.

“Professionalism” is rather like “function” — you know it when you see it, but it’s rather hard to define. Professionalism is composed of three interrelated aspects: expectations, boundaries, and respect.

Your clients expect you to act like a professional. Whether *you* define *yourself* as a “professional” does not matter to your clients. To them, if you call yourself a “teacher” or “practitioner” and charge a fee, they expect you to behave in a professional manner. If you unwittingly fall short of their expectations, you risk losing business. This can happen in the first interaction or in the middle of a long relationship.

The following are basic expectations your client probably has. (If she doesn’t have these expectations, you can give her a series of FI’s about having good boundaries!)

- You will return his call/e-mail within 24 hours.
- You will arrive on time.
- You will tell him how long the class/FI lasts, and how much it costs.
- You will end the class/FI on time.
- You will charge what you said the lesson cost. If you charge by the hour and your lesson is over an hour, you will tell him ahead of time the maximum fee for one session.
- Your appearance will be clean and relatively tidy. You won’t smell bad.
- You will respect his personal space and ask before you touch him. (To wow your client, tell him what to expect before he walks in the door and before he walks out the door.)
- You will have a cancellation policy and state it clearly on the first meeting.
- If applicable, you will inform each of your clients of your sliding scale/free lesson policy and create an agreement that feels good to both of you.
- If you raise your rates, you will tell your clients about it ahead of time.
- You will keep your promises. (For example, if you say you’ll write a letter, you will do it by the next session or the day you said you’d have it done.)

Adjusting expectations. It’s your prerogative as a professional to change the rules. But if you want to keep your clients, you will ask their permission before you do so! A simple example of this is when you have to be late to an appointment. Naturally, avoid this if you can, but sometimes you can’t. At the very least, contact your client and tell her when you will arrive. Then arrive when you said you would.

Another example of adjusting expectations: most of us say that *Awareness Through Movement* is a verbally directed form of teaching. Sometimes, after you have been doing a FI for a few years, you teach an ATM and see how your touch could be instructive to a student. You want to touch him because you feel it would be to his benefit. But you said ATM was verbally instructed!

Your students’ expectation is that you will never touch them in an ATM class. Depending

on your relationship with the student and the context of the lesson, it can be perfectly OK to touch, but *only if you ask permission first and listen carefully* to her verbal and non-verbal response. If you feel mixed messages in her response, it's better to wait and talk about it alone after class. Being listened to with such attentiveness could be more instructive than your touch during the ATM.

When you can't or won't act like your clients expect, simply inform them so they can choose whether to work with you in spite of your so-called unprofessionalism. For example, I am usually late. I deal with this by telling new clients that I tend to run 5-10 minutes late. Then I am normally 5-10 minutes late. No matter when we begin, I make sure I meet their expectation of a one-hour lesson. This way, their needs and expectations are met and time is never an issue.

When expectations collide. Sometimes your client has expectations you didn't know he had! This can cause temporary friction, but doesn't have to mean the end of your professional relationship. Just make sure you understand perfectly what his expectation was, and warmly and calmly respond. If you made a mistake, apologize and offer to make it up to him. If you just had a misunderstanding, then express your expectation. And ask him, "is that okay with you?"

Under no circumstances should you match your client's expectation if that makes you very uncomfortable. This is where you're going to need strong personal boundaries, especially if the mismatch in expectations threatens your income. No matter what the cost, it is always worth it to stick with what matters to you. You can always find another client, but eroding yourself is harmful to you and your practice.

Boundaries. Boundaries are intertwined with clear expectations. Understanding boundaries and respecting them are central to the *Feldenkrais Method*. Please read *The Educated Heart: Professional Guidelines for Massage Therapists, Bodyworkers and Movement Teachers* by Nina McIntosh. (See [Resources, App. 2.](#))

Ms. McIntosh describes a "boundary" in our context as "keeping within the professional role and the contract boundaries define what will and will not occur between practitioner and client in accordance with maintaining a professional relationship."

Some reasons why boundaries are crucial to the success of your practice.

- Our work accesses deeply intimate parts of ourselves and our clients.
- Boundaries help people feel safe. When people feel safe, they are more likely to seek an FI or come to an ATM class.
- Feeling safe is a requirement for learning and teaching. We cannot give ourselves to teaching, and our clients cannot learn, unless we both feel somewhat safe.
- Good boundaries around money-exchanges enhances your ability to make a living.
- Our boundaries protect us and our clients. We spend time alone with our clients doing intimate work. Boundaries prevent us from acting inappropriately, and also they minimize risky behavior from our clients. Our clients can sue us, and there is also the possibility that they are mentally unbalanced or dangerous. Our boundaries help us identify clients who are a potential risk and can get us out of situations before they become irreversible.

Respect. Our training teaches us how to respect others when touching them, but we don't always generalize what we learn in FI practice. Respecting your clients goes far beyond your touch. It is listening for their implied or expressed needs and meeting those needs. Having good boundaries is a requirement for respect. You need to be able to distinguish between your own needs and feelings and your clients' needs and feelings in order to be able to really see, hear and respect your client. (For some ideas on how to transfer your learning in this area, see [“Using the Feldenkrais Method to Improve Personal Skill,” Chapter 23.](#))

Some of your clients' unexpressed needs are:

- being heard.
- feeling “seen” as an individual
- feeling safe
- being able to learn without being corrected in any way (this includes touch and words).

Respect means listening deeply and letting your clients be. This applies even if you feel they are wrong or have something to learn. Stay with them, both with your touch and with your words, and continue to listen deeply. Ask questions and never tell them what they should do or feel. If you keep these simple rules in mind and meet your clients' expectations by behaving professionally, you will become a beloved Feldy to many people.

There are several things you can do to support your marketing

Budget time for marketing. Marketing should take about 25% of your time. You may spend less than 25% of your week marketing if you get a lot of referrals. Test your marketing efforts so you don't spend time doing things that don't pay off.

Always keep the fire lit under your practice. You'll know if and when you can slack off on your marketing efforts. See [“Sensible and Sustainable Growth,” p. 111](#) for more ideas.

Take action! Take advantage of the moment. If someone says, “Yeah, I should come in to see you” ASK: “Would you like to schedule that now or give me a call? We may as well take care of it while we are in the same room.” If someone says, “I'm a reporter. It might be a neat idea to run a story on your work” ASK: “Should we set up a meeting to talk about that?” OR “When is a good time for me to call you to talk about that?”

Follow up. Everyone is busy. Often, people who want to work with you are too busy to call back. Most of the time, they will be grateful that you took the time to call them back—even several times—before they call you. They said they wanted to work with you, so assume they still do unless they say they have changed their mind.

Create synergy. Your potential customer needs several different contacts with you before taking action. Some of those contacts can be personal (either speaking with you in person or receiving something from you in the mail or e-mail), and some of those contacts can be anonymous, such as reading about you in the paper or seeing your poster or ad.

If you know exactly who you want to speak to, where he/she reads, shops and who he/she knows, you can create synergy by using many different methods to keep yourself and the benefits of working with you in the front of his/her attention. For example, if you meet someone at a party who seems interested in *Feldenkrais* but doesn't have a need for it at the moment, ask their permission to send them further information on *Feldenkrais* for future reference. If this person seems likely to be in your target group, find out more about her/him. Be interested in who this person is as a unique individual. Send information related to your conversation that he/she may find interesting. Send SenseAbility, and a listing of your upcoming classes, workshops, and introductory sessions. Don't send it all at once. Sustain your presence by sending smaller bits more frequently.

At the same time, do some public relations and get on the TV station, in the newspaper and in a magazine this person is likely to read. Put up posters in the neighborhood he/she lives in. If possible, schedule an ATM class in that very neighborhood or in a place close by. After several of these direct and indirect contacts, that person will think of you first when she/he, or one of his/her friends, has a problem you can solve.

Persevere. Don't plant one seed then sit around waiting for a miracle. Go plant other seeds, then come back and water the first one. The seed might never germinate, might pop

out immediately, or it might take its own sweet time in coming up. You can't control it, but you can nurture it and tend to the rest of your garden in the meantime.

When marketing becomes a chore *remind yourself of your vision. Think of the Method's potential and how marketing nurtures you.* Marketing your practice will always be easy if it involves talking to people about what turns you on most in life.

You need a marketing strategy. If you don't have one, you will run in circles and waste lots of time and money that you could be spending doing *Feldenkrais*.

This chapter will help you create a marketing strategy and put it in action. Jay Levinson, in his online course *Guerrilla Marketing for the New Millennium*, has a simple and effective formula for a marketing strategy consisting of seven sentences.

1st sentence is purpose of your marketing. Frame this as a win-win situation for you and your customer.

We'll use Ms. Feldy's marketing strategy as an example. Her first sentence is: "To book 100% of my designated FI and ATM time, resulting in thrilled FI and ATM students, at a cost which expands my financial neutral."

2nd sentence is How you will achieve that purpose, concentrating on benefits and competitive advantage(s).

I will achieve this purpose by establishing my credibility and providing my students with an emotionally safe and physically extraordinary experience of *Feldenkrais* work.

3rd sentence tells target audience or audiences.

My primary target market is professional women with body pain. My secondary market is opera singers who wish to improve their voice.

4th sentence tells the marketing weapons you will use. (Read Jay Levinson's books and online course for this. See [Resources, App. 2](#))

I will use a combination of the following: lunches with my competition/collaboration list, personal letters, business cards, brochures, ATM classes, introductory workshops, posters, free seminars, sampling, a referral program, interpersonal training, telephone training, professional office décor, my attire, sample singing classes, publicity in local newspapers, talk shows, radio and TV.

5th sentence tells your niche in the market.

I will position myself as the expert in one-on-one and group classes that increase body awareness and solve the problem of body pain.

6th sentence tells your identity.

My identity will be a blend of professionalism, personal attention, and warm, human regard for my students.

7th sentence tells your marketing budget as a percent of your projected gross sales. (Avg. in 1999 in US was 4%.)

Ten percent of my gross sales will be allocated to building my marketing relationships.

Measure all your marketing efforts against this strategy. If your marketing efforts don't fulfill your strategy, dump them. Review this strategy annually and tweak it, especially the 4th sentence. But mostly, stick to those seven sentences and don't do anything that is not in alignment with your marketing strategy.

How do you know if your marketing relationship is working?

Keep records of each and every opportunity you have to attract someone to your practice. Find out what works and what doesn't. Write down what you say in a casual conversation about *Feldenkrais*. Write down all of your advertising or marketing efforts, how much each one cost, and the result. Do more with those that generate results, and *stop spending time and money on marketing that doesn't give you a profit.*

Write down how many marketing contacts you make, who they were, and if you need to follow up on any of those opportunities. Mark that activity in your personal calendar on the date you need to follow up. Note how many referrals you have received from what sources. Note if you acknowledged those referrals, by phone, e-mail or snail mail. (Hint: do this. Everyone likes to be acknowledged, it's only polite, and it will encourage them to refer to you again.)

Ask your students how they found about your class or FI services. Track word-of-mouth referrals (thank the person who referred) and track the location of each poster. If one location is consistently not producing inquiries, then stop putting posters there.

Knowing What You're Doing: Tracking Worksheet

Use copies of this worksheet or a notebook to track your marketing activities and results.

Type of Marketing Contact:

Personal conversation, poster (where?), written ad (where?), public speaking opportunity, phone calls received/made, e-mail received/sent, etc.

What I Said/What I Wrote:

A summary of your conversation, notes from your talk, notes of the questions you received, a sample of your poster or ad, sample of your article, etc.

Cost:

The amount of money and time you spent on the preparation (design/writing/organization) *and* execution (talking, putting up posters, paying for the placement of the ad, etc.).

Results:

Ask how people heard about you or your class! Get the specifics (which publication, what day, which store was your poster in, which therapist referred you, etc.).

follow-up:

Note in your calendar when to follow up, whether it's returning a phone call or e-mail, renewing an ad, or following up on a referral you gave to another professional. Send a thank-you note or small gift to the referral source.

At the end of each week, summarize your marketing activities. Use the following chart to note the results so you can track which ones generated a good profit. At the end of the

year, compare your weekly income with the marketing activities you did and get rid of those that did not generate a healthy profit. If you do this every year, at the end of approximately three years each of your marketing methods will pay off.

