

**THE  
AUTHORITY  
CODE**

**YOUR WORKBOOK**

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# CONGRATULATIONS!

**BY OPENING THIS WORKBOOK, YOU'VE MADE THE DECISION TO START—OR RAPIDLY ACCELERATE—BUILDING YOUR AUTHORITY BUSINESS.**

I designed this book as a companion piece to the *The Authority Code* so you can dig deeply into your exact situation, vision and desires to design your ideal authority business and plan.

All the exercises from the book are here—plus some extra material that didn't fit neatly into the book format. You can print them out so you have them as you read the book. Or better still, you can fill them out on your screen since all the fields are fillable; just be sure to save your work as you go!

I can't wait to hear your stories—your triumphs and challenges—as you build your business with your own unforgettable brand of authority.

Hit me up at [www.rochellemoulton.com](http://www.rochellemoulton.com) or [@ConsultingChick](https://twitter.com/ConsultingChick) on Twitter.

**Ready? Let's do this!**



# EXERCISE 1: DEFINE YOUR VISION

CONSIDER THESE FOUR QUESTIONS:

**What do you want for your life?**

**What are your dreams?**

**What do you want to create?**

**What does living and working well look like?**

**Be gut-clenchingly specific.** You are designing your life and your business, and you get to decide what is gonna float your boat and inspire your dedication. What are the dreams that you've only dared to flirt with and perhaps never even spoken out loud?

**As you position your business for success on your terms, this is the time to get everything down.** Soak on it and decide what gets pride of place in your vision.

**Now get ready to dig down into even more detail.** Imagine your ideal future state where your business and your life are humming along and you, your clients and your loved ones are blissfully happy. Got it? Now fill in these sentences:

**I live in. . .**

**I live with. . .**

**I work with. . .**

**I work on. . .**

**My circle includes. . .**

**On my favorite work day, I . . .**

**On my perfect day off, I . . .**

**I most want to create. . .**

**I'm earning. . .**

**My financial stability comes from. . .**

**My relationships are. . .**

**My health is. . .**

**My community is. . .**

**My spiritual life is. . .**

**The problem I most want to solve is. . .**

**I'm so proud that I. . .**

**The best decision I made to get here is. . .**

**I feel lucky that. . .**

**Now, get this ideal life you see yourself living firmly in your mind and start writing a few paragraphs (or more if you like) about what it looks and feels like.**

And if any of these statements don't work for you—reframe them. **This is about creating a vision you want so badly you can taste it.**

Please don't take just one pass at this. Come back to it a few times. Let the questions and your desires roll around in your head for a bit. Resist talking about it at first, even with your nearest and dearest. Because no matter how much someone loves you, it's your vision we want to get out of your head. Most of us have a hidden yearning or two that we just think is too big for us—but calls to us anyway. **This is your time to give that voice a chance to be heard.**

# EXERCISE 2: THE CORE PURPOSE OF YOUR AUTHORITY

Adam Leipzig (the film and theatre producer/writer) does a brilliant job talking about life purpose in his TEDx talk, “How To Know Your Life Purpose in 5 Minutes.” I’ve adapted his questions here to apply to how you think about the purpose of your authority:

**What I love to do most in the world is . . .**

**The one thing I feel supremely qualified to teach others is . . .**

**Who am I doing this for? Whom do I most want to teach and reach?**  
[Imagine you only work with your favorite kinds of people. Who are they?  
What do they have in common?]

**The people I serve want or need. . .**

**How the people I serve transform after they've experienced me. . .**

### **Note the emphasis on service?**

Because the core purpose of your authority is not about you—it's about how you **USE YOUR GIFTS TO SERVE OTHERS**. Getting clear on how this ties into your vision of life and business will help guide you to become a generous and trusted authority.

