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This series is for those interested in developing a career in business analysis. Each book within the series will help practitioners develop the knowledge, skills, competencies, and capabilities needed to master the typical business analysis career path. These instructional texts are designed for use in professional training, continuing education courses, and self-learning.

*Successful Business Analysis Consulting:
Strategies and Tips for Going It Alone*
by Karl Wiegers

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by Jamie Champagne

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by Gina Schmidt

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of Requirements, Project Scope, and Agile Project Results*
by Kevin Aguanno and Ori Schibi

READ THE REVIEWS

“Oh, how I wish I had the resources in this book when I struck out to form my own company. This book is a treasure. But don’t think you need to have your own consultancy to gain insights from this valuable work; many chapters are beneficial even when one is working inside an organization, especially at the senior levels. Whether you are an independent business analyst, project manager, or other type of IT consultant, Karl’s book is for you.”

—**Kathleen B. (Kitty) Hass**,
Co-founder of Business Analysis Leadership Consortium,
Principal Consultant, Kathleen Hass and Associates

“I’ve looked to Karl Wiegers for business guidance for many years and I’m thrilled to see him share these ideas in this interesting, practical, and to-the-point book. I’m not an independent consultant, but this book’s breadth of topics reaches well beyond that audience. Whether you are a consultant, business owner, aspiring leader inside a professional services organization, or budding author, you will find value here.”

—**Joy Beatty**, CBAP, PMI-PBA,
Vice President of R&D at Seilevel

“Successful Business Analysis Consulting provides fantastic practical guidance and insights. Although I have been consulting for many years, I found it loaded with relevant advice that helped validate my own practices. This book truly is the next best thing short of calling up Karl Wiegers personally for career advice as a consultant. You will find this book highly valuable, whether you are a seasoned consultant or just starting to think about taking the plunge into running your own consulting practice.”

—**Laura Paton**, CBAP, PMP, PMI-PBA,
Founder of BA Academy, Inc.

“Successful Business Analysis Consulting is full of powerful advice. Even now, 20 years after first going independent, I learned a few things from this valuable resource. If you are a newly independent consultant or are contemplating it, this book has the advice you need to succeed.”

—**Mike Cohn**, CST,
Co-founder of the Scrum Alliance and the Agile Alliance,
Owner, Mountain Goat Software

“Simply put, this is the book I wish I’d had available to me when I started consulting. It provides valuable advice on pretty well everything that touches on the consultant’s life. It almost seems unfair: Karl Wiegers lets the reader in on the secrets that took the rest of us a lot of pain to learn. It took me years to figure out how to leverage my work through passive income; Karl devotes a large section to it. If you’re starting out on your own, you couldn’t do yourself a better favor than reading this book.”

—**Howard Podeswa**,
Author of *The Business Analyst’s Handbook*,
Chief Executive Officer, Noble Inc.

“I have been in the IT business for over 50 years now, spending the last 20 or so as an independent consultant. The mark of a successful self-help book is that it prompts the readers to immediately help themselves. I have put a number of the author’s suggestions into practice, some as soon as I read them in the book. *Successful Business Analysis Consulting* proves that there is always a lot more to be learned.”

—**Steve Blais,**

Author of *Business Analysis: Best Practices for Success*,
Solutions Architect, Parkson International

“There are two things that make this book stand out from all the other consulting books I’ve read. First, it easily covers the broadest landscape of issues that you may encounter as a BA consultant with practical, down-to-earth advice to navigate these issues. And second, the action-provoking *Next Steps* at the end of each chapter compel you to behave differently based on that sage advice. Even after consulting for 15 years, I picked up a handful of valuable tips, and I have already applied a few!”

—**Jim Brosseau,**

Principal at Clarrus Consulting Group

“*Successful Business Analysis Consulting* is a singularly lucid and entertaining guide to the full life cycle of working as an indie consultant. No one considering leaving the dark side of corporate employment should make the jump until they have read this book—twice. It will save you unimaginable grief.”

—**Gary K. Evans,**

Agile Coach, Trainer, and Use Case Expert,
Founder & Principal, Evanetics, Inc.