	Thrust of week's marketing: What did I say? What offered?	Media (which media did I use this month)	Cost (projection of spending this month)	Results (grade A for excellent, B, C, D, thru F for fail)
--	---	--	--	---

Month
 Week 1
 Week 2
 Week 3
 Week 4
 etc.
 for all 52
 weeks.

Most of us live far outside of our financial neutral. We don't have enough money in savings to handle emergencies, we have debt, we have a job that pays the bills but sucks our life energy and we believe *Feldenkrais* is wonderful but don't really believe it can pay the bills.

Here is the good news: this book will teach you how to find your financial neutral and how to get into it more frequently. We will begin with your most powerful money-maker: the grey matter sitting between your ears. What you think about money is by far the biggest influence on your bank account. Have you heard somewhere that our intention creates our actions? If you change your conscious and unconscious thoughts about money, your actions will follow and you will find yourself with more money than you need.

As a matter of fact, you already have more money than you need. Please do this abundance-checklist:

- T/F: You have a roof over your head.
- T/F: You have a bed to sleep in at night.
- T/F: You have enough to eat every day.
- T/F: You have transportation from one place to another.
- T/F: You have more than two sets of clothing.
- T/F: You have enough skills to get a job that could provide you with the above.
- T/F: You have friends and family who would help you in case of loss of the above.

If you said that all of the above was true, then you are living in abundance! The rest of the money you earn is literally extra. If you doubt me, go visit a place where people don't have a home, don't have a bed, don't have enough to eat, don't have transportation, don't have clean water, don't have any medicines, don't have any jobs available, and don't have any safety net whatsoever. THAT is poverty.

When you feel you are poor, even if you aren't, you unintentionally do things that perpetuate the feeling of living in poverty. You don't ask for a raise, you don't charge enough for your services, you procrastinate about marketing, you worry about money, and yet you don't take actions congruent with attracting more money.

When you have a less-than-neutral attitude about money, your clients sense that. Your behavior changes when it comes time to talk about how much you charge, and it creates unnecessary parasitic movement in your relationship. It is in the best interest of you and your clients if you clean up your thoughts about money.

This workbook gets you started on the path to money-neutrality, but for most of us, the path is long and full of ruts, barricades and pitfalls. See [Resources, App. 2](#), for more help on gaining a neutral attitude to money.

First, do a thought journal on money. For one week, write down every thought you have about money, and notice your spoken and unspoken language about money. Notice what

thoughts or words you tend to repeat.

Tear out the following page of affirmations and tape it somewhere where you're going to see it: your bathroom mirror, kitchen cabinet, or the dashboard of your car. Read each statement to yourself and mentally PROVE it to yourself. Don't just mouth the words, get involved with each statement. Justify it, like this:

"I deserve to be happy and wealthy." When my cup is full, I am free to give and receive without obligation. When my cup is more than full, I give from the extra that runs over. I help people with my knowledge and skill, and it is okay to receive enough money to fill my cup to overflowing.

"I have plenty of extra money." Today, I have \$10 that is all mine to spend however I want. And, I have \$8,000 in a retirement fund that I could spend today if I wanted to. I *do* have plenty of extra money!

"I attract more money than I spend." Every day, I do something that brings me money. I am aware of how much I spend, and I attract more money than I spend.

"Money comes to me regardless of my involvement." Last month, my savings account earned \$2.10 in interest and I didn't do a thing for it. Money *does* come to me regardless of my involvement!

"The money I attract is all mine to keep or spend as I choose." When money comes to me, I am the one who chooses where it goes. I pay my bills and my debts because I *want* to, not because I have to. I choose to set some money aside for future treats. The money I attract *is* all mine to keep or spend as I choose.

"I send my money toward things and people that increase peace." I feel more peaceful when I pay my bills on time. I also send money toward people and organizations that increase peace. I *do* send my money toward things and people that increase peace.

"I send my money toward things and people that increase love." I choose to buy things from people and organizations that operate in a loving manner or create more love in the world. I *do* send my money toward things and people that increase love.

"My money flows back to the Universe." My money flowed toward me because the Universe is supporting my life. When I send my money toward other people, it flows back to the Source. My money *does* flow back to the Universe.

"My money benefits the Earth and all its creatures." When I pay my bills, that helps other people eat and have a roof over their head. And I send my money toward people and organizations that help the Earth heal itself. My money *does* benefit the Earth and all its' creatures.

"I trust that the Universe will provide for me as it does for all Earth's creatures." Every plant, animal, amoebae, tadpole, and all the other creatures of Earth that are now living and breathing do so because the Universe is providing for their existence. I *do* trust that the Universe will provide for me as it does for all Earth's creatures.

“I have much, much more than I need to survive.” Look at all of the things around me! All the comfort I enjoy! All the things I can buy! I *do* have much, much more than I need to survive.

“I live in abundance!” I am grateful for all the food I eat and the comforts of my home. I am grateful for the love around me and all the people I can help by doing *Feldenkrais*. I am grateful for the skills and talents I have. I am grateful for every penny in my bank account and every friend I have. I *truly do* live in abundance.

Get it? Now you try. Add your own antidotes to any poverty thinking your thought journal revealed.

Why are all these statements true for *you*?

I have plenty of extra money.

I attract more money than I spend.

Money comes to me regardless of my involvement.

The money I attract is all mine to keep or spend as I choose.

I send my money toward things and people that increase peace.

I send my money toward things and people that increase love.

My money flows back to the Universe.

My money benefits the Earth and all its' creatures.

I trust that the Universe will provide for me as it does for all Earth's creatures.

I have much, much more than I need to survive.

I live in abundance!

Do you agree with these statements?

- T/F There is only so much money to go around.
- T/F Rich people become rich because they exploit other people.
- T/F There are only so many potential *Feldenkrais* clients at any given time.

If you think these statements are true, I have news for you. *The universe is not a pie chart.* There is enough to go around, for everyone. Every single person is a potential *Feldenkrais* client. If you are thinking from a competitive paradigm, you are actually hindering your *Feldenkrais* practice. It will take a lot longer to bring *Feldenkrais* to every household if we do it one practitioner at a time.

Competition is not a problem if you are a compassionate, professional Feldy. In fact, researching your competition helps you create synergy by talking to and teaming up with these folks! Your competition/potential collaborators are ALL other alternative health care workers, teachers, healers, psychotherapists, medical professionals and, of course, other Feldies.

Collaboration can take many forms. It can be cross-referrals, co-teaching, or collegial conversation. Also consider piggy-backing with other modalities (i.e., making *Feldenkrais* for Yoga, Tai Chi, etc.) or team-teaching with other professionals - like doing *Feldenkrais* in conjunction with a psychotherapist. Your “competition” may even become your teacher for a time. Experiencing other modalities can influence your understanding of *Feldenkrais* and increase your effectiveness in your *Feldenkrais* practice.

Here is a fairly comprehensive list of your competition/potential collaborators. Add to this list as you discover more competition/potential collaborators.

Alternative Medicine Doctor-types

- Acupuncturists
- Chiropractors
- Herbalists
- Homeopathic Doctors
- Iridologists
- Naturopaths
- Osteopaths

Athletic/Fitness Workers

- Athletic coaches (by sport)
- Fitness Consultants
- Personal trainers
- Pilates Teachers
- Weight training coaches

Energy Workers

EMF Balancing Technique Practitioners
Reflexologists
Reiki Practitioners
Zero Balancing
etc. (often combined with Massage or other modalities)

Massage Therapists and Bodyworkers

“Bodywork” practitioners
Deep Tissue Massage
Myofascial Release
Rolfers
St. John’s Neuromuscular Technique
Swedish Massage
Tui Na
etc.

Medical Staff

Occupational Therapists
Orthopedic Surgeons
Pain Clinic Staff
Physical Therapists
Speech Therapists
Sports Medicine Doctors

Psychologists, Psychotherapists etc.

Psychiatrists
Psychics
Psychologists
Psychotherapists
Sex Therapists

Somatic Educators

Alexander Teachers
Feldenkrais Practitioners
Ortho-Bionomists

Support Groups and Associations

The Arthritis Society
Support Groups by Disease or Condition

Teachers (Classes/Workshops)

Chi Gong Teachers
Dance Teachers (Asian, Ballet, Ballroom, Belly Dance, Jazz, Modern, Tap, etc.)
Inspirational Speakers
Martial Arts Teachers (Aikido, Judo, Karate, Kung-Fu, Shaolin Kung-Fu, Tai Boxing, etc.)
Meditation Teachers
Personal Growth Teachers

Tai Chi Teachers
Yoga Teachers

Identify your competition/collaborators. Make a comprehensive list of the competitors/potential collaborators in your area. You can find them in the yellow pages, in New-Age publications, in health food stores. (Hint: advertise where they do.) Ask friends what they know about these people. Go to meetings of bodyworkers and alternative health care practitioners. Look for fliers of people teaching workshops or classes on any subject.

Meet with each of your competition/potential collaborators for lunch or coffee, and complete the following worksheet for each of them. They will most likely be willing, as they are nice people and you are a potential referral source for them too. This activity alone could be your most powerful marketing tool.

If you are considering producing a *Feldenkrais*-related product, you must also research the competition/potential collaboration. First define your [target market \(p. 14\)](#), identify the benefits of your product, ([p.35](#)) and identify all of the other products that say they give similar benefits.

For example, the Effortless Gardening Program’s main benefits are reduction of pain and effort while gardening. Thus, my instructional video/audio program faces competition from ergonomic tools, gardening-for-fitness books, and even Ibuprofen pills.

An example of a potential collaborator for my product could be a company which produces ergonomic tools. I could team up with that company in a number of ways, such as offering my program as an incentive to the consumer (buy \$100 worth of tools and get this program free), or including the tools in my video in exchange for a subsidy of the production costs.

Potential Collaborator Worksheet

Job Title/Modality	Name	Phone #	Address (with ZIP code)
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Are you self-employed?

Do you work part-time or full-time?

How long have you been in business?

Are you a solo practitioner or do you have a partner(s) in your practice?

Job Title/Modality	Name	Phone #	Address (with ZIP code)
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If you have partners, how is your practice organized?

How many clients do you see per day? Per week?

How many classes do you teach per day? Per week?

How do you schedule your day/week?

How long did it take you to develop your practice to its current level?

What do you think your clients most appreciate about you?

What do you think your clients want the most?

Have you taken any business classes or know of any good business resources?

Do you have a professional degree (related to your present practice or not?)

Job Title/Modality	Name	Phone #	Address (with ZIP code)
---------------------------	-------------	----------------	--------------------------------

What have you found to be the most effective form of marketing?

Under what circumstances should I refer my client(s) to you?

How much do you charge per session? Per class?

Do you accept insurance? If so, what kinds? What are your thoughts about accepting insurance payments?

To whom do you refer your clients? How often? For what?

Would you like to do a trade so we can experience each other's work?

Sooner or later, it may be appropriate to ask:
Would you ever consider collaborating on a project/workshop/sharing office space/being business partners?

If you like this person, stay in communication with her/him. Send a thank-you note for spending time with you. Send articles or a note you think he/she might find interesting. Refer a client if it's appropriate and follow up to find out how it's going with your client.

In this section, we're going to delve deeply into the subject of what money is, why it appears to have so much power, and how to gain control of your money.

If you haven't yet done a thought journal about money, please do one this week. Then read this section and notice if any of your thoughts appear below.

Let's examine what money is *not*.

- money is *not real*. A dollar is nothing more than a piece of paper with ink on it. That's all. The value of money is set by agreement of human beings.
- money is *not static*. Money is not like a brick. It is more like water that flows in and out. This is why rich people are not necessarily stealing from poor people. Money that passes through my hands can also pass through yours.
- money is *not evil*. Money has no inherently evil properties. It can be used for evil deeds, but it can also be used for good deeds. Money is like a shovel: it can be used to plant a rose, or it can be used to bonk someone over the head. The shovel is not evil and it is not good.
- money is *not magic*. It goes where we tell it to. Sometimes money seems to appear and disappear as if by magic, but that is only because we lack awareness.

A few thoughts on what money really is:

- *money is a tool* created by humans for human use. Think of it as a glorified wheelbarrow. It enables you to do and get things.
- *money is an agreement* between two or more people that replaces barter or trade.
- *money is a symbol* of life energy.

Money is a tool and you need to learn how to use it. The most important aspect of using money as a tool is knowing when it comes to you, in what quantities, and where it goes to, in what quantities. Most of us are in a fog when it comes to the most basic questions about our money.