# EXERCISE 3: PINPOINT YOUR GENIUS ZONE

**What lights you up? Quick, name five things you love to do. Don't stop to think, just write.**

**Now, spend a little time considering your talents and your passions, the ones you can't live without. Seriously, you feel like you'd die if you couldn't do them. Write them all down here. (Tip: Struggling with some talents that just don't light you up anymore? It may be high time to kick those to the curb.)**

**What have you created when you felt most open, when love for what you were doing coursed through your veins? Who did you create it for and with?**

**What kinds of problems do you solve? What do people ask you for over and over again?**

**What do you love to do so much you might even do it without pay?**

**How do you make people feel? What does your audience (clients, colleagues, associates, readers, audience members) take away from their experience with you?**

**What do you do that changes the lives of those around you, even for a moment?**

**Now, look back on all your responses and thoughtfully answer these questions:**

**The five to ten things I'm incredibly good at AND love to do are:**

**The people who need and want my talents—the ones I resonate with on the highest level—are:**

**I make my best audiences feel:**

**Now put all of those together in a statement or two outlining the critical elements of your genius zone.**

**Example 1:** I like working with hard-charging entrepreneurs—usually the CEO—who know what they want and make decisions fast. I prefer to focus on privately held tech companies that are well past the seed stage.

**Example 2:** I work best with VPs running operations in banking and financial services. Growing their operation should be one of their top three priorities. They should believe that they can't win without a strong team and are willing to invest time and money in building theirs.

**Example 3:** My time is best spent with women business owners in the retail space who want to grow beyond a single store and integrate bricks and mortar with their web storefront. They like to work collaboratively and aren't afraid to try new ideas—or shelve those that aren't working.

# EXERCISE 4: DESIGN YOUR REVOLUTION

Go back to your answers to EXERCISE 3: PINPOINT YOUR GENIUS ZONE in Chapter 1.

I want you to copy your genius zone statement so it's front and center, e.g. I like working with hard-charging entrepreneurs—usually the CEO—who know what they want and make decisions fast. I prefer to focus on privately held tech companies that are well past the seed stage.

**Then, bring over your answers to these questions from EXERCISE 1: DEFINE YOUR VISION**

**What kinds of problems do you solve?**

**What do people ask you for over and over again?**

**What do you do that changes the lives of those around you, even for a moment?**

**Those are the first breadcrumbs that will point to the right revolution for you to lead.** As you look those over, start digging a little deeper:

**What is frustrating about your field that, if re-configured, would add joy, purpose and/or a significant bottom-line impact to your peers and clients?**

**What big problems do you see as solvable that everyone else believes are impossible to fix?**

**How might you—working from your genius zone—transform the current state of your favorite people?**

**If you're having trouble getting clear on this, it might be worth calling in some reinforcements.** Pick your all-time favorite clients, buyers, readers (five to eight will probably give you enough data points) and ask three pointed questions:

**What is irresistible about working with me?**

**What experience (feeling) do you get from me that you don't get from anyone else?**

**What do you consistently rely on me for?**

**Make a list of what you hear from them.** Circle anything you hear more than once. Put a star by anything you hear three or more times. Hint: your special sauce is in the stars.

Once you are clear about your unique value, passions and motivation (this is not the time for modesty), you are ready to put it all together into a statement that captures it. **Ready?**

**Complete this statement:**

I \_\_\_\_\_ (insert action verb)  
\_\_\_\_\_ (insert your best audience)  
\_\_\_\_\_  
(insert how you make your best audience feel or an outcome they can consistently rely upon).

**A few examples to stoke your creativity:**

- I build wealth for risk-takers.
- I teach lawyers to sell more business.
- I create beloved companies.
- I guide business owners to feel rich no matter how much money they have.
- I make consultants and big thinkers unforgettable.

**Take some time with this.** Leave it and come back to it. Ruminates. Salivate. It should scare you a little—as in “Who am I to think this big?” Write your statement here:

**Your final step is to turn your statement into a big, bold idea that irresistibly draws your best audience to you.**

Use as few words as possible, while still making it rich and compelling.

Focus on the intersection of what makes your heart beat faster with where your best talents lie. Those examples above morphed themselves into these big ideas:

**Never follow.**

**Make it rain.**

**Become a beloved company.**

**Feel rich.**

**Be unforgettable.**

Get the idea? Now it's your turn.

**My big idea for the revolution I want to lead is:**

# EXERCISE 5: YOUR CLIENT AVATAR

You have an ideal client. They are real people with hopes, dreams, pains, and fears. Your job is to understand what motivates them so you can speak directly to them, connect with them, and engage with them.