“This book provides a wide range of advice on topics that will help make you a successful speaker, advisor, and consultant. It also captures a collection of lessons learned from the author’s years of experience that you won’t have to learn the hard way. I found two techniques described here to be especially helpful to me: the use of checklists, a simple but very effective way to avoid mistakes; and the collection of business rules or policies.”

—**Dr. Joyce Statz,** Principal Business Analysis
and Process Improvement Consultant,
Statz Consulting

Successful Business Analysis Consulting

Strategies and Tips for
Going It Alone

Karl Wieggers, PhD



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For Chris, who ate countless dinners alone
during all those years when I was a road warrior.

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FOREWORD

One thing I've learned from creating my own training business and helping talented mid-career professionals launch business analysis careers is that there is always more to be, to do, and to have. It is a natural human state to want more from life, to want more from our careers, and to seek an expansion of our work and contributions.

For many of us, this path to more achievement leads us to working on our own, starting a business, and truly making our mark on the world by creating the organization we most want to work in from the ground up. And one way to do this is through consulting.

Consultants can enjoy more freedom, higher salaries, and a bigger impact than those who work within a larger organization. They also get to expand their knowledge by learning from several different companies, not merely one source. Consultants often even have the opportunity to travel the world—and to get paid for it! But they can also end up sacrificing what matters most if they build a practice that doesn't serve them.

When I started down the path to consulting back in 2008, I held a big limiting belief—that to be successful as a consultant, I had to sacrifice my schedule, my personal time, and even where and when I showed up to work. So I pivoted before I even really got started, and instead I went down the path of creating a more flexible, freedom-based online training company. While the success of this company has exceeded my wildest dreams, this pivot was based on a false belief and a lack of knowledge.

If I'd had *Successful Business Analysis Consulting: Strategies and Tips for Going It Alone* then, I might have learned how to build a consulting practice around my talents and strengths, and how to set healthy boundaries with clients. It would have saved me a lot of time and headache in building my online training business too.

Luckily for you, you have this book. You get to peer inside the mind of a successful business analyst consultant in Karl Wieggers as he walks you

through the key decisions he made to start and grow his business. Read it. Learn from it. Apply it.

Karl outlines exactly what you need to do—and what decisions you need to make—to create a thriving consulting practice. He shows you the insider keys to his success, from how to draw in your first client, to the nuts and bolts of running a practice, to handling challenging clients, pricing your services, and even the more advanced ways of marketing yourself and your consulting.

Getting a peek inside successful consulting like this reveals a true gold mine. Enjoy!

Laura Brandenburg, CBAP
Founder and Creator, Bridging the Gap
www.bridging-the-gap.com

ACKNOWLEDGMENTS

Consulting by its nature often is a solitary activity. Unless you're working in an actual consulting company, you rarely have a chance to learn by observing other consultants as they perform their daily work. I'm grateful to the many other consultants who have shared their wisdom with me over the years through discussions or observation. Some of these were people we brought in to help when I worked at Kodak, highly experienced consultants and trainers like Dr. John Alden and Dr. Joyce Statz. Others from whom I learned much were professional peers too numerous to mention. Insights from Larry Constantine, Norm Kerth, and Steve McConnell were especially helpful. If you know me, and if you and I have had such conversations, I thank you!

I'm grateful to the other consultants who generously contributed original chapters to share their wisdom: Adriana Beal, Claudia Dencker, Gary K. Evans, Vicki James, Margaret Meloni, and Jeanette Pigeon. I received many helpful comments from Joy Beatty, Tanya Charbury, Joan Davis, Barbara Hanscome, Richard Hatheway, Linda Lewis, Dr. Scott Meyers, Laura Paton, Betsy Stockdale, Megan Stowe, Stefan Sturm, and especially Gary K. Evans. Joy Beatty also made valuable contributions to the description of professional certifications for business analysts and project managers. Thanks also to Mike Cohn for sharing several of his checklists.

Thanks to Drew Gierman, Vice President of Sales and Publisher, for his insights and guidance, as well as to Steve Buda and the J. Ross Publishing production staff.