What is your money fog-factor? Let's find out. Please fill in the following worksheet.

The Money Fog-Factor Worksheet

How much do you earn per year?

What are all the sources of your income?

Employer

Self-Employment

Interest on investments and savings accounts (see below)

Miscellaneous (babysitting, finding money on the street, etc.)

List the current balances of all your investments, including those benefits from your (ex-)employer.

Retirement Fund

Stocks

Bonds

Money Market Funds

CD's

Savings Accounts

How much do you spend per year?

What is the balance in your checking account(s)? (All your checking accounts: personal, joint accounts, and business accounts if applicable.)

How much can you save per month?

What is the balance on your credit cards (Visa, MC, Discover, American Express, gas cards, and store credit cards) and overdraft account(s)? What is the available balance on each card? What is the Annual Percentage Rate of the card? (If you are currently paying an introductory rate, when does it expire and what is the real interest rate?)

Credit Card (list)	Balance	Available Balance	Interest Rate	Monthly payment
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What is the balance on your loans? (Mortgage, house loan, personal loan, car loan, loan from your parents?)

Loan	Balance	Interest Rate	Monthly Payment
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If you have a private practice or business, are your personal expenses tracked separately from your business expenses?

How much tax do you pay per year? What percentage of your income is this?

If you couldn't answer most of these questions, you have little control over your money. That will change if you put this book to work.

Begin by finding out all the answers to the above questions. Get help from a trusted friend or money counselor if it's too overwhelming. Also look up the "Spenders and Debtors Anonymous" group in your area. They give excellent practical and moral support to those of us with a less-than-serene relationship to money.

Next, develop your awareness of when money comes to you and goes away from you. Get a little notebook that you can take with you everywhere, and write down every penny of income (your paycheck, reimbursements, interest income, even a dime you find on the street). Record every penny you spend (cash, checks, automatic withdrawals, debit- and credit cards) for at least two months, preferably six. For deluxe awareness, write down how you feel and what you think each time you have a money transaction.

Once you have some records to look back on, you can see a) how much you need to live on, and b) how much money you spend on items you don't really need. You can also see if you have enough income to be in "financial neutral," or whether you need to increase your income. (See [budgeting, p. 85](#) below.)

To stay out of the fog, keep records of how much you earn each week/month and graph them so you know your money trends. (See [Bookkeeping/Accounting, p. 99](#))

A break-even analysis is another essential money tool. A break-even analysis tells you how much money you need to pay your business-related expenses, without counting your own salary. To do that, you will need to get a good idea of all your business expenses.

Here's a sample business budget you can use. Besides the obvious costs of renting an office and ATM space, you have telephone costs, savings for advanced trainings and resources (books, tapes, videos), the cost of a Felden-table and other equipment, paying for a computer and internet access, liability insurance, advertising costs, printing costs, and mileage on your car.

SAMPLE BUSINESS BUDGET

	Average in Madison, WI yr. 2001	Your cost: ideal world/Minim.
Rent - office	\$300/month for own office* (\$3600/yr.)	
Rent - ATM space	\$175/mo (7 hrs. at \$25/hr; \$8400/yr*.)	
Telephone - office	\$50/month* (600/yr.)	
Telephone calls (made from home for business purposes)	\$10/month (120/yr)	
Internet service	\$17/month (204/yr.)	
Postage - business	\$33/month (\$400/year)	
Meals and entertainment -biz.	\$10/month (120/yr)	
Advertising/marketing	\$20/month (240/yr)	
Printing (every last Kinko's receipt!)	\$15/month (180/yr)	
Mileage at \$0.32/mile (not counting mileage to get to work and home)	\$83/month (\$1000/yr)	
Business travel (this assumes a trip to the annual conference plus one other adv. trg.) (plane tickets, hotel receipts, meals while on the road, etc.)	\$100/mo (\$1200/year)	
Equipment (computer, <i>Feldenkrais</i> table, office furnishings, rollers, etc.)	\$18/mo (\$210/year)*	

Note: Equipment may require depreciation over time, definitely consult with an

accountant when you buy big-ticket items like your table and a computer.

Resources	\$12.5/mo (\$150/yr.)	
Advanced Training (fee for classes, not including travel costs)	\$42/mo (\$500/yr)	
Guild Dues	\$40/mo (450/yr*)	
Professional Fees (accountant, lawyer, bookkeeper, etc.)	\$17/mo (\$200/yr)	
Liability Insurance	\$12.5/mo (\$150/yr)	
Interest - business loans	\$varies	
Home office	\$varies	
	Note: This is a potential red flag for a tax audit. Consult with a good accountant!	
Bank fees and checks	\$12/mo (\$144/yr.)	
Miscellaneous	\$5/mo (\$60/yr.)	
TOTAL	\$971.5/mo	\$your cost month/year

*In addition to these basic monthly costs, you may have start-up costs. Add a security deposit for your office (one month's rent); the cost of a computer (\$2000, more or less); the cost of your table (\$500); office furnishings (\$200 minimum); the business telephone hook-up fee (\$75); and Guild dues. These are naturally the maximum costs involved; you can always find cheaper options if you want or need to.

**I assume 48 weeks of working per year, which allows for vacation, holidays, sick time and advanced training.

Now that you have completed this budget, you know much money your business must generate in order to break even. You probably won't break even until after the first year of your practice, so hang in there with your day job and keep marketing.

Breaking even leaves you with a salary of \$0 per year. Your salary is going to come out of your *profit*. Gasp! It's shocking, but true. If you want to be a full-time Feldy, you are going to have to make a profit. It's either that or working at McDonald's on the night shift.

Profit is not evil. Profit pays your salary, your retirement, your health insurance, your kids' braces and their college fund. Profit is what you reinvest in your own professional development. Profit is what keeps you in the neutral zone of finances, with a cushion for emergencies, ill health, and vacations. You need a lot of profit to pay the house and car payments.

Now, let's figure out how much money you need to live on. If you recorded all of your income, and all the money you spent for at least two months (preferably six), this gives you a good idea of how much money that comes in and goes out per month. Regardless of your opinion about it, *that is at least how much money you need to live on.*

It is up to you at what economic level you want to live, but don't fool yourself into thinking that you can live *comfortably* on less than you really can. Don't forget savings for retirement, life insurance, health insurance, and vacations. Unexpected medical bills, house and car repairs can put you in debt for years and create intense anxiety. Do you know how much money you need to be in financial neutral?

Fill in this sample personal budget based on your recorded spending habits. *Fill in your savings plan first.* This is a crucial aspect of being in financial neutral. If you pay yourself first, you know that you will always have enough.

FILL OUT BOTH COLUMNS OF THIS SAVINGS AND SPENDING PLAN. The first column is for your ideal-world scenario, where your financial neutral is very big, and the right column is for a minimum-income situation, where your financial neutral is rather small.

Savings funds:	Big financial neutral	Small finl. neutral
Income tax fund (about 25% of salary)		
Weekend trips		
Vacation fund		
House repair fund (1-3% of house's value per year)		
Car repair fund		
Illness fund (1-3 months salary)		
Health care/hospitalization fund (covers ins. deductible and co-pay)		
Retirement fund		
Children's college fund		

Housing:

- Rent/mortgage payment
- House maintenance

Food

- Groceries
- Eating Out

Miscellaneous cash expenses

- (developing film, buying gum, etc.)

Car Expense

- Gas
- Car insurance
- Car maintenance
- Car loan payment

Health and Beauty

- Drugstore (aspirin, cosmetics, shampoo, etc.)
- Haircuts etc.

Health Care

- Insurance (this can be a whopper for the self-employed)
- Non-insured health care costs
 - Medication
 - Co-payment for routine visits
 - Alternative medicine visits

Life Insurance

Disability Insurance

Debt service (remember, this is negotiable, and savings isn't.)

- Credit Cards
- Overdraft account
- Personal Loans

Clothing Expense

- Dry cleaning
- New clothes/shoes

Personal development

- Classes
- Books

Entertainment

Charitable contributions

Church
Organizational Dues
Worthy Causes

Bank fees

Gifts

Birthdays
Weddings
Mothers/Fathers Day
Anniversary
Misc.

Note on kids: Each child will cost you, on average, \$350 per month over the course of 18 years.

If you have a high money fog-factor, it is a good idea to have a trusted friend or money counselor look at these numbers with you. Are you surprised how much money you need to be in financial neutral? These numbers are real. All of the money to pay for these costs is going to come out of your profit.

Please don't despair. You can be a successfully self-employed Feldy, and this book gives you the tools you need to make it happen. If you market your buns off, maintain your intention to make a comfortable living as a Feldy, and keep reducing your parasitic movement, you will reach your goals.

Debt and Savings

Debt: Is your financial neutral non-existent because you are spending more money than you earn? If so, you are not alone! Many Americans are in the same situation, and it can only end one way: badly. It's time to take your head out of the sand and move to remedy the situation.

Debt is expensive. Even low-interest credit cards often charge a 10% Annual Percentage Rate (APR). What does this mean? That on an the average American's credit card debt of \$20,000, you are paying someone else \$2,000 per year or more because you bought something you couldn't afford.

If you didn't have any debt, that \$2,000 could buy:

- a vacation to Europe
- 28.57 high-quality FI lessons (that's more than 6 months of weekly FI's!)
- 2.5 weeks' wage for an environmental organization's office manager
- 26.67 very posh restaurant dinners, with wine, coffee and dessert included (that's one every two weeks!)
- 20 visits from a housemaid (that's one every 2 ½ weeks!)
- 4 cows and training on caring for them so a whole poor village could have fresh milk through Heifer Project, International.
- 36.36 sets of high-quality ATMs on audio and videotape. You could complete your entire *Feldenkrais* resource collection with the interest you pay on your credit cards.
- what would YOU do with your \$2,000?

If you are overspending your income, you have two choices: increase your income, or stop spending as much money. Begin by cutting up your credit cards. If your minimum payments on credit cards or other loans are too big to pay without doing further into debt, you can re-negotiate an affordable payment agreement with your credit card company or lender. If you are in this situation, definitely contact a money counselor or a Spenders and Debtors Anonymous group NOW.

If you have any debt at all, it's important to know whether it is increasing or decreasing. Every time you make a deposit to savings or payment on debt, fill in the following table; refer back to your money fog-factor worksheet for this information. It's truly wonderful to watch your debt go down and your savings go up.

Make a goal for when you will be out of debt.

To create a goal for getting out of debt, total the amount of principal and interest you will pay in total, based on your current interest rates. That is the total amount you owe. Work backward and find out how much money you need to pay off per month in order to meet that goal. Play with these numbers until you find a realistic goal, then keep track of how much you are paying off.

Also make a goal for your savings!

How much do you need to save per month in order to have that much by a certain time?
 Include the interest you earn, at the current interest rates.

Debt Payments

Name of Loan or Credit Card	Balance as of (date)	Payment (date)	New debt incurred (monthly interest charges or new debt)	New balance (at what APR?)	Int. per year on this amt.	My goal is
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Savings and Investments

Name of Account	Balance as of (date)	Contribution Made	Money added or subtracted without your involvement (Interest payments or maintenance fees)	My goal is
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Debt as an Investment. Sometimes, it is necessary to go into debt as a business investment. Debt is only a good idea if you are quite sure that the eventual return on your money outweighs the cost of borrowing it. (The cost of your loan is the total amount of interest you pay over the term of the loan.) Living off your credit cards for the entire first year of your practice is not a good business investment.

Before beginning any business venture, do a break-even analysis and a cost-benefit analysis. A business venture could be your whole practice, or just a workshop or renting an office. Examine the expected costs and the expected income of the venture and evaluate whether the venture is worth risking the cost. The costs are not only financial, but also time and energy that you could spend on other marketing efforts or doing *Feldenkrais*.

Here's an example of a cost-benefit analysis from the first year of my practice. I taught a one-day *Feldenkrais* workshop entitled "Preventing Burnout" for psychotherapists and other helping professionals.