**So I want you to sit back, close your eyes, and envision your ideal client or buyer.** Give them a name. Note a few salient points about them—their age, their position, and any demographics that might be relevant.

**EXAMPLE:** Shawn is a forty-five-year-old Silicon Valley CEO/founder of a successful B2B SaaS business. He does well—but he has a bigger dream.

**See what I mean? Capture the core motivation of your client.** [Note: if you're having trouble choosing an avatar, envision your most incredible—actual or imagined—client.]

**And then carefully consider some questions about him or her:**

- What's their biggest source of pain?  
What do they wrestle with regularly?
- What's the tape that plays in their head at 2 a.m. when they can't sleep?
- What are their biggest fears?
- What's the biggest danger they see? And what's the biggest danger they can't see yet?
- What are their greatest opportunities?
- What are their fondest hopes and dreams?
- How do they transform after they work with you or buy your books, programs and products? What do they become? How does their future life change as a result of your work?

**Ready?** You can use the form on the next pages for each client or buyer you most want to attract.

# CLIENT AVATAR 1

## Highlights:

(insert name)

**What's their biggest source of pain? What do they wrestle with regularly?**

**What's the tape that plays in their head at 2 a.m. when they can't sleep?**

**What are their biggest fears?**

**What's the biggest danger they see? And what's the biggest danger they can't see yet?**

**What are their greatest opportunities?**

**What are their fondest hopes and dreams?**

**How do they transform after they work with you or buy your books, programs and products? What do they become? How does their future life change as a result of your work?**

# CLIENT AVATAR 2

## Highlights:

[insert name]

**What's their biggest source of pain? What do they wrestle with regularly?**

**What's the tape that plays in their head at 2 a.m. when they can't sleep?**

**What are their biggest fears?**

**What's the biggest danger they see? And what's the biggest danger they can't see yet?**

**What are their greatest opportunities?**

**What are their fondest hopes and dreams?**

**How do they transform after they work with you or buy your books, programs and products? What do they become? How does their future life change as a result of your work?**

# CLIENT AVATAR 3

## Highlights:

(insert name)

**What's their biggest source of pain? What do they wrestle with regularly?**

**What's the tape that plays in their head at 2 a.m. when they can't sleep?**

**What are their biggest fears?**

**What's the biggest danger they see? And what's the biggest danger they can't see yet?**

**What are their greatest opportunities?**

**What are their fondest hopes and dreams?**

**How do they transform after they work with you or buy your books, programs and products? What do they become? How does their future life change as a result of your work?**

# EXERCISE 6: CHOOSE YOUR NICHE

Choosing your niche means integrating the work you've done in earlier exercises with how you'll specialize, which will help us move closer to the best authority business model for you.

- Go to the **DEFINE YOUR VISION** exercise. What's the problem you most want to solve?
- Refer to your **PINPOINT YOUR GENIUS ZONE** exercise. Transfer your final statement here, taking one more look at all of the questions to ensure you've captured how you truly work best:
- Go to your **DESIGN YOUR REVOLUTION** exercise and bring over your last statement on the revolution you want to lead.
- Turn to **YOUR CLIENT AVATAR** exercise and summarize the ideal client you want to serve here: What does it tell you about the niche you serve? What commonalities do you see in your client base that you'd like to replicate?

**By now, you probably see a lot of repetition, yes?** That's how we're going to bring it all together—the people, the problems, the industry, the specialties that absorb you and drive you to operate in your genius zone. Outline your targets below.

**My best clients are:**

**The problems I can't wait to solve are:**

**The industry/function I serve at my very best is:**

**The niche that best serves my talents is:**

**Congratulations! You're almost there. Just one final step, although it's an important one: you want to ensure there is market demand for you and your niche.**

**Hint #1:** There are plenty of other people playing in that general space [while not foolproof, it signals that there is significant revenue at stake]. Example: technology B2B media consultants.

**Hint #2:** Your target market understands your service and is accustomed to buying it in some form. Example: CMOs know they need help with digital marketing.

**Hint #3:** Your research points to a significant technological or demographic demand in your market in the near term. Example: Millennials moving into senior leadership posts means a changing, more robust market for leadership development coaches.