A very special, heartfelt thank you goes out to my exceptionally patient wife, Chris. Like the partner of any consultant, she ate a lot of meals by herself and spent hundreds of quiet evenings alone in the house while I was who-knows-where, teaching who-knows-what class. I sent her a postcard from each destination. It always said the same thing: "Having a wonderful

time in <wherever>. Weather is great, sunny and 80s every day. I spend most of my time at the beach. Wish you were here!” The first card came from Peoria, Illinois, one January. It wasn’t sunny and 80s. Chris has quite a collection of postcards now. Without her love, encouragement, and patient support for my crackpot schemes, none of the events that led to this book would have been possible. Thanks a million, hon!

ABOUT THE AUTHOR

Since 1997, Karl Wieggers has been Principal Consultant with Process Impact, a software development consulting and training company in Happy Valley, Oregon. Previously, he spent eighteen years at Eastman Kodak Company, where he held positions as a photographic research scientist, software developer, software manager, and software process and quality improvement leader. Karl received a PhD in organic chemistry from the University of Illinois.



Karl is the author of the books *Software Requirements*, *More About Software Requirements*, *Practical Project Initiation*, *Peer Reviews in Software*, and *Creating a Software Engineering Culture*. He has written some 200 articles on many aspects of software development and management, chemistry, and military history. Karl also is the author of a forensic mystery novel, *The Reconstruction*, and a memoir of life lessons titled *Pearls from Sand: How Small Encounters Lead to Powerful Lessons*. He has served on the Editorial Board for *IEEE Software* magazine and as a contributing editor for *Software Development* magazine.

Several of Karl's publications have won awards, including *Software Development* magazine's Productivity Award (*Creating a Software Engineering Culture* and *Software Requirements*, 1st Edition) and the Society for Technical Communication's Award of Excellence (*Software Requirements*, 3rd Edition).

You can reach Karl through www.processimpact.com or www.karlwieggers.com, provided he isn't playing one of his guitars, out delivering Meals on Wheels, or volunteering at the library.

CONTRIBUTING AUTHOR BIOGRAPHIES

ADRIANA BEAL

Born and raised in Brazil, Adriana Beal (www.adrianabeal.com) has been working in the United States since 2004, helping Fortune 100 companies, innovation companies, and startups build better software that solves the right problem and aligns with business strategy. She has two IT strategy books published in her native country and work published internationally by IEEE and IGI Global. Her educational background includes a B.Sc. in electronic engineering, an MBA in strategic management of information systems, and a specialization in Big Data Analytics.

JOY BEATTY

Joy Beatty is a Vice President at Seilevel, www.seilevel.com. She has provided software requirements training to thousands and is PMI-PBA and CBAP certified. Joy is a contributing author to *The PMI Guide to Business Analysis*. She was part of the core team that developed version 3 of the IIBA's Business Analysis Body of Knowledge, as well as PMI's *Business Analysis for Practitioners: A Practice Guide*. Joy co-authored *Visual Models for Software Requirements* with Anthony Chen and *Software Requirements, 3rd Edition* with Karl Wiegers.

CLAUDIA DENCKER

Claudia Dencker is a software business executive with over 35 years of team, project, and business management experience in the IT/software service

sector. Most recently, she was employed at Stanford University as Director of Special Projects, Business Analysis, and Communications. She is a long-standing member of ASQ and IEEE.

GARY K. EVANS

Gary K. Evans is an independent agile consultant. He has spent two decades helping Fortune 500 companies incorporate agile methods and object-oriented techniques. He is a Certified Scrum Master, an Agile Coach, and a SAFe 4 Program Consultant.

VICKI JAMES

Vicki James is a certified Project Management Professional (PMP), a Certified Business Analysis Professional (CBAP), a certified PMI Professional in Business Analysis (PMI-PBA), and a Certified Scrum Master (CSM). Vicki has consulted with several Seattle-area companies. Most recently, she has found her ideal match as a permanent employee of Capital One and looks forward to a long career at the company.

MARGARET MELONI

Margaret Meloni, MBA, PMP, is the community leader at pmStudent.com, a website devoted to helping you successfully navigate the art and science of project management. Her background in IT project management and PMO leadership enables Margaret to understand the challenges you face in managing projects. A recipient of the UCLA Extension Distinguished Instructors award, her wish is to see her students take on tough projects and emerge as strong and sought-after project managers.