Costs

Time to write brochure: 3 hours

Computer rental at Kinko's to design brochure: \$36

Printing of brochure: \$25

Time to compile mailing list of therapists: 3 hours

Postage to mail brochure to therapists: \$33

Room rental: 7 hours at \$15/hr: \$105

Lunch out with attendees: \$10

Parking: \$1

Time to develop ATM's, introduction and workshop structure: 6 hours

Time spent teaching workshop: 6 hours

Benefits

5 people attended at \$50 apiece: \$250 gross income

Developed ATM's and deepened my thinking about *Feldenkrais*

Developed mailing list of therapists for future marketing use

Began a professional relationship with therapists in town & made a good impression on them

My name and brochure passed in front of 100 therapists and/or their secretaries

Got practice at organizing and teaching a one-day workshop

Developed written and verbal language for talking about *Feldenkrais* (useful for future one-on-one and public speaking opportunities).

It was an enjoyable way to spend a Saturday.

Did the workshop break even monetarily? Yes. I even made a \$40 profit. Since I spent 18 hours preparing, marketing and teaching it, I paid myself a whole \$2.22 per hour to teach this workshop.

Monetary gain is not the only measure of success. If it were, I would never have taught another workshop! This workshop was definitely worth it because of the personal benefits and the marketing benefits. The \$40 I earned was just icing on the cake.

The Big Question: How Much Should I Charge?

Chapter

36

The *Feldenkrais* community as a whole has a strange relationship to pricing. Felden-colleagues who charge a lot are judged harshly, yet we collectively agree that *Feldenkrais* work is extremely valuable. It seems to me that extremely valuable work ought to be valued monetarily as well.

Just as money is not real, *pricing is arbitrary*. Pricing depends on many factors, none of which have anything to do with the real worth of a product or service.

The price I charge for an hour of my time ranges from \$0 while I wash the dishes at home, to \$65 when I am doing an FI, to \$20 when I teach an ATM to two people, to \$75 or more when I am teaching an ATM to a corporate group. So how much is an hour of my time worth?

Since it depends on the activity, I may as well charge something per hour that a) people will pay, and b) will give me the amount of money I want.

Let's look at both of these aspects of pricing.

First, what will people pay for an FI or an ATM class? Research your competition/potential collaborators.

How much do they charge for a one-hour private session? How much for a yoga/tai-chi/Pilates/aerobics class? How much for a one-day seminar on personal growth? on energy work? on exercise health?

A good rule of thumb:

- An FI is worth at least a little bit more than a massage. What is the average-to-high rate for an hour-long massage? Add \$5, that's your rate. And no whining about being new. Even a newly graduated Feldy gives more value than the average massage.
- An ATM class is worth about the same as a Pilates class.

Second, how much money do you want? Even though other professionals' hourly rates can seem high, their hourly fee does not all end up in their pocket! That hourly rate pays for all of their business expenses and income taxes, 100% of their social security tax, paid vacations, advanced trainings, sick days, and lastly, their salary.

The break-even and ideal-world budgets you completed above will tell you how much money you need and want. At a minimum, you need to break even on your business expenses, plus earn enough to cover your minimum monthly personal expenses and savings requirements. What you *want*, however, is the amount listed in your ideal-world column. Don't lose track of your goal to have a comfortable financial neutral!

Add your ideal-world business budget and ideal-world personal income together. This is what your gross business income (gross receipts) need to be in order to finance the lifestyle you want.

Let's look at the example of Ms. Q. Feldy, whose ideal personal salary is \$60,000 per year:

Gross Business Income	\$71,400
- Business Expenses (\$950/month)	\$11,400
Gross Personal Income	\$60,000

Ms. Feldy will still need to pay income taxes on her \$60,000 salary, which will further reduce her usable income by approximately \$15,000. This leaves her with a net salary of approximately \$45,000. She will use this salary to pay her own retirement fund, health insurance, and her kids' braces. Taken in context, \$45,000 net salary isn't that much.

FORMULA FOR HOURLY RATES If you want more detail than the rule of thumb (above), answer these questions and use the formula below.

How much time do you want to work per week?

If you're not sure yet, use this general rule: 5 FI's per day and one or two ATM classes per week, plus occasional workshops on weekends.

Depending on your strengths and your style, you may find more of your income coming from ATM classes, or more coming from FI. It will take some time to sort this out, so for the sake of simplicity, we will assume the majority of your income comes from FI.

The FI Formula. The following worksheet helps you work out your hourly rate for FI. Take your desired gross business income as above. We'll call that "x" in our equation. Divide "x" by 48 weeks (that includes 2 weeks of vacation per year, plus one week of advanced training, plus holidays and sick time). This is your gross weekly business income. Divide this number by the number of FI's you wish to give per week. This is your rate for one FI lesson.

For Ms. Q. Feldy, she wished to earn \$71,400. That amount divided by 48 weeks is \$1487.50 per week gross business income.

If she then divides one week's gross income by 25 FI's per week. Ms. Q. Feldy needs to charge \$59.50 per FI to be in financial neutral.

The FI Formula Worksheet:

First, you will need the numbers from your ideal-world business and personal budgets. If you haven't filled in those worksheets, do that now to the best of your ability. Fill them in for your DESIRED income, not what you are making now. You will base your FI fee on where you want to be financially. The more FI's you do per week at this fee, the closer you will be to meeting your financial goal.

Your break-even business budget (yearly)

Your ideal salary requirements (yearly)

Gross business income (receipts) needed per year:

Number of hours you want to spend doing FI per week:
(average is 4-6 FI's per day or 20-30 per week).

Number of weeks per year you want to work:
(average is 48 weeks of work: 52 weeks per year minus
2 weeks vacation,
1 week of advanced training, and
1 week of holidays and sick time. Adjust up or down
depending on your lifestyle and rest requirements.)

The formula:

Gross business income = weekly income
Number of weeks worked

Weekly income = fee per FI
Number of FI's per week

If you want to build in a certain number of free lessons per week, do this
gross inc. divided by (# of hours worked - free FI's) = rate for one FI.

(Ms. Q. Feldy's example: \$1487.50/ (25-3 free FI's) = \$67.61 per FI)

If you want to build in a certain number of half-price lessons per week, do this
gross inc. divided by (# of hours worked - ½ of reduced fee FI's) = rate for one FI.

(Ms. Q. Feldy's example: \$1487.50/ (25 - ½ 3 reduced fee FI's) = \$63.29 per FI)

In Madison, Wisconsin at the time of publication of this book, the going rate for a massage was about \$50-\$65 per hour. I set my rate at \$65 because a) I knew I did good work; and b) I wanted people to know that *Feldenkrais* was worth more than a typical massage. I delivered results that were more effective than massage and many people are happy to pay me my full fee. This hourly rate also allows me to give free and reduced-cost lessons while still being in financial neutral. I have plenty of extra money, plenty of extra time, and it feels great.

Even if you don't feel right about charging that much money, do not undersell the *Feldenkrais Method* by setting your hourly fee too low. Like it or not, people attach more value to more expensive things and you do all of your colleagues a disservice if you set your price too low. Leave your hourly rate relatively high and just give away more

lessons, or give away your excess profits to a cause you believe in.

ATM Fees

Most weekly classes (Chi Gong, meditation, yoga, Pilates) are approximately the same price. *Awareness Through Movement* is highly sophisticated and should be on the upper end of the scale.

Workshops tend to be more expensive per hour of instruction than weekly classes. Research the cost of weekend self-improvement workshops, professional development workshops, and yoga retreats. You will find lots of variety in the amount of money charged for a half-day, one-day, weekend, or week-long workshop. Again, *Feldenkrais* is good stuff and its value should be reflected in its price. You are always free to give discounts if people can't afford full price, but don't assume they can't pay unless they tell you.

How much do you really earn by teaching ATM?

Unless you teach large groups, privately taught ATM classes are not very lucrative in terms of hourly income. Even though getting \$75 per class-hour may seem like a lot, there are hidden financial and temporal costs that erode your hourly wage.

If you teach a one-hour ATM class, you can assume at least 1.5 hours preparation plus 1.5 hours of teaching. Total the gross receipts you receive for the class, and subtract the cost of rent and advertising. The amount you have left over, divided by your 3 hours of labor, is your hourly wage.

Let's assume you have 5 students who pay you \$15/class and it costs you \$25 to rent the space and about \$5 for advertising/marketing.

Income (5 times \$15) = \$75	Labor = 3 hours
minus expenses -\$30	
Net income \$45	Income/labor = Net hourly income is \$15 per hour.

Teaching ATM for corporations or factories or other organizations can be much more lucrative than doing it yourself. See above, [“How to get hired to teach ATM, p. 17.”](#)

Organizing your own ATM classes may not be a fountain of money, but there are many non-tangible benefits of teaching ATM on a regular basis. Your understanding of the *Feldenkrais Method* deepens through preparing the class, your personal organization improves through doing the ATM yourself, and classes are an excellent way to market your FI practice. ([see p. 45, Marketing to Your Existing Clients](#))

There are many people who need and want *Feldenkrais* work but can't afford it. It is a personal decision to reduce your fees in certain cases. This is not obligatory and you may never give a free *Feldenkrais* session. There is nothing wrong with that! You are still doing people a great service even when they are paying you for it.

If you want to make the work available to people who can't afford to pay the full price, please set a clear policy. Even if your policy is to give away half your lessons, *do it consciously*. Don't let someone else's needs move you out of financial neutral.

Here are some options for giving it away without bankrupting yourself. Select ONLY ONE of these sample policies or create your own based on these ideas.

- give 2 free or low-cost FI's per week
- create a sliding scale (for example, \$90 down to \$50)
- volunteer one Saturday per month at a nursing home to give free lessons
- organize a free *Feldenkrais* clinic and volunteer a set amount of time there
- offer free ½-hour FI lessons at a holistic health center or health food store on a regular basis as part of your marketing plan
- give free introductory *Feldenkrais* workshops as part of your marketing plan

No matter what, BE CLEAR about your boundaries and don't let yourself be taken advantage of.

Keep your eyes open and adjust your policy up/down as need be.

When you give a lesson or class at a reduced fee, remember the Reiki principle of requiring "an equal exchange of energy" when doing "healings." Of course, this terminology doesn't fit our Method, but the principle is the same.

If you don't receive dollars for your work, then make sure you receive something that feels equally worthy to BOTH of you. If you don't, your student/client WILL NOT RECEIVE THE SAME BENEFIT. Strangely, an imbalance in the relationship will erode your student's ability to learn. Test it for yourself.

Sometimes, the sheer pleasure—or sheer practice—you get from doing an FI may be enough for you. Then what do you do when your client wants to pay you? Explain the intangible benefits you receive from doing FI and ATM. Your client may feel more comfortable after hearing your explanation.

If not, you may find yourself on the receiving end of gifts whether you want them or not. Accept them graciously; this is your client's way of evening the score. The less static there is in your relationship, the better he or she will be able to learn from you. Just smile and say thank you, and make an appointment for next week.

Knowing What You're Doing: Bookkeeping, Taxes and Accounting

Chapter

38

Accounting is the general term for keeping track of your business' financial activities. Bookkeeping is writing down the income and expenses of your business. Regular, accurate bookkeeping eliminates your money fog-factor and gives you a lot of information that helps you make wise business decisions.

A few systems set up in the beginning of your practice will make it easy to track your finances, as long as you take time every week or every month to input information.

Elements of a bookkeeping system:

- Bank Accounts
- Income Accounts (channels money where money flows in)
- Expense Accounts (channels where money flows out)
- Credit Cards

If you are a very concrete, kinesthetic thinker like me, you will find it helpful to have separate checking accounts for personal and business monies. You might even want separate savings accounts for each fund: vacation, house or car repair, advanced training, etc.

If you're good with visualizing numbers, you can have all these monies in one physical bank account and keep track of them with income and expense accounts on your computer.

I'll just say this once: balance your checkbook every month. If you aren't in that habit, get into it fast. Get help if you don't know how or have an emotional block about balancing your checkbook. If you have a separate personal and business checkbook, balance *both* of them every month.

How to do bookkeeping: You can keep a good set of books on the computer or an old-fashioned green accounting book.

For tracking ATM and FI income, an Excel spreadsheet is simple to use and more than adequate. If you have a product to keep track of, QuickBooks is the most popular bookkeeping software for small businesses.

Whether you use pen and paper or a computer, your bookkeeping will have three basic elements: income, expenses, and owner draws.

An "owner draw" is your salary; money withdrawn from your business income to pay yourself. For simplicity in bookkeeping and reduction of the fog factor, pay yourself set amounts at regular intervals.

Owner draws are *not* an expense of the business, so don't deduct them from your taxes. Your only taxable income is your net business income (gross receipts - business

expenses).

Income accounts.