**The challenge in niching arises when you're trying to force someone who doesn't recognize a need to pay attention to you.** While certainly not impossible, it's a challenge most soloists and new firms cannot finance. Tread carefully before taking this on.

**The market viability of my niche is (choose one):**

excellent

good

uncertain

# EXERCISE 7: YOUR DEFINING EXPERIENCES AND STORIES

You can build powerful emotional connections with your ideal audience by capturing the unique experiences—in the form of stories—that have marked how you got to where you are right now. For this exercise, you're going to briefly outline some of your most memorable personal and professional experiences. Write as many as you like, but be sure to include at least ten situations.

**One way to start is to be very linear:** start from your earliest memory. So let's say you remember being four and your brother took your favorite monkey toy and shredded it. Write that down as #1. Maybe after you're all done, you learn that that experience made you not want to share and ultimately work as a soloist. Or maybe it means absolutely nothing. But if you don't write it down, you can't connect the dots later.

**What else happened in your childhood?** Where did you grow up? Who were your friends? How did your family get along? What were your hobbies and sports and influences?

**And then start remembering the things you did in and around your school years**—art projects, building model airplanes, acting in plays, conducting science experiments. Try to capture all the different interests that intrigued you up through high school. And note any key relationships that mattered to you—teachers, scout leaders, your grandma. People who wrote on your slate early.

**Then segue to your college years.** Did you have a gap year? Be sure to explore that too. Note the jobs or internships you held down in college—what did you learn? What courses really jazzed you? Try not to attach too much judgment here. Your job is to get the essence down—you will decide later if and how it played into the rest of your life.

**And then we have your work years.** In addition to noting the jobs you've held, think about the significant (to you) projects you contributed to or led. Did you love them? Hate them? Learn insane amounts from them? How did they lead to what was next for you? What kind of people brought out the best—or worst—in you?

**Keep at this**—preferably in multiple sittings—till you can read through it and feel like the most important highlights/lowlights of your life and work are there.

**You can stop there if you like, but if you're not a purely linear thinker, then you may want to get a tad more creative.** Instead of focusing on time frames, pick some aspect of what you love to do. What are you doing when you're in your genius zone—where everything runs on all cylinders and you lose track of time?

**Let's say one of your “things” is deep analysis;** maybe you're a financial whiz and you like to start your big projects with an in-depth financial review of your client's books. When else in your past did you do that kind of work? Where does that come from? Looking back, you may remember helping your mom balance the family budget or your first accounting class where you had an aha moment. Or maybe it was researching car parts to fix the family car with your dad.

**Explore each of your work and life loves in that fashion and be sure to outline at least ten defining experiences.**

- 1.
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- 18.
- 19.
- 20.

# EXERCISE 8: THE STORY OF YOU

## Step 1: Go to your completed **YOUR DEFINING EXPERIENCES AND STORIES** exercise.

Reread each one and start marking them as hero, collaborative or virtuous (a few won't be any and that's OK; they might yet serve you later to add color to your story, so don't delete anything). If you haven't got an assortment, don't panic. It just means you need to dig a little deeper into your life on the planet so far. See my suggestions above to sift through your life for the gems that impacted you for better or worse.

**Step 2:** When I do this for clients, I do it on my screen, sort the events chronologically and then use the highlighter to emphasize the pieces I think might wind up in the end story. By highlighting, you're tricking the eye to help you see just the crucial call-outs. And of course, you can cut and paste to your heart's content.

**Step 3:** Look for the stories within the stories. In this example, pulled from my early life experiences, I found a hero story—can you see it?

- Born in France to Americans, while my dad was stationed in the Army.
- Grew up in central Connecticut, spending every other weekend with my beloved grandparents, in part to escape chaotic home life.
- The day my dad told me he was moving out.
- When we had to move from our little house where I grew up to another school district.
- The first time there wasn't enough to eat.
- Working at a variety of babysitting and cleaning gigs to buy food and the occasional girly do-dad.
- My first paycheck job at McDonalds. I got paid for waiting on people and being hyper-responsible which was a foundational part of my nature.
- Winning honorable mention in a statewide creative writing contest.
- Leaving home at seventeen and still finishing high school with my peers.
- Started managing the breakfast shift at McDonalds, working 5:30 a.m.

to 2 p.m. six days a week. Cleaned an office one night a week and worked at Subway two to three nights a week, 8 p.m. until 2 a.m.