JEANETTE PIGEON

Jeanette Pigeon, President and CEO at aBetterBA IT Solutions, Inc., is a Certified Business Analyst Professional who has worked in government, health care, higher education, and marketing industries and is a business analyst leadership subject matter expert. She can be contacted at abetterba@gmail.com.



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Downloads for *Successful Business Analysis Consulting: Strategies and Tips for Going It Alone* consist of:

- Editable templates for writing consulting, speaking, and licensing agreements
- Sample book proposals and outlines
- An Excel spreadsheet for tracking the status of a book you're writing
- Numerous checklists and forms for helping to plan and manage consulting engagements

Part I

Setting Up Shop

1

THE JOURNEY FROM PRACTITIONER TO CONSULTANT

Practitioners in the fields of business analysis and project management follow a common career path. You begin, of course, as an entry-level novice. As you gradually accumulate knowledge and skills through both work experience and professional development activities, you move to an experienced intermediate, or journeyman, level of proficiency. Ultimately, you might become an advanced, expert-level business analyst (BA) or project manager (PM).

Senior BAs are recognized by their colleagues as experts in numerous analysis techniques. Their peers look to them for advice and assistance. Advanced BAs often are selected by management to spearhead changes in processes or methodologies on the organization's projects. It's an important—and valued—position to achieve.

But then what? To where do you steer your career from being a respected internal expert? Some people take their unique skill sets, organizational knowledge, business acumen, and technical knowledge and become successful business analysis consultants, trainers, and entrepreneurs. The path to consultant is paved with expertise in business analysis, product management, project management, process improvement, leadership, software development, and other areas of information technology (IT). Whether working as an employee of an established consulting firm in this industry or going it alone in a company of one, consulting offers the highly talented BA a fulfilling—and challenging—career opportunity.

WHY THIS BOOK?

There are many books on consulting written by business people who successfully climbed the corporate ladder to a senior management level and were among the fortunate few to achieve success in consulting. However, I noticed a significant void in the current consulting literature geared toward practitioners in technical fields, most noticeably in business analysis and project management. You don't need to become a corporate executive before launching a career as an IT consultant. But you do need deep knowledge, broad experience, good observational abilities, and excellent communication skills.

I have been self-employed full-time as a software consultant since early 1998. Without necessarily planning to, I wound up specializing in software requirements and business analysis, project management, software quality, and process improvement. I began doing this sort of work even before going independent, while I was still working for a large corporation. This let me wade into the pool instead of diving straight into the deep end.

I wrote this book to share the many insights I have accumulated over the years, sometimes through the painful experience of making mistakes. This is the kind of book I wish was available before I decided to give consulting a try. Several other seasoned consultants with IT backgrounds also contributed chapters to this book to share their own experiences and perspectives. The information we present will reduce both your learning curve and the fear factor when you decide to test the waters as an independent consultant.

The examples and stories in this book come from my personal experience and those of my contributing authors working in the worlds of both traditional and agile business analysis, project management, and software development. The strategies and tips provided apply both to the practicing consultant and to those planning to make the transition to independent consultant in nearly any field. Even if independent consulting isn't in your immediate future, you'll discover many useful suggestions here about giving presentations, writing for publication, and working with others.

CONSULTING IN THE IT INDUSTRY

The IT industry has an abundance of consultants who perform many types of work. Some become well known in their domain, publish popular books, become featured speakers at conferences worldwide, and earn impressive

incomes. Others find that they just don't get enough business to stay afloat and have to go back to regular employment. Many independent consultants relish the diversity of the work, with its many opportunities to collect and leverage insights from their clients and to influence both practitioners in their field and the field in general. Others discover that the travel is grueling, frequent absences are hard on family life, and having an unpredictable income is unsettling. Consulting is not for everyone, but it can be a fun, rewarding, and lucrative career for those who learn how to make it work for them.

Perhaps you've heard this rather disparaging saying: "Those who can, do; those who can't, teach." I extend this by adding, "Those who did, consult." The effective consultant has a breadth and depth of experience in his or her field, the skill to assess a situation quickly and diagnose the root causes of problems, and the ability to convey new ways of working to clients so they achieve better business outcomes. Consultants must be adaptable, able to choose the right techniques from their tool kits to suit each client's needs and culture. By working with diverse clients, effective consultants soon recognize patterns of common problems and solutions that span organizations and business domains.