Income accounts track money that comes in . Your income accounts will be FI, ATM, and Product Sales if applicable. You can subdivide these accounts if you wish. For example, divide the “ATM” account into ATM weekly classes and ATM workshops.

Expense Accounts are more numerous. Remember your business budget? Each of those expense categories can become an “expense account” in your bookkeeping system.

Suggested Expense Accounts:

Rent

- office
- ATM space

Telephone

- office
- business calls from home

Postage

Meals and entertainment, if business-related (even coffee at Starbucks adds up over time!)

Advertising

Printing and Copying

Mileage for business travel (not counting mileage to get to work and home)

Business travel (plane tickets, hotel receipts, meals while on the road, etc.)

Equipment (computer, *Feldenkrais* table, office furnishings, rollers, pillows, towels, etc.)

Note: Equipment may require depreciation over time, definitely consult with an accountant.

Books/Resources

Office supplies

Advanced Training

Guild Dues

Professional Fees (accountant, lawyer, bookkeeper, etc.)

Interest on loans directly related to business

Home office expense

Note: This is tricky and a potential red flag for a tax audit. Consult with a good accountant!

Miscellaneous expenses directly related to your business.

Create a separate column or a separate QuickBooks account for each of these expenses. Your accountant will use these expense accounts when calculating your income tax due at the end of the year.

How to find an accountant: Ask your competition/collaboration list, and talk with business loan officers. Meet with the accountant and ask what experience he/she has working with small businesses like yours. Find out what it would cost to prepare your taxes, and what the cost is for mid-year advice. Look for a good price-quality balance and go with your intuition.

Credit cards: If you have paid for a business expense with a credit card and are carrying

that balance, you have two options: deduct the expense at the time it was incurred, OR deduct it at the time you paid the credit card. Ask your accountant which is most beneficial for your tax situation this year.

Taxes. At the end of your first year, you will pay taxes on your net business income (that is, gross receipts minus business expenses). *Don't try to do your taxes yourself.* You are almost sure to make mistakes and waste a lot of time and money you could be spending on marketing. The money you pay your accountant will more than pay for itself in your increased tax refund or reduced tax liability.

To estimate your income tax liability, subtract your business expenses from your gross business income. You pay income taxes on what is left. Your actual tax liability is difficult to estimate because of your personal situation (if you have dependents, own a property, etc.). It's best to *consult with your accountant mid-year* so you save the appropriate amount for your taxes.

Quarterly taxes. If you have tax due at the end of the year, you will have to pay estimated taxes for next year based on your tax due for this year. For example, if you owe \$5,000 in taxes for 2002, that entire amount will be due on April 15 of 2003 **AND** ¼ of \$5,000 (\$1250) will be due on April 15, July 15, Sept. 15, and January 15. That is why you need to save the right amount for taxes.

Forming an Intention

Do you want to support yourself exclusively from your *Feldenkrais* income? If not, what is your ultimate *Feldenkrais*-related goal? For the purpose of this example, we will assume that your goal is to be in financial neutral from teaching ATM and FI. If you would like to produce a product, make separate business objectives for your private practice and each new product line.

Do you expect to be self-employed as a *Feldenkrais* practitioner by the first year after graduation? That is highly unlikely, unless you have an extremely low-cost lifestyle and have done a lot of marketing during the 3rd and 4th years of your Training.

A more realistic scenario is that you will spend many evenings and most weekends marketing your *Feldenkrais* practice, you will be able to go half-time at work after 1 ½ or 2 years, and you'll be able to quit your day job completely after 3 or 4 years. This all depends on your lifestyle requirements, your spouse's income, the amount of money you have in the bank, etc.

Financial Projections

It is essential to think about how much money you will make, and by when. Unfortunately, this is not easy to figure out.

How much time and money do you have for marketing, how will you do it, and how much will it cost you? Once you know the answers to these questions, you can estimate your sales projections based on a realistic set of assumptions about your marketing efforts. Plan for the worst and expect the best.

Sales projections for three years of private practice.

The following cash flow projections contain blanks for you to fill in based on your own projections and actual income. Fill them out according to your fees and expenses. Your projected income will be higher than Ms. Q. Feldy's if you have a lot of time and a some money to do marketing and do it consistently; the numbers will be lower if you aren't able to be copious and consistent in your marketing activities.

Track your actual income and expenses on the second set of copies of this worksheet and adjust your marketing activities accordingly.

	ATM: projected	FI Projected	Expense projected	Profit/Loss Projected	ATM Actual	FI Actual	Expense Actual	Profit/Loss Actual
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Year 1

Month 1

Month 2

Month 3

Month 4

	ATM: projected	FI Projected	Expense projected	Profit/Loss Projected	ATM Actual	FI Actual	Expense Actual	Profit/Loss Actual
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Month 5
 Month 6
 Month 7
 Month 8
 Month 9
 Month 10
 Month 11
 Month 12
 Year 1 Total

1st year will be minimal; 2-5 FI's per week plus one or two classes per week with 3 participants. Sharing an office with another practitioner or two is advisable. Use your ATM classes primarily as skill-building and relationship-building; don't expect them to make money for you. In this scenario, your gross receipts would be: \$9240 from FI at \$55/FI plus \$1440 from ATM at \$15/class. Expenses: start-up costs plus office plus ATM space plus telephone, etc. (See [business budget, p. 85](#))

	ATM: projected	FI Projected	Expense projected	Profit/Loss Projected	ATM Actual	FI Actual	Expense Actual	Profit/Loss Actual
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Year 2
 Month1
 Month 2
 Month 3
 Month 4
 Month 5
 Month 6
 Month 7
 Month 8
 Month 9
 Month 10
 Month 11
 Month 12
 Year 2 Total

2nd year, business should pick up more; up to 5-10 FI's per week by end of year, plus two classes with 5 participants, plus quarterly workshops with 10 participants; 3 paid ATM opportunities at \$40 average per opportunity. Your gross receipts in this scenario would be: \$19800 FI at \$55/FI; \$7200 ATM at \$15/class; \$1600 ATM workshops at \$40/participant; \$120 for-hire ATM time; TOTAL \$28,720; expense for office, phone, ATM space rent, marketing, adv. training, etc.

	ATM: projected	FI Projected	Expense projected	Profit/Loss Projected	ATM Actual	FI Actual	Expense Actual	Profit/Loss Actual
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Year 3
 Month 1
 Month 2
 Month 3
 Month 4
 Month 5
 Month 6
 Month 7
 Month 8
 Month 9
 Month 10
 Month 11
 Month 12
 Year 3 Total

3rd year 10-30 FI's per week by end of year, plus 2 classes with 5 participants, quarterly workshops with 10 participants, 5 paid ATM opportunities at \$50 avg. each. This would total \$57,600 FI at \$60/FI; \$7,200 ATM; \$1,600 ATM workshops; \$250 ATM opportunities; TOTAL \$66,650; expenses would be similar to 2nd year.

For a product your sales projections and cash flow will depend on the strength of your marketing strategy and implementation, and the effectiveness of your distribution channels. Get distribution channels in place before making the product. Research potential buyers, and find out how excited they are about your idea.

Don't expect more than about 5 retail-equivalent sales per month for the first year. No matter what your business plan says, plan for the worst and expect the best. It makes no sense to get more into debt because you planned for the best and got the worst! The second year should be about 20-30 sales per month; the third year 50. The best way to make a product work is to sell a second product to the same people who bought and enjoyed the first one.

Don't expect to make any profit at all the first year and possibly your second year either. You should start seeing some money back by the third year if you do consistent and effective marketing. You can never learn enough about marketing a product.

Why Produce and Sell a Product?

I don't recommend creating a product for the sheer joy of creating. There are easier and cheaper ways to create. The only worthwhile reasons to produce a product are:

- You want to give your clients or other Feldies something that doesn't currently exist and you are the one who knows how to make it.
- You're on a mission from God. Always a good reason.
- You want to free your income from its' physical constraints. If all you do for money is teach FI's and ATM's, your income is tied to your physical presence. If you have a product to sell, you're free! Money comes to you regardless of your involvement. Theoretically, anyway. If you are not adequately prepared, marketing a product can demand your physical presence even more than a private practice. Build your business plan with freedom in mind, and don't invest anything until you are sure your product will sell with a minimum of involvement on your part.

There are different levels of products. If you just want some audiotaped ATM's for your clients, buy a portable tape recorder, wear it on your waist as you teach an ATM, and duplicate them at home on your tape-to-tape player. If you want a bit nicer quality and faster production, find out who the audio studios are in your area, call them, rent some studio time and pay them to do a small duplication run on CD's or audiotapes.

If you plan to get an income from the sale of your product, that is a different story. You *must* do a business plan for that project. Use the [Business Plan Outline in Appendix 4](#) as your guide. When you have a rough draft, meet with a few business bankers and ask them if they know any resources that can help you in your business planning process. The more research you do before spending money, the more product you will sell once it's finished, and the more money will come to you without your involvement.

Your business plan will tell you whether enough people will buy your product, exactly who they are, and from whom/where they will buy your product. Most businesses fail because they are fuzzy on these details.

Beat the odds by targeting your market and researching it. Are you selling directly to the consumer or is your customer a large retailer or distributor? Talk to your consumer or retailer/distributor before you make your product. They will tell you whether they'll buy it!

Here are some potential buyers of your product.

- Video distributors (for videos and video/audio combinations)
- Audio distributors (for audio only)
- Book publishers (for books only)
- Catalogs (of what products, who buys out of that catalog?)
- Retail stores (gift shops? health clubs? spas?)
- Libraries (a biggie!! Lots of distributors just sell to libraries talk to them before production. Note that libraries like to avoid separate parts within one package,

and they prefer durable plastic cases.)

- Consumers. (who are they? where do they live? how will they find out about your product? regional? national? international? Marketing directly to the consumer is a very time-consuming task and I don't recommend it. Find a distributor who will do this for you, and then sell your book, video or audio project to the distributor.)

Do not, I repeat, do not move forward with your project until you are positive that enough people will buy it so you will at least break even. You are not in business to lose money! A trip to Vegas is equally risky but easier and more fun.

Still wanna make a product? Read on for a description of the scaled-down and deluxe versions of writing a book and producing a video or audio project.

Writing a Book

Writing a book, the scaled-down version:

Process: You get an idea for a book. You wrote a few papers in college and think you know how to write. You write your book without really knowing who your audience is. It stinks. You have a few people read it and they tell you it's great. You do the typesetting and cover design yourself. These also stink. You print a few copies at Kinko's and/or put it on your website as an ebook. You sell them to your clients, FEFNA, *Feldenkrais* Resources and your family. You break even or make a small amount of money, and you feel good because you are now An Author. If this is what matters most to you, then go for it.

Writing a book you can be proud of, the scaled-down version: Find a good editor and pay them money to make your book readable. This will be a harrowing process and your ego will probably end in tatters. Hang in there, it's worth it. Also invest money into a designer who will typeset the book and design an attractive, professional cover. Do this regardless of whether you are publishing an ebook or a print (vanity) book. For print books, think about the paper and binding in terms of quality, functionality and image.

None of these aspects (editing, typesetting, cover design, printing) needs to be hugely expensive, but they do require an investment. There are many low-cost designers of ebooks on the web. Trading *Feldenkrais* sessions is one way to reduce fees for editing and design, or hire a talented design student.

Writing a book, using a publisher.

Process: You get an idea for a book. You go to the library and read everything you can about getting published, how to write and how to edit. You then work on getting an agent and pitch your idea to publishers.

You get rejected several times. You don't give up. You keep communicating with publishers and/or agents until you find one who is interested in your idea. You work with them on squeezing your idea into their marketing agenda. You get some money (an advance on royalties) while you write the book. You write the book. Your editor rips it to shreds several times. You finish the book months later. The publisher designs the cover. You hate the design. You travel around doing book signings and speaking tours. You make a small amount of money on royalties.

Pros: You remain the creator of the book and have the option of not worrying about the marketing end of things.

Cons: You have to relinquish control over several aspects of the book, up to and including your original idea of what the book is about. You have to invest time and possibly money marketing the book because publishers only actively market 3 out of every 20 books.

Writing a book, self-publishing

Process: You do everything the same way as if you were using a publisher, but you get rejected so many times you give up. Or you begin to work with a publisher but you decide

you don't want to compromise on your ideas or the cover design. You decide to do it all yourself.