Sold Avon products door-to-door. Took full load of college classes (including summer) in between jobs for a year.

- Applied for and won a grant plus loans to finish undergrad in three years. Slept on a relative's coach for six months until I could afford a tiny apartment.

### **The hero story was beating the odds from a chaotic, messy, poor beginning, getting into college and graduating in three years.**

Now I choose not to use this particular hero story because later stories were more pivotal to my work. But once you see one hero story in your own life, you'll see more.

**Step 4:** Play with various combinations of your hero, collaborative and virtuous stories. You're looking for the right combination that hits on the work you've done in the previous four chapters. As you look at each possible origin story, ask yourself:

**Is where the passion for my vision came from obvious?**

**Does my story inspire others to trust me and believe in the revolution I'm leading?**

**Can others see why I care so much about making life better for my ideal clients?**

**Have I shown how I'm different from anyone else in my space?**

**Step 5:** Build out your story. Building out your story means not just combining the three types of stories into one, but adding some color. If you need inspiration compare my simple outline of Kristin Smedley's story in the book with the one she wrote and shares on her website.

**Notes:**

# EXERCISE 9: YOUR BUSINESS AND REVENUE MODEL

Now that you know exactly how you want to position yourself, it's a good time to be sure you understand precisely how your underlying business is currently producing revenue for you. How do you make money right now? Does that support and optimize your [new] positioning? What changes—if any—might better align your pricing with your positioning?

## YOUR CURRENT REALITY

### FEES FOR SERVICE

These are fees for your time where you [or your team] are delivering a service. Think hourly, project or program fees, retainers and speaking fees. Any type of direct delivery of service to your clients or buyers should go here.

#### Hourly rates:

% of your gross/net revenue from hourly rates:  
Rate your satisfaction from 1-5 with 5 being nirvana:

#### Project fees (list price points):

% of your gross/net revenue from project fees:  
Rate your satisfaction from 1-5 with 5 being nirvana:

#### Retainers (list):

% of your gross/net revenue from retainers:  
Rate your satisfaction from 1-5 with 5 being nirvana:

#### Speaking fees (list price points):

% of your gross/net revenue from speaking:  
Rate your satisfaction from 1-5 with 5 being nirvana:

**Now think about how you secure these assignments.** Are they coming in primarily digitally—through your website, email list and/or social media? Referrals? Or are you physically networking and meeting with prospects and referral sources? Or both? What percent of your time do you spend sourcing and or closing the sale?

**Your primary source of leads:**

Rate your satisfaction from 1-5 with 5 being nirvana:

**Your secondary source of leads:**

Rate your satisfaction from 1-5 with 5 being nirvana:

What if anything do you want to change about how you get leads?

The percent of your time spent on the sales process:

## WORKSHOP + MEMBERSHIP REVENUE

These are fees for programs where you're delivering to many individual buyers at the same time. They will typically be flat fees (workshops and trainings) or monthly, annual or lifetime memberships.

For each line item, note your price point and the percent of revenue it currently represents:

**Item 1:**

% of your gross/net revenue:

**Item 2:**

% of your gross/net revenue:

**Item 3:**

% of your gross/net revenue:

**Item 4:**

% of your gross/net revenue:

**New items I'm considering** (brief description and price points):

## PRODUCT REVENUE

Anything that doesn't require your direct presence is considered product revenue. This might include books, self-contained digital training programs, downloads—any sort of digital or physical product.

For each product, note your price point and the percent of revenue it currently represents:

### Product 1:

% of your gross/net revenue:

### Product 2:

% of your gross/net revenue:

### Product 3:

% of your gross/net revenue:

### Product 4:

% of your gross/net revenue:

**Products I'm considering** (brief description and price points):

## YOUR CURRENT STATE OF MIND

Now, take a look back through your responses and consider this question: Is your current business and revenue model working for you the way you want it to with your new positioning?

### Choose whichever best describes your current situation:

My business model is working perfectly. What I really need is volume—more exposure to potential clients.

I get great volume—almost everyone I pitch says yes! But I feel like I'm chasing my tail trying to deliver everything I've promised and my revenue hasn't been growing.