Having a wide range of project experience helps prepare you for a consulting career. But there's more to it than that—simply being very good at what you do doesn't necessarily make you a great consultant. You must be familiar with a rich suite of techniques in your field, so you can help people tackle many different kinds of problems effectively. You need to keep up with the literature in your domain, so you know about important topics and trends and can advise organizations based on the best available wisdom.

An effective consultant can distinguish practical techniques that we know are effective from the latest buzzword-laden fad. As a skilled observer, a good consultant notices what works and what doesn't work in various situations and synthesizes that knowledge into practical solutions. On top of all this, a consultant must be a credible and talented communicator who can pass along frank observations about an organization's shortcomings and gently persuade clients to try new methods.

People in IT use the term *consultant* in various ways. I have a friend who is a true software development consultant. He's one of the world's leading experts in a particular programming language. He doesn't build software for clients, but he is highly respected as an authority who can come into an organization and convey deep insights that help developers solve leading-edge problems in that language. On the other hand, many software development

consultants are really independent contractors who are self-employed and find their own jobs writing code for one client after another.

Some BAs also work as independent contractors, coming into an organization for a period of time and performing BA services on development projects, either on their own or as part of a BA team. Business analysis naturally lends itself to this form of consulting since the team role is not necessarily full-time throughout the entire duration of the project and BAs are accustomed to moving from project to project. True expert consultants, though, might lead and coach a team of BAs. They could deliver training, or they may assess and then advise organizations about how to tune up their current BA practices and address performance shortcomings. Consultants will sometimes help develop and instill new techniques into organizations and steer them to a more sophisticated business analysis culture.

Similarly, project management consultants can either work on contract, leading one project after another, or they can train and coach the organization's own PMs to enhance their effectiveness. Some PM consultants specialize in project recovery—coming in to get a struggling project back on track.

Still other kinds of IT consultants focus on process improvement or change leadership, helping organizations evolve. Or, they might specialize in particular areas of software development, such as architecture, software design, database development, or testing. Some experts help their clients learn to use specific languages, methodologies, or development tools. The varieties of IT consulting match the varieties of IT work.

Both business analyst and project manager are project roles. Someone must perform these essential tasks on every project. They might have the corresponding job title (or an equivalent, such as requirements engineer, requirements analyst, or systems analyst), or they might do it along with other project responsibilities, such as coding or quality assurance. Traditional software teams often are accustomed to having these roles staffed by specialists, whereas BA and PM responsibilities may be distributed across multiple individuals on agile development teams. As projects become larger and more complex, the need for team members who are very good at business analysis and project management increases. Organizations that lack BA or PM expertise can benefit from bringing in consultants in those areas to educate and advise. That's where you come in.

The diversity of independent consulting experiences is practically boundless. You can guide your career in whatever direction you like, taking best advantage of the kinds of work you find most satisfying—so long as the phone rings enough to keep you in business.

HOW I GOT HERE

By way of background, let me describe how I got started in the consulting business. After obtaining a PhD in organic chemistry from the University of Illinois, I began my professional career in 1979 as a research scientist at Kodak in Rochester, New York. Computer programming was my second interest after chemistry; one-third of my PhD thesis was code. For several reasons, I moved into software development full-time at Kodak in 1984. Six years later, I took over as the manager of my small software group.

I began learning as much as I could about software process improvement through books, periodicals, and conferences. Soon I found myself helping other groups inside Kodak with various aspects of software development, thus serving as an internal consultant and trainer. This ultimately led to a position guiding software process improvement efforts in one of Kodak's digital imaging technology areas. Shortly before I left the company, I was leading process improvements in Kodak's web development group, the people who bring you kodak.com.

In 1991, I began speaking at conferences, while continuing to write magazine articles about various aspects of software engineering. Three years later I received my first invitation to speak at another company on some of the work I'd been writing about. More of these types of opportunities arose, thanks to my increasing visibility as an author and speaker. Before long I was delivering training and consulting services for other companies on my vacation time, while still working full-time at Kodak. This was all done with my management's knowledge and approval. It was a comfortable way to ease into a consulting career.