You now have three choices: print boxes of books in the hope of selling them; publish an "ebook;" or contract with a Print-On-Demand (POD) publisher.

If you go the print route, you will have to pay for editing, typesetting, design, and printing before you sell a single copy.

If you do an ebook, you can either contract with an e-publisher or sell the book from your own website. If you contract with an e-publisher, they will sell it for you and you will make 30-70% of the retail sales as royalties. If you have your own site, you will have the cost of creating, marketing and maintaining your site, but you will have 100% of the net profit.

If you work with a print-on-demand publisher, the POD site will take orders for you, give you a percentage of profit, and print single copies of your book as the orders come in. You will still be responsible for marketing the book.

Regardless of what route you take with self-publishing, you will get no money to subsidize the time it takes to write the book. You will be your own marketing team, your own publicist, and your own secretary. You will have to be extraordinarily motivated and organized.

Most books are not commercial successes even with the expertise of a publisher on their side. You will be lucky if you sell enough copies to break even. Furthermore, you will spend most of your time marketing, traveling, speaking at bookstores, doing radio interviews, writing and submitting articles, and you won't have any time left to be a *Feldenkrais* practitioner.

My opinion? You need to be on a mission from God to self-publish a book. Unless God is on your side (and you know you have a book that enough people want to read), you stand to lose a lot of money and be very unhappy.

Here's an overview of the process of making audio and video projects, for both deluxe and scaled-down versions.

Video and Audio Projects, Using A Good Writer-Producer

Process: you get an idea, interview writer-producers, and hire one. We'll assume that you get a good one. This is not always the case. The producer writes the script with you as technical assistant. (You can also hire a separate script-writer and producer.) After the script is complete, the producer then hires subcontractors: a director, talent (actors or voice talent), camera crew or audio studio. The producer's job is to help you create a vision for the project and help you tell your story.

The producer is present for all recording and makes sure it is what you want. The producer watches/listens to final cuts with you and handles corrections, gives creative input, etc. The producer helps you find channels of distribution and takes care of the first run of duplication. The producer will also consult with you on packaging ideas and help you find a designer. Common practice is that producers to get a percentage of each tape sold, but you should only do this if they are really taking care of distribution for you.

Pros: A producer takes your technical idea and breathes life into it. He makes it a story that is interesting and accessible. A producer helps you look and sound natural on tape. A producer knows the best local talent (actors, voice talent) and can often get discounts on their fees, which can save you money. A producer also coordinates the entire process so you are free to do the creative end of it and keep marketing.

Cons: Producers are expensive and usually egotistical. They take a standard markup of about 30% on each subcontractor they hire (director, camera, talent, printing, packaging, etc.) You pay them for knowing who to call and making a few phone calls to coordinate the process. Those become very expensive phone calls for you. Producers are also hard to judge, as many of them overstate their own abilities. Be sure you get lots of referrals and go with your gut. Get a firm quote from the producer on the final price of the project and make him stick to it.

The scaled-down model: Be Your Own General Contractor

Process looks like this: You do many informational interviews with different kinds of producers, camera operators, directors, and sound studios. You read books about the process of producing a video or audiotape. You get a very clear picture of exactly what the process is before you sign on the dotted line with anyone. Once you have researched all the providers in your area, talked to their references, and made your choice, then the work begins.

For a video, always hire a script writer. The script is your blueprint. You would not build your house based on an amateur blueprint, and your video is no different.

For audio, use your best ATM voice and you'll be fine. Do an ATM before recording to relax

your chest and throat so your voice doesn't sound high and squeaky. Consult with the sound engineer if you have questions about what effects or introductions are needed; a good engineer will replace your need for a producer.

Pros: Cheap. You'll save lots of money this way and you will have 100% control over the outcome. If you do your homework, find good subcontractors and listen to their advice, you will have a great product. You will be creative director and everyone will have to do what you say, even if they disagree. (Hint: don't ignore their advice. You chose those guys because they're professionals, so go with your gut but do seriously consider their input.)

Cons: Takes a lot of time. Be prepared to spend a lot of time finding all the qualified subcontractors that a good producer already knows. You will likely spend over a year in the preparation phase, and another several months in the production phase.

Summary: Do your homework. You will have a good product whether you hire a good producer or produce it yourself, but only if you do your homework.

This chapter covers what to do when things are going too well, and what to do when things are awful.

Sensible & Sustainable Growth

You've done all the worksheets in this book, sanded down your parasitic movements, marketed your buns off, taught zillions of ATM classes, done tons of FI's, sold hundreds of copies of your masterwork. Your practice is full, you have plenty of money, you're totally burned out and you want to work as a janitor. What do you do now?

Do not let the quality of your work suffer because you are so tired or stressed, you lose your attentiveness. You can be successful and still be in neutral.

When I was practicing FI before I graduated from my training, I was exhausted after doing 2 FI's in one day. Now, I am tired if I do more than 5 in one day. At one point, I was doing 5 or 6 FI's per day, 5 days a week. I dreaded going to work. I actually resented my clients for showing up.

I soon realized that the EFFORTLESS number for me was 4 FI's per day. Two in the morning before noon, and two in the late afternoon. I need at least a three-hour break in the middle of the day, or I get tired and cranky and I give insensitive FI's.

Unlike me, Gaby Yaron could do FI's 12 hours a day without tiring. Your sustainable pace might be like hers, or it might be more like one or two FI's a day. As your practice develops, ask yourself the following questions: How much sleep do you need? How much time for reading and study groups do you need? What schedule will enable you to feel open, receptive, alert and interested in your clients/students? Only you can answer these questions.

TRUST that you can take care of yourself, and that your clients will adjust to your needs. They want to see you, and they will find a way to do it.

Troubleshooting

What to do when your worst nightmare actually happens:

When no one shows up for a class you scheduled: soothe your child-self and feel your feelings. When you're done being upset, refer to your tracking worksheet and try to figure out where you went wrong with your marketing.

When you schedule a class/workshop and not enough people sign up for you to make any money on it: see the [Cost/benefit analysis section, p. 93](#).

When someone says they hurt themselves during a class: Don't panic. You can prevent this by noticing when a person may overdo and whisper in their ear if necessary. If he still hurts himself, listen to him attentively, don't blame him, and

tell him to call you for a free FI if he doesn't feel better in a few days. Gently point out the need to do less during ATMs.

When you are attracted to your client: This isn't necessarily a problem. Just don't tell him/her and DO NOT do anything about it. If it interferes with your work, you MUST refer him/her to someone else. If the feeling is mutual, YOU MUST stop working with your client before you date. Period. Read the Educated Heart for more information.

When your client is attracted to you: this happens frequently, for many reasons. Beef up your boundaries, DO NOT FLIRT OR DATE, and if you feel uncomfortable, tell your client that you're uncomfortable. He/she can either contain himself or you can refer him/her to another practitioner.

When a male client gets an erection: Put him on his side. Don't talk about it unless you have to.

When you are flummoxed about what to do in FI: sit and breathe. breathe. breathe. Look at them and let your eyes de-focus. Tell your client you don't know what to do and you're waiting for inspiration. (I do this during almost every FI.) Wait. If an idea doesn't come fast enough, roll their head or pick up a limb. Remember the theme of your lesson and do something related to that. Keep breathing and observing them. And if you totally botch the lesson, note what happened. Call your mentor, process it, then go get another client to practice with.

When you are honest with someone about how many lessons she needs and she decides not to come anymore: don't do that again. With the next person, just say that a few lessons is better than nothing, and that you will both know when she is done with this series.

The Uses of Failure

Failure doesn't have to be crippling. It can, indeed, be your best teacher. Walt Disney went bankrupt several times before he built Disneyland and you can bet he learned a lot with each bankruptcy.

Sometimes, failure is exactly what you need. At one point, I was tired and burned out. I had planned a workshop several weeks before, so I felt obligated to give it. When only 4 people signed up, (a "failure,") I cancelled the workshop. I didn't need the money or the marketing contacts, and I really needed the rest.

Sometimes you need to fail in order to learn. A gardener wanted an FI for her neck after taking my Effortless Gardening workshop. I wanted to give her a great lesson, but I did too much. She felt great right after the lesson, but while she was still in my office, her neck was starting to tighten up again. She called me a few days later and said her neck was in terrible spasm for two or three days. She cancelled her next lesson via voice-mail, saying, "I can't afford to experiment." I was mortified.

It only took me once to learn not to do too much with a client.

Even with such an unhappy termination of our relationship, it was not too late to turn failure into success. I got over being mortified, I called her back and I listened to her story. I explained that I had made a mistake, I had done too much with her and that if she ever felt like trying it again, I would be willing to take a different approach. She never did come back to see me, but at least we were able to end our relationship on a more or less positive note.

Other ways of resolving the issue to the clients' satisfaction would have been: giving a free session, returning her money, giving her half-off the next session, or most importantly, asking her what she would need to feel resolved about the situation. People don't always have an answer to that, but they appreciate being asked.

Hidden benefits to failed projects and false starts

Even if you advertise a workshop or class that never happens, you still can get exposure and some income. For example, I never taught the skiing workshop because I decided I didn't want to become an expert in skiing, but I did get one loyal FI client out of it.

When one of your projects fail, brainstorm what possible good outcomes there are, and then move on to the next one.

When it is all too hard: The uses of wailing

Sometimes, life is so hard. When life feels unbearably bad, your best option at this point is to wail your heart out.

I really mean it. Find a place (like your car, or the basement, or the middle of the woods) where no one can hear you, and turn on the siren. Wail all the way from your guts, the soles of your feet and your pelvic floor. Not only does it help you think clearly afterward, it feels good. Alive. Expressing grief and anger or throwing a temper tantrum is healing like nothing else.

When you're done wailing, think up some smart adult solutions to your problem and put them into action.

Final Thoughts

There are as many ways to have a successful practice as there are to do FI. Through experience, you will find what works for you. The hard part is “active patience” and planting all those seeds in anticipation of the harvest.

Create or find a support network. You can do this alone but it’s a lot better, faster and more fun with friends. Get a mentor for the *Feldenkrais* part of your practice, and get a business counselor or support group for the business side of your practice. *Wishcraft* has two excellent solutions to what Sher calls “pathological individualism:” success teams and the buddy system. A group that keeps you on task is invaluable. You can even have a friend call you every day to get you in action.

Lastly, never, ever doubt that YOU have something to offer people. Even if they don’t look turned on before or after a lesson, or if they never come back, or if they walk away uninterested after talking with you, DON’T DOUBT THE WORK. Keep examining the parasitic movement in all areas of your self image, and keep reminding yourself about why you want to share this work with others. Continue to study it and read Moshe’s writings for inspiration. And remember, no matter how scared you are, *you have a lot to offer*.

Appendix 1

More Than 101 Marketing Ideas You Can Use Today!

Martial Arts (all the different kinds, with sub-groups of each main form)

Aikido
Kung Fu
Karate
Judo
etc. etc. etc., much too numerous to list.

Performing Artists

Musicians (each different instrument is a specialty)
Singers
Actors

Dancers

-contact improv
-modern
-ballet
-tap
-jazz
-oriental (belly dancing, Asian dance forms)
-aerial (w/trapezes)

Athletes (kids, high school, university, professional)

-XC ski (skate-ski and diagonal stride)
-downhill ski
-badminton
-Basketball
-baseball
-gymnastics
-ice skating
-snowboarding
-ultimate frisbee
-running
-walking
-soccer
-football
-tennis
-golf
-etc.

Carnival performers

-gymnasts
-clowns
-trapeze artists
-horse riders
-etc.

Horse and Rider

- rider
- horse
- both together

Animals

Artists

- painters
- potters
- sculptors
- technical illustrators
- photographers (all that heavy equipment they carry!)

Workplace injuries and issues

- computer users
- factory workers
- hospital workers
- stress relief
- organizational consulting

Diseases/Conditions

- stroke
- CP
- MS
- developmental delays
- ALS
- chronic pain
- chronic fatigue
- ADD/LD
- etc.

Ages:

- baby boomers
- kids (ages x-x, x-x, x-x)
- teenagers
- seniors

Hobbies:

- gardening
- woodworking
- cooking
- surfing the net
- wine tasting (all those distinctions!)

Trades:

- carpenters
- plumbers
- painters
- electricians
- sheetmetal workers
- etc.