My business model feels like it could use some improvement. Parts of it are terrific, but I feel like I'm not earning what I could/should or that I'd rather spend my time differently.

My business model and revenue mix need some serious overhaul. I want to spend less time actually delivering directly to clients and more time developing new content and products.

Other (specify):

## OTHER NOTES

Any other thoughts about your current or future business and revenue model:

Once you've finished the exercise, I want you to step back and take a look at how your entire business is structured by revenue line. How much of your revenue requires your presence to deliver? How often and how intensely are you required to be part of the work? Where have you built leverage into your model to start decoupling your time from your revenue?

One way to think through how you use pricing and leverage in your business is to lay out your product/service ladder. List each of your current services and products in decreasing order from the most expensive to the least.

**Here are the types of services and products you'll want to include:**

**My Product/Service Ladder:**

- Custom engagements
- Advisory or coaching retainers
- Execution/implementation services
- Strategy sessions
- Assessments or audits
- Speaking
- Productized services  
[e.g. website in a day]
- Workshops, seminars, masterminds
- Memberships
- Digital courses
- Stand-alone digital products
- Books

# EXERCISE 10: BUILD YOUR POINT OF VIEW

A good starting point for building your point of view—one that will stimulate your left and right brain—is to think manifesto. A manifesto is more than the last ravings of a lunatic or the musings of a politico. It's a written declaration of what you believe to be true, which forces you to step into the light and hold yourself accountable to your belief system.

Start with the statement “I believe” and jot down your core beliefs about your work, your people, the revolution you want to lead and your expertise. Don't worry about the exact words; just broad-brush the concepts. Come back to it again and again until you've got your basic belief set down.

**I believe. . .**

**I believe. . .**

**I believe. . .**

**The most important thing here is to capture the pivotal stakes of your belief system.** Don't be afraid to be pithy or in-your-face if that's your style. Like the marketing consultant who used this phrase: "If you don't ask for feedback, you are a chicken shit. Grow up." Strong words yes, but his ideal client genuinely wanted to improve and he'd learned the hard way that those who didn't want feedback were bad-fit clients.

**If your list of statements isn't flowing easily, try thinking about these four questions:**

**Who do you really want to work with?** Know that narrower is better; the more tightly you describe your ideal tribe, the easier it is to recognize each other. Use your work from the **YOUR CLIENT AVATAR** exercise to dial into the specifics of your people.

**What are the tent poles of your work?** If you're a leadership consultant, what do you believe about the role of leaders in organizations? What distinguishes great leaders from the merely good? How should organizations develop their future leaders? Get clear on the belief set that underlies every assignment.

**What outcomes are you striving for?** Think big. How will you get there if it's not on your radar? If you're a financial advisor, your goal may be to help clients live the life they've always imagined. Look at the work you've done—your best success stories—and look for the commonalities in the end result.

**How have you structured your work to deliver those outcomes?**

This question is about real, tangible aspects of how your service delivery meshes with your promise. Drill down to exactly the aspects that form your authority DNA. A financial advisor who wants to help clients reach their dreams should not open a conversation asking about their investment mix.

**Once you're confident you've got enough color to feel like you've captured the essence, you're ready to tackle your point of view.**

## POINT OF VIEW

**Now we're going to narrow all of your manifesto beliefs into a very specific point of view that no one else in your space would—or could—replicate.** It's typically four to six paragraphs that you write as though you're explaining your belief system to a potential client.

- Looking over your “I believe. . .” statements, what's the one statement you believe is always true in your area of expertise? Some examples:  
Beloved companies make decisions that respect and honor the customer.  
No one becomes a brilliant leader alone. The war for talent is just beginning.
- Say more about your one statement. Why is it true? What factors can make that statement accurate for your clients? What gets in the way?
- What **MUST** happen for your statement to become a reality? How do you take your clients from where they are now to your vision for them?
- Now put together your statements in a series of paragraphs. The first paragraph should be your sentence from #1 above. Then add additional paragraphs, using your ideas from #2 and #3 above, keeping each paragraph to no more than two to three sentences. If you get stuck, imagine you have one minute to describe your beliefs in your area of expertise to a potential client. Keep in mind that this exercise isn't about your technical methodology. It's about connecting your expertise and worldview with your potential client base.