My first book, *Creating a Software Engineering Culture*, was published in 1996, while I was still at Kodak. Shortly thereafter, a well-known software consultant asked when I was going to leave the corporate world and hang out a shingle as an independent consultant. My initial reaction was that this seemed pretty risky, considering that I like to eat every day. But after reflection, I decided to give it a shot.

I officially launched my one-person consulting company—Process Impact—in December of 1997. A few months later I left Kodak to see how things might go on my own. I figured I could always get a real job again if consulting didn't work out for whatever reason. As it happened, being an independent consultant, trainer, and author has worked out just fine.

BEING SELF-EMPLOYED

Some consultants find work through agencies. Others are employed by a company that contracts their consulting services out to clients. However, with one six-month exception very early on, I've always worked entirely on my own through Process Impact. (Incidentally, I have found that, even in a one-person company, management is uninformed and unreasonable, and the staff is lazy and has a bad attitude.) When I started out, I knew little about this new mode of employment, yet I had few resources from which to learn.

I did learn several things about consulting early on. First, I was fortunate to get plenty of work. That was a relief, as many new consultants struggle to stay afloat. Second, I found that I really enjoyed the flexibility of being self-employed. While at Kodak, I concluded that I do not need to be managed and I do not enjoy being a manager, so self-employment in a one-person shop suits me well. And third, I discovered that there's a *lot* to learn about being a self-employed, self-managed independent consultant.

Many of the strategies and tips in this book will also be useful to practitioners—sometimes called consultants—who are engaged in staff-augmentation contracting relationships as temporary corporate or government employees. Certain topics covered here might not be as important to consultants who work for larger companies rather than being self-employed. But even if you aren't on your own at the moment, someday you might be.

CASTING A LARGE NET FOR KNOWLEDGE

When I told my Kodak colleagues I was going to give consulting a shot, someone asked how I'd be able to keep up with what was happening in the software industry if I didn't work on projects anymore. That was an interesting question I hadn't considered. However, I quickly realized that, as a consultant, I could see how *many* projects and organizations operated, instead of just observing a few projects in one company for a prolonged period. Instead of making every mistake and climbing every learning curve myself, I could learn by looking over other people's shoulders. Everyone I met at a client site, conference, or professional society meeting was a potential source of knowledge.

Visiting a wide variety of companies was far more informative than working inside a single microcosm with people steeped in the same corporate

culture. It let me collect a breadth of information that I could then share with others, for a very reasonable price. I'm pretty good at synthesizing knowledge from multiple sources, packaging it, and delivering it in a practical and accessible way. That's the essence of being a consultant.

There was a second unobvious aspect regarding the knowledge you can—and cannot—acquire through consulting. I've done a lot of work in the field of software requirements over the years. People occasionally ask me, “Karl, what do the companies that are really good at requirements do?”

My reply is, “I don't know; they don't call me.” That is, my clients are always people who know they want to improve how their teams perform certain aspects of their work. They invite me in to help assess those opportunities, provide knowledge through training or coaching, and assist them in migrating toward better ways of working. Companies that are already confident in their business analysis capabilities don't ask me to work with them. Hence, I have no way to learn what's working well for them unless they publish their experiences for all to see.

The other people who never call me are those who either aren't even aware that they have problems or don't opt to address them. It's hard to sell a better mousetrap to people who don't realize they have mice.

HOW THIS BOOK IS ORGANIZED

This book contains 35 chapters that are grouped into six parts. Part I (*Setting Up Shop*) addresses laying the foundation for your consulting business, including letting the world know you're open for business, several different modes of consulting engagements, and the impacts that being a self-employed consultant can have on your life and your family. Another chapter offers some comments on participating in professional organizations, both as a way to find possible clients and to pursue relevant professional certifications.

Part II (*On the Job*) covers many realities that I had to learn through trial and error; the errors weren't that much fun. Chapters address using checklists to keep all the activities you're juggling under control, techniques for engaging with clients in various situations, descriptions of some ideal clients, and some warnings about clients who can cause headaches for you and how to deal with them.