Vision Care:

- eye lessons for computer users, etc.
- work with behavioral optometrists

Exercise

- ATMs for weight lifting
- instruction on using exercise machines
- personal training from Feldie perspective
- ATMs for Pilates

Alternative/Complementary Medicine

- university class: teach an “Intro to *Feldenkrais*” class for the MD’s-in-training
- hospital programs: complementary medicine referral network or clinic

Fairs/Expos

- health fairs
- women’s Expos
- psychic fairs

Subject areas:

- knees
- shoulders
- “posture”
- wheelchair users (more functional positioning, etc.)
- breathing (asthma is getting to be a big problem)
- carpal tunnel/RSI
- osteoporosis (Ruthy’s Bones for Life and related ideas)
- stress relief
- baby development: for new parents (do the developmental ATMs so they get what their baby is up to, and rekindle their own curiosity/organic learning)
- pelvic power for women (pre-, post-partum, incontinence)
- incontinence issues for men & women
- sexuality (be careful, but this could be great: read the Potent Self)
- “relaxation”! (We don’t normally use this word, but people can relate to it. It’s not bad to use their language to get their attention and then educate them.)
- gardening
- shoveling snow
- shearing sheep

Babies and Parents

- teach parents child development from experiencing developmental ATMs

Collaboration/Referrals:

Alternative Medicine Doctor-types

Acupuncturists
Chiropractors
Herbalists
Homeopathic Doctors
Iridologists
Naturopaths
Osteopaths

Athletic/Fitness Workers

Athletic coaches (by sport)
Fitness Consultants

Personal trainers
Pilates Teachers
Weight training coaches

Energy Workers

EMF Balancing Technique Practitioners
Reflexologists
Reiki Practitioners
Zero Balancing
etc. (often combined with Massage or other modalities)

Massage Therapists and Bodyworkers

“Bodywork” practitioners
Deep Tissue Massage
Myofascial Release
Rolfers
St. John’s Neuromuscular Technique
Swedish Massage
Tui Na
etc.

Medical Staff

Occupational Therapists
Orthopedic Surgeons
Pain Clinic Staff
Physical Therapists
Speech Therapists
Sports Medicine Doctors
-offer to help the people they can’t.

Psychologists, Psychotherapists etc.

Psychiatrists
Psychics
Psychologists
Psychotherapists
Sex Therapists

Somatic Educators

Alexander Teachers
Feldenkrais Practitioners
Ortho-Bionomists
Etc.

Support Groups and Associations

The Arthritis Society
Any Support Groups by Disease or Condition

Teachers (Classes/Workshops)

Chi Gong Teachers

Dance Teachers (Asian, Ballet, Ballroom, Belly Dance, Jazz, Modern, Tap, etc.)

Inspirational Speakers

Martial Arts Teachers (Aikido, Judo, Karate, Kung-Fu, Shaolin Kung-Fu, Tai Boxing, etc.)

Meditation Teachers

Personal Growth Teachers

Tai Chi Teachers

Yoga Teachers

And the most important one of all

Ask your clients!!!

-ask at the Introductory workshop

-ask after teaching an ATM class, series of classes, or a workshop

-ask after doing one FI or a series of FI's.

What do your clients want? No matter what it is, you can help them learn about it using the *Feldenkrais Method*.

Appendix 2

RESOURCES

FGNA & FEFNA

As a member of FGNA, you are entitled to many tangible and intangible benefits, such as:

- Distribution of material about the *Feldenkrais Method* to members of the public (250-500 per month!);
- Referrals to local practitioners through the 800 number and website;
- Directory of Guild Member Practitioners, so you can refer to your colleagues and network;
- The Annual Conference, for professional development, camaraderie and discussion of issues;
- Mailing lists of prax (snail and e-mail) for marketing purposes;
- Insurance (liability, disability, health);
- Access to FEFNA's virtual library, a collection of writings about *Feldenkrais*;
- Low-cost and accessible resources through the FEFNA Catalog;
- Writings by, for and about *Feldenkrais* Practitioners through InTouch, SenseAbility and *Feldenkrais* Journal
- Service Marks, which protect the investment you made in your Training and give you credibility
- Protection for *Feldenkrais* Practitioners against being included in massage licensing laws;
- Guidance and vision for the North American *Feldenkrais* community through regional and national elected representatives;
- Public Relations efforts to promote *Feldenkrais* in general;
- Access to Amherst Training videos, Moshe-doing-FI videos, etc. through the IFF library;

BOOKS: BUSINESS

Covey, Stephen, [The Seven Habits of Highly Successful People](#). Despite a cumbersome writing style, this book contains great information about service, communication, time management, and conflict resolution.

Gerber, Michael E., [The E-Myth Revisited](#). This excellent but potentially annoying book touts the importance of systems and repeatability of results, something us *Feldenkrais* "there-are-so-many-options" folk should consider.

Jay Levinson, [Guerrilla Marketing, 3rd Edition](#) and the rest of the guerrilla marketing series. You know these ideas are essential - what are you waiting for? Go read whatever guerrilla book you can get your hands on.

and while you're at it, read the many other intro-to-business-management or intro-to-marketing books at the library. You can never learn enough about marketing and business.

Sher, Barbara, [Wishcraft](#). This is a must-read. An essential book to have on building a

business and realizing your dreams. Very nuts-and-bolts. Deals with everything you can imagine, including fear, getting support, not knowing what to do, whining, wanting to quit, and actually getting stuff done.

BOOKS: FELDENKRAIS, FUNDAMENTALS, AND A LITTLE FOO-FOO FOR FUN

Bradshaw, John. Anything by him. (Don't worry if your family wasn't alcoholic. Most cultures are.)

Cameron, Julie, The Artist's Way. I was pleasantly surprised to realize this book is not about becoming "an artist;" it's more about becoming human. Highly recommended.

Feldenkrais, Moshe, The Potent Self. and everything else. If it's been a while since you read this book, read it again. He is so right on.

McIntosh, Nina, The Educated Heart. A must-read, even if you think you have pretty decent professional boundaries and interpersonal skills. (Available through the FEFNA catalog; call 800-775-2118 in the US or 1-503-221-6612 outside US.)

Myss, Caroline, Energy Anatomy (audiotapes and book), Why People Don't Heal and How They Can, Anatomy of the Spirit. Original thinking about the truths inherent in all religions, how to manage your "personal power" and the ways that beliefs influence health/success/etc. Great for learning how to develop personal boundaries, as well as more limitlessness stuff. Quite a new way of seeing the world.

Norwood, Robin, Women Who Love Too Much. Easy-to-ready primer on developing better boundaries.

Shafarman, Steven, Awareness Heals. Good food for thought on visioning.

Walsh, Neale Donald, Conversations with God, book 1. An excellent primer on limitlessness, along with loads of practical information on how to get your inner and outer life in shape.

BUSINESS COUNSELING

Search out your local small business development center, which may be a non-profit group or an adjunct to the University Business School.

Look also in the Yellow Pages under "Small Business" and "Community Development" organizations.

In the US, RSVP (Retired Senior Volunteer Program) is an organization of retired executives that provide free business counseling.

And there is always your local business banker. They can be good sources of referrals and resources.

INTERNET SITES OF INTEREST:

Business

<http://www.biz.howstuffworks.com> (great site for general business info of all kinds)
<http://www.sbaonline.sba.gov> (the government's small business source, great general site)

Public Relations

<http://www.pressreleasewriting.com> (excellent tutorial on how to write a PR)
<http://www.prweb.com> (free press release listing)

OPPORTUNITIES TO CONTACT YOURSELF DEEPLY

Meetings/Groups:

12-Step groups are usually very good, but it depends on the group. Pick your addiction and show up. Test a few groups for where you feel most at home. Spenders and Debtors Anonymous, Business Owners Anonymous, Al-Anon, and that old standby, AA. There is a lot of wisdom contained in the people who attend. Just make sure you go several times before you decide if it is for you. You can find them in the phone book under "Al-Anon", etc. These groups are very much in tune with our "go gently, slowly" ideas. These groups do have a spiritual basis but you get to choose your definition of "higher power."

Landmark Education Corp. (the Landmark Forum) is a very intense and concentrated way to explore your blind spots. Not for people with shaky boundaries, this is guaranteed to blow your mind if you tolerate their unique use of language. The classes help you find out "what you don't know you don't know," much like *Feldenkrais*. I especially recommend the Communication: Access to Power class (it gets to the core of your blind spot in a very powerful way). They also offer much practical training and information for business owners/managers.

Landmark is not spiritually-based, but people there are very fervent about how great it is. Landmark has earned suspicion from cult-watchers because they offer intense, long hours of classes and give a hard sell. This is all true, but I don't believe Landmark is a cult. My biggest complaint about Landmark is that they don't really believe in resting.

Regardless of their controversial methods, Landmark does produce some incredible results in short periods of time. Look them up on the web at landmark-education.com.

The Hoffman Quadrinity Process is another intense, long-hours way to explore yourself. I haven't experienced it but it sounds thorough. It deals with your issues with your parents (crucial) and works with embodiment, spirituality, emotion, and mind. The Hoffman process seems a bit more grounded than Landmark and more like therapy than Landmark is. The Hoffman people seem better at recognizing the "high" you get from the intense work and warn you not to make any big decisions for at least 6 months after the 10-day Process.

Re-Evaluation Counseling (Co-counseling) is something I have not experienced, but people say it's great. Look them up on the web, www.rc.org. Some interesting thoughts about learning and the capacity to respond anew to the environment. The only thing that gives me pause is, if two people say they need counseling, what are they doing counseling each other? Isn't that a recipe for projection, transference and counter-transference? Apparently, the founder dealt with that. Try it, you might feel drawn in that direction.

Focusing (read the book of the same name by Eugene T. Gendlin) is another good way to track through your blind spots. After I read this book, I realized I do this intuitively. It works. Summary: listen to your body for clues of why you feel upset, then transform that nebulous feeling into a conscious insight and action. If you read the book and find it useful, there are resources in the book that point you toward people in your area to Focus with. More information is available at <http://www.focusing.org>.

Tom Brown’s Tracker School and Jon Young’s Wilderness Awareness School:

Tom Brown apprenticed with an Apache Scout and Medicine Man for many years. He offers intensive week-long classes in Wilderness Survival, Tracking, and the Philosophy unique to his mentor, Stalking Wolf. Set in the unlikely location of New Jersey, these classes bring you to what is truly human: survival, and the unique human adaptations to survive comfortably in our natural environment. (Learn more at <http://www.trackerschool.com>, or call 908/479-4681.)

Wilderness Awareness School and the Kamana Program

Jon Young was Tom Brown’s first apprentice and the only person Tom taught one-on-one, as Stalking Wolf taught Tom Brown. Jon has created a school on the other coast of the US (Duvall, WA) and offers a low-cost self-study program for people to learn about their natural environment called the Kamana Program. You can learn the same information that the Tracker School offers by doing the Kamana and related programs in your own time and in your own place.

I recommend taking both Tom Brown’s classes and the Kamana program. There is nothing like the shared experience and community of Tom Brown’s classes, but the real learning happens every day in your own place. (Learn more about Wilderness Awareness School at <http://www.natureoutlet.com> or call (425) 788-1301.)

MISCELLANEOUS RESOURCES

Your Felden-Colleagues

Don’t overlook the value of study groups, moral support, being a “success team” with each other, sharing office space, group ads or a common telephone number.

Networking/Business Groups

Women’s Business Groups and “Success teams” as conceptualized by Barbara Sher (look in the Yellow Pages, ask your business banker or counselor, your local women’s center, etc.)

Networking groups can be found through the local chamber of commerce, in the Yellow Pages, through your business center, etc.

Family & Friends

Never underestimate the power of one or two dedicated friends or family members. These people can literally get you up in the morning and keep you going when all you want to do is quit. And they are there to help you celebrate when you succeed!

Toastmasters

(meetings listed in the newspaper calendar section)

Chamber of Commerce

(in Yellow Pages)

Charitable Organizations: Rotary, Lions, etc.

(in Yellow Pages).

Biz Buzz: Miriam Levenson's business e-newsletter for Feldies

Sign up by sending an e-mail referencing "Biz Buzz" to miriam@effortlessgardening.com.

How to Reach Miriam

For: a shoulder to cry on, e-mail: miriam@effortlessgardening.com or call toll-free in US: 866-394-2733 leave a message and I'll return your call; or Direct-dial from US: 011-329-272-8082 (6 hours ahead of E. Coast). Direct-dial from elsewhere: ++329-272-8082.