**Before finalizing your point of view, read it over and ask yourself these questions:**

- Have I captured the essence of my belief system?
- Does this sound like something I would say?
- Have I differentiated myself enough from other players in my niche?
- When I read this back to myself, do I get excited? Is it the work that gets my motor revving?

**My point of view is:**

# EXERCISE 11: YOUR AUTHORITY CIRCLE

## YOUR RAT PACK

**You have had a rat pack at some point.** Maybe it was a gaggle of new grads when you started your first job. Or the orientation class from your second. Perhaps it was your fellow team members on the project from hell.

**Do you remember what that felt like—having at least one other person who understood your situation, who had your back and wasn't about to throw you under the bus, no matter what?**

When you're running an authority business, having a lively circle you can depend on (and who depends on you) makes you all stronger. Work—and life—are a little easier. You can breathe, knowing you have an outlet when you need one.

**Think back to some of your work in the past.** Who did you resonate with? Who felt like a partner in crime, even if you've lost touch since? (LinkedIn is an accessible resource to refresh your connections from past lives).

**Start with your innermost supporters who have always cared about your success.** Not your mother (unless she's in your business sphere), but you can add close friends who are good business advisors, buddies from your previous jobs, roles and projects.

**My Rat Pack includes:**

## YOUR APOSTLES

**Your email list is an excellent place to start uncovering your true believers and supporters.** Who consistently engages with you? Maybe they're asking questions or mentioning how they shared one of your pieces? (I keep an email folder called "Future Clients + Buyers" so I can always look them up fast.)

**If you've been publishing for even just a few months, chances are you've found a fan or two on social media.** Take a look at your social feeds and see who has thoughtfully vs. mindlessly shared your stuff.

**Don't worry if you haven't built up any apostles just yet.**

They may well bubble up as you keep publishing, especially as you start to dig into your niche. The important thing here is to be on the lookout for people who start sharing. It can happen fast, like when you hit a particular nerve in your publishing, or it can be more of a slow roll, like finding your sweet spot with your new podcast.

**My apostles are:**

## YOUR TRIBAL LEADERS

**These aren't just those leaders who want to read almost every word you write, but also those niche players who may only be interested in a single aspect of your thinking.** For example, maybe you're an authority on building trust in software development teams, but that Fast Company writer is only interested in your research on trust differences between failed and wildly successful start-ups.

**This circle ideally is sprinkled with those you already know today and your aspirational additions for the future.** Who are the finest writers, thinkers and doers in your field? And who are the up-and-coming people you are resonating with?

**Think about the media outlets that could be crucial to getting you a bigger platform for your work.** Who might interview you or sell your books or even seal affiliate deals? Yes, media can be a trickier "get", but if they're not on your radar, you won't be looking for ways to collaborate. Just don't get stuck on only going after the big names; small niche media with influence (current or potential) may be fertile ground for your ideas and presence.

**The Tribal Leaders I want to reach are:**

## YOUR AUTHORITY CIRCLE

**Once you have a complete list of your Authority Circle—your rat pack, apostles and tribal leaders—enter them in your contact system (a spreadsheet will do, there's no need to get fancy).**

I like to keep a notes field to track what we've done together and where we are in the relationship. If your system isn't automated, get in the habit of taking a quick look at your list status at least weekly so you keep yourself accountable to keep growing those relationships.

**Notes:**

# EXERCISE 12: YOUR AUTHORITY ACTION PLAN

**This is where you take a deep, deep breath. You've done the heavy lifting of getting clear on how to position yourself, your business and your expertise. You've decided how best to monetize that positioning so you can work in your genius zone and build a six-figure-plus business. And, you've decided how to publish your expertise and enlist your people so you can leverage and sell your authority far easier than you do today.**

Now that you've got your authority elements in place, it's time to make—and execute—your action plan to roll all this out. Because until you take it out of the theoretical and into your day-to-day world, it won't be working for you.