In Part III (*Practicalities*) you'll find valuable tips for such essentials as setting rates, managing your finances, and negotiating and crafting written

agreements with your clients. Other chapters discuss establishing business policies and the important topic of purchasing appropriate insurance coverages. You might have the opportunity someday to partner with another consultant on a larger project, so I'll share some tips about how to make such arrangements work well.

Your business will probably start out a bit slow, leading you to look for ways to create growth. Part IV (*Building the Business*) suggests ways to do this. I will describe how I established multiple revenue streams, so I could hear the *ka-ching* of incoming cash even when I wasn't doing anything related to the company. Other chapters in this section provide suggestions for landing both new and repeat business, as well as many tips for consulting from a distance.

Although I've always called myself a consultant, most of my independent work has involved training. Teaching classes and making presentations are common consultant activities, so Part V (*Media Matters*) offers many tips for delivering effective presentations with confidence. It also describes ways to leverage your intellectual property (IP) repeatedly through different media formats, as well as addressing some important issues of copyright, fair use, and managing your valuable IP.

This book closes with Part VI (*Writing Your Way to Success*). Written communication is a core skill for any consultant, BA, or PM. Publishing lets you simultaneously share your knowledge with the world and market your expertise to prospective clients. This final set of chapters provides a wealth of information about writing for publication, including magazines, websites, blogs, and books. A prolific author once said that you can't consider yourself a good writer until you've written at least one hundred thousand words. My books alone total well over one million words. It's not for me to say if I'm a *good* writer, but I've learned a few useful things along the way, which I share in Part VI.

Each chapter in the book ends with a list of next steps, actions you can take immediately to begin applying the guidance and tips presented. If you are just starting out or early in your career as an independent consultant, I suggest you try the activities in these next steps as you finish each chapter. They can save you time and pain in the future.

Several chapters refer to items you might find useful, such as sample forms, checklists, and other reference items. You may download these from the Web Added Value™ Download Resource Center at www.jrosspub.com.

SOME CAVEATS

Let me emphasize that nothing in this book should be construed as legal advice. I am neither an attorney nor an accountant. Consult appropriate professionals with questions regarding legal matters, including finances, taxes, insurance, contracting, and how to structure your company.

You might conclude that certain approaches my colleagues and I have found to be valuable are a poor fit for your situation. In that case, it would be silly to take our advice. Instead, look for the idea behind each recommendation here, and then see if there is some thoughtful way to adapt that to your situation. As with all such writings, your mileage may vary from mine.

WHY KEEP READING?

I wish I had had a mentor to rely on for assistance, to answer the countless questions I had when starting out as an independent consultant. One seasoned colleague warned me, “You’ll be making a lot of trips to your local office supplies store.” True, but there’s so much more I needed to learn, from essential matters like how to find clients and how much to charge, down to minor practicalities such as how to uniquely identify invoices. (I use a code with an abbreviation for the client’s name, the current year, and a sequence number within the year, such as IC1904 for the fourth invoice I submitted to client InfoCorp in 2019.)

Perhaps this book can serve as a useful resource for you if you’re pursuing a career path similar to the one I chose. Even if you’re not aiming to be an independent consultant just now, you’ll find plenty of information here to enhance your own professional capabilities.

Next Steps

- List your professional goals as a BA or PM. In what ways do you feel that your current position would make it difficult to achieve these goals? How might becoming an independent consultant help you achieve those goals?
- Identify the reasons why you want to be an independent consultant. Consider why you think being a consultant would be better than your current position, and balance that against the advantages of your

current position. Does the comparison give you confidence that independent consulting makes sense for you?

- If you're aiming to become a business analysis consultant, take an inventory of your suite of BA knowledge, skills, and resources. What are your great strengths as a BA, what are your competencies, and what gaps in your knowledge should you close to be able to help clients most effectively?
- If you've worked with consultants before from the client side, which ones impressed you the most? Why? Did they have particular knowledge, abilities, or behaviors that you found especially effective and beneficial to your organization? List those attributes that you could try to emulate in your own consulting career.
- Think of any experienced consultants you know who might be able to mentor you in this new way of working.



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