Blessings for an abundant practice!

Appendix 3

Awareness Through Movement Student Information Sheet

Today's date:

Name, Address (including ZIP code), Telephone Number(s):

Occupation and/or primary avocation

Reason for taking Awareness Through Movement lessons:

How did you hear about the *Feldenkrais Method* and (PRACTITIONER'S NAME)?

Please list any injuries, surgeries or traumas you have experienced, even if they are very old.

Do you have any medical conditions? (Please list.)

What are you currently unable to do effortlessly, or can't do at all? (This can be anything, or several things. Also list activities you are theoretically able to do, and want to do, but aren't.)

Functional Integration Client Information Sheet

Today's date:

Name, Address (including ZIP code), Telephone Number(s):

Occupation and/or primary avocation

Reason for seeking Functional Integration lessons:

How did you hear about the *Feldenkrais Method* and/or (PRACTITIONER'S NAME HERE)

Please list any injuries, surgeries or traumas you have experienced, even if they are very old.

Do you have any medical condition(s)? (Please list.)

What are you currently unable to do effortlessly, or can't do at all? (This can be anything, or several things. Also list activities you are theoretically able to do, and want to do, but aren't doing currently.)

Your Experience with (PRACTITIONER'S NAME HERE)

Name & age:

Occupation and/or primary avocation:

Please describe the reason(s) you sought *Feldenkrais* work:

What were the things you liked most about your experience with PRACTITIONER'S NAME HERE and/or *Feldenkrais* work?

In which specific ways did your situation improve after you did *Feldenkrais* work?

What activities are you able to do now, or do with more ease?

May I use this information for promotional purposes (only including your comments, name and occupation)? Please be specific if you would like me to exclude any information.

Are there any ways PRACTITIONER'S NAME HERE can improve?

THANK YOU! It's been a pleasure working with you.

Appendix 4

Outline of Business Plan

A thorough business plan is the key to having a successful practice or product. If you completed all of the worksheets in the book, the first draft of your business plan is already close to complete. Your business plan is a living document. Revisit the worksheets periodically and continually evaluate the costs and efficacy of your marketing endeavors and other expenses. Drop anything that is not giving you enough of a return: if you don't, your financial neutral could be in danger.

If you would like to get a loan from a banker or investor, first answer all these questions to the best of your ability. Write persuasively: convince them you are a good risk and thoroughly research any possible pitfalls. Then consult with some books or people to thoroughly think out the financial section of your business plan and make yourself look profitable on paper. Bankers are extremely conservative, and will only lend money to people they are sure can pay it back.

brief description of what *Feldenkrais* is

This section gets you practicing how to talk about FM
[“Talking about the FM,” p. 38](#)

what is your product/service?

This section makes you describe FM in layman's terms, think about what are “features,” not benefits, of what you are selling

-ATM, FI, video/audio, books, consulting to businesses, etc.
[“Features vs. Benefits,” p. 35](#)

what makes you think this is a viable venture?

This section proves that *Feldenkrais* is a viable and needed service, and makes you aware of how you fit in to the bigger picture

What is happening with your target market and with the world in general that makes it obvious that your services as a Feldy, and/or your product, is needed? Talk about the present status of alternative health care practitioners in general (I know you're a somatic educator, but that is meaningless to most people. They think you're in health care, so breathe and go with this for now.)

Trends in general;

-economics

-aging population

-more sedentary population

-people are having more injuries from RSI, back pain (responsible for huge numbers of lost work days), headaches, chronic fatigue, fibromyalgia, arthritis, etc.

-statistics on pain and its effect on people's ability to work or do activities of daily life

- trends impacting health care
- data sources: articles in newspapers, media, medical journals, trade sources

Trends with your target group;

- what is going on with your target group?
- how does this reflect or differ from the general population?

Research

- where did you get this information?

See [App. 2](#) for an example of what this section could contain.

market:

Here, you define and research your target market

[Page 14, your Target Market Worksheet](#), contains all this information.

competition

Show here that you know who else wants your clients' dollars

[Page 77](#), your local competition list, and the research you have done on your competition all belongs in this section.

marketing strategy:

Show how you will distinguish yourself and your product, and how people will find out about you.

- how are you going to set yourself apart from everyone else?

[Page 70, your 7-sentence marketing strategy](#), belongs here.

location

Think deeply about the location of your business

[Page 22, your Location Worksheet](#), belongs here.

- in a neighborhood that is convenient for your target market?
- does your target market mind driving to see you?
- in a building that matches your target market?
- handicapped accessible (if you want to work w/people w/disabilities/ wheelchair users)
- facilities: storage? paperwork: home or office?
- having a telephone at your office:
 - cost vs. benefits
- decoration: what will make your target client comfortable? uncomfortable?
- linkages: traffic, accessibility, convenience, parking, competitors, market

business objectives

- Shows by when will you plan to make enough money to be in financial neutral
- annual profit targets
 - annual sales growth
 - 3-year plan
 - based on the financial stuff listed below

technical considerations

This is helpful for differentiating *Feldenkrais* in conversation & ads

- process/technology
- compare and contrast *Feldenkrais* with yoga, chiropractic, massage, etc.
- trends

proprietary information

Maybe those service marks are worth fighting for after all!

- service marks

The registered service marks provide two valuable services: one, they lend credibility to our profession in the eyes of the government and banks; and two, they ensure a certain level of conformity in the education and certification of *Feldenkrais* practitioners so all consumers know that if a person is calling themself a *Feldenkrais* teacher, that means he/she has completed the full four-year *Feldenkrais* training program.

personnel/management

Assess your and your (potential) partner(s)' business skills.

- your resume & credentials: what makes you special? what are your strengths & weaknesses? (self-assessment)
- will you be in partnership with other practitioners? (what makes them good partners?)
- who does your partner attract?
- what are your partner's strengths & weaknesses? do you complement each other?
- how good is your partner at conflict resolution? risk-taking? financial management?

What makes you good at running a small business?

- describe what you have learned about running a business: courses you have taken, counseling you have received, books you have read and implemented.

Also incorporate information from [Page 9, Self-assessment](#); and [Page 38: How to establish your own credibility](#).

potential risks & problems

Business is risky. If you know possible pitfalls, you will be able to better avoid them in the future.

See [p. 38, Credibility](#).

Potential problems as a business manager:

- describe also your weaknesses in this area and how you intend to compensate for them (more learning? support groups? teaming up with others more knowledgeable?)

What if your marketing strategy doesn't work?

- what potential pitfalls are out there for people in similar situations? (Identify these by interviewing your competition/collaboration list.)
- how will you evaluate your marketing strategy, when will you decide it isn't working, and what will you do about it?
- potential solutions could be: noting where you are not carrying out the actions described in your marketing strategy and implementing them; jettisoning the actions that are not creating a return on your investment; further study of marketing techniques and ideas through books, classes and one-on-one business counseling; implementing new ideas and tracking them in the same way.

What are the weaknesses of your product and how will you compensate for them?

- don't have any weaknesses in your product! Take the time needed in the production phase to get the absolutely best final product for the least amount of money possible.
- the production values should be good enough to not hinder the communication of the content, but the bells and whistles are less important than the clear and explicit expression of the content's message.

financial projections:

cash flow

Paying bills comes from cash flow. If you plan your cash flow well, you will never have trouble paying your bills and your credit will look great.

when to offer classes, how to schedule time off, slow times of year?

See [p. 102, Cash flow worksheets](#)

Pricing:

How much to charge

See [p. 92, Pricing](#)

Balance sheet

This is essential if you want a loan

To fill this in, see [p. 83, Money Fog-Factor Worksheet](#) and [p. 90, Debt/Savings Worksheet](#)

PERSONAL FINANCIAL STATEMENT

Name, Date

APPLICANT:

Name	SSN	DOB	Ph.
Address			

Annual Income year-to-date	Salary \$	Interest \$
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Expenses:	Rent/month
	Credit pymt/month

No contingent liabilities
 Never bankrupt, never defendant in any legal suit, no assets pledged/restricted.
 No dependents.

STATEMENT OF ASSETS AND LIABILITES AS OF date

Cash and cash accounts	\$	Notes payable - bank, secured
\$		
Vested interest -deferred compensation plans	\$	Unsecured
\$		
Automobiles	\$	
Other personal property	\$	
Other assets:		
[personal goods]	\$	
	\$	TOTAL LIABILITIES [all the
money you owe anyone]		
Accounts Receivable [money people owe you]	\$	NET WORTH
[assets - liabilities]		
TOTAL ASSETS	\$	TOTAL LIAB & NET WORTH
[liabilities + net worth]		

LIST OF ASSETS

Checking	\$	[name on acct.]
Savings	\$	
Business Checking	\$	
Business Savings	\$	
Joint Account	\$	
RETIREMENT PLANS	SEP-IRA	\$

LOANS:		Credit Limit	Current Balance
Lender:	Line of credit, secured	\$	\$
Lender:	Loan, secured	\$	\$
Lender: [Credit cards]	Line of credit, unsecured	\$	\$

All payments current.

Personal/business budget
Use this to work backwards into break-even analysis

[P. 85 and 87, Personal and Business Budgets](#)

break-even analysis
Essential.

[P. 85, break-even analysis.](#)

Appendix 5

Effortless Action, LLC Mission and Values Statements: One Model for Ethical Business

Preface

Effortless Action, LLC exists for greater rewards than physical or egocentric gratification. For this reason, this document references “God” in many places. As “God” means different things to different people, please substitute any appropriate terminology that works for you as you read: “Spirit,” “The Universe,” “Higher Power,” “The Creator,” “Greater Power,” “Force of Love,” “The Ground of All Being,” or many others. We chose the word “God” because it’s short and tidy. How can any word encompass the Unknowable?

Mission Statement

Effortless Action, LLC exists to serve God by making life on Earth easier. Effortless Action will accomplish this by:

1. Sharing Miriam Levenson’s message: “dwelling fully in the physical and fully in the spirit is the way to happiness.”
2. Sharing and using the teaching of Moshe Feldenkrais in development and dissemination of this message and related products.

Values Statement

All activities and profits from Effortless Action, LLC benefit God’s green earth: **plants, animals, two-leggeds and four-leggeds, swimmers, slitherers, walkers, and fliers.**

We are a company based on one simple notion: to bring more love into the world. How do we do that?

FAMILY

We place family harmony first. Our work reflects the foundation we have in our families, and improves our family life over time.

PARTNERSHIPS

We expect nothing less than the highest benefit for all concerned. Thus, we only enter into contracts where all parties are completely satisfied. We commit to doing everything reasonable and possible to achieve this.

We bring the highest level of light possible to all our actions.

We communicate at the highest level, for the greatest good.

We know that the whole is greater than the sum of its parts: no one member of the company is more valuable than another.

We share in abundant compensation for all.

We move in the direction of our avowed and unavowed dreams.

We continually call one another to bring forth our skills and talents. This means both high expectations and high productivity.

We join in love, shared purpose, challenge, communion, celebration, safety and joy.

We do business with companies that treat their employees and customers with love and

respect.

Whenever possible, we partner with companies who seek to better the planet through their activities.

We cultivate mutual respect in all dealings, inside and outside the company.

The Feldenkrais Method®

We value the integrity of the *Feldenkrais Method*® of Movement Education.

We use the wisdom of Dr. Moshe *Feldenkrais* as a foundational philosophy of the company. This includes creating respectful, tolerant environments for learning and working, taking frequent breaks to integrate new ideas/experiences, eliminating parasitic activities, shaping our actions toward maturity, knowing what we are doing, clarifying our intention, expecting constant improvement, and achieving non-linear growth.

Effortless Action In Action

We require that our work is either fun or rewarding or both. When our work is habitually neither fun nor rewarding, we must change it or find other employment.

We value a peaceful working environment. We plan, organize, and structure our day with peace in mind.

We complete our work with love, satisfaction, peace and immense reward.

We celebrate the miracles that frequently occur as a result of our work and faith.

Spiritual Authority

We envision the future regardless of physical limitations.

We know that God's will runs this organization. As such, we spend time consulting with the Boss!

We encourage meditation, prayer, and consultation with higher guidance according to the comfort level of each individual. These activities enable us to produce extraordinary results in the physical world.

We trust and follow our interests and our intuitions in balance with sound business practices.

In all our actions, we give back to God what came from God.