## MY AUTHORITY BUSINESS

**My ideal client is:**

**The revolution I'm leading (my big idea):**

**The niche I'm claiming:**

**My product/service ladder:**

**I'll be publishing (what and where):**

**The key members of my Authority Circle:**

**The "gates" prospects must pass through to engage in a sales conversation:**

## **The five decisions I made about my website:**

**Decision #1: Who's it for?**

**Decision #2: What visitor experience will most closely convey what it's like to work with me or buy my stuff?**

**Decision #3: What's my main message?**

**Decision #4: What's the one thing I want my visitors to do?**

**Decision #5: How do I want to demonstrate my authority to enlist my ideal people?**

## ACTION PLAN

**Now that you've got all of your key authority decisions in one place, your job is to scour all of your processes and collateral to ensure they match up with where you want to take your business.**

**For each item, you'll want to decide what changes—if any—you need to make.** Then as you consider each one, estimate its cost, timing and relative importance so that you can prioritize your actions and start executing.

**Read your website copy, social profiles and marketing collateral as though it's the first time you've seen them.** And as weird as this sounds—try reading them out loud. It allows you to hear what the copy will sound like in your target audience's mind.

**Review and think about every image you use on your site.**

Does that picture of you or that stock image convey your brand of authority? Is it what your ideal clients and buyers will connect with? And does it distinguish you from everyone else in your space?

**Once you've drafted your action plan, use this checklist to ensure you've reviewed all your client/buyer-facing materials:**

## WEBSITE

### • Copy

- Does it appeal to your target and align with your new positioning?
- Is your point of view fully expressed?
- Are your calls to action clear and compelling (downloads, joining email list, etc.)?
- Does the voice you're using fit how you speak (generally first person works better than third)?
- Do your content choices align with your new direction or do they need a pivot for the future?

### • Images

- Do the shots of you convey the right balance of authority and approachability?
- If you're using stock photos, do they look thoughtfully curated to match your message?

### • Testimonials

- Are they from your ideal clients and buyers; will your target audience relate to them?
- Does their content point out your best outcomes?
- Are you using their names, photos and titles in a way that will appeal to your targets?

## Notes:

## SOCIAL MEDIA

### • Profiles

- Does your headline position you as an expert or authority in your space?
- Does it reflect the right balance of business/social for that platform?
- Is your photo the same modern, on-brand shot you use across all your [business] social profiles?

### • Content

- Do you need to shift what you're posting based on your publishing plans, including your lanes of content?
- Are you consistently demonstrating your point of view?
- Does your byline position you as an expert or authority in your space?

### • Engagement

- Do you need to change how you engage or who you engage with based on your new authority positioning?
- Do your selected media members use this site and if so are you following and interacting with them?
- Are you consistently demonstrating your point of view?

### Notes:

## EMAIL MARKETING

- **Email template: does the look and feel fit with your brand of authority?**
- **Welcome sequence**
  - Is it designed for your ideal clients and buyers?
  - How will you connect with them—will you ask questions, offer chances to talk, meet, etc.?
  - Have you designed a path for them to get to know, use and eventually buy your content?
  - Is the technology working for you or do you need tech help to take advantage of key features?
- **List marketing**
  - How will you regularly offer demonstrated value to your list?
  - How will you write your emails to encourage feedback, a golden source to better communicate your ideas?

**Notes:**

## MARKETING COLLATERAL

- **What documents beyond your website are you using to tell your world about you and your business?**
- **Where are you maintaining a presence beyond social media, such as:**
  - Industry websites
  - Any site where you search for contract help or employees
  - Slack channels with clients, prospects and/or peers
  - Publications (digital or otherwise) where you maintain a contributor profile
  - One-off sites where you might mix business and personal, such as Amazon reviews, Quora comments, etc.

**Notes:**

## Now, convert your answers into a stream of actions, such as:

Update ABOUT page copy to include my new story.

Ask Ted, Sara and Priya for testimonials.

Update TESTIMONIALS website page.

Write new freebie download and convert to PDF.

Swap out freebie download on HOME page...

You get the idea. Once you've got a complete list, you can prioritize, budget for any items that require a cash outlay and start executing. The sooner you start, the sooner you'll finish!

### Notes:

# THE AUTHORITY CODE: YOUR WORKBOOK

**You made it!**

If you still want more—say some real-time help with designing or rolling out your Authority Plan—you can visit this page on [my site](#) for your options (and to reach out directly).

*Rochelle*